



**MULTI-DONOR TRUST FUND FOR
UN ACTION AGAINST SEXUAL VIOLENCE IN CONFLICT
PROJECT PROPOSAL SUBMISSION FORM**

Part A. Meeting Information			
(To be completed by the UN Action Secretariat)			
RMC Meeting No: RMC-009		Project¹ No: UNA-016	
Date of Meeting: December 2, 2010		RMC members in attendance at meeting: Mari Matsumoto (MDTF), Maura Heron and Gillian Holmes (UN Action), Maha Muna (UNFPA), Mendy Marsh (Unicef), Kate Burns (OCHA); Roma Bhattacharjya (UNDP) and Claudia Garcia Moreno (WHO) provided comments in writing.	
Part B. Project Summary			
Date of Submission: 23 November 2010		Participating UN Organization(s): Department of Political Affairs	
		Participating UN Organization receiving funds: Department of Political Affairs	
Focal Point of the Participating UN Organization(s): <i>Details to be submitted next week</i> Name: Christopher Coleman Address: 730 Third Ave, TB-10032, NY, NY 10017 Telephone: 212 963-8222 Email: colemanc@un.org		Project Title: <i>Building Sustainable Peace and Security for Women: Strengthening Capacity to address Conflict-Related Sexual Violence Issues in Mediation and Peacemaking</i>	
		Project Location(s): Mediation Support Unit/New York	
UN Action pillar of activity: <input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Knowledge building <input type="checkbox"/> Support to UN system at country level		Projected Project Duration: 1 January-31 December 2011	
Proposed project, if approved, would result in: <input checked="" type="checkbox"/> New Project <input type="checkbox"/> Continuation of previous funding <input type="checkbox"/> Other:		Total Project Budget: US \$804,896 Amount of MDTF funds requested: US \$199,341 Percentage of indirect support costs from MDTF contribution: 7%	
Projected Annual Disbursements:	2010	2011	2012

¹ The term "project" is used for projects, programmes and joint programmes.



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	\$	\$199,341	\$
Projected Annual Commitments:	2010	2011	2012
	\$	\$199,341	\$

Narrative Summary

I. Overview

a. Provide a brief overview of the project, including overall goals and objectives, key strategies, expected results, and intended beneficiaries.

*“The absence of women and the resultant failure of peace agreements to deal with women’s issues leads...to perpetuation of discrimination against women, their continued marginalization in the post-conflict society, and **de facto impunity for abuses such as sexual violence during conflict**. Peace processes, therefore, need to ensure not only adequate representation of women as participants and observers but also gender expertise in agenda-setting, substantive talks and implementation, in order to redress past inequalities, so that new institutions can be built to provide greater social justice for all.”*

~ 2009 Secretary-General’s Report on Enhancing Mediation and its Support Activities

In 2010, the Department of Political Affairs, the lead entity for UN peacemaking and preventative diplomacy, has made important initial strides in addressing the need for a systematic gender approach in its peacemaking work. DPA’s work involves advising the UN Secretary-General on preventive diplomacy and peacemaking measures, providing support to numerous envoys of the Secretary-General engaged in peace talks or crisis diplomacy, as well as DPA’s political missions in the field, and serving Member States directly through electoral assistance and the support of DPA staff to the work of the Security Council and other UN bodies.

As an active member of UN Action Against Sexual Violence in Conflict, DPA is committed to advancing the principles and strategic objectives of the Network, including adhering to the principle that rape is not an inevitable consequence of conflict, and that it can and must be prevented.

In seeking to build inclusive and sustainable peace and security, DPA’s Mediation Support Unit (MSU) has committed to bolster its efforts to ensure that progress is made in placing conflict-related sexual violence on the agenda of mediators and in mediation efforts supported or led by the UN, contributing to strengthening the UN’s efforts to prevent and respond to conflict-related sexual violence. This approach is driven by the Joint DPA/UNIFEM (part of UN Women) Gender and Mediation Strategy, developed under the auspices of UN Action.

This Gender and Mediation Strategy was created in response to a critical lack of capacity among mediation experts in addressing gender issues. This gap includes a lack of guidance for mediation practitioners to help them address women’s security and peacebuilding needs, particularly conflict-related sexual violence.

DPA has recognized that capacity building, technical support and institutional change is needed in order to ensure that envoys and SRSGs along with mediation experts and DPA staff, both at headquarters and in the field, including in its Special Political Missions, are able to contribute to the effective implementation of SCRs 1820 and 1888, and key deliverables of the UN Action



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Network, in their daily work.

Through capacity, knowledge and partnership building strategies, and a strong focus on policy influence, DPA/MSU aims to address these gaps and challenges by:

- 1. Creating and providing a robust resource of guidance material on conflict-related sexual violence for mediators and their teams**, including the development of technical guidance on the application of S/RES/1820 (2008) to ceasefire arrangements, justice, reparations, DDR/SSR, and social development/economic recovery chapters of peace accords; as well as the application and incorporation of S/RES/1820 (2008) into existing DPA/MSU guidance material.
- 2. Developing training on conflict-related sexual violence as part of training packages** for 1) UN mediators, members of mediation teams, and mediation experts and 2) DPA field mission and headquarters staff, which provide direct support to mediators and are often part of the mediation teams. The training packages would also be available on demand for Member States, regional and sub-regional organizations, and non-governmental organizations. The conflict-related sexual violence trainings will be developed and implemented in four phases over the course of twenty-four months. The pilot trainings are envisioned to take place in the latter half of 2011.
- 3. Conflict-Related Sexual Violence Resource List of Experts and Women's Organizations and Networks** will be developed to provide an additional resource to mediators, including the Standby Team of Mediation Experts, and DPA staff supporting mediation and peacemaking processes, and to help ensure the involvement of additional sexual violence experts and women and women's organizations in mediation and peace support processes.

DPA's development and implementation of guidance material, training and resources for mediators and mediation and peacemaking support staff will ensure that UN Action's (2011-2012) deliverable (no. 9 under Knowledge Building) **"Develop and roll-out practical guidance and training for mediators on integrating sexual violence into peace mediation processes"** is met in an effective and timely manner. In addition, these projects will also contribute toward the (2011-2012) Country-Level and Advocacy deliverables of the Network, including UN Action's efforts to make responses to conflict-related sexual violence integral to mediation, peacebuilding, transition and recovery processes; and intensify capacity building efforts through support to a diverse range of training and field support initiatives.

Intended beneficiaries include: UN entities; UN Special Representatives, Envoys and Resident Coordinators; Member States; Regional and sub-regional organizations; Mediation/subject experts; and Non-governmental organizations, including women's groups and Networks.

OUTPUTS:

1. Guidance Notes

Five DPA/MSU guidance notes on mediation and conflict-related sexual violence (based on five thematic aspects of peace agreements: Pre-ceasefire, humanitarian-access and human rights



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agreements; ceasefire and ceasefire monitoring; DDR and security arrangements; justice and reparations and economic recovery/development) will be developed from draft texts created during the 2009 UN Action-supported² High-Level Colloquium "*Conflict Related Sexual Violence and Peace Negotiations: Implementing Security Council Resolution 1820 (2008)*".³ In addition, the project will review relevant DPA/MSU's existing guidance notes for mediators and ensure the integration of provisions addressing conflict-related sexual violence.

While the guidance notes are primarily intended for UN envoys, representatives and their teams who are part of UN-led or supported peace processes, such as DPA's Special Political Missions, it is expected that they will provide a useful resource for a vast range of mediation practitioners. The guidance notes will form part of DPA/MSU's existing mediation resources and will be integrated into DPA/MSU gender training packages and will, in addition, be posted on the United Nations Peacemaker website.

2. Conflict-Related Sexual Violence Training Development

DPA will develop two conflict-related sexual violence training initiatives which will take place in four phases over the course of twenty-four months.

Mediation & Conflict-Related Sexual Violence Training will provide a resource that has been previously unavailable to UN-led or supported peace processes and mediation efforts, and will form part of DPA/MSU's existing mediation resources (such as the Special Envoy Briefing Package). The training package will utilize the guidance notes on conflict-related sexual violence and mediation and will be structured based on five thematic aspects of peace agreements: Pre-ceasefire, humanitarian-access and human rights agreements; ceasefire and ceasefire monitoring; DDR and security arrangements; justice and reparations and economic recovery/development. The training will seek out and build on the knowledge and experience of eminent mediators, subject experts, peace activists and leaders of women's civil society groups from conflict-affected countries. The project will also, where appropriate, build on existing training resources on gender and mediation and will seek to collaborate with relevant UN entities and research/training institutes.

The training package will be used to prepare Special Envoys, the Standby Team of Mediation Experts, expert mediators who have been selected for the MSU mediation roster and DPA staff supporting mediation processes. In addition, the training will be made available to DPA Special Political Missions and to partners in UN-led or supported peace processes, including (sub-) regional organisations, civil society and women's group and Networks. DPA will also share the training packages with its training partner institutions, such as the Folke Bernadotte Academy, UN system partners, and will make versions of the trainings publicly available on the UN Peacemaker website.

Conflict-Related Sexual Violence & Peacebuilding Training for DPA Field Mission and HQ Staff will concentrate on results-based planning, reporting and evaluation of conflict-related sexual violence in compliance with SCRs 1820 and 1888. The training will provide an overview of the use of sexual violence as a tactic of war, its consequences

² Organized by DPA, DPKO, UNDP, UNIFEM and OCHA on behalf of UN Action and in partnership with the Centre for Humanitarian Dialogue (HDC).

³ Five drafts guidance notes were drafted by Working Groups consisting of international subject experts and gender advocates. The guidance was presented during the colloquium itself and its key recommendations were presented to Security Council Members during an Arria Formula meeting in June 2009.



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and its impact on the maintenance of peace and security. The training will cover how conflict-related violence has been addressed in peace processes and by the Security Council, including in SCRs 1820, 1888 and reports to the Secretary-General pursuant to SCRs 1820 and 1888. The training sessions will explore ways DPA HQ and field staff can increase reporting and analysis of conflict-related sexual violence in their daily work.

Conflict-Related Sexual Violence Training Phases

Phase 1 (January-September 2011):

- **Mediation & Conflict-Related Sexual Violence Training:** Finalization of guidance notes on conflict-related sexual violence and mediation; needs assessment, and training development.
- **Peacebuilding & Conflict-Related Sexual Violence Staff Training:** Needs assessment and training development.

Phase 2 (October 2011-May 2012):

- **Mediation & Conflict-Related Sexual Violence Training:** Pilot training for 2011 Standby Team. Lessons learned in addressing conflict-related sexual violence gathered from 2011 team. Course refinement. Early (January-March) training for new incoming 2012 Standby Team.
- **Peacebuilding & Conflict-Related Sexual Violence Staff Training:** Representatives from key/select DPA field missions & HQ sections brought to global or regional locations for a 2-day workshop/training. Course refinement.

Phase 3 (June 2012-September 2012):

- **Mediation & Conflict-Related Sexual Violence Training:** Select group of senior mediators and mediation experts gathered for a 2-day workshop/training.
- **Peacebuilding & Conflict-Related Sexual Violence Staff Training:** Representatives from key/select DPA field missions & HQ sections brought to global or regional locations for a 2-day workshop/training. Course refinement.

Phase 4 (October 2012 – December 2012):

- **Mediation & Conflict-Related Sexual Violence Training:** Curriculum refined based on trainings/workshops.
- **Peacebuilding & Conflict-Related Sexual Violence Staff Training:** Curriculum refined based on global/regional trainings.

- 3. Conflict-Related Sexual Violence Resource List of Experts and Women's Organizations and Networks** will be developed to provide an additional resource to mediators, including the Standby Team of Mediation Experts, and DPA staff supporting mediation and peacemaking processes, and to help ensure the involvement of additional sexual violence experts and women and women's organizations in mediation and peace support processes. The list will contain three regional specific lists of conflict-related sexual violence experts, women's organizations and networks. This list will also be a useful tool for the selection of experts when the UN has to select a "Commission of Inquiry", like in the case of Guinea in 2009 or other panels dealing with issues of conflict-related sexual violence. The list will contain experts, organizations and networks



categorized by region and country. The list will contain the expert/group's /individual's area of expertise, experience, any relevant publications, and contact information.

Expected results include: Global availability of guidance material on how to systematically address conflict-related sexual violence in mediation processes; increase in mediators and mediation experts ability to address conflict-related sexual violence in mediation and peacemaking processes; increase in reporting and analysis of conflict-related sexual violence by DPA staff supporting mediation and peacemaking processes; and, increase in the consultation and inclusion of experts and women's organization and networks with expertise in conflict-related sexual violence by mediators and mediation experts in peace processes.

b. Specify the geographic location(s) of the proposal and/or countries addressed.

The proposed projects will cover and impact all regions of the world, as DPA is engaged in conflict prevention, peacemaking and post-conflict peacebuilding globally.

II. Proposal's compliance with UN Action's Strategic Framework

a. What pillar does the proposal fall under? (Support to UN system action at country level, advocacy, or knowledge-building)

The proposal falls directly under the pillar of Knowledge Building. It also supports the pillars of Country Level Action and Advocacy.

- The proposed guidance material, trainings, capacity building and provision of technical support will serve to position responses to conflict-related sexual violence more centrally by mediators, mediation teams and mediation and peacemaking support staff (on the ground, as well as DPA staff at headquarters), in briefings and reports to the Security Council, and in the monitoring of peace agreements.
- DPA's development and implementation of guidance material and training for mediators and mediation and peacemaking support staff will ensure that UN Action's (2011-2012) deliverable (#9 under Knowledge Building) "***Develop and roll-out practical guidance and training for mediators on integrating sexual violence into peace mediation processes***" is met in an effective and timely manner. In addition, these projects will also contribute toward the (2011-2012) Country-Level and Advocacy deliverables of the Network, including UN Action's efforts to make responses to conflict-related sexual violence integral to mediation, peacebuilding, transition and recovery processes; and intensify capacity building efforts through support to a diverse range of training and field support initiatives.

b. Explain how the proposal enhances UN system coordination and joint programming.

The proposal forms part of the DPA-UNIFEM Joint Strategy on Gender and Mediation, which is a direct response to Security Council Resolution 1820 and 1888 to develop better resources and guidance to address conflict-related sexual violence in peace agreements. The strategy will promote stronger country level collaboration between DPA's Special Political Missions and other UN entities as well as NGOs seeking to impact select mediation processes in ensuring that conflict-related sexual violence is addressed.



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In addition, enhanced action addressing conflict-related sexual violence at the outset of mediation processes will contribute to the efforts of UN Action Network member entities in advancing their work on conflict-related sexual violence and to deliver on other critical outputs through the Network. Further, enhanced guidance for mediators, mediation teams and mediation and peacemaking support staff ultimately help to support the work of the SRSG-SVC in her capacity in bridging the work of her office to the broader UN system at the global and country level.

c. Explain how the UN, governmental organizations, NGOs, and other key stakeholders will be engaged throughout implementation of the proposal.

The MSU will closely consult the UN's Inter-Agency Mediation Focal Point System, as well as UN Action members in the development of the guidance notes and training package. The guidance material will also be posted on the UN's Peacemaker website, which is publicly accessible by mediation practitioners from the UN, civil society, academia and individuals. As a member of the Mediation Support Network, (a Network of private organizations and think tanks specialized in mediation), DPA/ MSU, moreover, shares its knowledge products widely among mediation and gender expert institutions.

d. Explain how the proposal would strengthen the capacity of national institutions to deal with conflict-related sexual violence.

While the knowledge products (guidance and training) would primarily be intended for UN supported mediation processes, all of the MSU's resources are at the availability of Member States. At the same time, the availability of the guidance notes and training package to the mediation teams can help to ensure they can more competently advocate for better responses to sexual violence by the negotiation parties to a conflict, which always involve governments.

By addressing conflict-related sexual violence early on in peace agreements, the ground will be laid for a more rigorous prevention response, including fighting impunity by governments in the post-conflict and peacebuilding phase. This will be done in partnership with local women's organisations, e.g. as members of ceasefire, DDR and other peace agreement monitoring committees.

III. Success criteria and means of evaluating results

a. Explain how the Participating UN Organisation(s) submitting the proposal have the institutional capacity to successfully achieve the proposed objectives.

While this proposal forms part of the DPA-UNIFEM Joint Strategy on Gender and Mediation, this specific proposal is being developed within DPA/MSU. The MSU is the core entity within the UN system on mediation support, including the production of knowledge and guidance materials and training. Integrating the production of guidance and training into MSU's core business ensures maximum outreach both within and outside the UN.

b. Describe the overall management structure of this project.

DPA/MSU Gender Focal Point will oversee and manage the project as well as supervise consultants hired to carry out the activities. Consultants will be hired to produce the guidance notes; training package database; undertake trainings of mediators and their teams as well as DPA staff both in the field and HQ and provide internal technical support.



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c. Explain how the proposal will be monitored and evaluated.

The DPA/MSU Gender Focal Point will ensure that timelines are met and ensure quality control of products throughout the entire process. Products will be ‘vetted’ through the UN Mediation Focal Points system as well as DPA’s Gender Focal Points system. The project will be subject to quarterly reports within MSU to ensure timelines are met.

IV. Budget

a. Describe other attempts to apply for funding for this particular proposal.

DPA will be funding the position (including all associated travel) of the Senior Gender and Mediation expert on the MSU Standby Team through extra-allocated funds. Likewise, components of staff participation in the conflict-related sexual violence trainings will be financed through DPA core and extra-allocated budgetary funds. In addition, DPA has funded the commencement of the guidance material for mediators on conflict-related sexual violence in the last quarter of 2010 from DPA extra-allocated budgetary funds. DPA is currently fundraising for the UNIFEM/DPA Joint Strategy on Gender and Mediation with Member States and has also made it a priority in the DPA Multi-Year Appeal (2011-2013). Interested Member States have indicated that contributions will be considered during 2011.

However, an interim funding gap remains for 2011. DPA appeals to UN Action to help continue the momentum it has built during 2010 in seeking to address gender-related issues, including conflict-related sexual violence in mediation and peacemaking processes. Interim funding from UN Action is critical, not only to provide catalytic support to DPA’s efforts to improve and scale-up its focus and response to conflict-related sexual violence, but to ensure that DPA can play an effective role in the implementation of UN Action Network’s deliverables.



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Part C. Initial Review of Proposal

(To be completed by the UN Action Secretariat)

(a) Is the project explicitly linked to the UN Action Strategic Framework?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b) Is the project effective, coherent, and cost-efficient?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c) Does it avoid duplication and significant overlap with the activities of other UN system entities?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d) Does it build on existing capacities, strengths and experience?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(e) Does it promote consultation, participation and partnerships and agree with the existing country coordination mechanism?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f) Is the Project Proposal Submission Form fully completed?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(g) Is the Budget in compliance with the standard format?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(h) Is the indirect support cost within the approved rate?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Part D: Decision of the Resource Management Committee (to be completed by the RMC Chairperson)

5. Decision of the Resource Management Committee

- Approved for a total budget of US\$199,341 _____
- Approved with modification/condition
- Deferred/returned with comments for further consideration
- Rejected

Comments/Justification:

Approved—RMC member comments noted in minutes

Chairperson of the Resource Management Committee

Kate Burns
.....

Name (Printed)

KATE BURNS
.....

Signature

2 Dec 2010
.....

Date



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Part E: Administrative Agent Review
(To be completed by the UNDP MDTF Office)

6. Action taken by the Executive Coordinator, Multi-Donor Trust Fund Office, UNDP

Project consistent with provisions of the RMC Memorandum of Understanding and the Standard Administrative Arrangements with donors.

Bisrat Aklilu
Executive Coordinator
Multi-Donor Trust Fund Office, UNDP

.....
Signature

.....
Date



UN ACTION AGAINST SEXUAL VIOLENCE IN CONFLICT
FUND SIGNATURE PAGE

(Note: Please attach to the Project Proposal Submission Form)

Participating UN Organization(s): Department of Political Affairs (DPA)	Focal Point of Participating UN Organization receiving funds: <i>Details to be submitted next week</i> Name: Chris Coleman Address: 730 Third Ave, TB-10032 Telephone: 212 963-8222 Email: colemanc@un.org												
Project Number: (to be allocated by the UNDP MDTF Office)	Project Duration: 1 January–31 December 2011 Estimated Start Date: 1 January 2011												
Project Title: <i>Building Sustainable Peace and Security for Women: Strengthening Capacity to address Conflict-Related Sexual Violence Issues in Mediation and Peacemaking</i>	Project Location(s): Department of Political Affairs/Headquarters/ Mediation Support Unit/New York												
Total Project Cost: US \$804,896 MDTF: US \$199,341 Other: US \$605,555 GRAND TOTAL: US \$ 804,896													
Total Amount Approved: US \$													
<table border="0" style="width:100%"> <thead> <tr> <th style="width:30%">Focal Point of Participating UN Organization receiving funds:</th> <th style="width:20%">Name/Title</th> <th style="width:15%">Date</th> <th style="width:35%">Signature</th> </tr> </thead> <tbody> <tr> <td></td> <td>Chris Coleman</td> <td>9/12/10</td> <td></td> </tr> <tr> <td>RMC Chairperson:</td> <td></td> <td>2 Dec 2011</td> <td> CCHT</td> </tr> </tbody> </table>		Focal Point of Participating UN Organization receiving funds:	Name/Title	Date	Signature		Chris Coleman	9/12/10		RMC Chairperson:		2 Dec 2011	 CCHT
Focal Point of Participating UN Organization receiving funds:	Name/Title	Date	Signature										
	Chris Coleman	9/12/10											
RMC Chairperson:		2 Dec 2011	 CCHT										



ANNEX A.8

**MULTI-DONOR TRUST FUND FOR
UN ACTION AGAINST SEXUAL VIOLENCE IN CONFLICT
PROGRAMME BUDGET FORM**

PROGRAMME BUDGET* <i>See attached for detailed Budget</i>	
CATEGORY	AMOUNT
1. Supplies, commodities, equipment and transport	\$3,200
2. Personnel (staff, consultants and travel)	\$144,100
3. Training of counterparts	\$39,000
4. Contracts	
5. Other direct costs	
Total Programme Costs	\$186,300
Indirect Support Costs**	\$13,041
TOTAL	199,341

* Based on the UNDG Harmonized Financial Reporting to Donors for Joint Programmes approved in 2006. Definition of the categories can be found in the instruction which is available on www.undg.org.

** Indirect support cost should be in line with the rate or range specified in the Fund TOR (or Programme Document) and MOU and SAA for the particular MDTF



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ANNEX 1: BUDGET

Budget (1 January-31 December 2011)		
Activity	DPA	Budget notes
	(USD)	
<p>Guidance material for mediators on conflict related sexual violence, including development and finalization of 5 guidance notes on mediation and conflict-related sexual violence; review of DPA/MSU's existing mediator's guidance notes to ensure integration of guidance on addressing conflict-related sexual violence; support to SVC orientation sessions for mediation teams.</p> <p>Technical back-stopping & support to the Special Political Missions and Gender Focal Points on SVC, including development of three regional-specific lists of conflict-related sexual violence experts and women's organizations and networks. Partnership development with relevant UN entities and research/training institutes.</p>	72,000	\$400 x 180 days for guidance material development, support and technical backstopping, including outreach and partnership development.
<p>Development and piloting of two conflict-related sexual violence training packages: Mediation & Conflict-Related Sexual Violence for Mediation Experts; Peacebuilding & Conflict-Related Sexual Violence for DPA HQ & Field Staff. Partnership development with relevant UN entities and research/training institutes.</p>	23,100	\$550 x 42 days training needs assessment, training manual, outreach and partnership development.
<p>Pilot training on mediation and addressing conflict-related sexual violence for 2011 Standby Mediation Team.</p>	27,000	\$550 x 20 x 2 trainers, \$2500 DSA/travel x 2 Travel for Standby Team paid by DPA
<p>Pilot training for representatives from key/select DPA field missions & HQ sections brought to a global or regional location for a 2-day workshop/training.</p>	61,000	\$550 x 20 x 2 trainers 33% of airfares, DSA, venue rental, food and beverages, technical support.
<p>Translation and printing for training module on addressing conflict-related sexual violence for mediators. Translation and printing for training module on addressing conflict-related sexual violence for DPA staff</p>	3200	15% of training module translation and publication
sub-total	186,300	
Administrative Costs (7%)	13,041	
GRAND TOTAL	199,341	

