



Annual Plan and Budget 2024

Building Sustainable Peace and Gender Equality in South Sudan

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General information

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List of Acronyms

AU	African Union
CBO's	Community Based Organizations
CoC	Champions of Change
CS	Civil Society
CSO's	Civil Society Organizations
CYPP	Children and Young People's Parliament
DDR	Disarmament, Demobilization, and Reintegration
GBV	Gender-based Violence
GE& I	Gender Equality & Inclusion
GYW	Girls and Young Women
IDP	Internally Displaced People
LoP	Leaders of Peace
M&E	Monitoring and Evaluation
MHPSS	Mental Health and Psychosocial Support
MoFA	Ministry of Foreign Affairs
MP	Members of Parliament
NAP1325	National Action Plan 1325
NGO	Non-governmental Organization
PCCA	People's Coalition for Civic Action
PFP	Psychosocial Focal Point
PME&L	Planning, Monitoring, Evaluation and Learning
PSEAH	Protection from Sexual Exploitation, Abuse and Harassment
R-ARCSS	Revitalized Agreement on The Resolution of The Conflict in South Sudan
RECs	Regional Economic Communities
RMM	Resource Mapping and Mobilization
RTGoNU	Revitalized Transitional Government of National Unity
R-TNLA	Revitalized Transitional National Legislative Assembly
SEAH	Sexual Exploitation, Abuse and Harassment
SC	Steering Committee
SCS	Strengthening Civil Society
(S)GVB	Sexual and Gender-based Violence
ToC	Theory of Change
UNSCR1325	UN Security Council Resolution 1325
UNMISS	United Nations Mission in South Sudan
W/G	Women & Girls
WPS	Women, Peace and Security
WRGE	Power of Voices Women's Rights and Gender Equality
WRO	Women Rights Organization
W/Y	Women & Youth

Introduction

The Leaders of Peace (LoP) Consortium is a 5-year joint programme (2021-2025) implemented by Assistance Mission for Africa (AMA), EVE, HNTPO (HNTPO), PAX and Plan International and is funded by the Dutch Ministry of Foreign Affairs. The programme is implemented in 5 states located in South Sudan: Unity, Lakes, Western Equatoria, Eastern Equatoria and Central Equatoria, with the aim of contributing to a more empowering and inclusive environment, where women and girls (W/G) feel safer and better enabled to realize their rights, to play an influential role towards conflict prevention and sustainable peace .

The LoP Consortium is led by Plan International Netherlands and is implemented in strategic partnership with the Dutch Ministry of Foreign Affairs under the Strengthening Civil Society framework (Women Peace Security grant instrument). The Women, Peace and Security grant instrument is one of the grant instruments through which the Ministry of Foreign Affairs contributes to the implementation of the UN Security Council resolution 1325. The Netherlands has translated the Women, Peace Security theme into the Dutch National Action Plan (NAP) 1325.

The achievements of LoP implementation from 2021 onwards resulted in findings and conclusions during the Annual Review and Planning Meeting (ARPM) in August 2023 with all consortium partners, the findings and recommendations of the Mid Term Review June-July 2023 and have informed the development of the annual planning 2024. The Mid Term Evaluation concluded that the LoP programme implementation over the last two and half years has continued to achieve the desired programme outputs and outcomes, despite the COVID-19 disruptions in 2020-2021, environmental risks such as floods and droughts that affected Lakes and Unity States, sporadic intercommunal and political conflicts, and social-economic challenges with high inflation and decline in South Sudanese Pound against the dollar. This operational context made it challenging for partners to have a smooth implementation of the programme, but applied adequate risk mitigation measures such as scaling on number of activities, conducting virtual meetings (during COVID), and building synergies with key stakeholders in the WPS agenda sector, including government (at national and State levels).

The first chapter describes the contextual analysis outlining the (changes in) environment and being an important starting point for the planned priorities per result area /outcome as described in chapter 2. Furthermore the Lobby and Advocacy activities, development of monitoring tools, learning agenda and collaboration and synergies with other programmes will be highlighted. Major key risks foreseen in 2023 and mitigation measures are elaborated. Finally the workplan and budget forecast is presented.

Context of the Programme

Political changes and implications to the programme

One major development was the emergence of Michael Lot, aligning with armed cattle raiders in the Gaayi area between Lakes State and Payinjar County. This alliance led attacks on soldiers in Pachak Payam, escalating tensions in Yirol East due to rampant cattle raids. Consequently, local security and stability were disrupted, significantly impacting the safety and progress of the program.

The conflict that erupted in Sudan in mid-April 2023 also had far-reaching implications for South Sudan's peace process. The influx of South Sudanese refugees from Sudan strained the government's capacity to manage returnees and refugees effectively. Additionally, concerns about the preparedness and fairness of the impending 2024 elections raised significant political stability concerns.

The security landscape across program regions exhibited considerable variability. While some areas like Nimule maintained relative calm, others such as Kapoeta faced formidable challenges due to prolonged drought, food insecurity, and soaring inflation rates, impacting the living conditions of local populations.

Gender dynamics played a prominent role, with entrenched norms of male control over households persisting in some areas. President Salva Kiir's commitment to international covenants related to human rights and women's rights in 2023 was a positive development. However, the security situation remained complex across different regions.

Central Equatoria State experienced relative stability, while incidents like violence between cattle herders and farmers in Kajo-keji highlighted the ongoing specter of intercommunal violence. Political tensions and the delayed deployment of unified forces further strained the overall security situation. The conflict in Sudan led to a significant influx of displaced people into South Sudan, particularly in Upper Nile, posing potential risks to the achievements of the program, notably in Unity state.

In summary, the ever-evolving political context characterized by conflicts, electoral preparations, and security challenges has had profound and multifaceted effects on the implementation and outcomes of Plan International South Sudan's program in its operational regions. These changes have brought both opportunities and threats, necessitating careful consideration and the adaptive refinement of program strategies to address them effectively.

Additionally, in the third quarter of 2023, political tension escalated between the principal parties of R-ARCSS, primarily triggered by a dispute over the National Elections Act 2012 (Amendment) Bill 2023. This dispute, coupled with disagreements over budget and ministerial changes, highlighted the challenges in the political landscape.

Central Equatoria State witnessed leadership changes in the Juba City Council and legal proceedings against the Juba County Commissioner due to wrangles among SPLM senior members. Reports of NAS launching road attacks along major highways further added to the political complexities. Eastern Equatoria maintained relative calm politically, with new political parties opening offices in Torit. However, sporadic intercommunal violence, armed robberies, and revenge killings remained concerns. Western Equatoria State experienced tensions between Governor Futuyo and Speaker Kumba, with allegations of involvement in criminal projects, the Tambura massacre, border conflicts, and killings. This escalating tension had the potential to strain relationships and foster division among the people of Western Equatoria, in addition to internal tensions between the governor and his deputy.

Changes in the enabling environment for Civil Society foreseen in the targeted states and implications to the programme

In regions where LoP programs are active, shifts in the civil society landscape have brought about various impacts on program implementation and outcomes. Plan International South Sudan reports a generally calm security

situation in these regions, characterized by reduced intercommunal conflicts, functional local government leadership, and the return of internally displaced persons (IDPs) and refugees. However, concerns persist regarding the delayed integration of warring factions.

In AMA's program areas, relative peace has been experienced with the establishment of the government, enabling increased efforts to implement gender-based violence (GBV) legislation and enhance the protection of women and girls. Nonetheless, challenges persist within South Sudan's civic space, as emphasized by HNTPO, highlighting the necessity of a conducive environment for credible electoral processes.

Operating within a monitored civic space, PAX has navigated restrictions by organizing activities in church premises and utilizing uncensored media outlets for engagement. Adapting strategies to these dynamic conditions is crucial for program effectiveness. However, the shrinking civic and political space remains a cause for concern. Media outlets have closed, and journalists and human rights defenders face abduction, harassment, intimidation, and arbitrary detention. The delay in amending the NSS Act and passing other laws and institutional reconstitutions further exacerbates the erosion of civic space.

As South Sudan potentially approaches general elections in 2024, the trend of censorship and suppression of certain political parties is alarming. Reports of harassment and the closure of political activities for opposition members, such as the banning of SPLM-IO office launches in Juba and Bor and the reception ban of Dr. Lam Akol by SSOWA, raise serious concerns. Amnesty International has documented the forceful kidnapping of Morris Mabior Awikjok Bak, a civil society activist, from Kenya and his subsequent return to Juba. Upon arrival, he was taken to a National Security Service (NSS) detention facility, highlighting the risks faced by civil society actors in the current environment.

Changes in the economic context foreseen in the targeted states and implications to the programme

In the geographical area where our program operates, there have been notable shifts in the economic landscape, significantly impacting the implementation and outcomes of our program. The economic landscape in our program area has been marked with a high depreciation of the South Sudanese pound (SSP) against the United States dollar (USD). This depreciation stems from a heightened demand for USD, resulting in a persistently high inflation rate. Exchange rates reached as high as 104,000 SSP for 100 USD between May and December 2023 in several states, including Central, Western, and Eastern Equatoria. This rapid depreciation has led to soaring prices of goods, adversely affecting the local population, particularly the vulnerable and impoverished.

These economic challenges have substantially affected the living conditions of the community. Moreover, managing community expectations regarding transport allowances during meetings and trainings has posed challenges, necessitating improved communication and alignment with stakeholders in 2024.

In AMA's project area of implementation in Payinjar, the year commenced with the aftermath of the 2020/21 floods, still impacting specific regions, particularly pastoralist communities. Limited grazing land and disease outbreaks have significantly affected livestock. The flooding and famine have resulted in internal displacement, with IDPs resettling in Yirol East, where they face shortages of food and non-food items. Storms in Tayar Port caused extensive destruction, displacing thousands and sparking resource-based conflicts, including a rise in gender-based violence (GBV). The economic situation in Yirol has been challenging, marked by food scarcity, especially for the unemployed, and uncertainty regarding adequate rainfall for agriculture.

In the HNTPO's areas of implementation, the economic landscape has been characterized by a high inflation rate estimated at 10.9% in 2023/2024. This inflation has led to significantly higher prices for essential commodities, making it difficult for families to afford basic necessities. The economic strain is likely to escalate physical, socio-economic, and domestic violence within families. There have been reported cases of violence related to the socio-economic situation, particularly in Central Equatoria, Unity, and Eastern and Western Equatorial states. LoP aims to mitigate these negative impacts by raising awareness and strengthening reporting mechanisms, particularly among vulnerable youth.

The economic situation in PAX's area of implementation has been challenging, with the South Sudanese Pound (SSP) weakening against the US dollar. Inflation more than doubled in 2023 compared to the previous year, reaching alarming rates. The onset of the conflict in Sudan has further complicated matters, with concerns about the economic consequences, including the influx of refugees and returnees increasing the demand for commodities and driving up prices. Additionally, the potential disruption of oil transportation due to the conflict could reduce oil supply and foreign exchange earnings for South Sudan. This currency devaluation and inflation will likely increase the cost of program implementation, impacting the achievement of program activities.

In summary, the economic shifts in our program areas, encompassing currency depreciation, high inflation, and economic repercussions of regional conflicts, have presented significant challenges to program implementation and the well-being of the local population. Adapting to these economic challenges is crucial for the successful execution of our program and supporting vulnerable communities.

Changes in the socio-cultural context foreseen in the targeted states and implications to the programme

In our program locations, deeply entrenched cultural norms continue to perpetuate gender inequality by limiting the participation of women and girls in decision-making and livelihood activities. However, some positive changes have emerged, such as the appointment of a woman to a traditionally male-held advisory position in Payinjar, the growing commitment of local courts to protect women's and girls' rights, and the increased engagement of ethnic communities in Western Equatoria State.

While these shifts are encouraging, the influence of cultural norms and traditional practices remains strong, especially regarding tribal affiliations. In Western Equatoria State, tensions have heightened as 15 ethnic communities expressed their refusal to be subjects of the newly restored Azande Kingdom, and the Balanda ethnic group installed their chief. These developments have strained relationships among political elites.

Additionally, in Eastern Equatoria State, the socio-cultural situation remains largely unchanged, with ongoing issues of cattle raiding and revenge killings among different ethnic groups. Nonetheless, within our program's intervention groups, there is growing awareness of gender rights, particularly among younger men who are becoming advocates for gender equality. The LoP consortium has made strides in advocating for Women, Peace, and Security (WPS) in various states, including women serving as representatives in ABC courts and grassroots engagement with women parliamentarians. These efforts are promoting gender equality at both local and national levels.

Economically, South Sudan faces severe challenges, including a sharp depreciation of its currency, the South Sudanese pound (SSP), against the United States dollar (USD), leading to high inflation rates. The global rise in petrol prices due to the conflict in Ukraine has further impacted the economy, as South Sudan heavily relies on oil exports. The humanitarian crisis in South Sudan remains dire, with 76% of the population requiring assistance. Conflict in neighbouring Sudan has exacerbated the situation, resulting in an influx of refugees and returnees.

Changes in gender dynamics foreseen in the targeted states and implications to the programme

In the areas where our program operates, significant shifts in gender dynamics have emerged, impacting our program's progress. Gender inequality remains a challenge, with traditional roles favoring men in land ownership and leadership, and concerns persisting about gender-based violence. However, there are positive signs, as the more prominent role of the Ministry of Gender, Children and Social Welfare, the design on a national Men's Engagement Strategy. Also more organisations are focusing on the transformation of gender inequitable norms and practices within public institutions to make sure that these become part of strategies to achieve a healthy and sustainable future in which strong civil society organisations (CSOs) and government partnerships are key. Plan International South Sudan reports ongoing gender disparities, while AMA highlights progress in women's leadership, particularly in advocating for girls' education. HNTPO did not provide specific gender-related

information, while PAX emphasizes empowering female leaders at the national level and supporting gender-based violence survivors. These changes reflect both challenges and positive developments critical for addressing gender disparities and ensuring program success.

Notably, Western Equatoria State leads in gender representation in politics, with 45 female members of parliament, two female County Commissioners, and three State Ministers. However, Eastern Equatoria State and Central Equatoria State fall below the 35% threshold for women's participation outlined in the R-ARCSS. Advocacy among women's groups is needed to enhance organization and mobilization in preparation for the upcoming general elections expected by the end of 2023.

Changes due to Covid-19 foreseen in the targeted states and implications to the programme

In the geographical locations where our program is implemented, the impact of the Covid-19 pandemic has been relatively low, with schools and centers operational under limited Covid-19 measures. Public gatherings, meetings, and training sessions are allowed with precautions in place, such as handwashing and spacing. Plan International South Sudan has ensured that its project staff members are tested and vaccinated for Covid-19, and awareness campaigns are ongoing. Protective gear will continue to be provided in 2024 to prevent infection during program activities. Similarly, HNTPO reports that Covid-19 is no longer a significant threat, with vaccination campaigns ongoing. PAX notes that Covid-19 is no longer considered a threat to its interventions, and activities continue with adherence to standard operating procedures, including avoiding overcrowding in training and meeting venues. These measures have allowed program implementation to proceed with minimal disruptions and will therefore not be reported any more in the risk matrix.

Changes within the LoP consortium and implications to the program

Within the LoP consortium, there have been noteworthy changes and their corresponding consequences for program implementation and outcomes. Plan International South Sudan has notably improved collaboration by clearly defining roles, responsibilities, and program committee functions, which has resulted in efficient coordination and mutual support among lead partners. They have successfully conducted online meetings to facilitate project implementation and ensure that partners meet each other's information and technical needs. These collaborative efforts are set to continue, with a focus on strengthening project staff and volunteers through initiatives like the champion of change and PFPs.

AMA emphasizes the high level of coordination and collaboration among consortium members, showcasing various workshops, meetings, and events aimed at fostering synergies and knowledge sharing. These efforts have contributed to a supportive environment for the program, enhancing its lobby and advocacy strategy. These collective endeavors have positively impacted program outcomes.

HNTPO reports no significant changes within the LOP consortium in 2024, indicating stability in their consortium-related activities. Meanwhile, the PAX-led consortium has continued its program implementation in the original project sites, although staff turnover within some consortium partners has created temporary gaps. These gaps temporarily slowed down implementations and required replanning until new staff members gained confidence and momentum. This emphasizes the need for adaptability and continuous communication within the consortium to ensure the smooth continuation of activities.

In summary, the LoP consortium has experienced improvements in collaboration and coordination, as well as some challenges related to staff turnover. These changes have had varying impacts on program implementation and outcomes, underscoring the importance of ongoing communication and adaptation within the consortium.

Theory of Change (ToC) and strategic choices for 2024

The Leaders of Peace programme aims to achieve a more empowering and inclusive environment in South-Sudan, where women and girls (W/G) feel safer and better enabled to realise their rights, so they can play an influential role towards conflict prevention and sustainable peace. To achieve this overall strategic objective, three result areas have been developed which are mutually reinforcing each other: Improving knowledge/uptake of GBV/protection policies/regulations deter harmful gender norms; this is necessary to ensure that W/G equally participate. Equal participation of W/G in leadership and peacebuilding is key to sustainable/inclusive peace processes, and to protecting marginalised groups during (post-)conflict situations.

The Leaders of Peace programme aims to achieve a more empowering and inclusive environment in South-Sudan, where women and girls feel safer and better enabled to realise their rights, so they can play an influential role towards conflict prevention and sustainable peace. To achieve the overall objective, three result areas have been developed, along a multifaceted human rights-based approach contributing to SDG5 and UNSCR1325:

1. Improved implementation of policies and regulations on GBV and protection of W/G including psycho-social support and self-care.
2. Changed attitudes and beliefs of civil society (CS) to facilitate inclusion of W/G and promote gender equality (GE).
3. Increased and effective participation of W/Y in leadership and peacebuilding.

The three result areas are mutually reinforcing each other: Improving knowledge/uptake of GBV/protection policies/regulations deters harmful gender norms; this is necessary to ensure that W/G equally participate. Equal participation of W/G in leadership and peacebuilding is key to sustainable /inclusive peace processes, and to protecting marginalized groups during (post-)conflict situations.

In August 2023 a three-day Annual Review and Planning Meeting (ARPM) was organized to reflect and review on the achievements until date and possibilities discussed to improve the programme. The ToC was reviewed jointly by all partners and two CSO's to get better understanding of the desired changes and how it might be influenced by a changed context. Inventory was done of achievements, successes, constraints, challenges and gaps and also quick analysis of the outcome harvesting signs was used. During several sessions input was gathered how to plan and proceed for the coming year and how to improve synergy and collaboration. Also during this meeting, LoP partners suggested a refresher training session on project outcomes, as well to acquaint newcomers with precise understanding and demands of the project. Participants also agreed on the formation of a committee to rate the outcome of activities together instead of per partner, to improve the quality and to ensure credibility in reporting on outcome per results areas. Preliminary findings and recommendations of the Mid Term Evaluation (MTE) were shared and taken into consideration during the reflection and planning, as the validation and final report was not yet available during time of ARPM.

During the ARPM discussion the assumptions, showing how we expect change to happen, were reflected upon as assumptions are flexible and depend on the specific context and new insights. In general no specific discussion came out due to the fact that assumptions did not lead to expected changes. Whenever additional activities were needed, this will be described per result area, as in influences related outcomes.

The MTE reported a notable improvement in the engagement and inclusion of women in decision-making processes, particularly in peace restoration activities and the role LoP played in this positive change. The evaluation was not yet able to establish whether decrease in GBV cases and increased engagement of women will lead to long-term changes in women's empowerment and advises to track GBV cases over the remaining programme period to ensure that the positive impact endures and to assess the trend and consistency with women asserting their rights and influence decision-making beyond the workshop setting also for longer period.

The risk assessment was refreshed and adjusted and targets were set for 2024. The ARPM was evaluated very positive as it had created better understanding of each other's activities and capacity, how all activities contribute to the outcomes and how the quality of the programme can be improved, synergy created and partners can

support each other. After an in-depth discussion and reflection on the TOC the members agreed to no major changes are required in the TOC and all assumptions are still valid.

Gender equality is perceived both as a principal objective (Result area 2) and as a cross-cutting theme throughout the program, while the Gender Transformative Approach is mainstreamed in all strategies and activities. The Gender Transformative Marker (GTM) was used to score the potentiality of the programme to be Gender Transformative by assessing the activity plan according to six key elements: social norms, girls and women's agency, engaging boys and men, women's condition and position, diversity and enabling environment. This will mean that for 2024 some activities will be fine-tuned accordingly and male engagement promoted through the training modules and fine tuning the MenEngage Strategy. It's important to acknowledge that achieving gender balance and inclusivity in decision-making is not a one-time accomplishment but an ongoing process. Sustainability is a key concern. It's essential to monitor whether these changes result in substantive shifts in power dynamics and whether women in these positions are genuinely able to influence decision-making processes. Additionally, challenges and resistance to women's inclusion still persist since other LoP regions are yet to record significant high-profile women's appointments in Panyijar.

Overview of strategic choices per result area in 2024

Result area 1: Improved implementation of policies and regulations on GBV and protection of W/G incl. access to Psycho Social Support (PSS) & self-care

The strategy to achieve this aims that women and girls will be less vulnerable to physical and emotional harm. This strategy is twofold: women and girls should have access and make use of Mental Health and Psycho Social Support (MHPSS) and legal protection services, while at the same time formal and traditional authorities are aware and capacitated to implement laws and policies against GBV and protect survivors. Therefore it is necessary that MHPSS, referrals and legal protection services are accessible and qualitative and communities are supporting the use of these services and lobby towards authorities to improve and implement concerned laws and policies.

LoP will continue to engage with psychosocial focal points (PFPs), CSOs, CBOs and community groups (women/girls, youth, community influential members) and women human rights organizations as key stakeholders in advancing advocacy actions as there were signs of success. More guidance will be given by HNTPO to the other partners on how to use PSS tools and additional training of programme staff, as it was noticed that staff in the partner regions were insufficiently supported on MHPSS.

Also the profiling and capacity building for social workers is key to improve the MHPSS. Therefore HNTPO is establishing a technical working group with the Ministry of Health to bring the idea to life.

Additionally, the fear of stigmatization and deeply ingrained cultural norms act as formidable barriers to reporting GBV cases will require more sensitization efforts (see also Result Area 2) and will be refined more to effectively address these concerns and empower survivors to seek justice without fear.

Although there was a commendable decrease in GBV cases noticed, it is not known if this is a sustained trend or a temporary shift. It is therefore essential to track these cases over the remaining programme period to ensure that the positive impact endures and better case management system will be executed.

This has a strong link with change in gender norms (see also result area 2). The different stakeholders and 52 community groups will be trained, mentored, and guided as well as supported to carry out lobby and advocacy activities in their respective communities.

PAX was not directly involved in implementation of activities, but will continue to provide technical support using the lobby and advocacy strategy by the consortium partners intervening in this result area.

Strategically HNTPO will use its Resource Mapping and Mobilisation (RMM) approach through promotion, knowledge-sharing and acquiring new knowledge among CSO members and local traditional leaders through a series of facilitator-guided and mentorship-supported capacity-building programs. The above strategies are hoped to: 1) Hence women, men, youth (female and male) and traditional leaders with capacities, skills, knowledge, and resources needed to promote community-based support mechanisms for MHPSS and effectively influence the protection rights of women and girls, at local and national level 2) increase traditional leaders' knowledge about GBV legislations and change their attitudes to implement legislation against GBV and

protection and women and girls and 3) provide women groups increased MHPSS, GBV knowledge and advocacy skills combined with community mapping and development of referral pathways to facilitate women and girls' access to psychosocial support, legal protection, case management and self-care.

It was assumed that authorities are not hindered when implementing supportive laws protecting W/G, but it was noticed that certain interior areas remain underserved by GBV awareness initiatives. Leaders recognized that not all peers in remote regions have been reached by these educational efforts, resulting in a knowledge gap. Thus, the need for a comprehensive and inclusive awareness strategy remains a pressing concern especially for chiefs in these remote areas.

Another assumption was that engaging with customary justice systems is necessary to foster better access to justice for W/G. It became evident that some cases are referred to formal courts, a practice that might lead to delays in resolving GBV incidents. Streamlining this process and ensuring that cases are addressed swiftly, irrespective of whether they are criminal in nature, will be a priority coming years.

The project will continue working with ABC court members in supporting case documentations/ mentorship and to organize annual chiefs forum and the training of police and judiciaries on GBV legislation, gender equality and Human Rights to enable them to handle GBV cases with care.

More investment in strengthening the capacity of ABC Courts, particularly in rural areas where access is very low, will be done and improving the infrastructure and facilities of these courts and expansion of support to community paralegal programs in rural areas. Paralegals can play a crucial role in providing legal advice, facilitating out-of-court settlements, and bridging the gap between the formal legal system and local communities.

Economic constraints pose a realistic challenge. Resource limitations hinder awareness campaigns and render some areas inaccessible due to a lack of transportation and essential resources. Overcoming these financial hurdles is imperative to maintaining the momentum of awareness initiatives. This will mean that priority will be given to already trained groups and beneficiaries, no expansion to more target groups or scaling up and alignment and collaboration with other programmes.

Result area 2: Civil Society (CS) has changed attitudes and beliefs that facilitate inclusion of W/G and promote gender equality

Strategies to make community groups gender aware and committed to the protection of W/G, gender equality, and women and girls' meaningful participation in peacebuilding (output 2.1), include the implementation of male (boys and men) engagement and intersectionality strategy. As CSOs and women and youth groups are key in this strategy and will be strengthened to influence and advocate for gender equality, their efforts and forces will also be used to ensure that effective participation and leadership of women and youth is realised in the peacebuilding process (result area 3).

In states like Central Equatoria, the LoP project has conducted awareness and advocacy campaigns that have challenged traditional gender norms and generated awareness and sensitization on inherent discrimination and privileges that favour men and boys, while burdening women and girls, which has resulted in normal shifts in traditionally gendered roles. For example, in the town of Terekeka, there is evidence of significant change. Traditionally, cattle care was considered exclusively a male responsibility, but these campaigns have resulted in girls actively participating in cattle care. Moreover, household decision-making in Terekeka has started to shift towards a more consultative approach between husbands and wives. However, while these achievements in Terekeka are encouraging, deeply rooted gender norms are still persistent in other regions under the LoP programme. Thus, continuation of awareness campaigns and community engagement are imperative to ensure comprehensive transformation.

The MTE findings revealed that, overall, the LoP program had made significant progress in engaging women and youth (W/Y) groups, men, and boys to advocate for gender equality and equal participation, but adaptations are required to overcome challenges with limited resources and rigid cultural norms and ensure sustained impact. The male engagement groups have continued to raise awareness about GBV, gender equality, women's rights, and inclusion within their communities in Central Equatoria. Their efforts have contributed to increased inclusion of women in peace committees and higher enrollment of girls in schools.

Community sensitization and dialogue interventions will be more tailored to the specific cultural context and engaging local community leaders and influencers will help address resistance more effectively.

While the activities are well-detailed, the evidence of attitudinal and belief changes within civil society is still anecdotal. The programme will therefore develop behaviour and attitude change measures that can be tested and verified at the end of the programme in 2025 to see whether the anecdotal shift and trends in behaviour and attitudes will hold by the end of the programme. The newly by Plan International developed modules 'Defy Normal' will start in one of the regions as pilot for this.

In 2024, LoP will continue to work with groups of women, men and boys in the promotion of gender equality through gender transformative actions. Women and girls, men and boys will be mobilized to voice out, work together to reduce harmful practices, and demand access to protection and justice services, but also education, livelihood or health and contributes to structural and legal framework changes, at all levels. Strategically these actions for change will be achieved through continuous engagement of the champions of change (COC), gender advocates comprising of men, boys, youth, and women themselves on gender issues, gender equality and human rights. It will be ensured that teachers and COC facilitators receive ongoing training and support to continue delivering impactful gender equality education. This approach will help extend the program's positive influence on a broader audience and sustain its impact over time.

The project continues engaging children and young people parliament in conducting quarterly parliamentary sessions, coaching CYPP and organizing national forum for children and young people parliament.

In addition to the COCs, LOP will continue to work with formal and informal CSOs and in the couple engagement groups (a group of married men and women) trained as role modules in the communities – as this worked out to be successful. The groups will be provided more training and supported to step out of their household to create awareness in the community. The support to CSOs/CBOs to develop a Gender Action Plan (GAP) for R-NDS as a way of localization of the WPS agenda, particularly women inclusion leadership committees at all levels, is still to be considered and worked out coming year.

AMA not only supported the formation of organized platforms for engagement but has also trained these groups to take a leading role in matters of gender equality in the community. Notably, the Champions of Change and Male Engagement Group have successfully facilitated open discussions and debates, contributing to increased awareness within the community. This has led to improved understanding and acceptance of positive masculinity, promoting equal opportunities for women and girls. The Male Engagement Groups have shown to be instrumental in engaging men and boys, resulting in noticeable changes in behaviour and contributing to a more gender-equitable community. There is a need for continuous investment in training and capacity building for these groups. Knowledge and skills development are foundational for their effectiveness in advocating for gender equality, peace, and security. Regular training will ensure they remain well-informed and capable of addressing evolving challenges.

Result area 3: Increased, effective participation of women and youth (W/Y) in leadership and peacebuilding

The LoP programme aims to increase influential participation of women and youth in leadership and peacebuilding in which women and youth facilitate political positioning and influencing across ethnic/religious/conflict lines, together with male counterparts. Also in 2024, the focus will be on resourcing CBOs and on engaging national policy makers to promote the WPS agenda and create space for women and girls in leadership positions (outcome 3.1.1 and 3.1.2).

The MTE concluded that LoP initiatives have not only empowered women and youth but have also created an influential network for advocating women's rights, gender equality, and peacebuilding. More in detail, the MTE concluded that all the 16 CSOs demonstrated a commendable level of engagement in advocacy initiatives for gender equality and the WPS agenda. 12 CBOs – youth group, women's group, ABC courts, and Peace committee– were supported with seed grants (\$1,380) each- to facilitate them in the implementation of their L&A plans on the different issues on WPS agenda, increased implementation of GBV Laws, human rights and gender equality. While the seed grants are a valuable resource, the amount was very limiting in the context of South Sudan, where financial resources for community initiatives are often scarce over vast distances, for programme initiatives. Consideration will be given to potential increases in grant sizes in the future and scaling down the number of beneficiaries to have fewer, but with adequate resources to generate desired impact.

The ARPM identified the need for close collaboration between the consortium partners sub granting CSOs to engage in subnational lobby and advocacy. These CSOs will need to be capacitated with skills in lobby and advocacy to be able to engage in national level. There was need identified to advocate for legal accountability

towards S/GBV survivors at the subnational level. It will be important to lobby with Ministry of Justice to review critical policies than to only focus on the Roadmap of peace agreement. Coming year, focus will be on already trained CBO's which will be supported with close monitoring and discussion are still ongoing with other programmes to create more synergy in this.

The mentoring and coaching focused mainly on chairpersons of specialized committees such as MHPSS, Peace Committees, and GBV clusters which are vital for building leadership capacity and understanding of the WPS agenda. This mentoring approach continues to contribute to a more holistic programme sustainability. Moreso, it shows that a collaborative approach within the LoP consortium is important as it allows partners with specific expertise or resources are support each other.

Part of the UNSCR 1325 agenda was strengthening the capacity of peace committees, and helping to establish peace task forces in LoP regions, but peace task forces were only established in Lakes and Unity by AMA, which is the LoP partner with expertise and experience in the component. The peace committee has played a vital role in identifying and reporting cases of early marriage and GVB, handled these cases independently which has earned them the trust and support of local leadership and was instrumental in organizing and mediating peace meetings between feuding communities (particularly Payinjiar and Nyang, which had been involved in conflicts stemming from cattle rustling in 2022.) Opportunities will be explored to scale similar initiatives in regions where peace committees have not been established, considering the local context and priorities.

In 2024, LoP will strategically participate in networks influencing and advocating for improved services women and girls and policies and laws like the Family Law (contributing to Result Area 1). Young parliamentarians will be taught strictly about L & A so that politicians do not misinterpret the objective of L&A, as it was noticed that not all politicians sufficiently know the objectives of LoP.

The consortium will support and participate directly in the celebration of internationally recognised events such as International Women's days, 16 days of activism against gender-based violence, international human rights day, the international mental health days and participation in UNSC and AU fora. These international events will be used to pass key advocacy messages and call for action. LoP will continue to create synergies between the LoP activities on GBV and other programmes working on similar themes e.g., the GBV activities of Women Advocate Association of South Sudan (WAASS) and make effective use of the media to create awareness on WPS and LoP thematic themes.

Planning per result area in 2024

An overview of planned activities are shortly described per result area below. Targets for 2024 and the planning of activities are presented in annex 1 and 2.

Result area 1: Improved implementation of policies and regulations on GBV and protection of W/G incl. access to PSS & self-care

1.2.1 Community groups have improved knowledge of available PSS services and legal protection/GBV services incl. case management

In 2024, HNTPO will continue to play a key role as technical lead in providing capacity building and guidance to partners through support supervision and mentorships on mental health promotion and establishing linkages of CSOs, community groups with services providers to facilitate access to MHPSS, SGBV services and lobby for legal protection services for women and girls.

There will be a review done whether partners are using the same PSS tools and a refresher training organized on new or complicated tools.

HNTPO will continue to support 14 CBO's and groups including 50 Psychosocial Focal Points (PFP's). The PFPs will continue to facilitate community groups, providers of psychosocial care and GBV case management and referrals. The consortium partners in their areas of operation will provide day to day support and facilitation to the PFPs/caseworkers in executing their roles related to case management, group facilitation, awareness raising and service mapping including maintenance of referral pathways.

Plan International will register and document at least 60 GBV cases and support them with protection and capacitate 11 community groups. The project staffs will target 480 members of communities with awareness on PSS and 11 case workers/PFPs will be mentored on case management and documentation as well as on the referral of cases to other services providers.

Gender desks have been established in few but not all police stations in LoP implementation regions. Partly due to financial constraints. However training of some police on gender and GBV case handling has been implemented, it is still limited compared to number of police and police stations that would require this capacity support. More lobby will be done on this.

1.2.2 Formal and traditional authorities are informed on existing legal protection framework for W/G including GBV survivors' rights

The LOP programme will continue to closely work with 255 traditional authorities and 155 formal authorities, such as police officers and prison staff on importance of legal protection for women and girls, including GBV survivors in all the programme areas. HNTPO in addition will organise quarterly meetings with the chiefs and 2 advocacy awareness educational sessions and campaigns with specific focus on enhancing protection, mental health & psychosocial support (MHPSS) capacity for SPUs, Boma and Payam chiefs, Council of Elders/Opinion leaders and their response to the MHPSS and GBV needs of survivors.

At the end of the year, the LoP programme, with Plan International in the lead, will organize the annual chiefs forum for 50 ABC courts members at Juba to share information among chiefs from different locations and come up with recommendations to the Government for action. The project will train 25 polices and judiciaries on GBV legislation and Human rights to enable them to handle GBV cases with care.

The project will distribute 450 copies of pocket guides to communities' leaders such women, teachers, chiefs and polices in project location. It was noticed that some chiefs are illiterate though they attended the pocket guide training and they claim to understand the guide when it is read and interpreted by their children. The challenge here is that the children may do the interpretation out of context. More efforts will be done to transfer the right and proper knowledge and engage young people in parliament how to interpret the GBV pocket guide. The ABC Court training with the GBV pocket guide is still problematic as translation has copyrights. The LoP desk will continue to work on this issue with UNDP, because they have to give permission for the guide to be

translated and budget limitations might become an issue. It was decided that there will no more training for ABC courts but rather mentorship will be done. Plan International will continue working with the 75 ABC court members in supporting case documentations/ mentorship.

At the international and national level, HNTPO will continue its engage and collaboration with the IASC MHPSS global reference group, MHPSS and peacebuilding initiatives led by UNDP ensuring contributions and participation in developing recommendations for the integration of MHPSS in peacebuilding. In 2024, HNTPO will support all the consortium partners in the integration of mental health and psychosocial support in to peace building activities in their areas of operation. For example HNTPO supports the work of AMA with peace committees in Unity and Lakes state.

Result area 2: Civil Society (CS) has changed attitudes and beliefs that facilitate inclusion of W/G and promote gender equality

2.2.1 Community groups are gender aware and committed to W/G protection, gender equality and W/G's meaningful participation in peacebuilding

The MTE concluded that the engagement of gender-aware community groups and the provision of capacity building have yielded positive results in promoting gender equality, women and girls' protection, and their meaningful participation in peacebuilding across these regions. Examples demonstrate that targeted training and support can lead to tangible improvements in community attitudes and actions related to gender issues and protection. However, it's essential to continue monitoring and sustaining these efforts to ensure long-term impact and progress.

Therefore, continuation of capacity strengthening and on-the-job coaching of women-led organizations, CSOs and women and youth groups on human rights and gender equality, UNSCR1325 and L&A will continue in 2024. This will contribute to the outcome that W/Y-led platforms are capacitated and advocate actively for gender equality, equal participation and WPS agenda in 2025. With EVE as technical lead, Plan, HNTPO and AMA will also include on-the-job coaching in its activities, which will promote young women to meaningfully participate and take decision and aspire female leadership (result area 3).

2.2.2 W/Y, men are empowered as Agents of Change through rights-based leadership knowledge and organised into advocacy groups

The programme will continue to provide COC trainings (incl. in-school, out-of-school and cattle camps) and support them to self-organize. The COC members will be prepared and organised into groups and form a Children and Young People Parliament (CYPP) and will be linked to the successful COC/CYPP group in Nimule for learning experience and sharing. Plan International will play a key role in supporting and training of the other partners in CoC and CYPP strengthening, as more CYPP will be formed on the other regions. As an additional peace module was developed to the CoC modules in past years, evaluation of quality and impact of this module will be organized.

All partners will work in the existing communities' groups, supporting schools with CoC programs administering hooks activities like debate, sport, outreaches and dialogue for both boys and girls.

The high turnover and lack of qualified CoC facilitators and peers is problematic and solutions are sought like incentives to attract qualified persons wanting to stay after being trained.

The programme continues engaging CYPP in conducting quarterly parliamentary sessions, coaching CYPP and will organize a national forum for CYPP. The project will reach 5530 individuals on awareness raising on UNSCR1325 and gender equality.

Making use of the male engagement and intersectionality modules, LoP will continue to work with groups of married young men and women to advance gender equality, human rights and as a way of changing existing traditional cultural norms and practices. The trained group of couples will be supported and empowered to cascade the knowledge they have gained to other members of the community. LOP program will engage with the community groups to develop an advocacy work plan and will be provided activity based cash to implement these advocacy plans.

In 2024, the focus will be on strengthening the capacity of the community groups and CSOs on promotion of gender equality, meaningful participation of women in leadership, conflict prevention and peace building. The

members of community groups will be guided and mentored on topics such as gender equality, human rights and UNSCR1325. The trained community groups will be supported by the group facilitators/FPFs.

2.2.3 Male engagement and intersectionality strategy implemented

The LoP project has made significant strides in working with men and boys to promote gender equality. In various states, including Unity and Central Equatoria, male engagement groups have undergone training to embrace positive masculinity. These groups have in turn used the training they received and facilitated peer-to-peer dialogues on gender equality and inclusivity. The forums have seen some men expressing their commitment to changing attitudes harmful to women and girls, with pledges to enroll their daughters in school. However tangible numbers on the actual change in attitudes and behaviours will take time to be documented. Similarly, while these achievements are promising, attitudinal changes can be challenging to translate into tangible actions for highly patriarchal communities like South Sudan. LoP will consider providing continued support and guidance for these groups, being essential to ensure that their commitments lead to concrete practices promoting gender equality.

AMA is technical lead in the 'changing social norms and engagement of men' and gave a training to partners to implement and support them in the enrolment of the Male Engage Modules.

The activities for next year will continue to focus on working with men groups and the couples established before to continue promoting activities that are nonviolent, with special priority to the Male Engage training modules. Some Male Engage groups have chosen to have these sessions as a couple approach, because they wanted to be their spouse involved in discussions and learnings at the same time. This couple approach was perceived to be very successful.

It is planned that all targeted communities will develop action plans on male engagement and intersectionality and promote the WPS agenda.

As there was high turnover of AMA staff, draft strategy was developed, but not yet discussed and approved. At the same time, lot of actions as proposed in this strategy are already included in all partners' activities.

Result area 3: Increased, effective participation of women and youth (W/Y) in leadership and peacebuilding

3.2.1. Gatekeepers including policy makers are activated to promote WPS agenda and create space for W/G in leadership positions

PAX, as a technical lead, has developed an advocacy and lobby strategy document with streamlined advocacy messages and targets for each partner's issues that require to be addressed at the state or national level. PAX shall continue to support the consortium through the use of the L&A strategy document and will provide technical support how to write advocacy messages. The consortium partners are actively implementing the strategies outlined in the advocacy and lobby strategy document. As the advocacy strategies mature, it will be crucial to monitor and evaluate their effectiveness and adapt as needed.

PAX will facilitate the link between the consortium partners and subnational to national level with specific L&A activities. LoP will continue L&A towards legislatures and members of the specialised committee on Women, Peace and Security in the Parliament, as well as advance LoP at the International Forum. Additionally, consortium partners will be linked with the line ministries in order to contribute to influencing policies and laws and supported to create awareness through the media on WPS and LoP thematic themes e.g. psychosocial support.

3.2.2 CBOs/CSOs have resources and capacity to lobby on WPS agenda

In 2023, PAX established the Advocacy Working Group and had monthly meeting to deliberate on advocacy concerns in relation to the WPS agenda to update lobby and advocacy strategy. Members are amongst others, representatives of CSOs, women led organisations, LoP partners, one academic etc.

The project will continue sub granting CSOs with cash to conduct activities on lobby and advocacy, support 16 days of activism, IWD, IDG, gender equality and UNSCR1325. The CSOs will also be trained on cash handling, reporting, safeguarding and Covid-19 awareness. The project will also support female activist with sub-granting. At the end of 2024, 54 female activists/CBOs/CSOs with increased resources (subgranting) will have increased capacity to lobby on HR, GE, UNSCR 1325.

3.2.3 International gatekeepers are activated to promote WPS agenda and civic space

In 2024, activities like the Annual Women Gathering, consultative meetings with the Embassies, African Union and IGAD office and Human Right Commissions, publications and media outreach will continue as they appeared to be successful in 2023, while lobby messages will be adjusted according to gaps, achievements and evidence from last year. Also in 2024 LoP will support the young girls on L&A of WPS through the mentorship programme of young girls in the GIMAC-AU sessions.

All consortium partners will work closely with PAX as lead in high level advocacy and the Plan Liaison Office to AU (AULO), who manages the regional L&A component of the LoP programme.

At the International level HNTPO will continue to participate and contributes at the global fora on MHPSS agenda. (It is important to bear in mind that if women participate in leadership and peace building in a genuine and meaningful way, an environment that is supportive and promotes positive mental wellbeing is a pre-requisite). Care self-training and support to women leaders will provided in 2024.

The MTE recommended to invest in training and capacity-building programs for women leaders, focusing on leadership skills, governance, and conflict resolution, because this component is scarce in the LoP programme initiatives, yet it has a profound effect on building the confidence of W/G for leadership roles.

As part of participation in leadership the programme will coach 6 girls for symbolic takeover of offices on local government and institutions to give them courage for futures leadership that is in line with leadership track.

Eve will organise the Annual Women's Conference in Partnership with Just Future (JF) programme, thus creating a synergy between the LOP and JF. The programme will facilitate 7 women to participate in the annual women gathering in Juba to share experience with other women.

Partnership and collaboration with the Dutch Embassy

The Dutch Embassy in South Sudan shall continue to be an important gate keeper for the WPS agenda. As in 2023, the LoP will continue to collaborate with the Embassy through joint participation on key thematic interventions, field visits as well as engagement in lobby and advocacy spaces of relevancy for WPS. The Embassy will be invited to work closely and participate in joint consortium meetings, women annual gatherings, review meetings and other events. This will provide an opportunity for the donor to engage with local/grass root initiatives and to directly lobby and influence wherever necessary. The Embassy also proposed to facilitate and link with relevant organisation like UNMISS.

Participation in capacity building workshops or meetings organised by the Embassy are foreseen to gain further knowledge, as well as participating in any scheduled brainstorming session for future strategic programming. The Dutch-based NAP1325 South Sudan platform will also bring together NAP signatories working in South Sudan and the Dutch Ministry/Embassy to discuss developments on the implementation on the peace agreement, progress on implementation of the programs, and opportunities for lobbying/advocacy actions to reach the objectives of the program.

The partnership assessment – as part of the MTE – assessed the interactions with the Dutch Ministry of Foreign Affairs (MoFA) and Embassy(RNE) in terms of quantity, quality and content. There was a call from partners for more interactive opportunities to be provided. Regarding the decision-making, there is an experience that adjustments with the agreements with the MoFA are usually made unilaterally by the MoFA and there is a desire to be more informed or included about such decisions made. Additionally, the role(s) of the MoFA/RNE is/are not always clear to partners. In terms of content of the interactions, most people interact with MoFA/RNE to exchange of information, receiving information and coordination with other partnerships. There is strong intention from LoP side to improve relation with Embassy; field visit from MoFA together with the Embassy in September 2023 was already good step forward as well as the partnership meeting.

Synergies with other programmes in South Sudan

The consortium is benefitting synergistically from other programmes in the same funding line from the Ministry of Foreign Affairs and will continue to harmonize, collaborate and coordinate to improve the quality and effectiveness of the LoP programme with the purpose of increasing impact. The partnership meeting, organised in 2023 by the Dutch Embassy in Juba, was a good follow up of last year's meeting. For PAX, collaboration will continue with e.g. the Power of Voices (PoV), where lessons learnt from, with the Women Advocates Association of South Sudan (WAASS) which comprises of women legal experts to provide legal advice to ABC courts as well as envisioned to support the partners working on GBV cases in Juba and legal aid in the targeted states. PoV shall share lessons learnt from WAASS activities with LoP for future use and planning as well as linkages, especially with the chief forums. Moreover, WAASS will be advocacy linkages for GBV cases with GBV court. Next to this, PoV has also adopted the LoP Lobby and Advocacy strategy to engage in lobby and advocacy interventions

Eve is organising the Annual women's conference in Partnership with Just Future (JF) next year, thus creating a synergy between the LOP and JF, funded by the Dutch MoFA. HNTPO will continue to work with the Dutch Embassy in South Sudan together with other international actors and donors in promotion and realization of women peace and security (WPS) agenda and peace process in South Sudan. The strategy will be focusing on joint advocacy initiatives by all Dutch-funded programs in South Sudan for the purpose of building synergies, complementarity and learning among the Leaders of Peace (LoP), Power of Voices, Just Future, Power of Women, and other programs. This way the LoP consortium members, civil society actors/organizations including community groups together monitor progress and report any challenges on implementation LOP and other programs in South Sudan to the Dutch Embassy for high level monitoring. HNTPO will maintain a hybrid partnership approach, where relevant stakeholders and line ministries (MOH, MoGWCS and MoLGLE), parliamentarians, donors, local government authorities, and communities are engaged at different levels to advocate for improved implementation of GBV laws and policies, integration of mental and psychosocial support, GBV and clinical management of rape in primary health care.

HNTPO will continue to engage, strengthen collaboration with IASC MHPSS working group and MHPSS and peacebuilding led by UNDP given their firm commitment and deepen our contributions and participation in developing recommendations for the integration of MHPSS in peacebuilding. The recognition of MHPSS as an integral part of peace building provides us with an opportunity for a joined integrated approach, system-wide and harmonized efforts in this area and position our advocacy efforts towards further integration of MHPSS within the Women, Peace, and Security policy framework. As members of the IASC working group, Health Net TPO will be actively participating in the development of this guidance note and provide relevant input regarding our WPS program. It is expected that the guidance note will be of great value to the LoP program to further integrate best practices.

Collaboration within the Leaders of Peace Consortium

The ARPM in August 2023 improved the collaboration of all partners, mutual understanding and mutual capacity building and making use of the knowledge, expertise and experience of each partner organization. This will be shown in next year's implementation as synergy, efficiency and effectiveness was discussed regarding trainings, tools and information materials.

The effectiveness of LoP governance structure and its elements (Programme Committee, SouthnSudan

Consortium Coordinator, Steering Group, Dutch Consortium Coordinator) and the division of coordination tasks among the Consortium Parties are annually reviewed and evaluated as part of the learning agenda. Capacity assessment on safe guarding was done and additional training given. The internal collaboration and power relations has also been assessed during the Midterm Review (MTE) in 2023. As it is as well topic 2 of the Learning agenda, for which EVE is in the lead (see learning agenda).

Based on the survey findings of the MTE, it was concluded that the Leaders of Peace consortium is assessed as a valuable partnership. Working in the partnership is experienced as satisfying and pleasant. It addresses issues that are relevant and important for the partners involved and has an added value to their work. Leaders of Peace provides space to contribute to decision-making processes and interaction among partners before decisions are made.

There has been high collaboration within the LoP consortium, for instance, joint meetings either physically or virtually which made it possible to easily and readily share information. Joint planning for common events were fruitful for instance, the planning meetings for the celebration of international women's day. LoP will continue to provide technical and capacity support to other LoP partners, where necessary and the quarterly reflection workshops to share best practices and review progress.

Refresher trainings in different key areas by the lead partners e.g on case management and MHPSS by HNTPO, on outcome harvesting and CYPP by Plan International, training on L&A by PAX are planned.

HNTPO, as technical lead, will continue to provide guidance to all LoP partner to ensure result area 1 is achieved and will provide clear guidance to consortium partners, community groups, CSO/CBOs and informal/formal authorities on capacity building, support, community mobilization and establishing linkages of CSOs, community groups with services providers to facilitate access to MHPSS, SGBV services and lobby for legal protection services for women and girls. All LoP partners will continue to support LOP planned joint activities.

Leaders of Peace Learning Agenda

The Leaders of Peace consortium and its stakeholders have jointly developed a learning agenda and a workplan for the duration of the programme. Under the LoP consortium, each partner has been assigned a specific learning question. Next to this, learnings forthcoming from implementation of the programme and newly developed insights or evidence from researches and reviews should be taken into consideration as well and were supposed to be worked out by the PMEL working group. Due to turnover of staff in the different partner organisations, no structured learning activities or learning plan had been developed. Nevertheless, learnings from annual reviews and findings and recommendations from the MTE were helpful and used for the planning of 2024.

The learning agenda is composed of three questions:

1. Learning question 1: What can we learn from the experiences of WPS in South Sudan and Colombia on the intersection between mental health, psychosocial recovery and peacebuilding efforts?
2. Learning question 2: How does the collaboration of the consortium partners lead to added value to the partnership?
3. Learning question 3: How do formal and informal CSOs (especially women, and youth-led groups) become sustainable lobby and advocacy allies jointly influencing the WPS agenda?

Topic 1: Community based psychosocial support

HNTPO, is addressing question one, focusing on community-based psychosocial support and drawing insights from experiences in South Sudan and Colombia. HNTPO has already initiated data collection.

The learning is being concluded at the time of writing this work plan. The results of the assessment finding will be out in the month of October and will be widely shared within the LOP partners and other external stakeholders.

Topic 2: Partnership / collaboration

The added value of the collaboration of the consortium partners are annually reviewed and evaluated based upon the effectiveness of LoP governance structure and its elements, capacity building and power relations. Feedback monitoring system (from beneficiaries and target groups) has been initiated and continued. The learning questions under this topic will also evaluated in the MTE of LoP, which took place in summer 2023.

Topic 3: Role of CSO's and sustainability

The development of a lobby and advocacy strategy for CSOs to serve as reference guide for LoP partners, was the first step which was finalized last year by PAX. The second step is the action research on "How do formal and informal CSO's (especially women, men, boys, and youth-led groups), become sustainable lobby and advocacy allies jointly influencing the WPS agenda?" The inception report and data collection for the survey is ongoing and the report is expected to be shared end of the year.

Both government institutions and local CSOs/CBOs experience quite a high number of key staff turnover. This has in the past affected programme implementation since the new staff have to get to speed with the programme initiatives, and it gets more challenging with the new staff having limited or no capacity to engage. Partners have had to slow the pace of implementation in cases where this has happened and in other cases offered rapid capacity building for new staff. For CSOs/ CBOs, the loss of skills and knowledge means that most remain in the perpetual stage of learning and capacity building, instead of maturing into viable long-term partners. As mentioned already before, this topic is closely related with the exit strategy, as sustainability is interlinked with this.

Other learnings

These learning and also other's on which will be agreed upon after validation of the MTE report (October 2023) will be used when fine tuning the LoP activity plan of 2024.

- Training various committees, engaging with parliamentarians and community leaders on WPS agenda issues, and empowering female leaders through participatory learning and action (PLA) indicate a community-based approach in line with the ToC.
- Integrating Learning into Adaptation Strategies: Learning from the successes and challenges to inform future strategies will ensure that these local structures play a meaningful role in advancing the WPS agenda and peacebuilding efforts.
- The community of learners approach is beneficial, but there should be a clear mechanism for documenting and sharing the knowledge gained. This ensures that the lessons learned are effectively integrated into program activities and future initiatives
- Framework for Tracking Behavioural Change: The LoP programme needs to develop a standardized framework for measuring social change (abandonment of harmful behaviour, adoption of new behaviour, retention of new behaviour) beyond anecdotal impact stories that can change from time to time.

Risk reflection and mitigation

Many risks did not materialize, also because of effective mitigation measures. This is described in the risk matrix in the annex. As COVID-19 risks were minimalized and preventive measures standardized in the programmes, COVID-19 risks are not included in this report anymore. Most important risks might be during pre- and post-elections, some of these are described in the risk matrix. More detailed mitigation strategy will be developed coming months. An overview of these risks, including mitigation strategies, can be found in annex 4.

Exit strategy / sustainability

Specific attention was given during the ARPM to the sustainability of the programme and adjustment of strategies to make sure that after 2025 achievements are secured and local partners capacitated. Localization and capacity strengthening of partners should be substantive- meaning, by the end of the LoP programme, local partners should have some level of technical skills, competency and capacity, including financial resource or

resource mobilization capability. This is a very good localization practice and standard. First of all it was decided that capacitating existing groups will have priority Instead of scaling up and training of new target groups. Recommendations of the MTE were very valuable in this and will be used to work out the exit strategy during coming year In the PMEL group.

The mentoring and coaching focused mainly on chairpersons of specialized committees such as MHPSS, Peace Committees, and GBV clusters which are vital for building leadership capacity and understanding of the WPS agenda. This mentoring approach continues to contribute to a more holistic programme sustainability. Moreso, it shows that a collaborative approach within the LoP consortium is important as it allows partners with specific expertise or resources to support each other.

Most local /grassroots level CBOs/groups rely majorly on the one partner who is operating in their region with no other source of funding. When the project comes to an end, there is a high risk of losing all the gains made due to the lack of sustainability of the local CBOs /groups. CBO's will be trained also in resource mobilisation. While achievements in Women Participation In Decisions Making and Leadership are evaluated undoubtedly positive, it's important to acknowledge that achieving gender balance and inclusivity in decision-making is not a one-time accomplishment but an ongoing process. Sustainability is a key concern. It's essential to monitor whether these changes result in substantive shifts in power dynamics and whether women in these positions are genuinely able to influence decision-making processes.

The mid-term evaluation sought to examine how to strengthen the sustainability of the LoP programme interventions, and how they inform the exit strategy. The evaluation established three key lessons summarized as follows:

Lesson 1: Engaging local groups promotes ownership and localization of LoP initiatives.

Engaging local groups, such as the Male Engagement Group in Yei County and the Women for Peace initiative in Nimule Central, has been pivotal for program sustainability. These groups, backed by HNTPO and PAX, have taken ownership in fostering community trust through regular meetings and collaboration with partners like Plan International and the Women's Development Group. Also, in Yei County, the Male Engagement Group, with the support of HNTPO, initiated community dialogues challenging harmful gender norms. This grassroots effort led to the formation of the Yei County Gender Equality Coalition; a locally driven network dedicated to sustaining gender equality initiatives. To strengthen sustainability, it's essential to continue building partnerships with local groups and support their capacity development. Encouraging these groups to share their success stories and lessons with other communities will further enhance the program's impact.

Lesson 2: The Champions of Change programme can generate a transformative impact at the school level.

Nimule Primary School provides a compelling example of the program's success. Head Teacher Mary Akot fully embraced the Champions of Change program, seamlessly integrating gender equality education into the school's curriculum. As a result, students became enthusiastic advocates for gender equality, demonstrating the program's ability to inspire young change-makers. To build on this success, consider expanding the Champions of Change program to more schools, targeting committed educators. It is important to ensure that teachers receive ongoing training and support to continue delivering impactful gender equality education. This approach will help extend the program's positive influence on a broader audience and sustain its impact over time.

Lesson 3: Engaging respected male leaders is important in a patriarchal setting for influencing men and boys as allies gender equality and the WPS agenda.

In Yirol East County, John Deng, a respected community leader, spearheaded a campaign challenging gender stereotypes. His influence and credibility among men led to a significant shift in attitudes towards gender equality through the initiatives of the Women's Development Group, in partnership with EVE. To scale up this success, there is a need to continue identifying and supporting male champions particularly leaders with significant influence in the local communities.

Development and sharing of tools for consortium partners on lobby and advocacy, engage with Dutch Embassy for a phased approach of the LoP programme for satisfactory results, link consortium partners with the line ministries to influence policies and laws affecting WPS, and building strong synergies and collaboration between LoP activities e.g., chief forums with national organisations like WAASS which are providing legal support on GBV so that they can provide capacitate support to the customary courts on GBV legislation.

Budget

The financial forecast presented below is an update of the original budget that was approved by the Ministry of Foreign Affairs by letter of 8 December 2020, as per MoFA grant decision no. 4000004344.

The calendar year 2024 is a forecast of the estimated expenditures.

The overall budget for the Leaders of Peace Consortium remains the same as the budget provided at the time of the programme proposal. Total costs spent during the full project period will be as budgeted (€4.793.207). At the level of the overall programme, changes between budget lines are not significant. Hourly rates and overhead cost calculations have not been changed as compared to the original subsidy request and budget. No interest has been received and calculated due to very low interest rates.

Below one will find the financial forecast 2024 as presented in this Annual Plan for the Ministry of Foreign Affairs' approval. Moreover, the forecasts for the last year are added including a budget breakdown for the 3 result areas per year.

Liquidity forecast

Activity name	Leaders of Peace South Sudan -WPS
Activity number	4000004375
Organisation	Plan International Nederland
Address of the organisation	Stadhouderskade 70
	Amsterdam, The Netherlands
Bank account number	NL11RABO0393586766

Liquidity needs

Period January 1st, 2022 up to December 31st,2024)

		MoFA 2)	Other financiers	Total
Cumulative receipts up to and including	30/10/2023	€ 3,005,182		€ 3,005,182
Cumulative disbursements up to and including	31/08/2023	€ 2,594,104		€ 2,594,104 +/+
Available cash as of	30/10/2023	€ 411,078	€ -	€ 411,078
Expected disbursement in the coming period till	31/12/2024	€ 1,351,907		€ 1,351,907 -/-
Liquidity needs	01/01/2024	€ 940,830	€ -	€ 940,830

Explanation

The figures in this overview must be based on cash accounting

- 1) date
- 2) Dutch Ministry of Foreign Affairs
- 3) For a maximum period of 12 months

Signature



Helen Evertsz
Manager Strategic Partnerships
Plan International Netherlands

31 October 2023

Overall budget Leaders of Peace

A. FINANCIAL REPORT per YEAR (EUR)								
Budget items	Total budget (annual plan 2023)	Actuals 2021+2022	Forecast 2023	Forecast 2024	Forecast 2025	Total actuals + forecasts	Shift between budget lines	shifts in %
I. Direct staff costs								
A. Staff costs	488,341	243,935	84,169	76,055	67,023	471,181	17,160	-4%
B. Local staff costs	732,795	300,309	183,400	141,182	125,063	749,954	(17,159)	2%
C. Consultants and advisers	60,873	13,899	14,412	6,413	26,149	60,873	-	0%
Subtotal Direct Staff costs	1,282,008	558,143	281,981	223,649	218,235	1,282,008	1	0%
II. Other direct programme costs								
A. Activity costs	1,900,358	764,328	391,558	332,785	393,584	1,882,255	18,103	-1%
B. Costs of consortium partners and local NGOs	695,394	243,030	198,391	142,464	127,330	711,214	(15,820)	2%
C. Activity-related travel costs	115,637	29,390	41,531	38,832	5,885	115,638	(0)	0%
D. Project office costs (if applicable)	75,600	31,146	15,120	15,120	14,214	75,600	-	0%
E. Equipment and investments	76,224	61,998	3,637	5,443	5,757	76,835	(611)	1%
F. Monitoring, evaluation and auditing	278,986	67,117	71,339	114,041	28,161	280,658	(1,672)	1%
Subtotal Other direct programme costs	3,142,199	1,197,009	721,575	648,685	574,931	3,142,200	(1)	0%
Total Direct Costs	4,424,207	1,755,152	1,003,556	872,334	793,166	4,424,207	(0)	
III. Overheads / indirect costs								
A. Costs of support staff						-	-	
B. Not directly allocable administrative costs						-	-	

C. All indirect costs	368,998	137,981	82,591	77,270	71,156	368,998	1	
Subtotal Overheads/Indirect costs	368,998	137,981	82,591	77,270	71,156	368,998	1	0%
Contingencies (max. 5 %)							-	
TOTAL	4,793,205	1,893,132	1,086,147	949,604	864,322	4,793,205	1	
TOTAL BUDGET (planning 2023)		1,940,346	1,064,631	907,580	886,649	4,799,206		
SHIFT BETWEEN YEARS		-47,214	21,516	42,024	-22,327			

Total Service Delivery (EUR)

€ 36,115

Overheads/Indirect costs of Total forecasts

€ 368,998

% Service Delivery of Expected costs 2024

1%

% Overheads/indirect costs of Total forecasts

8%

Forecast 2023 per result area

Actuals + Forecast until end of 2023		RESULT AREA (EUR)			
Budget items		R1: Enhanced Legal protection	R2: Attitudes and Beliefs	R3: Participation of W/Y	Total
I. Direct staff costs					
A. Staff costs		93,106	80,625	154,373	328,104
B. Local staff costs		245,194	69,507	169,008	483,709
C. Consultants and advisers		12,226	7,532	8,553	28,311
Subtotal Direct Staff costs		350,526	157,664	331,934	840,124
II. Other direct programme costs					
A. Activity costs		469,125	306,175	380,586	1,155,886
B. Costs of consortium partners and local NGOs		184,717	89,865	166,839	441,421
C. Activity-related travel costs		29,374	17,449	24,098	70,921
D. Project office costs (if applicable)		6,900	13,420	25,946	46,266
E. Equipment and investments		20,425	20,899	24,311	65,635
F. Monitoring, evaluation and auditing		52,675	28,034	57,747	138,456
Subtotal Other direct programme costs		763,215	475,842	679,526	1,918,584
Total Direct Costs		1,113,741	633,506	1,011,461	2,758,707
III. Overheads / indirect costs					
C. All indirect costs		103,002	45,051	72,520	220,573
Subtotal Overheads/Indirect costs		103,002	45,051	72,520	220,573
TOTAL		1,216,743	678,557	1,083,981	2,979,280
TOTAL INITIAL BUDGET		490,642	213,491	386,100	1,090,233
TOTAL INITIAL BUDGET					
CHANGES OF RA'S		726,101	465,065	697,881	1,889,047

Forecast 2024 per result area

Forecast 2024		RESULT AREA (EUR)			
Budget items		R1	R2	R3	Total
I. Direct staff costs					
A. Staff costs		20,467	15,451	40,137	76,055
B. Local staff costs		74,998	20,680	45,503	141,182
C. Consultants and advisers		5,729	339	345	6,413
Subtotal Direct Staff costs		101,195	36,470	85,984	223,649
II. Other direct programme costs					
A. Activity costs		124,210	65,523	143,053	332,785
B. Costs of consortium partners and local NGOs		39,116	34,674	68,675	142,464
C. Activity-related travel costs		21,716	6,456	10,660	38,832
D. Project office costs (if applicable)		2,268	4,536	8,316	15,120
E. Equipment and investments		5,311	132	-	5,443
F. Monitoring, evaluation and auditing		33,657	25,699	54,685	114,041
Subtotal Other direct programme costs		226,277	137,019	285,388	648,685
Total Direct Costs		327,472	173,490	371,372	872,334
III. Overheads / indirect costs					
A. Costs of support staff					-
B. Not directly allocable administrative costs					-
C. All indirect costs		34,802	14,905	27,563	77,270
Subtotal Overheads/Indirect costs		34,802	14,905	27,563	77,270
TOTAL		362,274	188,395	398,935	949,604

Forecast 2024-2025 per result area

Forecast remaining years		RESULT AREA (EUR)			
Budget items		R1	R2	R3	Total
I. Direct staff costs					
A. Staff costs		19,504	13,560	33,959	67,023
B. Local staff costs		67,751	16,495	40,817	125,063
C. Consultants and advisers		12,168	4,569	9,412	26,149
Subtotal Direct Staff costs		99,423	34,624	84,187	218,235
II. Other direct programme costs					
A. Activity costs		200,306	48,724	144,554	393,584
B. Costs of consortium partners and local NGOs		44,500	21,802	61,028	127,330
C. Activity-related travel costs		(20,765)	8,751	17,899	5,885
D. Project office costs (if applicable)		3,753	3,692	6,769	14,214
E. Equipment and investments		3,672	681	1,404	5,757
F. Monitoring, evaluation and auditing		12,824	3,491	11,846	28,161
Subtotal Other direct programme costs		244,290	87,142	243,499	574,931
Total Direct Costs		343,713	121,766	327,686	793,166
III. Overheads / indirect costs					
A. Costs of support staff					-
B. Not directly allocable administrative costs					-
C. All indirect costs		40,140	9,378	21,638	71,156
Subtotal Overheads/Indirect costs		40,140	9,378	21,638	71,156
TOTAL		383,853	131,144	349,325	864,322

Forecast 2021-2025 per result area

TOTAL		RESULT AREA (EUR) 5 YEAR			
Budget items		R1	R2	R3	Total
I. Direct staff costs					
A. Staff costs		133,078	109,635	228,468	471,181
B. Local staff costs		387,943	106,682	255,328	749,954
C. Consultants and advisers		30,122	12,441	18,310	60,873
Subtotal Direct Staff costs		551,143	228,758	502,106	1,282,008
II. Other direct programme costs					
A. Activity costs		793,641	420,421	668,192	1,882,255
B. Costs of consortium partners and local NGOs		268,332	146,341	296,541	711,214
C. Activity-related travel costs		30,325	32,657	52,656	115,638
D. Project office costs (if applicable)		12,921	21,649	41,031	75,600
E. Equipment and investments		29,408	21,713	25,714	76,835
F. Monitoring, evaluation and auditing		99,156	57,224	124,278	280,658
Subtotal Other direct programme costs		1,233,783	700,003	1,208,413	3,142,200
Total Direct Costs		1,784,926	928,762	1,710,519	4,424,207
III. Overheads / indirect costs					
A. Costs of support staff					-
B. Not directly allocable administrative costs					-
C. All indirect costs		177,943	69,334	121,721	368,999
Subtotal Overheads/Indirect costs		177,943	69,334	121,721	368,999
Contingencies (max. 5 %)		-	-	-	-
TOTAL		1,962,869	998,096	1,832,241	4,793,206
TOTAL BUDGET (planning 2023)		1,932,732	956,171	1,904,290	4,793,193
CHANGES BETWEEN RA's		30,137	41,925	72,049	

Annex 1: Workplan 2024

Leaders of Peace - Workplan 2024	Organisations:	AMA, EVE, HNTPO, PAX, Plan International			
	States:	Unity, Lakes, Central Equatoria, Eastern Equatoria, Western Equatoria			
	Period:	2024			
		Workplan			
		2024			
		Q1	Q2	Q3	Q4
A	Result area 1: Improved implementation of policies and regulations on GBV and protection of W/G incl. access to PSS & self-care				
Output 1.2.1	Community groups have improved knowledge of available PSS services and legal protection/GBV services incl. case management				
Indicators Output 1.2.1	# community groups capacitated, resourced and coached on PSS, legal protection services and lobby & advocacy on these topics				
	# of members of community groups capacitated				
	# case workers provide trained in age (children / adult), gender-appropriate PSS, GBV, legal protection information and are suitable to cultural context				
	# number of persons who are provided with age and gender appropriate PSS and GBV services				

A.1.2.1.1	Case-management incl. protection cash + maintain referral pathways	AMA, HNTPO, Plan	AMA, HNTPO, Plan	AMA, HNTPO, Plan	AMA, HNTPO, Plan
A 1.2.1.2	GBV survivor user-groups are established, trained on self-care and peer-to-peer PSS.	HNTPO, Plan	AMA, HNTPO	HNTPO, Plan	AMA, HNTPO
A 1.2.1.3	Train CBO's on lobby and advocacy of MHPSS and prevention of GBV and laws (incl. here the PFP's and Boma Health Workers)	AMA, HNTPO	HNTPO	AMA, HNTPO	HNTPO
Output 1.2.2	Formal and traditional authorities are informed on existing legal protection framework for W/G including GBV survivors' rights				
Indicators Output 1.2.2	# of trained formal authorities e.g. police and prison staff on GBV legislation, human rights and GE				
A.1.2.2.1	Train ABC courts with the UNDP GBV pocketguide and organise ABC forums on local level to jointly lobby for increased implementation of GBV legislation	EVE, Plan	AMA, HNTPO		AMA, Plan
A.1.2.2.2	Organise ABC courts on national level to jointly lobby for increased implementation of WPS agenda in legislation				HNTPO, Plan
A.1.2.2.3	Train police and prison staff on GBV legislation, human rights and GE	EVE, Plan	AMA, HNTPO		AMA
B	Result area 2: Civil Society (CS) has changed attitudes and beliefs that facilitate inclusion of W/G and promote gender equality				
Output 2.2.1	Community groups are gender aware and committed to W/G protection, gender equality and W/G's meaningful participation in peacebuilding				
Indicators Output 2.2.1	# of community groups capacited on gender equality, protection, W/Gs meaningful participation and lobby & advocacy on these topics				

A.2.2.1.1	Training, and on-the-job coaching of women-led organizations, CSOs, W/Y groups on HR, GE, UNSCR1325, L&A	AMA, Plan	EVE, Plan	AMA, Plan	Plan
Output 2.2.2	W/Y, men are empowered as Agents of Change through rights-based leadership knowledge and organised into advocacy groups				
Indicators Output 2.2.2	# key persons/youth in community trained as Agents of Change.				
	# of trained youth organised in CYPP parliament				
A.2.2.2.1	Champions of Change training for youth (incl. in-school, out-of-school and cattle camp youth) and supported to self-organise.	AMA, HNTPO, Plan	AMA, HNTPO, Plan	AMA, HNTPO, Plan	AMA, HNTPO, Plan
A.2.2.2.2	Train and mentoring CBO's incl. WRO's and/women groups on gender equality and WPS agenda			Plan	EVE
A.2.2.2.3	Organize the youth groups/CYPP on national level to allow adolescents to lobby for GE and peace on national and international level	AMA		AMA, HNTPO	Plan
A.2.2.2.4	Women advocacy groups are activated and linked		AMA,EVE		AMA
Output 2.2.3	Male engagement and intersectionality strategy implemented				
Indicators Output 2.2.3	# of action plans of community groups on male engagement and intersectionality developed and implemented				
A.2.2.3.1	Implement male (boys and men) engagement and intersectionality strategy to change attitudes and beliefs to facilitate inclusion and promote GE, UNSCR1325	HNTPO	AMA, EVE, HNTPO	HNTPO	AMA, HNTPO
C	Result area 3: Increased, effective participation of women and youth (W/Y) in leadership and peacebuilding				
Output 3.2.1	Gatekeepers including policy makers are activated to promote WPS agenda and create space for W/G in leadership positions				

Indicators Output 3.2.1	# of gatekeepers incl policy makers coached, capacitated, and resourced to lobby & advocate on the WPS agenda incl female participation in leadership positions.				
	# of leadership tracks for young women provided, mentored by female politicians or business leaders.				
A.3.2.1.1	New Children and Young Person's Parliaments (CYPP) strengthened to become a national platform enabling youth to influence the peace process	Plan	Plan	HNTPO, Plan	
A 3.2.1.2	Work with peace committees, border committees and peace task forces		AMA		AMA
A.3.2.1.3	Influence and activate policy makers and gatekeepers to promote the NAP1325/WPS agenda - linking local state national levels	AMA, PAX	PAX	AMA	PAX
A.3.2.1.4	Develop leadership tracks for young women, mentored by female politicians or business leaders.			EVE	
A.3.2.1.5	Develop L&A strategy for female leaders on local and national level (incl. female parliamentarians)		AMA		
Output 3.2.2	CBOs/CSOs have resources and capacity to lobby on WPS agenda				
Indicators Output 3.2.2	# of CBOs/CSOs with increased capacity to lobby on HR, GE, UNSCR 1325.				
	# of female activists/CBOs/CSOs with increased resources (subgranting)				
A.3.2.2.1	Sub-granting, seed-money of (or direct cash transfers to)CSOs and CBOs (including National level CSO's and activists are supported with seed-grants and capacity building to conduct L&A and campaigning)	HNTPO	AMA, EVE, HNTPO, Plan	HNTPO	AMA, HNTPO

A.3.2.2.3	Publications for Lobby & Advocacy	Pax	Pax	Pax	Pax
A.3.2.2.4	Linking/platform building of CBOs to lobby jointly on WPS agenda		AMA	Plan	AMA
A.3.2.2.5	Train CBOs/CSOs to lobby on HR, GE and UNSCR 1325	AMA, Plan	EVE, Plan	AMA, Plan	
Output 3.2.3	International gatekeepers are activated to promote WPS agenda and civic space				
Indicators Output 3.2.3	# international gatekeepers reached with lobby and advocacy to promote WPS agenda and civic space				
A.3.2.3.1	Develop and update consortium Lobby and Advocacy Strategy, including capacity building on L&A	PAX	PAX	PAX	PAX
A.3.2.3.2	Engage media, Embassies, African Union and New York levels on NAP1325 L&A incl. the protection of civic space	PAX	PAX	PAX	PAX
A.3.2.3.3	Publications for Lobby & Advocacy	PAX	PAX	PAX	PAX
A.3.2.3.4	Annual women gathering				EVE, Plan
D	Safeguarding				
Output 4	Safeguarding compliance				
Indicator Output	% GYW involved in the programme who have knowledge, access to and trust in the reporting mechanisms to report safeguarding concerns				
A.4.1	Safeguarding training and awareness raising for staff and beneficiaries : follow up training and monitoring	all	all	all	all
E	Collaboration				
Output 5	Involvement of the targetes CSOs and CBOs in program cycle management - downward accountability				

Indicator Output	# of CSOs and CBOs which have been meaningfully involved by the Leaders of Peace Alliance in project cycle management				
A. 5.1	Engage CSOs in design, planning, M&E, reporting	HNTPO, Plan	Plan	HNTPO	Plan
A. 5.2	Gender sensitive and safe Feedback mechanism established and implemented	all	all	all	all
F	COVID-19 measurements				
Output 6	Project takes COVID-19 situation into account during project implementation and supports CSOs to do similar				
Indicators Output	# of people reached by COVID-19 awareness raising				
	# of PPE provided in response to COVID-19				
	# of people trained related to COVID-19 prevention and response				
	# of contracted partner CSOs that report to be adequately supported to adapt, plan and implement their work in response to COVID-19.				
A. 6.1	Training on COVID-19 prevention and response for LoP partners staff and beneficiaries				
A. 6.2	Dissemination of PPE	Plan	Plan	Plan	Plan
A. 6.3	Conduct awareness raising on COVID-19	Plan		Plan	Plan
A.6.4	Training on COVID-19 prevention and response for LoP partners staff				

Annex 2: Consolidated Output Targets 2024

Logic	Results	Indicators	Baseline value 2021	Target value 2024	Overall Target 2021-2025
Result Area 1: Improved implementation of policies and regulations on GBV and protection of W/G including psychosocial support and self-care.					
1.0 Long term outcome	1.0.1 W/G feel safer and better protected in targeted locations	% W/G reporting improved feeling of safety and protection in targeted locations.	20%	42%	50%
1.1. Outcomes	1.1.1 Community-based support mechanisms (MHPSS) have effectively promoted and influenced the protection rights of women and girls.	# and description of advocacy initiatives carried out by user-groups, CBO's and CSOs, for, by or with their membership/constituency on the protection of women and girls' rights	On Average, 1-2 advocacy campaigns/awareness mechanisms focused on enhancing protection & psychosocial support capacity for SPUs, Chiefs ABC courts, Council of Elders, but none on Mental Health	8	10
	1.1.2 Formal/traditional authorities demonstrate increased knowledge and changed attitudes to implement legislation against GBV and W/G protection	# formal/traditional authorities (except government bodies) at all levels adhering to UNSCR 1325 and the provision of 35% women representation in RPA	23% (4 out of 22) traditional authorities demonstrated knowledge and changed attitude to implement GBV/ and W/G legislation and protection	44%	50%

	1.1.3 W/G have access to and use MHPSS and legal protection services, including case management	# of W/G using MHPSS services, including case management	16.5% have access to Legal & medical Services 39% have access to counseling support Services	38%	50%
	1.1.4 Formal/traditional authorities implement laws and policies against GBV and protect survivors	Extent to which authorities take action to address GBV and protect the rights of survivors	23% (4 out of 22) traditional authorities demonstrated knowledge and changed attitude to implement GBV/ and W/G legislation and protection	44%	50%
		# of laws, policies and strategies implemented to promote women's meaningful participation and leadership in conflict prevention, peace- and state-building and protect women's and girls' rights in crisis and (post-) conflict situations.	NAP on UNSCR 1325 (sporadic implementation) Penal Code- sporadic implementation Local Government (2009)- Sporadic Implementation Child Act (2008)- Sporadic implementation Bill of Rights (Transitional Constitution) – Sporadic implementation National Gender Policy (2013)- Sporadic Implementation	Occasional implementation	6 policies and strategies moved from sporadic implementation to frequent implementation

1.2 Outputs	1.2.1 Community groups have improved knowledge of available PSS services and legal protection/GBV services incl. case management	# community groups capacitated, resourced and coached on PSS, legal protection services and lobby & advocacy on these topics	0	52	50
		# of members of community groups capacitated	0	700	1000
		# case workers provide trained in age (children / adult), gender-appropriate PSS, GBV, legal protection information and are suitable to cultural context	0	50	500
		# number of persons who are provided with age and gender appropriate PSS and GBV services	0	495	960
	1.2.2 Formal and traditional authorities are informed on existing legal protection framework for W/G including GBV survivors' rights	# of traditional authorities reached with L&A on the importance of legal protection for women and girls, including GBV survivors	0	255	250
		# of traditional authorities with strengthened capacities to develop/adjust/ implement regulations related to protection of W/G	0	255	250

		# of trained formal authorities e.g. police and prison staff on GBV legislation, human rights and GE	0	155	400
Result Area 2: Changed attitudes and beliefs of civil society to facilitate inclusion of W/G and promote gender equality					
2.0 LT Outcome	2.0.1 W/Y groups, men and boys successfully advocate for gender equality, equal participation through W/Y-led platforms	Number of advocacy sessions by W/Y groups, men and boys on Gender equality, equal participation through W/Y-led platforms	On Average, 1-2 advocacy sessions had been conducted by W/Y groups, M/Bs on gender equality, and participation through W/Y-led platforms. The advocacy sessions were sporadic, done by various CSOs over different periods	6	8
2.1 Outcomes	2.1.1 W/Y groups, men and boys advocate for gender equality, equal participation through W/Y-led platforms	# youth-led or women-led platforms established by communities	(1). Activism on Gender equality (2). Women Equality Leadership Programs (3). Peacebuilding and Reconciliation Programs (4). Women Peace Committees (5). GBV response programmes	12	15

	2.1.2 Formal and Informal CSOs actively initiate advocacy actions to influence the WPS agenda, including linking and learning'	# and description of advocacy initiatives/actions initiated by formal CSOs and informal CSOs (men and boys/(religious & community) leaders and W/Y-led platforms) promoting the inclusion of W/G and GE	On average, 3-4 advocacy initiatives had been initiated by formal and informal CSOs leaders promoting the inclusion of W/G and GE: Description of initiatives included: girls' access to education; women in leadership and politics; advocacy on elimination of GBV; advocacy on inclusion of W/G in development decision making	9	12
2.2 Outputs	2.2.1: Community groups are gender aware and committed to W/G protection, gender equality and W/G's meaningful participation in peacebuilding	# of community groups capacited on gender equality, protection and W/Gs meaningful participation	0	52	50
		# of members of community groups capacitated on gender equality, human rights and UNSCR1325.	0	785	500

		# of people reached with awareness raising on gender equality, human rights and UNSCR1325.	0	5530	20,000
	2.2.3 Male engagement and intersectionality strategy implemented	# of action plans of community groups on male engagement and intersectionality developed and implemented	0	20	50
	2.2.2: W/Y, men are empowered as agent of change through rights-based leadership knowledge and organized into advocacy group	# key persons/youth in community trained as Agents of Change.	0	450	2000
		# of trained youth organised in groups, platforms or CYPP parliament	0	330	1000
Result Area: 3: Increased and effective participation of W/Y in leadership and Peace building					

3.0 Long term outcome	3.0.1 : W/Y carry out leadership roles at various levels and influence the WPS agenda jointly with male counterparts	# W/G in leadership positions at various levels influencing the WPS agenda jointly with male counterparts	<p>10-15% women participation in leadership position influencing WPS agenda at state levels</p> <p>28% women participation in leadership position influencing WPS agenda at National Level</p>	40%	50%
3.1 Outcome	3.1.1: Active participation of policy makers in influencing the WPS agenda, including linking and learning between all stakeholders	Extent to which policy makers actively participate in influencing the WPS agenda including linking and learning	<p>NAP on UNSCR 1325 provided policy markers opportunity to engage in influencing WPS agenda. Implementation was limited to Ministry of Gender, children and Social welfare policy markers. The extent of engagement for parliamentarians was limited to support and financing NAP, which was inadequate and insufficient; Local state Councils were yet to be established, which inhibited state policy markers engagement on NAP on UNSCR 1325 on WPS</p>	Medium	High

		# government bodies at all levels promote UNSCR1325 and/or adhering to the provision of 35% women representation in RPA.	<p>Parliament 550 lawmaker -(28%) are women. Cabinet - 35 Ministers, 10 (28%) women Governors -10 (10%) women Ministries at National and state level have not achieved 35% required representation Ministry for Gender Children and Social Welfare – spearheading UNSCR 1325 WPS Agenda</p> <p>28% women participation in leadership position influencing WPS agenda at National Level (parliamentary Level)</p>	30%	35%
	3.1.2 : CSOs undertake (data-driven) lobby and advocacy to influence key actors and policy makers on WPS topics	# peace building initiatives led by W/Y groups	<p>(1). Activism on Gender equality (2). Women Equality Leadership Programs - Regional Women Councils (3). Women in Politics (4). Women in Conflict (5). W/ in Peacebuilding & Reconciliation</p>	50%	100%

			(6). Women Peace Committees		
		# of CSOs that use evidence for their lobby and advocacy interventions	8 out of the 18 CSOs/CBOs assessed had some form of structured data collection -data driven research work for Lobbying WPS topics	16%	15%
	3.1.3: International governmental bodies (AU/EU), diplomats and media lobby and advocate to widen civic space	# of actors at internationalgovernmental level promoting and protecting civic space	UNDP, UN Women, UNFPA, UNMISS, UNHCR Royal Embassy of Netherlands	8	10
		Extent to which opportunities should exist for civil society to bring forward their needs and asks	Inter-Agency steering Committee /CSOs Discussions Humanitarian Actors Forum UNSCR 1325 Status Report (CSO Report) Donors /CSOs Round Table Discussions Peacebuilding Working Group Discussions GBV Sector Working Groups (National/State Level) Girl Education Challenge Forums (Donor/CSOs) UNMISS Protection & Communities Interaction Forum	Medium	High

	3.1.4: CSOs developed and implemented their own multi-annual WPS-related strategies	# of CSOs/ CBOs who consult at least 2-3 time per year local and national actors to build legitimacy	8 out of the 18 CSOs/CBOs assessed had some form of consultation mechanisms- due to linkages with National CSOs, or being National CSOs themselves. CBOs had limited consultations-focused mainly on implementation of grassroots level initiatives under MoUs established by national CSOs (44%)	50%	70%
3.2 Outputs	3.2.1 Gatekeepers including policy makers promote WPS agenda and create space for W/G in leadership positions	# of gatekeepers incl policy makers coached, capacitated, and resourced to lobby & advocate on the WPS agenda incl female participation in leadership positions.	0	220	130
		# of leadership tracks for young women provided, mentored by female politicians or business leaders.	0	11	150
	3.2.2 CBOs/CSOs have resources and capacity to lobby on WPS agenda	# of CBOs/CSOs with increased capacity to lobby on HR, GE, UNSCR 1325.	0	34	30
		# of female activists/CBOs/CSOs with increased resources (subgranting)	0	54	100

	3.2.3.: International gatekeepers are activated to promote WPS agenda and civic space	# of international gatekeepers reached with lobby and advocacy to promote WPS agenda and civic space.	0	5	10
Safeguarding Indicator					
Outcome	Safeguarding compliance	% GYW involved in the programme who have knowledge, access to and trust in the reporting mechanisms to report safeguarding concerns	75%	80%	100%
Output	Safeguarding compliance	# of GYW reached with safeguarding messages	0	1050	10 000
Collaboration					
Output	Involvement of the targeted CSOs and CBOs in program cycle management - downward accountability	# of CSOs and CBOs which have been meaningfully involved by the Leaders of Peace Alliance in project cycle management	0	26	30
COVID-19 Indicators					
Output	Project takes COVID-19 situation into account during project implementation and supports CSOs to do similar	# of people reached by COVID-19 awareness raising	0	690	100,000

Annex 3: Disaggregated Output Targets 2024

Logic	Results	Indicators	PLAN	HNTPO	AM A	EVE	PAX	Consortium Total
Result Area 1: Improved implementation of policies and regulations on GBV and protection of W/G including psychosocial support and self-care.								
1.2 Outputs	1.2.1 Community groups have improved knowledge of available PSS services and legal protection/GBV services incl. case management	# community groups capacitated, resourced and coached on PSS, legal protection services and lobby & advocacy on these topics	11	14	12	15	0	52
		# of members of community groups capacitated	165	280	180	75	0	700
		# case workers provide trained in age (children / adult), gender-appropriate PSS, GBV, legal protection information and are suitable to cultural context	11	14	10	15	0	50
		# number of persons who are provided with age and gender appropriate PSS and GBV services	60	240	120	75	0	495
	1.2.2 Formal and traditional authorities are informed on existing legal protection framework for W/G including GBV survivors' rights	# of traditional authorities reached with L&A on the importance of legal protection for women and girls, including GBV survivors	75	60	90	30	0	255

		# of traditional authorities with strengthened capacities to develop/adjust/ implement regulations related to protection of W/G	75	60	90	30	0	255
		# of trained formal authorities e.g. police and prison staff on GBV legislation, human rights and GE	25	10	90	30	0	155
Result Area 2: Changed attitudes and beliefs of civil society to facilitate inclusion of W/G and promote gender equality								
2.2 Outputs	2.2.1: Community groups are gender aware and committed to W/G protection, gender equality and W/G's meaningful participation in peacebuilding	# of community groups capacitated on gender equality, protection and W/Gs meaningful participation	11	14	12	15	0	52
		# of members of community groups capacitated on gender equality, human rights and UNSCR1325.	165	140	180	300	0	785
		# of people reached with awareness raising on gender equality, human rights and UNSCR1325.	500 0	200	300	30	0	5530
	2.2.1.2 Male engagement and intersectionality strategy implemented	# of action plans of community groups on male engagement and intersectionality developed and implemented	6	10	2	2	0	20

	2.2.2: W/Y, men are empowered as agent of change through rights-based leadership knowledge and organized into advocacy group	# key persons/youth in community trained as Agents of Change.	130	200	120	0	0	450
		# of trained youth organised in groups, platforms or CYPP parliament	160	80	90	0	0	330
Result Area: 3: Increased and effective participation of W/Y in leadership and Peace building								
3.2 Outputs	3.2.1 Gatekeepers including policy makers promote WPS agenda and create space for W/G in leadership positions	# of gatekeepers incl policy makers coached, capacitated, and resourced to lobby & advocate on the WPS agenda incl female participation in leadership positions.	0	0	180	0	40	220
		# of leadership tracks for young women provided, mentored by female politicians or business leaders.	1	0	0	10	0	11
	3.2.2: CBOs/CSOs have resources and capacity to lobby on WPS agenda	# of CBOs/CSOs with increased capacity to lobby on HR, GE, UNSCR 1325.	5	2	12	7	8	34
		# of female activists/CBOs/CSOs with increased resources (subgranting)	30	2	12	10	0	54
	3.2.3.: International gatekeepers are activated to promote WPS agenda and civic space	# international gatekeepers reached with lobby and advocacy to promote WPS agenda and civic space.	0	2	0	0	3	5
Safeguarding Indicator								

Output	Safeguarding compliance	# of GYW reached with safeguarding messages	200	250	400	200	0	1050
Collaboration								
Output	Involvement of the targeted CSOs and CBOs in program cycle management - downward accountability	# of CSOs and CBOs which have been meaningfully involved by the Leaders of Peace Alliance in project cycle management	5	2	12	7	0	26
COVID-19 Indicators								
Output	Project takes COVID-19 situation into account during project implementation and supports CSOs to do similar	# of people reached by COVID-19 awareness raising	450	0	0	200	40	690

Annex 4: Updated risk analysis and mitigation measures 2024

Contextual risks (Described per targeted state)

Location	Risks	Which mitigation measures taken?	Did the risk materialize? Explain briefly how (and if) it has affected programme implementation.	Briefly elaborate on the planned mitigation measures: Have they proven effective? Please Explain.
Security risks described per state				
Eastern Equatoria	Increased movement of soldiers/armed groups to designated cantonment areas passing through program locations- especially during election, pre and post election period.	Liaise with security chiefs, local governor and other relevant local authorities to reduce the risk of harm to local populations, especially physical and sexual harm to women and girls.	This risk did not materialize, but might materialize during pre- and post-election period. All the armed groups were put under command, no movement of arm groups.	Although the risk did not materialize, for now the liaising and coordination has proven to be effective. The following mitigation measure will be taken: <ul style="list-style-type: none"> - Continuous monitoring of the campaign process. - Minimizing field activities immediately during pre and post-election - Cooperate and liaise with the relevant authorities for security updates - Staff should maintain neutrality during the electoral process.
	Hijacking/ theft/ robbery, random gunfire.	-Cooperate/ coordinate with local authorities, medical facilities, evac options, UN Security Focal Points. -Monitor security dynamics; contingency plans developed and in place. Staff trained on security and when (not) to negotiate. -Use air transport when roads become inaccessible/ too risky. -First aid kits in vehicles & compounds.	The risk was real, especially robbery and theft in Nimule Juba road by uniformed men, road attacks were evident, life of many people were lost including religious people on Juba Nimule road during Q2 and Q3 2023	Plan International security department canceled road transport and swifted to use air transport especially for project staff from Nimule to Juba when following some program activities in Juba. Plan international trained all project staff on security and how to negotiate when fall in the such a situation. The measures have been proven effective due to close monitoring of the security situation, better coordination with security actors and the use of air transport.
	Abduction and killing of staff by armed groups	-Adhere to partner's Safety & Security protocols, SoPs and guidelines. -Train staff on Safety & Security. -Share security updates daily with the Safety and Security Manager at Juba and Nimule level.	The risk did not materialize	<ul style="list-style-type: none"> - Staff training on Safety and Security Protocol and provision of safety equipment such as radio/Thuraya - Sharing security updates daily with security focal points and securing security clearance before moving to the field
Political Risks				

Eastern Equatoria (Pageri & Torit Counties)	Political risks regarding positions of governments, elections, formation of state governors etc.	Partners continue to work with traditional authorities and local government to support programme for effective lobby to implement R-ARCSS and WPS NAP1325. Emphasis on <u>humanitarian</u> neutrality during discussions with authorities; continuous coordination with all stakeholders including government, opposition leaders (gov.) and local authorities; monitor political situation closely;	The risk materialized	Eve through the State Ministry of Gender has successfully revived the Gender Focal persons in the EES Government and trained them on NAP2. Partners are closely monitoring the implementation of R-ARCSS at the State.
	Revitalized Peace Agreement not implemented within the agreed timeframe (3 years) resulting in deterioration of the security situation.	-Continuous coordination with government, local authorities, partners, stakeholders to monitor situation. -Work together with UN and INGOs -Security support in place -Regular context/ conflict analysis -Continue to update contingency plans -Temporarily suspend or withdraw staff for security reasons, in line with UNMISS.	The risk has materialized, up to now uniformed men still in different command and no security arrangement, no parliaments.	Continuous coordination with local government and other existing structures. Regular protection cluster meetings to update the cluster members of security alert. Eve is monitoring closely the implementation of the Road map extension of R-ARCSS and continuously assess risks and adapt flexible programming.
	With the formation of the new transitional government, there may be new people at various positions at the national, state and county level, who might not be familiar with humanitarian work and agencies. (Affecting the working relationship with local authorities and NGOs)	-Already good relationship with current local authorities in the diverse areas. -Mainly a risk when authorities are changed, but then continue to develop relationships with new officers. -Involve relevant authorities in project implementation. -Give regular updates through cluster meetings and informal meetings.	The risk did not affect the implementation of the project	Project staff was advised to continue with good public relation and networking through clusters and coordination meetings
	Legal and regulatory environmental complications due to the confirmation of 10 states, bills, regulations, administrative divisions and institutions that impact NGO operations.	Emphasis on <u>humanitarian</u> neutrality during discussions with authorities; continuous coordination with all stakeholders including government, opposition leaders (government) and local authorities; monitor political situation closely; work with UNOCHA & INGOs; ensure requirements such as custom clearances, visas, and access to affected population, in line with local authorities, are clear to all stakeholders.	This risk did not materialize in our project locations	Project staff were advised to follow humanitarian neutrality. Improved coordination with local authorities and INGOs.

Central, Eastern and Western Equatoria	The on-going delay in the formation of state governance structure left power vacuum that resulted in insecurities in the targeted states. The major security risks include intercommunal violence between armed pastoralists. Attacks on civilians on Juba-Nimule-Torit Road and Juba Yei by bandits.	-Risks related to formation of State governments, State legislative assemblies and the cabinet can be handled by advocating for the full implementation of the R-ARCSS by the parties to the agreement. Advocate that R-TGoNU continue engaging the leadership of the National Salvation Front to resolve issues through dialogue	This has been materialized	-State Government was reconstituted and power vacuums were filled. - Having staff in the targeted location to enhance coordination with community leaders. - Continuous situation monitoring through following news/updates on local media and the NGO forum - Travelers are advised to subject all journeys to strict management protocols. - Avoid travel at night, vary routines, and maintain a heightened sense of situational awareness. Use air transport to minimize road risks. "Risk unacceptable because it could lead to civil war"
Risks related to climate				
Location	Risks	Which mitigation measures taken?	Did the risk materialize? Explain briefly how (and if) it has affected programme implementation.	Briefly elaborate on the planned mitigation measures: Have they proven effective? Please Explain.
Eastern Equatoria	Seasonal risks and access constraints during rainy season, including floods	Work closely with Community Managed Disaster Risk Reduction Committees; coordinate with UN Clusters. Consortium and local partners have long been operating in the chosen areas; know how to adjust to the rainy season.	The risk materialized as there was insufficient rainfall from Q1 to Q2, resulting in limited harvest for farmers due to poor yields caused by the drought. Deforestation and illegal logging were prevalent issues, with both men and women cutting trees to produce charcoal for fuel and livelihoods. Additionally, uniformed individuals engaging in logging for business purposes further disrupted the rain patterns.	Communities were sensitized on impacts of deforestation
Unity state (Payinjar county)	Payinjar county is at particular risk due to the flat terrain and proximity to the Nile. Due to climate change and poor preparedness there is always flooding during the rainy season; crops are destroyed and livestock die. This also makes mobility & logistics difficult & expensive.	Prepositioning project supplies and materials during the dry season and implementing as many of the project activities as possible during the dry season will mitigate this problem as much as possible. (Though Yirol east - Lakes State- is slightly better than Payinjar county, flooding along the way to the county also makes access very difficult and has same mitigation measures)	The risk did not materialize	N/A

Programme risks

Programme risks related to WPS/ NAP 1325				
Location	Risks	Which mitigation measures taken?	Did the risk materialize? Explain briefly how (and if) it has affected programme implementation.	Briefly elaborate on the planned mitigation measures: Have they proven effective? Please Explain.
Eastern Equatoria (Paderi & Torit Counties)	NAP1325 group in country remains inactive and NAP is ending	-Continue involving EVE and invite them to join the coordination meetings to ensure appropriate alignment with the 1325 group in-country. -Engage EVE with other partners to draft and Evaluate NAP with government	This risk materialized, Three new CSOs added to Join NAP 1325 group in the county	EVE has established and trained NAP 2 taskforce in EES and is reviewing options for better monitoring and supervision of this group.
Central, Eastern and Western Equatoria	UNSCR 1325 as well as gender equality are seen as the western agenda by some communities and hence there is some level of resistance.	Engage gatekeepers and involving local government in some of the interventions can reduce the negativity.	This has materialized	Some people are hesitant to change their way of life but engaging the gatekeepers has proven effective.
Unity state (Payinjar county) Lakes State (Yirol east)	The <u>Nyounge Community</u> of Payinjar county and <u>Ciec Community</u> of Yirol East are patriarchal. Gender norms and cultural practices may resist changes that do not conform with their beliefs.	The project will continuously advocate for women's emancipation through direct lobby with key leaders, through media advocacy to change the firmly held social and gender norms in the communities.	The risk did not materialize	N/A
Fraud and corruption risks				
Location	Risks	Which mitigation measures taken?	Did the risk materialize? Explain briefly how (and if) it has affected programme implementation.	Briefly elaborate on the planned mitigation measures: Have they proven effective? Please Explain.
Central, Eastern and Western Equatoria	There is increasing discontent from NGOs not having local representation in states' operations. This could lead to plans to sabotage activity implementation.	Ensure local authorities & gatekeepers are briefed and part of the programme. To avoid fraud, all staff shall be briefed on partners' anti-corruption and anti-bribery policies, safeguarding and the whistleblower policy among others. Partners organizations prohibit their employees from engaging in acts of corruption, and from paying bribes or	This risk materialized	An irregularity arose in the project involving a consortium partner. Plan International, in collaboration with the concerned partner, is actively addressing the issue to ensure resolution while maintaining the partnership. Partners continue conducting awareness for their staff on their policies such as code of conduct, whistleblower policy and anti-corruption policy

		accepting bribes from public officials and private individuals with which the organization does business.		
	New staff not complying with rules and regulations of the organization	All staff will sign the Code of conduct, as well as anticorruption, anti-bribery and all other related forms and policies.	This risk materialized.	Partners continue avail their code of conducts, as well as anti-corruption, anti-bribery policies for staffs to sign before he/she start work.
Lakes State, Unity state, Central, Eastern and Western Equatoria	Due to poor salaries and lack of payment of many government staff, including soldiers, it has become a habit for officers to seek bribes from people seeking services from government offices, including those driving around the project areas.	<ul style="list-style-type: none"> -Always put anticorruption sticker in vehicles and offices -Implement anti-corruption and bribery policy. Zero tolerance approach. -To avoid fraud, all staff shall be briefed on partners' anti-corruption and anti-bribery policies, safeguarding and the whistleblower policy among others. -All partners prohibit their employees from engaging in acts of corruption, and from paying bribes or accepting bribes from public officials and private individuals. 	The risk did not materialize in the project location	All staff were briefed on partners' anti-corruption and anti-bribery policies, safeguarding and the whistleblower policy

Relevant to all states

Risks related to availability of materials and resources			
Risk	Which mitigation measures taken?	Did the risk materialize? Explain briefly how (and if) it has affected programme implementation.	Briefly elaborate on the planned mitigation measures: Have they proven effective? Please Explain.
Drastic increase in number of returnees to their original area which is currently being occupied by IDPs	Monitor situation regularly; close coordination with other agencies, UNOCHA, NGO Security Forum.	The risk has materialized: especially the returnees found their farmland occupied especially in Nimule, Moli, Pageri and Loa.	Plan international continue sharing the issues to others cluster members and RRC.
Increased program costs due to high inflation/ financial instability/ exchange rate fluctuations	<ul style="list-style-type: none"> -Budgeting and large transactions in USD or Euro's, negotiate favorable exchange rates with banks; identify alternative sources of supplies; closely monitor monthly expenses and reports and revise (or reduce/combine activities) as necessary -The project is budgeted in hard currency the project will not be badly affected because of changes in the exchange rate 	The risk did materialize	All program costs are budgeted in the hard currency and favorable rate is negotiated with the bank.
Many organisations in South Sudan face high staff turnover due to burnout and lack of human resource capacity	Partners always try to retain staff by making their working conditions better and providing development opportunities.	The risk did materialize	Partners try to offer staff development opportunities

Risks related to the implementing organisations

Risks	Which mitigation measures taken?	Did the risk materialize? Explain briefly how (and if) it has affected programme implementation.	Briefly elaborate on the planned mitigation measures: Have they proven effective? Please Explain.
Financial mismanagement by partners	Awareness raising on Fraud and Corruption Policy Partners to be investigated and if it is true then funding to be discontinued	This risk materialized	An irregularity arose in the project involving a consortium partner. Plan International, in collaboration with the concerned partner, is actively addressing the issue to ensure resolution while maintaining the partnership.
Risks related to chain of responsibility, continuity, expertise, degree of independence, internal control	Risk and Compliance department will train project staff on fraud and risk management. Continuous coordination meetings to be held to identify issues and develop mitigation measures.	This risk materialized	
In the times of economic crisis in the country, NGOs including the implementing partners are assumed to have a lot of funds. This leads to insecurities such as office burglaries, attacks on staff.	At the Juba Level, partners will ensure that the office is secured at all times, and will strictly adhere to policies and SOPs that govern finance and cash handling. As much as possible we shall use bank transfers to avoid risk.	This risk materialized	There was a breaking in incident last year at EVE's office. but stringent measures are put in place to prevent burglaries. Some partners hired security guards.
During the organisational self-assessment some gaps were identified in partners' internal systems that may affect the project delivery	Partners will update their systems, including safeguarding policies. Plan International will support this process to ensure systems are updated, operational and in line with global standards.	This risk materialized. Most of the partners did not have safeguarding Plan policy shared with the CSOs who have received seed grants	Plan international safe guarding advisor conducted training for all partners and gave them safeguarding policy to adopt. Some partners, including EVE had already their policies in place. All staff signed safe guarding policy
Inadequate reporting of safeguarding issues by both consortium partners and community members.	-Continue to build staff and community capacity on safeguarding concerns and the reporting procedures through training and open dialogues with community members. -Dissemination of the Safeguarding Policy and Code of Conduct to all stakeholders. -provision of hotline for reporting.	This risk did not materialize	Partners organized training for all staffs and volunteers on safeguarding and SEA. Reporting numbers were made available to community leaders



Ministerie van Buitenlandse Zaken