



## **Narrative Annual Plan 2025 Leaders of Peace**

Building Sustainable Peace and Gender Equality in South Sudan



Development Cooperation  
Ministry of Foreign Affairs of the Netherlands

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Project Location/s	Unity, Lakes, Central Equatoria, Eastern Equatoria, Western Equatoria

## Abbreviations

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
CTRH	Commission for Truth, Reconciliation and Healing
CRA	Compensation, Reparation Authority
DDR	Disarmament, Demobilization, and Reintegration
GBV	Gender-based Violence
GE&I	Gender Equality & Inclusion
GYW	Girls and Young Womenw
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
MTR	Mid Term Review
NAP1325	National Action Plan 1325
NCRC	National Constitution Review Commission
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
RA	Result Area
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

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# 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 2024 with all consortium partners, the findings and recommendations of the Mid Term Review June-July 2023 and the IOB meta evaluation, findings from other learning sessions, the Outcome Harvesting result and have informed the development of the annual planning 2025. As the programme is planning for the last year of implementation, more effort will be given to sustainability and exit strategy. Strategies were adjusted and activities fine-tuned. As well documentation of best practices and successes is foreseen at the end of 2025. 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.

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 Learning Agenda and collaboration and synergies with other programmes will be highlighted. Major key risks foreseen in 2025 and mitigation measures are elaborated. Finally the workplan, targets and budget forecast is presented.

# Context of the Programme

## Political changes and implications to the programme

In September 2024 South Sudan's Transitional Government extended a transitional period for another two more years withholding the proposed December 2024 elections. This is due to the failure by the Country's transitional political leaders to conscientiously implement the revitalised peace agreement. There is a prevalent atmosphere of mistrust among Civil Society Organizations (CSOs) concerning the willingness of the current peace partners to break the cycle of extensions since 2018 and peacefully transfer power to a civilian-elected government.

On May 16th 2024, the government had engaged with the Tumaini peace initiative with the holdout groups that had refused to join R-ARCSS mediated by the Kenyan Government in Nairobi. It was upon the mediators and the negotiators to clarify doubts so that the initiative bears fruit. If an agreement is reached through this process, it may complement and consolidate peace in South Sudan.

On the other hand, the president signed National Security Sector Amendment Bill and ascent into Law. However, the Bill still contained the contentious article 54 and 55 of arrest without warrant, which will continue to infringe on civic space by limiting the freedom of expression. Another two significant laws for transitional justice, the Commission for Truth, Reconciliation and Healing (CTRH) and the Compensation, Reparation Authority (CRA) were also signed into law. These laws aim to advance accountability and justice for victims of abuses committed since the start of the country's armed conflict in December 2013. Furthermore, the government has made some progress in ratifying international conventions.

In Panyijar, Unity State, the former County Executive Officer defected with some Youth that has caused insecurity in the area. However, the government contained the situation calm return and activities continues normal. In Eastern Equatoria State, Nimule-Torit Road and Nimule-Juba Road security improved with limited armed robbers well.

During this reporting period there was improved operationalization of local government starting from Boma, County and State government including state legislative in Eastern Equatoria State set and accessible.

In the project locations in Terekaka, Lakes, Unity, and EES, the environment has remained stable for the implementation of the project. The LoP team hopes that the revitalized peace agreement or the current political situation will lead to a lasting peace and that the established structures of the LoP project will be sustainable even after the funding ends.

The tribal divisions within communities complicate the political environment. Leaders of Peace (LOP) assumes that women and youth can participate positively to impact sustainable peace in South Sudan, as they are the majority population and also the most vulnerable segment of the

population that is easily manipulated by politicians to take up arms and participate in violence. Furthermore, the project will continue to increase efforts to raise awareness and prevent intertribal conflicts stemming from issues like these within and among the communities, especially given the current situation.

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

The civic and political space is deteriorating further. Civil society activists continue to be intimidated, harassed, and arrested without proper judicial procedures (e.g. the former mayor of Juba and Jonglei journalists).

The CSOs require laws and regulations to protect their rights to enable them to operate freely and independently. The coalition building among the CSOs to promote cooperation to enhance impact is therefore key. This involves fostering partnership between larger and smaller organization. The project assumed the ongoing Tumaini peace talk (Nairobi Peace talk) as a concern. If this talk fails, the potential consequences for the country are unclear and might even lead to conflict, with impact on the implementation of LoP.

COVID-19 no longer poses a threat to LOP program areas as there are no reported cases, and no curfew or restrictive measures have been imposed. Therefore, LOP will not be affected by Covid-19.

The locally organized groups in Yambio and Juba call Nigga/Toronto is instilling terror within the communities by using machetes, knives, and other harmful implements. These groups have been linked to incidents of theft, bag and phone snatching, thereby engendering insecurity and fear. This is due to economic adversities, limited parental guidance, and hindered access to education compound this phenomenon. In Yambio, the Azande King restructured his governance system within his kingdom, appointed new officials to reinforce cultural and traditional values and enhance the socio-economic development of the WES region. In Eastern Equatoria State, blood compensation continues in some parts of the Counties and Payam, where girls given out regardless of the age. The project continues to engage the chiefs to abolish this and will continue to advocate through different levels of the local government system.

The project continues to focus on raising awareness about education priorities over cattle raiding and realigning the youth's focus to prevent their manipulation into taking up arms, as witnessed during the years of instability in South Sudan. Also, the project will continue to focus on prevention of early and forced marriages, women's inheritances issues and gender-based violence which continues to be a challenge due to the culture in various communities across the project locations. Especially this last year, priority will be given to the networks and building coalitions to lobby strongly for civic space and equal participation of women in government, peacebuilding and developments.

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

The economic situation continues to deteriorate as exemplified with the depreciating South Sudanese Pounds against the US dollar as 1 USD trades between 4000 – 5500 SSP. This is attributed by the conflict in Sudan that exacerbated the economic situation. The conflict led to the closure of oil export in March 2024 through a forced Majeure from the Ministry of Energy and Petroleum of the Republic of Sudan.

Although the government tried to stabilise the economic situation through currency auction, it is not successful because the demand of hard currency is high as South Sudan imports only after the closure of the oil export. The local population continues to suffer the impact of the currency depreciation by having low purchasing power for daily subsistence. In addition, it has affected procurement of the project as pricing always changes in seconds.

On October 15th, the government representatives travelled to Port Sudan and reached an agreement to renovate the pipes and resume drilling and exporting the oil to the international Market. When the export will have started, it will improve the economic situation of the Country. Changes in gender dynamics foreseen in the targeted states and implications to the programme

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

The Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS) has important provision in the agreement of 35% affirmative action for women's representation in the government and other decision-making bodies. This commitment reflects a positive step towards gender equality and the empowerment of women in South Sudan. However, the implementation of the 35% affirmative action, has faced several challenges and obstacles as the actual representation of women in political and decision-making roles remains significantly low.

In the 10 States Electoral Commissions, all the Heads of the Commissions are male and in CES a female Deputy Governor was removed and replaced by male. With this still happening, full implementation of the 35% affirmative action requires all relevant parties (government, political parties, CSOs and the international community) to work together to develop and implement strategies that will ensure the meaningful participation of women in political and public life. Additionally, there is need for robust monitoring and evaluation mechanisms to track progress and hold stakeholders accountable for their commitment to the 35% affirmative action. Transparency and accountability are essential for ensuring that the provision is effectively implemented and that its intended impact is realized

With LoPs interventions there is a growing awareness of gender equality and increase of women in leadership positions at the Counties, Payams and Bomas where women were appointed and in ABC Courts in Unity, EES, and Terekeka. Enrolment of girls in primary and secondary schools

has increased, and several engagement groups are working to raise awareness of gender equality within the community in Terekeka.

The Ministry of Gender, Child and Social welfare in 2024 launched the Women Charter that consolidates the demands, priorities, and concerns of women and girls aimed at potential inclusion in the permanent constitution of the Republic of South Sudan as well as informing legislative, policy and programmatic interventions across the twelve thematic areas. The document serves as a crucial opportunity to enshrine gender equality, eliminate discrimination against women and girls, ensure 50% gender quoter for women participation across all governmental bodies at all levels. This will support LoP's interventions and lobby in the year 2025.

## Changes within the LoP consortium and implications to the program

Synergy and working together as a team in a Consortium is a big change so far: the different technical leads in LoP giving support in their capacity to each other upon request and also in aligning their planned activities. Although staff turnover was registered in HNTPO Communication Officer, PAX Gender and Advocacy Officer, Plan Project Coordinator, a quick recruitment is done and no much challenges were experience.

Additionally, an imminent concern for the LOP is the scheduled termination of incentives for the PFPs in 2024, which may pose challenges in the forthcoming year. In light of the current economic challenges faced by the country, insufficient support for the PFPs may prompt them to seek alternate means of livelihood to sustain their families, potentially leading to a discontinuation of their current work.

LOP is committed to collaborating with the government and other organizations to support the implementation of NAP1325 in South Sudan. Additionally, it will work with international actors and donors to promote and achieve the WPS agenda, as well as the peace process in South Sudan. The project will prioritize joint advocacy with MOFA and strategic partners and initiatives by all Dutch-funded programs in South Sudan to create synergies, complementarity, and knowledge-sharing among the LoP) This will provide momentum to the alliance and the CSOs, CBOs and women's groups that the LoP has established, ensuring they are empowered to continue advocating for women's rights in the areas.

# Theory of Change (ToC) and strategic choices for 2025

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 and contribute to each other's outcomes: 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.

## Theory of Change and assumptions

**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.

### Process

In August 2024 a four-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 and realise maximum sustainability after ending. The ToC was reviewed jointly by all partners to get better understanding of the desired changes and how it might be influenced by a changed context.

Significant time was dedicated to thoroughly reviewing the ToC and its underlying assumptions, showing how we expect change to happen, as assumptions are flexible and depend on the specific

context and new insights. Discussion came out about the validity of some assumptions, as it influenced sometimes expected changes. Some of the assumptions have not hold fully, as the civic space continues to deteriorate and some communities remained rigid which continued to impact and undermine women and girls to enjoy their rights. Whenever relevant, it will be described in the relevant chapter, as it might have impact on outcomes. Whenever additional activities were needed, this will be described per result area, as it influences related outcomes.

Despite no major changes resulting from the meeting, it was emphasized that more consideration must be given to the sustainability of the project results, given that the project is in its final year. It was made clear that building upon the ToC results is crucial in achieving this objective.

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 last year and how to improve synergy and collaboration. Findings and recommendations of the Mid Term Review (MTR) and other learnings were shared and taken into consideration during the reflection and planning.

The risk assessment was refreshed and adjusted and targets were set for 2025.

### **Reflection and review**

The main goal of the LoP project is to contribute to a more empowering and inclusive environment where women and girls feel safer and better enabled to realize their rights to play an influential role towards conflict prevention and sustainable peace. All three Result Areas (RA) contribute to this.

In RA 1 the activities will continue building the capacity of the ABC Court chiefs to ensure that policies and laws support gender equality and are effectively implemented. Throughout 2024, we have witnessed increase of implementation of laws concerning GBV against women, early child marriages and women's equality and the MTR revealed that girls and women felt less vulnerable to physical and emotional harm. The change in policies made that women are treated better and feel safer and relieved. In year 5 it will be mapped out in what way women and girls are vulnerable. Referral systems work better and survivors make better use of the services. It was also observed that the number of female head chiefs increased and women actively participated in peace talks in local conflicts.

The recognition of Mental Health and Psychosocial Support (MHPSS) as an integral part of peacebuilding will provide HNTPO, with support and in collaboration with the LoP partners, with an opportunity for a joined integrated approach, countrywide, and harmonized efforts in this area, and position our advocacy efforts coming year towards further integration of MHPSS within the Women, Peace, and Security policy framework.

Gender equality is perceived both as a principal objective (RA 2) and as a cross-cutting theme throughout the program, while the Gender Transformative Approach is mainstreamed in all strategies and activities. Within the program there is disaggregation of data by sex, age, disability. Gender expertise is present throughout all stages of the project and resources are available for the integration of gender in all interventions including a gender analysis. 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. (See also chapter 'cross cutting issues').

This will mean that for 2025 some activities will be fine-tuned accordingly and male engagement will continue to be 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 in which sustainability is a key concern. It's especially in this last year essential to monitor whether these changes have resulted in substantive shifts in power dynamics and whether women in these positions are genuinely able to influence decision-making processes. Separate sessions to cluster the Outcome Harvesting (OH) signs will be organized in 2025 to enable the End evaluators to validate these findings in change.

Also in general, there is a need for continued refresher training for staff on project outcomes to acquaint newcomers with precise understanding and demands of the project, as there is regular staff turnover. More refresher sessions will be done in OH signs to enable the end evaluators to validate findings in change in the three RA's.

Risk assessment is done by involving the children and youth during their involvement in the project activities. Continued feedback mechanism is established in schools and community; these include suggestions boxes, telephone calls and community meetings. The report on complaints is documented monthly and the feedback shared while those cases which require urgent attention are responded to as soon as possible.

The current legal reform, led by the National Constitution Review Commission (NCRC) - established under R-ARCSS - aims to review and align laws with R-ARCSS. This offers an opportunity for CSOs to identify gaps and make recommendations. The NCRC is working to incorporate a 35% affirmative action across all legislation, including the NGO Act, which will help to narrow the gender equality gaps. Once the 35% quota is legislated, inclusion policies will be in place and ready for enforcement, leading to increased and effective participation of W/Y in leadership and peacebuilding (RA3). The decision to extend the transitional period, acknowledging that the country is not ready for elections by December 2024, might arise questions regarding the legitimacy of the government and causing growing mistrust among CSOs concerning willingness of the current peace partners to transfer power to a civilian-elected government. On the other hand, the postponement creates the opportunity to continue engagement with lower and higher level authorities and push for the approval of the NAP WPS, which is still not yet approved

and launched and hampers the LoP work. It will also give time to lobby for more women in high positions to support the implementation of laws and endorsement of the Family Law.

### **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 are less vulnerable to physical and emotional harm, for which they should have better access to and use Mental Health and PsychoSocial 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.

Although there was an increased number of GBV cases in Nyal, Ganyial and Yirol East, this can be linked to the economic crisis and climate changes resulting in poverty and severe hunger in some areas. The primary goal is to ensure that all reported gender-based violence (GBV) cases are promptly prosecuted and that survivors receive the necessary healthcare which includes PSS services. By empowering community members and civil authorities, we will create an environment where GBV cases are vigorously prosecuted unless the survivor or family refuses to pursue justice.

Parents were in this implementation year identified as the most important sources of referral and therefore awareness will be focused more on them in 2025. As well refresher trainings in MHSSP were seen as important and cost sharing options were discussed because shortage of budget for this.

In 2025, HNTPO remains committed to its role as a technical lead in RA 1, emphasizing capacity building, technical support and guidance to LoP partners through supporting supervision and mentorship programs focused on mental health promotion. HNTPO continues building capacity and mentoring the Psychosocial Focal Points (PFP) to work with community groups, CSOs, CBOs, women groups, and formal and informal authorities to promote NAP 1325 implementation and will support the other consortium partners in this. This will contribute to the outcomes under RA2 and RA3, as the capacitated women and youth will jointly advocate for gender equality and influence the WPS agenda. Conducting in-depth interviews with the PFPs will help LoP to harvest outcomes on how the LOP has impacted the PFPs and the community.

In addition, HNTPO will prioritize establishing linkages of CSOs and community groups with service providers to facilitate access to MHPSS and SGBV services, as well as advocate for legal protection services for women and girls and the expansion of civic space for women.

There is still a need to advocate for the enactment of the Anti-GBV legislation, which was drafted in 2019. This legislation will provide a clear definition of GBV, categorize offences, establish appropriate responses, and address issues related to customary marriages and marital rape, among other things. The delay in passing the bill could be attributed to patriarchal influences in South Sudan and the lack of political will.

The limited technical and financial capacity of law enforcement agencies and the customary court system to effectively address GBV remains a challenge. Several reasons hinder law enforcement agencies from implementing GBV legislation, including inadequate funding, lack of literate and trained officers, civilian possession of arms, accessibility challenges to certain areas in the country, and reluctance to reform the agencies, among others.

Therefore, in 2025, LoP will continue to enhance the capacity of the police, prisons, and ABC courts through the available GBV legislation, and provide them with copies of this legislation for future reference.

The programme will prioritize further empowering of the chiefs of the ABC Courts and the special police units at the county level to ensure more accountability on the implementation of policies and regulations. LoP will conduct continuous visits and provide the ABC Courts Chiefs and the Police Women's Desk with the UNDP pocket guide to ensure the smooth implementation of GBV policies and regulations. This will involve linking them with state and national stakeholders and the Ministry of Local Government and Law Enforcement to aggressively advocate for the implementation of GBV policies and laws. This link will strengthen sustainability and enforce achievements achieved in the past years of the programme.

CSOs/CBOs will be supported with resources such as the UNDP Pocket Guide and also efforts will be done to link and integrate the Psychosocial Focal Points (PFPs) with the Ministry of Gender and Social Development and Boma Health Initiative<sup>1</sup> as an important component for community mental health.

Additionally, the PFPs will be rigorously mentored to provide Psychosocial Support (PSS) services within communities and assist survivors in reporting cases to the police while accessing healthcare facilities for treatment when needed.

AMA reduced the targets of the formal authorities from 90 for 2024 to 60 in 2025 to reallocate some of the budget to the strengthening of PSS for survivors. Also under this, AMA will focus more on mentorship and supervision of the activities of the formal authorities and the customary systems. As well the traditional local authorities target is reduced from 90 to 60, so the extra budget will cover for the survivor user group PSS sessions. Reallocation is supported by the LoP assumption "engaging with customary justice systems is necessary to foster better access to justice for W/G" of the ToC.

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

Changing harmful norms and attitudes includes transforming violent masculinities by targeting

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1 The Boma Health Initiative (BHI) is a nationwide community health programme established by South Sudan's government to strengthen the health system and efficiently deliver an integrated package of health promotion and disease prevention activities at the boma (village) level. HNTPO was strong partner in the development of this.

influential powerholders (men/boys) as allies and positive role models, to jointly advocate with women and youth groups for gender equality and equal participation of women and youth groups. In order for this to happen, the LoP mobilized and empowered agents of change to be self-organized in advocacy groups. In 2025, the linkages to other advocacy groups and linking state to national level will be priority to enable the groups to influence jointly the WPS agenda (contributing to RA3).

LoP continues working with CSOs, f.e. TAYA and women's groups like Wate Na Kita, to ensure the sustainability of the interventions after December 2025. More focus will be exerted on mentoring the CSOs to become self-reliant and capable of providing social services, scaling up their L&A initiatives and preparing program beneficiaries and communities to be at the forefront, in charge of organizing events and other activities at the village level. For example, women leaders, youth groups, members of the community and CSOs initiate, plan, and organize International Women's Day, 16th days of activism, and other important activities to create awareness. Additionally, communities will be encouraged to use self-help initiatives to build local school structures in areas without schools and to advocate for their educated children outside the villages to return home to teach or be teachers in those schools. This effort will involve collaboration with the chiefs, Boma, and Payam administrators, as well as the County commissioner. These strategies are geared towards LoP's assumption "CSOs acknowledge the importance of engaging their constituencies based on an intersectional approach, addressing their concerns" of the ToC. Strategically, the CSOs will to be at the forefront and closely supervised for the sake of sustainability after 2025.

The project will continue supporting the graduated Champions of Change (CoC)<sup>2</sup> in the peer to peer teaching and intergenerational dialogues. Some of the COC graduates that left the project location will still be followed to monitor any changes seen in them and to continue supporting them. CoC debates will be organised as peer to peer mobilisation strategies for carrying awareness and campaigning on gender equality. AMA plans to engage school management to adapt the Champions of Change (CoC) into a School Club and support them under their new ABP Project.

The project will continue engaging the Children and Young People Parliament (CYPP) in conducting meetings and radio debates. Free 2 hours per week was offered already by NTC FM for the CYPP for doing their advocacy through Radio Parliamentary Debates. Coaching CYPP and supporting them to attend and participate in community fora will be done, next to the scaling up of CYPP in other States, e.g. Plan supports AMA in this in Lakes State. It is important to link the CYPP to the State Parliament and County Authorities for support and more exposure.

The youth led organisations will be mentored and supported to do L & A activities ( contributing to RA3) and to do resource mobilisation to support their lobby and advocacy activities. Continued support will be given to capacity building of the Women-led and Youth- led CSOs and the GBV

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2 CoC is an approach in engaging young people in learning about and challenging barriers to gender equality, developed by Plan International, though a curriculum of activity based modules exploring different aspects of gender equality delivered separately to girls and young women and to boys and young men.

survivors to carry on awareness and peer to peer support to women and girls. E.g. PAX supports AMA in the platform building event to offer more strategic L&A strengthening for the engaged CSOs. AMA is the technical lead for the Engagement of Men and will support the other partners in this.

To ensure sustainability and adequate outcome harvesting data, strengthening is planned in the following areas, supportive to the LoP assumption “Men and boys are willing and able to be part of the solution” of the ToC.

LoP will work with male champions through different fora to showcase their gender transformation. A series of Advocacy campaigns will be organised under this targeting over 5000 people. Storytelling and changed actors’ interviews, including documentary will be tools to strengthen the outcome harvesting for actors engaged in the past 4 years.

MenEngage and CoC modules will be contextualized for specific male youth groups, like for the cattle camps. MenEngage action plans will be developed for coming year and the years after programme has been phased out.

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

Participation of women and youth in leadership and peacebuilding in South Sudan remains limited. This could be attributed to capacity issues, civic and political space, societal attitudes, bias and networking challenges.

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 (under RA2). To increase the participation of women and youth in leadership and peacebuilding, several strategies are adopted by LOP.

Firstly, there needs to be targeted capacity-building programs aimed at enhancing the leadership skills and confidence of women and youth. This can be achieved through training, mentorship programs, and educational initiatives that focus on developing the necessary skills for leadership and peacebuilding roles.

Additionally, efforts should be made to create more inclusive and equitable political and civic spaces. This can be accomplished through advocacy for policy reforms that promote gender equality and youth inclusion in decision-making processes. Furthermore, it is crucial to provide support for women and youth-led initiatives and organizations, as well as ensure their representation in leadership positions.

LoP is committed to providing ongoing support for significant events, such as the 16 Days of

Women's Activism and the county Protection Sub-cluster Meetings, subject to the availability of funds (as well contributing to RA2).

Also in 2025, all consortium partners of LoP will actively collaborate to ensure the participation of women from different programme areas in the Annual Women's Gathering, empowering them to freely express their concerns. This is important, as women participants complained last year that the gathering was dominated by urban women and national level.

Moreover, addressing societal attitudes and gender biases through awareness campaigns and education is essential. By challenging traditional gender roles and norms, it is possible to create a more conducive environment for the meaningful participation of women and youth in leadership and peacebuilding activities. LOP partners will continue actively engaging with CSOs to challenge attitudes and beliefs that hinder the inclusion of women and girls in decision-making processes under RA2, because we acknowledge the difficulties of expeditiously changing these rigid cultural norms and concerted efforts are needed. However, there have been some successes that can be attributed to LOP under RA3 resulting from RA2. For instance, there are increases in the number of women elected and appointed in customary court systems, and decision-making positions (PPC, NEC, NCRC), among others.

Lastly, fostering collaboration and networking among women and youth groups is important. Building partnerships and alliances can amplify their collective voices and influence, leading to greater representation and involvement in leadership and peacebuilding efforts. There has been success recorded but more needs to be done to upscale these efforts. Also in 2025, the focus will be on resourcing and strengthening CBOs and on engaging national policy makers to promote the WPS agenda and create space for women and girls in leadership positions.

# Planning for coming year per 3 result areas

## 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

HNTPO, as the technical lead under RA1, will continue in 2025 to mentor the 20 CBOs and groups, including the 50 PFP's, to provide psychosocial support to community groups, respond to cases of GBV and maintenance of referral pathways and work on self-care material to support the PFPs, CSOs and the women and girls. However, incentives for PFP's will end this year because of budget limits and therefor not available for next year. Together with the communities in Terekeke and Nimule discussions started how to solve this, as they want to continue. PFPs will be supported to establish strong and enduring relationships with civil authorities, police services, the justice department, INGOs supporting similar projects and health facilities managers to ensure smooth daily operations and referral of GBV survivors. As the project nears completion, HNTPO will work closely with the Ministry of Gender Child and Social Welfare to transition the supervision role for social workers/PFPs and to facilitate meetings for continuity of collaborative efforts in creating a safe space for women and girls.

HNTPO will also support LoP partners to provide the necessary day-to-day support and facilitation to the FPs / caseworkers to ensure the effective execution of their activities.

Plan international will capacitate 11 community groups to register and document GBV cases and support them with protection issues. The project staff will reach 150 members of communities with PSS awareness targeting. 11 Case workers/PFPs will be mentored on case management and documentation as well as on referral of cases to other services providers. Referral updates will be done and disseminated.

AMA will strengthen the survivor user groups in their programme area and plans to increase the target of cases from 120 to 200, as many cases were registered in the past year. Therefor allocation of adequate budget to conduct as many weekly PSS sessions as possible is foreseen. Also the target for training of GBV actors will be increased from 108 to 120 in order to accommodate more health workers. The 6 PFPs will continue to conduct PSS sessions for the survivor groups under LOP, but 3 will work in AMA's new peace building ABP project. Survivors will be linked to the economic empowerment component of this project.

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

HNTPO, AMA, EVE and Plan will maintain close collaboration with 134 local traditional authorities, police services, ABC Courts, and women's groups to strengthen the implementation of legal protocols, prosecution of GBV cases, and the promotion of women's and girls' rights. Regular visits to the ABC Courts will continue to ensure continued advocacy for women's protection. Strengthening of ABC courts will happen by guiding them working with the UNDP GBV pocket guide and support to organise ABC forums on local level to jointly lobby for increased implementation of GBV legislation. The police (SPU), prison staff and chiefs will be provided with working materials on GBV legislation, human rights and Gender Equality to improve their capacity to manage GBV cases. Linking the ABC Courts to the State Ministry of Local Government and law enforcement/(COTAL) be a priority in 2025, because this will contribute to sustainability.

The project team regularly collects feedback from the community through established community feedback mechanisms on the gaps that need to be addressed. There is observed adherence in GBV Policy and regulations by the police and traditional leaders.

At the international and national level, HNTPO will further engage in collaboration with the IASC MHPSS global reference group and UNDP-led MHPSS and peacebuilding initiatives to contribute to the integration of MHPSS in peacebuilding. HNTPO will facilitate and support the consortium partners in integrating mental health and psychosocial support into peacebuilding efforts.

## **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**

As the funding period comes to a close in December 2025, LoP will focus on strengthening the capacity of 50 community groups and CSOs, to ensure the continuity of the LoP-established framework after the project ends and ensure continued lobbying and advocacy for the promotion of gender equality, meaningful participation of women in leadership, conflict prevention, and peacebuilding. More mentorship will be provided to the 470 members of community groups to continue promoting gender equality, human rights, and UNSCR1325. The trained community groups, with support from CBO, Ministry of Social Welfare and HNTPO, will be organized, to reach out to other community groups for awareness raising on the same topics.

Plan will do an assessment about the capacity of the CSOs to assess the capacity gaps, to identify network partners and lesson learnt.

### **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 support and mentor already trained Agents of Change (CoC, CYPP, MenEngage groups etc.) and support them to self-organize. LoP will also in 2025 organise an Office

Takeover at County level for the CoCs and CYPP ( see also under RA3). Based upon the experience of the CoC trainings, the modules will be contextualized for different target groups, like for cattle camps and other out-of-school groups.

With the support of AMA, the CYPP ( 60 trained youth) in Nyal and Ganyliel will be taken to the county headquarters to conduct a joint Parliamentary session. Engagement with UNMISS will be sought to facilitate the transportation of the CYPP to Rumbek and expertise of Plan International in organising this event.

HNTPO will ensure that the COC members currently undergoing training in St. Stephen Primary and Secondary School will graduate in 2025 to continue advocating for expanded civic space for women and girls. With the help of the Department of Social Welfare and the PFPs, the 80 girls and boys will be mentored as Agents of Change using the COC modules in 2025 and beyond. Hoping that the State Government will adopt the CYPP and support this initiative after the LoP is ended, the COC members will be prepared and organized into groups and transformed into a CYPP supported by the State authorities. Both HNTPO and Plan are committed to advocate for the inclusion of the Champions of Change (CoC) program in the education curriculum. Additionally, they will collaborate with the Ministry of Social Welfare to ensure the continuity of similar training programs. Graduated CoCs will be encouraged to form a sport team which can be a sustainable source of identification and pride for Champions of Change.

Also Plan International will continue engaging CYPPs ( 160 trained youth) in conducting meetings and radio debates. There is planning to organize the youth groups/CYPP on national level to allow adolescents to lobby for GE and peace on national and international level, but budget is limited and is still uncertain. Also in 2025 there will be continuous strengthening of the different youth groups ( 300 in total) to conduct lobby and advocacy activities on issues that affect them as young people. The CYPP, by the close of the project period, will be strong youth led groups and have capacity to lobby and advocacy by them self in groups within community. The group has already registered as a youth led organisation: Active Youth Engagement for Peace Organisation.

### **2.2.3 Male engagement and intersectionality strategy implemented**

AMA is technical lead in the ' changing social norms and engagement of men' and gave a support to partners to implement the enrolment of the MaleEngage Modules. The activities for this last year will continue to focus on working with men groups. Some MaleEngage 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 and will therefore also continue in 2025. It is planned that all 11 targeted communities will develop action plans on male engagement and intersectionality and promote the WPS agenda.

Under the Male engagement, LoP plans to work with transformed male champions in churches, streets, schools, markets and other public places. AMA will organize football events in Payinjar and in Yirol. Gatekeepers will be used for passing gender messages including demonstrations such

as female gatekeeper kicking the ball and videos captured). The target ( 50,000 people) for such awareness events which will largely be spearheaded by transformed male champions.. Male groups will organize side events like skits, radio talk shows, gamlong (passing messages through local microphones), showing prerecorded films among others.

There is planning to make a documentary on the stories of changed actors in LOP ('How male actors changed').

The male engagement groups in Terekeka will be mentored to share the knowledge they have gained with other members of the community. They will also be introduced to the Ministry of Gender and Social Welfare to gradually take over the mentoring responsibility after the LoP program is closed. In 2025, HNTPO, in collaboration with CBOs and the Ministry of Social Welfare, will engage all the community groups to develop an advocacy work plan to execute in the next five years.

### **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**

The Annual Women Gathering aims to create a platform where women leaders can interact with the decision-makers to present issues that affect them and lobby for their space and inclusion. It is also an opportunity for women to speak in one voice (through their communities) which contributes to the output 3.3 (International gatekeepers are activated to promote WPS agenda and civic space) for lobbying and advocacy on WPS. Although LoP activities will end before October 2025 to enable proper closure and reporting according to MoFA's compliance, good planning and financial management of this Gathering can take place in October 2025.

Plan will raise awareness during community meetings with a target of 4500 people to be reached in 2025 with messages on prevention, protection and participation of women in peace building and decision-making processes. The sub granted CSOs will be followed and supported where necessary with mentorship on conducting community awareness sessions. More seed grant will be given to them. This activity aims at giving technical and material resources to CSOs to conduct L&A at the sub-national levels. This will ensure the sustainability of the CSOs in conducting L&A and contribute to Output 2.3 ( CBOs/CSOs have resources and capacity to lobby on WPS agenda)

HNTPO will offer tailored mentorship to women's groups in Terekeka and PFPs and will incorporate the findings of the Learning Agenda on the mentorship's sessions of the women, CSO, and PFPs. LoP plans to strengthen women coalition building, increasing the target from 90 women to 120 women. These additional women will be selected among the LOP beneficiaries to join the women CSOs from Boma to County Level.

All the girls that previously - during International Day of the Girl - took over offices from the key

decision and policy makers, will be tracked to monitor their aspiration. More girls will be identified for 'Girls take over' of offices in October 2025 and mentored. Collaboration with school management and the relevant stakeholders to drive the leadership skills in the young girls during IDG will be worked upon.

Plan and EVE will continue to develop 11 leadership tracks for young women, mentored by female politicians or business leaders. This activity aims to prepare young women for leadership positions and support them in championing advocacy on WPS and women's agenda. Through LoP support, Eve recruits, trains and deploys these young women in different organizations for 3 months.

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

Through the support of all consortium partners, LOP endeavors to improve the sustainability of 48 CSOs, mentors CSOs on project and finance management, resource mobilization and organization development and mentorship of CBO's incl. WRO's and/women groups on gender equality and WPS agenda.

LoP shall continue to conduct refresher training to CBOs on WPS and support them in conducting L&A. It contributes towards Output 2.2: W/Y, men are empowered as an agent of change through rights-based leadership knowledge and organized into advocacy groups.

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

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 participating and contributing to global discussions on the Mental Health and Psychosocial Support (MHPSS) agenda through HQ interactions with mental health reference groups. It's important to realize that a supportive environment that promotes positive mental health is a prerequisite for women's genuine and meaningful participation in leadership and peace-building initiatives. With this in mind, HNTPO will collaborate with PAX in 2025 to advocate for the creation of conducive environments for women's participation.

EVE and PAX are targeting 10 international gatekeepers during consultative meetings with the Embassies, African Union, IGAD office and Human Right Commissions. Publications and media outreach will continue as they appeared to be successful in 2024, while lobby messages will be adjusted according to gaps, achievements and evidence from last year.

# Cross cutting Issues

## Gender Transformative Approach

### 1. Norms

The programme addresses key gender norms, barriers and/or drivers through RA2 of the ToC with regards to the understanding and implementation of the WPS agenda. Success stories and changes are often testimonies of and shown by individuals and do not prove real change of discriminatory norms, as these are persistent in communities and at community level. An example is the fluctuation of dowry rate according to the black market rate, which makes clear that women and girls have no voice in this and underlying root cause – value of women etc – has to change. Therefore the programme will continue to influence and change harmful norms and attitudes including transforming masculinities with special attention to the ways that others in the family and community can positively and negatively impact girls work towards gender justice and transformative change. Continuous engagement of government, community leaders and others stakeholders to address the cultural norms and Gender inequality will also be key in 2025.

### 2. Agency

Topics like Power and Violence as substantial problems affecting many men, women and children were discussed last year during small community meetings. For the coming year, focus will be more on the support to women and girls to locally identify female role models and stronger engagement with the policy makers like women parliamentary caucus.

### 3. Working with boys and men.

The programme trained men and boys to administer a model called ‘the role of masculinity to promote Gender Equality’. The boys and men were engaged through religious and faith leaders to promote alternative interpretations of religious texts as a way of promoting gender equality in the Christian and Muslim family and to invest in partnerships with and build the capacity of diverse grassroots civil society originations. Through scaling up male-to-male engagement<sup>3</sup> training in 2025, more males will be empowered as allies to advocate for gender equality. Through CSOs, Faith Based Organisations (FBO’s) and media campaigns amplification of high-visibility male community-based role models and influencers will be reached, supported by strategic public communications campaigns.

### 4. Condition and position

LoP did improve girls’ condition, which is their well-being and daily needs. Example of this is the increased girl’s education, referral to and improving access to (MHPSS) health facilities and linking

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3 These modules were developed under LoP with AMA as technical lead in 2022/3

with organisations providing income generating activities. In 2025 continuation to encourage women to be in groups and link them to other services like revolving loans by other partners for economic viability will take place.

Improving the condition of girls and women is important, but it does not address the underlying root causes of gender inequality. Instead, by addressing the social position of girls and women, we can understand and address the beliefs around roles and expectations, power dynamics and much more (why women and girls are not allowed to report GBV cases, are valued less than boys etc.). It can also help change their “position”, which is their social and legal status in society. Addressing condition and position together helps to ensure our gender transformative work is more effective and sustainable. It is especially under RA2 that underlying root causes of gender inequality are addressed.

## 5. Diversity

The interventions target different groups of people including the vulnerability and all gender by age. The project sub grants 5 CSOs and one of them is the organization of Persons with Disability. During the ARPM discussion took place how to protect LGTB persons, as it will also expose LoP staff to stigmatization and even punishment<sup>4</sup>. Also staff acknowledged that they do not have the skills to deal with this issue. As the programme is in its last year and has no budget available for training on this, it is commented to include this in next proposals. It was also recognized that young women behave different than married young women (are allowed to) and also men’s role before and after marriage will differ. This will be considered in the selection of groups and intergenerational dialogues, as it has to do with intersectionality.

## 6. Enabling environment

Gender and social norms are deeply entrenched, but changes have been observed. The multi-set approach is needed as changes in gender equality require just legislation, justice and rule of law as an enabling environment. Therefore in 2025 L&A will continue for the family law and the enactment of the Anti-GBV legislation and still weak policy regulations that needs to be strengthened, which will happen under RA3.

Having an enabling legislative, budgetary and policy framework that fully supports gender equality is critical and can help to achieve scale. This requires working and influencing at all levels from community to the government. It also requires working towards legislative and policy frameworks that eliminate all forms of discrimination against women and girls across all sectors.

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<sup>4</sup> LGBT people in SSDN face legal and societal challenges not experienced by non-LGBTQ residents. Male same-sex sexual activity is illegal and carries a penalty of up to ten years’ imprisonment.

## Youth participation

Children and youth (CAY) are involved in most project activities and the risk assessments, young people are as well involved in data collection. The CAYs were consulted during the baseline and the midterm evaluation and continued feedback mechanisms were established in schools and community, these include suggestions boxes, telephone calls and community meetings. LoP will continue with this in 2025.

In LoP, youth is recognized and valued as drivers of change in the communities and beyond. The interventions gave them knowledge to have high self-esteem and has built for them a safe space to speak out e.g. through the Children and Young People's Parliament (CYPP). Young people had confidence in sharing their thoughts and their creativity with the adult decision makers through intergenerational dialogue. For 2025, the youth will be supported to take leadership in the government and related sectors on national level, scaling up the CYPP to other States and national level and support the Youth, Peace and Security Agenda.

## Climate

Environmental protection will be a top priority and groups will receive training on the importance of environmental conservation, as part of ongoing trainings. During activities creative ways will be sought to avoid waste and LoP partners will develop climate responsive planning and lobby for funds to adapt their programmes, where possible. As this is the last year of the programme and there is limited budget for additional activities to create awareness about climate change, mitigation and environmental issues should be sought by linking with other programmes working on these issues.

## Partnership with the Dutch Embassy

In 2025, LoP will continue to collaborate with the Dutch Embassy, informing them about the progress and facilitating the embassy to evaluate the project, share successes, challenges and critical issues and get support whenever needed. Furthermore, LoP will actively engage with the Dutch Embassy's WPS and gender focal officer, participating in joint alliance meetings, women's annual gatherings and review meetings. This collaborative approach will provide the Dutch Embassy with a comprehensive understanding of the project's implementation and its significant benefits to the beneficiary population. LoP also plans to facilitate direct engagement by bringing representatives from the Dutch Embassy to the local grassroots level to advocate for the program.

The Dutch Ministry of Foreign Affairs, through its embassy, can play a crucial role in the dissemination of the success of the LoP and lobbying for more funds. They can achieve this by actively promoting and sharing the achievements of the LoP with their network and partners, organizing events and

workshops to showcase the positive impact of the program, and engaging in direct discussions with relevant stakeholders and decision-makers to advocate for additional funding and support for the LoP. Additionally, the embassy can leverage its influence and relationships to raise awareness about the LoP's achievements and the need for continued funding within diplomatic circles and relevant international forums. This active involvement can help sharing important learning for other programmes. The Dutch Embassy in South Sudan will be engaged in participating in annual events such as IWD, ABC court forums, National Women Forum and CYPP and part of advocacy.

The Embassy also participates in the Netherlands SSDN NAP1325 group to contribute to a better understanding, coordination and alignment of all programmes and projects financed under WPS grant instrument that is part of the Policy Framework for Strengthening Civil Society (2021 – 2025). The programme mapping turned out to be successful as members used information to connect with other programmes in South Sudan.

## Synergies with other programmes in South Sudan

LoP will continue collaborating with the government and other organizations to support the implementation of NAP1325 in South Sudan. Additionally, LoP will work with international actors and donors to promote and achieve the WPS agenda, as well as the peace process in South Sudan. Joint advocacy is prioritized with the LoP alliance partners and initiatives by all Dutch-funded programs in South Sudan to create synergies, complementarity, and knowledge-sharing. This will provide momentum to the consortium and the CSOs, CBOs, and women groups, established by LoP, ensuring they are empowered to continue advocating for women's rights in the areas coming years.

For 2025 coordination with the GBV sub-cluster and other actors is foreseen on referral pathways to ensure smooth implementation of case management and relevant upcoming issues.

AMA and IRC under AMA's new ABP project will link survivors of GBV to economic empowerment opportunities available. Engagement with UNMISS in transporting CYPP from Yirol to Rumbek for a parliamentary session will be planned. EVE, as partner of LoP, will organize the Annual Women's Conference with JF, Christian Aid and YWCA.

Plan will work with national NGOs such as Steward Women who are facilitating Legal Aid especially for GBV survivors. The project staff will continue to refer cases to Care International, Steward Women, Cordaid and police for other protection related cases.

HNTPO will work closely with the Department of Social Welfare at both the county and national levels, as well as other relevant ministries including the Ministry of Health and the Ministry

of Gender, Women, and Child Welfare as part of its exit strategy. HNTPO at the HQ level will continue to engage with the IASC MHPSS working group and MHPSS to encourage the integration of mental health into peacebuilding. HNTPO will forge a relationship with UNDP to support the integration process of mental health into peacebuilding to support healing and facilitate trust for peaceful co-existence. As members of the IASC working group, HNTPO will be actively participating in the implementation of the guidance note published by UNDP, and this will help the LoP provide relevant input regarding our WPS program. HNTPO expects that the guidance note will be of great value to the LoP program to further integrate best practices.

## Collaboration with the Leaders of Peace Consortium

The ARPM in August 2024 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, South Sudan 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. The internal collaboration and power relations has also been assessed during the Midterm Review in 2023. Capacity assessment on safe guarding was done and additional training given. The LoP governance model was seen as very positive and effective as well by LoP partners as other, f.e. the Dutch Embassy. No changes are foreseen for the last year.

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 and will be continued in 2025. 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.

EVE, in line with their Learning Agenda commitment, will inventorize capacity needs among partners for the coming year and will seek support from PAX to conduct L&A refresher training for CSOs in their locations.

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.

With support from PAX, LoP will engage with Parliamentarians, donors, local government authorities, and communities to advocate for the improved implementation of laws and policies related to GBV. This will include integrating mental and psychosocial support, as well as GBV and clinical management of rape, into primary health care services.

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 have been taken into consideration as well and were worked out by the PMEL working group and Programme Committee. Learnings from annual reviews and findings and recommendations from the MTR were helpful and used for the planning of 2025.

The learning agenda is composed of three questions:

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?

Learning question 2: How does the collaboration of the consortium partners lead to added value to the partnership?

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. Based upon the recommendations of the survey, activity plan has been made in line with these.

- The importance of flexible funding to support the existing structures and the need for program design that includes a rapid response plan to ensure relevance, particularly in conflict-affected

regions, such as South Sudan, and stressed the importance of incorporating mental health support into all programming, including staff support. Flexibility can be given through the seed grants to CSOs, although priority is L&A skills and plans. The ToC should give flexibility to adjust activities based upon the urgent needs, but is limited because MoFA does not allow service delivery. As shown in the planning 2025, LoP will do joint advocacy efforts to have MHPSS recognized as an integral part of peacebuilding coming year, towards further integration of MHPSS within the Women, Peace, and Security policy framework.

- It was also suggested that the program should support local CSOs/CBOs in aligning with the National Action Plans on the Women, Peace, and Security (WPS) agenda, particularly in promoting women's inclusion in leadership committees at all levels. This is according to planning under RA3.
- Encouraging media campaigns and advocacy efforts that challenge gender stereotypes and promote women's leadership and participation. See under RA2. The value of intergenerational dialogues for engaging younger and older generations to share experiences, address harmful gender norms and practices, and foster attitudes conducive to gender equality. These are considered in 2025 planning, especially taking into consideration intersectionality ( e.g. different role of women and man before and after marriage). It was also recognized that community-based programs are effective in shifting attitudes toward gender equality.

In 2025 there will be an assessment done about the contributing factors to improve MHPSS for women and translation of the final reports into policy brief and dissemination of findings with identified external stakeholders.

## **Topic 2: Partnership / collaboration**

The collaboration of the consortium partners was addressed in the MTR report. The partnership and collaboration under LoP consortium members was seen as very relevant considering the humanitarian context to ensure the WPS agenda in protecting women and girls, bringing together all the LoP partners, while technical leads have played their role well. Collaboration provided an opportunity for creating linkages and partnerships with likeminded stakeholders, governments and donors' community.

Additional to this, EVE, addressing this topic in the learning agenda, did research to determine quantitative and qualitative values for the outcome indicators for partnership and collaboration, understand the validity and extent to which recommendations from the data sources have been employed in the programme and develop concrete recommendations for the future. These will be discussed and worked out beginning 2025. 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 systems (from beneficiaries and target groups) has been initiated and will be continued in 2025.

The Netherlands Embassy announced to include the LoP in their assessment about capacity building of CSOs, as LoP is recognized as a good example of partnership, collaboration and good governance of the consortium.

### **Topic 3: Role of CSO's and sustainability**

In 2023 PAX conducted an action research that resulted in a report and policy brief on how formal and informal (CSOs) can influence the WPS agenda in South Sudan through joint L&A in a sustainable way. This resulted in recommendations and actions to enhance L&A by LoP consortium partners as well as the capacitated CSOs and a policy brief highlighting the critical role that CSOs play in promoting the WPS in South Sudan. Through their advocacy, capacity building efforts, and collaborations with various stakeholders, CSOs have contributed significantly to achieving gender equality and lasting peace in the nation. The research presented in the brief underscores the positive changes in gender approaches witnessed in recent years, largely due to the unwavering efforts of CSOs. However, the research also acknowledges the challenges that CSOs face and provides valuable recommendations for strengthening their engagement. Implementation of these recommendations started in 2024, were adopted by all consortium partners in their approach and will continue in 2025. CSOs will be able to continue to be a driving force in advancing the WPS Agenda and ensuring a more peaceful and equitable future for all South Sudanese citizens.

## **Exit strategy / sustainability**

Specific attention was given 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, being is a very good localization practice and standard. It was decided that capacitating existing groups will have priority instead of scaling up and training of new target groups.

The exit strategy is planned in three phases.

Phasing down (Jan -Sept 2025). LoP will prioritize capacity building of CSOs and women- and youth led groups, reduce the scale of its direct activity implementation across all locations and will involve multiple partners to support large activities such as the Women's conference. This will encourage them to take ownership of the activities, ensuring that they can continue after 2025. This will allow for a gradual pool-over while supporting the CSOs whose capacity we have been building.

Phasing out (Oct-Dec 2025): LoP will stop activity implementation and focus on documentation of success and outcomes, reporting and supporting the groups established, increased visibility of our work and continuously capacity build of the different groups established.

Phasing over (2026-and further): The consortium partners will connect the established groups with like-minded partners, line ministries, women's groups, the UN system, and the donor community. Consortium partners will advocate for more support and promote the success and best practices of LOP. This will be done through other programmes, funds and networks consortium partners are working on and with after 2025.

Next activities are planned in 2025 as basis for the sustainability of the Leaders of Peace results:

1. Ongoing provision of supervision, mentorship, and coaching to various community groups already established operational and already supporting community awareness.
2. Strengthening the ABC courts at the county level, fostering connections with state and national stakeholders, and collaborating with the Ministry of Local Government and Law Enforcement to engage in joint lobbying and advocacy efforts for implementation of the GBV laws and policies.
3. Building the capacity of CSOs in lobbying, advocacy, and resource mobilization. The focus for 2025 is on empowering CSOs to expand their lobbying and advocacy initiatives and empowering program beneficiaries and communities to take a leading role in organizing significant events and activities such as International Women's Day and the 16 Days of Activism. Formalization of the CSOs we are working with, most them have already registered with the local authorities guaranteeing them continuation after the project. In 2025 we want to allow them act by themselves and provide mentorship on need basis for example supporting in proposal writing and other practical skills.
4. Offering support to CSOs/CBOs with resources such as the UNDP Pocket Guide. Linking CSOs with Police, ABC courts, Prisons, PFPs, Survivor user groups, existing community structures to ensure accountability and effective monitoring.
5. Integrating Psychosocial Focal Points into community services, the Ministry of Gender and Social Development, and the Boma Health Initiative as a crucial component for community mental health.
6. Advocating for integrating Champions of Change modules into the school curriculum. The trained matrons and patrons will continue with CoC weekly sessions in schools with new groups.
7. Planning to organise a big CYPP state event to lobby for the support of the State in the absence of LOP after 2025.
8. Using transformed male champions in different avenues like churches, schools, prisons, courts and other space to strengthen resilience.

1. Documenting achievements of LoP and making documentary for future reference, especially songs that will be sung and recorded in the name of the male champions and other outstanding achievers within the LoP project. Training GYW in social media platform and content creation for visibility.
2. Building resilience of LoPs GBV actors and survivors through refresher workshops and PSS sessions, so they are able to do peer to peer mobilization in the absence of the project and can use their experience to support people experiencing same situations that they managed to overcome. The survivors will be linked to economic empowerment activities for more resilience in the new project.

LoP will do proper briefing during the closing of the programme and hand over relevant materials, documents, training modules, minutes of meetings etc. All above actions and initiatives are designed to ensure the continued effectiveness of CSOs, CBOs, formal/informal traditional authorities, and other programs beyond the current scope, contributing to the sustainability and long-term success of ongoing programs.

9. Documenting achievements of LoP and making documentary for future reference, especially songs that will be sung and recorded in the name of the male champions and other outstanding achievers within the LoP project. Training GYW in social media platform and content creation for visibility.
10. Building resilience of LoPs GBV actors and survivors through refresher workshops and PSS sessions, so they are able to do peer to peer mobilization in the absence of the project and can use their experience to support people experiencing same situations that they managed to overcome. The survivors will be linked to economic empowerment activities for more resilience in the new project.

LoP will do proper briefing during the closing of the programme and hand over relevant materials, documents, training modules, minutes of meetings etc. All above actions and initiatives are designed to ensure the continued effectiveness of CSOs, CBOs, formal/informal traditional authorities, and other programs beyond the current scope, contributing to the sustainability and long-term success of ongoing programs.

## Contextual risks (incl. fraud and corruption)

Risk	Risk assessment (L/ M/ H)	Influence on results of activity	Mitigation measures
<b>Risks related to insecurity</b>			
Increased movement of soldiers/ armed groups to designated unification areas passing through program locations	High	The slowdown of Leaders of peace activities due to insecurity.	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.
Abduction and killing of staff by armed groups	Low	It stopped the LoP activities	Adhere to partner's Safety & Security protocols and guidelines. -Refresher training of staff on S&S. -Share security updates daily with the S&S Manager.
<b>Political risks</b>			
Revitalized Peace Agreement not implemented within the agreed timeframe (3 years) resulting in deterioration of the security situation	High	Fight and tension among the warrior parties, limited political space.	-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.
Political Risks (misunderstanding of the LoP project by the state politicians specially CYPP program.	Low	Limited results, LoP documents will be shared with state leadership and county leadership.	Clear explanation of LoP program & shared the guidelines of CYPP initiative. working with line ministry such as ministry of gender and social welfare.

Risk	Risk assessment (L/ M/ H)	Influence on results of activity	Mitigation measures
With constant changes in leadership , 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)	medium	It doesn't affect the LoP project.	<p>Already good relationships with current local authorities in the diverse areas.</p> <ul style="list-style-type: none"> <li>-Mainly a risk when authorities are changed, but then continue to develop relationships with new officers.</li> <li>-Involve relevant authorities in project implementation.</li> <li>-Give regular updates through cluster meetings and informal meetings</li> </ul>
<b>Social- cultural risks</b>			
Negative cultural practices especially Violence against women and girls( early marriage, force marriage)	Low	Limited results	Work closely with the Ministry of Gender Child and Social Welfare. Community engagement on child protection and gender equality.
<b>Economic-Financial Context</b>			
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.	Low	The financial transection is through banks and all office have safe to keep the little cash.	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.
Fluctuation of currency (Change of exchange rate monthly)	Low	Use of BOSS exchange rate	Use Bank of south Sudan exchange rate for safety and protection of the activities cash

Risk	Risk assessment (L/ M/ H)	Influence on results of activity	Mitigation measures
High inflation	High	fraude	Transparency with participants specially on transport funds, proper financial procedures and compliance
<b>Risks related to climate</b>			
Seasonal risks and access constraints during rainy season, including floods	High	The risk will have great impacts to communities that may lead to poor yield and destruction of crops and field and obstructed implementation of loP	Work closely with Community Managed Disaster Risk Reduction Committees; coordinate w/ UN Clusters. Consortium and local partners have long been operating in the chosen areas; know how to adjust to the rainy season & type of crops to be planted during heavy rain and adjust activities accordingly.

## Program risks

Risk	Risk assessment (L/ M/ H)	Influence on results of activities	Mitigation measures
<b>1. Operational issues that could affect the programme</b>			
High-turnover of PFP's with many leaving the Jobs in 2025	High		Maintain open dialogue with parents, men and key stakeholders during last year's project implementation
<b>2. Programme Risks relating to the use of technology and data</b>			
Breaches of confidentiality placing whistleblowers and their families at risk.	Low	Limited results	<ul style="list-style-type: none"> <li>-Anonymous reporting procedures are shared with all community members</li> <li>-Encourage the use of SafeCall and explain risks of using other informal reporting measures.</li> <li>-Staff are regularly trained on reporting processes and Whistleblower Policy.</li> </ul>
Data protection of sensitive beneficiary details is compromised.	Low	Limited results	<ul style="list-style-type: none"> <li>-Train staff on data sharing protocols as well as principles of data protection.</li> <li>-Ensure staff adhere to the confidentiality clause - whom to share, when, how</li> <li>-Have a lockable cabinet for paper files/hard copies that is only accessible to appropriate staff.</li> </ul>
Risk of hacking and loss of data due to poor storage or technology failure.	High	It affect the organisation's (international) data especially activities information	-Save documents on Google drive, train staff in digital security.
<b>3. Organisation's anti-fraud and anti-corruption policy</b>			
Financial mismanagement by partners	Low	Limited results	Awareness raising on Fraud and Corruption Policy. Monitoring and training partners.
Risks related to chain of responsibility, continuity, expertise, degree of independence, internal control	Low	Limited results	Partners to be investigated and if it is true then funding to be discontinued and continue staffs mentorship on cash handling
<b>4. Staff security</b>			

Risk	Risk assessment (L/ M/ H)	Influence on results of activities	Mitigation measures
Hijacking/ theft/ robbery, random gunfire.	High	The results will be high	-Cooperate/ coordinate with local authorities, medical facilities, evac options, UN Security Focal Points.
Abduction and killing of staff by armed groups	Low	The results will impact on project implementation.	-Monitor security dynamics; contingency plans developed and in place. Staff trained on security and when (not) to negotiate.
<b>5. Monitoring, evaluation and quality of management</b>			
Poor data storages	Low	Little impacts on project since there is back up for computer	Store data on computer with back up and with password
Poor confidentiality on community feedback mechanism	Low	All plan staffs trained on data management	Use of lockable file cabinets
<b>6. Financial and administrative management</b>			
Financial mismanagement by partners	Low	The results will not affect Plan International, as the lead, due to strong internal control, but might hamper implementation.	Awareness raising on Fraud and Corruption Policy. Monitoring and training partners.
Partners to be investigated and if it is true then funding to be discontinued and continue staffs mentorship on cash handling	Low	The results will not affect Plan International due to strong internal control, but might hamper LoP implementation	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.
<b>7. Safeguarding /PSHEA risks</b>			
Breach of safeguarding and PSHEA policy due to the deep rooted social and gender norms such as CEFM, GBV, corporal punishment, etc.	High	Affect the reputation/ image of the organisation. Loss of trust by community	Training of staff, volunteers on safe-guarding and PSHEA policies Orient associates and visitors on safe-guarding children and young people and PSHEA policies and sign acknowledgment

## 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 2025 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 2025 as presented in this Annual Plan for the Ministry of Foreign Affairs' approval. Next this, forecast for 2026 to finalize reporting and end evaluation are indicated in a separate column.

## Annex 1 Income forecast

Activity name	Leaders of Peace South Sudan -WPS
Activity number	4000004375
Organisation	Plan International Nederland
Address of the organisation	Baarsjesweg 224, 1058 AA Amsterdam
	The Netherlands
Bank account number	NL11RABO0393586766

### Liquidity needs

Period January 1st, 2025 up to December 31st, 2025

		MoFA 2)	Other financiers	Total
Cumulative receipts up to and including	30/10/2024	€ 3,946,012		€ 3,946,012
Cumulative disbursements up to and including	30/06/2024	€ 3,378,021		€ 3,378,021 +/+
Available cash as of	30/10/2024	€ 567,991	€ -	€ 567,991
Expected disbursement in the coming period till	31/12/2025	€ 1,415,185		€ 1,415,185 -/-
Reservation 1% balance (of grant amount)		€ (47,932)		€ (47,932)
Liquidity needs	01/01/2025	€ 799,262	€ -	€ 799,262

### 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



## Annex 2 Overall budget

### OVERALL BUDGET LEADERS OF PEACE

#### A. FINANCIAL REPORT per YEAR (EUR)

Budget items	Budget (planning 2024)	Actuals 2021	Actuals 2022	Actuals 2023	Budget 2024	Budget 2025	Planned in 2025	Planned in 2026	Total actuals +budget+ forecasts	Balance with initial budget	shifts in %
<b>I. Direct staff costs</b>											
A. Staff costs	471,181	99,200	144,735	82,851	91,765	76,881	76,881		495,432	(24,251)	5%
B. Local staff costs	749,954	136,246	164,063	152,202	151,259	156,571	156,571		760,340	(10,386)	1%
C. Consultants and advisers	60,873	8,817	5,082	10,824	7,602	7,517	7,517		39,843	21,029	-53%
<b>Subtotal Direct Staff costs</b>	<b>1,282,008</b>	<b>244,263</b>	<b>313,880</b>	<b>245,877</b>	<b>250,626</b>	<b>240,969</b>	<b>240,969</b>	<b>-</b>	<b>1,295,615</b>	<b>(13,608)</b>	<b>1%</b>
<b>II. Other direct programme costs</b>											
A. Activity costs	1,882,255	323,128	441,200	396,726	350,167	388,253	388,253		1,899,473	(17,219)	1%
B. Costs of consortium	711,214	129,102	117,185	212,018	136,525	109,101	105,521	3,580	703,932	7,282	-1% staff costs for drafting the final report
C. Activity-related travel costs	115,638	22,023	7,367	23,716	22,927	18,723	18,723		94,757	20,880	-22%
D. Project office costs (if applicable)	75,600	16,026	15,120	15,107	14,227	15,120	15,120		75,600	0	0%
E. Equipment and investments	76,835	58,312	3,685	2,385	-	5,055	5,055		69,437	7,398	-11%
F. Monitoring, evaluation and auditing	280,658	44,976	21,907	54,915	53,859	114,117	99,117	15,000	289,773	(9,115)	3% audit costs + external evaluation
<b>Subtotal Other direct programme costs</b>	<b>3,142,200</b>	<b>593,567</b>	<b>606,465</b>	<b>704,867</b>	<b>577,705</b>	<b>650,369</b>	<b>631,789</b>	<b>18,580</b>	<b>3,132,973</b>	<b>9,227</b>	<b>0%</b>
<b>Total Direct Costs</b>	<b>4,424,207</b>	<b>837,830</b>	<b>920,344</b>	<b>950,744</b>	<b>828,332</b>	<b>891,339</b>	<b>872,759</b>	<b>18,580</b>	<b>4,428,588</b>	<b>(4,381)</b>	<b>0%</b>
<b>III. Overheads / indirect costs</b>											
A. Costs of support staff							-		-	-	
B. Not directly allocable admin. costs							-		-	-	
C. All indirect costs	368,999	69,687	71,977	74,259	78,028	70,667	70,667		364,618	4,381	-1%
<b>Subtotal Overheads/Indirect costs</b>	<b>368,999</b>	<b>69,687</b>	<b>71,977</b>	<b>74,259</b>	<b>78,028</b>	<b>70,667</b>	<b>70,667</b>	<b>-</b>	<b>364,618</b>	<b>4,381</b>	<b>-1%</b>
Contingencies (max. 5 %)											
<b>TOTAL</b>	<b>4,793,206</b>	<b>907,517</b>	<b>992,322</b>	<b>1,025,003</b>	<b>906,360</b>	<b>962,005</b>	<b>943,425</b>	<b>18,580</b>	<b>4,793,206</b>	<b>-0</b>	<b>0%</b>

<b>TOTAL BUDGET (planning)</b>	<b>949,604</b>	<b>864,322</b>
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<b>SHIFT BETWEEN YEARS</b>	<b>-5%</b>	<b>11%</b>
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Total Service Delivery (EUR)\*

€	70,000
% Service Delivery of Expected costs 2025	7%

Overheads/Indirect costs of total forecasts

% Overheads/Indirect costs of total forecasts

€	364,618
% Overheads/Indirect costs of total forecasts	8%

\* service delivery: EUR 20.000 audit costs + EUR 50.000 external evaluation

## Annex 3 Budget per RA

### Budget per RA for LEADERS OF PEACE

Actuals + Forecast until end of 2024		RESULT AREA (EUR) OVERALL			
Budget items		R1: Enhanced Legal protection	R2: Attitudes and Beliefs	R3: Participation of W/Y	Total
<b>I. Direct staff costs</b>					
A. Staff costs		127,922	95,528	195,101	418,551
B. Local staff costs		296,640	93,993	213,137	603,770
C. Consultants and advisers		20,118	5,902	6,306	32,326
<b>Subtotal Direct Staff costs</b>		<b>444,680</b>	<b>195,423</b>	<b>414,544</b>	<b>1,054,647</b>
<b>II. Other direct programme costs</b>					
A. Activity costs		660,474	305,197	546,446	1,512,118
B. Costs of consortium partners and local NGOs		224,302	125,758	244,770	594,830
C. Activity-related travel costs		20,100	21,593	34,341	76,034
D. Project office costs (if applicable)		9,032	17,685	33,763	60,480
E. Equipment and investments		21,480	17,933	24,072	63,485
F. Monitoring, evaluation and auditing		65,206	31,408	79,043	175,656
<b>Subtotal Other direct programme costs</b>		<b>1,000,595</b>	<b>519,574</b>	<b>962,434</b>	<b>2,482,603</b>
<b>Total Direct Costs</b>		<b>1,445,275</b>	<b>714,997</b>	<b>1,376,978</b>	<b>3,537,250</b>
<b>III. Overheads / indirect costs</b>					
C. All indirect costs		130,686	60,666	102,599	293,951
<b>Subtotal Overheads/Indirect costs</b>		<b>130,686</b>	<b>60,666</b>	<b>102,599</b>	<b>293,951</b>
Contingencies (max. 5 %)					-
<b>TOTAL</b>		<b>1,575,961</b>	<b>775,663</b>	<b>1,479,578</b>	<b>3,831,201</b>

BUDGET 2025 for MoFA		RESULT AREA (EUR) OVERALL			
Budget items		R1	R2	R3	Total
<b>I. Direct staff costs</b>					
A. Staff costs		19,987	13,853	43,041	76,881
B. Local staff costs		92,417	20,544	43,609	156,571
C. Consultants and advisers		6,286	545	686	7,517
<b>Subtotal Direct Staff costs</b>		<b>118,690</b>	<b>34,942</b>	<b>87,337</b>	<b>240,969</b>
<b>II. Other direct programme costs</b>					
A. Activity costs		164,185	60,390	163,677	388,253
B. Costs of consortium partners and local NGOs		38,129	18,681	52,291	109,101
C. Activity-related travel costs		5,650	4,389	8,684	18,723
D. Project office costs (if applicable)		3,992	3,927	7,200	15,120
E. Equipment and investments		4,636	248	171	5,055
F. Monitoring, evaluation and auditing		40,982	18,727	54,408	114,117
<b>Subtotal Other direct programme costs</b>		<b>257,575</b>	<b>106,362</b>	<b>286,432</b>	<b>650,369</b>
<b>Total Direct Costs</b>		<b>376,265</b>	<b>141,305</b>	<b>373,769</b>	<b>891,339</b>
<b>III. Overheads / indirect costs</b>					
A. Costs of support staff					-
B. Not directly allocable administrative costs					-
C. All indirect costs		35,498	10,358	24,811	70,667
<b>Subtotal Overheads/Indirect costs</b>		<b>35,498</b>	<b>10,358</b>	<b>24,811</b>	<b>70,667</b>
Contingencies (max. 5 %)					-
<b>TOTAL</b>		<b>411,763</b>	<b>151,662</b>	<b>398,580</b>	<b>962,005</b>

REVISED TOTAL BUDGET	
Budget items	
<b>I. Direct staff costs</b>	
A. Staff costs	
B. Local staff costs	
C. Consultants and advisers	
<b>Subtotal Direct Staff costs</b>	
<b>II. Other direct programme costs</b>	
A. Activity costs	
B. Costs of consortium partners and local NGOs	
C. Activity-related travel costs	
D. Project office costs (if applicable)	
E. Equipment and investments	
F. Monitoring, evaluation and auditing	
<b>Subtotal Other direct programme costs</b>	
<b>Total Direct Costs</b>	
<b>III. Overheads / indirect costs</b>	
A. Costs of support staff	
B. Not directly allocable administrative costs	
C. All indirect costs	
<b>Subtotal Overheads/Indirect costs</b>	
Contingencies (max. 5 %)	
<b>TOTAL</b>	
<b>TOTAL BUDGET (planning 2024)</b>	
<b>SHIFTS BETWEEN RA's</b>	

RESULT AREA (EUR) OVERALL			
R1	R2	R3	Total
147,909	109,381	238,143	495,432
389,057	114,537	256,746	760,340
26,404	6,448	6,991	39,843
<b>563,370</b>	<b>230,365</b>	<b>501,881</b>	<b>1,295,616</b>
824,659	365,588	710,123	1,900,370
262,432	144,439	297,061	703,932
25,751	25,982	43,025	94,757
13,024	21,612	40,963	75,600
26,116	18,181	24,243	68,540
106,188	50,134	133,451	289,773
<b>1,258,170</b>	<b>625,936</b>	<b>1,248,866</b>	<b>3,132,973</b>
<b>1,821,540</b>	<b>856,302</b>	<b>1,750,747</b>	<b>4,428,589</b>
166,184	71,024	127,410	364,618
<b>166,184</b>	<b>71,024</b>	<b>127,410</b>	<b>364,618</b>
-	-	-	-
<b>1,987,724</b>	<b>927,325</b>	<b>1,878,158</b>	<b>4,793,207</b>
<b>1,962,869</b>	<b>998,096</b>	<b>1,832,241</b>	<b>4,793,206</b>
<b>1%</b>	<b>-7%</b>	<b>3%</b>	<b>0%</b>

## Annex 4 Results framework

Logic	Results	Indicators	Link to MFA basket indicators	Baseline value	Target value 2021	Actual 2021	Target value 2022	Actual 2022	Target value 2023	Actual 2023	Target value 2024	Actual 2024	Target value 2025
Result Area 1: Improved implementation of policies and regulations on GBV and protection of W/G including psychosocial support and self- care													
	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	4.3 # of targeted actors (disaggregated by type, age and gender) with improved knowledge, attitudes and practises on promoting women's meaningful participation and leadership in conflict prevention, peace- and state-building and protecting women's and girls' rights in crisis and (post-)conflict situations	23% (4 out of 22 traditional authorities demonstrated knowledge and changed attitude to implement GBV/ and W/G legislation and protection	n/a	n/a	n/a	n/a	20	134	n/a	n/a	134
			WRG041 # of individuals (female) with improved attitudes and practices on promoting women's meaningful and equal participation and leadership in conflict prevention, peace- and state-building and protecting women's and girls' rights in crisis and (post-) conflict situations		n/a	n/a	n/a	n/a	n/a	48	n/a		48
			WRG042 # of individuals (male) with improved attitudes and practices on promoting women's meaningful and equal participation and leadership in conflict prevention, peace- and state-building and protecting women's and girls' rights in crisis and (post-) conflict situations		n/a	n/a	n/a	n/a	n/a	58	n/a		58

Logic	Results	Indicators	Link to MFA basket indicators	Baseline value	Target value 2021	Actual 2021	Target value 2022	Actual 2022	Target value 2023	Actual 2023	Target value 2024	Actual 2024	Target value 2025
			WRG043 # of individuals (other) with improved attitudes and practices on promoting women's meaningful and equal participation and leadership in conflict prevention, peace- and state-building and protecting women's and girls' rights in crisis and (post-) conflict situations		n/a	n/a	n/a	n/a	n/a	28	n/a		28
			WRG044 # of individuals (gender non-specified) with improved attitudes and practices on promoting women's meaningful and equal participation and leadership in conflict prevention, peace state-building and protecting women's and girls' rights in crisis and (post-) conflict situations		n/a	n/a	n/a	n/a	n/a	0	n/a		0
Result Area 2: Changed attitudes and beliefs of civil society to facilitate inclusion of W/G and promote gender equality													
	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.	5.2.2 # of individuals with strengthened competencies to advance women's rights and gender equality (disaggregated by type, age and gender)	0	420	363	310	272	270	253	355		355

Logic	Results	Indicators	Link to MFA basket indicators	Baseline value	Target value 2021	Actual 2021	Target value 2022	Actual 2022	Target value 2023	Actual 2023	Target value 2024	Actual 2024	Target value 2025
			WRG049 # of individuals (female) with strengthened capacity (knowledge and skills) to advance women's rights and gender equality		320	300	250	210	210	200	225		225
			WRG050 # of individuals (male) with strengthened capacity (knowledge and skills) to advance women's rights and gender equality		100	63	60	62	60	53	130		130
			WRG051 # of individuals (other) with strengthened capacity (knowledge and skills) to advance women's rights and gender equality		0	0	0	0	0	0	0		0
			WRG052 # of individuals (gender non-specified) with strengthened capacity (knowledge and skills) to advance women's rights and gender equality		0	0	0	0	0	0	0		0

#### Result Area: 3: Increased and effective participation of W/Y in leadership and Peace building

	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	4.4. # of times that CSOs (disaggregated by women-led, youthled or other and formal/informal) succeed in creating space for CSO demands and positions on promote women's meaningful and equal participation and leadership in conflict revention and peace- and state-building and protecting women's and girls' rights in crisis and (post-) conflict situations, through agenda setting, influencing the debate and/or movement building (link SCS3)	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 grassroot level initiatives under MoUs established by national CSOs (44%)	8	n/a	n/a	n/a	36	16	n/a	n/a	21
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Logic	Results	Indicators	Link to MFA basket indicators	Baseline value	Target value 2021	Actual 2021	Target value 2022	Actual 2022	Target value 2023	Actual 2023	Target value 2024	Actual 2024	Target value 2025
			WRG039 # of times that CSOs succeed in creating space for CSO demands and positions on promote women's meaningful and equal participation and leadership in conflict prevention and peace- and state-building and protecting women's and girls' rights in crisis and (post-)conflict situations, through agenda setting, influencing the debate and/or movement building		n/a	n/a	n/a	n/a	11		n/a	n/a	12
			WRG040 # of times that CSOs succeed in creating space for CSO demands and positions on promote women's meaningful and equal participation and leadership in conflict prevention and peace- and state-building and protecting women's and girls' rights in crisis and (post-)conflict situations, through agenda setting, influencing the debate and/or movement building at subnational level		n/a	n/a	n/a	n/a	9		n/a	n/a	9
	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.	5.2.1 # of organizations (disaggregated by women-led, youth-led or other) with strengthened capacity to advance women's rights and gender equality (link SCS5)	0	26	25	30	30	30	30	24		24

Logic	Results	Indicators	Link to MFA basket indicators	Baseline value	Target value 2021	Actual 2021	Target value 2022	Actual 2022	Target value 2023	Actual 2023	Target value 2024	Actual 2024	Target value 2025
			WRG045 # of women led CSOs with strengthened capacity to advance women's rights and gender equality		10	10	15	15	15	15	10		10
			WRG046 # of youth led CSOs with strengthened capacity to advance women's rights and gender equality		8	8	8	8	8	8	8		8
			WRG047 # of CSOs (not youth or women led) with strengthened capacity to advance women's rights and gender equality		8	7	7	7	7	7	6		6
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	SCS8 # of CSOs using a Gender and Social Inclusion lens during all phases of the programming cycle with specific attention to youth	0	9	14	22	19	22	26	22		22
			SCS081 # of women led CSOs using a Gender and Social Inclusion lens during all phases of the programming cycle with specific attention to youth		5	5	14	13	14	14	10		10
			SCS082 # of youth led CSOs using a Gender and Social Inclusion lens during all phases of the programming cycle with specific attention to youth		1	4	4	3	4	8	8		8

Logic	Results	Indicators	Link to MFA basket indicators	Baseline value	Target value 2021	Actual 2021	Target value 2022	Actual 2022	Target value 2023	Actual 2023	Target value 2024	Actual 2024	Target value 2025
			SCS083 # of CSOs (not youth led or women led) using a Gender and Social Inclusion lens during all phases of the programming cycle with specific attention to youth		3	4	4	3	4	4	4		4
			SCS084 # of CSOs, which are both women & youth led using a Gender and Social Inclusion lens during all phases of the programming cycle with specific attention to youth		0	0	0	0	0	0	0		0

# Annex 5 Workplan 2025

<b>Leaders of Peace Workplan 2025</b>	<b>Organisations:</b>	<b>AMA, EVE, HNTPO, PAX, Plan International</b>			
	<b>States:</b>	<b>Unity, Lakes, Central Equatoria, Eastern Equatoria, Western Equatoria</b>			
	<b>Period:</b>	<b>2025</b>			
		<b>Workplan</b>			
		<b>2025</b>			
		Q1	Q2	Q3	Q4
<b>A</b>	<b>Result area 1: Improved implementation of policies and regulations on GBV and protection of W/G incl. access to PSS &amp; self-care</b>				
<b>Output 1.2.1</b>	<b>Community groups have improved knowledge of available PSS services and legal protection/GBV services incl. case management</b>				
<b>Indicators Output 1.2.1</b>	# 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	PLAN, HNTPO, EVE	PLAN, HNTPO	PLAN, HNTPO	
A.1.2.1.2	GBV survivor user-groups are established, trained on self-care and peer-to-peer PSS.	PLAN, HNTPO	PLAN, HNTPO	PLAN, 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)	HNTPO, AMA	HNTPO	HNTPO	
<b>Output 1.2.2</b>	<b>Formal and traditional authorities are informed on existing legal protection framework for W/G including GBV survivors' rights</b>				
<b>Indicators Output 1.2.2</b>	# 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	PLAN, EVE, AMA	PLAN, HNTPO, AMA	PLAN, AMA	
A.1.2.2.2	Organise ABC courts on national level to jointly lobby for increased implementation of WPS agenda in legislation			PLAN	
A.1.2.2.3	Train police and prison staff on GBV legislation, human rights and GE	PLAN, EVE, AMA	HNTPO, AMA	AMA	

<b>B</b>	<b>Result area 2: Civil Society (CS) has changed attitudes and beliefs that facilitate inclusion of W/G and promote gender equality</b>				
<b>Output 2.2.1</b>	Community groups are gender aware and committed to W/G protection, gender equality and W/G's meaningful participation in peacebuilding				
<b>Indicators Output 2.2.1</b>	# 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	HNTPO, AMA	AMA	EVE, AMA	
<b>Output 2.2.2</b>	W/Y, men are empowered as Agents of Change through rights-based leadership knowledge and organised into advocacy groups				
<b>Indicators Output 2.2.2</b>	# 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.	HNTPO, AMA	Plan, HNTPO, AMA	Plan, HNTPO, AMA	
A.2.2.2.2	Train and mentoring CBO's incl. WRO's and/women groups on gender equality and WPS agenda		HNTPO, 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	AMA	HNTPO, AMA	
<b>Output 2.2.3</b>	Male engagement and intersectionality strategy implemented				
<b>Indicators Output 2.2.3</b>	# 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	Plan, HNTPO, AMA	Plan, HNTPO, AMA	Plan, HNTPO	
<b>C</b>	<b>Result area 3: Increased, effective participation of women and youth (W/Y) in leadership and peacebuilding</b>				
<b>Output 3.2.1</b>	Gatekeepers including policy makers are activated to promote WPS agenda and create space for W/G in leadership positions				
<b>Indicators Output 3.2.1</b>	# 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	Plan	

A.3.2.1.2	Work with peace committees, border committees and peace task forces	AMA	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	HNTPO, AMA	AMA	HNTPO	
A.3.2.1.4	Develop leadership tracks for young women, mentored by female politicians or business leaders.			Plan, EVE	
A.3.2.1.5	Develop L&A strategy for female leaders on local and national level (incl. female parliamentarians)	AMA	AMA	AMA	
<b>Output 3.2.2</b>	<b>CBOs/CSOs have resources and capacity to lobby on WPS agenda</b>				
<b>Indicators Output 3.2.2</b>	# 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)	Plan, HNTPO, AMA	HNTPO, AMA	HNTPO, EVE	
A.3.2.2.3	Publications for Lobby & Advocacy		PAX	PAX	
A.3.2.2.4	Linking/platform building of CBOs to lobby jointly on WPS agenda	Plan, AMA			
A.3.2.2.5	Train CBOs/CSOs to lobby on HR, GE and UNSCR 1325	all	all	all	
<b>Output 3.2.3</b>	<b>International gatekeepers are activated to promote WPS agenda and civic space</b>				
<b>Indicators Output 3.2.3</b>	# 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	
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			
A.3.2.3.3	Publications for Lobby & Advocacy				
A.3.2.3.4	Annual women gathering				all
<b>D</b>	<b>Safeguarding</b>				
<b>Output 4</b>	<b>Safeguarding compliance</b>				
<b>Indicator Output</b>	% 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	

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	all	all	all	
A. 5.2	Gender sensitive and safe Feedback mechanism etsablished and implemented	all	all	all	