



Annual Plan and Annual Budget 2022

Building Sustainable Peace and Gender Equality in South Sudan

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General information

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List of Acronyms

AU	African Union
CBO's	Community Based Organizations
CoC	Champions of Change
CS	Civil Society
CSO's	Civil Society Organizations
CYPP	Children and Young People's Parliament
GA	Gender Advocate
GBV	Gender-based violence
GE	Gender equality
IDP	Internally displaced people
LoP	Leaders of Peace
M&E	Monitoring and Evaluation
MHPSS	Mental health and psychosocial support
MoFA	Ministry of Foreign Affairs
MP	Members of Parliament
NAP1325	National Action Plan 1325
PFP	Psychosocial Focal Points
PoV	Power of Voices
PSEAH	Protection from Sexual Exploitation, Abuse and Harassment
PSS	Psychosocial Support
R-ARCSS	Revitalized Agreement on The Resolution of The Conflict in South Sudan
RMM	Resource Mapping and Mobilization
SC	Steering Committee
(S)GBV	Sexual and gender-based violence
ToC	Theory of Change
UNSCR1325	UN Security Council Resolution 1325
UNMISS	United Nations Mission in South Sudan
UNSCR	United Nations Security Council Resolution
W/G	Women & Girls
WPS	Women, Peace and Security
WRO	Women Right Organisations
W/Y	Women & Youth

Introduction

The Leaders of Peace Alliance (LoP) is a 5-year joint programme (2021-2025) implemented by Assistance Mission for Africa (AMA), EVE, HealthNet TPO (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.

The LoP Alliance 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 LoP baseline survey findings have informed the development of this annual planning. Moreover, a reflection and planning meeting with all alliance partners has been facilitated and build the basis for the coming year.

In this Annual Plan 2022, the Leaders of Peace Alliance presents a contextual analysis for 2022 and provides the planned priorities per result area/outcome for 2022. Additionally, we highlight M&E activities including planning and the LoP learning agenda, information on synergies with other programmes and cooperation with the Dutch embassy. Major key risks foreseen in 2022 and mitigation measures are elaborated as well. Finally, we present the 2022 LoP budget forecast.

Context of the programme

Political changes and implications to the programme

Despite the signing of the R-ARCSS in September 2018 and the partial formation of the Revitalized Transnational Government of National Unity (R-TGoNU), as well as the signing of the Comprehensive Action Plan to End & Prevent all Grave Violations against Children in February 2020, confidence in peace is fragile, and South Sudan's low human development indicators have been further challenged by the far reaching economic and social consequences of the COVID-19 pandemic, and by new outbreaks of subnational violence.

However, in the beginning of 2021, the government of South Sudan reached an important landmark in the implementation of the revitalized peace agreement: the creation of the national legislative assembly and appointment of the members of parliament, council of ministers, county commissioners and appointment of commissioners for independent commissions were among the political changes achieved.

In August 2021, South Sudan finally swore-in 595 legislators in both the Upper and Lower Houses, after several delays by the parties to the 2018 revitalized peace deal. The swearing-in of the 503 members of the Transitional National Legislative Assembly (TNLA) and 92 members of the Council of States (CoS) presents an opportunity to speed up the enactment of key legislation recommended in the peace deal. The first woman speaker of the TNLA and another deputy woman speaker of the CoS were appointed, while the R-ARCSS called for 35 percent affirmative action for women's representation in the Revitalized Transitional Government of National Unity (R-TGoNU) formed in February 2020. Despite these seemingly positive developments, it has yet to materialize into true action towards the implementation of legislation for the improvement of the position and participation of women and girls.

The National Transitional Legislative Assembly was reconstituted in Juba and sworn in, but the State assemblies still haven't been (re)constituted. This has negative implications on the implementation of the A-ARCSS at the State levels.

12 September 2021, then, marked the three-year anniversary of the revitalized peace agreement in South Sudan. The impact on the Leaders of Peace programme will largely depend on the implementation of the peace progress.

Furthermore, there is an alarming rise in the frequency of attacks along the Juba-Nimule road, also affecting the project implementation. Meanwhile, the internal division and power wrangle among the SPLM/SPLA IO in Upper Nile (Magenis) have the potential to spread to other parts of South Sudan and especially into Eastern Equatoria where SPLA IO commands a wide base of supporters. There is an improvement of the security situation in Unity State at Payinjiar County as compared to Quarter 1 and 2 (2021) when insecurity affected the implementation negatively. The common agreement on the commissioner of Payinjiar County resulted in this security improvement as the youth no longer walk around with guns, as before.

There is marked improvement of the security situation in Lake state after the appointment of a new governor. This has also had a positive effect on the protection for women and girls as they now feel safer when collecting firewood, fetch water and go about their daily chores.¹

Currently, there are no restrictions of humanitarian convoy and service delivery has improved in the project locations. This is evident by the removal of soldiers from the main roads and the easy access of roads by humanitarian organizations. As a result, the communities are accessing services such as health, protection, support of community engagement and livelihood. Also, South Sudan Defence Force and Sudan People Liberation in opposition were jointly patrolling the roads and markets in the project location to protect the communities.

Another positive development is the reconstitution of the land committee to investigate land grabbing in Juba. This committee will contribute to a durable solution on unresolved housing, land and property rights of women in South Sudan.

The unification of the army is another key milestone to be achieved, but it remains uncertain whether the parties involved will implement their commitment to the agreement relating to security arrangements.

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

Several studies and assessments carried out in Africa reveal that despite availability of constitutions that provide for the protection of freedom of association, assembly and expression, the continent is experiencing a rise in restrictions on civic space. The progressive constitutional provisions present in many countries are also being undermined by the introduction of new restrictive legislations. South Sudan ranks among the worst countries in terms of respect for civil liberties and political rights.² Not a lot has changed since the R-ARCSS has taken effect.

The establishment of people's coalition for civic action (PCCA) in July has triggered the government to closely monitor CSOs resulting in even more shrinking civic space. LoP partners were forced to adjust a training agenda in Bor by removing the word "political empowerment" from the agenda. This compels the LoP consortium members to exercise extreme caution while implementing result area 2 and 3 which is related to peace and security.

Nevertheless, in the past months, South Sudan has witnessed the emergence of nascent social movements based on non-violence. Campaigns on twitter such as #SouthSudanIsWatching, #WaashJunub, AnaTaban, and the 90-day countdown and the People's Coalition for Civil Action

¹ Conflict mapping done by Swiss Peace and AMA, August and September 2021.

² Civicus: South Sudan: Widespread rights violations persist (23 September 2021), [South Sudan: Widespread rights violations persist \(civicus.org\)](https://www.civicus.org/news/south-sudan-widespread-rights-violations-persist)

South Sudan are organized by some of the South Sudanese citizens who act on social media. They may be laying the groundwork for a more robust citizen-led demand for peace and a more lasting solution to conflicts in the future.

Also, the current flooding in greater Ganyiel has displaced a lot of people including the civil society. Many people moved to different safe locations, making it hard for these civil society groups to work together. Next to that, floods have made it difficult for the civil society groups to move from one place to another as sometimes canoes are needed for easy movement, with most places covered by water.

Around June 2021 there was great insecurity due to the escalation of revenge killings in greater Ganyiel. A businessman and a humanitarian worker were slaughtered in broad daylight. Thus, making the work of the civil society very difficult as they fear for their lives. Also, people could not move freely as youths could be seen wandering around with their guns, as mentioned earlier.

As previously pointed out, the space for civil society organization (CSOs) to freely engage in, is shrinking. Civil society activists and journalists continued to be arrested and their houses threatened to be shut down because they challenge the government for poor service delivery and performance in addressing the causes of underlying conflict and restoring peace and stability. Moreover, CSOs whose staff are associated with PCCA faced the freezing of their bank accounts. This will continue to affect the ability of CSOs to mobilise people at a large scale to instil meaningful change.

Economic changes foreseen in the targeted states and implications to the programme

Concurrent setbacks in the economy, widening poverty and food insecurity, including the COVID-19 pandemic and a resurgence of conflict has caused a great percentage of South Sudanese people, especially women and youth, to lose their sources of livelihood and has left some communities facing catastrophic needs. The World Bank³ indicated that food insecurity has been driven by a variety of causes, including displacement, decreased crop production, disrupted distribution systems and markets, with most households facing limited access to a variety of food types. As a result of limited diversity and poor quality of food, acute malnutrition is widespread.

From November 2017 to June 2021, UNHCR verified that 403,555 South Sudanese refugees have returned to South Sudan, 282,869 of those have arrived since October 2018 after the signing of the revitalized peace agreement.⁴ Some 8.3 million people in South Sudan are estimated to need humanitarian assistance in 2021.⁵ These include 8,000,000 nationals and 310,000 refugees and asylum seekers. This is an 800,000 increase in absolute numbers from the 7.5 million people in need in 2020.

3 World Bank, South Sudan Economic Update, June 2021: Pathways to Sustainable Food Security

4 UNHCR: South Sudan: Refugee Returnee Household Survey (Apr - Jun 2021)

5 The World Bank in South Sudan, 2021: [South Sudan Overview: Development news, research, data | World Bank](#)

The increase in needs is largely driven by the rising food insecurity as mentioned before. Extreme levels of acute food insecurity persist across the country and nearly more than 6 million (about half of the population) are facing crisis-level food insecurity, with 1.4 million children under 5 years expected to be acutely malnourished in 2021.⁶

At the same time, project areas especially in Greater Equatorial and Lakes faced dry weather. They were without rain from January to May 2021. All first season crops got burned by the sun, leaving women and children helpless with no harvest from their farms. Meanwhile, in Unity State at Ganyiel, the area was flooded, destroying all the crops in the field. Depending on the rain fall, shortages of food may occur at household level at the project locations, affecting the livelihood of the community, especially women and girls also in 2022.

Furthermore, unemployment rates remain high among the youth especially in Eastern, Central Equatoria and Western Equatoria States. This has triggered and worsened the insurrection of the Monyomiji in Torit, inter-communal violence in Tombura and the increase of crime cases committed by youth groups know as Toronto/ Niggas in Juba.

To improve the high inflation rate and living standard, the Central Bank of South Sudan, with the help of an IMF loan⁷, managed to control and stabilize the exchange rate for the last few months in 2021 in the forex bureau and the black market. While the exchange rate has stabilized, prices of commodities in the market remain high.

Cultural and social changes foreseen in the targeted areas and implications to the programme In the areas of implementation, the hostile cultural environment towards women's and girls' rights is deeply rooted in the generally patriarchal South Sudanese society. Girl child early marriage and forced marriage as well as domestic violence and sexual violence like rape are still commonly practiced. Also, in 2021, there were limitations for women and girls in taking ownership and taking part in decision making in family affairs which will likely persist in 2022.

Most communities perceive decision-makers to be men and boys leaving women and girls behind. As such, leadership roles are mainly assumed to the men in society, which limits girls and women in all aspects, such as social, economic and political participation. This results in a power imbalance between men and women, boys and girls due to these cultural norms and practices.

Moreover, in June, the Otohu tribe after 21 years of recess has conducted initiation rites and handed over the power over the kingdom to a new generation of Monyomiji. The new male dominated group with influence of some politicians both inside and in the diaspora is responsible for the insurrection and the attack on NGOs in Torit to show power and assert their presence. This has affected the project implementation timeline.

Cattle raiding has occurred frequently in both Yirol East and Payinjiar which has caused

⁶ ibid

⁷ <https://www.imf.org/-/media/Files/Publications/CR/2021/English/1SSDEA2021001.ashx>

intra- and inter-communal conflicts. This has contributed to endless cycles of revenge killings, leading to insecurity and the displacement of people. In May, the insecurity was at its peak with youths roaming the streets with guns. During this time, there was limited movement of people especially in Ganyiel. As a result, project staff were hindered from reaching some of the targeted beneficiaries.

The patriarchal cultural norms, including gender imbalance and toxic masculinity that are still in place have a detrimental effect on the LoP work and generate resistance to the positive change desired by the programme. In 2022 however, the implementing partners will continue to emphasize their work around social norm changing and gender discrimination. Therefore, further positive change in people's and institutions' behaviour and attitudes are slowly expected, as well as increased population participation in human rights and gender equality related activities. Men and boys' engagement is expected to contribute to those changes. Moreover, working with CSOs, community groups and local traditional systems including formal and informal institutions will further create a motivation for a positive change.

Gender dynamic changes foreseen in the targeted areas and implications to the programme

According to UNDP 2019 Human Development Index (HDI), South Sudan ranks 186/189, with no data being available for the Gender Inequality Index. The UNDP report further notes that gender inequality plays a significant role in the crisis, as women and girls are disproportionately affected by the effects of conflict compared to men. Even though girls and women have made major strides in access to education, health, and work, they have not yet gained gender equity. Inequality is mainly exacerbated by conflict, poor governance, and patriarchy, where all too often, women and girls are discriminated against in health, education, political representation, and labour market. This in turn loads negative consequences on their development capabilities and freedom of choice. More so, in South Sudan, socio-cultural norms and practices put women and girls at risk of rape, psychological/physical abuse, denial of education, and economic opportunities.

Women and girls still disproportionately suffer the effects of the continuous conflict and the harmful gender norms that persist. The absence of rule of law, though improved in some areas, remains a main factor of insecurity for especially women and girls.

Gender roles in South Sudan are very rigid and leave only limited space for women to take decisions. While they are tasked with household and care functions, the men take the decisions. The peace process, which is moving forward at an alarmingly slow pace, leaves little to no room for female participation. Although there are provisions in the R-ARCSS (35% affirmative action) to accommodate female participation in the agreements, the female perspective is almost completely lacking in the peace process as these provisions don't seem to be taken seriously. The dominant masculinity, which is commonplace in the South Sudanese countryside further compounds the already disadvantaged position of women and girls.

An example where all these factors come into play is the food insecurity situation in the country. Women are the ones who do trade in faraway places, searching for food for the family. During their movement, there is limited protection as some locations they trade in have no police and the roads are full of potholes. This exposes them to rape, violence, accidents and abductions. At home, the girls assume the responsibilities for cooking, fetching water and firewood, parenting siblings and care for the boys and men at home as their mothers are doing trades to put food into the table. This results in poor performances and dropout of girls from school and hence further perpetuates the position of women and girls.

The introduction of men engagement into the LoP programming seems to be an appropriate tool to mitigate GBV within the different communities. The men to men sharing of GBV concerns becomes a powerful tool. The targeted beneficiaries such as chiefs have power to enforce the implementation of GBV law and youth also have influence within the community.

In Lakes and Unity States, one milestone was realised in 2021 included 4 community groups capacitated, resourced and coached on PSS and 4 case workers were trained in gender and age-appropriate PSS. 45 traditional authorities were reached with lobby and advocacy capacity strengthening sessions whereby they enhanced their skills and knowledge to implement rules and regulations protecting women and girls. Men engagement activities will further continue in 2022.

Covid-19 Implications foreseen in the targeted areas and implications to the programme

COVID-19 still looms in the country although the number of reported cases reduced. COVID-19 prevention measures are relaxed in the country, yet COVID-19 vaccine coverage is very minimal with only 1% of population getting their first dose of the vaccine.

Many communities perceived that the COVID-19 vaccination would have negative effects on people, hence most rural communities are reluctant to get the vaccine due to cultural norms and myths related to COVID-19. It is for instance believed that when a girl is vaccinated, she will not conceive in her entire life and any old, aged person vaccinated will die after two years.

The LoP team noticed that during the COVID-19 period, coupled with South Sudan's history of violence, there has been an increase in the reporting of sexual and gender-based violence cases, particularly intimate partner violence perpetrated against women and girls, including children. Cases of rape, including gang rape and intimate partner violence, have been reported to increase as a result of the vulnerability of the whole population due to COVID-19. It has been reported by the LoP partners that the restrictive measures, as well as the negative effects of the COVID-19 situation, could place barriers on certain groups such as women, girls, and people with a fragile health situation to freely participate in the LoP programme.

A study by FOKUS on the impact of COVID-19 on women in South Sudan⁸ notes that for women who work in markets to earn a living, curfew and movement restrictions imposed by the government exposed them to assault by security forces on their way home after the curfew. The culture of silence around domestic violence in South Sudan, compounded by weak access to justice has made the situation more dire for women and girls. Additionally, closure of schools increased the risk for girls' dropout from schools due to pregnancy and/or early and forced marriage. The prospect of poor families marrying off their daughters because of their inability to provide for them have increased significantly, while other families will simply engage in early child marriage of their daughters to raise money for the family upkeep.

In Nimule the border with Uganda was closed due to COVID-19 from June to date. This has affected activities, as most of the beneficiaries get food products and other non-food items from the Ugandan border town Elegu. This resulted in the loss of most of their businesses. Women went to search for food as far as 70 kilometres away, to Magwi town, which cost them at least three days of travel to come back home and support their children.

The Covid-19 pandemic also greatly affected the Leaders of Peace project implementation due to infection rates within the alliance team and the fact that staff worked from home for some weeks, with limited internet connectivity and lack of good facilities.

8 <https://www.fokuskvinner.no/aktuelt/saker/impact-of-covid-19-on-women-in-south-sudan/>

Theory of change and strategic choices for 2022

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

In 2021, a baseline study has been conducted that led to the adjustment of the LoP result framework. Please see the revised version in the annex 1. The programme ToC was reviewed jointly by the alliance partners during the progress review and planning meeting for 2022. The review focused on analysing what impact the adjusted result framework will have on the program ToC and whether the expected outcomes indicated in the ToC are still valid for the coming years. The review and the analysis indicated no observable changes to the ToC and the expected programme outcomes. Hence, the ToC as designed during the proposal still holds for 2022.

Overview of strategic choices per result area in 2022

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

To achieve an increased awareness and knowledge among women and girls on gender-based violence (GBV), mental/physical health, quality psychosocial support (PSS), legal services and protection policies, community groups such as GBV survivors will continue to be established and trained on self-care and peer-to-peer PSS in 2022 (Output 1.1). Women groups will also be trained on advocacy skills combined with community mapping and development of referral pathways to facilitate women's and girls' access to psychosocial support, legal protection, case management, and self-care. Feedback ensures support mechanisms meet their needs, are appropriate, timely and of quality. Moreover, in 2022 CBO's including the Psychosocial Focal Points (PFPs) and Boma Health Workers will be further capacitated to lobby and advocate for MHPSS and prevention of GBV and relevant protection laws. HNTPO will adopt the Resource Mapping and Mobilisation (RMM) approach. Knowledge sharing and acquiring new knowledge among CBO/CSO members will constitute through a series of facilitator guided and mentor supported capacity building programmes, including linking and learning through online/offline platforms. Targeted CSOs will acquire specific skills required to mobilise local recourses and gather evidence to lobby to ensure implementation of laws and legal protection framework against GBV.

Regarding ABC courts capacity strengthening, sessions with the UNDP GBV pocket guide will continue in 2022. Building up on that, the LoP programme organises ABC forums to jointly lobby for increased implementation of GBV legislation. These forums will be organised on local and national level where the ABC court members can meet, discuss GBV legislation in South Sudan and jointly lobby at national decision makers for increased implementation of GBV legislation. To enhance the collaboration between traditional and formal authorities to establish more dignified judicial processes, police and prison staff will be trained as well on GBV legislation, human rights and gender equality. This is important to ensure formal and traditional authorities are informed on the existing legal protection framework for women and girls including GBV survivor rights (Output 1.2).

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

In 2022, the focus of the LoP programme is to continue influence and change harmful norms and attitudes including transforming violent masculinities by targeting influential powerholders (men/boys) as allies and positive role models, to jointly advocate with women and youth groups for gender equality, as well as for equal participation of women and youth groups.

Strategies to make community groups gender aware and committed to women's and girls' protection, gender equality and women's and girl's meaningful participation in peacebuilding (Output 2.1), include the implementation of the male (boys and men) engagement and intersectionality strategy. In the LoP programme, men and boys are perceived as crucial allies when it comes to achieving gender equality and the implementation of the WPS agenda. Women and girls can only meaningfully participate in sustainable peacebuilding when community groups as well as gatekeepers become gender aware and committed to women's and girls' protection and when gatekeepers have created space for women and girls to meaningfully participate and engage in leadership positions. The LoP programme will continue working with and supporting boys and young men in 2022 to embrace positive masculinities and to promote gender equality, while also achieving meaningful results for them. Special attention will be given to the role of men and boys to embrace healthy and positive attitudes and behaviours, adopt new masculinities and challenge gender norms through a variety of approaches. For instance, HNTPO will establish and facilitate a group of married men and women as role models in the communities. The groups will be trained and supported to create awareness and lead by their examples in the community.

In 2022, it will also remain crucial to provide capacity building and on-the-job coaching to women-led organizations, CSOs, women and youth groups on human rights, gender equality, UNSCR1325 and L&A. This will enable individuals and groups, including women-led organisations, women groups and youth groups to advocate for their rights and gender equality.

Another focus in 2022 will be the mobilisation and empowerment of Agents of Change (m/f) through rights-based leadership knowledge. These Agents of Change in turn will mobilize and empower women, men and youth in a peer-to-peer approach to become stronger self-organised in

women and youth advocacy groups, better linked to other advocacy groups and jointly participate in influencing the WPS agenda (Output 2.2).

Moreover, and building up on the WG4C program, youth advocacy groups will continue to be supported to organise and link on national policy level to allow adolescents to lobby for gender equality and peace on national and international level. These so-called Children and Young Person's Parliaments (CYPP) will also be linked to the African Union level (Result area 3).

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

The Leaders of Peace 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. In 2022, the focus will be on resourcing CBOs and on engaging national policy makers.

To activate national and local gatekeepers including policy makers to promote the WPS agenda and create space for women and girls in leadership positions (Output 3.1), it will be important to continue engaging with peace committees, border committees and peace task forces through capacity strengthening and resources (such as the provision of coaching, capacity building and small seed grants for key resources). These gatekeepers and policymakers will be influenced and activated to promote the NAP1325/WPS agenda – including female participation/leadership, across local, state, national level. In parallel, a key strategy for 2022 is to create more space for young women in leadership positions. For instance, Plan International will coach young women to become mentors for leadership for a symbolic takeover of office (i.e., local government) during the annual International Day for Girls in October. EVE organisation on the other hand will train and mentor young women through its established incubator initiative, which has already started in 2021. Through this initiative, Eve Organization has been mentoring young women leaders and providing a platform for them to engage with different CSOs organizations as well as being mentored by women politicians to develop their leadership skills and advocate for their participation in the different arenas of both public and private sector in their communities. To support the targeted organizations/groups to respond quickly as lobby and advocacy opportunities arise and to build locally defined capacity needs that can enhance the institutional ability of organizations to deliver to the lobby and advocacy opportunities on WPS, sub-granting will be facilitated to strengthen the capacity of CSOs and CBOs (Output 3.2). Furthermore, women's groups will be supported to facilitate a national Annual Gathering, engage Female MP's, and connect to the 'Women's Political Strategy.

Based on the development of a joint alliance lobby and advocacy strategy that set out goals and messages for each intervention level, the alliance will be further capacitated and mentored in 2022 to undertake joint lobby and advocacy with the CSOs, which gives input to lobby initiatives at all levels, including the international lobby and advocacy at the African Union, UN Security Council and European Union which will be led by PAX and Plan International. This strategy is

crucial to activate international gatekeepers to promote the WPS agenda and civic space and in 2022, the engagement at the international level will be continued to be enhanced (Output 3.3). For instance, the engagement and networking of girls and young women from the project to continental level influencers and their peers will be facilitated on a yearly basis through the Gender is My Agenda Campaign (GIMAC) platform, where young people from the project will be trained on youth policy advocacy in Addis Ababa to bring in agenda items and lead sessions at the GIMAC event. The alliance will also jointly organise an annual woman gathering in cooperation with the Just Future Program and the Dutch Embassy in Juba.

Planning per result area in 2022

Below, an overview of planned activities and targets per result area is presented. For a detailed overview, please find the workplan and result matrix in the annex 2 and 3.

Result area 1: Improved implementation of policies and regulations on GBV and protection of W/G including psychosocial support and self- care.

In the coming and second year of programme implementation, the LoP alliance will continue ensuring access to survivor-centred care and case management for women and girls. Also, CSOs are supported to ensure inclusive community based MHPSS support mechanisms. In 2021, caseworkers were already trained on mentoring the social support networks dealing with child survivors to enable them cope positively with experienced abuse. In addition, GBV survivors were enrolled for cash protection and developed case action plans for Mental Health and Psychosocial Support (MHPSS). In all targeted states, the LoP programme will continue to implement case management, including protection cash and maintaining referral pathways.

As MHPSS technical lead, HNTPO will continue in 2022 to play a key role to the alliance partners in providing capacity building and guidance on 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. HNTPO will continue to engage and strengthen collaboration with the IASC MHPSS working group and MHPSS and peacebuilding led by UNDP ensuring contributions and participation in developing recommendations for the integration of MHPSS in peacebuilding. The recognition of MHPSS as an integral part of peace building provides the LoP alliance with a solid foundation from which to drive forward more joined up, system-wide and harmonized efforts in the area of MHPSS and position our alliance advocacy efforts towards further integration of MHPSS within the Women, Peace and Security policy framework. To this effect, UNDP has commissioned a research project to develop a guidance note on how to integrate MHPSS into peacebuilding. As members of the IASC working group, HNTPO will be actively participating in the development of this guidance note in 2022 and provide relevant input regarding the LoP programme. This guidance note will be of great value to the LoP programme to further integrate best practices into our activities.

Moreover, in 2022 CBO's including 50 Psychosocial Focal Points (PFP's) and Boma Health Workers will continue to be coached and monitored on lobby and advocacy of MHPSS and the prevention of GBV and laws. In 2022, the 50 PFPs have already been selected and trained. In 2022, the PFPs continue to work as facilitators of community groups, providers of psychosocial care and GBV case management. Alliance partners in their areas of operation will provide day to day support and facilitation of the PFPs/caseworkers in executing their roles related to case management, group facilitation, awareness raising and service mapping including maintenance of referral pathways.

Already in 2021, community groups were trained on how to lobby and advocate for MHPSS and GBV prevention in their respective payams. Building on that, in the counties Pageri, Terekeka, Yirol East, Paninjiar and Greater Ganyiel the LoP alliance will continue to mobilize and mentor 31 community groups including psychosocial focal persons (PFP), child protection groups, female Youth groups' representatives, women groups' representatives, case workers and Boma health workers to further enhancing their knowledge and ability to carry out lobby and advocacy activities in their respective constituencies.

With technical support and guidance from Plan International, the formal and informal CSOs will be actively mobilized, engaged to identify, plan and initiate advocacy actions to influence the WPS agenda, including linking and learning. Community groups made up of women, youth and men will be sensitized, made aware of gender issues and commitment to W/G protection, gender equality and W/G's meaningful participation in peacebuilding and sustainable development. This activity is building up on capacity strengthening for women rights organisations and women groups to strengthen advocacy at local level that has already taken place in 2021. These informal and formal groups will continue to be supported in organising into platforms and empowered as agents of change that advocate for gender equality and equal participation of women, girls in leadership and decision making. The aim is that by the end of 2022, 4 advocacy initiatives are carried out by user-groups, CBO's and CSOs on the protection of women and girls' rights.

The LoP alliance firmly believes that authorities must have the capacity and willingness to work on women's security legislation (including criminalization of GBV). In all states, ABC courts will therefore be further mentored in 2022 with the UNDP GBV pocket guide. By the end of 2022, the program will also have trained 233 formal authorities including police and prison staff on GBV legislation, human rights and gender equality in the counties Pageri, Torit, Yambio, Yirol East, Paninjiar and Greater Ganyiel in 2022. In Pageri, Yirol East, Paninjiar and Greater Ganyiel in 2022, the alliance plans to organise ABC forums on local level for joint lobby for increased implementation of GBV legislation. These activities build up on the groundwork that has already taken place in 2021. In 2021, capacity strengthening for the ABC courts on the UNDP GBV pocket guide and for the police and prison warden on the GBV legislations, human rights and gender equality have already successfully been kicked off.

The implementing team will be committed to working on this project to ensure effective and efficient running towards the set achievements and will follow the legal requirements of this project in terms of execution and reporting.

Result Area 2: Changed attitudes and beliefs of civil society to facilitate inclusion of W/G and promote gender equality

The involvement and engagement of men and boys as key stakeholders in the promotion of gender-transformative action, re-thinking harmful gender norms and values towards women and girls is a key LoP strategy to enhance women's and girls' decision-making power in public spaces. Ending gender discriminatory and violent customs and practices requires working with

and through various stakeholders at local and national level to collectively dismantle norms through gender-transformative methods towards gender equality. Such transformation will give voice to women and girls, will reduce harmful practices, ease access to security and justice, but also education, livelihoods or health and enable structural and legal framework changes, at all levels, for meaningful participation of women and girls in conflict prevention and peace building. For instance, Eve Organization has already in 2021 supported the establishment of a Men Engagement group in Yambio. The group has so far been active by engaging men and boys through the FM radio - an initiative supported by the State Ministry of Youth and Sports. Plan International's 'Gender Transformative Marker' has also already been introduced to the alliance in 2021 and will continue to guide gender transformation throughout the programme cycle. In 2022, four alliance partners plan to continuously implement the male (boys and men) engagement and intersectionality strategy developed in 2021 by AMA to change attitudes and beliefs to facilitate inclusion and promote gender equality and UNSCR1325 in all targeted states and strengthen the existing groups established in 2021. 28 action plans of community groups on male engagement and intersectionality will be developed and implemented in 2022.

Regarding capacity strengthening and on-the-job coaching of women-led organizations, CSOs, women and youth groups on human rights and gender equality, UNSCR1325 and L&A, the aim is to establish 4 youth-led or women-led platforms by communities in 2022. By the end of 2022, 43 community groups are capacitated on gender equality, protection and women and girls' meaningful participation.

Moreover, in Pageri, Terekeka, Yirol East, Paninijar and Greater Ganyiel county the LoP programme will continue to provide Champions of Change trainings to youth (incl. in-school, out-of-school and cattle camp youth) and support them to self-organise. This activity has started in 2021 and is part of the mutual capacity building activities under the technical lead of Plan International. The methodology is meant for girl's empowerment and boy's engagement and encourages girls and boys to build their knowledge, attitudes and skills based on their own lived experience and contextual realities. The CoC facilitators will enrol children and youth (f/m) for the CoC activities and support peer-to-peer actions organised by the girls, boys and youth and promoting dialogues and community-level advocacy on gender equality. By the end of 2022, the programme plans to train 410 key youth in communities as Agents of Change leading by example and advocating for women's rights and gender equality.

270 youth who were already capacitated as CoCs will be mentored in 2022 to organise youth groups/CYPP on national level to allow adolescents to lobby for gender equality and peace on national and international level.

Regarding the women advocacy groups in Pageri, Terekeka, Yirol East, Paninijar and Greater Ganyiel county, the aim is to continue activate and link them. In 2021, this activity has already been kicked off whereas women have been coached and mentored on how to develop and present their advocacy messages to the local authorities in their respective Payams. For instance, a new women advocacy group has been established in 2021 by Eve Organization in Nimule. This group

is composed of more than 20 different women organizations and they have already profited from capacity building and coaching on advocacy and this support will continue in 2022. Women formed coalition networks in their different Payams will be supported to strategize on the affirmative action implementation of the 35% female meaningful representation and participation of women in decision making in the local government structures as well as on advocacy for gender equality in community development affairs such as education, peace building among others.

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

In 2022, AMA will work with peace committees, border committees and peace task forces in Yirol East, Paninijar and Greater Ganyiel county activating them to promote the WPS agenda and create space for women and girls in leadership positions. This activity has already started in 2021. AMA has been coaching and mentoring the various committees to lobby and advocate on the Women Peace and Security agenda and inclusion of women and girls in leadership positions. Also, the committees were supported during the development of their lobby and advocacy plans in different Payams of Payinjar and Yirol East counties to advocate for female representation and meaningful participation in leadership. AMA will continue to support the linking/platform building of CBOs to lobby jointly on the WPS agenda in Yirol East, Paninijar and Greater Ganyiel county. The pathway is addressing participation of women in decision-making processes at all levels of community and government. In 2022, leadership tracks for 27 young women in Juba and Pageri will be established through which they will be mentored by female politicians or business leaders for their participation in the different arenas of both public and private sector in their communities.

Moreover, in Juba, Terekeka, Yirol East, Paninijar and Greater Ganyiel the LoP alliance will Influence and activate policy makers and gatekeepers to promote the NAP1325/WPS agenda by linking local and state national levels.

In Terekeka, Yirol East, Paninijar and Greater Ganyiel county, alliance partners will continue to support the development of a L&A strategy for female leaders on local and national level (incl. female parliamentarians). Already in 2021, the LoP alliance members have trained women on human rights, gender equality and on WPS agenda to enable them to Lobby and advocate for meaningful participation and representation of women in leadership at local level and to empower them to lobby and advocate at the national level.

The changing political and donor environment in South Sudan frequently provides short-term opportunities for immediate civic influence, especially in relation to WPS, early response to conflict, conflict prevention and local level mediations. Without any funding support CSOs or activists often can't make use of these opportunities. In 2022, the alliance will provide 21 female activists and CBOs/CSOs with the resources and capacity needed in order to lobby on human rights, gender equality and the UNSCR 1325/WPS agenda in South Sudan.

All alliance partners will attend the annual women gathering in Juba, in partnership with Cordaid who is leading the Just Future Alliance. In 2021, both alliance leads have established contact and have agreed to implement this activity jointly. The Dutch Embassy also participated in the annual women gathering in 2021 and will be invited to participate in 2022.

PAX as the technical partner for the development of the L&A strategy for the LoP consortium has in 2021 already organized a workshop to collaboratively develop the LoP advocacy strategy. In 2022 and building on the achievements in 2021, PAX will review and update the consortium lobby and advocacy strategy based on and due to the changing country context, particularly considering the expiration of RARCSS. Moreover, PAX will continue to engage the media, diplomatic missions/ Embassies, African Union, IGAD and UNSCR at New York on NAP 1325 while ensuring that the LoP consortium members will jointly identify issues to be jointly lobbied for at the media and Embassies or at African Union (AU)/United Nation Security Council Resolution (UNSCR) in New York.

Overall, and to activate international gatekeepers to promote WPS agenda and civic space, 6 international gatekeepers will be reached in 2022 with lobby and advocacy to promote the WPS agenda and civic space.

Partnership & cooperation with the Dutch Embassy

The LoP acknowledges the decision-making power differences across the partnership and balances these through a horizontal governance model. The combination of southern and northern partners allows for more horizontal local ownership at country level than a consortium with mainly northern partners. A Steering Committee (SC) consisting of one representative from each affiliate organisation has been established in 2021. Its chair rotates on an annual basis and the SC meets bi-annually. The same structure is foreseen for 2022. In 2022, partners continue to be working in a participatory manner to take programmatic and strategic decisions, financial/risk management, together based on a majority voting system.

The alliance also created a Juba-Based and Amsterdam-based consortium desk, including a coordinator, PMEL officer and finance officer each. The South Sudan Consortium Coordinator advises the SC and is responsible for the daily implementation, reporting and coordination of the Alliance. Both alliance desks are supported by a safeguarding advisor, controller, and compliance officer of Plan International Netherlands.

In addition, a Programme Committee (PC) was established in South Sudan, with the South Sudan coordinator as chair, consisting of the project managers (PM) from each partner. A PMEL working group was also established in 2021 with the South Sudan PMEL officer (Desk) as the chair, consisting of the PMEL officers from each partner. Moreover, the alliance partners identified key lead roles per activity and will continue to provide technical guidance in areas of their expertise while focusing on greater complementarity and added values as specified in the framework agreement.

The effectiveness of this 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.

In the Annual Reflection and Planning Meeting of the LoP Alliance held in Juba, August 2021, the alliance partners already reflected on working in a partnership. The consortium partners discussed exhaustively on the roles and responsibilities of each partner in the alliance and unanimously agreed to replicate the positive points in 2022.

Among the most noteworthy positive points were, the clear roles and responsibilities of every partner in the alliance, existence of functional structure of the coordination desk, partners' commitment in carrying out their mandates, continued support from the coordination desk and regular capacity strengthening and workshops on technical areas of need (mutual capacity building).

The partners shared suggestions for improvement which also serve as action points for 2022:

- Accountability among the alliance members has potential for improvement, this is especially true for the attendance of virtual meetings (due to Covid-19). In 2022, partners will commit to delegate roles/communicate accordingly if they cannot attend a joint and agreed meeting to ensure efficient coordination and alignment.
- There is a need to further strengthen communication and coordination between the key activity leads and implementing partners for a more efficient implementation. Partners have committed to assess the current ways of communication to improve communication streams and a clear understanding of capacity needs and task division per key activity in 2022.

The LoP coordination desk created a Microsoft Team channel for all alliance partners in 2021. Monitoring and reflection on the use of this platform will be continued in 2022. These lessons learnt from 2021 will be integrated into the way of working of the partnership in 2022.

Moreover, a shared budget for 2022 is allocated for joint PME, learning and linking within the alliance, and with SC, CSOs, AU/EU, key CS actors. The joint budget also includes multi-media campaigns, field visits, (peer-learning) meetings, evidence-based publications, outcome harvesting, baseline and midterm review/evaluation.

In 2022, the partnership with the Dutch Embassy will be further concretized. Building up on previous discussions, the Dutch Embassy will organise quarterly meetings, with EVE as co-chair, to align WPS actors in South Sudan. The Embassy reached out to UNWOMEN to explore if Leaders of Peace can organize a WPS coordination platform at UNWOMEN with EVE as co-chair. The Dutch Embassy will organize and facilitate learning and exchange meetings between Dutch funded programmes active in South Sudan and the Leaders of Peace alliance will continue to invite the Dutch Embassy for national events (e.g., court fora, annual women gathering, CYPP, etc.). This

is an opportunity to strengthen donor engagement and to enable grass root initiatives to directly lobby at the Embassy for their agenda.

Synergies with other programmes

In 2021, the LoP alliance has reached out proactively to Cordaid, who is coordinating the Just Future Alliance (JFA). Together, the LoP and JFA have planned and organised the annual women gathering in Juba. Building on that relationship, both alliances will further explore joint L&A opportunities towards African Union to uphold the 35% quota of the R-ARCSS in 2022. Moreover, the discussion around linking of civil society groups on local-national-regional level will be brought further so that both alliances can benefit from capacity building, seminars and other knowledge gathering opportunities/capacity strengthening opportunities that are relevant for the alliance partners and civil society groups involved.

The Dutch-based NAP1325 South Sudan platform will, in 2022, bring together NAP signatories working in South Sudan and the Dutch Ministry/Embassy to discuss developments on the implementation on the peace agreement, progress on implementation of the programs, and opportunities for lobbying/advocacy actions to reach the objectives of the program.

The consortium partner PAX is working on civic space within the Power of Voices framework with partners Defend Defenders and Amnesty International. In 2022, PAX will finalise the development of a joint L&A strategy for PoV & LoP that will outline joint activities and objectives and guide the collaboration between the two strategic partnerships during the 5-year implementation period. This strategy will also consider the linking of civil society groups on local-national-regional level. PAX will further explore possible joint advocacy activities on the implementation of the Family-Law, GBV cases to be addressed in the GBV court, the presence of female judges in GBV court and the provision of MHPSS for victims at the court.

Opportunities to collaborate with World Young Women's Christian Association (YWCA) under the Power of Women framework and the SIHA network leading We Cannot Wait (SIHA), also under the Power of Women framework are planned to be identified in 2022.

Leaders of Peace learning agenda

The Leaders of Peace alliance and its stakeholders have jointly developed a learning agenda. The learning agenda helps the alliance to collaborate with peers and colleagues, fill gaps in knowledge and generates new evidence that the alliance uses to adapt its work. It also helps guide performance management planning by setting knowledge and information priorities. The learning agenda assists with prioritizing evaluations and research activities as well as in determining key indicators. The learning questions are closely related to the assumptions in our Theory of Change and to our Vision on the partnership. Please find the learning questions in the annex 4.

While reviewing our Theory of Change in 2021, the alliance has determined how learning takes shape at the level of context, programme (thematic), policy and the partnership itself. Our learning vision assumes that learning is strongly connected to monitoring, and it will inform the alliance how to alter, adapt, and steer the programme implementation based on the lessons learnt during the programme cycle.

In 2021 the LoP consortium designed a complete monitoring, evaluation and learning system including methodologies to monitor and evaluate both quantitative and qualitative results. Learning and reflection on successes or challenges in implementation, achieved results or lack thereof and regular qualitative reviews based on developmental evaluation practices have been adopted. Reflection on the ToC, anticipated results, and the interconnection with the LoP learning agenda, is strongly embedded in the LoP PMEL system. This allows for learning to feed into adaptive programming.

In 2022, the LoP consortium will take major steps towards the implementation of the learning agenda, by putting the infrastructure and processes in place that will make learning across the programme possible.

This learning agenda proposes three studies (one comparative and two action research) and reflection and exchange around them. In choosing methods, the learning agenda will include structured learning exchanges, learning events with stakeholders, multifaceted learning journeys to explore the themes, bringing insights together and co-creating new knowledge.

Learning activities contain a mix of study methodology, dissemination, engagement, learning, evidence to be used, products and results.

A knowledge platform will be built in 2022. The consortium will further strategize on how this knowledge platform will facilitate enhanced exchange, linking and learning within the consortium and potentially beyond the LoP members. Also, a clear approach to the management and facilitation of this platform will be explored further in 2022.

Risks reflection and mitigation

During the Annual Reflection and Planning Meeting in August 2021, the LoP alliance members have reflected thoroughly on the risks important to consider for 2022 and associated with the context, program and implementation including Covid-19 and PSEAH. An overview of these risks, including mitigation strategies, can be found in the annex 5.

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 2022 is a forecast of the estimated expenditures.

The overall budget for the Leaders of Peace Alliance 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. The shift between the result areas is mainly due to the calculation and the allocation of costs to the result areas. 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 2021 and 2022 as presented in this Annual Plan for the Ministry of Foreign Affairs' approval. Moreover, the forecasts for the following years 2023, 2024 and 2025 are added including a budget breakdown for the 3 result areas per year.

Overall Forecast LoP Consortium 2021 – 2025

A. FINANCIAL REPORT per YEAR (EUR)										
Budget items	Initial total budget 5 year	Actual ex-penditures Jan-Jun of 2021	Expected costs Jul-Dec 2021	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Total forecasts	Balance with initial budget
I. Direct staff costs										
A. Staff costs	552.050	49.553	51.121	100.673	108.517	114.643	112.602	115.616	552.051	(1)
B. Local staff costs	669.085	53.917	83.875	137.792	154.015	123.259	125.718	128.300	669.084	0
C. Consultants and advisers	60.873	4.409	4.409	8.818	14.412	14.413	14.413	8.817	60.873	(0)
Subtotal Direct Staff costs	1.282.008	107.879	139.405	247.284	276.944	252.315	252.733	252.733	1.282.009	(1)
II. Other direct programme costs										
A. Activity costs	1.900.358	94.427	319.652	414.079	423.045	402.390	353.541	307.303	1.900.359	(1)
B. Costs of consortium partners and local NGOs	695.394	59.287	84.060	143.347	134.351	145.000	134.000	138.696	695.394	-
C. Activity-related travel costs	115.637	5.422	18.641	24.063	21.723	24.063	21.723	24.063	115.637	0
D. Project office costs (if applicable)	75.600	4.615	10.505	15.120	15.120	15.120	15.120	15.120	75.600	(0)
E. Equipment and investments	76.224	2.785	58.890	61.675	3.637	3.637	3.637	3.637	76.224	0
F. Monitoring, evaluation and auditing	278.985	44.042	33.946	77.988	29.438	79.593	29.752	62.216	278.986	(1)
Subtotal Other direct programme costs	3.142.199	210.578	525.695	736.273	627.315	669.803	557.774	551.035	3.142.200	(1)
Total Direct Costs	4.424.206	318.457	665.099	983.556	904.259	922.118	810.507	803.768	4.424.209	(2)
III. Overheads / indirect costs										
A. Costs of support staff				-					-	-
B. Not directly allocable administrative costs				-					-	-
C. All indirect costs	368.999			80.053	71.754	77.592	67.832	71.768	368.999	368.999
Subtotal Overheads/Indirect costs	368.999	26.561	55.472	80.053	71.754	77.592	67.832	71.768	368.999	(0)
Contingencies (max. 5 %)				-	-	-	-	-	-	-
TOTAL	4.793.205	345.018	720.572	1.063.609	976.013	999.710	878.339	875.537	4.793.205	-3
TOTAL INITIAL BUDGET				1.090.233	904.839	1.004.526	878.555	915.050		
SHIFT BETWEEN YEARS				-26.624	71.173	-4.816	-217	-39.514		
Total estimated service delivery (EUR)	€ 45.000	Overheads/Indirect costs of Total forecasts							€ 368.999	
% Service Delivery of total budget	1%	% Overheads/Indirect costs of Total forecasts							8%	

Forecast 2021 per result area

Budget items	RESULT AREA (EUR)			
	R1: Enhanced Legal protection	R2: Attitudes and Beliefs	R3: Participation of W/Y	Total
I. Direct staff costs				
A. Staff costs	28.910	24.981	46.783	100.674
B. Local staff costs	69.990	22.299	45.503	137.792
C. Consultants and advisers	2.939	2.939	2.939	8.818
Subtotal Direct Staff costs	101.839	50.219	95.225	247.283
II. Other direct programme costs				
A. Activity costs	204.431	112.988	96.660	414.079
B. Costs of consortium partners and local NGOs	58.303	26.298	58.746	143.347
C. Activity-related travel costs	6.814	7.493	9.755	24.062
D. Project office costs (if applicable)	2.268	4.536	8.316	15.120
E. Equipment and investments	47.210	5.225	9.240	61.675
F. Monitoring, evaluation and auditing	30.932	13.898	33.158	77.988
Subtotal Other direct programme costs	349.957	170.439	215.875	736.271
Total Direct Costs	451.797	220.657	311.101	983.555
III. Overheads / indirect costs				
A. Costs of support staff				-
B. Not directly allocable administrative costs				-
C. All indirect costs	41.623	17.873	20.557	80.053
Subtotal Overheads/Indirect costs	41.623	17.873	20.557	80.053
Contingencies (max. 5 %)	-	-	-	-
TOTAL	493.420	238.530	331.658	1.063.608
TOTAL INITIAL BUDGET	490.642	213.491	386.100	1.090.233
CHANGES OF RA's	2.778	25.039	-54.442	-26.625

Forecast 2022 per result area

Budget items	R1	R2	R3	Total
I. Direct staff costs				
A. Staff costs	35.587	26.209	46.720	108.517
B. Local staff costs	69.733	30.821	53.461	154.015
C. Consultants and advisers	7.153	3.763	3.496	14.412
Subtotal Direct Staff costs	112.474	60.793	103.678	276.944
II. Other direct programme costs				
A. Activity costs	209.295	90.146	123.594	423.035
B. Costs of consortium partners and local NGOs	54.644	24.648	55.059	134.351
C. Activity-related travel costs	6.133	7.039	8.551	21.723
D. Project office costs (if applicable)	2.268	4.536	8.316	15.120
E. Equipment and investments	2.740	536	362	3.637
F. Monitoring, evaluation and auditing	8.923	8.139	12.376	29.438
Subtotal Other direct programme costs	284.002	135.043	208.259	627.305
Total Direct Costs	396.476	195.836	311.937	904.249
III. Overheads / indirect costs				
A. Costs of support staff				-
B. Not directly allocable administrative costs				-
C. All indirect costs	33.560	16.399	21.795	71.754
Subtotal Overheads/Indirect costs	33.560	16.399	21.795	71.754
Contingencies (max. 5 %)	-	-	-	-
TOTAL	430.036	212.235	333.732	976.003

Forecast 2023-2025 per result area

Budget items	R1	R2	R3	Total
I. Direct staff costs				
A. Staff costs	127.688	75.276	139.897	342.861
B. Local staff costs	182.297	54.434	140.547	377.278
C. Consultants and advisers	19.377	9.309	8.956	37.642
Subtotal Direct Staff costs	329.362	139.019	289.400	757.781
II. Other direct programme costs				
A. Activity costs	396.385	180.385	486.461	1.063.231
B. Costs of consortium partners and local NGOs	169.887	76.630	171.179	417.696
C. Activity-related travel costs	20.287	21.346	28.217	69.850
D. Project office costs (if applicable)	8.122	11.909	25.329	45.360
E. Equipment and investments	10.422	320	170	10.912
F. Monitoring, evaluation and auditing	68.610	29.271	73.679	171.560
Subtotal Other direct programme costs	673.714	319.861	785.034	1.778.609
Total Direct Costs	1.003.076	458.880	1.074.434	2.536.390
III. Overheads / indirect costs				
A. Costs of support staff				-
B. Not directly allocable administrative costs				-
C. All indirect costs	102.031	38.470	76.692	217.192
Subtotal Overheads/Indirect costs	102.031	38.470	76.692	217.192
Contingencies (max. 5 %)	-	-	-	-
TOTAL	1.105.107	497.350	1.151.126	2.753.582

Overall Forecast LoP Consortium 2021 – 2025 per result area

Budget items	R1	R2	R3	Total
I. Direct staff costs				
A. Staff costs	192.185	126.465	233.401	552.051
B. Local staff costs	322.020	107.553	239.511	669.085
C. Consultants and advisers	29.470	16.011	15.391	60.872
Subtotal Direct Staff costs	543.675	250.030	488.303	1.282.008
II. Other direct programme costs				
A. Activity costs	810.111	383.519	706.715	1.900.345
B. Costs of consortium partners and local NGOs	282.834	127.575	284.985	695.394
C. Activity-related travel costs	33.234	35.878	46.524	115.636
D. Project office costs (if applicable)	12.658	20.981	41.961	75.600
E. Equipment and investments	60.372	6.080	9.772	76.224
F. Monitoring, evaluation and auditing	108.464	51.308	119.213	278.986
Subtotal Other direct programme costs	1.307.674	625.342	1.209.169	3.142.185
Total Direct Costs	1.851.349	875.373	1.697.472	4.424.193
III. Overheads / indirect costs				
A. Costs of support staff				-
B. Not directly allocable administrative costs				-
C. All indirect costs	177.214	72.742	119.044	368.999
Subtotal Overheads/Indirect costs	177.214	72.742	119.044	368.999
Contingencies (max. 5 %)	-	-	-	-
TOTAL	2.028.563	948.114	1.816.516	4.793.193
TOTAL INITIAL BUDGET	1.949.511	879.348	1.964.334	4.793.193
SHIFT BETWEEN RA's	79.052	68.766	-147.818	

Liquidity planning, as per letter dated 8 December 2020, decision number 4000004344

Activity name	Leaders of Peace South Sudan – WPS
Activity number	4000004344
Organisation	Plan International Nederland
Address of the organisation	Stadhouderskade 70
	Amsterdam, The Netherlands
Bank account number	NL11RAB00393586766

Liquidity needs

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

		MoFA ²⁾	Other financiers	Total
Cumulative receipts up to and including	21-10-2021	1.090.233		1.090.233
Cumulative disbursements up to and including	30-6-2021	345.018		345.018 -/-
Available cash as of	21-10-2021	745.215	-	745.215
Expected disbursement in the coming period	31-12-2022	1.694.604		1.694.604 -/-
Liquidity needs	1-1-2022	949.389	-	949.389

Explanation

The figures in this overview must be based on cash accounting

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

Signature



Helen Evertsz, 28 Oct. 2021

Annex 1 Revised result framework

Leaders of Peace - M&E framework	Result	Indicators	Link to MFA WRGE basket indicator	Definitions	Disaggregation all indicators will be disaggregated per state/partner/sex/ age group and if possible disability	Data collection method	Frequency of reporting	Baseline value	Target 2025
Strategic objective: A more empowering and inclusive environment in South-Sudan, where W/G feel safer, better enabled to realise their rights, to play an influential role towards conflict prevention and sustainable peace									
Result area 1: Improved implementation of policies and regulations on GBV and protection of W/G incl. access to PSS & self-care									
1.0 Long term outcome	1.0.1 W/G feel safer and better protected in targeted locations	% W/G reporting improved feeling of safety and protection in targeted locations.		Adolescent & young women age 10-24, adults age 25+. The feeling of safety protection here is when women and girls are safe and protected at all time at home, work place or at school, streets. For example when women and girls go to fetch water/ firewood or Girls go to school without feeling unsafe and etc. Protection from abuse such as improper treatment whether physical, verbal, psychological and sexual	Adolescent & young women (age group to be defined - proposition 11 to 25) Adult women (age group to be defined -proposition 25 and above)	survey	baseline, MTR, endline	20%	50%
1.1. Outcomes	1.1.1 Community-based support mechanisms (MHPSS) have effectively promoted and influenced the protection rights of women and girls.	# and description of advocacy initiatives carried out by user-groups, CBO's and CSOs, for, by or with their membership/constituency on the protection of women and girls' rights		<u>Advocacy initiative:</u> activity that aims to influence decisions within political, economic, and social institutions. Advocacy initiatives include commissioning and publishing of research, meetings with relationships/ networks, media campaigns, public speaking and messaging.	disaggregate for User-groups, CSO's and CBO's	Monitoring reports of by CSOs and CBOs	annually	On Average, 1-2 advocacy campaigns/awareness mechanisms focused on enhancing protection & psychosocial support capacity for SPU's, Chiefs ABC courts, Council of Elders, but none on Mental Health	10
	1.1.2 Formal/traditional authorities demonstrate increased knowledge and changed attitudes to implement legislation against GBV and W/G protection	# formal/traditional authorities (except government bodies) at all levels adhering to UNSCR 1325 and the provision of 35% women representation in RPA	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	<u>Formal authorities:</u> these include all state-actors incl. government officials, political representatives, policy makers, police and prison staff but also intra-state authorities such as the UN and AU. <u>Traditional authorities:</u> these include the chiefs, traditional leaders, elders, opinion leaders in communities and religious leaders	per type of authority	Surveys with key formal/ traditional authorities, outcome harvesting	annually	23% (4 out of 22 traditional authorities demonstrated knowledge and changed attitude to implement GBV/ and W/G legislation and protection	50%
	1.1.3 W/G have access to and use MHPSS and legal protection services, including case management	# of W/G using MHPSS services, including case management		<u>MHPSS services:</u> including psychosocial support, case-management and functional referral pathways, support groups and self-help groups (socalled usergroups) and applying self-care techniques.	Adolescent & young women (age group to be defined - proposition 11 to 25) Adult women (age group to be defined -proposition 25 and above)	Secondary data from the services	annually	16.5% have access to Legal & medical Services 39% have access to counseling support Services	50%

	1.1.4 Formal/traditional authorities implement laws and policies against GBV and protect survivors	Extent to which authorities take action to address GBV and protect the rights of survivors		<u>Improved implementation:</u> the process of putting a decision or plan into effect to protect survivors of GBV following the formal GBV legislation in South Sudan. For example: an ABC court does not accept the families of GBV perpetrator and survivor to come to an agreement but takes on the case and refers, according to the GBV legislation, the case to relevant other authorities such as higher courts systems or police when applicable. <u>Sign of change:</u> An observable and significant change in a social actor's behaviour, relationships, activities, policies or practices that has been influenced by the program	per level (local, state, national) per type of law/policy	outcome harvesting	annually	23% (4 out of 22 traditional authorities demonstrated knowledge and changed attitude to implement GBV/ and W/G legislation and protection	50%
		# of laws, policies and strategies implemented to promote women's meaningful participation and leadership in conflict prevention, peace- and state-building and protect women's and girls' rights in crisis and (post-) conflict situations.				Monitoring reports		NAP on UNSCR 1325 (sporadic implementation) Penal Code- sporadic implementation Local Government (2009)- Sporadic Implementation Child Act (2008)- Sporadic implementation Bill of Rights (Transitional Constitution) – Sporadic implementation National Gender Policy (2013)- Sporadic Implementation	6 policies and strategies moved from sporadic implementation to frequent implementation
1.2 Outputs	1.2.1 Community groups have improved knowledge of available PSS services and legal protection/GBV services incl. case management	# community groups capacitated, resourced and coached on PSS, legal protection services and lobby & advocacy on these topics		<u>Community group:</u> a group of people who voluntary organise themselves to work for the communities benefit. Some examples: user-groups, CBO's, VLSA, women groups, etc.	<u>Community group:</u> a group of people who voluntary organise themselves to work for the communities benefit. Some examples: user-groups, CBO's, VLSA, women groups, etc.	MHPSS users and GBV survivors groups and women and girls	Monitoring reports	0	50
		# of members of community groups capacitated				MHPSS users and GBV survivors groups and women and girls	Monitoring reports	0	500
		# case workers provide training in age (children / adult), gender-appropriate PSS, GBV, legal protection information and are suitable to cultural context				Male and female case workers (at least 50% female)	Monitoring reports	0	50
		# number of persons who are provided with age and gender appropriate PSS and GBV services				M/F, aged (Children, young adult, adult)	Monitoring reports	0	960
	1.2.2 Formal and traditional authorities are informed on existing legal protection framework for W/G including GBV survivors' rights	# of trained formal authorities e.g. police and prison staff on GBV legislation, human rights and GE			(disaggregated by formal and traditional authorities)	Monitoring reports	bi-annually	0	400

Result area 2: Changed attitudes and beliefs of civil society to facilitate inclusion of W/G and promote gender equality									
2.0 Long term outcome	2.0.1 W/Y groups, men and boys successfully advocate for gender equality, equal participation through W/Y-led platforms	Number of advocacy sessions by W/Y groups, men and boys on Gender equality, equal participation through W/Y-led platforms		Community: a group of people living in the same place or having a particular characteristic in common. For South Sudan a community is defined as people living in the same boma. Sign of change: An observable and significant change in a social actor's behaviour, relationships, activities, policies or practices that has been influenced by the program		Outcome harvesting	annually	On Average, 1-2 advocacy sessions had been conducted by W/Y groups, M/Bs on gender equality, and participation through W/Y-led platforms. The advocacy sessions were sporadic, done by various CSOs over different periods	8
2.1 Outcomes	2.1.1 W/Y groups, men and boys advocate for gender equality, equal participation through W/Y-led platforms	# youth-led or women-led platforms established by communities		Platform: Groups/meetings where people gather jointly with a similar agenda with the purpose to influence. Platforms can differ in membership and duration (one-off and more structural). Youth led/Women-led		Monitoring reports	annually	(1). Activism on Gender equality (2). Women Equality Leadership Programs (3). Peacebuilding and Reconciliation Programs (4). Women Peace Committees (5). GBV response programmes	15
				Youth led platform: focuses on youth-led development, promotes youth participation and often has a permanent staff largely made up of young people.					
				Women-led platform: focuses on female-led development, promotes female participation and often has a permanent staff largely made up of women.					
	2.1.2 Formal and Informal CSOs actively initiate advocacy actions to influence the WPS agenda, including linking and learning'	# and description of advocacy initiatives/actions initiated by formal CSOs and informal CSOs (men and boys/(religious & community) leaders and W/Y-led platforms) promoting the inclusion of W/G and GE		Informal CSO: CSO's that are not registered as such, and do not have constitutions, bi-laws or formalized governing structures.		Monitoring reports of CSOs	annually	On average, 3-4 advocacy initiatives had been initiated by formal and informal CSOs leaders promoting the inclusion of W/G and GE: Description of initiatives included: girls' access to education; women in leadership and politics; advocacy on elimination of GBV; advocacy on inclusion of W/G in development decision making	12
2.2 Outputs	2.2.1 Community groups are gender aware and committed to W/G protection, gender equality and W/G's meaningful participation in peacebuilding	# of community groups capacitated on gender equality, protection, W/Gs meaningful participation and lobby & advocacy on these topics				Monitoring reports	bi-annually	0	50
	2.2.2 W/Y/men are empowered as Agents of Change through rights-based leadership knowledge	# 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)	Key persons: a person that bears influence in the community or in his/her sub-group. Influence can be derived from personal characteristics (e.g. charisma), position or other traits.		Monitoring reports	bi-annually	0	2000
		# of trained youth organised in groups, platforms or CYPP parliament				Monitoring reports	bi-annually	0	160
	2.2.3 Male engagement and intersectionality strategy implemented	# of action plans of community groups on male engagement and intersectionality developed and implemented				Monitoring reports	bi-annually	0	50

Result area 3: Increased, effective participation of women and youth (W/Y) in leadership and peacebuilding									
3.0 Long term outcome	3.0.1 W/Y carry out leadership roles at various levels and influence the WPS agenda jointly with male counterparts	# W/G in leadership positions at various levels influencing the WPS agenda jointly with male counterparts		<u>Support from gatekeepers</u> : A gatekeeper that allows and supports WPS initiatives in a community. <u>Sign of change</u> : An observable and significant change in a social actor's behaviour, relationships, activities, policies or practices that has been influenced by the program		Surveys, outcome harvesting	annually	10-15% women participation in leadership position influencing WPS agenda at state levels 28% women participation in leadership position influencing WPS agenda at National Level	50%
3.1 Outcomes	3.1.1: Active participation of policy makers in influencing the WPS agenda, including linking and learning between all stakeholders	Extent to which policy makers actively participate in influencing the WPS agenda including linking and learning		<u>Policy makers</u> : a person responsible for or involved in formulating policies, especially in politics.		Outcome harvesting	annually	NAP on UNSCR 1325 provided policy makers opportunity to engage in influencing WPS agenda. Implementation was limited to Ministry of Gender, children and Social welfare policy makers. The extent of engagement for parliamentarians was limited to support and financing NAP, which was inadequate and insufficient; Local state Councils were yet to be established, which inhibited state policy makers engagement on NAP on UNSCR 1325 on WPS	High
		# government bodies at all levels promote UNSCR1325 and/or adhering to the provision of 35% women representation in RPA.		<u>Government bodies</u> : include but not limited to line-ministries, political parties, legislative authorities, etc.		Surveys, outcome harvesting	annually	Parliament 550 lawmaker -(28%) are women. Cabinet - 35 Ministers, 10 (28%) women Governors -10 (10%) women Ministries at National and state level have not achieved 35% required representation Ministry for Gender Children and Social Welfare – spearheading UNSCR 1325 WPS Agenda 28% women participation in leadership position influencing WPS agenda at National Level (parliamentary Level)	35%
	3.1.2 : CSOs undertake (data-driven) lobby and advocacy to influence key actors and policy makers on WPS topics	# peace building initiatives led by W/Y groups		<u>Peace building initiatives</u> : activity that aims to resolve injustice in nonviolent ways and to transform the cultural & structural conditions that generate deadly or destructive conflict. These can include meetings, campaigns, dialogues, etc.	Disaggregated into women and youth groups	Monitoring reports	annually	(1). Activism on Gender equality (2). Women Equality Leadership Programs - Regional Women Councils (3). Women in Politics (4). Women in Conflict (5). W/ in Peacebuilding & Reconciliation (6). Women Peace Committees	100
		# of CSOs that use evidence for their lobby and advocacy interventions		<u>Publications</u> : the preparation and issuing of an article, book, journal, or piece of music for public use. Publications can be online (social media/ websites) or offline (newspapers/ journals).	online/offline	Monitoring reports	annually	8 out of the 18 CSOs/CBOs assessed had some form of structured data collection -data driven research work for Lobbying WPS topics	15

Result area 3: Increased, effective participation of women and youth (W/Y) in leadership and peacebuilding									
3.0 Long term outcome	3.0.1 W/Y carry out leadership roles at various levels and influence the WPS agenda jointly with male counterparts	# W/G in leadership positions at various levels influencing the WPS agenda jointly with male counterparts		Support from gatekeepers: A gatekeeper that allows and supports WPS initiatives in a community. Sign of change: An observable and significant change in a social actor's behaviour, relationships, activities, policies or practices that has been influenced by the program		Surveys, outcome harvesting	annually	10-15% women participation in leadership position influencing WPS agenda at state levels 28% women participation in leadership position influencing WPS agenda at National Level	50%
3.1 Outcomes	3.1.1: Active participation of policy makers in influencing the WPS agenda, including linking and learning between all stakeholders	Extent to which policy makers actively participate in influencing the WPS agenda including linking and learning		Policy makers: a person responsible for or involved in formulating policies, especially in politics.		Outcome harvesting	annually	NAP on UNSCR 1325 provided policy makers opportunity to engage in influencing WPS agenda. Implementation was limited to Ministry of Gender, children and Social welfare policy makers. The extent of engagement for parliamentarians was limited to support and financing NAP, which was inadequate and insufficient; Local state Councils were yet to be established, which inhibited state policy makers engagement on NAP on UNSCR 1325 on WPS	High
		# government bodies at all levels promote UNSCR1325 and/or adhering to the provision of 35% women representation in RPA.		Government bodies: include but not limited to line-ministries, political parties, legislative authorities, etc.		Surveys, outcome harvesting	annually	Parliament 550 lawmaker -(28%) are women. Cabinet - 35 Ministers, 10 (28%) women Governors -10 (10%) women Ministries at National and state level have not achieved 35% required representation Ministry for Gender Children and Social Welfare – spearheading UNSCR 1325 WPS Agenda 28% women participation in leadership position influencing WPS agenda at National Level (parliamentary Level)	35%
	3.1.2 : CSOs undertake (data-driven) lobby and advocacy to influence key actors and policy makers on WPS topics	# peace building initiatives led by W/Y groups		Peace building initiatives: activity that aims to resolve injustice in nonviolent ways and to transform the cultural & structural conditions that generate deadly or destructive conflict. These can include meetings, campaigns, dialogues, etc.	Disaggregated into women and youth groups	Monitoring reports	annually	(1). Activism on Gender equality (2). Women Equality Leadership Programs - Regional Women Councils (3). Women in Politics (4). Women in Conflict (5). W/ in Peacebuilding & Reconciliation (6). Women Peace Committees	100
		# of CSOs that use evidence for their lobby and advocacy interventions		Publications: the preparation and issuing of an article, book, journal, or piece of music for public use. Publications can be online (social media/ websites) or offline (newspapers/ journals).	online/offline	Monitoring reports	annually	8 out of the 18 CSOs/CBOs assessed had some form of structured data collection -data driven research work for Lobbying WPS topics	15

	3.1.3 International governmental bodies (AU/EU), diplomats and media lobby and advocate to widen civic space	# of actors at international governmental level promoting and protecting civic space	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	<u>Actions</u> : process of doing something with the aim to achieve protecting and widening the civic space in south sudan, this includes organizing meetings, publications, communications etc.	Type of international government body	outcome harvesting	annually	UNDP, UN Women, UNFPA, UNMISS, UNHCR Royal Embassy of Netherlands	10
		Extent to which opportunities should exist for civil society to bring forward their needs and asks						Inter-Agency steering Committee /CSOs Discussions Humanitarian Actors Forum UNSCR 1325 Status Report (CSO Report) Donors /CSOs Round Table Discussions Peacebuilding Working Group Discussions GBV Sector Working Groups (National/State Level) Girl Education Challenge Forums (Donor/CSOs) UNMISS Protection & Communities Interaction Forum	High
	3.1.4 CSOs developed and implemented their own multi-annual WPS-related strategies	# of CSOs/ CBOs who consult at least 2-3 time per year local and national actors to build legitimacy			CSO/CBO	Monitoring reports of CSOs	annually	8 out of the 18 CSOs/CBOs assessed had some form of consultation mechanisms- due to linkages with National CSOs, or being National CSOs themselves. CBOs had limited consultations-focused mainly on implementation of grassroots level initiatives under MoUs established by national CSOs (44%)	70%
3.2 Outputs	3.2.1 Gatekeepers including policy makers promote WPS agenda and create space for W/G in leadership positions	# of gatekeepers incl policy makers coached, capacitated, and resourced to lobby & advocate on the WPS agenda incl female participation in leadership positions.		<u>Gatekeepers</u> : A gatekeeper is anyone who works to allow, refuse, limit, redirect, support, or hinder initiatives in a community. These persons can be gatekeepers from their formal or informal roles and positions in the community.	disaggregated by type of gatekeepers	Monitoring reports	bi-annually	0	400
		# of leadership tracks for young women provided, mentored by female politicians or business leaders.		<u>Leadership track</u> : activity that allows adolescents to acquire and practice the skills necessary to be an effective leader. Refer to key interventions.		Monitoring reports	bi-annually	0	50

	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)		Disaggregate for CBO and CSO	Organisational capacity assessment	bi-annually	0	30
		# of female activists/ CBOs/CSOs with increased resources (subgranting)			CSO/CBO	monitoring reports	bi-annually	0	100
	3.2.3 International gatekeepers are mobilized to promote WPS agenda and civic space	# international gatekeepers reached with lobby and advocacy to promote WPS agenda and civic space		International gatekeepers: members of the African Union, European Union, UN security council and other bodies influencing the civic space and peace process in South Sudan.	type of gatekeepers	Monitoring report	bi-annually	0	10
Safeguarding indicators									
Output	Safeguarding compliance	% GYW involved in the programme who have knowledge, access to and trust in the reporting mechanisms to report safeguarding concerns			disaggregate per age group (10-17, 18-25, 25+)	Survey	baseline, MTR, endline	0	3000
Collaboration									
Output	Meaningfull Involvement of the CSOs and CBOs in LoP decision-making	# of CSOs using a Gender and Social Inclusion lens during all phases of the programming cycle with specific attention to youth	SCS8 # of CSOs using a Gender and Social Inclusion lens during all phases of the programming cycle with specific attention to youth	Meaningfully involved: CSO's and CBO's have the right to participate and implement significant influence on LoP decision-making including needs assessment, planning, implementation, enforcement and evaluation.	Type of CSO, CBO	Survey	baseline, MTR, endline	0	30
COVID-19 indicators									
Output	Project takes COVID-19 situation into account during project implementation and supports CSOs to do similar	Number of people reached by COVID-19 awareness raising			disaggregate per age group (10-17, 18-25, 25+)	monitoring reports	bi-annually	0	100.000

Annex 2 Workplan 2022

Leaders of Peace - Workplan 2022	Organisations:	AMA, EVE, HNTPO, PAX, Plan International			
	States:	Unity, Lakes, Central Equatoria, Eastern Equatoria, Western Equatoria			
	Period:	2022			
		Workplan			
		2022			
		Q1	Q2	Q3	Q4
A	Result area 1: Improved implementation of policies and regulations on GBV and protection of W/G incl. access to PSS & self-care				
Output 1.2.1	Community groups have improved knowledge of available PSS services and legal protection/GBV services incl. case management				
Indicators Output 1.2.1	# community groups capacitated, resourced and coached on PSS, legal protection services and lobby & advocacy on these topics				
	# of members of community groups capacitated				
	# case workers provide trained in age (children / adult), gender-appropriate PSS, GBV, legal protection information and are suitable to cultural context				
	# number of persons who are provided with age and gender appropriate PSS and GBV services				
A.1.2.1.1	Case-management incl. protection cash + maintain referral pathways	X	X	X	X
A 1.2.1.2	GBV survivor user-groups are established, trained on self-care and peer-to-peer PSS.	X	X	X	X
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)	X	X	X	X
Output 1.2.2	Formal and traditional authorities are informed on existing legal protection framework for W/G including GBV survivors' rights				
Indicators Output 1.2.2	# of trained formal authorities e.g. police and prison staff on GBV legislation, human rights and GE				
A.1.2.2.1	Train ABC courts with the UNDP GBV pocketguide and organise ABC forums on local level to jointly lobby for increased implementation of GBV legislation	X		X	X
A.1.2.2.2	Organise ABC courts on national level to jointly lobby for increased implementation of WPS agenda in legislation				X
A.1.2.2.3	Train police and prison staff on GBV legislation, human rights and GE	X		X	X

B	Result area 2: Civil Society (CS) has changed attitudes and beliefs that facilitate inclusion of W/G and promote gender equality				
Output 2.2.1	Community groups are gender aware and committed to W/G protection, gender equality and W/G's meaningful participation in peacebuilding				
Indicators Output 2.2.1	# of community groups capacited on gender equality, protection, W/Gs meaningful participation and lobby & advocacy on these topics				
A.2.2.1.1	Training, and on-the-job coaching of women-led organizations, CSOs, W/Y groups on HR, GE, UNSCR1325, L&A	X	X	X	X
Output 2.2.2	W/Y, men are empowered as Agents of Change through rights-based leadership knowledge and organised into advocacy groups				
Indicators Output 2.2.2	# key persons/youth in community trained as Agents of Change.				
	# of trained youth organised in CYPP parliament				
A.2.2.2.1	Champions of Change training for youth (incl. in-school, out-of-school and cattle camp youth) and supported to self-organise.	X	X	X	X
A.2.2.2.2	Train CBO's incl. WRO's and/women groups on gender equality and WPS agenda		X	X	
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		X	X	X
A.2.2.2.4	Women advocacy groups are activated and linked	X	X		X
Output 2.2.3	Male engagement and intersectionality strategy implemented				
Indicators Output 2.2.3	# of action plans of community groups on male engagement and intersectionality developed and implemented				
A.2.2.3.1	Implement male (boys and men) engagement and intersectionality strategy to change attitudes and beliefs to facilitate inclusion and promote GE, UNSCR1325	X	X	X	X
C	Result area 3: Increased, effective participation of women and youth (W/Y) in leadership and peacebuilding				
Output 3.2.1	Gatekeepers including policy makers are activated to promote WPS agenda and create space for W/G in leadership positions				
Indicators Output 3.2.1	# of gatekeepers incl policy makers coached, capacitated, and resourced to lobby & advocate on the WPS agenda incl female participation in leadership positions.				
	# of leadership tracks for young women provided, mentored by female politicians or business leaders.				
A.3.2.1.1	New Children and Young Person's Parliaments (CYPP) strengthened to become a national platform enabling youth to influence the peace process				
A.3.2.1.2	Work with peace committees, border committees and peace task forces	X	X	X	

A.3.2.1.3	Influence and activate policy makers and gatekeepers to promote the NAP1325/WPS agenda - linking local state national levels	X	X	X	X
A.3.2.1.4	Develop leadership tracks for young women, mentored by female politicians or business leaders.				X
A.3.2.1.5	Develop L&A strategy for female leaders on local and national level (incl. female parliamentarians)	X	X	X	X
Output 3.2.2	CBOs/CSOs have resources and capacity to lobby on WPS agenda				
Indicators Output 3.2.2	# of CBOs/CSOs with increased capacity to lobby on HR, GE, UNSCR 1325.				
	# of female activists/CBOs/CSOs with increased resources (subgranting)				
A.3.2.2.1	Sub-granting, seed-money of CSOs and CBOs (including National level CSO's and activists are supported with seed-grants and capacity building to conduct L&A and campaigning)	X	X	X	X
A.3.2.2.4	Linking/platform building of CBOs to lobby jointly on WPS agenda	X	X	X	
Output 3.2.3	International gatekeepers are activated to promote WPS agenda and civic space				
Indicators Output 3.2.3	# international gatekeepers reached with lobby and advocacy to promote WPS agenda and civic space				
A.3.2.3.1	Develop and update consortium Lobby and Advocacy Strategy, including capacity building on L&A	X	X	X	X
A.3.2.3.2	Engage media, Embassies, African Union and New York levels on NAP1325 L&A incl. the protection of civic space	X	X	X	X
A.3.2.3.3	Publications for Lobby & Advocacy	X	X	X	X
A.3.2.3.4	Annual women gathering				X
D	Safeguarding				
Output 4	Safeguarding compliance				
Indicator Output	% GYW involved in the programme who have knowledge, access to and trust in the reporting mechanisms to report safeguarding concerns				
A.4.1	Safeguarding training and awareness raising for staff and beneficiaries	X	X	X	X
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			X	
A. 5.2	Gender sensitive and safe Feedback mechanism etsablished and implemented	X	X	X	X

F	COVID-19 measurements				
Output 6	Project takes COVID-19 situation into account during project implementation and supports CSOs to do similar				
Indicators Output	# of people reached by COVID-19 awareness raising				
	# of PPE provided in response to COVID-19				
	# of people trained related to COVID-19 prevention and response				
	# of contracted partner CSOs that report to be adequately supported to adapt, plan and implement their work in response to COVID-19.				
A. 6.1	Training on COVID-19 prevention and response for LoP partners staff and beneficiaries	X	X	X	X
A. 6.2	Dissemination of PPE	X	X	X	X
A. 6.3	Conduct awareness raising on COVID-19	X	X	X	X

Annex 3 Result matrix

Logic	Results	Indicators	Baseline value 2021	Cumulative Target value 2021	Cumulative Target value 2022	Cumulative Target value 2023	Cumulative Target value 2024	Cumulative Target value 2025	Cumulative Overall Target 2021-2025
Result Area 1: Improved implementation of policies and regulations on GBV and protection of W/G including psychosocial support and self- care.									
1.0 Long term outcome	1.0.1 W/G feel safer and better protected in targeted locations	% W/G reporting improved feeling of safety and protection in targeted locations.	20%	20%	27%	35%	42%	50%	50%
1.1. Outcomes	1.1.1 Community-based support mechanisms (MHPSS) have effectively promoted and influenced the protection rights of women and girls.	# and description of advocacy initiatives carried out by user-groups, CBO's and CSOs, for, by or with their membership/ constituency on the protection of women and girls' rights	On Average, 1-2 advocacy campaigns/awareness mechanisms focused on enhancing protection & psychosocial support capacity for SPUs, Chiefs ABC courts, Council of Elders, but none on Mental Health	2	4	6	8	10	10
	1.1.2 Formal/traditional authorities demonstrate increased knowledge and changed attitudes to implement legislation against GBV and W/G protection	# formal/traditional authorities (except government bodies) at all levels adhering to UNSCR 1325 and the provision of 35% women representation in RPA	23% (4 out of 22 traditional authorities demonstrated knowledge and changed attitude to implement GBV/ and W/G legislation and protection	23%	30%	37%	44%	50%	50%
	1.1.3 W/G have access to and use MHPSS and legal protection services, including case management	# of W/G using MHPSS services, including case management	16.5% have access to Legal & medical Services 39% have access to counseling support Services	17%	28%	36%	44%	50%	50%
	1.1.4 Formal/traditional authorities implement laws and policies against GBV and protect survivors	Extent to which authorities take action to address GBV and protect the rights of survivors	23% (4 out of 22 traditional authorities demonstrated knowledge and changed attitude to implement GBV/ and W/G legislation and protection	23%	30%	37%	44%	50%	50%
		# of laws, policies and strategies implemented to promote women's meaningful participation and leadership in conflict prevention, peace- and state-building and protect women's and girls' rights in crisis and (post-) conflict situations.	NAP on UNSCR 1325 (sporadic implementation) Penal Code- sporadic implementation Local Government (2009)- Sporadic Implementation Child Act (2008)- Sporadic implementation Bill of Rights (Transitional Constitution) – Sporadic implementation National Gender Policy (2013)- Sporadic Implementation	Occasional implementation	Occasional implementation	Occasional implementation	Frequent implementation	6 policies and strategies moved from sporadic implementation to frequent implementation	6 policies and strategies moved from sporadic implementation to frequent implementation
1.2 Outputs	1.2.1 Community groups have improved knowledge of available PSS services and legal protection/GBV services incl. case management	# community groups capacitated, resourced and coached on PSS, legal protection services and lobby & advocacy on these topics	0	25	31				50
		# case workers provide trained in age (children / adult), gender-appropriate PSS, GBV, legal protection information and are suitable to cultural context	0	50	50				50
		# of members of community groups capacitated	0	40	140				500
		# number of persons who are provided with age and gender appropriate PSS and GBV services	0	30	240				960

	1.2.2 Formal and traditional authorities are informed on existing legal protection framework for W/G including GBV survivors' rights	# of traditional authorities reached with L&A on the importance of legal protection for women and girls, including GBV survivors	0	30	50				150
		# of trained formal authorities e.g. police and prison staff on GBV legislation, human rights and GE	0	100	233				400
Result Area 2: Changed attitudes and beliefs of civil society to facilitate inclusion of W/G and promote gender equality									
2.0 LT Outcome	2.0.1 W/Y groups, men and boys successfully advocate for gender equality, equal participation through W/Y-led platforms	Number of advocacy sessions by W/Y groups, men and boys on Gender equality, equal participation through W/Y-led platforms	On Average, 1-2 advocacy sessions had been conducted by W/Y groups, M/Bs on gender equality, and participation through W/Y-led platforms. The advocacy sessions were sporadic, done by various CSOs over different periods	2	2	4	6	8	8
2.1 Outcomes	2.1.1 W/Y groups, men and boys advocate for gender equality, equal participation through W/Y-led platforms	# youth-led or women-led platforms established by communities	(1). Activism on Gender equality (2). Women Equality Leadership Programs (3). Peacebuilding and Reconciliation Programs (4). Women Peace Committees (5). GBV response programmes	4	4	8	12	15	15
	2.1.2 Formal and Informal CSOs actively initiate advocacy actions to influence the WPS agenda, including linking and learning'	# and description of advocacy initiatives/ actions initiated by formal CSOs and informal CSOs (men and boys/(religious & community) leaders and W/Y-led platforms) promoting the inclusion of W/G and GE	On average, 3-4 advocacy initiatives had been initiated by formal and informal CSOs leaders promoting the inclusion of W/G and GE: Description of initiatives included: girls' access to education; women in leadership and politics; advocacy on elimination of GBV; advocacy on inclusion of W/G in development decision making	3	3	6	9	12	12
2.2 Outputs	2.2.1: Community groups are gender aware and committed to W/G protection, gender equality and W/G's meaningful participation in peace-building	# of community groups capacited on gender equality, protection, W/Gs meaningful participation and lobby & advocacy on these topics	0	25	43				50
	2.2.2: W/Y, men are empowered as agent of change through rights-based leadership knowledge and organized into advocacy group	# key persons/youth in community trained as Agents of Change.	0	100	410				2000
		# of trained youth organised in groups, platforms or CYPP parliament	0	100	270				1000
	2.2.3 Male engagement and intersectionality strategy implemented	# of action plans of community groups on male engagement and intersectionality developed and implemented	0	10	28				50
Result Area 3: Increased and effective participation of W/Y in leadership and Peace building									
3.0 Long term outcome	3.0.1 : W/Y carry out leadership roles at various levels and influence the WPS agenda jointly with male counterparts	# W/G in leadership positions at various levels influencing the WPS agenda jointly with male counterparts	10-15% women participation in leadership position influencing WPS agenda at state levels 28% women participation in leadership position influencing WPS agenda at National Level	15%	30%	37%	44%	50%	50%

3.1 Outcome	3.1.1: Active participation of policy makers in influencing the WPS agenda, including linking and learning between all stakeholders	Extent to which policy makers actively participate in influencing the WPS agenda including linking and learning	NAP on UNSCR 1325 provided policy markers opportunity to engage in influencing WPS agenda. Implementation was limited to Ministry of Gender, children and Social welfare policy markers. The extent of engagement for parliamentarians was limited to support and financing NAP, which was inadequate and insufficient; Local state Councils were yet to be established, which inhibited state policy markers engagement on NAP on UNSCR 1325 on WPS	Low	Low	Medium	Medium	High	High
		# government bodies at all levels promote UNSCR1325 and/or adhering to the provision of 35% women representation in RPA.	Parliament 550 lawmaker -(28%) are women. Cabinet - 35 Ministers, 10 (28%) women Governors -10 (10%) women Ministries at National and state level have not achieved 35% required representation Ministry for Gender Children and Social Welfare – spearheading UNSCR 1325 WPS Agenda 28% women participation in leadership position influencing WPS agenda at National Level (parliamentary Level)	28%	29%	31%	33%	35%	35%
	3.1.2 : CSOs undertake (data-driven) lobby and advocacy to influence key actors and policy makers on WPS topics	# peace building initiatives led by W/Y groups	(1). Activism on Gender equality (2). Women Equality Leadership Programs - Regional Women Councils (3). Women in Politics (4). Women in Conflict (5). W/ in Peacebuilding & Reconciliation (6). Women Peace Committees	6	25%	50%	75%	100%	100%
		# of CSOs that use evidence for their lobby and advocacy interventions	8 out of the 18 CSOs/CBOs assessed had some form of structured data collection -data driven research work for Lobbying WPS topics	8	10%	12%	14%	15%	15%
	3.1.3: International governmental bodies (AU/ EU), diplomats and media lobby and advocate to widen civic space	# of actors at internationalgovernmental level promoting and protecting civic space	UNDP, UN Women, UNFPA, UNMISS, UNHCR Royal Embassy of Netherlands	0	2	5	8	10	10
		Extent to which opportunities should exist for civil society to bring forward their needs and asks	Inter-Agency steering Committee /CSOs Discussions Humanitarian Actors Forum UNSCR 1325 Status Report (CSO Report) Donors /CSOs Round Table Discussions Peacebuilding Working Group Discussions GBV Sector Working Groups (National/State Level) Girl Education Challenge Forums (Donor/ CSOs) UNMISS Protection & Communities Interaction Forum	Low	Low	Medium	Medium	High	High
	3.1.4: CSOs developed and implemented their own multi-annual WPS-related strategies	# of CSOs/ CBOs who consult at least 2-3 time per year local and national actors to build legitimacy	8 out of the 18 CSOs/CBOs assessed had some form of consultation mechanisms- due to linkages with National CSOs, or being National CSOs themselves. CBOs had limited consultations-focused mainly on implementation of grassroots level initiatives under MoUs established by national CSOs (44%)	8	18	36	53	0,7	70%

3.2 Outputs	3.2.1 Gatekeepers including policy makers promote WPS agenda and create space for W/G in leadership positions	# of gatekeepers incl policy makers coached, capacitated, and resourced to lobby & advocate on the WPS agenda incl female participation in leadership positions.	0	20	58				130
		# of leadership tracks for young women provided, mentored by female politicians or business leaders.	0	10	27				150
	3.2.2 CBOs/CSOs have resources and capacity to lobby on WPS agenda	# of CBOs/CSOs with increased capacity to lobby on HR, GE, UNSCR 1325.	0	10	21				30
		# of female activists/CBOs/CSOs with increased resources (subgranting)	0	10	21				100
	3.2.3.: International gatekeepers are activated to promote WPS agenda and civic space	# international gatekeepers reached with lobby and advocacy to promote WPS agenda and civic space.	0	1	6				10
Safeguarding Indicator									
Output	Safeguarding compliance	% GYW involved in the programme who have knowledge, access to and trust in the reporting mechanisms to report safe-guarding concerns	0	25%	75%				100%
Collaboration									
Output	Involvement of the targeted CSOs and CBOs in program cycle management - downward accountability	# of CSOs and CBOs which have been meaningfully involved by the Leaders of Peace Alliance in project cycle management	0	5	14				30
COVID-19 Indicators									
Output	Project takes COVID-19 situation into account during project implementation and supports CSOs to do similar	# of people reached by COVID-19 awareness raising	0	10.000	27.060				100.000

Annex 4 Learning agenda

Topic	Learning question	Specific sub-learning questions
Community based psychosocial support	<p>Context and thematic</p> <p>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?</p>	<ul style="list-style-type: none"> • What is the influence of community based psychosocial support in strengthening CSO / group formation and in empowering the groups to address issues related to MHPSS and GBV in their local communities? • What is the influence of CBOs/CSOs on influencing the national and local agenda on MHPSS and GBV through lobbying and advocacy in favour of women and girls? • How is women's psychosocial wellbeing central to advocate and influence (or impact) sustainable peace? • What can LoP learn from the experience in Columbia?
Partnership / collaboration	<p>Partnership learning</p> <p>How does the collaboration of the alliance partners lead to added value of the partnership?</p>	<ul style="list-style-type: none"> • How is each partner's contribution as technical lead for specific key interventions contributing to the capacity building and exchange of learning among the partners? • What are successes and challenges in the collaboration (such as thematic cooperation, capacity building, learning across alliance members, exchange of views/information) between partners? • What are the success factors and barriers of the horizontal government structure, with 2 Southern partners and 3 INGO's, and how do these contribute to achieve the results? • How do the power relations within the partnership develop along the programme implementation? • How do partners incorporate downward accountability in the partnership? • What are the success factors and barriers in the coordination between the donor, alliance partners
Role of CSOs and Sustainability	<p>Thematic and Policy learning</p> <p>How do formal and informal CSOs (especially women, and youth-led groups) become sustainable lobby and advocacy allies jointly influencing the WPS agenda?</p>	<ul style="list-style-type: none"> • How do CS actors become 'convener' in contributing to sustainable participation of CSOs in influencing the WPS agenda? • How do men and boys get engaged in influencing the WPS agenda based on a gender transformative approach and what triggers men and boys to continue their influencing in the future to become sustainable allies in implementing and lobbying for the WPS agenda? • Which kind of inter-organizational structures and arrangements characterize effective/ sustainable lobby and advocacy through CSOs? • What are success factors and barriers in the involvement of non-traditional CS actors (such as, religious and ethnic groups or other vulnerable groups) in CSOs' lobby and influencing based upon an intersectional approach?

Annex 5 Updated risk analysis and mitigation measures 2022

Risk	Risk assessment (L/ M/ H)	Influence on results of activity	Mitigation measures
Socio-political context			
Inter-communal violence between armed pastoralists from Jonglei and the local communities, and the presence of NAS.	H	This will disrupt smooth implementation of activities and hence affecting the implementation timeline.	Monitor local media sources to remain alert of security-related developments and adhere to any directives issued by local authorities INSO/security forum updates.
Drastic increase in number of returnees to their original area which is currently being occupied by IDPs	M	Rapid population increase and subsequently leading to conflict over scarce resources available.	Monitor situation regularly; close coordination with other agencies, UNOCHA, NGO Security Forum.
Drastic increase in returnees creating conflict between returnees and host communities over land, borders and resources.	H	This might hamper the peace process and would call for more peace building and protection sessions by project staff.	Liaise with local government to prepare communities and recognize land and property rights of returnees to reduce likelihood of conflict.
Risks related to insecurity			
Increased movement of soldiers/armed groups to designated cantonment areas passing through program locations.	M	Project activities implementation would be affected as staff takes security precautionary measures against such locations.	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.
Hijacking/ theft/ robbery of staff.	M	This will lower staff morale for activities implementation.	Adhere to partner's Safety & Security protocols, SOPs and guidelines. Incident reporting forms, guidelines and follow-up. Train staff on Safety & Security. Share security updates daily with the Safety and Security Manager at Juba and Nimule level.
Attacks on civilians on Juba-Nimule-Torit road and Juba Yei by bandits.	M	Hampers activities in such locations as staff would be observing the security situations. Travel / movement would be limited.	All travel to be subject to a thorough localized threat assessment & coordinated with a trusted security provider. Travelers are advised to subject all travel to strict management protocols. Avoid travel at night, vary routines, and maintain a heightened sense of situational awareness. Use air transport to minimize road risks. Monitor local media sources to remain apprised of security-related developments and adhere to any directives issued by local authorities.

Political risks

With the formation of the new transitional government, there may be new people at various positions at the national, state and county level, who might not be familiar with humanitarian work and agencies. (Affecting the working relationship with local authorities and NGOs).	M	Such Characters would not accord the needed support for the smooth implementation of the project. Hence working relationship between local authorities and NGOs soured.	<p>Already good relationships with current local authorities in the diverse areas.</p> <p>Mainly a risk when authorities are changed, but then continue to develop relationships with new officers.</p> <p>Involve relevant authorities in project implementation.</p> <p>Give regular updates through cluster meetings and informal meetings.</p>
Political Instability, and shrinking civic space.	H	This might affect all the results of the project as it may lead to political violence and less civic space.	<p>Advocating for peaceful politics among the leaders.</p> <p>Advocating for peaceful conflict resolution among the political leaders as well as the communities.</p> <p>Advocating for respect of human rights and civic space.</p>
Revitalized Peace Agreement not implemented within the agreed timeframe (3 years) resulting in deterioration of the security situation.	L	Project staff feel insecure to implement activities in some project sites within the vicinity of cantonment areas.	<p>Continuous coordination with government, local authorities, partners, stakeholders to monitor situation.</p> <p>Work together with UN and INGOs. Security support in place Regular context/ conflict analysis. Continue to update contingency plans.</p> <p>Temporarily suspend or withdraw staff for security reasons, in line with UNMISS.</p>

Economic-Financial Context

Increased program costs due to high inflation/ financial instability/ exchange rate fluctuations.	H	Over expenditure will occur that again raises audit queries and that subsequently affect the annual budget of the project.	Budgeting and biggest transactions in USD or Euro's, negotiate favorable exchange rates with banks; identify alternative sources of supplies; closely monitor monthly expenses and reports and revise (or reduce/ and combine activities) as necessary.
Increased insurrection by youth groups due to increase in unemployment.	H	Disruption of implementation of activities.	Involve local youth and advocate with states government to explore ways of peaceful resolution of the demands of the youth.

Social- cultural risks

Cultural barriers due to patriarchal society structure.	H	<p>Entrenched gender and social norms among the communities affect the behaviour change of actors . This particularly so with cattle keeping communities patriarchal communities of Dinka and Nuer communities .</p> <p>Turnover of women and girls in the project activities can be affected by these cultural barriers</p>	<p>Advocacy on participation and representation of women in strategic areas in the community.</p> <p>Advocating against harmful cultural practices which are retrogressive.</p> <p>Working with men and boys throughout the project to prepare them to live with empowered women and girls.</p> <p>Awareness creation on the importance of women empowerment to the men and boys.</p>
The Nyong Community of Pay-injiar county are a patriarchal society. It's expected that gender norms and cultural practices will resist changes which do not conform with their beliefs and practices.	M	The impact will be high if cultural social norms are compromised.	Continuous engagement with gatekeepers and accompaniment with women and girls, while mainstreaming boys and men engagement.
In Yirol East of Lakes state, the situation is similar as in Unity but worse because of the readiness of the youth to use their guns, and compounded by the forced and early marriage of girls, wife inheritance and HIV pandemic. So GBV is critical and fuels conflict in families and in communities.	M	Delayed acceptance of the program by the community as local chief would engage to dialogue on the rights of women and girls in decision making.	The AMA Portals to Peace project is working in partnership with other actors to mount peace advocacy campaigns (i.e. radio talk shows) and engaging different actors. There is a mass drive to supply HIV testing in collaboration with Doctors Without Borders to reduce conflict. There are plans to make peace caravan campaigns to increase peaceful coexistence between the Yirol East communities and neighbors, link peace actors to mount conflict early warning systems and response.

Risks related to climate

<p>Seasonal risks and access constraints during rainy season, including floods.</p> <p>Risk of floods in all states due to heavy rainfall. This also makes mobility & logistics difficult & expensive.</p>	H	The implementation timeline will be affected if project sites are inaccessible during such disasters.	<p>Monitor the floods situation across the country.</p> <p>Prepositioning project supplies and materials during the dry season and implementing as many of the project activities as possible during the dry season will mitigate this problem as much as possible.</p>
Environmental threats have affected some counties in the green belt region. Deforestation and illegal logging in EES and CES have left open grounds, resulting in land degradation.	M	The project beneficiaries become more vulnerable and hence diverting their needs to live saving assistance.	Continuous advocacy and awareness on the impact of deforestation to climate.

COVID19-related contextual risks			
Possibility of lockdown leading to inaccessibility of project locations.	M	The impact will be great if movement to project sites is restricted.	Use of technology to conduct virtual meetings and other engagements with field staff and other stakeholders. Further trainings on the use of a shared online drive are planned in 2022.
Increased spread of COVID-19 among the community due to social gatherings.	H	Conducting meetings with the community will be halted.	<p>Observe WHO and Government guides.</p> <p>Provision of PPE (masks, sanitizers and soap) to staff and volunteers. Temperature checks of staff in the office.</p> <p>COVID-19 training for staff (including field staff), volunteers & beneficiaries.</p> <p>Practice social distancing and use of PPE and hand sanitizers.</p>

Program risks

Risk	Risk assessment (L/ M/ H)	Influence on results of activity	Mitigation measure
Risks related to the design of the intervention, relevance and acceptance			
Unsatisfied beneficiaries.	L	The beneficiaries will divert their attention to other agencies that would address their needs satisfactorily.	Adequate communication with community leaders; clear identification and selection criteria; needs-based approach, transparency throughout with relevant stakeholders, permanent presence of local organizations in implementation, in monitoring and evaluation, joint planning, donor visits and assessments.
Risk of conflict of gatekeepers blocking or delaying the implementation between the beneficiaries and other community members.	M	<p>The project implementation may be affected by gatekeepers. Beneficiaries of the project might be perceived as threats to the culture and norms of the community.</p> <p>Also, if selection of beneficiaries is not participatory and open, bias might be perceived by the non-selected members and can result to division of the community and might subsequently cause conflict thus jeopardizing the entire project.</p>	<p>Integrating conflict sensitivity into the project design.</p> <p>Adhering to the 'Do no harm' principle.</p> <p>Targeting gate-keepers in the project to lobby and advocate for their support.</p>

Overlap with other gender/peacebuilding programmes which leads to duplication of efforts.	M	The quality and adherence to the core humanitarian standard is ruined.	Alliance partners and local partners exchange information on programmes in coordination networks and identify and make use of synergies as much as possible.
Risks related to the project assumptions			
Lack of support from parents, governments, communities to change gender norms, enhance protection and increase female participation in decision making.	L	Stakeholders' support to the project is lost.	Engage government representatives and local authorities (parents, communities) throughout the programme, build capacity of adolescent girls and women to raise their voices and engage men in a meaningful way.
UNSCR 1325 as well as gender equality are seen as the western agenda by some communities and hence there is some level of resistance within stakeholders.	M	The project acceptance becomes somewhat difficult by the community members.	Involve the Ministry of Gender at both National and states level in all activities. Engage gatekeepers and involving local government in some of the interventions can reduce the negativity.
Unwillingness of community leaders, target group or key decision-makers to facilitate the implementation of the project, to participate, or to be trained.	H	Stakeholders' support to the project is lost and ultimately project impediment.	Ensure target group involvement in project design/ implementation and monitoring and evaluation, ensure downward accountability/ feedback mechanisms, get buy-in from host communities and the government. Include change of priorities due to conflict outbreaks: delay, scale down or suspend, flexibility in planning. Partner has long local experience and the program builds on that.
The second NAP1325 group in country remains inactive and there is no support for its implementation.	L	This will hinder the lobby and advocacy initiatives around the NAP1325	LoP should support in the dissemination of the new NAP by integrating the new NAP into its activities meanwhile support Eve to strengthen the CSOs working group on UNSCR 1325.
Lack of implementation of the 35% affirmative action; the clause that demands that 35% representation of women across all government institutions.	H	So far parties have been reluctant in honouring the 35% women quota, when reconstituting the national legislature and council of states. This trend might affect the consortium lobby efforts to implement the 35% affirmative action.	Lobbying to implement the 35% affirmative action should become a central message in our L&A for WPS/ NAP1325. The consortium should ensure continuous coordination with other NGOs, diplomats, WROs government, local authorities, local leaders.
Male members and other community members may prevent women and girls to participate in programme activities, which will ultimately increase the vulnerability of adolescent girls and women.	H	The realization of project objective will be sabotaged as male members won't be in support of the agenda.	Maintain open dialogue with parents, men and key stakeholders before and during the activities for adolescent girls and women, involve target group in the design of the project. Encourage women's participation and engage men in a meaningful way.

Community misunderstanding about the project (targeting, purpose, etc.).	M	Lack of support accorded to the project and thus, meeting the objectives becomes a challenge.	Engage local leaders in planning, preparation and kick off meetings. Work closely with communities to clarify project objectives and targeting from onset and throughout the program implementation.
Resistance to change among communities.	M	Lack of support accorded to the project and thus, meeting the objectives becomes a challenge.	Community members, especially men and boys, are involved to play a leading role in the change. Engage community leaders.

Operational issues that could affect the programme

Increased program costs due to high inflation/ financial instability/ exchange rate fluctuations.	H	Over-expenditure will occur that again raises audit queries and that subsequently affects the annual budget of the project.	Budgeting biggest transactions in USD or Euro's, negotiate favourable exchange rates with banks; identify alternative sources of supplies; closely monitor monthly expenses and reports and revise (or reduce/ and combine) activities as necessary.
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COVID 19 Related Programme risks

Safeguarding and PSEA increased vulnerability due to COVID-19 pandemic (i.e. people taking advantage of the vulnerability of beneficiaries, especially girls and the sick and who may be harassed, exploited or abused).	M	The demand for safeguarding and PSEA awareness would rise among the communities.	Training on Child Protection, Safeguarding and PSEA will include specific risks related to COVID-19 and how to mitigate them.
LoP staff or volunteers become sick with COVID-19.	H	Creating under staffing due hence creating burden of work to other staff who are healthy. Some activities might be halted.	All the phases of the project cycle need to be done remotely as much as possible. Social distancing must be practiced when in the office. Staff work on a rotational basis from office and home; flexible work conditions address family needs due to school closures and distancing measures. Staff should not use public transport and if not avoidable, follow the Covid-19 preventive measures.
Alliance staff pass COVID-19 on to beneficiaries during project activities and community engagement.	M	Creating mistrust among the project staff by the beneficiaries and thus, the program loses support.	Observe WHO and Government guides. Provision of PPE (masks, sanitizers and soap) to staff and volunteers. Temperature checks of staff in the office COVID-19 training for staff (including field staff), volunteers & beneficiaries.

Delayed response to Safeguarding and PSEA complaints due to COVID-19 restrictions on staff and community movement.	M	The implementation period will be hampered and safeguarding cases will increase subsequently. Trust in the program will be lost.	<p>Establishment of a hotline, and sharing the existing safeguarding focal point numbers in the communities to ensure a quick response once a case is reported.</p> <p>Work closely with the health workers and keep updated details of hospital contacts and maintain updated referral pathways.</p> <p>Training and awareness raising on the importance of prompt (24 hrs) reporting on safeguarding concerns.</p>
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Programme Risks relating to the use of technology and data

Data protection of sensitive beneficiary details is compromised.	M	The impact will be high as beneficiaries/ survivors confidentiality will be exposed.	<p>Train staff on data sharing protocols as well as principles of data protection.</p> <p>Ensure staff adhere to the confidentiality clause - whom to share, when, how.</p> <p>Have a lockable cabinet for paper files/hard copies that is only accessible to appropriate staff.</p>
Risk of hacking and loss of data due to poor storage or technology failure.	H	The effect will be great as there will be no data references during audits and sensitive data may be leaked.	Save documents on a shared drive (incl. google drive, one drive or other save external servers), train staff in digital security.
Breaches of confidentiality placing whistleblowers and their families at risk.	M	The impact will be high as beneficiaries/ survivors confidentiality is exposed.	<p>Anonymous reporting procedures are shared with all community members</p> <p>Encourage the use of Safe Calls and explain risks of using other informal reporting measures.</p> <p>Staff are regularly trained on reporting processes and Whistleblower Policy.</p>
Risks to the safety, privacy and inclusion of target groups, programme staff and others.	M	The project will lose ownership and activities implementation is sabotaged.	<p>Identify the risk and coordinate with the local government authorities to put in measures to protect staff & beneficiaries.</p> <p>Develop inclusion criteria and ensure it is followed when targeting beneficiaries. Putting in a policy to protect data privacy.</p>
Lack of network in some locations. The majority of the electricity grid in South Sudan runs off generators and is unreliable, leaving many with uncertain supply or facing routine outages. Network coverage is scarce and can be quite expensive.	L	This makes communication difficult and sometimes the message is delayed including reporting and monitoring information. This may affect the efficiency during implementation.	Some locations have no GSM network and internet is also weak. Communicating early in advance and planning ahead when visiting remote locations will be necessary. Partners will aim to work during hours where power is best available and seek to capitalise on alternative sources of energy, such as solar banks and power banks to mitigate loss of working hours.

Risks relating to the implementing organisations (AMA, PAX, HealthNet, Plan

Risk	Risk assessment (L/ M/ H)	Influence on results of activity	Mitigation measures
Organization's anti-fraud and anti-corruption policy			
Due to poor salaries and lack of payment of many government staff, including soldiers, it has become a habit for officers to seek bribes from people seeking services from government offices, including those driving around the project areas. In these times of COVID-19 and poor connectivity, it's possible that corruption can increase due to impaired connectivity and infrequent monitoring travel.	M	This poses noncompliance issues to the set policy and leading to negative implication on the project budget.	<p>Always put anti-corruption sticker in vehicles and offices.</p> <p>Implement anti-corruption and bribery policy. Zero tolerance approach.</p> <p>To avoid fraud, all staff shall be briefed on partners' anti-corruption and anti-bribery policies, safeguarding and the whistle-blower policy among others.</p> <p>All partners prohibit their employees from engaging in acts of corruption, and from paying bribes or accepting bribes from public officials and private individuals.</p>
There is increasing discontent from NGOs not having local representation in states' operations. This could lead to plans to sabotage activity implementation.	H	This could sabotage the planned activity and also ruin the quality of implementation if such demands are to be fulfilled.	<p>Ensure local authorities & gatekeepers are briefed and part of the programme.</p> <p>To avoid fraud, all staff shall be briefed on partners' anti-corruption and anti-bribery policies, safeguarding and the whistle-blower policy among others. Partners organizations prohibit their employees from engaging in acts of corruption, and from paying bribes or accepting bribes from public officials and private individuals with which the organization does business.</p>
Carrier delays due to bad roads, non-performance and money transfer difficulties. This includes the newly-introduced 20% tax law.	H	This leads to reduction of staff morale due to delayed salaries disbursement to the location and delayed activities implementation.	<p>Due diligence assessment before giving contracts to (transport) partners; liaise with cash transfer agents in areas where there are no banks; ensure coordination with local communities and identify the key logistical requirement when transporting to remote areas.</p> <p>Activities will be conducted during dry season as much as possible including purchases and transportation of materials.</p>

Organizational structure and culture

Having unclear organizational and coordination structure.	L	Leads to poor coordination and lack of clarity on the reporting mechanism and roles of the lead partner.	Creation of LoP South Sudan consortium desk based in Juba tasked with the responsibility of coordinating the LoP affairs. Ensuring regular programme committee coordination meetings and clarity on roles of lead and alliance partner.
Unequal power dynamics within consortium.	M	This could hinder the implementation and collaboration.	Develop annual consortium capacity building plans and assess power dynamics and improve if needed.
Staff turnover rates.	M	This will delay implementation of activities.	Have a roster of staff and volunteers to fill in any gap that might arise.

Monitoring, evaluation and quality of management

Engaging incompetent external evaluators/ consultants to conduct project evaluation.	L	This would compromise the quality of report from the evaluation.	Formation of a committee to analyse proposals for the evaluation of the project.
The use of inappropriate method and technology for data collection and analysis.	M	The quality of data that will be collected is compromised.	The use of standardized method and technology for data collection and analysis. Regular review of methods and technology by the MEAL group.
Engaging unqualified enumerators for data collections during project evaluation.	M	The quality of data that will be collected is compromised.	Through recruitment of qualified enumerators for data collections.

Financial and administrative management

Financial mismanagement by partners.	M	The planned budget for the year would be jeopardized.	Awareness raising on Fraud and Corruption Policy. Partners performance to be investigated, annually audited and if it is true then funding to be discontinued. Fraud and corruption policy is applied and shared among partners.
Increased program costs due to high inflation/ financial instability/ exchange rate fluctuations.	H	Over expenditure will occur that again raises audit queries and that subsequently affect the annual budget of the project.	Budgeting and biggest transactions in USD or Euro's, negotiate favorable exchange rates with banks; identify alternative sources of supplies; closely monitor monthly expenses and reports and revise (or reduce/ and combine activities) as necessary.

Impact of COVID on staff

LoP staff or volunteers become sick with COVID-19.	H	Creating under staffing to implement project activities hence creating burden of work to other staff who are healthy.	<p>Observe WHO and Government guides.</p> <p>Provision of PPE (masks, sanitizers and soap) to staff and volunteers. Temperature checks of staff in the office. COVID-19 training for staff (including field staff), volunteers & beneficiaries.</p> <p>All the phases of the project cycle need to be done remotely as much as possible. Social distancing must be practiced when in the office.</p> <p>Where possible, staff work on a rotational basis from office and home; flexible work conditions address family needs due to school closures and distancing measures.</p>
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Staff Security

Abduction and killing of staff by armed groups.	M	This will disrupt project implementation in such a region.	<p>Adhere to partner's Safety & Security protocols, SoPs and guidelines.</p> <p>Train staff on Safety & Security.</p> <p>Share security updates daily with the Safety and Security Managers. Liaise with Dutch embassy, use safe spaces if needed.</p>
Hijacking/ theft/ robbery of staff.	M	This will lower staff morale for activities implementation.	<p>Cooperate/ coordinate with local authorities, medical facilities, evacuation options, UN Security Focal Points.</p> <p>Monitor security dynamics; contingency plans developed and in place. Staff trained on security and when (not) to negotiate. Use air transport when roads become inaccessible/ too risky.</p> <p>First aid kits in vehicles & compounds.</p>

The security of the teams decreases when they enter the communities or when they have to organise meetings - seeing the organisations going from house to house with limited personnel could generate violent movements towards the teams.	M	The staff security matters and activities implementation in that location will be suspended through the recommendation of UNOCHA.	<p>Build acceptance within the community by working with local partners, staff and volunteers from the same community.</p> <p>Follow the security procedures with no exceptions.</p> <p>Coordinate with other agencies working in the area to understand context.</p> <p>Conduct risk assessment before working in new areas.</p>
Use of technology and data			
Risks to the safety, privacy and inclusion of target groups, programme staff and others.	H	The project will lose ownership and activities implementation is sabotaged.	<p>Identify the risk and coordinate with the local government authorities to put in measures to protect staff & beneficiaries.</p> <p>Develop inclusion criteria and ensure it is followed when targeting beneficiaries.</p> <p>Putting in a policy to protect data privacy.</p> <p>Ensure consent forms are signed in case of using photos on websites and social media platforms.</p>
Data protection of sensitive beneficiary details is compromised.	H	The impact will be high as beneficiaries/ survivors confidentiality is exposed.	<p>Train staff on data sharing protocols as well as principles of data protection.</p> <p>Ensure staff adhere to the confidentiality clause whom to share, when, how</p> <p>Have a lockable cabinet for paper files/hard copies that is only accessible to appropriate staff.</p>
Risk of hacking and loss of data due to poor storage or technology failure.	H	The effect will be great as there will be no data references during audits.	Save documents on a shared drive (incl. google drive, one drive or other save external servers), train staff in digital security.

