



Girls first



BUILDING SUSTAINABLE PEACE AND GENDER EQUALITY IN SOUTH SUDAN

WOMEN AND GIRLS 4 CHANGE

Annual Narrative Progress Report 2020 and Final Narrative 2016-2020



Women and Girls 4 Change

Building sustainable peace and gender equality in South Sudan

Annual Narrative Progress Report 2020 and Final Narrative Report 2016-2020

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Contents

List of Acronyms

1. Introduction	1
2. Context	2
3. Key results	5
4. Risks, challenges and lessons learned	13
5. Reflection on the Theory of Change	16
6. Cross cutting themes	19
7. Sustainability & exit strategy	22
8. A review of the partnership	24
9. Annexes	27
1 Logframe	
2 Theory of Change	
3 Plan International Gender Marker applied to WG4C	
4 Overview of the coordination with other actors	
5 Capacity building/learning in the alliance	
6 Overview of sustainability achieved 2016-2020	
7 Reflection on the Risk Register	
8 Cross-cutting themes continued	
9 Evaluation Report	
10 Management Response to the evaluation report	
11 Promoting safeguarding in Torit and Nimule 2020	

List of Acronyms

Assistance Mission Africa (AMA)

Boma, Payam, County traditional courts (ABC courts)

Community-based organizations (CBO's)

Champions of Change (CoC)

Child Early Forced Marriage (CEFM)

Children and Youth People's Parliament (CYPP)

Equatoria Women Organisation (EWO)

Gender Based Violence (GBV)

Internally displaced persons (IDP)

Information, Education and Communication (IEC)

Monitoring and evaluation (M&E)

National Action Plan (NAP)

People's Liberation Movement-in-Opposition (PLA-IO)

Psychosocial Focal Points (PFPs)

Psychological First Aid (PFA)

Sexual Reproductive Health and Rights (SRHR)

Support Trust for Africa Development (STAD)

Theory of Change (ToC)

Women and Girls for Change (WG4C)

Resolution of the Conflict in the Republic of South Sudan (R-ARCSS)

South Sudan Opposition Alliance (SSOA)

Sudan People's Liberation Movement-in-Opposition (SPLA-IO)

1. Introduction

The Women and Girls for Change Alliance (WG4CA) was established in 2016 with the aim to empower an inclusive environment where women and girls in South Sudan feel safer and are enabled to realize their rights and opportunities, to play a more significant role in sustainable peace. The WG4C Alliance works under the framework of the Dutch National Action Plan (NAP) on UN Security Council Resolution 1325 Women, Peace, Security (WPS). The WG4C alliance is funded by the Dutch Ministry of Foreign Affairs.

The WG4C programme is made up of two phases, the 2016 – 2019 programme and the 2020 cost-extension. The 2016-2019 alliance consists of Plan International Nederland (lead), PAX, HealthNet TPO (previously Health Works) and Support Trust for Africa Development (STAD). Plan International Nederland has been working with Plan International South Sudan in Nimule (Eastern Equatoria State), PAX with Assistance Mission Africa (AMA) in Former Unity and Lakes State (Yirol and Payinjar country), STAD with Equatoria Women's Organisation (EWO) in Torit. HealthNet TPO is the technical partner in the Alliance, providing capacity building training and supervision in all three states. Plan International, PAX and HealthNet TPO continued with their respective partners under the 2020 cost-extension.

This report covers specifically the context and activities of 2020, as well as an overall overview of the achievements and lessons for the 2016 – 2020 programme duration. For a more detailed overview on the progress made in 2017, 2018 and 2019 please refer to the respective annual reports.

GROUP-3

Q3

- LACK OF FREE SPACE TO CONDUCT LRA
- LIMITED ACCESSIBILITY TO OTHER PLACES (CAPITALS) DUE TO INSECURITY
- -VE ATTITUDE OF POWERHOLDERS IN REGARD TO LRA (GENDER)
- CUSTOMARY LAW ENCOURAGES TRADITIONAL HARMFUL PRACTICES
 - EARLY MARRIAGE
- LACK OF UNITY AND SOLIDARITY AMONG CSOs / GROUPS
- ILLETERACY AMONG COMMUNITY
- LIMITED ACCESS TO INFORMATION
- RESTRICTION TO CONDUCT LRA ACTIVITY WITHOUT GOVT'S APPROVAL
 - REQUIRES MoU
- NO MEDIA PRESENCE IN COUNTIES TO HIGHLIGHT ISSUES
- LIMITED CAPACITY OF GOVT. INSTITUTIONS TO ADDRESS ISSUES AFFECTING PEOPLE - GENDER, PROTECTION, SECURITY
- LACK OF RESOURCES TO CARRYOUT LRA ACTIVITIES
- INTERFERENCE OF SECURITY APPARATUS

NO:4

- DEEP CULTURAL BELIEFS AMONG WOMEN
- CULTURAL RIGIDITY
- -VE PERCEPTION ON GENDER CONCEPT
- INFLUENCE OF TRADITIONAL LEADERS
- LACK OF SUPPORT FROM THE GOVT

5

- MALE DOMINANCE
- WOMEN ARE OVERWHELMED WITH DOMESTIC CHORES
- LACK OF CONFIDENCE IN WOMEN
- LIMITED SPACE FOR PARTICIPATION
- LACK OF COMMITMENT

2. CONTEXT

2. Context

Changes in context in 2020

Conflict dynamics & peace process

On February 22nd 2020, parties to the conflict in South Sudan actualized the Revitalized Transitional Government of National Unity (RTGoNU), part of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS). The president has selected 5 vice-Presidents representing different political and/or armed groups. To bring the warring parties to the Unity government, the President dissolved all 32 states and reverted to the earlier 10 States and added 2 new central administrative areas. The final determination on the number of states in South Sudan came with competing ethnic claims for control and disputes among natural resources (oil fields). The government also removed all the central ministers, state governors and state ministers from their posts to be replaced. The R-ARCSS and its 35% quota for women representation created an opportunity for the programme implementation whereby women at the different levels were encouraged and supported to advocate for its implementation. However the government formation and the 35% quota came to a full stand-still due to COVID-19. From the period of February to October 2020, only deputy governors were appointed. With local authorities not being appointed, a governance vacuum was created leading to challenges in bringing about institutional change. As key parts of the agreement have not been implemented amid entrenched distrust between President Salva Kiir and opposition leader Riek Machar the conflict continued to cost thousands of lives in 2020, particularly in Yirol, one of the programme sites of WG4C.

In Yirol, inter- and intra-community conflicts continued to persist. The effects of the Pakam conflict in Yirol County included Gender-based violence (GBV), cattle theft and killing of gatekeepers and youth. The conflict involving Rumbek East and Aluakluak paralyzed the peace process and security risks did not permit public gatherings. 2020 was also marked by a conflict between the Aluak Luak and Yirol East, leading to restrictions in movement. With the formation of the RTGoNU and the number of states being reduced to 10, Eastern Lake State was abolished and gatekeepers and decisionmakers from Yirol were relocated to Rumbek, meaning increased travel was needed for lobbying and advocacy activities.

Payinjiar in Unity state continued to be relatively safe, but also experienced a leadership vacuum. As such, several youth were reportedly engaged in cattle raiding in neighboring villages. In addition, inter-communal conflict within Payinjiar in Ganyiel between two clans of Tiap and Jiech and the execution of chiefs led to increased displacement and GBV. The parties to the conflict sought mediation from WG4C partners and the Inter Church Committee.

In Nimule, a confidence building meeting involving the Sudan People's Liberation Movement-in-Opposition (SPLA-IO) and the government took place. One of the resolutions adopted was access to the market in Nimule by the SPLA-IO. This significantly decreased tensions between the parties and led to peaceful co-existence in 2020. The improved security situation promoted return movements of IDP's and refugees to Eastern Equatoria. Return movements came with disputes around land and property rights, with interference of the trained ABC courts these disputes did not lead to conflict.

Torit town, located in Torit County of Imatong State, close to the border with Uganda, is the place where allegedly the first bullet of the conflict was fired. During 2020 the area was relatively safe but suffers from high unemployment rates and opium abuse, particularly among the youth (the so-called Monyomiji) which imposes GBV risks. Torit city is in the near proximity of the Nyara cantonment site of Torit West County where People's Liberation Movement-in-Opposition (PLA-IO) troops and South Sudan Opposition Alliance (SSOA) forces are located as part of the peace deal. Forces residing in the Nyara cantonment site have poor access to health facilities, lack of shelters and food shortages which might lead them to Torit town with grave security and GBV risks associated.

Cultural and social changes on gender dynamics

The outbreak of Covid-19 in 2020 exacerbated existing harmful gender dynamics, with a particular differential impact on women and girls¹. There is an unsettling amount of evidence on global GBV increase in relation to COVID-19². Many of the COVID-19 measures deemed necessary to control the virus such as; restriction of movement, reduction in community interaction, closure of businesses and services are not only increasing GBV related risks and violence, but also limiting survivors ability to distance themselves from their abusers and reducing ability to access external support. Interaction with women groups throughout 2020 also indicated that many families lost their livelihoods as a result of the pandemic, particularly those engaged in cross-border activities. In addition, the disruption of services with school closures affected children, in particular girls. The increased household tasks and other care-related responsibilities affected girls' ability to concentrate and stay engaged with their education, increasing the risks of school drop-out and early pregnancy. Increased number of early pregnancies, as a result of school drop-out, were reported in Torit and Juba in 2020. The year 2020 has seen an increase in the reporting of GBV cases in South Sudan, particularly of intimate partner violence perpetrated against women and girls. The Ministry of Gender and UNFPA estimate that a total of 6,295 reported incidents of GBV were recorded from January 1st to 30th September 2020. The most common forms of GBV faced by women and girls include domestic violence, rape, sexual abuse and harassment, Child, Early and Forced Marriage (CEFM), child abuse, child labour (girls), and denial of access to resources. There is a high prevalence of GBV in more rural areas, where men are traditionally seen as leaders and girls and women face a lot of stigma, with very few women and girls owning resources or participating in decision-making (data from Nimule). The prevalence of GBV is highest in Lake States. In the incidence reporting of the alliance, 50% of cases are related to GBV, and many cases still go unreported.

1 UN Women: A Rapid Gender Analysis of COVID-19 in South-Sudan, 2020: [A Rapid Gender analysis on COVID-19 \(humanitarianresponse.info\)](https://www.unwomen.org/en/news/stories/2020/4/20200401-rapid-gender-analysis-covid-19-south-sudan)
2 <https://www.theguardian.com/society/2020/mar/28/lockdowns-world-rise-domestic-violence>



3. KEY RESULTS

3. Key results

Our programme vision is to create an empowering and inclusive environment, where women and girls in South Sudan feel safe and are enabled to realize their rights and opportunities, to play a significant role towards sustainable peace. As anticipated, this project will contribute to the long term impact of the programme throughout three main pathways:

- First pathway: Women and Girls are more resilient and better protected
- Second pathway: An enabling environment exists for the promotion of gender equality
- Third pathway: Women and girls are meaningfully engaged in local decision making related to conflict prevention and resolution, peacebuilding, relief and recovery, peace and security.

The three pathways are interconnected and interdependent as outlined in the Theory of Change (Annex 2). All the partners contributed to the three pathways in their own geographical areas through a complementary and mutually supportive approach. In this section we will present the main activities, results, and challenges per pathway. First the 2020 activities and results on the short-term outcomes are reported, secondly the medium and long-term outcomes over 2016-2020 are reported. Results are also captured in the logframe (Annex 1).

The performance, results and impact of the programme according to the DAC criteria (efficiency, effectiveness, sustainability, relevance) have been externally assessed by an evaluator. The evaluation report outlining the findings and recommendations is attached in annex 10. A management response to the evaluation is attached in annex 11.

Pathway 1: Women/girls are more resilient and protected

Pathway 1: Key achievements 2020 short-term outcomes

Community members have improved knowledge on mental health distress, available PSS services and knowledge of available legal protection services

The Psychosocial Focal Points (PFP), Gender Advocates, CSO's and Women Groups supported by the programme conducted several meetings and awareness raising activities on the key and pressing mental health distress causes including trauma, substance abuse, domestic violence, child neglect, school drop-out and early marriages and the availability of psychosocial and legal services. A total of 73,283 people in 11 communities were reached with IEC materials, campaigns, events and radio messaging in 2020. Through awareness raising and training, targeted communities were stimulated to identify and report GBV cases as well women were included in court councils and encouraged to attend court hearings.

A community based (psychosocial) support mechanism is established for women and girls

The 2020 intervention was focused on sustainability, increased supervision and reactivating PFP's that have been trained by other iNGO's. In 2020, 12 Psychosocial Focal Points (PFPs) continued to provide community based mental health and Psychosocial support (MHPSS) in 4 communities in Nimule, 3 communities in Yirol and 3 communities in Torit town. In 2020, HNTPO supported the PFPs to update the service map and in the dissemination of the referral pathways to key stakeholders in the communities. The PFPs in Torit, Nimule, Ganyliel and Yirol organised community brainstorming and awareness sessions on mental health issues, GBV and human rights and protection issues with different community

members, chiefs and local government officials. To sustain the work of the PFPs, 8 local supervisor PFPs, selected from the already trained PFPs, were trained during a 5-day training to conduct the supervision and mentoring of PFPs after the WG4C programme closes. Role plays, experience sharing and case studies were an integrated part of the training. HNTPO developed a booklet to illustrate the work done by the PFPs, lessons learned, and highlights the kind of psychosocial issues beneficiaries are facing. Visual materials have been used since not all PFP's are literate. Having contextualized vignettes will help facilitate recognition of people with mental health issues by community members. The booklet will also be used in the Leaders of Peace programme, which started January 2021.

Traditional courts are more gender sensitive, better functioning, follow national law, CEDAW/ CRC

In 2020 56 ABC court members (24 F/32 M) in Torit and Nimule participated in Human Rights, GBV legislation and gender norms training following the 'Pocket Guide on Legal Provisions for Gender Equality and Sexual and Gender Based Violence'³, while in Ganyiel 119 court members were trained on these topics. As well 14 previously trained ABC court members met in an ABC court fora in Nimule to exchange experiences, challenges and lessons learned. A total of 689 copies of the ABC court pocket guide were distributed. This promoted better understanding of human rights among the traditional court members as well as improved their abilities to identify and refer cases of GBV survivors. The programme team also conducted mentorship on filing the ABC court system, referral and use of pocket guides for 65 people (15 females and 50 males) in 4 communities across 10 courts in Nimule including Olikwi, Jemie, Anzara, and Melijo sub chiefs.

Pathway 1: Key achievements 2016-2020 on medium-term outcome

Women and girls have access to and use psychosocial and legal protection services & Women and girls are less vulnerable to physical and emotional harm

Between 2016-2020 HNTPO has trained and mentored 41 PFP's and 8 PFP supervisors on 1) Understanding GBV, effects and prevention; 2) Basic mental health knowledge and psychosocial care interventions; 3) Basic psychosocial helping skills, self-awareness including case management, problem solving skills using the PM+ protocol, psychological first aid etc; 4) Community mapping of services and development of referral pathways; 5) Basic support supervision, coaching and mentorship skills. The work of PFPs in consultation with Boma chiefs, camp chairpersons, women and youth leaders helped to obtain community buy-in of the programme and therefore contributed to sustainability of community based PSS programs; it contributed to community initiatives which promote social cohesion, mental health and wellbeing, prevention of GBV and promotion of human rights. Service mappings and development of referral pathways enabled women and girls to access PSS in the programme locations. At the end of the programme, 13 communities had a functional referral pathway which was regularly reviewed and disseminated to the partners. The efficiency displayed by the referral system increased the community's willingness to identify pressing cases and boosted their participation in the awareness process. In Yiro, the PFPs supported 1,175 cases through provision of PSS and case management services. In Nimule, 288 cases of e.g. GBV, domestic violence and land rights were identified and reported to the PFPs. In total 1,463 women and girls accessed the PFP's of which 95% (equaling 1,392 women and girls) received follow-up support by the PFPs. At least 36% of these follow-up cases accessed the (trained) ABC courts to seek justice.

Introducing and sensitizing the community (73,283 people) to psychosocial concepts contributed to **more access to PSS** at community level. For example, after the initial training, the PFPs organized mass community sensitization on mental health and other psychosocial problems including GBV in 16 communities.

3 https://www.ss.undp.org/content/south_sudan/en/home/library/Gender_Equality_Women_Empowerment/legal-provisions-gender-equality-GBV-south-sudan.html

At least 503 people **accessed customary courts** through the referral pathway. Since these cases were not documented properly by the PFP's or the **ABC courts** it is very likely that more cases accessed the ABC courts through the referral pathways. 100% of the supported ABC courts in Nimule and Ganyiel expressed **increased knowledge on women rights** after receiving training and support. In Nimule, all supported ABC courts now have 40% (3/7) representation of women. Also in Yirol, two women are present at the county court and two women are present in every payam court (30% representation). In Ganyiel at the county court there are two women present and 2 women in every payam court (30% representation). Moreover, Outcome Harvesting data indicates that female representatives of the courts ensure GBV cases are heard, followed up on, and girls and women feel safe to come forward with their stories

Pathway 2: An enabling environment exists for the promotion of gender equality

Pathway 2: Key achievements on 2020 short-term outcomes

Community members have improved knowledge about human rights and gender equality

The programme worked towards ensuring key actors are gender aware and more committed to women and girl's protection, gender equality, and women's and girls' role in sustainable peacebuilding. In 2020, the programme carried out 8 community dialogues (total throughout the programme: 39) with local leaders and gatekeepers. Dialogues were centered to negotiate behavioural change towards accepting women rights and women, SRHR and female participation in economic activities. Agreement was sought on advocacy around harmful cultural practices of early marriage, forced marriage and domestic violence among others. 11 communities were also sensitized using IEC materials, campaigns, events, radio messages, dialogues, mass sensitization and positive messages during the commemoration of international days. The programme reached 75,621 community members in 2020 on human rights, gender and GBV.

Women, men and youth have increased capacity to act as Agent of Change

In 2020 120 girls and boys were trained following Plan International's Champions of Change (COC) methodology within Child Right's Clubs, with the aim of training them to promote gender equality and social norm change through empowerment activities, boy's engagement, peer-to-peer activities and inter-generational dialogues. As a result of the COC sessions, the Children's and Young People's Parliament (CYPP) was created by youth in October 2019 and endorsed by local authorities, showing support for the programme. These COC activities could not be fully implemented due to the COVID-19 related school closures. But the COC sessions continued in small groups.

In 2020, 2,461 youth and women participated in activities on gender equality and peacebuilding in Yirol. The activities include AMA's outreach to schools, sports, cattle camp and the peace caravan.

Key local actors (including men and boys) are gender aware and more committed to women and girls protection, gender equality and women and girls role in sustainable peacebuilding

In 2020 the programme continued to provide trainings to 255 local leaders and gatekeepers on gender equality, to host community events and organize community awareness, particularly during days of national commemoration and celebration, such as the 16 Days of Activism. Trainings were provided on a quarterly basis.

215 women were coached on leadership and advocacy skills related to gender equality and GBV. In Nimule, 146 change agents make up part of women groups (e.g. Alezoka, Kokura, Salama and Iman women group). In Yirol, the programme continued to support existing women groups in Ganyiel, Nyal, Yirol East. The programme built the capacity of these groups, and supported women monthly forums sessions. During these forums, women had their time to reflect, articulate and present specific issues affecting them in line with Pathway 2. Women leaders formed a committee to follow up on interventions and planning for ending violence against women.

Pathway 2: Key achievements 2016-2020 on medium-term outcomes

Men and boys advance gender equality

Over the programme period, a positive change was noted in the amount of boys and men participating in international events such as 16 Days of Activism, International Human Rights Day and International Peace Day. In addition, outcome harvesting showed a trend of men increasingly supporting women in e.g. doing domestic work as a result of the training and awareness raising in the programme. For example, in December 2020, the Nyang Executive Director in Lakes/Unity, while marking the human rights day, informed the gathering that “we need to engage all members of the community, especially men, to fight for women’s rights and help change the culture of violence that is prevalent in South Sudan. We must all work together to see a bright future, one in which women are treated as equal to men. Women’s rights are human rights.” In addition, on the 9th December 2020, during the closing ceremony for football competition between girls and boys under 12 in Yirol, Jima Agua Major, the Director for Gender Child and Social Welfare said bringing boys and girls, men and women together to end GBV is the right approach to achieve the goal of ending remove of GBV in our community: “This is because if you look at each other as friends, sisters and brothers, you cannot do something harmful to any of the gender.”

Over the course of the programme, boys and men have been included in 11 communities with the result of renunciation harmful practices and behavior related to GBV. For example, advocacy groups such as Champions of Change (CoC) groups have empowered children which led to the formation of the Children and Young People’s Parliament (CYPP). The parliament continues to lead social change on gender transformation. All members of the CYPP understand that the inclusion of boys and girls are key cultural and social changes for improved gender dynamics. One of the positive results that the COC have had on the community is a changed attitude on the participation of girls in sport, across all programme locations. There has been a breakthrough in transforming the perception of girls among men and women in the community where traditionally football was seen as a boy’ sport and girls took little interest in it. This is evident by the community members’ petition to the County Education Director (Nimule) rejecting the idea of girls’ participation in football. Through advocacy engagements with the communities and the education director, that perception changed and led to girls participation in football, girls forming football clubs and playing during the GBV galas, International Day of the Girl and 16 Days of Activism. These events also consisted of traditional dances, speeches, debates and discussions on issues of gender equality, peace-building and the vital role of women in peacebuilding processes.

Attitudes and beliefs on GBV and gender discrimination have changed

Overall, the programme has supported 11 communities in creating a more enabling environment for gender equality, through training agents of change, working with local leaders and gatekeepers and raising awareness within communities on gender equality, GBV and human rights. Throughout the programme, 389 local leaders have shown ownership of the programme and local authorities have become more gender-sensitive, as was evidenced by the outcome harvesting. Through advocacy activities women started taking leadership positions as village chiefs, as well as leaders in the community and local government structures. For example, this was reflected in the appointment of a woman as RRC chairperson and a woman as Education Officer in Nimule, Pageri County. As the commissioner (male) supported the appointments, young girls are more encouraged to pursue leadership positions. Based on success-stories from 2016-2019, women groups continued to e.g. record songs and messages to be played on the local radio stations to raise awareness of the community. Women Groups, particularly Alezoka Women’s Group in Nimule, have been very active during National Days and become well-known in the community as actors promoting gender equality. In total 3,799 youth and women have participated in Gender Equality activities. In 11 communities in Nimule (Nimule central, Azara Boma and Olipipo Boma) and Yirol local leaders openly denounced harmful practices such as CEFM, child labour and GBV. The GBV gala in 2017, 2018 and 2019 is a good example where youth came together to talk, express their problems and opinions on matters such as physical and sexual violence against youths, the practice of forced marriage which negatively affects youths and a tendency of negative coping mechanisms among youths including the use and abuse of alcohol and drugs.

Pathway 3: Women/ girls are meaningfully engaged in decision making related to conflict prevention, resolution and peace

Pathway 3: Key achievements on 2020 short-term outcomes

Civil Society and (I)NGO's have access to updated and relevant information for informed programming and evidence based lobbying & 1325 advocacy network, women, men and youth leaders have increased skills for lobby and advocacy & Civil Society undertakes Lobby and advocacy to support implementation of UNSCR1325

In 2020, 5 CSOs namely Vision Women Advocacy network, Alezoka Women Group, Kukura Women Group, Vision Advocacy Network, Iman women group and Salama group were trained on lobbying and advocacy to promote UNSCR 1325. 5 lobbying and advocacy initiatives were undertaken by the 1325 advocacy groups: a.o. a high level meeting was held in Juba linking local and national level advocacy platform (30 females), an annual women gathering was conducted with high level stakeholders (46 females) and a lobby & advocacy meeting at Juba level (30 female parliamentarians) was also facilitated. Women were sensitized during the meetings regarding NAP 1325 in particular on the 35% quota implementation and women participation in the political process. 501 community members were trained on UNSCR 1325 to support advocacy. The supported advocacy groups continuously networked with key stakeholders at the national level, INGOs, and donor community to ensure national/international organizations support women participation in peacebuilding.

5,845 community members in 11 communities were reached with IEC materials, campaigns, radio messages, events and dialogues on UNSCR 1325 in 2020 through a campaign on 20 year NAP1325, during peace day celebration, the 20th anniversary of UNSCR 1325 on COVID Gender-Peace initiative. 2020 marked the twentieth anniversary of UNSCR 1325. To celebrate this, the alliance organized radio interviews and panels with influential women, recorded and played jingles across the locations. As well cartoons were published in newspapers and testimonials shared on social media.



Peace mechanisms are gender sensitive and better functioning

The programme 2020 worked to ensure peace building mechanisms in communities better incorporate the objectives of the NAP1325 by facilitating 31 community dialogues and forums with 2,686 participants on conflict prevention, peacebuilding and the role of women in it. Besides 118 participants (38 female/80 male) from 9 peace committees in Ganyiel, Nyal and Yirol, 1 inter-church committees and 2 border-committees were trained on gender norms, women's role in peacebuilding and justice for peace committees. After the training, AMA - through coaching and mentorship - ensured meaningful participation of the participants in the peace committees. The committees are promoting the participation and structured roles of women in peace building.

Pathway 3: Key achievements 2016-2020 on medium-term outcomes

Local actors are supportive of women participation in conflict prevention and peacebuilding

With the new government formation and the new structures of the states, many officials (incl. commissioners) that the Alliance has actively engaged with over the years and who have become agents of change have been removed from their position. This has been a major set-back of the programme since these key gatekeepers have proven very effective allies in promoting social change in their communities. When replacements are appointed the WG4C Alliance will ensure the new leaders are engaged in the programme. Despite this challenge, at the end of the programme all 11 communities could identify local actors who showed support in women participation in the peace building process. 20 CSOs demonstrated increased capacity to undertake peacebuilding and conflict resolutions through participating in community dialogues and fora, counselling and information dissemination. 8 Women associations were mentored to organize themselves as CSO's in sustainable ways, for example the Vision Women Advocacy Network. In 2020, this group was fully registered at the Relief and Rehabilitation Commission (RRC), and they organized several community meetings to promote peace and discuss women participation. At the national level there were several engagements with the NAP 1325 working group as well bilateral with the partners working on the UNSCR 1325, the Dutch Embassy and UN Women. The programme also engaged the national Director for Gender during 2 annual women gatherings and the 20th anniversary of UNSCR 1325.

Women show leadership in peacebuilding

During the programme period the revitalized peace agreement was signed between the warring parties. Part of the revitalized peace agreement is the 35% affirmative action. Meetings took place between local women leaders and state and national leaders to ensure affirmative action was included in the agreement. The meetings demonstrated increased skills of women leaders and an increased access of women to the different levels of governance. On the 23rd of May 2019, a consultative meeting was held in Khartoum for opposition women focusing on women participation, the affirmative action of both 25% and 35% of women representation. This was the first consultative meeting for opposition leaders since 2013. The women leaders pledged to lobby for increased women participation and more positions in leadership. These platforms and meetings were facilitated by the WG4C programme. Two annual women gatherings were held in Juba also contributing to network building and sharing experiences across the alliance. Through lobbying and advocacy a contribution to the 35% quota for women has been realized from the grassroots to the national level and there is increased women participation and representation. However the traditional and cultural beliefs are still affecting female participation in critical meetings and decision processes; women often feel oppressed and not confident to speak. Female parliamentarians have been allying with other stakeholders and CSO's EVE, SSuDEMOP, STEWARD WOMEN, Women Aid Vision which empowered them to demand more for their space in the political arena.

Based on the outcomes harvested the alliance sees an increased space for women participation in the local administration, traditional courts, peace committees and community/border police. This participation has led to women being more and directly involved in settling local disputes. It has become more common

that also in public ceremonies and forums women step forward and contribute. The increased awareness has also led to deliberate choices to facilitate women's active participation in events. Through monthly forums, women had their time to reflect, articulate and present specific issues affecting them.

The Youth Marathon for Peace and Gender Equality in 2019 engaged youth in peacebuilding discussions. The youth in Unity and Lakes demonstrated deeper understanding on the important role of young women within the cattle camp in decision-making processes. The youth adopted skills on mediation and peaceful conflict resolution tactics.

Attitudes and beliefs on GBV and gender discrimination have changed

The WG4C alliance used a mixed approach to achieve changed attitudes and beliefs on GBV and gender. This included short-term community education and awareness sessions, long term youth engagement and activating gatekeepers to set positive examples. The awareness sessions and community sensitization and education were crucial for successful mobilisation of communities for change. Topics related to personal empowerment (such as self-awareness, self-respect, self-confidence and ability to make decisions), cognitive empowerment (opportunities to learn new knowledge and skills), psychosocial empowerment (such as abilities to manage feelings of distress and support each other) and social empowerment (such as ability to strengthen social networks and social relationships) were discussed. Through the monthly women forum (84 in total), 3,524 participants increased their understanding on women's economic empowerment, women's rights and the advantage of women fulfilling leadership positions. Women identified challenges that hinder the realization of their rights e.g. illiteracy, harmful cultural practices among others. In 2017 & 2018 these fora were mixed, however the participants indicated they wanted a safe space to align themselves. Therefore the fora became all-female from 2019 onwards. Training for girls on gender equality through the CoC activity, mentoring and formation of girls and women clubs in Nimule contributed to fair play during events, it resulted as well in the Girls take over (a symbolic takeover of offices in the local government). These kind of activities have empowered girls in leadership roles over 2016-2020. Through the formation of football clubs and football matches for boys and girls in Nimule and Ganyiel, perspectives on what girls can do and what boys can do have changed. This contributed to girl empowerment and gender equality as well.

Adaptations to COVID-19

During all activities, COVID safety and hygiene measures, in line with the WHO and the government of South Sudan were taken into account to ensure the safety of the participants. To adapt the programme to the outbreak of COVID-19 and the limitations of the pandemic on the implementation of the programme the following activities were implemented:

- Radio messaging on COVID-Gender-Peace: because mobilizing communities around women's participation in peace building was restricted due to restrictions on public gatherings, mobilization and awareness raising on Covid-19 took place using local radio.
- Lobby and advocacy activities for female parliamentarians to ensure the rights and protection of women and girls during the pandemic were safeguarded.
- An online platform was created in addition to regular phone calls to provide remote support and feedback to the PFPs. The PFPs were advised to collect and keep contact lists of all key stakeholders such as gender desk, chiefs and other partners to enable digital referral pathways. Savings due to travel restrictions, were used to create a booklet on information on MHPSS and GBV, which are to be used in future programming.
- The alliance shifted to online trainings with women leaders or gatekeepers.
- Dissemination of resources pocket guide to ABC courts instead of refresher trainings.
- Distribution of PPE and hygiene items to local chiefs, women leaders and programme staff in all programme locations. The PFP's, women groups and champions of change participated in COVID-19 awareness activities (e.g. promoting social distancing, recognizing COVID-19 symptoms, using PPE, etc.).



4. RISKS CHALLENGES AND LESSONS LEARNED

4. Risks, challenges and lessons learned

Reflection on 2020 Risk Register

For 2020 the WG4C alliance identified 21 contextual, institutional, programmatic, social, organisational and partnership factors that could impact the programme. Reflection on the risk register and implemented mitigation measures are elaborated upon in annex 7.

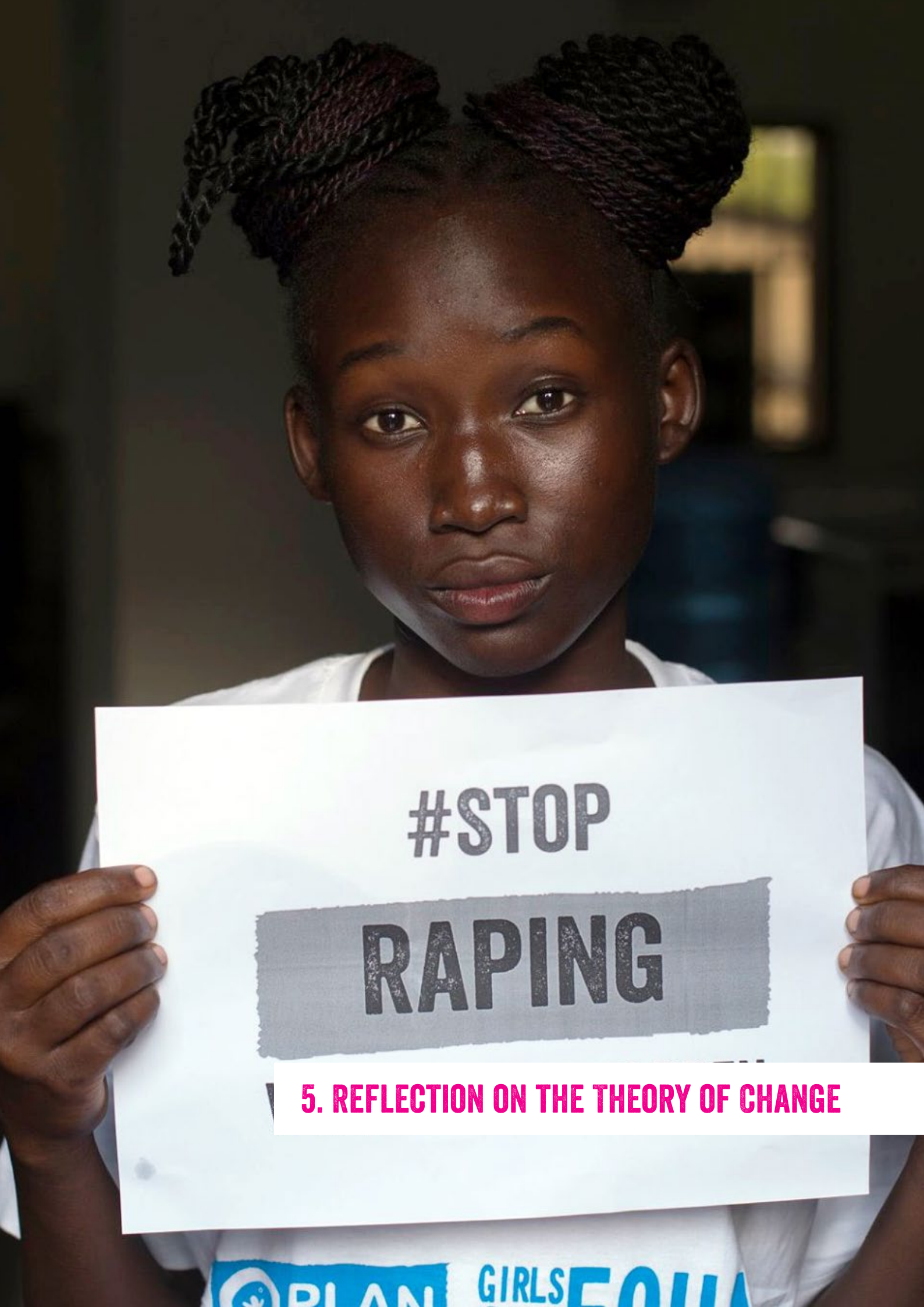
Programme related challenges and lessons learned

Challenge	Lessons Learned
Pathway 1	
PFPs do a lot of case management, referrals and community sensitization sessions but these activities are not properly documented	In 2019, this recommendation became a focus of discussion during the follow-up training and field support supervision visits. Since 2020, the PFPs have shown improvement in terms of documenting cases, opening case files, documenting referrals and have reports of community awareness sessions. Nonetheless, documentation, data collection and reporting continue to be a challenge for PFPs, and further capacity-building would need to be provided to ensure an efficient and systematic process is in place.
PFPs face their own mental health psychosocial problems while providing support to clients.	The PFPs have organized monthly sharing and case management meetings to exchange what worked well and what did not work well. These meetings have been promoted by senior staff who were responsible for day-to-day management of the PFPs in each partner organization. These meetings were further reinforced when HNTPO supervisors were introduced for supervision and mentorship.
Referral pathways were not fully functioning	It has proven essential to pool other resources to ensure protection cash is available facilitating referrals (e.g. paying for transportation or medical fees). Partners managed to pool this resources and this lessons learned has been included in future programming, such as Leaders of Peace.
High turn-over of PFP's	During the 2016-2018 WG4C programme the turn-over of PFP's was very high, impacting the programme quality. This risk was mitigated by providing (increased) incentives, structural support by PFP supervisors and building upon existing PFP networks in 2019 & 2020.
Pathway 2	
Participation of girls has been challenging in all programme locations	It has been difficult to access girls because traditional gender roles are protected by families and communities and have been hard to change. Partners have underestimated this matter. Reaching out to male community members as well as gatekeepers to underline the importance of their female participation in the WG4C activities and make them gender advocates was proven to be successful to accelerate gender equality and gender transformation processes in communities. In the pastoral communities some of the strategies employed to negotiate the participation of girls included dialogues with the cattle camp leaders, school teachers and spear masters. Another good practice to engage boys and girls in peacebuilding and to change discriminating gender norms among themselves and their community has been the Champions of Change curriculum. In Leaders of Peace the CoC methodology will be continued and expanded to other locations. An important lesson learnt is to embed the CoC structures in the schools in the next programme.

<p>With the new government formation and the new structures of the states, many officials (incl. commissioners) that were actively engaged in WG4C as agents of change have been removed from their position.</p>	<p>This has been a major set-back of the programme since these key gatekeepers have proven very effective allies in promoting social change in their communities. When replacements are appointed the WG4C Alliance will ensure the new leaders are engaged in the programme. The alliance learned that it is a good strategy - when activating gatekeepers as agents of change - to include both official as well as traditional leaders to ensure a wide and sustainable reach in the targeted communities.</p>
<p>Pathway 3</p>	
<p>In 2020 the alliance had strived to focus on pathway 3. Due to Covid-19 interventions were delayed, postponed or modified.</p>	<p>Community mobilisation was mostly done through radio and awareness and information messages were provided through speakers in the community.</p>
<p>The Alliance identified that during the annual women's gathering in 2019 more could be done on joint lobby ranging from grassroots initiatives towards national and international levels.</p>	<p>Therefore in 2020 the Alliance has drafted a joint Lobby & Awareness plan targeting female MP's, key stakeholders and relevant government bodies on Women Peace and Security themes in South Sudan, which improved linking and learning between different levels.</p>
<p>Without the CS chair to facilitate the coordination with key WPS stakeholders, the Alliance identified gaps to coordinate and harmonize with other key WPS actors such as Cordaid and Care.</p>	<p>Civic space in South Sudan is extremely limited. This has restricted EVE to take on her role as chair of the SS NAP 1325. In the Leaders of Peace process EVE has been included as an alliance partner and jointly the alliance will aim to protect the civic space and facilitate the implementation of the NAP1325.</p>
<p>The importance of legitimacy</p>	<p>Much of the success of the programme in Unity and Lakes lies in the legitimacy that AMA already enjoyed in the programme areas. As they 'worked already on peace' through the Portals of Peace programme and 'added' a focus on inclusive peace, the communities were open to change. Women started to take up roles that before were only meant for men. AMA's legitimacy was created by different factors: being from the area, faith based origin, working on both sides of the frontline, hiring local field officers, adapting its programming to what is socially and culturally feasible and taking steps back when necessary.</p>

Safeguarding

The WG4C alliance has applied Child Protection and Safeguarding, Whistleblowing and Anti-Fraud, Anti-Bribery and Corruption policies throughout the programme. Based upon suspicions of non-compliance issues, the contract and budget of certain partner(s) have been put on hold until validation/disproving of these suspicions. An external auditor could not find evidence for the accusations of fraud and mismanagement. An external assessor could not gather the evidence to validate or disprove the suspicions of SEAH. This resulted in a complicated situation whereas the lead, who did not have a direct contractual agreement with the certain partner(s) and no direct access to beneficiaries that potentially could have been affected by SEAH to assess the suspicions further and provide appropriate care to survivors. In consultation with the alliance and the donor Plan International decided to raise awareness on SEAH and misconduct to enable the community to identify and report cases with the government/police. Awareness raising was conducted through radio messages and talk shows, sessions with stakeholders (key community leaders/vendors/ representatives of the community) to explain the safeguarding policy and to establish reporting mechanisms including referral pathways for people that come forward after the awareness raising. A detailed report of these mitigation measures is enclosed (annex 12) to this final report.



#STOP

RAPING

5. REFLECTION ON THE THEORY OF CHANGE

PLAN GIRLS EQUITY

5. Reflection on the Theory of Change

The WG4C Theory of Change (ToC) is defined in 2016 based on a gender sensitive, context-, actor- and conflict analysis and is aligned with the Netherlands National Action Plan (NAP) on Women, Peace and Security 2016-2019. The relevance, usage and accuracy of the Theory of Change was internally assessed by the partners in 2019 and externally by the evaluator in 2020. The following reflections on the ToC were identified:

Reflection on the key assumption

Overall the WG4C partners feel the first 9 assumptions defined in the inception report⁴ have been relevant and captured the necessary conditions for change. Key assumption 10 (Implementation of laws and policies requires citizens influence and oversight) was identified as not relevant by the evaluator, however the partners disagree and do find the assumption relevant. The partners identified that one key assumption should have been added to the programme namely around economic empowerment of women as a precondition for gender equality. Despite the fact that economic empowerment is outside the scope of this programme, the partners have identified this as a precondition for achieving progress on gender equality in targeted areas. As well the evaluator noted that some assumptions should be stated more clearly in order to successfully validate them.

Reflection on the pathways of change

Overall the partners perceive the 3 pathways (protection, gender and participation), the linkages between the short, medium-term and long-term outcomes and the underlying interventions as relevant to contribute to 'an empowering and inclusive environment where women and girls feel safe and are able to realize their right and opportunities to play a significant role towards sustainable peace'. After 4 years of implementations the partners realize that the overall objective is not (yet) a reality on the ground in South Sudan. This is caused by a combination of factors, but the highest contributing factors were the conflict that broke out in 2017 and the COVID-19 pandemic.

Pathway 1: Overall the partners feel that the short-term outcomes contribute to the medium and long-term objectives, with the side note that more service delivery on the protection path would have been beneficial for the programme. During the programme the partners geared towards complimenting the community based psychosocial support mechanisms with dedicated case-managers (funded from other grants). As well, referral pathways to dedicated service providers such as health and legal clinics were established, but these service providers faced chronic funding shortage and were not always able to receive referrals. Some partners were able to pool other funding as 'protection cash' to mitigate this, but this remained a limiting factor in achieving the desired change. The referral capacity of key stakeholders should have been assessed and taken into consideration as an important precondition for achieving the outcomes. The targeting of traditional courts to enable more protection for women and girls on the other hand, was perceived very relevant by the partners. The partners recognize the importance of psychosocial support to enable resilience, however it was identified that the approach of the short-term output 'community based psychosocial support mechanisms are established' was perhaps 'too light' – due to the volume and severity of the protection cases – to contribute to the long term outcome. Despite these limitations the evaluation found that the interventions successfully contributed to achieving the short term objectives⁵. The evaluator assumes that this intervention contributes to the short-term objective⁶.

4 [Women and Girls for Change Annexes Inception Report Annex 3](#)

5 [End Evaluation Women and Girls for Change \(WG4C\) Annex 10](#)

6 [End Evaluation Women and Girls for Change \(WG4C\) Annex 10](#)

Pathway 2: The partners identify pathway 2 as quite ambitious, especially in an active conflict setting such as South Sudan. However the focus on youth as agents of change has proven successful to achieve changing gender perceptions and norms⁷. The partners and evaluator assessed that gender norms are changed in specific instances such as in certain individuals, schools, gatekeepers and committees (such as peace committees) but that gender equality on a more societal level is still far from reality in South Sudan. More attention on influencing (gender restrictive) policies and institutions could have a scaling effect of the intervention and to the defined long-term impact. During the course of the programme the partners increasingly realized that female economic empowerment is an important precondition to promote gender equality in the programme locations. Overall partners are proud of the progress made under pathway 2 but realize that achieving a widespread, sustainable environment that promotes gender equality is not yet reality and perhaps was too ambitious for the scope, duration and context of the WG4C programme.

Pathway 3: Partners identify that pathway 3 was the most difficult pathway to achieve change due to the conflict that broke out in 2017 as well as the restricted civic space for the NAP1325 actors to safely meet, lobby and advocate for implementation of the resolution. The consortium assessed that the programme has a high contribution to the set outcomes and that this supported the assumption that through increased skills and rights awareness, people will take action to change their social environment. Nevertheless the evaluator and partners realized more is needed than skills and awareness to achieve this. Some level of stability (in terms of conflict and civic space) is needed to achieve decision making, conflict prevention and peacebuilding that girls and women can engage in.

Usage of a Theory of Change

The Theory of Change was revised slightly in the inception phase and in the mid-term meeting in August 2018. Besides, in September 2019 two workshops were conducted in Juba and Amsterdam to evaluate the ToC. During these workshops, the Alliance re-confirmed the WG4C Theory of Change for 2020. Despite these revisions the partners and evaluators recognize that the Theory of Change was used as a fixed framework and the reflection on why change happens (or not) did not occur on a continuous basis⁸. It is recognized that the ToC was used more as a reporting tool rather than a learning opportunity⁹. The programme managers have sufficient knowledge of the WG4C Theory of Change, however programme officers were not sufficiently introduced to the ToC approach due to limited attention in the kick-off phase for creating awareness on all organizational levels and high staff turnover. This has been identified as a gap and resulted in limited use of the Theory of Change in the actual programme implementation.

7 [End Evaluation Women and Girls for Change \(WG4C\) programme Annex 10](#)

8 [End Evaluation Women and Girls for Change \(WG4C\) programme Annex 10](#)

9 [End Evaluation Women and Girls for Change \(WG4C\) programme Annex 10](#)



6. CROSS CUTTING THEMES

6. Cross cutting themes

The WG4C alliance has identified gender, resilience building, capacity strengthening, meaningful youth engagement and climate change considerations and adaptations as cross-cutting themes. Resilience building and capacity strengthening are elaborated upon in annex 8.

Gender

Gender Transformative programming: Gender equality has been perceived both as a principle objective (pathway 2) and as a cross-cutting theme throughout the programme. The alliance partners have been implementing programmes in South Sudan for several years and are familiar with the gender context and understand the key gender issues in the programme locations. During WG4C the partners implemented several activities for different target groups that addressed disparities between social groups and gender stereotypes that reinforce gender inequality. Through this experience the partners have gained a wide understanding of social inclusion, gendered system, structures and the overall gender context. The programme has included diverse groups, inclusive of female and male headed households, age, ethnicity, class, religion. The programme engaged girls, teenagers and youth as well as older women using different approaches appropriate to their age and specific vulnerabilities. Besides, the programme design was based on gender analyses, assessments and Plan International's 'Gender Transformative Marker' which guided six elements of gender transformation throughout the programme cycle. The Gender Transformative marker is attached in Annex 3.

Girls and women empowerment: The gender sensitive context analysis undertaken during programme design provided needs based information with special focus to the target groups and/or individuals including marginalized groups. The programme approach considered demographic situations and socio-economic conditions. The programme interventions were designed to meet youth, women, elders, local government authorities, religious leaders, special interest groups like cattle camp youth, cattle camp leaders, survivors of GBV or conflict and or displacement, and persons with disabilities including those with trauma. Through inclusive planning and implementation WG4C was adopting a do-no-harm and conflict sensitive approach to ensure we do not aggravate conflicts by supporting parties in conflict to pursue their agendas. Outcomes harvested from actors in the WG4C programme provided a wealth of experience and lessons learnt. The outcomes included signs of change from different strata of the community including survivors of GBV, women and girls, local government authorities, displaced persons, persons with disabilities, women groups, associations, the elite town youth and cattle camp youths. Accountability to affected persons was provided through participatory feedback mechanisms. Data were gathered per geographic area, which provided an overview of different included ethnic groups. The outcome harvesting logbook captured anonymised outcomes that provided more details regarding intersectionality and inclusion of certain groups/individuals. We can say that girls and women's empowerment has been integrated in all the approaches and activities that have been conducted throughout the implementation of WG4C.

Men and boys engagement: Boys engagement as allies for gender equality and girl empowerment has been achieved through debates, dream scripting, dialogues with boys and traditional authorities, engagement of boys and men in training, international events, in radio talk shows to overcome intergenerational gaps, empowerment of boys and men as gender equality advocates and to build trust in the community. Some examples of boys/male engagement: 22 male PFP's were trained to address psychosocial problems of men and boys and also groups of male advocates were created to help overcome cultural/traditional and social barriers to equitable access to resources and services. 289 male gatekeepers and (at

least) 60 boys were activated as agents of change. The Agents of Change led by example, shared educational and positive messages in the community around gender equality and gender transformation. Topics such as SRHR, equal access to education, age of marriage, early pregnancies, GBV and Land & property rights/ inheritance were taken on by the agents of change. This range of social change strategies where boys and men are trained, mentored and empowered to conduct community education and community mobilization has proved successful to achieve the desired impact.

Meaningful youth participation

In the design of WG4C, youth challenges and roles in society were taken into consideration. The need to invest in vigorous political practices that encourage women and youth to change South Sudan's narrative of war, corruption, tribalism, stereotypes among other negative labels was affirmed. The focus was to encourage women and youth to see themselves as instruments of transformation, peace and economic development. Young men tend to be vulnerable from young women in different aspects. Young men normally account for the majority of casualties in conflict and are also vulnerable of becoming perpetrators. Our programme engaged young men and adolescent boys through an intersectionality strategy to change attitudes and beliefs associated with entrenched patriarchal systems, masculinity, negative gender norms and traditions that give rise to and support gender abuses to facilitate inclusion and promote gender equality among them. Young women on the other hand fall often victim to forced and early marriages, early pregnancies, and school dropping out among others. A way to fight this, was to stimulate mentorship of young girls to encourage them and their parents/care-givers to change the narrative of their lives and break negative stereotypes, discriminatory social norms and gender inequality, including those that limit women's and girls' access to education, violence against women and girls. Plan International's Champion of Change model has been applied to engage adolescent boys and girls and male and female youth in schools to address discriminating gender norms, attitudes and beliefs and to become agents of change, and youth advocacy leaders for human rights, gender equality and youth (especially female) participation in the peace process. Our programme targeted furthermore young women and men to become active lobbyist for youth engagement in decision making and leadership through the Young People Parliament that was established during this programme as a youth advocacy group. This has empowered youth to use their voice and skills to influence communities and decision makers on local level, interstates and at national level. This activity will be continued in the Leaders of Peace programme, the follow-up of this WPS programme.

Climate change and adaptations

South Sudan is experiencing substantially warmer and drier weather, and the combination of these effects leads to flooding and more droughts. Due to floods harvests are destroyed and livestock grazing grounds inaccessible. This contributes to food scarcity, unbalanced (very homogenous) diets and high IPC levels. This leads to flaring conflict, where food scarcity drives cattle raiding and other intra-communal fighting. During the rainy season transportation by road to Nimule and Torit was at times impossible and the only way to access communities was either by walking or flying. The access to Ganyiel is severely limited and in most years only through UNHAS flights. Due to COVID-19, travel restrictions limited the alliance INGO staff from travelling to South Sudan. The reduced carbon footprint is a positive aspect of the Covid-19 as the WG4CA could only conduct virtual meetings.



7. SUSTAINABILITY & EXIT STRATEGY

7. Sustainability & exit strategy

Sustainability

In 2020 the focus of the WG4C programme laid on sustaining the implementation to contribute to more long lasting effects. However Covid-19 hampered the implementation in 2020 and therefore the aimed sustainability of the programme. In annex 6 an overview of the economic-, institutional-, social-, partnership-, political- and legal sustainability is presented. As well, the WG4C alliance successfully secured additional resources to continue the programme for the next 5 years under 'Leaders of Peace'.

Exit strategy

An exit strategy after 2020 was developed in the review and design workshop held in Juba in September 2019. The exit strategy for the project locations was as follows:

Exit strategy in Unity and Lakes: Local key actors received capacity building to continue with referral pathways, the women groups (Beam of Hope, Women of Power and Women of Peace) were strengthened to initiate their own activities. A focus was on institutionalized changes; under WG4C police gender desks were established, women were seated in ABC courts, and involved in peace-building committees. To engage more youth in peacebuilding and change their minds on gender equality, women and girls' rights and the relevance of more equal participation of girls and boys in decision making, outreach at school and cattle camps successfully engaged more youth as well as that it increased the scale of interventions. Annual gatherings enabled local women to be linked with national actors, which will remain even after the programme. Now high level leaders are able to relate to local women and understand their context. Female advocacy groups/monthly forums have been established to empower women as one body.

Exit strategy in Nimule and Torit: One of the exit strategies has been to empower the local advocacy groups to scale up their activities to drive their agenda on advancing gender equality, zero tolerance for GBV, upholding human rights for all, especially of women and girls. Public officers have been engaged in the programme implementation and are expected to direct the course of the gender discussions at the state level and national level. The advocacy groups are encouraged to register and become legal entities who can attract funding to enable the continued protection of women and girls. The use of existing structures (women groups and youth groups, ABC courts), the establishment of the community referral pathways/ mechanism and formation of women led organizations especially the Vision women advocacy network, formation and training of COC on gender equality and peer to peer mobilization has enabled the CSOs and CBOs, local authorities to continue their work and carry on with promoting gender equality and advocating and lobbying for women participation and representation in the local structures. The formation of CYPP will continue addressing the needs of youth through advocacy and lobbying hence sustaining the programme after Plan International exists. In Leaders of Peace the partners will continue their support of CSOs and CBOs and local authorities and gatekeepers on lobby and advocacy for women/youth, peace and security.

Exit strategy PFP's: HealthNet TPO trained local PFP supervisors to provide hands-on day-to-day supervision to PFPs after the project closes. Through coordination with stakeholders outside the WG4C consortium along with participation in thematic cluster meetings, the gains of WG4C are integrated and carried over through cluster related activities. Cluster collaboration and sharing provides a significant avenue for cluster members to continue to integrate or build on the gains of WG4C beyond its programme lifetime. Through this mechanism the referral pathways put in place during the WG4C programme are strengthened. The developed training MHPSS materials and lessons learned under the WG4C programme will be utilized and integrated within other programs and funding frameworks, notably training of community health workers on PSS and GBV and strengthening referral pathways under the Boma Health Initiative. The BHI is a nationwide flagship strategy from the government of South Sudan to improve access to essential health services and community-based primary healthcare.



GIRLS
GET EQUAL

SHAPING PEACE

TOGETHER



8. A REVIEW OF THE PARTNERSHIP

8. A review of the partnership

Reflection on coordination & collaboration

All alliance members have brought in a certain expertise namely HNTPO as Mental Health expert, PAX/AMA as Peace expert, Plan International as Gender expert and STAD as diaspora organisation. HNTPO joined the alliance as technical partner. HNTPOs cross-cutting technical role was highly appreciated. However the other partners technical expertise was not sufficiently disseminated within the consortium because these members did not receive the role/mandate for technical peer-support. This has been identified as a missed opportunity whereas the partners could have benefited more from each other's expertise. For the continuation under Leaders of Peace all the partners have been assigned a technical lead role with corresponding mandate and budget.

The gravity of the partnership lay in the Netherlands with the Dutch alliance members, Plan International Netherlands, PAX, HNTPO Netherlands and STAD, while the local partners and country offices of the INGOs were implementing the programme. There were two coordination mechanisms; one in the Netherlands and one in South Sudan. The South Sudan partners could not always be physically present in the coordination meetings in Juba since the programme locations are remote and quite far from the capital. Therefore the intensity of the partnership can be rated as moderate; it can be illustrated by at times slow decision taking, weak coordination and limited exchange and reflection on the implementation strategy; decisions could sometimes not be taken as not all partners were present and discussions lacked the input of all partners. Sometimes Skype meetings were organised but due to poor connectivity the quality of the discussions was affected leading to major decisions not being reached on time. The dual coordination system in the Netherlands and in South Sudan is perceived as less efficient, and influencing the accountability and ownership at the implementation side in South Sudan.

The overall coordination in South Sudan within the consortium as well as with external stakeholders was weak. The 2016-2019 consortium coordinator in South Sudan was not based in Juba and was not a full time position, therefore the coordinator had multiple tasks and was at times not available, which affected the collaboration. This has changed in 2020 where the partners saw an improvement in coordination and external representation.

At the end of 2019 the lead received communication from STAD/EWO indicating that they ended the partnership due to unresolved disputes. This has impacted the 2019 annual report as STAD and EWO were not able to provide all required information for the report due to the distorted relationship. As a result, the logframe only includes limited results from STAD/ EWO's activities and STAD/EWO did not partake in the 2020 cost-extension.

Lessons learnt and recommendations on the partnership

- Through the WG4C Alliance programme, HNTPO had been working as a technical partner supporting all alliance partners on developing local community psychosocial care givers referred to as Psychosocial Focal Points (PFPs). HNTPO's technical role was the red wire throughout the programme. It connected the alliance members and provided increased knowledge on PSS and basic mental health community based support to all partners. In Leaders of Peace this best practices will be replicated: each alliance partner will have a technical capacity building role to the other consortium members in their specific fields of expertise. This means all partners will have a technical role like HNTPO had in WG4C.
- A good practice that underlines the importance of linking with other programmes, was the collaboration with another programme of AMA and PAX: the Portal of Peace programme. Through this programme a platform was created for the women in Unity/ Lakes to demonstrate their skills and capability in peace building which also benefited the women groups in WG4C. Therefore we could say, that working with other programmes on similar objectives can lead to sustainability and greater impact of the programme. Therefore in Leaders of Peace we will join forces with PAX's Power of Voices programme in Mayom and Yirol west and other partnerships under the "Power of Voices" grant instrument.
- However the achieved results under WG4C are still thinly spread over the different locations and more exchange and learning would have been beneficial when more budget would have been available. The continued collaboration of the alliance through the Leaders of Peace programme will provide the alliance the opportunity to build on its lessons learnt, implement along a more coherent approach, strengthen the exchange and learning among each other and with other stakeholders, better profile the alliance and link up with other partners and programmes working on WPS to enhance and sustain the impact.
- A shift in power would have improved the collaboration, coordination, monitoring and implementation. The gravity of the consortium coordination should be in South Sudan.
- The consortium coordinator should be a full time position, based in Juba. Strong consortium leadership is required to provide direction to partners and control over the program.
- It is important to include peer reviews, conduct partner exchange visits to have a better feel of what needs to change, share best practices and to ensure optimal results.
- There should be contingency budgeting for eventualities; to be prepared for a pandemic as Covid-19.
- Safeguarding, anti-fraud and corruption policies and risks should be yearly assessed and reviewed to minimize safeguarding risks as well as fraud and corruptions practices.
- A three year programme with one year extension is a short period to contribute in a sustainable way to the formulated overall objective. A longer period is required in the context of South Sudan.



9. ANNEXES

9. Annexes

- 1 Logframe
- 2 Theory of Change
- 3 Plan International Gender Marker applied to WG4C
- 4 Overview of the coordination with other actors
- 5 Capacity building/learning in the alliance
- 6 Overview of sustainability achieved 2016-2020
- 7 Reflection on the Risk Register
- 8 Cross-cutting themes continued
- 9 Evaluation Report
- 10 Management Response to the evaluation report
- 11 Promoting safeguarding in Torit and Nimule 2020

Annex 1: Logframe WG4C 2016-2020

Type result	Result	Result specific	Indicators	Location	Achieved 2017	Achieved 2018	Achieved 2019	Achieved 2020		Total program target 2016-2020	Total program achieved 2016-2020	Additional information (training content, topics of discussion, awareness raising, mentoring, dialogues, etc.)
								Number of men and women	Number of boys and girls			
Long Term Impact	Goal: IMPACT: An empowering and inclusive environment has been created where women and girls feel safer and are enabled to realize their rights and opportunities to play a significant role towards sustainable peace.	An empowering and inclusive environment has been created where women and girls feel safer and are enabled to realize their rights and opportunities to play a significant role towards sustainable peace.	Women and girls feel safer and free to express themselves	Unity (Payinjar county) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)								
Result area 1: Women and girls are more resilient and better protected												
Medium Term Outcome	Result area 1: Women and girls are more resilient and better protected	1.A Women and girls are less vulnerable to physical and emotional harm	Women and girls are less vulnerable to physical and emotional harm	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)								
		1.B Women and girls have access to and use psychosocial and legal protection services	# of women and girls accessing psychological volunteer/staff (PFP)	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)						615 women and girls	1.463	Total 1,463 individuals accessed the PFP's of which 95% (equalling 1,392) received follow-up support by the Psychosocial Focal Points. 75% of the cases were received by PFP's from Unity/Lakes, 25% of the cases were received by PFP's from Nimule and Torit. At least 10% of these follow-up cases accessed the (trained) ABC courts to seek justice. Since these cases were not documented properly by the PFP's or the ABC courts it is very likely that more cases accessed the ABC courts through the referral pathways. The number of women accessing and receiving support has been more than expected due to the high need in the communities (aggravated by active conflict) and lack of other (PSS) service providers. Unfortunately there is no disaggregated data available of # of women/girls/men reached by the PFP's due to lack in registration (see also lessons learned section narrative report).
			# of women and girls who have received follow-up support by the Psychosocial Focal Point (PFP)	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)						450 women and girls	1.392	
			# of women and girls using traditional courts	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)						200 women and girls	143	

Type result	Result	Result specific	Indicators	Location	Achieved 2017	Achieved 2018	Achieved 2019	Achieved 2020		Additional information (training content, topics of discussion, awareness raising, mentoring, dialogues, etc.)			
								Number of men and women	Number of boys and girls				
Short Term Outcome		1.1. Community based (psychosocial) support mechanism is established for women and girls	# of communities with a functional and effective community based psychosocial support mechanism for women and girls	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)						11 communities	11 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4 (Nimule), Torit East, Torit West (Torit), Ganiel, Nyal and Yirol East (Unity/Lakes).	
			# of communities with functional referral systems.	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)					11 communities	11 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4 (Nimule), Torit East, Torit West (Torit), Ganiel, Nyal and Yirol East (Unity/Lakes).		
	1.2 Traditional courts are gender sensitive and better functioning	# of traditional courts with at least one member who expresses knowledge on women rights	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)								30 ABC courts	41 ABC courts	In Nimule all 8 courts supported expressed knowledge on women rights. In Unity/Lakes all 9 courts supported expressed knowledge on women rights. In Torit 24 courts expressed knowledge on women rights. This target was overachieved since more ABC courts joined the trainings in Torit.
		# of communities with access to gender sensitive courts within their community	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)								11 communities	11 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
	1.3 Community members have improved knowledge of mental health distress and available psychosocial services (PSS) and knowledge on available legal protection services.	# of communities with increased knowledge of mental health distress and available psychosocial services (PSS)	Lakes (Yirol West county)								11 communities	11 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
		# of Community members (Women, girls, youth and men) accessing customary courts through referral pathways	Unity(Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)								402 community members	503 community members	At least 503 community members access trained ABC courts. Since these cases were not documented properly by the PFP's or the ABC courts it is very likely that more cases accessed the ABC courts through the referral pathways.
				# of communities with increased knowledge on available legal protection services	Unity(Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)						11 communities	11 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4 (Nimule), Torit East, Torit West (Torit), Ganiel, Nyal and Yirol East (Unity/Lakes).

Type result	Result	Result specific	Indicators	Location	Achieved 2017	Achieved 2018	Achieved 2019	Achieved 2020		Total program target 2016-2020	Total program achieved 2016-2020	Additional information (training content, topics of discussion, awareness raising, mentoring, dialogues, etc.)	
								Number of men and women	Number of boys and girls				
Activities		1.1.1.Facilitate training and mentor community based Psychosocial Focal Points (PFP) on mapping and detection, referral, follow-up, psychosocial care and case management	# Psychosocial Focal Points (PFP) trained and mentored	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	33 PFP's trained (Ganyiel: 9 (4M/5F), Nimule: 24 (15M/9F))	"36 (21 M/ 15 F) in 3 project areas"	41 PFPs trained (Nimule: 25 (14M/11F); Torit: 5 (3M/2F); Ganyiel: 11 (5M/6F)). 19 PFP mentored in 2019 (Nimule:13 (7M/6F); Torit: 3 (1M/2F); Ganyiel: 3(2M/1F))	0 PFP's trained, 12 existing PFP's mentored (Torit 3 (1M/2F), Nimule 4 (2M/2F), Ganyiel 3 (2M/1F))	0	41 PFP's	41 PFP's	Between 2016-2020 HNTPO has trained 41 PFPs (Nimule: 25 (14M/11F), Torit:5 (3M/2F); Ganyiel: 11 (5M/6F)) and mentored 19 PFP (Nimule:13 (7M/6F); Torit: 3 (1M/2F); Ganyiel: 3(2M/1F)). In 2020 only previously trained PFP's were mentored, no new PFP's trained as part of the exit strategy. In 2020, a total of 36 PFPs continued to provide community based PSS . In 2020, out of these 36 PFPs, 12 PFPs received direct coaching/ mentorship support from HNTPO, but all of them received support from the local supervisors.	
			# Psychosocial Focal Points (PFP) trained and mentored as supervisor	across all locations	n/a	n/a	n/a	8 PFPs (5F, 3M) trained as supervisors: 4 in Nimule overseeing both Nimule and Torit and 4 in Ganyiel	0	8 PFPs	8 PFPs	This activity was introduced in 2020 as part of the exit strategy.	
			# of communities with a functional and effective community based psychosocial support mechanism for women and girls"	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	2	12	9	11			11 communities	12 communities	Communities include Olikwi, Jelie, Anzara, Melijo sector 1 and 2 and sector 3 and 4 (Nimule), Torit East, Torit West (Torit), Ganiel, Nyal and Yirol East (Lakes and Unity)
			# of communities supported to strengthen their referral systems	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	3	13	10	9			11 communities	13 communities	Communities include Olikwi, Jelie, Anzara, Melijo sector 1 and 2 and sector 3 and 4 (Nimule), Torit East, Torit West (Torit), Ganiel, Nyal and Yirol East (Lakes and Unity)
		1.2.1 Build capacity of local A,B,C courts in Human Rights and gender norms in traditional justice	# of participants (M/F traditional courts members) in Human Rights and gender norms training	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	90 (37 F, 53M)	462 (150F, 312M)	142 participants in Nimule and Torit (32 F, 110 M), 0 in Ganyiel.	175 (Nimule/ Torit: 56 (24F/32M) Ganyiel: 119)	0	129 court members	869 court members (7652M/217F)	Represents at least 124 ABC courts in 11 communities.	
			# of traditional courts members coached		n/a	n/a	n/a	14		15 members of the traditional courts	14 members of the traditional courts	New activity in 2020: 14 previously trained ABC court members met in a ABC court fora in Nimule to exchange experiences, challenges and lessons learned	

Type result	Result	Result specific	Indicators	Location	Achieved 2017	Achieved 2018	Achieved 2019	Achieved 2020		Total program target 2016-2020	Total program achieved 2016-2020	Additional information (training content, topics of discussion, awareness raising, mentoring, dialogues, etc.)
								Number of men and women	Number of boys and girls			
		1.3.1 Support community mobilization on mental health distress and available services through development and distribution of Information, Education, Communication (IEC) materials, campaigns, events, radio messaging, etc.	# of communities mobilised and supported, with IEC materials	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)"	2	16	9	9		11 communities	16 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
			# of community members reached with the IEC materials, campaign, events, radio messages, etc	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)"	100	18289	11.659 (6,564 M, 5,395 F)	73,283 (10,000 in Panyinjar, 60,000 in Yirol and 3,283 in Nimule/Torit)		45.200 community members	73,283 community members	in 2020 73,283 people were reached with IEC materials, campaign events and radio messaging in 2020. Through awareness raising and training, women in the targeted communities could identify and openly report SGBV cases, women were also included in court councils and encouraged to attend court hearings as well. This target was overachieved since the alliance made more use of digital media (including radio and social media) and thus was able to reach more people.
Result area 2: An enabling environment exists for the promotion of gender equality												
Mid Term Outcome	Result area 2: An enabling environment exists for the promotion of gender equality	2 A. Attitudes and beliefs on SGBV and gender discrimination have changed	# of communities with demonstrable change in practice and behaviour	Torit (Eastern Equatoria) (Nimule)								
		2 B. Men and boys advance gender equality	# of communities where men and boys renounce to harmful practices, prejudice, discrimination	Torit (Eastern Equatoria) (Nimule)						22 communities	11 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
Short Term Outcome		2.1 Women, men and youth have increased capacity to act as agents of change	# of communities where agents of change have increased knowledge on gender equality and how to promote it	"Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)"						8 communities	11 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
		2.2 Key local actors are gender aware and more committed to women and girl protection, gender equality and women's and girls' role in sustainable peacebuilding	# of communities where local leaders and gatekeepers have increased knowledge on the importance of renouncing to harmful practices, prejudice and beliefs	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)"						11 communities	11 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.

Type result	Result	Result specific	Indicators	Location	Achieved 2017	Achieved 2018	Achieved 2019	Achieved 2020		Total program target 2016-2020	Total program achieved 2016-2020	Additional information (training content, topics of discussion, awareness raising, mentoring, dialogues, etc.)
								Number of men and women	Number of boys and girls			
		2.3 Community members have improved knowledge about human rights and gender equality	# of community where men and women have increased knowledge on human rights and gender equality	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)						11 communities	11 communities	Communities include Olikwi, Jellie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
Activities		2.1.1 Train and engage youth (Agents of Change) in activities on gender equality and peacebuilding	# of youth and women participants in activities on gender equality and peace building	Eastern Equatoria (Nimule and Torit counties)	26	151	160 (90 G, 60 B)	0	120 (60 G/60 B) champions of change in Nimule, 2,461 youth in Yirol	160 participants	178 Champions of Change, 2,461 youth in Yirol	120 individuals were reached in 2020 through Champions of Change curricula in 3 schools in Nimule. Throughout the programme a total of 178 CoC's were trained (3 year curricula). In 2020, 2,461 youth and women participated in activities on gender equality and peacebuilding in Yirol. The activities include AMA's outreach to schools, sports, cattle camp and the peace caravan. The reach of the 2020 activities in Yirol was far wider than expected, therefore the overachievement delete in target.
		2.1.2 Train local leaders and gatekeepers on gender equality	# of local leaders and gate keepers trained in gender equality	Eastern Equatoria (Nimule and Torit counties)	66 participants	28 participants	40 participants	255 participants	0	120 participants	389 participants: 289 men and 99 women. 133 from Nimule and 255 from Ganyiel.	In 2020 the project continued to provide trainings to 255 local leaders and gatekeepers on gender equality (total throughout the project: 389), to host community events and organize community awareness, particularly during days of national commemoration and celebration, such as the 16 Days of Activism. Trainings were provided on a quarterly basis. Majority (<70%) of the trained gatekeepers are men.
		2.1.3 Train, mentor and coach women leaders on gender, leadership and advocacy skills	# of women leaders trained, mentored and coached on gender, leadership and advocacy skills	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	147 (137F, 11M)	410 (393F, 17M)	387 (all female)	215 (all female)	0	256 women	1,132 women and 28 men	In 2020, 215 women were coached on leadership and advocacy skills related to gender equality and SGBV. In Nimule, 146 change agents make up part of women groups (e.g. Alezoka, Kokura, Salama and Iman women group). In Yirol, the project continued to support existing women groups in Ganyiel, Nyal, Yirol East. The project built the capacity of these groups, and supported women monthly forums sessions. During these forums, women had their time to reflect, articulate and present specific issues affecting them in line with Pathway 2. Over the programme course also 28 men were included in the trainings to become agents of change.
		2.2.1 Organize and facilitate community dialogues on gender	# of community dialogues held on gender equality engaging local leaders and gatekeepers	"Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)"	6 dialogues	12 dialogues	13 dialogues	8 dialogues (3 in Nimule, 5 in Ganyiel)		506 dialogues	39 community dialogues	Dialogues to negotiate behavioural change towards accepting women rights and women participation productive roles in society. This activity was not reached since the alliance partners learned it was more beneficial to train people first on gender (activity 2.2.2) and then facilitate dialogues in the community. The dialogues were planned for 2020 but then COVID-19 restrictions did not allow to gather.

Type result	Result	Result specific	Indicators	Location	Achieved 2017	Achieved 2018	Achieved 2019	Achieved 2020		Total program target 2016-2020	Total program achieved 2016-2020	Additional information (training content, topics of discussion, awareness raising, mentoring, dialogues, etc.)
								Number of men and women	Number of boys and girls			
		2.2.2 Train selected community members on gender	# of participants in gender training for community members	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	127 (75F, 52M)	356 (145F, 211M)	487 (297 M, 190 F)	250 youth in Yirol, this activity did not continue in Nimule/Torit		516 participants	1,220 participants (410F/560M /250Y)	In 2020, 250 youth from Yirol where engaged in dialogues where their views were collected and advocacy strategy developed on gender equality.
		2.3.1 Support community mobilization on gender equality through development and distribution of IEC materials, campaigns, events, radio messaging, etc.	# of communities reached with IEC materials, campaigns, events, radio messaging, etc.	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	1 community	12 communities	9 communities	11 communities		22 communities	12 communities	Communities include Olikwi, Jelie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
			# of community members reached with the IEC materials, campaign, events, radio messages, etc	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	23 community members (15 F, 8 M)	17,857 community members	15,551 community members (6872 M, 4792 F, 1292 B, 2595 G)	75,621 community members (70,000 om Yirol and 5,621 in Nimule)		45,200 community members	87,241 community members	Community members in 12 communities were reached through events around International Womens Day, International Day of the Girl (Girl take-over) and Women Day. 1,022 girls, boys, women and men were involved during the 16th Days of Activism in a football event to advocate for gender equality.
Result area 3: Women and girls are meaningfully engaged in local decision making related to conflict prevention and resolution, and peacebuilding												
Medium Term Outcome	Result area 3: Women and girls are meaningfully engaged in local decision making related to conflict prevention and resolution, and peacebuilding	3 A. Women and girls have access to decision making fora	Women and girls have access to decision making fora	"Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)"								
		3.B. Local actors are supportive of women participation in conflict prevention and peacebuilding	# of communities in which local actors support women participation in conflict prevention/peacebuilding	"Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)"						11 communities	11 communities	Communities include Olikwi, Jelie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
		3 C. Women leaders show leadership in peacebuilding	# of communities in which women take a leadership role in peace building (mechanisms)	"Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)"						11 communities	11 communities	Communities include Olikwi, Jelie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
			# of women in influential leadership positions influencing peace building	"Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)"						94 women	111 women	These include MP's, female chiefs, female representatives in the ABC courts and female police officers.

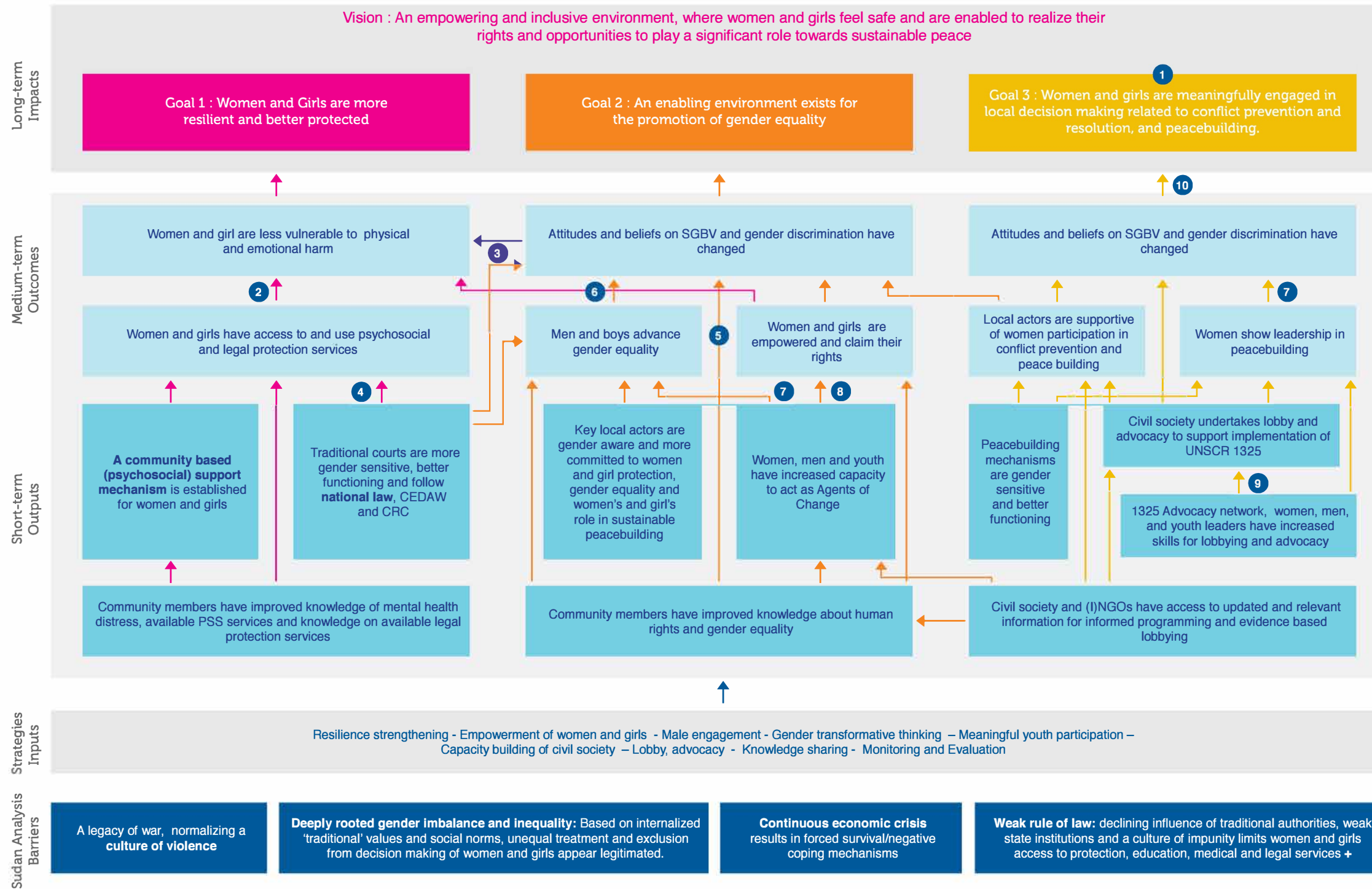
Type result	Result	Result specific	Indicators	Location	Achieved 2017	Achieved 2018	Achieved 2019	Achieved 2020		Total program target 2016-2020	Total program achieved 2016-2020	Additional information (training content, topics of discussion, awareness raising, mentoring, dialogues, etc.)	
								Number of men and women	Number of boys and girls				
Short Term Outcome		3.1 Civil society undertakes lobby and advocacy to support implementation of UNSCR 1325	# of CSOs with strengthened competencies and capacity for undertaking lobby & advocacy promoting the UNSCR 1325	South Sudan (Unity Lakes E E) at Juba level and at States level						20 CSO's	13 CSO's	These include Vision Women Advocacy network, Alezoka Women Group, Kukura Women Group, Vision Advocacy Network, Iman women group, Salama group, Beam of Hope, Women of Power, Women of Peace.	
			# of CSOs assuring participation of women	South Sudan (Unity Lakes E E) at Juba level and at States level						20 CSO's	13 CSO's	These include Vision Women Advocacy network, Alezoka Women Group, Kukura Women Group, Vision Advocacy Network, Iman women group, Salama group, Beam of Hope, Women of Power, Women of Peace.	
		3.2 1325 Advocacy Group:-women, men and youth leaders have increased skills for lobby and advocacy	# of CSOs with strengthened capacities to establish relations and coordinate with key partners and stakeholders	Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)							20 CSO's	20 CSO's	These include Vision Women Advocacy network, Alezoka Women Group, Kukura Women Group, Vision Advocacy Network, Iman women group, Salama group, Beam of Hope, Women of Power, Women of Peace.
		3.3 Peacebuilding mechanisms are gender sensitive and better functioning	# of targeted communities where peace building mechanism members express knowledge on NAP 1325	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)							11 communities	11 communities	Communities include Olikwi, Jemie, Anzara, Melijo sector 1 and 2 and sector 3 and 4, Torit East, Torit West, Ganiel, Nyal and Yirol East.
			# of mechanism developed to support advocacy , plan and implementation of 1325	Unity (Payinjar county) (Southern Unity) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)							4 mechanisms	6 mechanisms	linking local state and national advocacy platforms, and also GBV activists lobby groups and women protecton teams.
Activities	3.1.1 Support 1325 advocacy group in developing national and state lobby and advocacy plan and implementing it	# of meetings with the 1325 advocacy group	South Sudan (Unity, Lakes, Eastern Equatoria) at Juba level and at States level	0	0	6	6			5 meetings	12 meetings	The NAP1325 group in South Sudan was not fully operational at the start of the program. But more allignemnt was sought with the civil society chair of the NAP1325 group (EVE) in 2019 and 2020. As welkl meetings where orginazed on local level with local women groups advocating for NAP1325.	
		# of lobby and advocacy initiatives undertaken by the 1325 advocacy group	South Sudan (Unity, Lakes, Eastern Equatoria) at Juba level and at States level	0	0	6	5			4 initiatives	11 initiatives	A high level meeting was held in Juba linking local and national level advocacy platform (30 female participants), an annual women gathering was conducted with high level stakeholders (46 female participants) and a lobby & advocacy meeting at Juba level (30 female parliamentarians) was also facilitated.	

Type result	Result	Result specific	Indicators	Location	Achieved 2017	Achieved 2018	Achieved 2019	Achieved 2020		Total program target 2016-2020	Total program achieved 2016-2020	Additional information (training content, topics of discussion, awareness raising, mentoring, dialogues, etc.)
								Number of men and women	Number of boys and girls			
			# of lobby and advocacy initiatives undertaken by the 1325 advocacy group	South Sudan (Unity, Lakes, Eastern Equatoria) at Juba level and at States level	0	0	6	5		4 initiatives	11 initiatives	A high level meeting was held in Juba linking local and national level advocacy platform (30 female participants), an annual women gathering was conducted with high level stakeholders (46 female participants) and a lobby & advocacy meeting at Juba level (30 female parliamentarians) was also facilitated.
		3.1.2 Support community mobilization on UNSCR 1325 and equal leverage of women in peacebuilding through development and distribution of IEC materials, campaigns, events, radio messaging, etc.	# of communities reached with IEC materials, campaigns, events, radio messaging, etc.	Eastern Equatoria (Nimule and Torit counties)	0	6	7	11		6 communities	11 communities	In 2020 the alliance reached communities and the national level with awereness activities around the 20 years NAP1325 celebration.
			# of community members reached with the IEC materials, campaign, events, radio messages, etc	Eastern Equatoria (Nimule and Torit counties)	-	1.400	6.871 community members (1572 M, 1412 F, 1292 B, 2595 G)	75,621 community members (70,000 om Yirol and 5,621 in Nimule)		45.200 community members	87,241 community members	5,845 community members were reached with IEC materials, campaigns, radio messages, events and dialogues on UNSCR 1325 in 2020 through a campaign on 20 year NAP1325, during peace day celebration, the 20th anniversary of UNSCR 1325 on COVID Gender-Peace initiative.
			# of community mobilization initiatives undertaken by the 1325 advocacy group	Eastern Equatoria (Nimule and Torit counties)	0	0	6	0		8 initiatives	6 initiatives	In 2020 this activity was replaced by increased focus on dialogue in the community op NAP1325 (activity 3.3.4).
		3.2.1 Train 1325 advocacy group on lobbying on UNSCR 1325	# participants in the lobby training on UNSCR 1325 for advocacy groups	South Sudan	0	15	87	501		60 participants	603 participants	33 participants attended NAP training in Nimule 30 women and 3 men on understanding NAP1325, challenges women are facing in peace building. 468 participants participated in Ganyiel/ Yirol in the NAP1325 training.
		3.2.2 Mentor Women associations on organizational skills	# of women associations mentored on organisational skills	Eastern Equatoria (Torit counties)	0	0	3	5		55 women assosiations	8 women assosiations	Vision Women Advocacy network, Alezoka Women Group, Kukura Women Group, Vision Advocacy Network, Iman & Salama women group, Beam of Hope, Women of Power and Women of Peace mentored in Nimule and Ganyiel. This activity was mainly aimed at women assosiations in Torit, however due to the closure of EWO's Torit office this was underachieved. .
		3.2.3 Organize annual gathering of women and youth leaders, with 1325 advocacy group on achievements and challenges in line with UNSCR 1325 implementation and plan joint actions	# of participants to the annual gathering	Unity (Payinjar county) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	0	0	34 (26 F, 8 M)	46 (Nimule: 11 (10F/1M), Ganyiel: 35)	0	71 participants	80 participants	In 2020 PAX/AMA organized the annual womens gathering which took place in Juba in November.

Type result	Result	Result specific	Indicators	Location	Achieved 2017	Achieved 2018	Achieved 2019	Achieved 2020		Total program target 2016-2020	Total program achieved 2016-2020	Additional information (training content, topics of discussion, awareness raising, mentoring, dialogues, etc.)
								Number of men and women	Number of boys and girls			
			# of annual gathering of 1325 advocacy groups	Unity (Payinjar county) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	0	0	1	1		4 annual gatherings	2 annual gatherings	The annual gatherings only took place in 2019 (organized by EWO) and 2020 (organized by PAX/AMA) due to security reasons the annual gatherings in 2017 and 2018 were cancelled.
		3.3.1 Organize exchange sessions between consortium members on best practices and learnings in conflict prevention and peacebuilding, with a gender sensitive approach	# of exchange sessions initiatives on best practices and learnings in conflict prevention and peacebuilding with a gender sensitive approach	Lakes (Yirol West county) Eastern Equatoria (Nimule) and Torit counties) Unity (Payjinjar)	Quarterly meetings	Quarterly meetings	Montly meetings	Quarterly		17 exchange sessions	24 exchange sessions	Monthly meetings in person or through skype took place with the consortium partners to exchange experiences, lessons learned and best practises. One session with the evaluator took place to validate outcomes harvest.
		3.3.2 Train and mentor gender sensitive peace committees on gender norms, women's role in peacebuilding and justice	# of participants in trainings on gender norms, women's role in peacebuilding and justice for peace committees	Unity (Payinjar county) Lakes (Yirol West county) Eastern Equatoria (Nimule and Torit counties)	54 (31F, 23 M)	552 (208 F, 344 M)	288 (185 M, 87 F, 8G, 8B)	118 (80M/38F)		50 participants	1,012 (372 F/640M) participants	2020; 118 participants (38 female/80 male) from 9 peace committees in Ganyiel, Nyal and Yirol, 1 inter-church committees and 2 border-committees were trained. After the training, AMA - through coaching and mentorship - ensured meaningful participation of the participants in the peace committees.
		3.3.3 Facilitate community forums to inform and interact with various local key actors to solve arisen community issues, including between IDP and host communities	# of participants in community forums active to solve community issues, including between IDP and host communities	Unity (Payinjar county) Lakes (Yirol West county)	30 (16 F, 14M)	150 (46F, 104 M)	658 (all female)	2,686 (all female)		355 participants	3,524 (3,406 F/ 118M) participants	Through monthly women forums (84 in total), 3,524 participants increased their understanding on women's economic empowerment, women's rights and the advantage of women fulfilling leadership positions in reconsolidation and peacebuilding. Women identified challenges that hinder the realization of their rights e.g. Illiteracy, harmful cultural practices among others. In 2017 & 2018 these fora were mixed, however the participants indicated they wanted a safe space to align themselves. Therefore the fora became all-female from 2019 onwards.
		3.3.4 Facilitate Community dialogues/ forums on conflict prevention, peacebuilding and the role of women in it	# of community dialogues/forum	Lakes (Yirol West county)	1	3	49	31		36 dialogues	84 dialogues	New sub-activity in 2020: Facilitate forums to review and identify articles in the Local Government Act which are in support of women's political participation and representation.

2. Updated TOC

Annex 2: Theory of Change



Annex 3: : Plan International Gender Transformative Marker applied for WG4C

1. Addressing unequal and discriminating **gender norms**: The programme addressed key gender norms, barriers and/or drivers through result area 2 of the ToC with regards the understanding and implementation of the WPS agenda through: general awareness raising, tailored dialogues with communities, Champions of Change trainings for adolescent girls and boys, engagement with media, authorities and policymakers in support of norm change.
2. Creating an **enabling environment**: The programme aimed to strengthen societal structures, systems and civil society to enable gender equality and inclusion (e.g. in legislation/policy, access to and delivery of MHPSS services, representation of women and girls in decision making processes, capacity building and commitment, as well in budget allocations). It aimed to promote joint, aligned efforts for gender equality and inclusion with different stakeholder groups in the community, CS, service providers, formal and informal authorities, gatekeepers and policymakers at different levels, from grassroots to state/national level.
3. Strengthening girls' and young women's **agency**: The programme worked with women and girls groups to improve their agency including building their knowledge, confidence and critical consciousness and their ability to speak out about issues; to lobby and advocate for their rights; to identify risks and to self-protect; and to engage in mobilising and influencing others for gender equality and inclusion.
4. Working on **women's condition and position**: The programme aimed to improve equality in the conditions for adolescent girls and (young) women within their communities regarding equal decision making, resources and opportunities as well as equality in the position of girls and young women regarding equal value, status, respect and access to power, leadership positions.
5. Working with and supporting **boys, young men** to embrace positive masculinities and to promote gender equality, while also achieving meaningful results for them: The programme worked with and supported adolescent boys, young, and adult men to increase their understanding and involvement in promoting gender equality and changing power dynamics and to explore and develop non-violent, positive masculinities, aiming to commit and engage them with women and youth groups on taking action on gender equality and inclusion. Special attention was given to the role of men and boys and the support to boys and men to embrace healthy and positive attitudes and behaviours, adopt new masculinities and challenge gender norms through a variety of approaches. The focus of the approach was on acknowledging the deeply rooted patriarchal norms and values in all levels of society and subsequently moving away from instrumentalizing boys and men for the sake of girls and women, towards supporting the creation of new norms, values and related roles, for which both boys and men and girls and women in all their diversities, can take responsibility and from which everyone can gain better and safer SRHR and gender-equitable lives, without any harmful norms or practices.
6. Consider girls, boys, young women and young men in all their **diversity** when identifying and responding to their needs and interests: The programme identified the different needs and interests of adolescents, youth and adults in all their diversity (gender, age, ethnicity, geographical area, if possible disability). As we integrated inclusion and intersectionality in the programme.

Annex 4: Overview of the coordination with other actors

Coordination with local authorities, including traditional authorities and formal authorities

The local authorities were key actors in the WG4C programme /interventions in all geographical areas. Also authorities gave a go ahead for the programme. They have been part of the gatekeepers, members of ABC courts, police, churches, Peace committees and border committees. The Psychosocial Focal Points (PFPs) worked in close coordination with local authorities in the development and adoption of referral pathways. In Torit for example the women centre is being supported by several agencies such as Health Link, Care and the Ministry of Gender and Social Development. The WG4C programme through EWO attached a female PFP to work and support the women in the centre.

Coordination with other actors incl. UN, NGO's, WROs/ CSOs and CBO's (incl. women groups and youth groups)

The alliance coordinated with the UNSCR 1325 working group to support the implementation of NAP1325. In this light it linked up with UN agencies implementing as well UNSCR 1325 . The alliance members attended and chaired the Protection and GBV cluster at all levels to be informed on the coordination and assessment of the situation on the ground and updates on the GBV status at both state and national level. Monthly coordination meetings including monthly platforms, sub cluster meetings were organized and attended by the consortium partners. This programme has worked with the CSOs and CBOs, especially women and youth groups, as well as churches in the targeted programme implementation. These groups have been the platform through which the lobby and advocacy agenda on women, peace and security is propagated. In the context of WG4C, the alliance partners and trained PFPs, volunteers and community members have fostered strong collaboration with local and international civil society organizations. They have provided the support for individual victims and survivors of GBV.

Coordination with national-level authorities

The programme progress was shared with the line ministry at the national, state and local level. The gender focal person was engaged in the programme locations in the implementation of the programme. The alliance coordinated with the gender and GBV cluster at the national, state and local level. In addition, the programme worked in coordination and collaboration with the national parliament and standing specialised committees. i.e. the women caucus , parliamentary committee on gender, etc. The parliament coordination was linking state and national advocacy platform as well as the Ministry of Gender child and social welfare being leaders in the implementation of the National Action Plan policy.

The Judiciary were engaged in the training of programme staff on customary laws ABC and the functions of the statutory courts and the traditional courts.

Political parties were involved in a dialogue on the extent to which their affirmative action was being realised.

Coordination with Dutch embassy

The Dutch Embassy was engaged on key programme activities implemented at national level. The Dutch Embassy was informed during the inception of the programme, midterm review and has been part of the annual women gathering as part of the celebration of the 20th UNSCR 1325 anniversary. The Gender advisor of the Dutch Embassy accompanied the Ministry of Foreign Affairs in visiting the programme areas in 2019.

Coordination with other WPS / NAP1325 actors

UN women and UNMISS have been part of the annual women gathering and pledged to collaborate with the consortium members in the implementation of the programme. Furthermore, the alliance worked with UNMISS in the realisation of the Yiroi preconference where UNMISS provided security and the air transport. During awareness events and the celebration of Peace day experiences and challenges in the implementation of UNSCR1325 were exchanged with other INGOs.

Coordination with police, army and militias (security actors)

The community police is where the gender desk is established that provided a platform for the GBV survivors to openly report cases through the community referral pathways. The army in both SPLM/IG and SPLM/IO locations provided security to the community in the programme implementation locations. The community police followed up with the perpetrators of violence, enforcing the implementation of laws and policies. Regular meetings with the Special Protection Unit (SPU) of the Police were conducted.

Annex 5: Capacity building/learning in the alliance

PMEL capacities

In 2017 Plan International identified key technical areas of expertise that needed to be enhanced. These included M&E and programme cycle management (PCM). Therefore trainings on those topics were organized and six WG4C staff were supported in those technical areas.

Outcome harvesting was introduced during 2018. During the mid-term review meeting the partners received a one-day training on outcome harvesting as a monitoring tool to track progress towards short-term and medium-term outcomes as defined in the M&E Framework. For the majority of the South Sudan partners the outcome harvesting training in 2018 was the first interaction with the outcome harvesting approach. Since the training, partners started with the collection of signs of change through standardised formats and a first outcome harvest meeting was held in March 2019 in Juba. Whereas a good start has been made, during the outcome harvesting analysis meeting partners indicated more training is needed to fully utilize the outcome harvest technique and inputs, and gather more outcomes. Therefore a follow-up training was conducted in 2019.

Early 2018 an IATI training has been provided to the WG4C Alliance partners. During the review meeting it was identified that the Alliance needs a dedicated M&E person to streamline (IATI) reporting and assist further on the outcome harvesting. However this was not included in the budget. In 2019 Plan provided additional budget from their own resources to ensure more M&E support (100 hours) was available for the Alliance. The M&E officer provided IATI support and reviewed the quarterly IATI updates of the partners to ensure the results were captured correctly.

Other capacity building initiatives over 2016-2020: monitoring of programme implementation, development of the monitoring tools, productive community dialogues and gender transformative monitoring. The Alliance M&E officer provided support to further improve the quality of the outcome harvesting logbooks and to ensure the outcomes were documented correctly.

Institutional capacity

The Dutch and South Sudan WG4C Alliance partners experienced some staff turn-over. However overall staff received good hand-overs and were well introduced to the WG4C program.

In EWO there have been several trainings on organizational management and programme management. The capacity building training included logistics, procurement and asset management aspects.

In Plan International South Sudan in order to improve management capacities there have been internal adjustments regarding the delegation of responsibilities making it easier for the programme staff to apply to internal procedures and improve management skills. Leadership training to key staff has been provided in 2019.

Financial capacity

PAX programme Officer conducted in 2017 a financial assessment with AMA resulting in changes that improved the programme management and management of resources.

In Plan International South Sudan in 2017 the financial management procedures have been better explained to the programme staff through mentorship in the field.

In 2018, EWO received training on financial programme management, accounting, book keeping and accountability. The programme activities of STAD and EWO over 2017, 2018, 2018 were audited. The audit findings indicated some room for improvement. Together with Plan financial staff and the WG4C coordinator an improvement plan was made. In 2019 Plan contributed additional resources to the budget in order for STAD to hire more financial staff to support the financial management.

AMA's financial department was trained by PAX on QuickBooks and installation of the quick book software in December 2019.

STAD hired an external financial controller supporting the administration and audit process throughout 2019

Technical capacities

HNTPO provided several trainings and refresher trainings of Psychosocial Focal Points (PFPs) on basic mental health and psychosocial helping skills, case management and development of referral pathways to all partners. In 2020 it provided training of PFP supervisors to programme staff of the alliance partners to continue mentoring the PFPs with minimum support of HNTPO.

On the 9th and 10th of February 2017 a consortium training on Gender was provided. The training was delivered in Juba by the gender experts of Plan Netherland and PAX. All the Alliance members and local partners attended.

Plan international provided a Champions for Change training for the alliance partners in Nimule South Sudan (24th -27th October 2017).

PAX/AMA in 2017 delivered two technical capacity building processes for staff and partners: Women in peace building training was organised by PAX in Juba (30th May - 2nd June 2017); and Engendering peace and security training was organised by PAX in Nairobi (December 2017).

In 2018 and 2020 PAX trained AMA staff further on Gender analysis skills and also training of programme staff on customary laws ABC and the functions of the statutory courts and the traditional courts.

Annex 6: Overview of sustainability achieved 2016-2020

	Which activities contributed to forms of sustainability
Economic sustainability	<p>Continuous fund raising on WPS by the alliance members, resulted in a follow-up programme on WPS: Leaders of Peace and PAX's 5-year programme under Power of Voices</p> <p>Due to COVID-19 many activities including training, awareness raising were conducted online or through radio broadcasting. This has proven cost-effective and created budget room to develop permanent resources (for example the PFP booklet) that will be used in the future.</p>
Institutional sustainability	<p>Capacity building of alliance members staff has been provided to all partners, this resulted in increased knowledge on gender, management, PMEL, finance, youth engagement.</p> <p>The Institutional capacity of partners and actors have been enhanced through training and mentorship.</p> <p>The formation and registration of Vision Women advocacy network by RRC Juba. Plan International supported the formation of Women Vision network and helped building their identity by hiring a lawyer to support the development of the organizational bylaws and legal registration, it helped to build the organisational structure as well as to mentor the women group to become a strong organisation. The groups were trained and now have the knowledge to run the organization without Plan International. Vision women advocacy network can lobby for funding from other organizations or donors to support their activities.</p> <p>HealthNet TPO trained 8 (5F, 3M) local supervisors from the WG4C alliance partners to provide hands-on day-to-day supervision to PFPs. This was meant to reduce the frequency of HNTPO trainer and supervisors to fly in from Juba for supervision as the partner organizations can easily mobilize a pool of qualified supervisors to support the supervision needs of the PFPs. These HNTPO-trained supervisors handed over to the partners can be retained by partner organizations through other funding mechanisms even after the completion of WG4C program.</p> <p>The ABC courts system has been strengthened, the ABC court members groups have been provided with relevant tools through the ABC pocket guide against GBV to use and the mentorship provided by Plan International has enabled them to run their office work independently including case management.</p> <p>The creation of CYPP parliament in Nimule created out of CoC to advocate for children rights, challenge discriminating social norms, discuss issues that affects youth as well as empower youth to be advocates of change. It functions now as a platform that brings in parents and young people to discuss issues that affect youth and their surroundings. The rationale was that the CoC and their patrons would be trained so that they can continue with the CYPP parliament with minimal support.</p>

**Social sustainability;
specify social individual
changes and community
changes**

Three women engaged in the programme were offered a chieftaincy title.

Women are seated in courts (approx 30% representation in supported ABC courts).

Inclusion of women in the border peace committees structures
(approx 30% representation)

Change of attitudes towards women participation in ABC courts where they are now presiding over cases of S/GBV, cattle raiding, revenge killing, negotiations in forced and early girl child marriages etc.

Gender and social norms are more openly discussed. Social changes have occurred like women are being allowed to attend meetings. Women dare to speak out their issues in public and girls are allowed to participate in sports once considered to be boys games.

Positive attitude is perceived among the local authorities and leaders to eradicate harmful cultural practices.

**Partnership
sustainability**

Capacity building of the partners provided

MoU with clear responsibilities and roles of the actors

Partners have jointly worked on a follow-up programme to sustain the partnership.

Political sustainability

WG4C pushed for the Implementation of the peace agreement and implementation of NAP1325. However there is a still a long way to go. LoP should engage political parties who are non-signatory to the peace agreement.

Organizing joint meetings, and dialogues on peace building, the commemoration of international peace day, celebration of the 16-days of activism with community and local leaders contributed to political stability that has enabled women to talk freely which was first not the case, on issues affecting them e.g. access to the farming land, non-restricted movement between the Payams/ Bomas contributed to trust building between community and government especially law enforcement people and militias at Pageri Administrative Area level.

Inclusion of women in the political arena linking National and States through advocacy platforms.

Formation of the women lobby and advocacy groups to create a linkage with the legislatures at the National level.

AMA and PAX' continuous relationship with both political parties at the grassroot(SPLM/IG and SPLM/IO)

Legal sustainability

Gatekeepers /local leaders have been trained in how they can better handle human right issues at the court hence the programme trained the ABC court members in the use of the GBV pocket guide which included laws as the local government act, the Criminal procedure act, Child right act, gender equality and GBV prevention laws (CEDAW) which are driven from the South Sudan civil act 2009.

Annex 7: Reflection on WG4C 2020 revised risk register

Risk	Likelihood	Impact	Mitigation	Reflection on identified risks and mitigation measures (Did risks materialize? Have mitigation measures proven effective, have risks affected the programme implementation)
Contextual risks				
Revitalized Peace Agreement not implemented in time resulting in deterioration of the security situation	M	H	Continuous coordination with government, local authorities, partners, other stakeholders, monitor situation closely, work together with UN and INGOs; security support in place; regular context/ conflict analysis; continue to update contingency plans; temporarily suspend or withdraw staff for security reasons, in liaison with UNMISS. As the programme is implemented in diverse locations, we anticipate that it can continue in several of them, while maybe suspended in others.	In February 2020, parties to the conflict in South Sudan actualized the Revitalized Transitional Government of National Unity (RTGoNU), part of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS). However the outbreak of the COVID-19 pandemic stopped any progress on the implementation of the Revitalized Peace Agreement. Till date, key parts of the agreement have not been implemented amid entrenched distrust between President Salva Kiir and opposition leader Riek Machar, funding shortages, and renewed fighting that cost thousands of lives in 2020. Especially WG4C project area Yirol was affected by the renewed conflict. In Yirol the conflict has create insecurity in a way that the NAP activities had to be postponed and thereby lessen the project progress. It also impacted the gains made in SGBV, as the fighting parties are adopting rape as method of war and displacement leaves women and girls more increasingly vulnerable for SGBV. The peace building plans where severely hampered, as actors were scared of bringing people together as this could be perceived as a political move and could leave the participants vulnerable for revenge. To mitigate risks for the beneficiaries, stakeholders and project staff AMA had continuous coordination with UNMISS, police force, protection cluster and GBV cluster chairs, traditional leaders and the peace committees in monitoring the situation. Since the government positions (such as the commissioners and governors) where vacant these could not be consulted to predict the conflict situation on the ground.
Increased movement of soldiers/armed groups to designated cantonment areas passing through program locations	H	H	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.	The cantonment areas remained a concern over 2020, especially the cantonment area close to Torit. Lack of food, adequate shelter, medicine, and water at the areas is pushing some soldiers to leave the sites or return to their villages ¹⁰ . Accusations of SGBV, theft, using natural resources of the community (cutting down trees) where made by the surrounding communities. Since the local government positions where vacant, the WG4C had limited possibilities to liaise and influence government officials to ensure security in the area.
Drastic increase in number of IDPs and/ or shift in geographical locations for priority relief of IDPs	H	H	Monitor situation regularly; close coordination with other agencies, UNOCHA, NGO Security Forum. In some of the locations we can flexibly modify activities or replaced to other locations.	In Yirol people became displaced due to the rising conflict whereas Nimule saw return movements from Uganda. However this did not significantly impact the program.
Increased program costs due to high inflation/ financial instability/ exchange rate fluctuations	H	H	Budgeting and biggest transactions in 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	Falling oil prices – South Sudan's main revenue source – and the economic fallout of the COVID-19 pandemic have left the country in an economic crisis with an inflation rate of 27% over 2020 ¹¹ . Partners conducted multiple budget revisions to keep track of the fluctuating exchange rate. The inflation of SSP to dollar has affected the project implementation as some service provider do calculate cost in black market rate. Security situation in the country is unstable which resulted in f.e. higher transportation costs and delays. Limited budget of WG4C prohibited partners to implement learnings, or build capacity of partners and exchange through field visits.
Seasonal risks and access constraints during rainy season, including floods	H	H	Working closely with Committee Managed Disaster Risk Reduction Committees; coordination with UN Clusters. The consortium and local partners have been operating in the chosen areas for long; know how to adjust to the rainy season.	An estimated 1,066,000 people were affected by floods in South Sudan from 1 July 2020 to 31 January 2021 ¹² . This included the WG4C project areas in Panyijar; the women center, hosting meetings and trainings for the WG4C program, was flooded and therefore inaccessible. Participants could not attend meetings as they were displaced. ABC court sessions came to a stop as people attended to the disaster instead of the court cases. Women centers used the canoes to access survivors of the flood. AMA lost track of the internal displaced people who went to total different places, however tried to reach them through radio. For outreaches in Ganyiel speakers were used to conduct mobile campaigns. Lack of structural development on the ground i.e. bad internet and bad roads contribute to implementation constrains.
Hijacking/ theft/ robbery, random gunfire	H	H	Cooperation and coordination with local authorities (local) medical facilities, evacuation options + UN Security Focal Points.; monitor security dynamics; contingency plans are developed and in place. Staff trained on security and when (not) to negotiate Shift to use of air transport when roads become inaccessible/too risky. First aid kits in all the vehicles and compounds.	The partners did not experience hijacking, theft, robbery or random gunfire during the WG4C activities.

¹⁰ <https://www.thenewhumanitarian.org/news-feature/2021/01/21/south-sudan-peace-deal-violence-famine>

¹¹ <https://www.statista.com/statistics/727347/inflation-rate-in-south-sudan/>

¹² [https://reliefweb.int/report/south-sudan/south-sudan-flooding-situation-report-inter-cluster-coordination-group-31-january#:~:text=An%20estimated%201%2C066%2C000%20people%20were,2020%20to%2031%20January%202021.&text=Flood%2Daffected%20people%20urgent%20needs,\)%2C%20health%20and%20protection%20services.](https://reliefweb.int/report/south-sudan/south-sudan-flooding-situation-report-inter-cluster-coordination-group-31-january#:~:text=An%20estimated%201%2C066%2C000%20people%20were,2020%20to%2031%20January%202021.&text=Flood%2Daffected%20people%20urgent%20needs,)%2C%20health%20and%20protection%20services.)

Institutional risk

Legal and regulatory environmental complications due to the introduction of new states, bills, regulations, administrative divisions and institutions that impact NGO operations	H	H	Emphasis on humanitarian neutrality during discussions with authorities; continuous coordination with all stakeholders including government, opposition leaders (government) and local authorities; monitor political situation closely; work with UNOCHA and INGOs; ensure that requirements such as custom clearances, visas, and access to affected population, in line with local authorities are clear to all stakeholders.	The formation of Government of National Unity created a situation where the states were reduced from 32 to 10. Eastern Lake state was abolished. The government officials, services and key actors who were near Yirol were moved to Rumbek. Whenever the project needs to lobby and or consult with the state it means then that they have to travel to Rumbek for the same.
If new transitional government is formed in November 2019, there will be many new people at various positions at the national, state and county level, who might not be positive towards the work of NGOs. (Deterioration of relationship with local authorities and NGOs)	L	H	With current local authorities already good relationships in the diverse areas. Mainly a risk when authorities are changed, but then continue to develop relationships with new officers: Involve relevant authorities in project implementation; give regular updates through participation in cluster meetings and informal meetings.	The biggest challenge was the political vacuum where the various positions were not filled for many months in 2020 leaving the areas without formal governance as well as making it difficult for the WG4C alliance to liaison with key gatekeepers for desired change. No mitigation measures could be adopted to breach this vacuum.
Carrier delays, non-performance and money transfer difficulties	H	H	Due diligence assessment before giving contracts to (transport) partners; liaise with money transfer agents for cash transfers in areas where there are no banks; ensure coordination with local communities and identify the key logistical requirement when transporting to remote areas	In 2020 the WG4C partners did not experience such challenges.
Denials/ breaching of humanitarian access due to the conflict including changes in flight patterns	M	M	Regular communication/coordination with UN and governmental stakeholders, advocacy on NGO forum. Through that, adapt program planning so programme does not get impacted too much. Regular monitoring of conflict.	In 2020 the WG4C partners did not experience specific challenges in terms of humanitarian access rather than the regular challenges in terms of inaccessibility of the areas due to the flooding's or irregular UNHAS flights.
Social				
Resistance to change among communities	H	H	Community members, especially men and boys, are actively involved to play a leading role in the change. Engage with community leaders.	Resistance in communities have decreased over the years due to the longer-term engagement of the WG4C partners. In 2020 active community resistance was not experienced.
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	M/H	H	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	The flaring conflicts in Lakes and Unity conflicts have created more concerns on GBV and gender equality and have eroded (part of the) gains of Women and girls 4 Change. AMA has been actively calling on all sides of the conflict to ensure human rights are upheld and women and girls protected. But these negative effects are difficult to mitigate. Men are still gatekeeping the political arena -> there is a need to continue working on gatekeepers to allow women participation and representation in the political arena.
Organisational				
Overlap with other gender/ peacebuilding programmes	L	M	Alliance partners and local partners exchange information on programmes in coordination networks	A strong WPS coordination was still missing however the Dutch embassy together with the donor group did conduct initiatives to breach this gap.
Financial mismanagement by partners	M	H	Fraud and corruption policy is applied and shared among partners. Based upon non-compliance issues the budgets of certain partners have been reduced and additional guidelines put in place.	All partners need to have organizational policies in place, staff trained on policies and peer to peer reviews should be implemented to review policies, increase quality of implementation and mitigate risks on fraud, corruption and safeguarding.
Threats in relation to the recruitment of national staff	H	H	Early start of recruitment process; giving opportunities to the most qualified candidates, gender balanced, involvement of partner organisations in recruitment. Introduce new staff to all relevant authorities and community leaders.	The WG4C alliance members did see a high turn-over in programme staff, both at South Sudan and Dutch level. Recruitment was delayed so partners faced staff shortages and gaps in institutional memory occurred. Competitiveness of the job market in South Sudan have been identified as main reason for the high turnover. The partners have made improvements on this matter, for example the coordinator was recruited on behalf of the alliance (alliance members were part of the review panel) and new staff is better introduced at authorities and community leaders. As well partners have been improving their internal HR systems to ensure competent staff is retained.

Partnership

Alliance members have different priorities	L	M	The design of the program was done jointly (with consortium and local partners as much as possible). We believe to have set realistic goals, fitting capacities and fitting within/complementary to running programs. Also, regular coalition meetings are scheduled	2020 was a turbulent year for South Sudan with widespread flooding, flaring conflict and COVID-19 pandemic. The partners came together to jointly adopt planning and program implementation. Despite the challenges the alliance thinks 2020 is the year the alliance was aligned the most and conducted the most joint activities such as the annual women's gathering and the 20 years UNSCR1325 campaign.
Limited understanding among local partners on project approach	L	M	In 2020 the WG4CA puts additional focus on capacity strengthening to ensure quality of implementation.	The alliance saw an increased understanding on the program approach on all levels within the partners organizations.
NAP1325 group in country remains inactive	M	M	We keep involving EVE and invite them to join the WG4C coordination meetings to ensure appropriate alignment with the 1325 group in-country.	EVE was closely involved in 2020 and EVE will join the Leaders of Peace alliance as a member.

Political

Lack of support from governments /parents, communities to change gender norms, enhance protection and female participation in decision making	M	M	Engage government representatives and local authorities (parents and communities) throughout the programme, build capacity of adolescent girls and women to raise their voices and engage men. Sensitive approach: not imposing other norms, but by discussions/exchange on experiences and reflection build understanding.	
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New risks identified

COVID-19	H	H		The pandemic greatly affected project implementation especially after COVID-19 was declared in March 2020. The impact of Covid-19 on Programs/Operations was perceived as both short, immediate and medium term. For example, the costs of activities increased due to the need for PPE and WASH items, or activities were postponed, cancelled, or continued in smaller groups. As well activities like conducting community outreaches, meeting with traditional authorities, women, events and Champion of Change sessions in schools were affected. However, the project staffs devised alternative ways such as the use of media, small community gathering (5- 8) megaphone for awareness rising and local FM radio for talk shows and small community awareness with small groups as a way of reaching communities while taking into consideration the COVID-19 measures to minimize infections in the project locations. The COVID-19 programme adaptations are deliberated in chapter 2.
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Climate induced crisis and conflict

climate induced crises such as widespread flooding and drought severely impact access to programme locations. During the rainy-season some programme locations were only accessible by UNHASS flight or walking. This led to increased operational costs and delays in programme implementation. In future programmes seasonality and climate change effects need to be taken more into account. More information on the impact of climate change under Chapter 6.

Annex 8: Cross-cutting themes continued

Resilience

The resilience of the programme beneficiaries was strengthened through knowledge enhancement and the creation of a supportive environment. For example women and girls learned about their rights (human rights, gender equality and NAP1325) and simultaneously duty barriers such as policy makers, ABC courts, local leaders were capacitated and motivated to provide an enabling environment that upholds rights. Psychosocial caregivers (PFPs) were trained on a survivor-centred approach and used this approach to help strengthen the resilience of affected persons and his/her family members. Indirectly through the process of service mapping and referral pathways development, stakeholders orientation on the importance of psychological first aid, the survivor-centred approach and the role of family and community in psychosocial healing of affected persons contributed to resilience strengthening.

Capacity strengthening

Capacity strengthening of civil society has been central in our approach. All stakeholders worked on capacity building of consortium members' own staff and beneficiaries. Below a Capacity building overview over 2016-2020 of the target groups:

Technical capacities of target group

HNTPO contributed to capacity strengthening of PFPs, through training and supervision, on community-based-psychosocial support. In addition to staff within the partner organizations, HNTPO also included PFP staff/volunteers from other NGOs who were embedded in the community but not members to the consortium. Awareness-raising events, community dialogues, dramas and radio shows facilitated by the PFPs indirectly helped in the psychosocial capacity building of civil society. Due to this capacity building, the PFPs have seen personal growth as well as received recognition from the community as helpers.

The alliance partners built the capacity of chiefs, women leaders, PFPs, youth and community leaders on referral pathways, through annual trainings. These training aimed to improve their understanding of the importance of referral pathways, their coordination through right and clear referral pathways, and how to advocate for strengthened referral pathways and case reporting.

The alliance trained women leaders on lobby and advocacy efforts. The increased capacity has led to multilevel advocacy meetings, and workshops with women Parliamentarians from all the ten States and Ruweng Administrative area to campaign and lobby further for the implementation of the 35% quota and women participation.

In Nimule case management training to the Special Protection Unit (SPU) of the Police was provided.

A Champions of Change training was provided in 2018 to programme staff and schools.

Youth groups in cattle camps were trained on lobby and advocacy on ending all forms of violence against women and girls.

Mentorship was provided to women's groups on the role of women in conflict resolution and peace building, gender equality and inclusive decision making processes.

**Management capacities/
Institutional capacity**

Capacity building was provided in the areas of administering the traditional courts proceedings in line with the statutory proceedings, how the customary law ascertains with the statutory laws to provide equal access to justice for all in the programme operational areas. The ABC courts were mentored in case filing, documentation and referral. Trainings were conducted on GBV, Human rights and peacebuilding.

Besides, the alliance provided coaching for women groups in terms of developing their by-laws, taking minutes, groups management i.e. annual women groups elections, and terms of reference for the committees. As well CSO's and WRO's were mentored on chairing meetings, facilitation skills, records keeping and report writing skills.

Financial capacity

The Vision Women Network was financially supported to register their network at the County, State and National level. The Special Police Unit in Nimule has been supported financially to offer a safe space for survivors to report cases and access assistance. The chief forum (from the A/B/C courts) has been financially supported to organise their first forum, drawing all the members from Mugali, Nimule, Pageri and Opari Payam to discuss the possible unified process of creating equal access to justice in the eyes of the traditional justice systems.

A world that values girls,
promotes their rights and
ends injustice