



Annual plan 2022

LEAP4Peace Consortium

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List of abbreviations

AGIPP	Alliance for Gender Inclusion in the Peace Process
BLTP	Burundi Leadership Training Program
CAM	CEDAW Action Myanmar
CDM	Civil Disobedience Movement
CSO	Civil Society Organization
EU	European Union
GAPS	Gender Action for Peace and Security UK
GEN	Gender Equality Network Myanmar
GRIP	Gender Roadmap for Inclusive Political Parties
(I)NGO	(International) Non-Governmental Organization
MACS	Multi-Annual Country Strategy
MFA	Netherlands Ministry of Foreign Affairs
MySoP	Myanmar School of Politics
NAP	National Action Plan
NIMD	Netherlands Institute for Multiparty Democracy
NLD	National League for Democracy
PEA	Political Economy Analysis
PMEL	Planning, Monitoring, Evaluation and Learning
PoD	Power of Dialogue
SAC	State Administrative Council
SDG	Sustainable Development Goal
SEAH	Sexual Exploitation and Abuse and (sexual) Harassment
ToC	Theory of Change
UN	United Nations
UNSC	United Nations Security Council
UNSCR 1325	United Nations Security Resolution 1325
UNWFP	United Nations World Food Programme
WAC	Women Advocacy Coalition
WON	Women's Organization Network
WPSA	Women, Peace and Security
WPS-HA	Women Peace and Security – Humanitarian Action Compact



1. Introduction

1.1 Reading guide

This document presents the annual plan 2022 for the Strategic Partnership between the Women’s Leadership and Participation for Peace (LEAP4Peace) Consortium and the Netherlands Ministry of Foreign Affairs (MFA). The Consortium consists of the Netherlands Institute for Multiparty Democracy (NIMD) including its offices in Colombia and Myanmar, the Burundi Leadership Training Program (BLTP), the Gender Equality Network Myanmar (GEN), and Gender Action for Peace and Security (GAPS) based in the UK.

This annual plan is based on the overall Theory of Change (ToC) that underpins the LEAP4Peace programme, and translates this to the specific national and global contexts. The ultimate aim of LEAP4Peace is to contribute to a conducive environment for women’s full and meaningful inclusion in political and decision-making processes, as a means of sustaining peace in Burundi, Colombia and Myanmar.

The LEAP4Peace programme particularly contributes to Pillar 1 of the Women Peace and Security (WPS) agenda – Participation. This pillar seeks to increase participation of women at all levels of decision-making, including in national, regional, and international institutions; in mechanisms for the prevention, management and resolution of conflict; in peace negotiations; in peace operations, as soldiers, police, and civilians; and as Special Representatives of the U.N. Secretary-General.

The plan is structured as follows. It starts with an analysis of both global and consortium context of the program including below a brief update on the Consortium Members. This is followed by a chapter on challenges and lessons learned and the updated Theory of Change. The plan then outlines the country plans including the activities planned by the Consortium Members that aim to enhance the rightful place of women in peacebuilding efforts and in democratic institutions at all levels, supporting responsive and representative political decision-making. Subsequently, the plan states the efforts done in the areas of international lobby and advocacy and then it outlines the global component, carried out by GAPS and NIMD, followed by sections on the LEAP4PeaceSecretariat, learning, partnership with the Ministry and embassies, knowledge and learning and budget notes. The budget itself is presented as Annex 3.



2. Overall programme developments

2.1 Global context

In October 2020, the UN Security Council marked two decades since its landmark resolution 1325, which, for the first time, enshrined the essential role of women in securing and maintaining peace¹. Evidence supports this role and shows that women's participation in conflict prevention and resolution can improve outcomes before, during and after conflict. While there has been some progress in women's participation, recent peace efforts struggle to meaningfully include women, and about seven out of every ten peace processes have not included women mediators or women signatories². The progress on this has been frustratingly slow, although the evidence is clear: when women are at the negotiating table, peace agreements are more likely to last 15 years or longer. This illustrates the ongoing need to support progress and make the resolution a reality.

The global Women, Peace and Security (WPS) agenda did make advancements in other areas. In September 2020, the WPS Focal Points Network had 87 members, and as of October 2020, 88 countries (and territories) had national action plans (NAPs) related to women, peace and security (close to half of the United Nations membership). Similarly, the total expenditure by UN Women on peace and security programming and humanitarian interventions rose from USD 89.44 million to USD 110.53 million, increasing the reach of programming from 55 to 65 countries and territories³. UN Women aims for all UN-led and co-led peace processes to include women and gender expertise⁴.

In terms of participation, the world is experiencing a steep democratic decline over the past years. According to Freedom House, countries experiencing deterioration in the level of democracy have outnumbered those with improvements. In 2020 the number of countries labeled 'free' in the world reached its lowest level since the start roughly 15-years ago of a trend of global democratic decline. This negative trend obviously affects the levels of leadership and participation of women, as democratic space is shrinking and opportunities for traditionally underrepresented and participating groups in decision-making decrease. This is particularly the case in post-conflict and fragile settings, where an increase in violence directly impacts the position of women. This is illustrated by the rapid deterioration and backlash in 2022 of the hard-fought gains and rights for women in places such as Myanmar and Afghanistan.

In addition, the ongoing COVID-19 pandemic still affected the WPS and women's rights agenda over the past year. The pandemic response around the world has resulted in government actions that affect democracy and the position of women for years to come. Governments across the democratic spectrum repeatedly resorted to excessive surveillance, discriminatory restrictions on freedoms like movements and assembly, and arbitrary or violent enforcement of such restrictions by police and non-state actors. The effects of this on the informal economy and role of women therein have been tremendous. This has exposed the enormous value of unpaid care and domestic work for national economies, and has demonstrated how disproportionately women shoulder this burden⁵. This is for instance illustrated by the reported increase in domestic violence against women around the world during the lockdowns that were imposed globally.

¹ [Women, Peace, Power | UN Women – Headquarters](#)

² [Women's Participation in Peace Processes \(cfr.org\)](#)

³ [Facts and figures: Women, peace, and security | What we do | UN Women – Headquarters](#)

⁴ <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/women-peace-and-security-annual-report-2019-2020-en.pdf?la=en&vs=3910>

⁵ [Facts and figures: Women, peace, and security | What we do | UN Women – Headquarters](#)



However, 2021 also presented moments to accelerate and renew global attention and commitments to the WPS agenda. Virtual events during international moments allowed activists and civil society to engage where logistics or funding would have been a barrier. The Generation Equality Forum, for example, hosted by Mexico and France took place during summer and featured over 110 events over three days. These events were focused on launching a 5-year action journey to accelerate gender equality by 2026 and on developing the Compact on Women, Peace, Security and Humanitarian Action (WPS-HA) plan.

It is against this global backdrop that the LEAP4Peace annual plan 2022 was developed. The related adjustments made in the first (current) year of programming impacted the annual plan 2022 development process. The next section details some of the programmatic context changes faced by the consortium partners.

2.2 Consortium context

The first year of the LEAP4Peace project has taken place in an undeniably challenging environment; the ongoing COVID-19 pandemic has not only made direct civil society lobbying and advocacy much harder, it also affected the efficiency of starting up the consortium. Despite the shift to virtual events, long distance contacts do not provide the same opportunities to engage with consortium member and target groups in the same way, as there is an inherent formality and distance in online events and meetings. This has meant no physical joint launch event could take place, and all consortium meeting were held online.

In addition, political upheaval in the programme countries has affected the work of the consortium, most notably the coup d'état in Myanmar in February, but also the popular protests and related unrests in Colombia. This has meant a re-strategizing effort resulting in programmatic adjustments, changes in target groups, and adaptations of the advocacy strategy. In Myanmar particularly this has also affected the operational set-up of the work as explained below.

To reflect and adopt to the developments in the country programmes, all Consortium Members have updated their approach in the 2021 intervention plan, and still managed to finalise the baseline measurements. Country-level ToCs were reviewed or updated, and interventions adjusted over the course of this year. These steps have been the building blocks for this LEAP4Peace 2022 annual plan and budget, and which subsequently informed the updated overall risk analysis and mitigation plans.

Please find below an update of the consortium members:

NIMD (Secretariat)

The Secretariat, consisting of NIMD programme, financial and PME staff, works on behalf of and for the Consortium and is responsible for contract management (including PME efforts), providing programmatic guidance and compiling and reviewing (multi-) annual plans, budgets and reports. The first year of implementation illustrated the need for flexible and adaptive programme management, without losing sight of the overall programme objectives. In addition, the different partners all faced different challenges in the inception period, which the secretariat supported by giving tailored support and allowing programming flexibility to individual members when needed in their given context.

GAPS

Without an opportunity to sit together with the different consortium country partners, GAPS supported the members from a distance with the development of the global knowledge product. Also partners were invited for other relevant online events around WPS, based on the wider network GAPS is part of.



BLTP

Recent political openings and more normalised relations with the international community has positively contributed to the political environment in Burundi. This has allowed BLTP also more operating space, although some of this opening was still affected by the COVID-19 restrictions. Following the 2020 elections outcome, BLTP has increased the number of political parties targeted via the LEAP4Peace programme from 7 to 10, and BLTP continues to influence the political system, including the ruling party. These small openings will allow BLTP to continue to work on all four pathways.

NIMD Colombia

The Colombian peace process is still being hindered by a lack of support to its implementation. The Government has only made satisfactory progress in the implementation of 26% of the gender measures of the Peace Agreement, which represents a profound delay in the implementation of these indicators.

Presidential and parliamentary elections are scheduled for 2022. Congress therefore adopted a new electoral code 2021. In this code a gender quota for electoral lists is established (30% where there wasn't yet a quota and 50% where there was).

NIMD views these elections and the electoral code as an opportunity to work with the parties and movements on the parity composition of the electoral lists, the financing of women's campaigns on equal terms with men, in addition to strengthening women's democratic capacities through the Democracy Schools. Particular actions will be implemented around violence against women in politics. NIMD Colombia will therefore also continue to work on all four pathways.

GEN and NIMD Myanmar

The context in Myanmar has obviously changed dramatically since the coup earlier in the year. For GEN the current situation poses great difficulties as the situation in the country remains unpredictable and with the army's reputation towards civil society GEN's work is carefully scrutinized. The current political and security situation makes working from inside Myanmar quite impossible at this moment. The risks for co-optation or arrests of staff are simply too large. Many non-governmental and civil society organizations which work specifically for human rights, gender equality, democracy, peace and security are under constant risk; with their offices being raided, bank accounts being frozen, and staff being detained. Banking systems and thus foreign transfers are under strict scrutiny. This means the NIMD Myanmar School of Politics (MySoP) office will close at the end of the year in Yangon, with a new location to operate from. As GEN is a network organization, they remain on the ground but are also directly affected by the threat of the military junta. The new impositions on financial transactions have made it very difficult to transfer funds to GEN for instance.

2.3 Challenges & lessons learned

As mentioned, 2021 has proven a challenging year due to unstable country contexts following elections such as in Myanmar, while the spread of Covid-19 around the world has laid the groundwork for government excesses in certain countries that could affect democracy for years to come. Like many others, the LEAP4Peace Consortium faced therefore several challenges during 2021, but this also gave insights and learning on how to deal with them.

Key challenges and lessons

- 1) *Inception phase online*: the new Consortium started the programme online because travel was for a large part of the year not possible. Building (trust) relationships between Consortium Members who didn't



know each other well, are operating in different timezones and in different languages, took perhaps therefore a bit longer than otherwise. Nevertheless, because we were all in the same boat, the Secretariat has organized quarterly online meetings for the Steering Committee and programme staff. We also used these moments to define how we work together and take decisions in an online environment. In addition to the joint meetings, also regular meetings with individual members are held and contact is maintained via Whatsapp and Signal. Thus the main lesson was that although Members have not yet met in person and online meetings take time and effort, as a Consortium we have built up good working relationships. In 2022, we do foresee a LEAP4Peace face-to-face meeting.

- 2) *Capacity building on PME and Project Management System*: Despite successful online trainings, with French and Spanish translation available, and positive evaluation of the trainings, building the capacity of Consortium Members on PME requirements and the Project Management System often remains work in progress. Online sessions are good to get everyone on the same page on a theoretical level, but group online sessions alone proved insufficient to improve the quality of PMEL outputs. The main lesson was that individual follow-up with members, in their own language and with several members of the Secretariat as well as NIMD Programme staff, helped to obtain the necessary (quality of) information. In 2022, we hope to complement the online coaching with individual visits.
- 3) *Unstable (violent) contexts or limitations due to (hard) lockdowns*: The violation of women's rights worsened with the arrival of the pandemic in the country. The rate of gender based violence and the number of hours dedicated by women to unpaid care increased, limiting their time to participate in politics and trainings. Of course, this also had an impact on the staff of the Consortium Members; also staff fell ill or had to take care of relatives. Next to high rates of COVID-19 infections, staff in Myanmar faced (and still is facing) continued insecurity, military repression. Attacks and inter-communal violence on minority groups in many areas in the country has placed further strains on women and affected their ability to be actively engaged in political and peace processes. Unstable contexts also pose a challenge to collect baseline data while it is unsure how relevant that data will turn out to be in the coming years. The key lesson was to allow for flexibility in programming and budgeting, as well as to ensuring specific care for the mental and physical safety of staff is provided.

Risk management

The LEAP4Peace Consortium adopts a solid risk management system. The aim of our risk management strategy is to ensure that the programme delivers on results in the face of risk that have a potential negative impact on this. The implementation of the programme is adapted when risks occur and risk mitigation measures are put in place.

Four types of risks are considered:

1. Contextual risks,
2. Programme risks
3. Risks related to implementing organizations
4. Risks related to technology and data

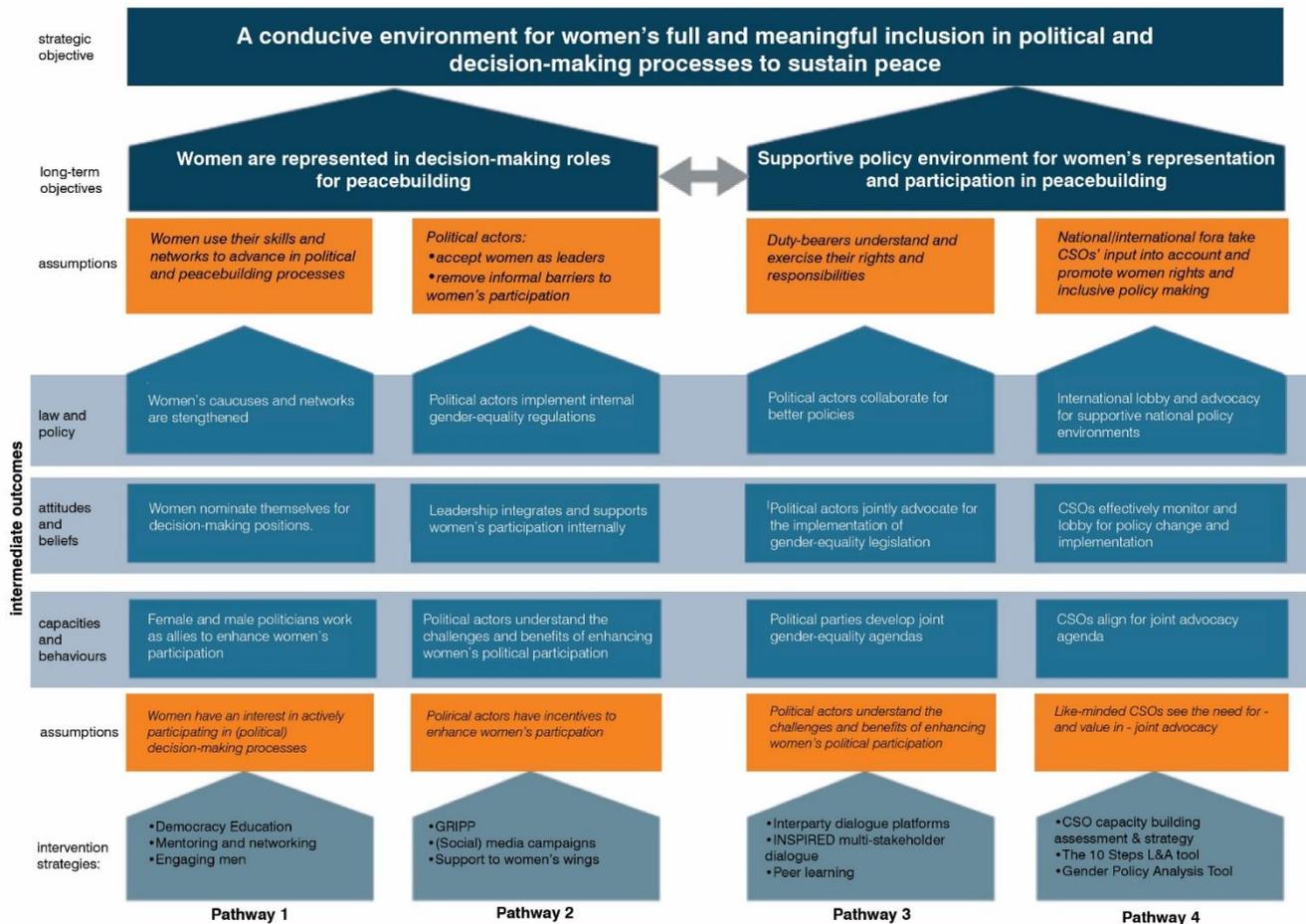
Each Consortium Member has made an inventory of potential risks related to these four areas that might jeopardize their programme ambitions in 2022, including an assessment of their potential likelihood and impact. Each Member has also identified strategies and activities in their sphere of influence to mitigate those potential risks, and they already proved to be useful in programme adaptation and risk mitigation in the face of the 2021 events that took place. The attached risk assessment (Annex 1) is a summary of the main potential risks for the LEAP4Peace Consortium and Programme as a whole. During Steering Committee meetings the risks and mitigation strategies are discussed and revised if needed.



2.4 Theory of Change

It is in these challenging global and national contexts, that empowering women leaders to participate in peacebuilding and political processes at the national and local level becomes increasingly crucial.

Although 2021 proved to be eventful, the validity of the ToC was deemed to hold. Based on updated analysis and readjustments, there are indeed shifts in accents in terms of activities and actors in the annual plans. However Consortium Members, with the exception of Myanmar, continue to work on their initially selected and contextualised pathways from the LEAP4Peace ToC below:



In the subsequent country chapters, the adjustments to the country ToCs is reflected in the planning tables that indicates which interventions are foreseen to contribute to the pathways.



3. Myanmar

3.1 Country context

During the 10 year democratic transition period, a slow but steady progression was noticeable for women to have more opportunities, power and influence in society. Before the coup, things were finally looking up for women in Myanmar. By finding new openings within Myanmar's nascent and quasi-democratic institutions, women's civil society organizations, including the Gender Equality Network and Women's League of Burma, had begun to dismantle the traditional social norms and stereotypes that impeded gender equality in the country⁶. In the November 2020 elections women accounted for 17% of elected parliamentarians, an increase of 4% compared to the 2015 elections.

On February 1st 2021 however, the democratically elected members of Myanmar's ruling party – the National League for Democracy (NLD), were deposed by the Tatmadaw – Myanmar's military. The Tatmadaw proclaimed a year-long state of emergency and it declared the results of the November 2020 elections fraudulent and invalid. The military coup does not just signal a backsliding of women's rights; it is also an immediate and direct threat to the physical safety of women. Gender-based violence has been a tactic of the military's operations for decades, and there have been credible reports of sexual assault, rape and killing of women throughout ethnic minority communities by the Tatmadaw.

At the same time, Civil Disobedience Movement (CDM) has gained unprecedented public support. Women and women's organizations have been highly engaged and are at the forefront of the pro-democracy movement. Although few women from political and civil society in Myanmar succeeded in breaking into the formal peace negotiations, they are key players within informal peacebuilding, helping resolve issues around land rights and create greater social cohesion. This level of organizing and engagement is possible due to their strong civil society activism organized primarily through ethnic women's organizations.

3.2 Programme 2022

Due to the developments, the Myanmar programme is implemented through a phased approach. This means not all originally planned interventions can take place in each year, and we keep a closer and more frequent eye on the assessment of possibilities throughout the year. In the first phase of the programme in 2022, MySoP will operate from outside Myanmar and mostly through digital means. MySoP will concentrate its work on pathway 1 and GEN on pathway 1 and 4 (international advocacy). Both MySoP and GEN will periodically assess when and how (social, security and political) conditions are met to move the programme to a new phase. Consequently, in 2022 we will not implement the activities for pathway 2 as originally intended, until the situations allows it.

Although the space for civil society is shrinking and the opportunity for advocacy is limited at the national level, GEN will implement the proposed interventions in close coordination with and through their members and partners who have extensive knowledge and experience in local context.

GEN will work with women leaders from civil society organizations and other civic or ethnic organizations. GEN successfully established in 2021 a coalition called Women Advocacy Coalition (WAC), and includes following four women's organization/networks: Women's Organizations Network (WON), CEDAW Action Myanmar (CAM),

⁶ <https://foreignpolicy.com/2021/03/23/myanmar-coup-women-human-rights-violence-military/>



Alliance for Gender Inclusion in the Peace Process (AGIPP), and GEN. The WAC is to carry out advocacy initiatives with collective efforts at both national and international levels. MySoP will focus on women peace ambassadors in the informal peace process coming from political parties and CSOs. GEN and MySoP jointly seek to position and prepare women, who were already active in the informal peace process and the pro-democracy movements, to fill the peacebuilding gap and contribute to changes towards the inclusion of women and diverse representation in formal peace process structures.

Detailed 2022 planning:

Pathway	Intervention	Description	Quarter			
			1	2	3	4
Long-term Outcome 1						
1.1	Gender PEA on peace process	MySoP & GEN: target key female players in the informal peace process at the subnational level to become women peace ambassadors. We will first conduct a Gender Political Economy Analysis on the informal peace process of Myanmar to identify the geographic regions and the groups to work with.	X			
1.2	Identification and outreach of female peace ambassadors	MySoP & GEN: Assuming the identified women peace ambassadors are willing to participate in the programme activities and the security situation allows for it, we recognize the need to build coalitions across ethnic and political barriers towards the common goal of women representation. GEN: This effort of identification will be coordinated with our existing partners, preferably AGIPP (Alliance for Gender Inclusion in Peace Process).	X			
1.3	Targeted training for peace ambassadors on i. outreach and representation; ii. advocacy and policy change; iii. Conflict resolution and dialogue	MySoP & GEN: The capacity of the women peace ambassadors are strengthened to become focal points of their responsible communities through training modules on outreach and representation; advocacy and policy change; and conflict resolution and dialogue skills. Through these interventions, the women peace ambassadors will become better equipped to aggregate and voice grassroots interests to represent these in the formal peace process.	X	X	X	X
1.4	Establishment of a dialogue platform/network of female peace ambassadors	MySoP & GEN: Network of women peace ambassadors will be established. Through consultation and dialogue platforms (either online or offline), we expect the network to become functional. Objectives and topics of this dialogue platform will be established by the peace ambassadors themselves and thereby ensuring local ownership.			X	X
Long-term Outcome 2						
4.1	International Lobby & Advocacy	GEN: International L&A to restore democracy and human rights in Myanmar, to revisit relevant policies or legislations. Whilst the current situation does not allow advocating policymakers at sub-national and national levels, advocacy to international stakeholders is. This is to increase awareness of international communities on current situation of Myanmar which undermines democracy, human rights and gender equality. The initiative will be carried out by GEN alone or by collective efforts of WAC.			X	X



4. Colombia

4.1 Country context

Democracy is in crisis around the world, and Colombia is no exception. The pandemic has postponed important reforms and diluted some democratic gains, such as civil liberties and political rights. Women were particularly affected in this context, as the various types of violence against them worsened.

In the midst of the virtual sessions of Congress, a new electoral code was discussed and approved for the next Presidential elections in May 2022. Among the novelties of this new regulation was the increase and extension of the gender quota throughout the national territory. Likewise, mechanisms for monitoring and sanctioning cases of violence against women in politics were promoted.

Colombia's longstanding problems of social cleavages, inequality, limited state capacity, violent crime and armed conflict have exacerbated the challenges posed by the Covid-19 pandemic. Those problems have not been addressed and thus, the political and social unrest as experienced in 2021 might revive in the months before the 2022 elections.

4.2 Programme 2022

Colombia is approaching a series of electoral cycles in which the principle of gender parity will be applied for the first time. Against this positive formal background, the reality is that limited experience and practical training around electoral and other relevant issues, such as leadership, policymaking and political marketing, poses a clear barrier for the participation of women in decision-making and peace. For this reason, one of the priority work areas will be the Democracy Schools for Women and the mentoring and networking program for women political candidates, actions that are part of Pathway 1 of the ToC Colombia.

The 2022 elections also provide an opportunity to evaluate the progress of the compliance with and implementation of UNSC resolution 1325 in Colombia. For this reason the programme will work directly with the Committee for the Promotion of Resolution 1325. This committee consists of different women's organizations whose purpose it is to make the need for a national plan for the implementation of Resolution 1325 in the country visible. NIMD Colombia contributes to strengthening the committee's lobby and advocacy actions towards political actors, with the purpose of jointly building agendas that favor women's participation in peacebuilding and peace consolidation issues in the country. NIMD Colombia will also undertake studies on and monitor the implementation of gender equality and the peace building agenda with the purpose of influencing the formulation of public policies in favor of women's substantive participation in the political sphere.

A fundamental condition for guaranteeing the full participation of women in power and decision-making for political participation and peace-building is to have equitable political structures; structures that recognize the contributions of women's leadership and a political party culture conducive to adopting internal measures to advance gender equality. In 2022, NIMD Colombia will continue to implement the Roadmap for Inclusive Political Parties – GRIP methodology, with the Social Party of National Unity and the Colombian Liberal Party.



Detailed 2022 planning:

Pathway	Intervention	Description	Quarter			
			1	2	3	4
Long-term result 1						
1.1.	Mentoring & Networking Programme	Nation-wide program for House of Representatives' female candidates for 2022 Elections. 100 candidates are mentored by national and international experts in electoral campaigns.	X	X		
1.2.	Gender Equality Trainings	Gender Equality Trainings for local and regional elected politicians.	X	X	X	X
1.3.	Democracy Schools	Democracy Schools for emerging female leaders			X	X
2.1.	Technical assistance for Subnational Elected Bodies	Technical assistance for Subnational Elected Bodies to develop and implement gender equality measurements and/or scenarios such as the creation of women's equality commissions (legally determined) within municipal councils and departmental assemblies of the prioritized territories (Cesar, Cordoba, La Guajira and Atlántico)	X	X	X	X
2.2.						
2.3.	Technical assistance for Political Parties	Technical assistance for Political Parties to develop gender equality measurements and/or scenarios (GRIP)	X	X	X	X
2.4.	Gender equality assessment for political actors	Technical assistance for political actors (parties, elected bodies, State institutions) to assess their gender equality performance in order to identify opportunities for improvement to guarantee the effective participation of women in conditions of equality and adopt and implement internal measures or policies to improve women's representation in decision-making.	X	X	X	X
Long-term result 2						
3.1.	Interparty Dialogue Meetings	Development of a nation-wide strategy to support Multiparty Women Boards at the local, regional, and national levels, to foster the development of gender equality agendas.	X	X	X	X
3.2.						
3.3.						
4.1.	Trust-building for advocacy	Work on building trust with political actors to foster cooperation between them and civic actors (women CSOs).	X	X	X	X
4.2.	Multi-Actor Dialogue Meetings	Policymaking-oriented meetings between civic and political actors to move forward on the Colombian WPS agenda. Dialogue scenarios are developed with women from political parties, as well as elected women, and are aimed to build collaborative agendas to advance on women's political rights.			X	X
	Research & Studies	Monitoring of violence against women in politics – NIMD Colombia and the - Presidential Advisory Office for Women's Equality are co-leaders of the first Observatory that monitors and publishes on violence against women in politics in the country	X	X	X	X
4.3.	Trainings on L&A for Women CSOs	L&A capacity and skills training for 1325 Committee and other women CSOs. Capacity building in lobbying & advocacy of women's organizations and feminist organizations. Priority will be given to the member organizations of the Committee for the Promotion of Resolution 1325.		X	X	



5. Burundi

5.1 Country context

The 2020 elections were held without external observers, and saw significant levels of security disruptions such as the blocking of space for the opposition, and irregularities in vote counting. Regardless, the political context at the start of the LEAP4Peace programme has also been characterised by a careful opening of diplomatic relations between the Government of Burundi, its neighbouring countries and the international community as well as improved relations with international NGOs. Some media outlets that were closed in 2015 are reopening, some journalists have been released, and sanctions for some civil society organisations have been lifted. Burundi is no longer on the political agenda of the United Nations Security Council and the independent national human rights commission (CNIDH) has just recovered its A status. Nevertheless, overall space for critical media and political voices is still restrained, with persistent mistrust and government actions against civil society,

Last September, the UN Inquiry Commission noted that although the level of political violence in the Great Lakes nation decreased immediately after the 2020 elections – and with the country appearing to be “on the road to normalization” - the human rights situation remains “dire”⁷.

5.2 Programme 2022

In terms of programme outlook, Burundi is the highest ranking of the three LEAP4Peace countries in terms of women’s representation. The year 2020 marked the 15th anniversary of the implementation of gender quotas in Burundi and the introduction of a new constitution. The new constitution maintains the minimum 30 per cent gender quota for women’s representation in the legislature and the executive branch and extends it to the judiciary (article 213). As a result, women will have at the minimum a critical mass in the three branches of state power during the period 2020-2027⁸. However, women's political participation is still plagued by (i) the traditional inferior status of Burundian women, (ii) cultural values and beliefs that attribute to Burundian women more social roles than political and economic roles, (iii) the lack of political will to effectively open up the political arena and apply legislative texts for the effective political participation of women.

Detailed planning 2022:

Path way	Intervention	Description	Quarter			
			1	2	3	4
Long-term result 1						
1.1	Organize workshops at the provincial level	Organize outreach workshops in the 5 provinces for 60 participants from women's political parties, CSOs, religious denominations and the administration	X			
1.2.1	Organize training with six modules at the provincial level.	Organize in the 5 provinces, a training session of three days per module for 30 participants. Module topics: civil and political rights, personal and family code, human rights concepts, international conventions and other international and regional texts on the elimination of discrimination, non-violent communication and conflict management, leadership and political	X	X		

⁷ <https://news.un.org/en/story/2021/09/1100092>

⁸ https://www.iknowpolitics.org/sites/default/files/2020-women_in_parliament_en.pdf



		participation of women, lobbying, advocacy and influence strategies, democracy and good governance and public speaking				
1.2.2	One day restitution sessions	Organize one-day restitution sessions in the communes of the five target provinces and within the 10 political parties and supporting those trained to train others			X	X
1.3.1	Multiparty cohesion initiatives of women politicians	Support at least 10 multi-stakeholder women's savings/income-generating groups at the communal level in the 5 provinces of project intervention. Support these groups in organizing quarterly follow-up meetings., 50 women per commune	X	X	X	
1.3.2	Conduct studies	Analysis on the presence of women in decision-making bodies in political parties, & study of women's political participation, obstacles and possible solutions. Two studies of 5 days each will be carried out within the 10 parties by a consultant and the data will be collected at the national level in the parties' offices, at the provincial and communal levels.	X			
1.3.3	Provincial debates	Organize provincial debates on the obstacles to women's political participation. Five workshops with 30 participants each on women's political participation		X	X	X
2.1	Radio programmes	Creation of a series of radio programmes with the participation of women politicians on the subjects of women's effective political participation (problems and solutions). Four radio programmes, one per province per quarter.		X	X	X
Long-term result 2						
3.1	Trust building between political and civic actors	Stronger and broader alliances are built between CSOs and women's political structures/organisations by organizing discussions and exchanges with key committees of the Senate and Parliament on the results of the study on women in decision-making processes		X	X	X
4.1	Alliance building for a common policy agenda	Support CSO networks and women politicians to develop common policy agendas and proposals and coordinate advocacy strategies 1 national workshop with 45 participants	X	X	X	X

The PME cover report (Annex 2) contains an overview of the programme objectives, scope and approach of the baseline studies, as well as an overview table of the LEAP4Peace indicators' baseline and target values and the contribution to the baseline and target values of the Women Rights and Gender Equality indicators. The individual baselines are also attached.



6. International Lobby & Advocacy

6.1 Context for L&A

The year 2020 was initially intended to be an important year for the Women Peace and Security sector with the 20th anniversary of the UN Security Council Resolution 1325 and renewed momentum around the landmark year. Additionally, 2020 was the 25th anniversary of the Beijing Declaration, and UN Women had scheduled two Generation Equality Forums in Paris and in Mexico. All these were disrupted by COVID-19, but their postponement to 2021 didn't fare much better with continued high rates of infection globally and poor access to vaccines inhibiting global in-person events.

As we go into 2022, without these landmark anniversaries and conferences we are unlikely to see the same energy for Women Peace and Security among the international community. Nonetheless, there are many women's rights and conflict advocacy opportunities coming up including the UN Commission on the Status of Women (CSW66), the UK Government's international 'Preventing Sexual Violence in Conflict Initiative (PSVI) Conference', the Stockholm Forum on Peace and Democracy and the Paris Peace Forum. In addition, both GAPS and NIMD are signatories to the Women Peace Security – Humanitarian Action Compact. These all provide global forums for civil society engagement, on top of the other, national advocacy activities that we will proactively undertake.

In 2022, GAPS and NIMD will review and renew the 2021 influencing Strategy to reflect any new developments and opportunities to develop communications material, including key moments (e.g. International Peace Day Democracy Day (September 15) and International Peace Day (September 21st) as well as relevant International Women's day (March 8, November). Thereby we will build upon the recommendations and key messages from the [Global UN study on the implementation on Resolution 1325](#), particularly those related to Participation as well as on our 2021 knowledge product Pillars of Peace (finalised in November).

GAPS and NIMD will also work with donors and other members of the international community, including UN officials, civil servants, political parties and members of Parliament from the Netherlands⁹ and UK and EU officials to better deliver the women, peace and security agenda. These, as well as other, actors will be the audience for our activities. When GAPS is coordinating or contributing to open WPS letters to decision makers, GAPS will inform NIMD and other LEAP4Peace Consortium members to support them to become signatories if relevant. Consortium members operating at the country level will build alliances with and/or target national and local key actors. GAPS and NIMD will ensure our work at the global level mutually reinforces the national level messages and vice versa.

⁹ NIMD is signatory of the Dutch NAP 1325 iv Action Plan.



6.2 GAPS Programme 2022

GAPS actively engages at the global level in influencing activities. GAPS will be producing knowledge products and lobbying & advocacy work that consortium members can use to engage with their targeted actors and support their activities. Conversely, GAPS will bring evidence-based country experiences to the global level. In 2021, GAPS's focus was on producing the global knowledge product and support the country partners in developing their own paper.

The activities planned for 2022 will build on the programme achievements from 2021, disseminating the global knowledge product and working with it to create opportunities and spaces for important conversations, for women activists to share their experiences and advocate directly to decision makers on women's meaningful participation in peace and political processes.

Also for 2022 we expect still a limited number of physical WPS events. Consequently, GAPS's activities will be more innovative and depend less on physical, global WPS moments, as there will be simply fewer taking place.

The 2022 interventions will build on the 2021 activities and continue to be focused on pathway 4 and the international level.

GAPS will also work with consortium members to develop plans and start the groundwork for the next knowledge product in 2023.

GAPS activities contribute to the long-term outcome of a *Supportive policy environment for women's representation and participation in peacebuilding* through Pathway 4. The results that GAPS aims to produce are to increase advocacy capacity and lobbying skills in CSOs, including but not exclusively LEAP4Peace Consortium members. These CSOs will have access to the knowledge product produced in 2021 and new material produced over the course of 2022.

Detailed 2022 planning:

Pathway	Intervention	Description	Quarter			
			1	2	3	4
Long-term Outcome 2						
4.1	Knowledge product workshop	Learning workshop with LEAP4Peace consortium members (virtual) to assess what is missing and what can be built on 2021's knowledge product, to set out plans for the knowledge product in 2022 and what we can do in the rest of the year.	X			
4.2	Event at CSW66	Panel event at UN conference on Commission on the Status of Women (CSW66). This will be held virtually. Panelists will share their experiences and learnings from the global knowledge product. <i>Panel event held online CSW66 will be held from 14 – 25 March</i>	X			
4.3	Dutch Embassy engagement	Advocacy meetings with Dutch Embassy in the UK to engage on LEAP4Peace and the work being done.		X		
4.4	Influencing skills workshops	Training workshop with LEAP4Peace consortium members and identified activists (virtual) to share learnings from global paper, discuss the importance and impact of influencing and how it can be implemented in different country contexts, using various tools including the GAPS Beyond Consultations tool. <i>Two/three workshops, suitable for different time zones</i>		X		
4.5	Briefing/ brochure	Developing shorter briefing/brochure based on the 2021 knowledge product into an easily shareable product.		X		
4.6	Podcast	Initial scoping exercise to explore the WPS podcast environment, to map out potential structure, topics and speakers. Launch of podcast later in 2022.		X	X	X
4.7	No-cost intervention	Staff costs (GAPS): PMEL, consortium building, visibility LEAP4Peace, networking	X	X	X	X



6.3 NIMD Programme 2022

In 2022, NIMD The Hague will play a vocal role in facilitating women access to regional and global platforms to ensure their voices are raised among global decision makers. NIMD invests in becoming more impactful in the WPS lobby and advocacy and will invest in generating concrete evidence to make a stronger case for “no democracy without women’s meaningful participation”. To this end, NIMD as LEAP4Peace lead will intensify its cooperation with like-minded organizations and networks, and generate knowledge and capture best practices.

NIMD will continue to work, together with GAPS, on Pathway 4 as originally planned.

NIMD will also actively participate in events and conferences on women, peace and security and on women political participation in the Netherlands, Europe and in the international communities. We will do this with GAPS at the global level and in collaboration with Consortium Members at the country level. We will constantly search for ways and venues to highlight the work under LEAP4Peace and support Consortium Members to do the same via their channels and spaces. In 2022, we will therefore continue to disseminate and make active use of the global knowledge product developed in 2021 to position the Consortium as an actor in the field of WPP and WPS.

Colleagues in The Hague will invest their time in broad range of interventions with the objective to contribute to a supportive (policy) environment that take CSO’s input into account, here in The Netherlands as well as in the LEAP4Peace countries (pathway 4). NIMD The Hague takes the lead in developing materials and that tools are rolled out that contribute to the Consortium’s ambitions under the different pathways via:

- Gender sensitizing Democracy School curricula / Female leadership Academy (pathway 1: women’s empowerment for political leadership)
- Engaging Men: in 2022, we will collect successful practices and examples of male role models (pathway 1)
- Roll out of the GRIP: (pathway 2: creating space for women’s participation)
- Face to face meeting; peer learning and knowledge exchange (pathway 3: collaboration for better policies)
- Dialogue training for LEAP4Peace partners (pathway 3: collaboration for better policies)

Pathway	Intervention	Description	Quarter			
			1	2	3	4
Long-term Outcome 2:						
4.1	Networking and influencing (positioning)	<ul style="list-style-type: none"> - Disseminate and update global knowledge product to key actors such as EU, donors and via a global event - Organize or participate in relevant events in the Netherlands or abroad 		X	X	
4.2	Learning to contribute to LEAP4Peace learning topics	<ul style="list-style-type: none"> - Initiate learning trajectory (see questions in chapter 7) - Face to face LEAP4PEace Consortium - Collecting successful practices male role models - Organize 2 learning webinars for NIMD network and partners together with the Knowledge & Innovation advisor - Gender sensitize Democracy School modules 	X	X	X	X
4.3	Communication & visibility of LEAP4Peace results and consortium	<ul style="list-style-type: none"> - Update LEAP4Peace website - Development, translation and design of (visual) materials from LEAP4PEace partners for positioning and visibility moments 	X	X	X	X
4.4	No-cost interventions (staff time)	<ul style="list-style-type: none"> - Rolling out GRIP (Colombia) - Reporting NAP 1325 and WPS-HA contributions - Dialogue training for L4P partners - Programme & Knowledge Advisors Colombia & Myanmar dedicate their time to: visibility, accountability, alliance building, 	X	X	X	X



		capacity building, knowledge management, risk management, PEA and programme development support and maintaining relations with external stakeholders				
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7. Consortium

7.1 Secretariat

The LEAP4Peace Secretariat is based with NIMD in The Hague, and consists of programme, financial and PME staff members that work on behalf of, and for the Consortium. It is responsible for contract management (including PME efforts), providing programmatic guidance and compiling and reviewing (multi-) annual plans, budgets and reports. In 2022, the Secretariat will continue to strengthen mutual relations between the members as well as with the consortium as a whole. It will seek to further deepen and shape the set of guiding principles that underpin the relationship in our consortium, the LEAP4Peace programme, and our relationship with local organizations and target groups.

The guiding principles for the consortium are joint decision-making, local ownership, and mutual learning. In addition, to stimulate learning and innovation, we promote the principle of failing forward (experimentation and adaptive programming). The work of the Secretariat contributes to all pathways.

Sexual exploitation and abuse, and sexual harassment (SEAH)

Every person working with or for one of the Consortium Partners has the right to be treated with dignity and respect at any times, and to work within an environment free from any kind of harassment, sexual harassment, abuse or discrimination. This means the LEAP4Peace Consortium is committed to creating and maintaining a working environment that respects the inherent dignity of all staff, affording them the opportunity to reach their fullest potential, and empowering them to deliver the best possible results for our beneficiaries.

In 2022, the NIMD Regional Network of Confidential Advisors is organizing an awareness-raising seminar on sexual harassment. Consortium Members are encouraged to attend the seminar and to adjust their SEAH policy accordingly.

Detailed 2022 planning:

Pathway	Intervention	Description	Quarter			
			1	2	3	4
Long-term Outcome 2:						
All	Consortium coordination meetings	<ul style="list-style-type: none"> - Programme management meetings on operational tasks and plans - Improve consortium access to Teams 	X	X	X	x
All	Consortium capacity building	<ul style="list-style-type: none"> - Secretariat members to provide hands on support to consortium members - Online support and coaching in finance & project connect matters and communication 	X	X	X	X
All	Donor coordination & partnership building	<ul style="list-style-type: none"> - Regular contacts with DSO on the progress and challenges of the programme and consortium - Implementation of the partnership agreement between DSO – NIMD 		X		X
All	Leading the annual planning & reporting cycle processes	<ul style="list-style-type: none"> - Timely development of the annual reporting process - Timely development of annual planning process 		X	X	X
All	Enhancing Southern Leadership	<ul style="list-style-type: none"> - Quarterly Steering Committee meetings online (staff time) - Updating operational guidance note Consortium 	X	X	X	X



All	Increasing Consortium visibility	- Networking and engaging with like minded organizations (PoD, Wo-Men, Akina Mama Wa Africa etc)	x	X	X	X
All	Learning trajectory	- Contribution to development knowledge product and collecting information		X	X	
All	Strengthening ToC thinking and monitoring at the country level	- Provide PME refresher trainings (outcome harvesting, indicators, IATI) - Preparatory work (eg setting up internal & expert group) for the Mid Term Review - Support internal learning agenda & trajectory: set up, collection of data and sense making	X	X	X	X
All	Support staff contributions	- Support with IT, travel and contractual arrangements - Coaching in the use of Project Connect & optimizing PC - IATI quality check - Ensuring Integrity and SEAH is on the radar and agenda of the consortium via adoption of SEAH policy per Consortium member	X	X	X	X

7.2 Partnership with the Ministry and Embassies

The Secretariat values a good and open relation with the MFA in The Hague by meeting regularly on the progress of the programme as well as the on operational challenges or risks should they arise from the context or from within the consortium. In 2022, the Secretariat will further invest in the partnership with the Ministry via regular consultations, invite the Ministry to participate in events and the sharing of knowledge products amongst others.

In the countries, all Consortium Members will reach out to the relevant Dutch Embassies at least once a year discuss the progress or setbacks with regards to the objectives of the country programme, developments in the context that have a positive or negative impact on the objectives of the programme and opportunities for joint efforts. Where relevant and when possible, staff from the embassy will be invited to learning or knowledge events or other (visibility) activities. Like in 2021, this will happen at least once a year in the presence of the NIMD Programme & Knowledge Advisor. After such a mission, the Advisor will be invited to the next progress meeting with the Ministry to ensure a feedback loop between the national activities and the global ones.

7.3 Knowledge & Learning

The Knowledge & Learning agenda is an essential dimension of the LEAP4Peace programme, and helps to understand the barriers to women’s participation in peace processes, and the ways to overcome these barriers.

In addition, we want to better understand and recognize how power relations work in a Consortium. This is based on the premise that if decisions on programme design and implementation are taken by those with a clear interest and high familiarity with the context of operation, the outcomes of its work are more likely to be locally owned and sustainable.

Knowledge and learning will, in turn, feed the lobby and advocacy efforts and seek to improve women’s rights, and expand the space for women’s participation in peacebuilding and decision-making by:

- Encouraging thinking and debate on effective ways to enhance women’s inclusion in peace processes
- Sharing positive and negative lessons learned
- Demonstrating the central importance of women’s political participation in achieving commitments to the Women, Peace and Security agenda
- Outlining what works for women’s participation in politics and peace processes – as well as the barriers preventing them from engaging



All knowledge products and communications are published on the [LEAP4Peace website](#).

Multi-annual learning questions

In addition to a specific knowledge product, as a Consortium we will focus the coming years on the following learning questions:

1. *To what extent and how are the Consortium, partner networks and local civil society organizations effective enablers of change?*
2. *To what extent and how are aspiring women political and civic leaders becoming influential actors of change?*
3. *To what extent and how are political and civic actors collaborating peacefully on the basis of trust for the support of women's political participation and in peace processes?*

In 2022, we will design a learning trajectory to collect insights on the above mentioned questions in various ways. The LEAP4Peace themas for learning are linked to three key areas where we want that learning and knowledge development to takes place: innovation, practice and core knowledge. We will make sure to reach out and tap into relevant insights from another NIMD led Consortium – The Power of Dialogue, but also national and global networks.

- Under *innovation* we look for exploring new ideas and approaches to tackle existing or emerging challenges. This can be simply a reflection on new approaches or a fully newly developed tool or method.
- For *practice based learning* we look for a learning experience with an aim to establish what works best. The areas for learning are not limited to content but can also cover organizational or risk management aspects. This kind can be linked to adaptive programming or to a specific learning question.
- For *core knowledge*, we look to build and expand on the key knowledge themes of the programme related to the approach and joint track-record. Consortium members already do so by participating in relevant webinars to increase their knowledge on themes and strategies and to share insights with the Consortium. In addition, all Consortium Members receive the GAPS WPS newsletter and the Secretariat shares relevant studies and articles (also in Spanish and French) with the Members.



8. Budget notes

Annex 3 lays out the planned budget per long term objective and country for 2022. As we expect an under expenditure in the first year of implementing our LEAP4Peace programme we included a small over-budgeting of EUR 64.162,- in 2022. This compared to the original 2022 budget (included in the Multi Annual Budget) is an increase of 10%. The funds will be used for activities such as a face to face meeting, a learning trajectory and to increase the visibility of the Consortium. This foreseen under expenditure is mainly caused by two factors. First, in the inception year, we invested time in setting up the project per partner, without being able to meet each other in person due to the COVID-19 restrictions. Second, the situation in Myanmar had an impact on the level of programme implementation in Myanmar. More details and information will be shared in the 2021 report.

I Direct staff costs

On the direct staff costs a limit change on the budget heading level can be seen compared to the original budget (0,4% increase).

II Other direct programme costs

For other direct programme costs, this is a bit more (17% increase), which is mainly caused by the proposed use of the underspending from 2021 for a face to face meeting in 2022 and additional travel costs in Colombia. Next to this, an additional investment on country level on PME is done in Colombia (48% increase), which is partly financed from a saving on the investment on equipment (-37%)

III Overheads / indirect costs

The overheads/indirect costs stay more or less on the same level as indicated in the multi annual budget (increase of 2%).

Budget summary 2022:

		Original Budget	Updated Budget
Direct staff costs	A. Staff costs	€ 181.714	€ 187.336
	B. Local staff costs	€ 210.580	€ 206.646
	C. Consultants and advisers	€ -	€ -
Other direct programme costs	A. Activity costs	€ 315.603	€ 358.484
	B. Costs of consortium partners and local NGOs	€ 115.408	€ 123.340
	C. Activity-related travel costs	€ 10.000	€ 41.799
	D. Project office costs (if applicable)	€ 51.928	€ 46.389
	E. Equipment and investments	€ 4.523	€ 2.864
	F. Monitoring, evaluation and auditing	€ 32.460	€ 47.931
Overheads / indirect costs	A. Costs of support staff	€ 64.992	€ 66.583
	B. Not directly allocable administrative costs	€ -	€ -
	C. Other non-allocable costs	€ -	€ -
		€ 987.208	€ 1.081.370



Annexes

- Annex 1: Overall risk analysis and plan

- Annex 2: Baseline cover report and separate baselines
 - 2.1 Burundi - BLTP
 - 2.2 Colombia – NIMD Colombia
 - 2.3 Myanmar - GEN
 - 2.4 Myanmar - MySoP
 - 2.5 Global – GAPS

- Annex 3: Budget

