



Determining Community Impact: Mixed Methods Evaluation of First Phase Programming

Executive Summary

INTRODUCTION

OneVillage Partners is a community-led organization where interventions are designed, implemented, and monitored by community members. OneVillage Partners operates two programs. The Community Action Program (ACT) trains community members to carry out locally tailored development projects. The Nurturing Opportunities for Women (NOW) program teaches rural women financial management and business skills while promoting female empowerment. These programs are monitored and evaluated using multiple participatory methods; the focus of this report is a mixed-methods evaluation using Most Significant Change (MSC) and household surveys to determine an assessment of the programming’s impact to date. MSC is a qualitative method used to assess programmatic outcomes and impact through participant story telling. The household surveys aimed to supplement the MSC data with quantitative data on the same topics from a wider and more random sample. The organization’s Theory of Change (TOC) provided the themes used for qualitative data analysis and household survey questions: Inclusive Leadership, Gender Equity, Social Cohesion, Resilience, and Wellbeing.

METHODS

The evaluation included three partner communities. These communities have worked with OneVillage Partners since 2015 and have completed three cycles of the ACT program as well as NOW: Household Finance and NOW: Business Skills. Through the MSC process outlined in **Figure 1**, the team collected 149 story headlines from 12 Focus Group Discussions (FGDs). Of these headlines, the organization leadership selected the top five stories included in this report. All 149 headlines, with their corresponding key facts, were analyzed for themes using Qualitative Data Analysis (QDA) software. Each headline and story was classified into one of five domains based on the main change in the story:

- Inclusive Leadership
- Social Cohesion
- Wellbeing
- Gender Equity
- Resilience

The household survey used a proportionate stratified random sample of households within the same three communities where MSC took place. Four types of participants were selected: Male Youth, Female Youth, Male Head of Household, or Female Head of Household. The survey gathered information on participant demographics, wellbeing, household resilience, as well as attitudes and beliefs around inclusive leadership, social cohesion, and gender equity.



Figure 1: Most Significant Change Implementation

RESULTS & LESSONS LEARNED

The results are organized by theme, with the main lesson learned for each theme outlined in bolded text.

Inclusive Leadership

- **Within the Inclusive Leadership theme there is evidence of long-term change, participants sharing knowledge with others, and expanding women’s leadership. However, community meeting attendance was lower than expected and highlights the challenge of maintaining community engagement in decision making.**
- Inclusive Leadership MSC stories most often reported “representative leadership is emergent” and “leaders are transparent and accountable.” These cases discussed the increase of female leaders and the practicing of good governance by traditional leaders, specifically around transparency and accountability.
- Many surveyed participants agreed that power is shared in community decisions (82%), leaders are accountable (91%) and leaders are transparent (79%).

Gender Equity

- **Most Gender Equity evidence related to women applying life skills, however, there was burgeoning evidence of men changing behaviors towards women to be more inclusive. Traditional beliefs and practices around gender are difficult to change within the intervention period and scope.**
- Gender equity MSC stories discussed how women were now equipped with life-skills and community development tools, especially relating to the application of the NOW financial management learning.
- The minority of surveyed participants (30%) believed a young wife should not challenge her husband’s decision to end her education and even fewer (14%) agreed with the view that a husband has the right to end his wife’s education. This is good evidence of positive gender attitudes; most people (regardless of gender) do not think it is right for a girl to be kept out of school.

Social Cohesion

- **In the Social Cohesion theme, there was evidence of perceived network building and shared vision among community members, but fewer than expected real life examples of communal problem solving.**
- MSC cases related to building social capital most often talked about groups that previously disagreed coming together. Many of these cases discussed the community’s youth and how they had a better working relationship with the authorities and were no longer being driven out of the community for failure to pay fines.
- Just over half of participants (57%) believed that their community cooperates to solve problems most of the time. Almost all participants (98%) believed that their community had a shared vision of progress.

Resilience

- **Communities and households reported preparing for the future and responding to shocks in ways that increased Resilience; there was no evidence of links with institutions and resources outside partner communities.**
- MSC stories discussed “proactive planning and mobilization meets priority needs”, citing examples of how the community had come together to lead development projects and plan for the future.
- Most surveyed households experienced multiple economic shocks (70%) and reported those shocks had a large negative effect (71%). However, most recovered from the shocks (68%) and few used negative coping strategies.

Wellbeing

- **Wellbeing improvements were directly linked to project-specific programmatic inputs, the evidence is unclear on long-term economic impact of Phase I programming.**
- Most MSC Wellbeing stories mentioned hygienic WASH practices which resulted in healthier people, economic activity (much of which was attributed to NOW participants using their savings to provide loans to others), or children’s education.

- The only wellbeing indicator OVP can hypothesize we contributed to is sanitation and water (due to the ACT project areas), the rest were included in the survey to better understand socio-economic characteristics of the communities and to see if those change over time after OVP fully exits.

CONCLUSIONS & RECOMMENDATIONS

- The updated data collection timing allows medium and long-term outcomes to surface.
- TOC appears to be working as hypothesized, especially the time lens within and across pillars.
- Despite the lack of baseline or counterfactual data for the household survey, there is still strong evidence of change over time, especially in MSC stories where respondents describe what their home was like before, what OneVillage Partners did, and what has changed because of it.
- In order to truly understand sustained change and resilience, data should be collected post-exit.
- Not all components of the TOC have a robust evidence base, however given the long-term focus of the TOC, this is not surprising or concerning.

NOTE:

OneVillage Partners developed this report as part of our Community Action and Nurturing Opportunities for Women programs. This document represents a piece of the overall model which strives toward the outcomes presented in our [Theory of Change](#). The programs and evaluation methods were designed specifically for the communities the organization works in within Sierra Leone based on their desired skills, input, and cultural context, and was coupled with a strong focus on staff facilitation techniques. The intent of sharing is to increase the use of community-led approaches within international development.

For further information please visit our [website](#) or contact enquiries@onevillagepartners.org

Table of Contents

Executive Summary	ii
Table and Figure Legend	vi
Acronyms	vii
Acknowledgements	vii
Introduction	1
OneVillage Partners.....	1
Community Action Program (ACT)	1
Nurturing Opportunities for Women (NOW)	2
Monitoring, Evaluation, and Learning (MEL) Strategy	2
Theory of Change (TOC)	3
Methods	4
Most Significant Change (MSC)	4
Household Survey.....	7
Sharing Results with Communities.....	8
Results	8
Participant Demographics	8
Results – Within Theory of Change	10
Inclusive Leadership	10
Gender Equity.....	11
Social Cohesion.....	12
Resilience.....	14
Wellbeing.....	16
Top Most Significant Change Stories	19
Learning from OneVillage Partners Sent my Children Back to School	19
The Path to Financial Security	20
Women’s Leadership is Born in Grima	22
The Gbeka Community Gains Self-Reliance	23
Honoring Tradition: Community Leaders in Mamboma Increase Transparency	25
Discussion & Lessons Learned	Error! Bookmark not defined.
Conclusions & Recommendations	29
Appendices	30
Appendix A: Code Frequency Table for all MSC Cases	30
Appendix B: Household Survey Results Disaggregated by Community with n Values and Percentages/Mean	33
Appendix C: Reference Material for Household Survey Questionnaire Development	37
Appendix D: Theory of Change Program Inputs.....	38

Table and Figure Legend

Table 1: Grima, Gbeka, and Mamboma Completed Community Projects.....	1
Table 2: Nurturing Opportunities for Women Overview for Grima, Gbeka, and Mamboma.....	2
Table 3: 2019 Most Significant Change Domain	4
Table 4: Most Significant Change Focus Group Discussion Participation	6
Table 5: Household Survey Participant Demographic Information	9
Table 6: MSC Inclusive Leadership Results.....	10
Table 7: Household Survey Inclusive Leadership Results.....	10
Table 8: MSC Gender Equity Results	12
Table 9: Household Survey Gender Equity Results	12
Table 10: MSC Social Cohesion Results.....	13
Table 11: Household Survey Social Cohesion Results	13
Table 12: MSC Resilience Results	14
Table 13: Household Survey Resilience Results	14
Table 14: MSC Wellbeing Results.....	16
Table 15: Household Survey Wellbeing Results.....	16
Table 16: Household Survey Wellbeing Results-Household Characteristics.....	18
Table 17: Community Asset Data	18
Appendix Table 1: Household Survey Participant Demographics by Community.....	33
Appendix Table 2: Household Survey Inclusive Leadership Results by Community	33
Appendix Table 3: Household Survey Gender Equity Results by Community	33
Appendix Table 4: Household Survey Social Cohesion Results by Community.....	33
Appendix Table 5: Household Survey Resilience Results by Community.....	34
Appendix Table 6: Household Survey Wellbeing Results by Community.....	35
Appendix Table 7: Household Survey Wellbeing Results-Household Characteristics by Community	36
Appendix Table 8: Community Asset Data- Grima	36
Appendix Table 9: Community Asset Data- Gbeka.....	36
Appendix Table 10: Community Asset Data- Mamboma	36
Figure 1: Most Significant Change Implementation.....	ii
Figure 2: OneVillage Partners Theory of Change	3
Figure 3: Gender Equity and Inclusive Leadership Domain Drawings.....	5
Figure 4: MSC Training	5
Figure 5: Data Collection. MSC Focus Group Discussions (left), Household Survey (right)	6
Figure 6: Qualitative Analysis Framework.....	7
Figure 7: Results Feedback Community Meeting in Grima	8
Figure 8: MSC Participant Type and Age Distribution	9
Figure 9: Female Involvement in MSC.....	9
Figure 10: MSC Inclusive Leadership Quotes	11
Figure 11: MSC Gender Equity Quotes.....	12
Figure 12: MSC Social Cohesion Quotes.....	13
Figure 13: MSC Resilience Quotes.....	14
Figure 14: MSC Wellbeing Quotes.....	16

Acronyms

Acronym	Meaning
ACT	Community Action Program
CAG	Community Action Group
FGD	Focus Group Discussions
MEL	Monitoring, Evaluation, and Learning
MSC	Most Significant Change
NOW	Nurturing Opportunities for Women
QDA	Qualitative Data Analysis
TOC	Theory of Change
WASH	Water, Sanitation, and Hygiene

Acknowledgements

OneVillage Partners would like to thank our partner communities of Gbeka, Grima, and Mamboma who provided their time and valuable insight to help us undertake this process. Each person who shared a story during this process has contributed to the improvement of the organization’s programs and work in Sierra Leone, helping us stay true to our values of community leadership, equity, sustainability, and discipline.

To our field staff, we are grateful for your steadfast dedication to your work, which has made a tremendous impact on these communities, as illustrated in this report. Your further dedication to ensuring the success of this particular process is greatly appreciated. We also recognize the Monitoring, Evaluation, and Learning team that worked diligently to train staff, oversee field work, select stories, assist with story writing, and finalize this report. Analysis and report writing was completed by Christina Bowles, Monitoring, Evaluation and Learning Manager.

Introduction

The following section provides an overview of OneVillage Partners, the programs that we implement, and how the impact of programs is measured to maintain accountability to participants and maximize program learning.

OneVillage Partners

The cornerstone of OneVillage Partners’ approach is that development is community-led; interventions are inspired, created, and implemented by community members. The organization believes that local people are integral in developing community solutions to their self-defined needs, and that broad participation and local change agents are necessary for ongoing community development. By focusing concurrently on training and infrastructure, participants gain tangible skills to further their own development while supplementing local infrastructure to meet a community’s felt needs. The organization’s values of community-leadership, equity, sustainability, and discipline aim to stimulate unity and a collective sense of ownership among community members.

Community Action Program (ACT)

The Community Action Program (ACT) mobilizes, trains, and supports community members to achieve their vision of an improved standard of living for all. Community volunteers are selected by their peers to form the village’s Community Action Group (CAG), a gender-balanced cohort that undergoes intensive leadership training to produce targeted development projects to effectively meet community-identified needs. The purpose of this ongoing training is to create long-standing leaders in the village that will continue to independently push the community toward their vision of improved wellbeing. Currently, the organization works with communities for up to three ACT project cycles. By engaging and empowering community members throughout the different project cycles, the ACT program fosters transparency and inclusion — individual and community attributes that have far-reaching benefits.

Data collection took place in three communities, Grima, Gbeka, and Mamboma. OneVillage Partners began working with these communities in 2015 and they have each completed three ACT project cycles. See **Table 1** for an explanation of the different projects each community had chosen and completed at the time of data collection.

Table 1: Grima, Gbeka, and Mamboma Completed Community Projects

Community	Cycle 1 Project	Cycle 2 Project	Cycle 3 Project
Grima	Project Area: WASH	Project Area: WASH	Project Area: Income & livelihoods
	Activities: Constructed 117 hygienic kitchens with handwashing stations, household hygiene education	Activities: Constructed 32 latrines (96 drop holes) with handwashing stations, household hygiene education	Activities: Constructed 2 dry floors and a harvest storage facility, formed store management committee
Gbeka	Project Area: WASH	Project Area: WASH	Project Area: Income & livelihoods
	Activities: Constructed 24 latrines (48 drop holes) with handwashing stations, household hygiene education	Activities: Rehabilitated 5 wells, formed water management committee, household education on safe water storage	Activities: Constructed vocational skills training center
Mamboma	Project Area: WASH	Project Area: Income & Livelihoods	Project Area: Agriculture
	Activities: Constructed 30 latrines (60 drop holes), with handwashing stations, household hygiene education	Activities: Constructed a skills training center with latrine, conducted training in gari processing (16 people) and soap making (15 people)	Activities: Constructed 3 dry floors, trained 30 farmers, created a seedbank, distributed farm tools, developed 5 plots of land

Nurturing Opportunities for Women (NOW)

OneVillage Partners takes a targeted approach to financial literacy and empowerment training in the Nurturing Opportunities for Women (NOW) Program. NOW: Household Finances uses an entirely picture-based curriculum to teach participants about basic financial principles including planning, saving, and budgeting to reach self-defined goals. The NOW program also incorporates messages related to family communication, joint decision making, and community engagement to encourage participants to feel confident in expressing themselves both at home and in the community. Participants’ husbands and other male family members are encouraged to attend several family sessions in the program to encourage support of NOW participants engaging in household and community discussions. It is anticipated that as household finances stabilize, and women’s goals are met as a result of their financial capability, women experience increased social and economic power at the individual, household and community levels. Inclusion and support of women through programs like NOW promote gender equity and unity within families and communities.

NOW: Business Skills is a 10-session financial literacy curriculum that builds on previous learning from the NOW program to develop participants’ ability to develop and/or expand a business. Participants are taught how to record and track income, expenses, and profit. They are also taught how to assess if a business idea is risky, what is needed to maintain a business, and how to communicate their business ideas to their families. **Table 2** outlines selected achievements of the NOW program in the communities of Grima, Gbeka, and Mamboma.

Table 2: Nurturing Opportunities for Women Overview for Grima, Gbeka, and Mamboma

Community	NOW: Household Finances	NOW: Business Skills
Grima	<ul style="list-style-type: none"> 32 women graduated (100%) 59% of participants were illiterate Business was most common financial goal (59%) 83% of participants achieved their financial goal 	<ul style="list-style-type: none"> 29 women graduated (97%) 100% of participants had a family member present at family sessions 89% of participants demonstrated an understanding of a market survey 100% of participants demonstrated an understanding of profit
Gbeka	<ul style="list-style-type: none"> 32 women graduated (100%) 81% of participants were illiterate Children’s education was most common financial goal (54%) 75% of participants achieved their financial goal 	<ul style="list-style-type: none"> 26 women graduated (93%) 88% of participants had a family member present at family sessions 92% of participants demonstrated an understanding of a market survey 71% of participants demonstrated an understanding of profit
Mamboma	<ul style="list-style-type: none"> 34 women graduated (100%) 62% of participants were illiterate Children’s education was most common financial goal (59%) 91% of participants achieved their financial goal 	<ul style="list-style-type: none"> 22 women graduated (100%) 68% of participants had a family member present at family sessions 95% of participants demonstrated an understanding of profit 77% of participants demonstrated an understanding of a market survey

A table outlining inputs from both the ACT and NOW programs to our TOC can be found in **Appendix D**.

Monitoring, Evaluation, and Learning (MEL) Strategy

OneVillage Partners’ MEL strategy is highly participatory and serves two purposes. First, to inform the organization’s programs that use learning to make strategic adaptations. Second, to include community members in the monitoring and evaluation of their projects to promote learning, growth, and capacity development. OneVillage Partners’ approach is inclusive and aims to engage all stakeholders. The organization

utilizes a mixed-methods approach to monitor, evaluate, and learn about the programs we implement and the outcomes they produce.

The results presented in this report are a mixed-methods evaluation of OneVillage Partner’s full Phase I activities in three communities from 2015-2019. Grima, Gbeka, and Mamboma are communities in the first cohort to go through Phase I, which is defined as: three ACT project cycles, NOW: Household Finances and NOW: Business Skills. These communities have transitioned into a new program, Lead, with the goals of continued capacity development, civic engagement, collaboration, and access to funding to address priority needs.

Theory of Change (TOC)

OneVillage Partners Theory of Change (TOC) (Figure 2) is a conceptual and practical framework that underpins and unifies our programming. The original version was created in 2017 through collaboration between OneVillage Partners staff, board, and program participants. It is a map illustrating how OneVillage Partners believes our investment first and foremost in people creates impact. The TOC is reviewed annually to ensure it reflects improvements and changes to OneVillage Partners programming as well as unexpected outcomes. The TOC intentionally does not state the project-specific goals, such as improved health, but rather captures the umbrella of which all programs fit within. The TOC was used as the framework for the MSC codebook as well as the guide for the household survey questions.

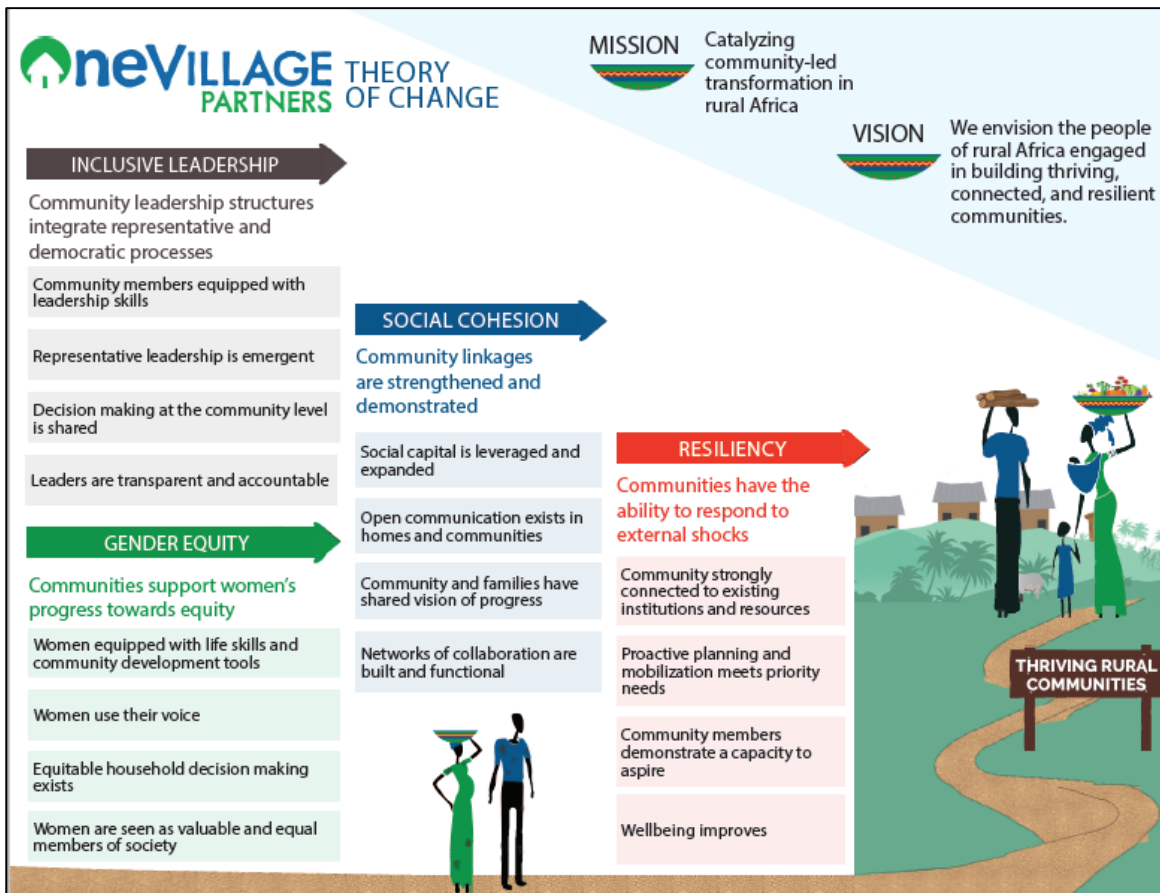


Figure 2: OneVillage Partners Theory of Change

Methods

In 2019, OneVillage Partners entered its fourth year of using MSC as an evaluation tool. Previously, the team interpreted MSC results as a standalone activity, but in 2019 the team piloted a household survey designed to provide quantitative data to complement the qualitative data gathered from MSC. The following section outlines the methodology that guided that process.

Most Significant Change (MSC)

Qualitative research methods aim to provide the “how” and “why” to the “what” that is obtained from quantitative methods. They are “based on the methodological pursuit of understanding the ways that people see, view, approach, and experience the world and make meaning of their experiences as well as specific phenomena within it.”¹ The data that results from qualitative methods are rich and can provide insight into programs that quantitative methods cannot.

MSC, a qualitative methodology, was developed by Rick Davies in 2004 and utilized stories told directly from program participants to assess programmatic outcomes and impact.² Program participants lead the process by telling stories of significant change they experienced due to a program or intervention. By simply telling the stories and explaining why they are most significant, participants bring the results of OneVillage Partners’ work to life. The qualitative nature of MSC enables the capture and measurement of unintended outcomes which provides the organization with additional insight into the effects of its programs. All MSC data coupled with quantitative methods informs programmatic improvement and development.

OneVillage Partners has used MSC as an evaluation methodology since 2016 in 13 communities. The process is updated annually based on lessons learned during implementation. For an in-depth explanation of how OneVillage Partners modified the MSC process for its program participants, see the [MSC Tool Kit](#) authored in 2017 (updated version coming in 2020) to share our learning with other organizations hoping to utilize MSC.

MSC Domain Development

Prior to MSC implementation, the MEL team outlined the broad domains the team would use to classify reported stories. In prior years, the domains were collaboratively developed between community members and OneVillage Partners. However, in 2019, the MEL team wanted to test the TOC and use MSC as an evaluative tool to provide evidence for the TOC and highlight gaps where little evidence existed regarding if OneVillage Partners programs were creating their hypothesized impact. Due to this change in approach, instead of developing the domains with community members, the MEL team used the four pillars of the TOC as the MSC domains. During analysis, it became evident that an additional domain, Wellbeing, should be separated out from its place within the Resilience domain, making for a total of five domains. It should be noted that the TOC itself was collaboratively created in 2017, therefore the voice of the community was not excluded from this revised process of domain definition.

Table 3: 2019 Most Significant Change Domain

Domain	Definition
Inclusive Leadership	Community leadership structures integrate representative and democratic processes
Gender Equity	Communities support women’s progress towards equity
Social Cohesion	Community linkages are strengthened and demonstrated
Resilience	Communities have the ability to respond to external shocks
Wellbeing	Wellbeing improves (i.e. less sickness, more food, more income, etc.)

¹ Ravitch, Sharon and Carl, Nicole. 2016. “Qualitative Research: Bridging the Conceptual, Theoretical, and Methodological.” Sage Publications.

² Davies, Rick and Jess Dart. 2004. “The Most Significant Change (MSC) Technique: A Guide to Its Use.”

Prior to implementation, the team was trained on the inclusion of a sixth domain, Catch-all/Negative. This domain had been used in the past as a place for stories that did not fit into any of the other domain. It also was a place for stories shared about negative impacts of OneVillage Partners’ work. In 2019, no stories shared by participants fell under this domain and therefore it was not included in analysis. The team explained the MSC domains to community members using pictures drawn by a local artist, such as those displayed in **Figure 3**.

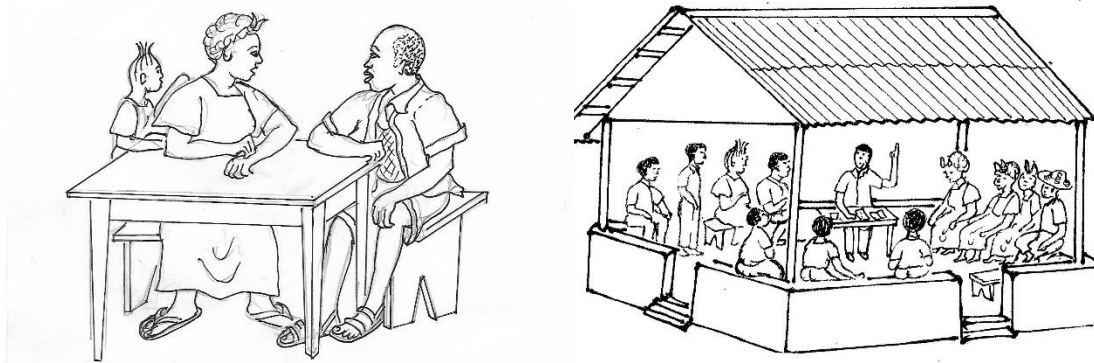


Figure 3: Gender Equity and Inclusive Leadership Domain Drawings

MSC Training

The MEL Manager conducted a one-week training on understanding the MSC method, the 2019 MSC domains, data collection protocols, headline creation and selection, story writing, and community feedback protocols. A selection of staff from the ACT, NOW, and MEL departments participated in the training.



Figure 4: MSC Training
 Staff explain the steps of MSC implementation (left)
 Staff practice writing key facts and headlines (right)

MSC Data Collection

The team chose three partner communities to be a part of the evaluation; Grima, Gbeka, and Mamboma. These communities completed three ACT project cycles as well as both the NOW: Household Finances and NOW: Business Skills programs, the first phase of OneVillage Partners programming. The team held Focus Group Discussions (FGDs) to collect MSC data. Participants that met certain criteria (gender, direct programming involvement, local authority, etc.) were invited to participate in the FGDs.

The team implemented the MSC field work in May 2019, beginning with community meetings to explain the MSC process. From there, the team conducted four FGDs in each selected community. The team experimented with

different participant types for the FGDs to see if gender, direct OneVillage Partners program participation, or presence of local authorities influenced the types of stories told. **Table 4** outlines the FGD information for each community. On average, FGDs lasted about 90 minutes and included 10-12 participants.

Table 4: Most Significant Change Focus Group Discussion Participation

Community	Focus Group Discussion Types	Participant Information
Grima	<ul style="list-style-type: none"> Community Action Group NOW Participants & Husbands Leaders Community Members 	<ul style="list-style-type: none"> Average 11 participants per FGD Total of 43 participants <ul style="list-style-type: none"> 19 Male 24 Female
Gbeka	<ul style="list-style-type: none"> Leaders Community Action Group & NOW Participants Community Members Leaders & Community Members 	<ul style="list-style-type: none"> Average 12 participants per FGD Total of 50 participants <ul style="list-style-type: none"> 26 Male 24 Female
Mamboma	<ul style="list-style-type: none"> Men Women Youth (both genders) Leaders 	<ul style="list-style-type: none"> Average 10 participants per FGD Total of 40 participants <ul style="list-style-type: none"> 22 Male 18 Female

During FGDs, when a participant shared a story of significant change in their life because of OneVillage Partners’ programs, the team recorded a “headline” along with 3-5 supporting “key facts”. All the headlines and key facts were entered into a Microsoft Excel sheet later analyzed using QDA software.



Figure 5: Data Collection. MSC Focus Group Discussions (left), Household Survey (right)

MSC Data Entry and Cleaning

After the team entered all MSC headlines and key facts into a Microsoft Excel sheet, the MEL Manager cleaned the data. This included fixing typing errors and reclassifying stories into correct domains. The clean data was then imported into QDA for analysis.

MSC Story Selection and Story Writing

The team used a rubric to score key facts collected during the MSC FGDs. The rubric assessed stories on behavior change, attribution of change to program, evidence that program met a need, inclusion of a previously marginalized person, contribution to long-term development, and self-reliance. The finalized excel spreadsheet with all MSC data was shared with the data collection team who then scored the data using the rubric. The rubric scored data on individual or community behavior change, program contribution to change, demonstrated need for change, inclusion of a marginalized person, evidence of long-term development, and demonstrated self-reliance. The MEL team collated the scores and the top headlines were discussed with the entire data collection team until the top 12 were selected (four per community). The team then conducted verification interviews with

the participants to verify the key facts collected during the FGD and gather enough detail to complete a story outline. With the original participant’s permission, the team also conducted interviews with people mentioned in the story to provide context and verify the facts of the story. The team then filled out story outlines for each of the top 12 stories. Senior staff reviewed the story outlines and selected five using the same rubric used to score the key facts gathered from the FGDs.

Due to low literacy rates in the selected communities, most participants were unable write their own stories in English. Therefore, OneVillage Partners staff wrote the MSC stories based on the information provided in the FGDs and Verification Interviews. Staff conducted the FGD and Verification Interviews in Mende (the local language in partner communities) and wrote the MSC stories in English. The MEL Manager reviewed story drafts and provided feedback focused on story flow, use of evidence to support claims, overall structure, and grammar. Senior staff reviewed the five written stories and chose the top story using the same rubric as previous scoring rounds.

MSC Data Analysis

All MSC headlines and key facts were analyzed for themes using an iterative process. The 2018 MSC codebook was updated throughout the analysis process to include codes present in the data but not in the codebook. Each TOC pillar (Inclusive Leadership, Gender Equity, Social Cohesion, and Resilience) served as major themes that guided the analysis. Codes were then classified within the TOC subcategories for each theme (see **Figure 6**). The final component of the analysis separated Wellbeing from the Resilience theme, as described in the domain development section above. The MEL Manager completed the analysis using QDA Miner software.

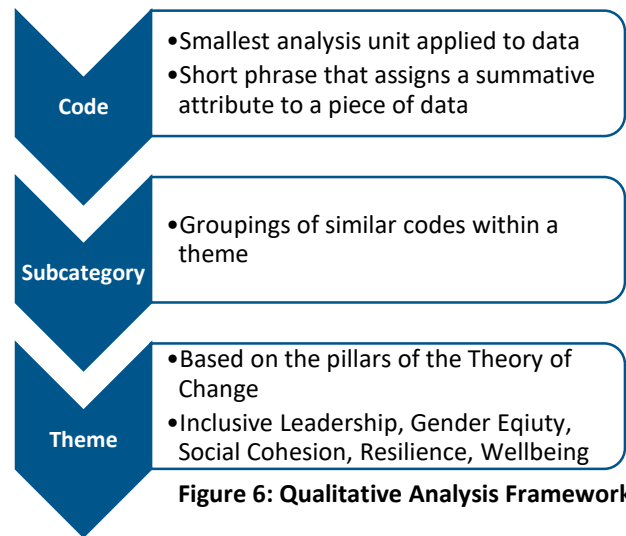


Figure 6: Qualitative Analysis Framework

Household Survey

To complement the qualitative data provided by the MSC assessment and gather perspectives from a wider range of community members, the MEL team designed a household survey.

Household Survey Questionnaire Development

The team developed the household survey questionnaire corresponding to the TOC pillars in a few steps. First, the MEL Manager reviewed the literature for questions related to Inclusive Leadership, Gender Equity, Social Cohesion and Resilience used in previous studies and chose the ones that were applicable to the rural Sierra Leone context. The team then worked with the ACT and NOW teams to choose the most relevant questions and contextualize the scenario-based questions. A complete list of references used for questionnaire development can be found in **Appendix C**.

Household Survey Training

The MEL Manager trained the ACT and MEL teams for two days prior to the household survey. The team reviewed the translation of the questions, interview protocols, and sampling methods during the training.

Household Survey Data Collection

The household survey was conducted within the same three MSC communities (Grima, Gbeka, and Mamboma) in June 2019. Half of the households within each community were randomly selected using proportionate stratification (with the village section as the strata), resulting in a total of 175 households surveyed across the three communities (Grima: 67, Gbeka: 57, Mamboma: 52). With the goal of gathering data from a diverse range

of people, the team equally interviewed four types of participants: Male Youth, Female Youth, Male Head of Household, and Female Head of Household. A participant was considered a “youth” if they were between the ages of 18-35 years (as defined by Sierra Leone’s Ministry of Youth). A Male Head of Household was defined as a male over the age of 35 living in the household and making decisions on its behalf. A Female Head of Household was the wife of the household head or the household head herself. In case of polygamous marriage, with multiple wives present at the time of the survey, the first wife was interviewed. If there was no wife of the household head present, the female closest in position to the household head was interviewed.

Household Survey Data Cleaning and Analysis

The MEL Senior Coordinator and MEL Manager cleaned and analyzed the household survey data in Microsoft Excel. The major areas requiring cleaning included the removal of data from duplicated household codes and the coding of responses to open-ended questions for further analysis.

Sharing Results with Communities

In September 2019, the MEL team shared data from the two assessments at community meetings, with an average of 68 people in attendance. Two participants shared their MSC stories at each community meeting. The MEL team also reviewed the top themes and codes shared by community members as well as key results from the household survey. This exercise ensured the community was aware of the data and how it was used. It also served as final data verification and endorsement.



Figure 7: Results Sharing Community Meeting in Grima

Results

The following section outlines descriptive statistics about MSC participants and cases³ as well as thematic qualitative analysis conducted on all 149 headlines and key facts collected in 2019. It also includes quantitative data from the household survey.

Participant Demographics

MSC Participants

Figure 8 displays descriptive information for MSC participants that took part in FGDs. The sample was roughly divided into four quarters: general community members, CAG members, NOW participants and their relatives, and leaders. The majority of MSC participants were adults (ages 36-59), a third were youth (ages 18-35) and less than 10% were elders (60 years or older).

³ A “case” is the term that refers to a headline and its associated key facts. A case is the unit of analysis for the results section.

This age distribution is in line with the most recent Demographic Health Survey conducted in Sierra Leone. ⁴

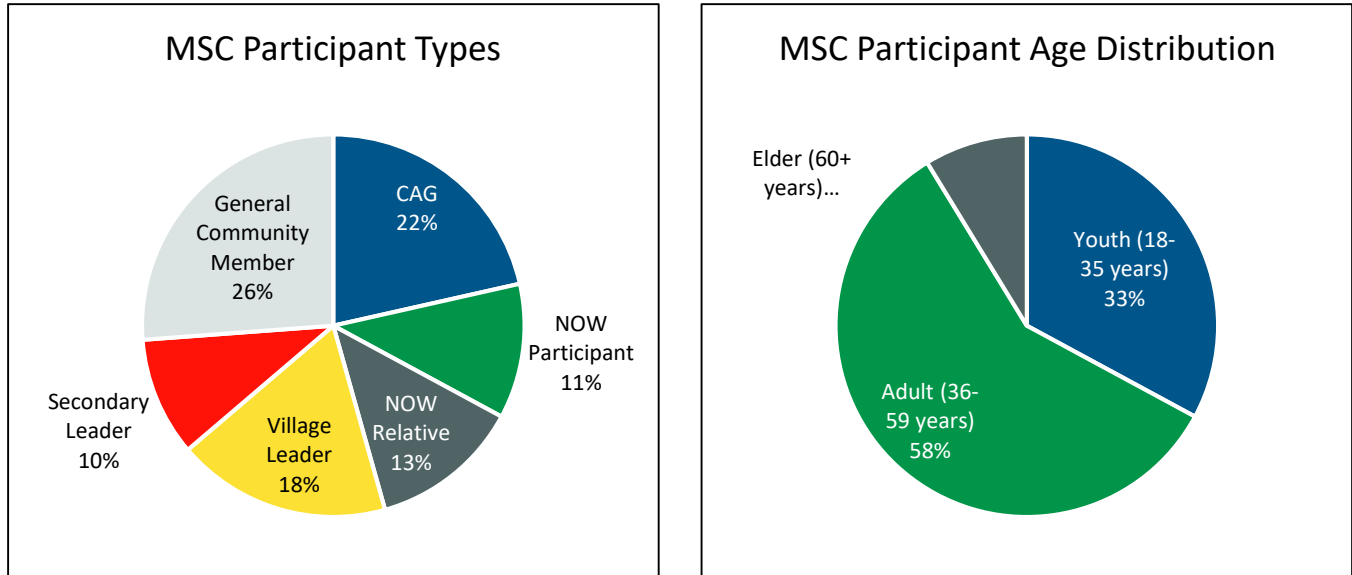


Figure 8: MSC Participant Type and Age Distribution

Figure 9 demonstrates that while on average, equal proportions of men and women took part in MSC FGDs, a slightly higher proportion of headlines collected came from males. This is likely due the social norms that can limit women speaking in public. However, it is encouraging that the difference between genders in regards to headline generation was not large, only 10%.

Household Survey Participants

Table 5 outlines demographic information for the surveyed participants in the household survey. The team surveyed a total of 175 respondents (88 men, 87 women). On average, participants were 38 years old (Maximum: 80 years; Minimum: 18 years) and lived in a household of 8 people. True to the sampling method, half of the participants were males and half were females. The team planned the sample to include 25% head males, 25% head females, 25% male youth and 25% female youth. However, due to challenges in recruiting youth⁵, slightly more head males and females participated in the survey than planned.

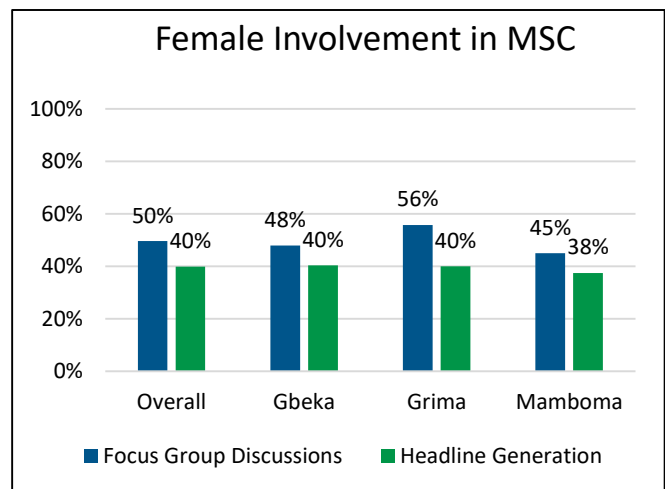


Figure 9: Female Involvement in MSC

Table 5: Household Survey Participant Demographic Information

Indicator	n	Mean/%
Total Number of Participants	175	-
Participant Gender		
Male	88	50%
Female	87	50%

⁴ Statistics Sierra Leone (SSL) and ICF International. 2014. *Sierra Leone Demographic and Health Survey 2013*. Freetown, Sierra Leone and Rockville, Maryland, USA: SSL and ICF International.

⁵ The team conducted the survey during planting season, enumerators reported often going to a household to interview a youth and being told the youth was not at home, they had already gone to the farm.

Indicator	n	Mean/%
Participant Type		
Head male	50	29%
Head female	48	27%
Male youth	38	22%
Female youth	39	22%
Average age	175	38 years
Average household size	175	8 people

Results – Within Theory of Change

Both MSC and the household survey assessments aimed to evaluate the evidence base of OneVillage Partners’ Theory of Change in the areas of Inclusive Leadership, Gender Equity, Social Cohesion, Resilience, and Wellbeing. MSC used the TOC components as overarching themes for the qualitative data collected, while questions on the household survey aimed to gather quantitative data in these same areas. The results are thus presented within the framework of the TOC. Aggregate results for all three communities are presented. For village-specific data, see **Appendix B**. For the household survey, there is no baseline or counterfactual data for comparison, therefore we can only hypothesize the attribution of OneVillage Partners’ intervention package on positive impacts without making claims of causation. However, the survey can show a snapshot of the communities at this point in time, directly after the completion of the NOW and ACT programs.

Inclusive Leadership

The first step in the TOC is to increase Inclusive Leadership, defined as “community leadership structures integrate representative and democratic processes.” **Tables 6 and 7** outline Inclusive Leadership results.

Table 6: MSC Inclusive Leadership Results

Theme	Subcategories	Most Prevalent Codes
Inclusive Leadership (Reported in 49% of MSC cases)	Representative leadership is emergent (22%)	Women as leaders
	Leaders are transparent and accountable (17%)	Leaders practice good governance (transparency, communication, accountability, fair and impartial treatment)
	Community members equipped with leadership skills (16%)	CAG/NOW participants share information with community
	Decision making at the community level is shared (14%)	Previously marginalized groups involved in community decision making

Table 7: Household Survey Inclusive Leadership Results

Indicator	n	%
Total Number of Participants	175	-
Agree power is shared in community decisions	144	82%
Agree leaders are accountable	159	91%
Agree leaders are transparent	139	79%
Report frequent community meeting attendance ^A	71	41%

Notes:

^A “Frequent” meeting attendance was defined as “almost every time a meeting is called”

Overall, almost half of all MSC cases mentioned a change related to an aspect of Inclusive Leadership. Among these cases, **Table 6** shows the most common ideas reported included “representative leadership is emergent” and “leaders are transparent and accountable.” These cases mostly discussed the increase of female leaders and the practicing of good governance by traditional leaders, specifically around transparency and accountability. Respondents also discussed how direct participants of OneVillage Partners programs (CAG members and NOW participants) shared valuable knowledge with general community members in topic areas such as leadership, financial management, project management, and health education. Finally, about 14% of cases described how previously marginalized groups (such as youth and women) were now actively involved in community decision making. **Figure 10** provides quotes from cases having data coded as “representative leadership is emergent.”

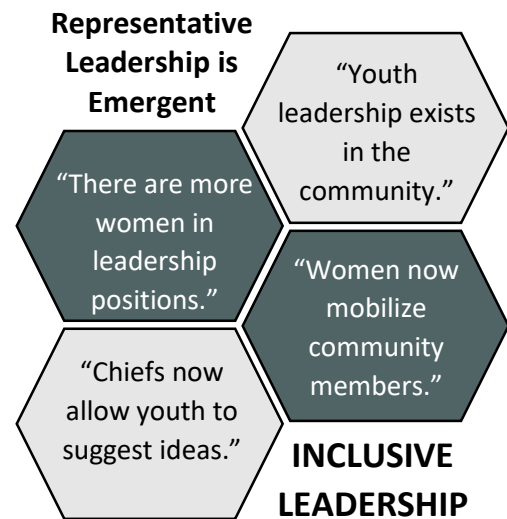


Figure 10: MSC Inclusive Leadership Quotes

The household survey data supports the qualitative evidence of Inclusive Leadership. Very high majorities of surveyed participants agreed that power is shared in community decisions (82%), leaders are accountable (91%) and leaders are transparent (79%). Interestingly, fewer participants in Gbeka believed their leaders were accountable when compared to the other cluster communities (Gbeka: 81%; Grima: 96%; Mamboma: 96%). Despite the evidence of change occurring in leadership, on average across all communities, only 41% of surveyed participants reported frequently attending community meetings. This is concerning as frequent attendance and participation in community decision making is necessary to sustain a culture of shared decision making and representative governance.

Gender Equity

The second component of the TOC is Gender Equity, defined as “communities support women’s progress towards equity.” **Tables 8 and 9** outline the results relating to Gender Equity. An element related to Gender Equity was mentioned in 40% of the MSC cases shared. Most often participants discussed how women were now equipped with life skills and community development tools. Most of the MSC cases within this subcategory discussed the application of the NOW financial management learning. Additionally, this year a new code was added as many people specifically discussed how women used the NOW learning to contribute to the development of their household. **Figure 11** provides quotes from these cases. Another common idea shared related to Gender Equity was around equitable household decision making. The majority of these cases came from men who reported changing their approach to decision making to include their wife. Some cases discussed an increase in women speaking and making meaningful contributions at community meetings. A few cases discussed a positive shift in gender attitudes including husbands listening to and respecting their wife and the changing of minds related to women’s roles. One community woman from Mamboma stated “the NOW learning changed our mindset about women’s participation in development”.

Table 8: MSC Gender Equity Results

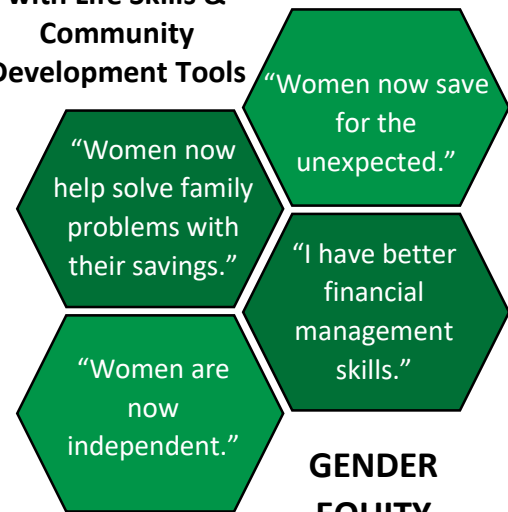
Theme	Subcategories	Most Prevalent Codes
Gender Equity (40% of MSC cases)	Women equipped with life skills and community development tools (29%)	Women use financial skills (NOW) Women contribute to household development
	Equitable household decision making exists (13%)	Decision making is shared – household
	Women use their voice (9%)	Women use their voice in the community
	Women are seen as valuable and equal members of society (9%)	Shift to more positive gender attitudes

Table 9: Household Survey Gender Equity Results

Indicator	Male		Female		Overall	
Total Number of Participants	88	-	87	-	175	-
Believe wife should not challenge husband’s decision to end her education	25	28%	27	31%	52	30%
Believe husband has the right to refuse his young wife’s wish to attend school	13	15%	11	13%	24	14%
Would speak to their girl child’s husband to try to convince him to allow her to attend school, but the final choice is still the husband’s	45	51%	37	43%	82	47%
Would support their girl child financially to attend school if her husband refused	38	43%	46	53%	84	48%

The household survey assessed gender attitudes through a scenario about a girl named Koinya. In the story, Koinya got pregnant by an older man when she was 17 and dropped out of senior secondary school to get married and have the baby. Two years later, she wants to return to school but her husband refuses. The minority of surveyed participants (30%) believed Koinya should not challenge her husband’s decision to end her education and even fewer (14%) agreed that a husband has the right to end his wife’s education. This is good evidence of positive gender attitudes; most people (regardless of gender) do not think it is right for a girl to be kept out of school. However, when participants were asked about what they would do if they were Koinya’s parents and faced with this situation, only 48% said they would take on the financial responsibility of paying for Koinya’s school. About half of respondents (47%) said they would try to talk to Koinya’s husband to convince him to support her education, but ultimately he had the final say. Interestingly, slightly more women than men said they would financially support Koinya’s education. This could be for a few reasons: women do not feel Koinya’s husband would listen to them if they tried to advise him; women value the education of girls more than men; or women are used to budgeting for children’s welfare. Future surveys should explore this finding further.

Women Equipped with Life Skills & Community Development Tools



GENDER EQUITY

Figure 11: MSC Gender Equity Quotes

Social Cohesion

The third component of the TOC is Social Cohesion, which is defined as “community linkages are strengthened and demonstrated.” **Tables 10 and 11** outline the Social Cohesion results. The majority (64%) of MSC cases mentioned a change in Social Cohesion. The most common topics shared include “social capital is leveraged and expanded”, “community and family have shared vision of progress”, and “networks of collaboration are built and functional.” MSC cases related to building social capital most often talked about groups that previously disagreed coming together. A lot of these cases discussed the community’s youth and how they had a better working relationship with the authorities and were no longer being driven out of the community for failure to pay fines.

Other cases discussed how women and leaders had improved their conflict resolution skills, how there was a reduction in conflict, how husbands and wives had become more united, and how overall, people exhibited more respect for one another.

Another prominent Social Cohesion subcategory was “community and family have a shared vision of progress.” Many cases in this subcategory discussed how because of the increased social cohesion, groups are working together to achieve goals and complete development projects. Additionally, cases in this subcategory discussed how community members share useful knowledge with each other and more often demonstrate their concern for one another (i.e. supporting a community member with funeral costs).

Figure 12 outlines quotes from another prevalent subcategory of Social Cohesion, “networks of collaboration are built and functional”. Cases in this category discussed how new groups have formed in the community to address felt needs. This is the first year we have seen evidence of this component of the TOC. This is likely due to the shift in implementation timeline. By waiting to conduct MSC until after three years of involvement with OneVillage Partners, there is more evidence of long-term change.

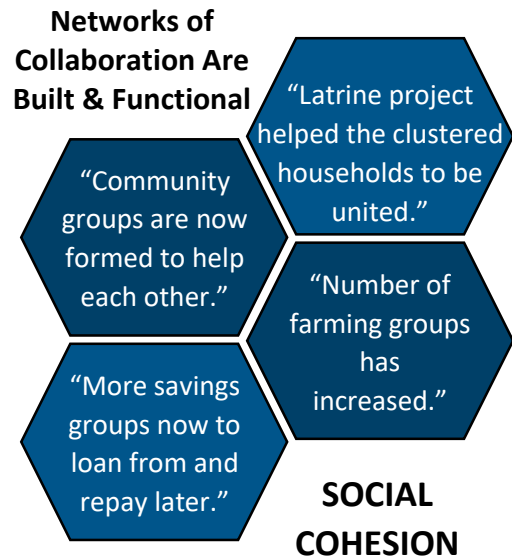


Figure 12: MSC Social Cohesion Quotes

Table 10: MSC Social Cohesion Results

Theme	Subcategories	Most Prevalent Codes
Social Cohesion (64%)	Social capital is leveraged and expanded (28%)	Improved community cohesion
	Community and families have shared vision of progress (27%)	Working together/cooperation
	Networks of collaboration are built and functional (24%)	New groups formed to address needs
	Open communication exists in homes and communities (13%)	Effective communication (both at home & in the community)

Table 11: Household Survey Social Cohesion Results

Indicator	n	%
Total Number of Participants	175	-
Believe their community cooperates to solve problems most of the time	100	57%
Believe their community has a shared vision of progress	172	98%
Believe it is somewhat or very likely that their missing wallet will be returned to them:		
When it is lost outside the community	37	21%
When it is lost inside the community	117	67%

The household survey assessed Social Cohesion through questions asking about community cooperation and visioning. Just over half of participants (57%) believed that their community cooperates to solve problems most of the time. When asked for evidence of this, most participants shared examples of the community working on construction and maintenance projects (both ACT and non-ACT) as well as solving of disputes. Almost all participants (98%) believed that their community had a shared vision of progress. This tells us that while people believe they are in agreement with the plan for development, there is still progress to be made on working together to achieve that vision.

The household survey also attempted to assess levels of Social Cohesion through asking two scenario-based questions. The survey asked participants about the likelihood of their lost wallet (with money in it) being returned

to them 1) if they lost it inside of their community, and 2) if they lost it outside of their community. Three times as many participants believed their wallet would be returned to them if it was lost within their community compared to if it was lost outside of the community, evidence that people trust their fellow community members more than outsiders.

Resilience

The fourth component of the TOC is Resilience, which is defined as “communities have the ability to respond to external shocks.” **Tables 12 and 13** outline the results relating to Resilience. About a third (30%) of MSC cases included Resilience as something that had changed since they worked with OneVillage Partners. Many cases discussed “proactive planning and mobilization meets priority needs”, citing examples of how the community had come together to lead development projects and plan for the future, most times on a project outside of direct OneVillage Partners work. **Figure 13** provides quotes for this Resilience subcategory.

Additionally, some participants discussed a culture shift in their communities related to repair and maintenance of projects and less dependence on outside organizations. There is also evidence of some communities putting in place structures to increase their Resilience in the future. For example, participants explained communal financial mechanisms started to address future challenges, agreed upon communal work days, and even a community audit of money slated for development. All of these developments were mentioned as things the community had done after completing an ACT project, in order to prepare themselves for future collaboration.

However, there was no evidence from this round of MSC to support the subcategory of “community is strongly connected to existing institutions and resources.” This is an evidence gap that OneVillage Partners tries to address through sponsoring meetings between the CAG and Ward Development Committee. Additionally, the Lead program, piloted in 2019, aims to address this gap through linking up community project committees with local government.



Figure 13: MSC Resilience Quotes

Table 12: MSC Resilience Results

Theme	Subcategories	Most Prevalent Codes
Resilience (30%)	Proactive planning and mobilization meets priority needs (24%)	Community contributes to and leads development projects Proactive planning
	Community members demonstrate a capacity to aspire (13%)	Culture shift, setting up of systems to make development easier

Table 13: Household Survey Resilience Results

Indicator	n	%
Total Number of Households	175	-
Household experienced at least one economic shock ^A	160	91%
Household experienced more than one economic shock	123	70%
Average number of economic shocks experienced	160	2.5
Household reported recovering from economic shock	108	68%
Impact of shock		
Small negative effect	42	26%
Large negative effect	113	71%

Indicator	n	%
No effect	5	3%
Type of shock experienced^B		
Serious illness, injury, or death of a member of the household	110	69%
Loss of harvest or serious reduction in harvest	91	57%
Unemployment/inability to work	81	51%
Sickness or theft of animals	72	45%
Damage to house	39	24%
Business went bankrupt	39	24%
Reaction to shock^B		
Used household savings	78	49%
Took loan from family or friends	70	44%
Reduced consumption (food, other materials)	66	41%
Sold animals or farm products	56	35%
Received assistance from others (within the village) ^C	54	34%
Took loan from savings group or financial institution	50	31%
Engaged in other revenue-generating activities	44	28%
Sold property	33	21%
Received assistance from others (outside the village) ^C	30	19%
Sold harvest in advance ^D	20	13%
Sent children to live with someone else	14	9%
Family members traveled to find work in other places	5	3%
Took children out of school	1	1%
Average number of reactions to shock	160	3.0

Notes:

^A “Economic shock” was defined as an event that would cost a significant amount of money to address.

^B Participants could provide multiple responses; therefore, cumulative percentages are over 100%.

^C “Assistance” denotes that the support was given, it was not expected to be paid back.

^D Selling harvest in advance is when a produce agent pays a reduced price for the harvest that is yet to come in. The advantage is that the farmer gets cash earlier, but they receive a lower price.

Table 13 outlines the Resilience data from the household survey. On average, 91% of households had experienced an average of 2.5 economic shocks within the previous year. The majority (71%) of sampled household reported the event had a large negative effect on their household, but 68% also reported they had recovered from the event. The most common types of shocks experienced included the sickness or death of a household member (69%), loss of harvest (57%), and unemployment or inability to work (51%). Most respondents employed multiple coping strategies to address these challenges. The most common responses included using household savings (49%), taking a loan from family or friends (44%), and reducing consumption (41%). Coping strategies that would adversely affect the household financially or socially (selling harvest in advance, sending children to live with someone else, traveling to find work, and taking children out of school) were the least used among respondents. The fact that using household savings was the most common response to an economic shock is a good indication of Resilience, households have money set aside to deal with unexpected events. It should be noted that one of the key objectives of NOW: Household Finances is to encourage participants to save at home for emergencies. Additionally, the program teaches participants to determine their financial needs from wants and reduce consumption accordingly. Evidence from recent NOW cohorts demonstrate that the majority of participants share the learning with people outside of the program, meaning that it is possible OneVillage Partners programming contributed to healthy coping practices during times of economic hardship.

It should be noted that the resilience data collected in this survey is not robust enough to make substantiated claims about Grima, Gbeka, and Mamboma’s resilience levels. To properly measure resilience, data should be

collected at multiple time points to determine if shocks persist, if the number of shocks increase or decrease, if coping mechanisms shift, and if wellbeing improves. To truly see if these communities are resilient, data should be collected post-exit to determine if outcomes are self-sustaining. However, given the current MEL capacity at OneVillage Partners, the data provides a high-level overview of resilience and shows favorable preliminary outcomes.

Wellbeing

In the TOC, Wellbeing is nested under the Resilience theme; with the idea that when wellbeing increases (in health, education, economic status, etc.) so does a person’s ability to respond to external shocks. However, when doing the MSC analysis, many of the cases classified under the Resilience theme focused on wellbeing improvements directly or indirectly due to OneVillage Partners programs. In order to clearly see the difference in the evidence base for Resilience and Wellbeing, each was made into its own theme, reducing the proportion of cases with a Resilience theme from 66% to 30%. Separating the two components is also consistent with resilience measurement methods, which view increased wellbeing as an outcome of resilience, not an input. **Tables 14 and 15** outline the Wellbeing results.

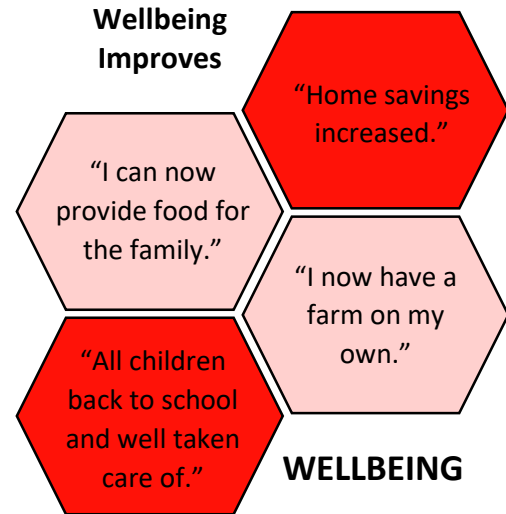


Figure 14: MSC Wellbeing Quotes

Over 40% of MSC cases mentioned a Wellbeing code. Most MSC respondents that told stories related to wellbeing mentioned hygienic WASH practices, healthier people, more economic activity (much of which was attributed to NOW participants using their savings to provide loans to others), or an increase in children’s education. **Figure 14** highlights Wellbeing quotes shared in MSC FGDs. Logically, many of the wellbeing improvements reported were dependent on the ACT projects completed within communities. The reason WASH improvements were the most common Wellbeing impact is likely because five out of the nine ACT projects implemented in the communities focused on WASH. Similarly, the Wellbeing results reported for children’s education are directly correlated with the majority of NOW participants choosing their children’s education as a primary financial goal (a high proportion of whom report meeting this goal directly after the conclusion of the NOW program). The reporting of increased economic activity included reports of more village saving and loan groups and more woman-owned businesses. This is attributable to NOW: Household Finances and NOW: Business Skills which teaches women the value of saving and smart business planning. Additional Wellbeing improvements reported included nutrition, agricultural practices, and reduction in teenage pregnancy, most of which can be related to other ACT projects completed by the communities.

Table 14: MSC Wellbeing Results

Theme	Subcategories	Most Prevalent Codes
Wellbeing (44%)	Wellbeing improves (44%)	Better WASH practices and improved health status
		Increased economic activity/children’s education

Table 15: Household Survey Wellbeing Results

Indicator	n	%
Total Number of Participants	175	-
Health		
Water and Sanitation		
Reported use of improved sanitation facility ^A	167	95%
Reported use of clean drinking water source ^B	172	98%

Indicator	n	%
Health Status		
Experienced serious illness within the last year ^C	127	73%
Sought prompt treatment for illness (within 24 hours) ^D	110	87%
Household Hunger Rate ^E		
Little to no hunger	107	61%
Moderate hunger	66	38%
Severe hunger	2	0%
Education		
Ever attended school	109 Male: 64 ; Female: 45	62% Male:73%; Female: 52%
Average years of school attended	175 Male: 88; Female: 87	5 years Male: 6 yrs; Female: 3 yrs
Acquired skills training within the last year	35	20%
Economic Status		
Earned income within the last year	155	89%
Borrowed money within the last year	115	66%
Own animals	163	93%
Agriculture as main income source	122	79%
Main Cash Crop ^F		
Palm Oil	79	65%
Rice	18	15%
Cocoa	16	13%

Notes:

^A Improved sanitation facility defined as: Ventilated Improved pit latrine, pit latrine with slab, flush/pour flush toilet

^B Clean drinking water source defined as: hand pump, protected well, public tap

^C Serious illness was defined as an illness that required the participant to stay in bed or lying down for two or more days

^D Percentage calculated out of those that reported an illness in the previous year

^E Ballard, T., Coates, J., Swindale, A. and Deithler, M. *Household Hunger Scale: Indicator Definition and Measurement Guide*. Washington, DC: Food and Nutrition Technical Assistance II Project, FHI 360.

^F Cash crop percentages calculated only out of those that reported agriculture as their main income generating activity

The household survey collected data across multiple areas of wellbeing including health, education, and economic status. A high proportion of respondents reported use of an improved sanitation facility (95%) and clean drinking water source (98%). While a high proportion experienced a serious illness within the last year (73%), many of them (87%) sought prompt treatment for their illness. At the time of the survey, 38% of households reported moderate hunger, but less than 1% reported severe hunger. It should be noted that the team collected the data in June, the start of a four-month period known as “hungry season” where many people who farm for a living have used up the resources from their last harvest and are waiting for the next harvest. It is possible that if data was collected outside of hungry season, the results would differ. Overall, only 62% of respondents had ever attended school (Men: 73%, Women: 52%) and reported on average attending five years of school (Men: 6 years, Women: 3 years). A small proportion (20%) reported receiving vocational training within the last year. Most respondents (89%) reported earning money as well as borrowing money (66%) within the last year. An overwhelming majority (79%) said they made their income through agricultural work, with the most common cash crop reported as palm oil (65% of farmers) followed by rice (15%) and cocoa (13%). The survey did collect data on cash crop yield and corresponding income, but the team could not verify the data when it was compared to market prices, therefore it was excluded from this report. It is challenging to collect data on agricultural yield and income because it is rare for farmers to keep records of how much yield they produce and how much they sell. Additionally, it is common for farmers to sell produce at multiple times in the year for different prices. Many farmers are working with a limited formal education and do not have the capacity to formally track their income throughout the year.

Table 16 includes information on basic household characteristics that can be used as proxies for economic development when income and asset data is unavailable. Economic initiatives are necessary to stimulate economic development. The one livelihood focused intervention conducted by OneVillage Partners (the NOW program) has produced data showing participants invest their savings in their children’s education and business, rarely in their homes. Therefore, it is not expected or likely for OneVillage Partners’ interventions to have an impact on household characteristics directly after program completion. However, this data can serve as a baseline for a future post-exit survey conducted after OneVillage Partners has left the communities. If data was collected in post-exit years, OneVillage Partners could assess overall improvements in living standards in our partner communities. Follow up questions would be necessary to determine attribution rates of those improvements to our intervention.

Table 16: Household Survey Wellbeing Results-Household Characteristics

Indicator	n	%
Total Number of Households	175	-
Household walls are plastered	84	48%
Primary wall material		
Mud	144	82%
Wood	25	14%
Cement	3	2%
Reeds/thatch	3	2%
Primary roof material		
Metal sheeting (zinc)	170	97%
Straw or reeds (thatch)	5	3%
Primary light source		
Candles or battery powered source	98	56%
Portable solar light	74	42%
Solar panel	3	2%
Cooking fuel source		
Wood, or other natural material	174	99%
Coal or charcoal	1	1%

Before partnering with Grima, Gbeka, and Mamboma, a very basic observational survey was completed; **Table 17** outlines the cumulative data from all communities compared to the same information collected at endline. From 2015-2019 the communities have grown in size (BL: 329 residences; EL: 352 residences), more homes have zinc roofs (a proxy for economic status), and one new primary school has been constructed. Interestingly, there was a substantial increase in the number of businesses (BL: 75; EL: 171).

Table 17: Community Asset Data

	# of Residences	% of Residences with Zinc Roof	# of Primary Schools	# of Secondary Schools	# of Clinics	# of Businesses
Baseline	329	88%	4	1	3	75
Endline	352	97%	5	1	3	171

Top Most Significant Change Stories

The following section includes the top five MSC stories chosen out of the 149 headlines collected. The OneVillage Partners Senior Staff chose these stories based on a scoring rubric which assessed stories on the following components: behavior change, attribution of change to an OneVillage Partners program, evidence that a program met a need, inclusion of a previously marginalized person, contribution to long-term development, and self-reliance.

Learning from OneVillage Partners Sent my Children Back to School

Domain: Resilience

Community: Gbeka

Participant: Watta Moriba

Staff: Nabieu Senesie & Emmanuel George



Watta Moriba is a 46-year-old single mother of five who lives in Gbeka. The village is located in Jahn Chiefdom in Kailahun District, Eastern Sierra Leone. Like many mothers, Watta wanted to educate her children and save for the future. The family's sole bread winner was her husband. Crisis hit in 2016 when Watta's husband died, leaving her to fend for herself and her children. She tried to support her family with subsistence farming, but that didn't cover her expenses. Watta was forced to borrow from other women to provide for her basic needs and her children's tuition. The loans and their mounting interest started to weigh on her, putting the family into further financial difficulties. "I used to go into hiding when the lender came for her money with fear that I could be summoned and fined by the chiefs because I didn't have the money to pay back my debt," Watta said.

Since Watta knew nothing about budgeting or saving, the situation worsened. Watta could no longer pay her children's tuition and rent in the nearby city of Kenema where they attended secondary school. Her two boys had to leave school and move back to Gbeka. After returning to Gbeka, one of Watta's sons impregnated a young girl. She and her son were summoned to the Town Chief who imposed a large fine of Le 400,000 (\$50) and charged them with caring for the girl during her pregnancy and her education. With an additional person to care for, Watta took out another loan and fell further into debt. Alone, with no income and no technical skills Watta faced a bleak future.

Fortunately, Watta's prospects began to change when connected with her friend, Miatta Koroma, who was a participant in OneVillage Partner's Nurturing Opportunities for Women (NOW) program. NOW teaches women financial management skills related to personal savings, household planning, and business. Watta hadn't been selected for the program but Miatta was willing to pass along the lessons to her friend. "Seeing Watta struggle with such a huge burden as a single mother was a sad experience," Miatta said. "I realized that Watta needed these lessons even more than me." Miatta visited Watta to share the first lesson on planning, setting goals, doing business and saving for the future. Watta was interested, enthusiastic, and wanted to continue. After a few lessons and seeing that Watta was engaged and serious about learning, Miatta lent Watta Le 100,000 (\$12.50) interest free to start a small business. It was a way to help her friend and to test Watta's newly learned skills.

Using Miatta's loan, Watta bought palm oil from local farmers and traveled to nearby villages to resell her product at a higher price. She started saving small amounts from her farming efforts and began making and selling homemade soap to generate even more income. Watta found it difficult to save the additional income. She wasn't in the habit of saving and it was still very new to her. She often used the money for expensive food items or fancy clothes. Again, friends came to Watta's aid and suggested that she put her earnings in different places. "Instead

of keeping my money at home where I would take from it, I learned a better way by joining a saving group and I also reduced my spending on high priced clothes,” Watta said. Watta’s savings began to grow. She paid back all her debts, invested in her business, provided for her family, and was even able to provide small loans to other women. “Instead of being a debtor, I could lend to other women from my savings,” Watta said. “I felt proud.”

Despite her success and the positive changes in her behavior, Watta encountered some setbacks. Her palm oil business failed and the two women she’d lent money couldn’t pay her back. She was afraid to start a second business for fear of losing her money again and she started blaming herself for not being strict with her money. Watta went to see Miatta to review her skills. Watta’s limited business experience was the source of most of her troubles. She needed more skills and decided to continue learning how to maximize profits and strengthen her saving habits with Miatta. Watta took some money from her soap making business to buy 10 gallons of palm oil. This time she was able to resell her product and save some earnings. “I thought my palm oil business would fail for the second time, but the skills I gained from Miatta kept me going without giving up,” Watta said.

Watta has now learned how to manage her finances. “It’s hard to believe that I now wake up every morning without thinking of the debt I owe somebody,” Watta said. She gained back the respect of her community, sent her children back to school, and contributed to other family expenses, such as funerals. With a growing business, her family cared for, and a new-found confidence, Watta boldly decided to share her knowledge with other women. Mamie Saffa, a Gbeka community member, is one of the women who benefitted from Watta’s desire to pass along her skills. “I learned about saving and business from Watta Moriba,” said Mamie Saffa. “She taught me what she was doing herself.”

One of the best rewards for Watta’s hard work was one son’s graduation from college and the other son’s graduation from high school. “I become happy and proud that as a single mother, I have educated these boys from my saving,” she said. Watta’s savings now totals Le 1,000,000 (\$125) which she’ll use to pay her second son’s upcoming college expenses. From her experience Watta learned she is capable of working hard to solve her own problems, “Everyone must save for the future, they must ask ‘how can I handle this?’ This happens if we all practice what we learn from our NOW sisters who have gained the skills and are ready to share with others,” Watta stated with a broad smile. Watta’s newfound financial independence has brought many benefits; “Now that I have the skills and am practicing them, I have more peace of mind, am free from debts, and can confidently sponsor my children’s education at all times.” Watta said.

The Path to Financial Security

Domain: Resilience

Community: Grima

Participant: Lucy Baion

Staff: Jenneh Faith Samai & Muje Josephine Belmoh

Lucy Baion, a 30-year-old farmer and single parent of three, lives in the small farming village of Grima in Kailahun district, Eastern Sierra Leone. Grima has a population of about 1,000 inhabitants who mainly support themselves through subsistence farming and cocoa production. Before working with OneVillage Partners, Lucy had virtually no knowledge of how to manage finances. She didn’t know how to save money and had no resources for emergencies and unexpected events. She was shy, hesitant to speak in public and was not involved in any community activities. Lucy supported herself and her children by working odd jobs for others, borrowing money, and selling her property. She often worried about providing for her children’s education and being cheated by her employers on her wages. She was chastised publicly by her creditors for not paying back money. Lucy was living day to day, with no steady income and no financial plan for the future.



In 2016, OneVillage Partners introduced the Nurturing Opportunities for Women (NOW) Program, a financial management curriculum. Lucy was selected to participate and learned about strategic saving and budgeting. The NOW program taught her when to sell her farming products to increase her earnings and how to save. She started saving for emergencies and kept this money in a locked metal box with a hidden key. Additionally, Lucy joined 31 other NOW participants to form a savings group that set up a fund to provide loans. The women grew the fund over time by investing in a fish selling business. Lucy and her NOW colleagues were on their way to financial security.

At first, it was very difficult for Lucy to save money, she was the family's sole provider and found it difficult to put money aside. Lucy was determined to make this change for her family and looked for support. Inspired by another NOW participant, Massah Sao, who had financed her small trading business using the skills she'd learned in the NOW Program, Lucy pushed forward. "If Massah was successful in her business and could save, I could do it too," Lucy said. Lucy cut down on her food and clothing expenses and saved Le 20,000 (\$2.50) per week from her small trading business and her agricultural activities. Remarkably, she also managed to contribute to the NOW savings group. Despite the difficulty of starting a new habit, she persevered to make savings a routine part of her life.

With her savings, Lucy started taking care of her children's education, medical bills, and household needs. Her initial success increased her confidence and she decided to begin farming commercially to boost her earning power. Additionally, she bought a drum of palm oil with the intention of reserving it until its market value was highest. Lucy's savings from these new income-generating activities allowed her to rebuild her house and outdoor kitchen which was seriously damaged in a rain storm in 2019. "My savings rescued me from disgrace and helped me respond to the storm incidents that happened to me," she said.

Additionally, Lucy's involvement in the NOW Savings Group benefited not only herself, but also the broader community. The group has raised Le 5,500,000 (\$687.50) in its three and half years of operation. They've contributed to construction of a community meeting place and continue to provide loans to community members, especially women aiming to start their own business.

Notwithstanding Lucy's many accomplishments, she encountered challenges as well. After Lucy used some savings to make repairs to her house and kitchen, an unexpected tuition fee popped up, followed by an emergency medical bill. Lucy did not have enough saved to address all of these issues within the same week. Lucy decided to sell a portion of the rice she had stored to cover some of the unexpected costs and still keep cash in her household savings. Lucy could respond to the unplanned events because of the steps she had taken to financially prepare herself and her family.

Lucy has made remarkable progress since joining the NOW program. She's generated more income with her additional business activities while overcoming unexpected challenges, clearly demonstrating her understanding of the importance of saving. With deep satisfaction, Lucy acclaimed, "With savings, I have become more responsible and respected by my family members and friends." Lucy continues to work with the women from the NOW cohort to improve financial management skills, as well as foster unity and communication among Grima's women. "I encourage women who are not part of a group to join one," Lucy said. "With teamwork everyone can achieve more. Unity is strength."

Women’s Leadership is Born in Grima

Domain: Inclusive Leadership

Community: Grima

Participant: Sheku Brima

Staff: Bernadette Mustapha & Lahai Conteh



Grima is a community of approximately 1,000 people located in Kailahun District in rural Eastern Sierra Leone. As is typical in Sierra Leone, Grima’s leadership was restricted to men from traditional ruling families, women held just two leadership positions (Women’s Leader and Deputy Women’s Leader) in 2015 when the community started working with OneVillage Partners. Women were not allowed at certain community meetings and they were excluded from decision making. The notion of women as leaders was not a part of Grima’s culture. Most men believed that allowing women to participate in decision-making wouldn’t result in any positive contributions. They believed that women should focus on raising children and domestic duties while men should focus on leadership. This attitude significantly impacted the women’s behavior. They rarely attended community meetings or development activities and were confined to household work.

Women weren’t the only alienated community members. The village youth resented the leaders’ biased judgements in court cases; they often prioritized personal relationships rather than the facts of the case. As a result, the young people, like the women, stayed away from community events. “Due to the ways we were handling cases involving youth they were not attending meetings or participating in any community work,” acknowledged Sheku Brima, a male community leader.

OneVillage Partners’ training on inclusive leadership was a radically new concept for Grima. The notion of involving everyone in decision making, regardless of age, class, gender, or economic status, was the polar opposite of the community’s previous method of decision making. However, the new approach resonated loud and clear with the women of Grima. They were inspired by OneVillage Partners’ message and decided to do an about face. They started to attend meetings on a regular basis where they bravely spoke up and voiced their opinions. They began to take part in community development activities and played a unique role in arbitrating domestic disputes without the authorities’ involvement. The women’s change in behavior was noted by the male leaders. Sheku Brima explained, “We never thought involving more women in our leadership structure could help community development until we saw that their involvement had created great impact in our community.” Due to the demonstrated commitment of women to OneVillage Partners’ projects, leaders began to consider including them in formal leadership roles.

Despite the shift in thinking, the inclusion of women into positions of authority took time. Sheku Brima and his co-leaders deliberated for three months about the idea. Leaders were concerned that women had resentments about their previous treatment and some men thought the women wouldn’t want the positions. Others continued to hold on to the notion that there simply wasn’t any value in bringing in women, that they had nothing to contribute to community leadership. With time and the continued hard work of Grima community women, the new awareness of inclusive leadership prevailed. Minds changed and the male leaders decided to conduct an election exclusively for women candidates. Four women were elected to the positions of Women’s Youth Leader, Deputy Women’s Youth Leader, Quarter Head and Tribal Authority.

The newly elected women took their responsibility seriously and began advocating in force. They helped mobilize local materials, collecting stones and other items needed to construct latrines and a harvest storage facility. They planned and conducted meetings to further mobilize women and youth. They continued to resolve community conflicts and individual grievances, reducing the number of court cases that required outside authorities. “The

birth of women’s leadership in Grima has strengthened our feelings of representation, unity, and investment in community development,” said Mamie Kemoh, who was elected as the Women’s Youth Leader. “Women should stop taking the back seat and serve as a strong front wheel for the development of our community.”

Of course there were obstacles for the new leaders. Some women lacked confidence and were timid about leading meetings. Others found it difficult to balance leadership duties with family responsibilities. Still others struggled to advocate for their views to be included in major decisions. Finally, there was the stubborn cadre of men who opposed women in leadership altogether. Through collaboration and problem solving with male leaders, the women persevered, and took on even more responsibilities, further proving their leadership capacity. They started representing Grima at chieftdom development meetings and reporting back to the community. They also began assisting with the collection of local taxes. “The women we elected are driving our community towards development,” said Sheku Brima. “They provide advice to fellow leaders and community members and they’ve successfully engaged the young people.”

Today Grima has an entirely new leadership model. Women, youth, and community members outside of ruling families are now included in almost every major decision. There is a cohesive leadership system in place and the entire community is working together toward their common goals. The youth now listen and work with leaders because of the women leader’s collaborative approach. Leaders have seen the benefits of women’s inclusion into community leadership and have started to adopt the culture of broader community consultation. This new leadership model has contributed to peace and rapid development in the community.

The Gbeka Community Gains Self-Reliance

Domain: Resilience

Community: Gbeka

Participant: Hawa Brima Gbondo

Staff: Nabieu Senesie & Emmanuel George

Hawa Brima Gbondo is a 55-year-old farmer born and raised in Gbeka, a rural village of approximately 850 people in Eastern Sierra Leone. Community members support themselves primarily by harvesting rice, cocoa, palm oil, and vegetables. OneVillage Partners began working with Gbeka in 2015 to complete three self-selected projects: latrines, water wells, and a Skills Training Center. When OneVillage Partners arrived in Gbeka the community was split into competing factions that rarely listened to each other, much less worked together. Household disagreements, conflicts concerning land use, and political differences divided the town. The village authorities ruled unfairly; they assessed fines for offences at a lower rate for their relatives, while fining other community members a higher rate. Villagers were resentful, wouldn’t cooperate with local leaders and rarely participated in communal work or community meetings. They’d lost faith in their leaders and refused to contribute to local projects for fear of their money being misused.



When OneVillage Partners arrived in Gbeka the community was split into competing factions that rarely listened to each other, much less worked together. Household disagreements, conflicts concerning land use, and political differences divided the town. The village authorities ruled unfairly; they assessed fines for offences at a lower rate for their relatives, while fining other community members a higher rate. Villagers were resentful, wouldn’t cooperate with local leaders and rarely participated in communal work or community meetings. They’d lost faith in their leaders and refused to contribute to local projects for fear of their money being misused.

Gbeka had become very dependent on Non-Governmental Organizations (NGOs) to sponsor infrastructure projects. The Chieftdom Speaker, Momoh Tarawally, bemoaned, “Our youth and the community prioritized their own interests and swept the town’s needs under the carpet. We thought that NGOs were the magicians to develop this community.” One NGO built latrines with minimal contribution from the community and later on many latrines collapsed. When Hawa’s household latrine collapsed she didn’t bother to rebuild it, even though she had the where-with-all to do so. It was then she realized she had become reliant on NGOs to address many of her challenges, rather than looking to herself and her community for support. “Seeing how I’d left my latrine in the rubbles tells me that we expected more from outsiders than ourselves. Although I had the money to repair that

latrine, the culture of depending on NGOs kept me expecting miracles to repair it for me,” Hawa said. Hawa wasn’t alone in this mindset, the community took no ownership of projects provided simply as gifts.

Hawa believes that the first OneVillage Partners community meeting was the start of a change in Gbeka’s sense of unity and commitment to spearhead local initiatives. The Sharpening Stone Story (a story about the community leading the project work and OneVillage Partners supporting the project) inspired community members to take responsibility through financial contributions and mobilization of construction materials. Next, the community selected 12 volunteers (the Community Action Group, or CAG), who were trained in project design and management. Over the next three years, the CAG led local resource mobilization, household contributions, and project implementation for the three projects previously mentioned. Through this process, the community learned the importance of frequent meetings and adequate planning to achieve common goals. At the same time, Gbeka was inspired by the neighboring village of Sembehun that constructed a community meeting hall without any NGO support. Hawa stated with a smile, “Learning positive behavior from others is a very good step for our community’s development. A village with the vision of leading itself believes in what its people can offer which is something we are proudly motivated to do right now.” Gbeka had started to understand the benefits of community leadership over NGO dependence.

With their attitude reframed, Gbeka went to work putting systems in place to support their goal of self-reliance. The CAG and local leaders encouraged community members to contribute to projects in community meetings and Town Crier’s announcements. To fast track local contributions, authorities delegated the collection of funds to heads of every village quarter (neighborhood) with the help of the CAG. Chiefs also started planning local projects in community meetings and abandoned the previous system of making decisions without community consultation. Lastly, Chiefs implemented an equal standard for infractions, such as refusal to contribute to village projects. When the community saw positive and lasting changes in their leaders, and the resulting accomplishments, they began listening to and respecting their leaders, cooperating with each other, and sharing responsibilities.

Although Gbeka realized the benefits of leading their own development, it was a learning process which included a few set-backs. While some people voluntarily donated their labor, others expected payment for their efforts. Additionally, the community lacked essential tools needed for construction. Quarter heads varied in mobilization experience and skill level, resulting in some quarters loss of motivation and engagement. Several community members believed the CAG was solely responsible for implementing the entire project; at first, many people avoided community meetings and communal working days, expecting the CAG to do it all alone. The CAG persevered, continued with community meetings, and maintained open channels of communication. Their steadfast commitment paid off and through earnest dialogue and household visits the volunteers eventually changed the minds of the reluctant community members. It was a long process but everyone learned the importance of frequent meetings, open communication, adequate planning, and unfaltering persistence.

After challenging struggles, occasional disappointments, constant communication, readjustments, and very hard work, Gbeka was on their way to being less dependent on donors to meet their basic needs. From household contributions, the community bought construction tools and worked to rehabilitate a road connecting Gbeka to the nearby village of Goldie. “It was challenging to get used to taking local initiatives, but we have successfully rehabilitated a whole road with no NGO support,” Chief Momoh Tarawally stated. Gbeka community now plans projects with funding from households’ contributions, community savings groups, and fines. As a community, Gbeka constructed a storage space for agricultural products on its own, thereby protecting their crops and enabling them to sell their produce when markets are favorable. “Gbeka is much different than it was three years ago. I notice a group more united to work for our community without waiting for NGOs or relatives in the cities,” Hawa stated.

The process of project planning and implementation has increased the capacity of many people in Gbeka. “Community members now enjoy their skills of identifying challenges and solving their most pressing needs without NGO’s interventions,” Hawa said. Leaders hold regular meetings to determine budgets and report amounts collected for communal work. Meeting attendance has increased steadily over time and more people are stepping up their involvement. Women, in particular, are increasingly involved as their public speaking confidence increases. “Unlike before, I now have more chance to contribute in meetings without fearing the criticism of men,” community member Mamie John said.

“I am proud of what we have learned from One Village Partners,” Hawa said. “If villages like ours realize what they can offer to their own progress, they will not wait on NGO supplies and handouts.”

Honoring Tradition: Community Leaders in Mamboma Increase Transparency

Domain: Inclusive Leadership

Community: Mamboma

Participant: Saffa Brima

Staff: James Gendemeh, Nyagajia Rogers and Hameedatu Turay



Mamboma is a village located in the Peje Bongre Chiefdom of Eastern Sierra Leone’s Kailahun District. It was known for its corruption, embezzlement and unfair treatment of community members by their leaders. After the civil war the community held elections, but were disappointed with the results; leaders continued to be self-serving. Community meetings were rare and accountability non-existent. Mamboma leaders assessed fines based on personal relationships rather than any objective measure of fairness. Additionally, funds received from those fines, donations, or politicians’ contributions were pocketed by the leaders. Saffa Brima, a current Tribal Authority and the Town Treasurer recalled that “Corruption and embezzlement was a cost to the community that bred constant mismanagement and chaos.” Due to the lack of accountability, community participation in any project was minimal and the community was divided.

In 2015, OneVillage Partners started working with Mamboma and discussed unity, transparency, solidarity, and inclusive leadership in their interactions with the community. OneVillage Partners worked with Mamboma to create a community development account to house community contributions for development projects. This was the turning point for some leaders as they decided to practice transparency themselves based on what they had learned from OneVillage Partners’ community bank account system. The community lobbied to reinstate their Town Treasurer, Saffa, and started giving fines from court cases to him for safe keeping. Saffa encouraged his colleague leaders to be transparent by giving regular updates on community-owned income and donations. The community and leaders agreed on monthly meetings to discuss important topics with the whole community. Slowly, Mamboma was putting systems in place to better manage its finances.

At first it was daunting to implement the changes. When community members requested loans from the town coffer, many did not repay the money on time and Saffa had to dip into his own pocket to replenish the fund to avoid embarrassment. He later decided to stop giving loans from the town coffer. Some leaders balked at the new way of doing things. They had long enjoyed the benefits of corruption and were disinclined to give up those advantages. The community, however, thought differently and suspended the corrupt leaders for three months. Following the suspension, the leaders were given some responsibilities to test their commitment to transparency. When they showed that they could comply with the new rules and execute the tasks with integrity, leaders’ previous status was restored. Unfortunately, later on, some of the leaders lapsed back to their former ways and took money earmarked to pay workers building an agriculture infrastructure project. Furious, the workers

summoned the leaders to the Paramount Chief who ordered them to return the money. Embarrassed in front of the entire community, Mamboma's leaders finally understood that the community had gained the courage and the buy-in to hold them accountable. The community learned from these experiences, absorbed the lessons, and remained committed to financial transparency.

Through implementing new systems and having pride in their community growth, Mamboma community members now use their money in ways that benefit the entire community, instead of lining the pockets of a few. For example, they used community funds to rehabilitate an elementary school and provide food for community visitors. Leaders now share feedback on all community activities, especially fund management. They plan with community members how funds should be used and are becoming more active in projects, especially in the area of enforcing by-laws. "A non-transparent community and its leaders always depend on selfish development. Our forefathers, according to tradition, were always pleased with honest and committed people," Bockarie F. Boyah, a Quarter Head stated. Once again, those values and traditions are flourishing in the village of Mamboma.

Discussion & Lessons Learned

The goal of conducting MSC in complement with a household survey in communities that received the first phase of OneVillage Partners' interventions was to learn about where the communities are today in the areas outlined in our TOC. These assessments offer us our first opportunity to see what long-term impact our programs have contributed to over time. We recognize the lack of baseline or counterfactual data for the household survey means we cannot definitively say the outlined results would not have occurred without our intervention. Potentially this data can serve as a baseline for an ex-post evaluation when we fully exit these communities. However, coupled with the MSC method, the research design provides a robust picture of Mamboma, Grima, and Gbeka in 2019.

Within the Inclusive Leadership theme there is evidence of long-term change, participants sharing knowledge with others, and expanding women's leadership. However, community meeting attendance was lower than expected and highlights the challenge of maintaining community engagement in decision making.

In the Inclusive Leadership theme, there was a mostly equal distribution among the four TOC subcategories. In previous rounds of MSC that occurred directly after an ACT or NOW implementation cycle, there was less evidence for shared community decision making and transparent/accountable leaders. Also, in this round of MSC, information classified as "community members equipped with leadership skills" most often discussed a direct program participant (NOW or CAG) sharing OneVillage Partners learning with other community members. In the past, information in this category focused solely on the knowledge/skills direct participants gained, evidence of the intervention's expanding reach. Most representative leadership content relates to an increase of women in leadership or women exhibiting leadership skills. In the MSC story, "Women's Leadership is Born in Grima," Mamie Kemoh, the Women's Youth Leader stated, "the birth of women's leadership in Grima has strengthened our feelings of representation, unity, and investment in community development." Finally, there was a much broader evidence base this year for "leaders are transparent and accountable" including unbiased ruling, participatory development, and cooperative communal planning, results less common in previous MSC rounds. The household survey validates the MSC findings on communal decision making and the perceived transparency and accountability of leaders. However, it does point out that less than half of respondents reported attending community meetings frequently. The positive changes reported in Inclusive Leadership can be linked to our programming's focus on leadership capacity development, communal problem solving, and female leadership.

Most Gender Equity evidence related to women applying life skills, however, there was burgeoning evidence of men changing behaviors towards women to be more inclusive. Traditional beliefs and practices around gender are difficult to change within the intervention period and scope.

Positive changes in Gender Equity were reported equally by men and women in the MSC exercise, with village leaders and NOW participants sharing the most Gender Equity stories. Most codes fell into the “women equipped with life-skills and community development tools,” but focused on the application of the NOW learning as well as women contributing to household development, a new code that has never come up in previous rounds of MSC. Interestingly, most of the information coded as “women seen as valuable and equal members of society” discussed what changes men had put in place to support women (i.e. business startup and listening to women). In the household survey, most respondents did not think it was acceptable for a young married woman with a child to be kept out of school by her husband, yet fewer people reported they would take direct action to support the woman. Even though none of the top MSC stories were coded as Gender Equity, two of them discuss financially capable women providing for their families and another discusses the rise of female leaders. Improvements in Gender Equity can be linked to the NOW program’s focus on capacity building of women and equitable household decision making, as well as, the ACT program’s encouragement of female involvement at all project stages.

In the Social Cohesion theme, there was evidence of perceived network building and shared vision among community members, but fewer than expected real life examples of communal problem solving.

Most MSC respondents told a story that mentioned a positive change in Social Cohesion. This is consistent with previous rounds of MSC, but a key difference this year is the increased prevalence of “networks of collaboration are built and functional”, a more long-term outcome. Respondents discussed how community members (especially women) had come together to form savings and farming groups and how households clustered together during ACT projects maintained the unity established during the project. Most Social Cohesion changes discussed caring more for others, collaborating, sharing ideas, and working together to achieve a common goal. Comparatively, there is less evidence for the subcategory “open communication exists in homes and communities”, but that is likely because both household and communal decision making is outlined in other parts of the TOC, so only information that had the words “communication” or “discuss” would be coded in the subcategory. When communication was mentioned explicitly, respondents reported having more family discussions (mostly between couples, but also parents advising children) and more community discussions. Similar to Gender Equity, none of the top MSC stories were coded as Social Cohesion, though this theme is apparent in any story that discusses a community-level change. The household survey provided an interesting juxtaposition regarding Social Cohesion; while 98% of respondents believed that their community has a shared vision of progress, only 57% believe their community cooperated to solve problems most of the time. Social Cohesion is a difficult concept to measure because its definition is fluid and there are many factors that can influence it. Increased Social Cohesion can be linked to the programming focus on working within local systems and groups as well as supporting communities/couples to solve their own challenges with minimal support from OneVillage Partners staff.

Communities and households reported preparing for the future and responding to shocks in ways that increased Resilience; there was no evidence of links with institutions and resources outside partner communities.

About a third of MSC stories mentioned a code relating to Resilience. This is double the amount recorded in the 2018 round of MSC; the increase is likely due to the change in data collection timeline. By waiting to conduct MSC after communities have finished the first phase of programming, there is more opportunity for long-term

outcomes to manifest. Most MSC Resilience stories discussed how it was easier for the community to plan and implement projects (outside of OneVillage Partners work) to meet their priority needs. There was less evidence of individuals or households proactively planning for the future, but a few respondents discussed steps they had taken to prepare for unexpected events, although in most cases it was unclear how OneVillage Partners would have contributed to that behavior. However, some respondents explicitly stated how the NOW program had taught them to save for the unexpected. The household survey provides context for household resilience, with the majority of households experiencing at least one economic shock but also reporting recovering from it. At the community-level many respondents discussed steps their community had taken to become more resilient including the institutionalizing of communal work, increased community meeting attendance, and an improved leadership structure, all of which increase their ability to respond to shocks and they attributed to learning from the OneVillage Partners engagement process. No MSC respondent shared a story that could have been coded as “community strongly connected to existing institutions and resources.” This is not a surprise given the relatively few programmatic inputs that aim to cause change in this area. This component of the TOC is more central to the Lead program, which began implementation in Mamboma, Grima, and Gbeka in June 2019, directly after this data was collected. Two of the top MSC stories discuss Resilience, one at the individual level and the other at the community level.

Wellbeing improvements were directly linked to project-specific programmatic inputs, the evidence is unclear on long-term economic impact of Phase I programming.

Many MSC respondents discussed how OneVillage Partners programs improved individual and communal wellbeing. As compared to previous rounds of MSC, WASH wellbeing data related more to behavior change, specifically in latrine use and proper handwashing, rather than only knowledge change. This contributed to reported health improvements, especially in the reduction of child diarrhea. The household survey confirms that almost all surveyed households had access to improved sanitation and water facilities which is not surprising given the WASH focus of multiple ACT projects in these communities. Respondents also discussed improvements in child welfare which they attributed to OneVillage Partners programs (specifically, the NOW program). Reports of parents taking care of their children and prioritizing their education were common. This year for the first time Wellbeing data included increased agricultural knowledge and productivity. This is directly related to the community’s most recent ACT projects which focused on improved rice processing and storage. Finally, people reported improvements in their personal economic status (saving more, spending less) as well as community access to savings groups and capital. There is burgeoning evidence of these communities building resilience, but as mentioned in the Results section, only continued measurement can provide the appropriate information to make a definitive assessment.

Overall, the mixed-method assessment in Mamboma, Grima, and Gbeka demonstrates that participants believe their communities have changed for the better after working with OneVillage Partners. The work towards thriving and resilient communities is far from over, but great progress has been made in the areas of Inclusive Leadership, Gender Equity, Social Cohesion and Resilience. For a full list of program inputs to the various TOC pillars, see **Appendix D**.

Conclusions & Recommendations

The updated data collection timing allows medium and long term outcomes to surface.

Across most pillars of the TOC, more MSC codes than previous years were classified into the third and fourth subcategories within the pillar. As the subcategories are chronologically ordered (with the first being the short-term outcome, and fourth being the impact outcome), this is evidence that as time goes on, long-term change is more evident. This is the first year we have seen this level of change and it is likely due to shifting the data collection timeline to allow the full intervention dose.

TOC appears to be working as hypothesized, especially the time lens within and across pillars.

For the most part, the data show the TOC is working as hypothesized. The team used the TOC as the outline of the MSC codebook and during coding, no data could not be classified within the TOC. This shows that OneVillage Partners has a solid idea of the type of change our programs cause. Additionally, as hypothesized, at this point in time there is strong evidence of change in the first three pillars of the TOC, but less evidence of Resilience, an outcome that takes years to develop.

Despite the lack of baseline or counterfactual data, there is still strong evidence of change over time, especially in MSC stories where respondents describe what their home was like before, what OneVillage Partners did, and what has changed because of it.

During both FGDs and Verification Interviews the team asked MSC respondents why they believed the change they described was due to OneVillage Partners. We recognize the inherent desire of respondents to tell us our programs work, many believe this is the only way NGOs will continue to invest in their communities. We are not comfortable with assuming attribution of change to our programs. However, to get the best possible indication of change, we systematically check the facts of the top stories through follow up questions with the original storyteller and others involved in the story. Our staff have several years of MSC field experience and are skilled facilitators of the MSC FGDs. In addition to the rigor of the MSC process, the inclusion of the household survey provides quantitative data from a random sample to validate the themes that emerged from the MSC data. Comprehensively, the data tell a story of accomplishment of many TOC components.

In order to truly understand sustained change and resilience, data should be collected post-exit.

The data provided can only tell us about this snapshot in time. To gain a better understanding of what outcomes are maintained and what components of the intervention had a lasting effect, data should be collected again years after OneVillage Partners finally exits the community.

Not all components of the TOC have a robust evidence base. However, given the long-term focus of the TOC, this is not surprising or concerning.

OneVillage Partners does not expect everything in the TOC to happen within three years of partnership with communities (the average length of time to complete Phase I of OneVillage Partners interventions). That being said, we should look at the areas of the TOC with a weak evidence base (i.e. connections to existing institutions and resources, women are seen as valuable and equal members of society, etc.) to ensure program inputs are in fact addressing these areas.

Appendices

Appendix A: Code Frequency Table for all MSC Cases

The following table provides the code frequencies and proportions for all 149 MSC cases. The table is organized by themes (Inclusive Leadership, Gender Equity, Social Cohesion, Resilience, and Wellbeing) and then further broken down by subcategories and the codes within those subcategories. Each case could have multiple codes, therefore the cumulative percentages for all themes will surpass 100%.

Category, Subcategory, or Code	Number of Cases	Proportion of Cases
Total Number of Headlines	149	
Inclusive Leadership	73	49%
1. Community members equipped with leadership skills	24	16%
• CAG/NOW take responsibility for development	1	1%
• CAG/NOW participants share information with community	16	11%
• CAG/NOW speak in public	1	1%
• CAG/NOW mobilize	2	1%
• Ordinary community members gain leadership/development skills	6	4%
2. Representative leadership is emergent	32	22%
• Youth as leaders	1	1%
• Youth involved in development	7	5%
• Youth mobilized	1	1%
• Women as leaders	20	13%
• Women involved in development	9	6%
3. Decision making at the community level is shared	21	14%
• Previously marginalized groups involved in community decision making	15	10%
• Leaders consent general community in decision making	9	6%
• Democratic elections	2	1%
4. Leaders are transparent and accountable	26	17%
• Leaders participate in development	6	4%
• Leaders practice good governance: transparency	7	5%
• Leaders practice good governance: communication	3	2%
• Leaders practice good governance: inclusion of previously marginalized groups	8	5%
• Leaders practice good governance: accountability	8	5%
• Leaders practice good governance: fair and impartial treatment	4	3%
Gender Equity	60	40%
1. Women equipped with life-skills and community development tools	43	29%
• Women have gained financial knowledge (NOW): household planning, savings, financial management	6	4%
• Women have gained business knowledge (NOW: Business Skills)	8	5%
• Women use financial skills (NOW)	22	15%
• Women use business skills (NOW: Business Skills)	4	3%
• Women regularly attend community meetings	6	4%
• Women are self-reliant/independent	1	1%
• Women gain leadership skills	1	1%
• Women contribute to household development (problem-solving, financial contributions)	16	11%
2. Women use their voice	13	9%
• Women use their voice in the community	11	7%
• Women use their voice in the home	1	1%
• Women are confident	1	1%
3. Equitable household decision making exists	20	13%

Category, Subcategory, or Code	Number of Cases	Proportion of Cases
• Decision making is shared- household	9	6%
• Women make decisions	3	2%
• Cooperative household planning	11	7%
4. Women are seen as valuable and equal members of society	13	9%
• Women's roles are valued (women are respected)	3	2%
• Fluid gender roles reported	2	1%
• Shift to more positive gender attitudes	8	5%
Social Cohesion	95	64%
1. Social capital is leveraged and expanded	41	28%
• Improved family cohesion	6	4%
• Improved community cohesion	12	8%
• Respect (community, women, traditional leaders, youth)	9	6%
• Reduction of conflict	4	3%
• Reduction in violence and/or crime	1	1%
• Improved conflict resolution skills	9	6%
• Positive attitude shift enables working with others	6	4%
2. Open communication exists in homes and communities	19	13%
• Effective communication-home	10	7%
• Effective communication- community	9	6%
3. Community and families have shared vision of progress	40	27%
• Working together/cooperation	22	15%
• Increased sense of responsibility towards others (advocacy, support)	4	3%
• Sharing useful knowledge with others	16	11%
4. Networks of collaboration are built and functional	36	24%
• Women united	3	2%
• Youth united	1	1%
• Unity	16	11%
• New groups formed to address needs	21	14%
• Community groups support development	1	1%
Resilience	44	30%
1. Proactive planning and mobilization meets priority needs	36	24%
• Proactive planning	10	8%
• Community contributes to and leads development projects-general	6	4%
• Community contributes to and leads development projects-OVP	7	5%
• Community contributes to and leads development projects-non-OVP	12	8%
• Productive use of local resources	6	4%
• Newly available assets as a result of community work	2	1%
• Respond to shocks	7	5%
2. Community members demonstrate a capacity to aspire	20	13%
• Increased motivation and efficiency	1	1%
• Community engaged in meetings	7	5%
• Positive culture shift (volunteerism, sharing, asking for help, mobilization, repair and maintenance, etc.)	7	5%
• Setting up of systems to make development easier (community contributions, communal work days, etc.)	7	5%
Wellbeing	65	44%
1. Wellbeing Improves	65	44%
• Better WASH practices	18	12%
• Better WASH knowledge	6	4%
• Disease reduction (improved health status)	14	9%

Category, Subcategory, or Code	Number of Cases	Proportion of Cases
• Children’s education (enrollment, supplies)	14	9%
• Improved economic status (less expenditure, more savings, increased profit, etc.)	8	5%
• General wellbeing	4	3%
• Child welfare- general	12	8%
• Increased food	2	1%
• Improved agricultural knowledge and/or practices	6	4%
• Increased technical knowledge (from skills trainings)	2	1%
• Increased economic activity (more businesses, more access to loans)	14	9%
• Increased agricultural productivity	4	3%
• Reduction in teenage pregnancy	2	1%

Note: Each case could have included multiple codes, even within the same category or subcategory.

Appendix B: Household Survey Results Disaggregated by Community with n Values and Percentages/Mean

The following tables outline community-level data from the household survey. N values (the number of people that responded) and percentages are included.

Appendix Table 1: Household Survey Participant Demographics by Community

Indicator	Grima		Mamboma		Gbeka	
	n	%	n	%	n	%
Total Number of Participants	66	-	52	-	57	-
Participant Gender						
Male	34	52%	26	50%	28	49%
Female	32	48%	26	50%	29	51%
Participant Type						
Head male	18	27%	16	31%	16	28%
Head female	16	24%	16	31%	16	28%
Male youth	16	24%	10	19%	12	21%
Female youth	16	24%	10	19%	13	23%
Average age	66	36.7	52	39.7	57	39.0
Average household size	66	7.1	52	8.8	57	7.2

Appendix Table 2: Household Survey Inclusive Leadership Results by Community

Indicator	Grima		Mamboma		Gbeka	
	n	%	n	%	n	%
Total Number of Participants	66	-	52	-	57	-
Agree power is shared in community decisions	55	83%	43	83%	46	81%
Agree leaders are accountable	63	96%	50	96%	46	81%
Agree leaders are transparent	54	82%	43	83%	42	74%
Report frequent community meeting attendance ^A	30	46%	22	42%	19	33%

Note: ^A "Frequent" meeting attendance was defined as "almost every time a meeting is called"

Appendix Table 3: Household Survey Gender Equity Results by Community

Indicator	Grima			Mamboma			Gbeka		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Total Number of Participants	34	32	66	26	26	52	28	29	57
Believe wife should not challenge husband's decision to end her education	32%	28%	30%	15%	38%	30%	36%	28%	32%
Believe husband has the right to refuse his young wife's wish to attend school	21%	16%	18%	0%	12%	18%	21%	10%	16%
Would speak to their girl child's husband to try to convince him to allow her to attend school, but he final choice is still the husband's	59%	44%	52%	46%	50%	48%	46%	34%	40%
Would support their girl child financially to attend school if her husband refused	35%	53%	44%	46%	46%	46%	50%	59%	54%

Appendix Table 4: Household Survey Social Cohesion Results by Community

Indicator	Grima		Mamboma		Gbeka	
	n	%	n	%	n	%
Total Number of Participants	66	-	52	-	57	-
Believe their community cooperates to solve problems most of the time	39	59%	29	56%	32	56%
Believe their community has a shared vision of progress	65	99%	51	98%	56	98%

Believe is somewhat or very likely that their missing wallet will be returned to them:						
When it is lost outside the community	13	20%	14	18%	10	27%
When it is lost inside the community	47	71%	36	60%	34	69%

Appendix Table 5: Household Survey Resilience Results by Community

Indicator	Grima		Mamboma		Gbeka	
Total Number of Households	66	-	52	-	57	-
Household experienced economic shock ^A	65	99%	45	87%	50	88%
Average number of economic shocks experienced	65	2.5	45	2.6	50	2.3
Household reported recovering from economic shock	39	60%	32	71%		74%
Impact of shock						
Small negative effect	16	25%	10	22%	37	32%
Large negative effect	46	71%	34	76%		66%
No effect	3	5%	1	2%	16	2%
Type of shock experienced ^B					33	
Serious illness, injury, or death of a member of the household	43	66%	29	64%	1	76%
Loss of harvest or serious reduction in harvest	41	63%	23	51%		54%
Unemployment/inability to work	30	46%	26	58%	38	50%
Sickness or theft of animals	23	35%	27	60%	27	44%
Damage to house	14	22%	15	33%	25	20%
Business went bankrupt	15	23%	14	31%	22	20%
Reaction to shock ^B					10	
Used household savings	33	51%	23	51%	10	44%
Took loan from family or friends	31	48%	21	47%		36%
Reduced consumption (food, other materials)	26	40%	22	49%	22	36%
Sold animals or farm products	23	35%	16	36%	18	34%
Received assistance from others (within the village) ^C	26	40%	17	38%	18	22%
Took loan from savings group or financial institution	21	32%	16	36%	17	26%
Engaged in other revenue-generating activities	20	31%	11	24%	11	26%
Sold property	13	20%	11	24%	13	18%
Received assistance from others (outside the village) ^C	9	14%	7	16%	13	28%
Sold harvest in advance ^D	12	18%	3	7%	9	10%
Sent children to live with someone else	2	3%	7	16%	14	10%
Family members travelled to find work in other places	0	0%	3	7%	5	4%
Took children out of school	0	0%	1	2%	5	0%
Average number of reactions to shock	65	3.3	45	3.0	50	2.6

Notes:

^A "Economic shock" was defined as an event that would cost a significant amount of money to address.

^B Participants could provide multiple responses; therefore, cumulative percentages are over 100%.

^C "Assistance" denotes that the support was given, it was not expected to be paid back

^D Selling harvest in advance is when a produce agent pays a reduced price for the harvest that is yet to come in. The advantage is that the farmer gets cash earlier, but they receive a lower price.

Appendix Table 6: Household Survey Wellbeing Results by Community

Indicator	Grima		Mamboma		Gbeka	
Total Number of Participants	66	-	52	-	57	-
Health						
Water and Sanitation						
Reported use of improved sanitation facility ^A	66	100%	50	96%	51	89%
Reported use of clean drinking water source ^B	66	100%	50	96%	56	98%
Health Status						
Experienced serious illness within the last year ^C	50	76%	38	73%	39	68%
Sought prompt treatment for illness (within 24 hours) ^D	43	86%	33	87%	34	87%
Household Hunger Rate ^E						
Little to no hunger	39	59%	34	65%	34	60%
Moderate hunger	25	38%	18	35%	23	40%
Severe hunger	2	3%	0	0%	0	0%
Education						
Ever attended school	40	61%	34	65%	35	61%
Average years of school attended	66	4.7	52	4.8	57	4.9
Acquired skills training within the last year	7	11%	16	31%	12	21%
Economic Status						
Earned income within the last year	59	89%	47	90%	49	86%
Borrowed money within the last year	44	67%	39	75%	32	56%
Own animals	62	94%	49	94%	52	91%
Agriculture as main income source	49	83%	37	79%	36	73%
Main Cash Crop ^F						
Palm Oil	40	82%	22	59%	17	47%
Rice	4	8%	8	22%	6	17%
Cocoa	9	18%	2	5%	5	14%

Notes:

^A Improved sanitation facility defined as: Ventilated Improved pit latrine, pit latrine with slab, flush/pour flush toilet

^B Clean drinking water source defined as: hand pump, protected well, public tap

^C Serious illness was defined as an illness that required the participant to stay in bed or lying down for two or more days

^D Percentage calculated out of those that reported an illness in the previous year

^E Ballard, T., Coates, J., Swindale, A. and Deithler, M. *Household Hunger Scale: Indicator Definition and Measurement Guide*. Washington, DC: Food and Nutrition Technical Assistance II Project, FHI 360.

^F Cash crop percentages calculated only out of those that reported agriculture as their main income generating activity

Appendix Table 7: Household Survey Wellbeing Results-Household Characteristics by Community

Indicator	Grima		Mamboma		Gbeka	
	Count	%	Count	%	Count	%
Total Number of Households	66	-	52	-	57	-
Household walls are plastered	30	45%	21	40%	33	58%
Primary wall material						
Mud	54	82%	42	81%	48	84%
Wood	11	17%	10	19%	4	7%
Cement	1	2%	0	0%	2	4%
Reeds/thatch	0	0%	0	0%	3	5%
Primary roof material						
Metal sheeting (zinc)	65	98%	52	100%	53	93%
Straw or reeds (thatch)	1	2%	0	0%	4	7%
Primary light source						
Candles or battery powered source	28	42%	32	62%	38	67%
Portable solar light	37	56%	19	37%	18	32%
Solar panel	1	2%	1	2%	1	2%
Cooking fuel source						
Wood, or other natural material	65	98%	52	100%	57	100%
Coal or charcoal	1	2%	0	0%	0	0%

Appendix Table 8: Community Asset Data- Grima

	# of Residences	% of Residences with Zinc Roof	# of Primary Schools	# of Secondary Schools	# of Clinics	# of Businesses
Baseline	120	91%	1	0	1	11
Endline	133	99%	1	0	1	55

Appendix Table 9: Community Asset Data- Gbeka

	# of Residences	% of Residences with Zinc Roof	# of Primary Schools	# of Secondary Schools	# of Clinics	# of Businesses
Baseline	109	76%	1	0	1	30
Endline	109	93%	2	0	1	66

Appendix Table 10: Community Asset Data- Mamboma

	# of Residences	% of Residences with Zinc Roof	# of Primary Schools	# of Secondary Schools	# of Clinics	# of Businesses
Baseline	100	91%	2	1	1	34
Endline	110	100%	2	1	1	50

Appendix C: Reference Material for Household Survey Questionnaire Development

The below table is a collation of the resources consulted during the development of the household survey questionnaire. The questionnaire aimed to use survey questions that had been tested in other settings in order to increase the external validity of the results. Some these questions were contextualized for rural Sierra Leone.

<p>Inclusive Leadership</p> <ul style="list-style-type: none"> • Foresti, M., Wild, L., Rodriguex Takeuchi, L., Norton, A. (2014). <i>Governance Targets and Indicators for post 2015: An Initial Assessment</i>. (p 1-28). ODI. • Trapnell, S. (2013). <i>Measurement of Governance, Government, and the Public Sector</i>. World Bank. http://blogs.worldbank.org/governance/measurement-of-governance-government-and-the-public-sector. Accessed November 29, 2018. • Taylor, Z. (2016). <i>Good Governance at the Local Level: Meaning and Measurement</i>. IMFG papers on Municipal Finance and Governance. No. 26. (p 1-44).
<p>Gender Equity</p> <ul style="list-style-type: none"> • Glennerster, R., Walsh, C., Diaz-Martin, L. (2018). <i>A practical guide to measuring women's and girls' empowerment in impact evaluations</i>. (p 1-54). Abdul Latif Jameel Poverty Action Lab.
<p>Social Cohesion</p> <ul style="list-style-type: none"> • Lippman, S., Neilands, T., Leslie, H., Maman, S., MacPhail, C., Twine, R., Peacock, D., Kahn, K., & Pettifor, A. (2016). <i>Development, Validation, and Performance of a Scale to Measure Community Mobilization</i>. Soc Sci Med. Vol 157 (p 127-137). • Larsen, M. & Boehnke, K. (2016) <i>Measuring Social Cohesion in the Kyrgyz Republic: The Social Cohesion Index</i>. University of Central Asia Institute of Public Policy and Administration. Working Paper No. 37. (p 1-68). • <i>Defining and Measuring Social Cohesion in South Africa</i>. (2018). Policy Brief 1. Southern Africa Labour and Development Research Unit. • Burns, J., Lefko-Everett, K., & Ngozela, L. (2018). <i>From Definition to Measurement: Constructing a Social Cohesion Index for South Africa</i>. Papiers de Recherche AFD, No. 2018-73, June. (p 1-6). • Esenaliev, D., karabaeva, J., Tilekeyev, K., Aladysheva, A., Mirkasimov, B., Abdrazakoav, N., Bolotbekova, A., Chalbassova, S., Pavan, F., Mogilevskii, R., & Bruck, T. (2016). <i>Kyrgyz Republic Social Cohesion through Community-based Development Project</i>. Working Paper no. 34. (p 1-51).
<p>Resilience</p> <ul style="list-style-type: none"> • Knippenberg, E. (2017) <i>MIRA- Measuring Resilience in Malawi</i>. Catholic Relief Services. (p 1-26). • <i>Understanding and Assessing Resilience: A Sensemaker-based Methodology</i>. Catholic Relief Services. (p 1-7). • Knippenberg, E., Jensen, N., Constan, M. (2018). <i>Resilience, Shocks, and the Dynamics of Food Insecurity: Evidence from Malawi</i>. Working Paper. (p 1-46). • Knippenberg, E., Hoddinott, J. (2017). <i>Shocks, Social protection, and Resilience: Evidence from Ethiopia</i>. Strategy Support Program. Working Paper 109. (p 1-30). • Schipper, L. and Langston, L. (2015). <i>A Comparative Overview of Resilience Measurement Frameworks: Analyzing Indicators and Approaches</i>. Working Paper 422. ODI. (p 1-30). • <i>Resilience index: Measurement and analysis model</i>. FAO. Improved Global Governance for Hunger Reduction Programme. Technical Brief. (p 1-13).
<p>Wellbeing</p> <ul style="list-style-type: none"> • Ballard, T., Coates, J., Swindale, A. and Deithler, M. <i>Household Hunger Scale: Indicator Definition and Measurement Guide</i>. Washington, DC: Food and Nutrition Technical Assistance II Project, FHI 360. • Glennerster, R. & Miguel, E. (2013). <i>The GoBifo Project Evaluation Report: Assessing the Impacts of Community Driven Development in Sierra Leone</i>. 3ie Impact Evaluation Report 3. (p 1-56).

Appendix D: Theory of Change Program Inputs

The below table is a summary of the ACT and NOW programmatic inputs from the to the different components of the Theory of Change. We hypothesize that these inputs contributed to the positive changes reported in the report.

TOC Pillar	TOC Component	ACT Input	NOW Input
Inclusive Leadership	Community members equipped with leadership skills	<ul style="list-style-type: none"> • CAG acquire relevant knowledge to help understand the challenge area better. • CAG learn to create a project budget. • Training includes modules on qualities of a leader, communication skills and facilitation skills. • CAG learn skills that are relevant on how they would effectively monitor their project for long term use • CAG lead their respective villages to identify a need and plan with them on the steps to take to meet the needs. • CAG learn and apply community mobilization skills to complete project in a timely manner. 	<ul style="list-style-type: none"> • NOW: Household Finances- participants choose long term goal to become leaders in their community, and they learn what makes a good leader
	Representative leadership is emergent	<ul style="list-style-type: none"> • ACT program begins with an open call for participants during a community meeting • Participants are selected from all categories within a community irrespective of gender, literacy or numeracy 	<ul style="list-style-type: none"> • The majority of NOW participants are illiterate; these women are equipped with leadership skills throughout the program and often go on to take on new leadership roles during and after the program. • NOW: Household Finances evaluation page discusses having voice, communication practice in the home and the community and decision making in the home and in the community. Participants and their families learn good communication in the home and use of voice that give the women tools to be leaders.
	Decision making at the community level is shared	<ul style="list-style-type: none"> • At the beginning of community partnership, a Pairwise Ranking Matrix is used for all community members to register their individual vote for the most urgent challenge faced in their village. • Female CAG make decisions on implementation plan, then the community women’s groups identify their own areas of contribution for communal labor. • CAGs are publicly endorsed by community members • Village members endorse the project design and develop the implementation plan based on agreed derivable and deadlines 	<ul style="list-style-type: none"> • NOW participants are selected by women from their own section of village in consultation with OVP coordinators.
	Leaders are transparent and accountable	<ul style="list-style-type: none"> • Community members are kept constantly informed of progress towards achieving project impact through CAG and 	<ul style="list-style-type: none"> • At the Graduation Ceremony at the end of the NOW Program, community leaders agree to provide ongoing support to

TOC Pillar	TOC Component	ACT Input	NOW Input
		local leadership sharing project updates with the community members.	women as they strive to achieve the rest of their prioritized financial goals.
Gender Equity	Women equipped with life-skills and community development tools	<ul style="list-style-type: none"> • Female CAG create the project budget • Female CAG are trained in project planning, design and implementation including specialized training in areas like WASH, Livelihoods, Agriculture, etc. • Female CAG members learn strong communication and facilitation skills, positive leadership qualities and the importance of inclusion of all voices in decision-making. 	<ul style="list-style-type: none"> • Throughout NOW: Household Finances, the participants learn how to calculate their income and expenses, decide savings target, the importance of savings, track their savings using a saving log, set up an emergency fund for unexpected events, and develop a budget • In NOW: Business Skills, participants learn business skills, such as implementing a market survey, calculating ongoing expenses, calculating and improving profit, and observing supply and demand
	Women use their voice	<ul style="list-style-type: none"> • Female CAG lead education role plays and lead discussion of education content in community meetings during and after project implementation. • Community Action Coordinators build confidence of female CAG to lead facilitation in 9 or more community meetings. Roles are equally assigned between male and female CAGs; more women feel confident to lead village meetings in the presence of men 	<ul style="list-style-type: none"> • Participants use the NOW Workbook to track their progress in communicating with their children, with their husband, and using their voice in public. • In the NOW Workbook, women assess their own levels of confidence in communication, use of voice, decision making, and relationship with money, in both household and public settings. • NOW: Household Finances evaluation page deals with voice of the women in the session and how have they been using their voice. At the end of the program, the women evaluate how often have they used their voice since the start of the NOW Program. • In NOW: Business Skills, participants and their husbands learn new communication skills. Participants also share business goals and plans with husband and tools for improving communication of their business plan.
	Equitable household decision making exists	<ul style="list-style-type: none"> • All households work together to mobilize local resources, provide labor and effective monitoring of external project materials during implementation. • All households make informed decision and plan together on how they would implement the project design to meet their collective need. • Every household in a village has complete access to use the facility communally constructed including deciding who does cleaning and how the facilities can be maintained. 	<ul style="list-style-type: none"> • NOW: Household Finances - women make decisions on when they will accomplish each of their steps to achieving their financial goals; husbands endorse their decisions in Family Sessions • NOW participants learn of the importance of woman's roles in financial decision making throughout the NOW Curriculum. At the start of the program OVP holds a community-wide meeting where we help the community understand the NOW Program and highlight why women's financial empowerment can have positive implications for the entire community.

TOC Pillar	TOC Component	ACT Input	NOW Input
	Women are seen as valuable and equal members of society	<ul style="list-style-type: none"> Men and women in the CAG learn that the aspects of good leadership are not confined to a single gender. At least 50% of the CAG is comprised of women Husbands with wives on the CAG individually endorse their leadership role on the team in the presence of the community. The community then endorses the entire CAG. 	<ul style="list-style-type: none"> NOW: Household Finances- husbands and wives learn that activities that have been assigned a traditional gender role can be completed by either gender. Husbands commit to support their wives for the duration of the NOW Program NOW Program graduation showcases to community the skills gained throughout the program
Social Cohesion	Social capital is leveraged and expanded	<ul style="list-style-type: none"> Existing groups in the community (Skilled Labor, Youth Groups) are included in CAG, and are mobilized and assigned specific tasks during project implementation. 	<ul style="list-style-type: none"> Members of different active Village Savings and Loan groups are encouraged to join the NOW group and share back their learning with others.
	Open communication exists in homes and communities	<ul style="list-style-type: none"> Throughout the 9 general public meetings in the ACT Project Cycle, CAG use accessible and inclusive communication tools to report project information to villagers including pictures, models, and role plays. OVP and CAG hold information sessions for community to provide feedback on the project design at least three times 	<ul style="list-style-type: none"> In the NOW Workbook, participants track their progress in communicating on crucial matters with their husbands; throughout the curriculum, women are encouraged to share their NOW workbook activities with their husbands. NOW: Household Finances talks about good and open communication with family members. In NOW: Business Skills participants learn improved communication skills and how to better communicate their business plans, but also how to take into account different perspectives.
	Community and families have shared vision of progress	<ul style="list-style-type: none"> Every community member is engaged to complete project work through communal labor and/or small financial contribution to the project; During community meetings and project consultations, CAG focus on including involvement of traditionally marginalized individuals and people groups. Community establishes their vision, it is endorsed by the entire community, and is referred back to throughout the project implementation. 	<ul style="list-style-type: none"> NOW participants create group norms so that all participants can feel included and respected. NOW: Household Finances participants and husbands see that goals are more easily achieved through open communication and support from family members. Established goals (financial or business), are communicated and endorsed by family members.
	Networks of collaboration are built and functional	<ul style="list-style-type: none"> Members of different sectors of the community become the CAG, including local leaders, skilled workers, savings group members, teachers, farmers, and transport drivers. CAG are vital in collaborating with all community groups to get community buy-in on their proposal. 	<ul style="list-style-type: none"> Participants are paired into “Buddies” who assist each other in reaching financial goals. NOW participants are encouraged to share their learning with others outside of the cohort.
Resiliency	Community is strongly connected to existing	<ul style="list-style-type: none"> CAG are formally linked to local government bodies in scheduled meetings, such as Ward Development Committees, to share their work and the needs of their community as they have assessed them. 	<ul style="list-style-type: none"> NOW: Household Finances participants are made aware of the available banking and credit options in their area.

TOC Pillar	TOC Component	ACT Input	NOW Input
	institutions and resources	<ul style="list-style-type: none"> Community members construct a resource map of their community so they know what productive resources they already have locally. CAG learn about environmental sustainability CAG plan local resource use in project implementation. All community projects in ACT use bank accounts set up for their community projects. 	<ul style="list-style-type: none"> The NOW: Household Finances Agricultural Calendar helps participants see when certain crops are in season and when the price for those crop is high or low. NOW: Household Finances participants learn about variation in prices of certain crops and understand when they would harvest the crops, receive money and how they can sell in scarcity.
	Proactive planning and mobilization meets priority needs	<ul style="list-style-type: none"> CAG adapt the project plan to ensure the entire village is being positively impacted so that the quality of life increases equally. In the ACT Project Cycle community members: <ul style="list-style-type: none"> Choose their priority challenge area Endorse the problem statement Endorse the prototype of the project Endorse the goal of the project Endorse the project implementation plan and sensitization messages Make a public declaration of achieving the goal of the project 	<ul style="list-style-type: none"> Participants use a Savings Log or Business Tracking Log to establish their saving, income and expenses targets so they will reach their financial or business goal. NOW: Household Finances participants establish a separate savings fund for unexpected events. NOW: Household Finances participants identify a series of short-term, manageable steps that will lead them to achieving their financial goal. NOW: Household Finances participants put their goals into a timeline that can be achieved by themselves. NOW: Household Finances participants prioritize and rank their chosen financial goals so they can divide them into short and long term goals.
	Community members demonstrate a capacity to aspire	<ul style="list-style-type: none"> Community identifies a vision of an improved quality of life that is achievable. All project work is led locally - by CAG designing and budgeting the project, by Skilled Workers and by the community members own input. Project users provide feedback on the prototype and contribute through to the project education plan. 	<ul style="list-style-type: none"> The NOW participants envision long term planning for their goals and what capacity they need to achieve their aspirations are all embedded in the curriculum as ongoing process throughout the program. Participants see that their goal uses short and long tern planning process to achieve their aspiration.
	Wellbeing improves	<ul style="list-style-type: none"> CAG learn of the interconnected nature of wellbeing and how your own wellbeing can more effectively improve if you help the entire community improve the village's quality of life. The community achieving the goal of their self-determined ACT project to address their priority will improve the socio-economic wellbeing of the village. 	<ul style="list-style-type: none"> The NOW Participants achieving their self-identified financial goal or business goal will improve the socioeconomic wellbeing of their household.