



**MID-TERM EVALUATION REPORT OF  
THE UNITED METHODIST CHURCH SIERRA LEONE -  
NORWAY PARTNERSHIP COMMUNITY EMPOWERMENT  
FOR LIVELIHOOD PROGRAMME (CELAD)**

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## **Acronyms and Abbreviations**

CELAD	Community Empowerment Livelihood and Development
CoBIP	Community Based Integrated Package
DAC	Development Assistance Committee
EAT	Empowerment Assessment Tools
FGD	Focus Group Discussions
KII	Key Informant Interviews
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
PID	Partnership in Development
PM	Participatory Methodology
PMC	Project Management Committee
RAA	Reflection Action Approach
ToR	Terms of Reference

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## EXECUTIVE SUMMARY

### *Introduction*

The Community Empowerment for Livelihood and Development (CELAD) is an initiative of the grassroots program of the United Methodist Church-Sierra Leone under its *Mission and Development Office* as the arm of the United Methodist Church - Sierra Leone. CELAD is funded by the UMC Norway and Digni/Norad with the overall goal to promote community development and empowerment across sectors by focusing on issues related to development at all levels.

The CELAD program works with various community empowerment projects. It focuses on key thematic areas in education, health, agriculture, strengthening civil society, infrastructural development, economic empowerment and gender equality using the Partnership in Development methodology approach.

CELAD program has a five year community empowerment project implemented between 2018 and 2022 in twenty seven (27) communities in 13 chiefdoms in seven (7) districts. Magburaka in Kolifa Rowalla chiefdom and Yonibana, Magbassia bana, Macrogba in Yoni chiefdom in Tonkolili District; Gondama (Kaiyamba Chiefdom), Mojaka (Fakunya Chiefdom), Tiama and Mogberay (Kori chiefdom), Njama Kowa (Kowa Chiefdom), Gbangbatoke (Lower Banta Chiefdom), Morgoviewo and Moyamba (Kaiyamba Chiefdom) in Moyamba District; Sayllu, Levuma and Fulwahun (Kakua Chiefdom), Gandorhun and Monghere (Valunia Chiefdom) in Bo District; Panguma (Lower Bambara Chiefdom) in Kenema District; Moriba Town- Rutile (Imperi Chiefdom) in Bonthe District; Manjama (Manjama Chiefdom) in Pujehun District.

### *Purpose of the evaluation*

The purpose of the evaluation was to assess, analyze and report on the impact of the CELAD program on the lives of the target communities after three years of implementation (2018 to 2021). Furthermore, the evaluation determined whether the goal and intended project outcomes were realized during the three years of project implementation more importantly the contribution

of the outcomes to the intended impact of community empowerment among the right holders, especially women, girls and other vulnerable groups.

This evaluation provides an overall assessment of the project with regard to progress made since inception, what worked and what did not work and recommend strategies that could enhance the overall results that could serve to inform current or future similar projects and/or partnerships. Hence the evaluation report will be helpful in informing future similar interventions. The main users of the report will be the CELAD, UMC-SL, UMCN, Norad and Digni.

### *Evaluation Approaches and Methods*

The design of this evaluation methodology focused on the overall objectives of the mid-term evaluation. It incorporated mainly the relevance, effectiveness, efficiency, sustainability and impact of the project.

The evaluation was underpinned by a mixed methods approach of both qualitative and quantitative techniques using questionnaires designed based on OECD-DAC evaluation criteria and the Digni Empowerment Assessment Tool (EAT). These questionnaires were then administered using Kobo collect software, which is a cloud based data collection tool.

Key informant interview (KII) (project beneficiaries, project staff, traditional leaders, government authorities, and CoBIP volunteers), focus group discussions (FGD), physical observations of activities through field visits and document reviews were conducted to generate qualitative information in this evaluation process.

### *Key findings:*

#### *1) Issues regarding management of the CELAD program*

The evaluation of the program management at all levels found the program staff to be effective and efficient in the implementations of the various projects in the different communities. The Partnership in Development Methodology model adopted was properly utilized to achieve most of the positive outcomes of the program.

The evaluation results clearly indicated that the intervention procedures were democratic and very transparent as there was free and fair participation and respect for all participants. The



evaluation detected no gender preference as all participants agreed that both men and women were treated equally in terms of decisions making, access and use of resources.

### *2) Effectiveness of the Intervention*

With the exception of the indicator directly related to economic empowerment of the target communities, the evaluation found CELAD to perform very well in all other indicators. The reason for the low level of economic empowerment could be attributed to the on-going projects which have direct dealing with fund rising such as the Hamilton Resort Center whose construction is on-going.

The results responded to a very large extent to the identified needs of the beneficiary population and the intervention is making significant progress towards its planned objectives although progress against the objectives and outputs in the target communities defer. For example Magburaka, Gondama, Monghere, Sayllu, Gandonhun and Tiama communities have completed their projects while projects are still on-going at Panguma, Njama Kowa, Yonibana, Mojaka and Hamilton communities.

According to the responses, the strategies and planned activities have contributed to a high degree towards the achievement of the results. Transparency and accountability of the CELAD program staff and cooperation of the local community were the key reasons given for the successful implementation of these strategies and planned activities.

Although a few projects areas like Sayllu, Mojaka, and Njama kowa, are hard to reach due to the extremely poor road network, the program is likely to achieve its planned objectives upon completions of all the projects in the target communities.

In summary, the results clearly show that CELAD exceeded most of the mandatory indicators as the entire relevant project partners worked and executed their functions selflessly and effectively. The project has been managed in a very participatory, dedicated and flexible manner that enables activities to be conducted in a trusted and collaborative way.

### *3) Program Efficiency*

The results show high efficiency in the allocation, use and procedures for accessing resources. No report of mismanagement of resources was received from beneficiaries. All resources were strategically allocated to achieve the program outcomes. There is a sufficient human and

financial resource in light of the achievement of the intended objectives, results and impact as mentioned by the target groups interviewed.

A careful assessment of the three year work plans and annual reports for the project shows timely achievement of most of the outputs although some delays, such as delivery of building materials, were experienced due to poor roads condition. The evaluation found the projects staff to be very efficient in ensuring target communities were supplied the relevant materials, monitoring and supervision needed on time. The budget was adequately monitored and controlled by CELAD.

#### *4) Relevance of the CELAD program*

Beneficiaries affirmed that the strategies, procedures and methods adopted to meet their needs were standard and very easy to understand. All key informants from government interviewed reported that the CELAD program activities are not only relevant to achieving development priorities but the program approaches and activities are also coherent with the micro development plans of the local government, especially the councils and chiefdoms.

Findings of the evaluation team show that CELAD fulfilled its binding declaration with Digni/Norad the funding agency in this project, which scope was specifically to promote community empowerment on rights and use of resources - gender equality, human rights, good governance and reduction of gender based violence in the project communities.

#### *5) Sustainability of the Intervention*

The results of an in depth assessment on the sustainability of the project after the termination of donors revealed that the beneficiaries have the capacity to continue with the project and can work as a team since they now know how to respect individuals rights and responsibilities. The results obtained from the evaluation clearly indicated that the theory of change was implemented and the beneficiaries are now empowered to sustain the experience and knowledge acquired from CELAD to continue with the program.

CELAD intervention as played a significant role in community empowerment, strengthening civil societies, providing leadership through the project management committees (PMC) and the CoBIP volunteers. The key concerns of few beneficiaries from the KII interviews and the FGDs which they viewed as major factors that might affect the sustainability of the program as revealed by the evaluation team are inadequate funds, poor maintenance of project facilities due

to community maintenance culture, conflict and political interference that might affect the already earned unity in the community, and poor road network.

### *Impact of the Intervention*

This is a mid-term evaluation of the program so most of the intended outcomes are yet to be fully delivered. Therefore, the impact of the program is not assessed in its entirety. However, the field data collected so far indicates significant visible benefits and changes in the life of beneficiaries.

The project has had positive significant impact on the lives of beneficiaries, Beneficiaries are now aware of their rights and responsibilities and the need to keep their environment safe with good governance. There was improvement in access to resources, with 80% confirming they had improved their access to legal services, which was attributed to the good advocacy capability to demand for services from police and local government (LG) given to them by the CoBIPs volunteers, especially for crosscutting issues like domestic violence and sexual assault cases. This is an index of empowerment and strengthening civil society.

The evaluation team found out from beneficiaries that there are lot of positive effects integrated into the program strategy namely reduction in overcrowding of pupils in schools, solving water and sanitation problems in the target communities, strengthening of community participation, and empowerment.

#### *6) Role played by the Community Based Volunteers/ The Community Based Integrated Package (COBIP) in terms of Sustaining the Program*

Through sensitization, teaching thematic areas of cross cutting issues, community engagement and empowerment, bringing unity among community people, and changing the attitude of people, CoBIP volunteers have created significant impact on the lives of target beneficiaries.

#### *7) Degrees and Levels of Empowerment*

The Digni Empowerment Assessment Tool used in this evaluation for the thematic areas of the intervention against the level of empowerment revealed that economic empowerment is in level 2 of the Empowerment assessment table.

Level 2 means the CELAD program supplied adequate resources to the target communities, some local resource mobilization, like free labor by the various target groups. Target groups tell that they have gained “power within”, increased their self-esteem, and/or have changed perspectives. Still little change in behavior in terms of gender roles and signs of agency (Agency). There are few documented changes in the target groups’ situation (Achievement/Results).

Education, health and human security and infrastructural development are in Level 3. In Level 3, CELAD program has supplied adequate resources to the target communities and/or other target groups. There was evidence of active community participation through local contribution of resources to the projects. Target groups show that they have gained not only individual power, but also some collective agency, the “power with”. There are some documented actions (Agency). There are documented changes in target groups’ situation (Achievement/Results).

Strengthening civil society and gender equality was in Level 4. In Level 4, adequate resources have been provided by CELAD program to target communities, and/or local resources are contributed. Target groups show that they have gained not only individual power, but also collective agency, the “power to” act. There are documented community/target group actions (Agency). There are documented changes in the situation for direct and immediate indirect target groups. There are indications of results at “structural level” for instance stakeholders such as local government and/or others power elites are providing some resources or changed their behavior/practice to some degree (Achievement/Results).

## SECTION ONE

### INTRODUCTION

#### 1.1 Background

The United Methodist Church in Sierra Leone is not only concerned with the spiritual needs of the people but also their physical and socio-economic needs. The main target groups of the UMC-SL programs are the most vulnerable youth, women and children in rural farming communities. The overall goal of the projects supported in communities is to contribute to improving sustainable livelihood of target groups through socio-economic and empowerment of communities.

The church funds community development projects in most deprived communities in Sierra Leone normally using the partnership in development methodology approach. The concept of the partnership in development moves the church from the traditional concept of working for the community to working with the community and focus is on the local church which is in direct contact with the local community, because of the direct contact with the local community, the local church is strategically placed and has a great opportunity to minister to the needs of the members of the community, be they spiritual or physical.

There is always the tendency for the local church to be inward-looking and not outward-looking, thereby concentrating its programs on its members forgetting about the needs of those outside its boundaries.

This means, the local church must have a positive influence on the community in which it is situated. The local church must therefore be prepared to go out where the people are listened to, find out what their needs are, and together with them, design programs to meet their needs. This is exactly what the UMC-SL is doing through its Community Empowerment Livelihood and Development program (CELAD).

The structure of the report consists of five main sections: (a) Brief analysis of the project context (b) The purpose and scope of the evaluation (c) Methodology of the evaluation (d) Detailed analysis of the key findings of the evaluation (e) Conclusions, recommendations and lessons learnt from the evaluation.

The evaluation report is expected to be used by UMC-SL, CELAD, Digni and Norad.

From these mid-term Evaluation results/findings, CELAD will be in a better position to identify viable activities of the thematic areas of the projects' interventions for the remaining period of the project. Furthermore, the findings will guide the stakeholders of the project in developing a sound proposal for future expansion phase of the CELAD program.

## 1.2 Brief overview of the CELAD Program

The Community Empowerment for Livelihood and Development (CELAD) is an initiative of the grassroots programme of the United Methodist Church-Sierra Leone under its *Mission and Development Office* as the arm of the United Methodist Church - Sierra Leone.

The Mission and Development Office works with various projects with key thematic areas in education, health, agriculture, strengthening civil society, infrastructural development, economic empowerment and gender equality using the Partnership in Development methodology approach. The Partnership in Development methodology ensures that sustainability of the projects creates more focus on the empowerment of its beneficiaries. All these thematic areas seek to improve the living standard of disadvantaged communities in Sierra Leone with support from the UMC Norway and Digni/Norad.

It was launched on May 22, 2013 with the aim to create an enabling environment for partnership in development that specifically targets rural communities in Sierra Leone. The Community Empowerment for Livelihood and Development Programme (CELAD) is funded by UMC Norway (UMCN) and Digni, which is an umbrella organization that receives their funds from Norad, the Norwegian Agency for Development Cooperation. From its inception in 2013, CELAD has made significant impact on these target communities based on its evaluation in 2016. It is a very effective programme in the socio-economic development and empowerment of communities served.

The programme strategies are informed by issues emerging from the context, the gaps as a result of interventions of other actors and the beliefs, core competencies and social capital of UMC SL. It also takes into consideration national policies and thematic priorities set forth in the New Direction Agenda.

In addition to the CELAD program is the Community Based Integrated Package (COBIP), which focuses on the recruitment and training of young graduates as volunteers. These trained volunteers are equipped and sent to projects communities as change agents to help disseminate knowledge and understanding of the thematic issues of the CELAD program. COBIP fosters behavioral change and strengthen community cohesiveness.

## 1.3 Goal of CELAD Program

The overall goal of the CELAD program is to contribute to the improvement of the socio-economic and sustainable livelihoods as well as empowering communities.

## 1.4 Objectives of CELAD Program

The specific objectives of the program are improved education, health, food security and income generation of the community. These objectives focus on five thematic areas namely: Strengthening civil society, education, health and human Security, infrastructural development, economic empowerment, agriculture /food security and gender equality.

In contributing to this overall development goal of 'Improved socio economic and sustainable livelihoods and empowered communities' UMC SL has identified five strategic outcomes for the CELAD program:

- Increased community and women's empowerment
- Increased food security
- Improvement in infrastructural development
- Increased access to education and training and improved human security
- Increased water and sanitation in targeted communities

The programme intends to achieve the outcomes through:

- Awareness raising on the importance of education
- Construction /rehabilitation of schools
- The construction of water wells and toilets
- Teacher training
- Hygiene and sanitation awareness

The main target groups are the most vulnerable youths, women and children and rural farming communities.

### 1.4.1 Activities at programme level:

At program level training of communities include COBIPS, financial management, Supervision, funding and reporting

### 1.4.2 Trainings on local community level include:

Trainings at local community level include gender sensitivity, human right and advocacy, environment and sustainability, financial management and financial books, Anti-corruption, responsibilities of the committee\Project Application process, monitoring, evaluation and reporting.

## 1.5 The Community Based Integrated Package (COBIP)

This initiative is an addition to the program where young graduates are recruited as volunteers. The volunteers are trained, equipped, and assigned to communities where projects are implemented. These volunteers help to roll out knowledge and understanding of thematic issues. They serve as agents of change in these communities and add value to the hardware

components of the project. This will foster behavioral change and strengthen community cohesiveness.

## 1.6 Project's Target Communities and Interventions

CELAD program operates in twenty seven communities in seven districts as presented in

Table 1.1: Project target communities

Districts	Communities	Chiefdom	Interventions	Thematic area	Status
Tonkolili	Magburaka	Kolifa Rowalla	Construction of three classroom, store, and Head teacher's office for the school	Education	Completed (2019)
	Magburaka	Kolifa Rowalla	Rehabilitation of old school and extension for the Nursery	Education	Completed (2020)
	Yonibana	Yoni	Construction of training center	Education	On-going (2021)
	Yonibana	Yoni	Rehabilitation of Women's Training center	Education	Completed (2020)
	Yonibana	Yoni	Construction of 1 hall	Education	On-going (2021)
	Yonibana	Yoni	Rehabilitation of water well	Health/Human security	On-going 2020/2021
	Yonibana	Yoni	Furnishing of Yonibana hall	Education	Completed (2021)
	Magbassia bana	Yoni	Costruction of one VIP toilet	Health/Human Security	Completed (2018)
	Macrogba	Yoni	Consruction of 3 4 seater VIP toilets	Health/Human Security	Completed (2018)
Moyamba	Mojaka	Fakunya	Agriculture (Rice cultivation) Cultivation of groundnuts, rice,pepper and rearing of small ruminants- goat, sheep, chicken etc	Economic empowerment	Rice harvesting completed. Others in progress
	Gondama	Kaiyamba	Construction of two bridges	Infrastructural development	Completed
	Njama-kowa	Kowa	Construction of three classroom block, store and Head teacher's office and furniture	Education	On-going (2021)
Moyamba	Tiama	Kori	Construction of 1 modern flush toilet, generator	Health/Human security	Completed (2019)
	Mogberay	Kori	Construction of 2 VIP toilets and 1 hand pump well	Health/Human Security	Completed (2018)
	Gbangbatoke	Lower Banta	Construction of 2 VIP toilets for Market	Health/Human Security	Completed (2019)
	Morgoviewo	Kaiyamba	Construction of VIP toilet and court barray	Health/Human Security	Completed (2020)
	Moyamba	Kaiyamba	Rehabilitation of a staff quarter of MBSS	Education	Completed (2020)
Bonthe	Moriba Town-Rutile	Imperi	Construction of six classroom, store,and toilets for the school	Education/Health and Human security	Completed (2019)
	Moghère	Valunia	Construction of court barray	Infrastructural	Completed



Bo	Levuma	Kakua	Construction of 1 VIP toilet and 1 hand pump well	Health/Human Security	Development (2018) Completed (2019)
	Gandorhun	Valunia	Construction of 1 four compartment VIP toilet and 1 hand – pump well	Health/Human Security	Completed (2019)
	Sayllu	Kakua	Completion of three classroom block	Education	Completed (2020)
	Fulwahun	Kakua	Construction of two VIP	Health/Human Security	Completed (2018)
	Kenema	Panguma	Lower Bambara/Kenema	Construction of market	
Pujehun	Manjama	Manjama	Construction of a thee classroom block with Head teachers off and store	Education	Completed (2018)
	Manjama	Manjama	Construction of a Hand pump well	Health/Human Security	Completed (2019)
Western-rural	Hamilton		Rehabilitation of community youth resort center	Economic empowerment	On-going (2021)

## 1.7 Geographical Target Area

The areas covered by the CELAD interventions are presented in Table 1.1. The chiefdoms are governed by local administrations headed by their Paramount chiefs. The chiefdom executive council is made up of chiefdom speakers, section chiefs, town chiefs and elders who are key players in maintaining tradition, culture, peace and order in these chiefdoms. The central government gives grants for the administrative work and plays oversight function through district officers and resident ministers. It is a mainly male dominant chieftaincy with very few women holding key position of authority in the chiefdoms executive council like paramount chief or even village head. Culture and tradition do not permit women to actively contribute to community development since they are not considered in decision making governance and are victims of human rights abuses and domestic violence.

To ensure stakeholder involvement in the project, the CELAD program engaged stakeholders at different levels using a Participatory Methodology (PM) and Reflection Action Approach (RAA) to adult learning and social change, stakeholders were brought together and empowered to participate in diagnosing the problem of human rights, domestic violence and good governance in local communities and proposing local solutions by being part of the baseline data collection. The most vulnerable right holders in this project area are the poor illiterate women and their children.

The main need of the target group has to do with building their capacity – the capacity to be aware of their rights, freedom and their responsibilities in the community as well.

## SECTION TWO

### PURPOSE AND SCOPE OF THE EVALUATION

#### 2.1 Purpose of the Evaluation

In line with the Terms of Reference for this mid-term evaluation, the main purpose of this evaluation is accountability - to account for the results achieved with the resources allocated in the development intervention. It provides an independent opinion of progress made by CELAD program in terms of achieving its planned objectives.

CELAD program, phase 2, has been implemented for three years now. Since the inception of CELAD in 2013 and its first evaluation 2016 reports show that good results and important recommendations for improvement have culminated in the second phase of the program.

This mid-term evaluation covered the period from 2016-2021. It assessed the continued relevance, effectiveness, efficiency, sustainability and impact of the CELAD program interventions and the progress made towards achieving its planned objectives mainly personal self-confidence/power within, sense of ownership and capacity of the target communities/power with to determine and control the resources as a result of the program interventions. This mid-term evaluation reported on all key activities undertaken by CELAD as described in the project document.

Furthermore the evaluation compared the actual and planned project results as well as the impact of the activities of CELAD on the target communities. Risks and assumptions as well as developments in terms of socio-economic and political empowerment as a result of the project interventions were reviewed. The evaluation was done based on the evaluator's best professional judgement, according to accepted best international evaluation practices and Digni's governing document "Policy for evaluation" and "Empowerment Assessment tool".

Additionally, the evaluation focused on enhancing the understanding and participation of stakeholders, mainly UMCN, UMCSL and its Department of Missions and Development, CELAD staff and communities through the successes, challenges and risks related to the program.

Description of the key evaluation parameters adapted in this evaluation based on the Development Assistance Committee of the Organization for Economic Cooperation and

Development (OECD-DAC) criteria is presented in Table 2.1 below. These criteria provide a normative framework used to determine the merit or worth of an intervention (policy, strategy, program, project or activity). They serve as the basis upon which evaluative judgements are made.

Table 2.1: OECD-DAC Evaluation criteria

<b>Parameter</b>	<b>Description</b>
Relevance	Assessed the extent to which the intervention objectives and design respond to beneficiaries, donor partners/UMC-SL needs, government policies and strategies, and priorities, and continue to do so if circumstances change.  Whether CELAD intervention is doing the right things to achieve its goal of improving the livelihood of the target communities.
Coherence	Assessed the compatibility of the CELAD interventions with other interventions in Sierra Leone. That is, to know how well the interventions fit and add value while avoiding duplication of effort.
Effectiveness	Assessed the extent to which CELAD interventions achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. To know if CELAD interventions achieve its objectives.
Efficiency	Examined the extent to which the intervention delivers, or is likely to deliver, results based on its limited resources/inputs in an economic and timely manner. Assessed how well the resources (funds, materials, human and social resources) are used.
Impact	Examined the extent to which the CELAD interventions have generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. To know the difference the interventions make.
Sustainability	Assessed the extent to which the net benefits of the intervention continue, or are likely to continue. To know if the net benefit provided by the CELAD interventions will last.

The ToR provided for this evaluation clearly outlined questions related to these OECD-DAC Evaluation criteria which we strictly followed. Furthermore we developed questions both from the Digni Empowerment Assessment Tool (EAT) and other relevant questions that provided key information pertinent to this evaluation.

## 2.2 Objectives of the Evaluation

The main objective of the mid-term evaluation is to sum up the experiences, lessons learnt and results, both quantitative and qualitative, achieved throughout the duration of this period. Furthermore recommendations for the sustainability of the program in the future and how the programme can target impact on a higher level of the Sierra Leone's authority system through advocacy were presented.

The evaluation specifically addressed the issues below,

### 2.2.1 Assessment done on the "Partnership in Development" methodology and its relevance.

- The contribution of Partnership in Development model to a more effective community development programming was assessed.
- Comparison of the CELAD program to best practises was made to know what elements worked or did not work, and why?
- To what extent have the activity-level objectives contributed to the broader objectives aimed at increasing community access to essential basic services in the target areas within Water, Sanitation, Health and Education thus contributing towards Sierra Leone's poverty reduction in meeting SDGs targets?
- Missed opportunities were also investigated.
- What have been the unintended outcomes – positive and negative – of the model, if any, and how have these influenced the progress?
- Assessed the methodology and the process by which communities were selected and document lessons learned in the programme, successes and challenges.

### 2.2.2 An assessment of the programme achievements in relation to the objectives stated in the corresponding programme plan for 2018-2021 and annual plans for the years 2018-2021 etc.

#### a) Programme effectiveness

- To which degree has the programme achieved program objectives as stated in the programme plan
- How has the project monitoring been undertaken and how has this been used to improve the project?
- Assess the effectiveness of the program according to the development goal.
- How has the program contributed to strengthening civil society?

- How has the program increased empowerment in the community; women, men, young people and children?
- Analyse and evaluate Log Frame Analysis and the Theory of Change

b) Programme Efficiency

- Should the activities be carried out in another manner?
- Could the same activities have been achieved with the use of less costly resources?
- How well are the resources used?
- Please pay particular attention to Value for money and geographical spread.
- Make an assessment of the efficiency of the resources used in the program in relation to the conducted activities, both human resources and financial resources.

*2.2.3 Conducted an assessment of the ownership role of the community and the Government in the life of the projects and beyond; including the impact and outcome made by the programme towards the authorities and in the lives of the beneficiaries.*

a) Programme relevance

- Assessment was done on the program relevance in relation to the main challenges in the project area.
- The levels of relevance of the program in terms of highly relevant or less relevant in relation to the need of the people in the area were assessed.

b) Programme sustainability

- Assessment of the program sustainability was done.
- The possibilities for the program to maintain its present work without external support was reviewed.
- Assessment was also made on the extent CELAD building the individual and collective capacity of Community Based organizations and structures to sustain their work beyond project support.
- The extent to which these interventions have an impact on the authorities and/or contribute to the Sierra Leonean Government's development plans was carried out.
- Specific recommendations for the future of the programme and how the programme can target impact on a higher level of the Sierra Leonean authority system through advocacy were made.

*2.2.4 To assess the role played by the Community Based Volunteers (CoBIP) in terms of sustaining the program.*

The following assessments were made in relation to the role of CoBIP to sustain the program:

- The impact and sustainability of the programme with particular consideration to the role played by CoBIP and the experiences gained from this intervention were examined.
- Assessed extent to which behavioral change and strengthened community cohesiveness in the project communities are achieved
- Changes in knowledge and understanding of thematic and crosscutting issues in the communities were documented
- . The impact made by the intervention on volunteers was determined

#### *2.2.5 To make Empowerment Assessments*

The evaluating team carried out Empowerment Assessments using Digni's "Empowerment Assessment Tool" and complete the Empowerment Assessment Table from the EAT document in the final evaluation report.

#### *2.2.6 Risk analysis*

The risks for the program related to the context in which CELAD operates, both nationally, locally and internally in UMC/CELAD were assessed.

### **2.3 Scope of the Evaluation**

More specifically, the scope of the evaluation included, but not limited to the following:

1. An assessment of the methodology "Partnership in Development" and the Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability of the project intervention. It has also paid a considerable attention to assessing the changes in empowerment at an individual, household and community level by making use of the evaluation tool provided by the donor.
2. An assessment of the programme achievements in relation to the objectives stated in the corresponding programme plan for 2018-2022 and annual plans etc, and results at outcome and impact levels.
3. An assessment of the role played by the Community Based Volunteers (CoBIP) in terms of sustaining the programme.

4. An assessment of the ownership role of the community and the Government in the life of the projects and beyond; including the impact and outcome made by the programme towards the authorities and in the lives of the beneficiaries. Recommendations for the future of the programme and how the programme can target impact on a higher level of Sierra Leone's authority system through advocacy.
5. A major risk analysis for the program.
6. Assessed the progress of the program in light of its goal, objectives, indicators and the activity plan of the program.

## SECTION THREE

### METHODOLOGY AND APPROACHES

#### 3.1 Overview of the methodology

The design of this evaluation methodology focused on the overall objectives of the end term evaluation. It incorporated OECD-DAC evaluation criteria mainly the relevance, effectiveness, efficiency, sustainability and impact of the project in addition to the Digni Empowerment Assessment Tool (EAT). The evaluation utilized both qualitative and quantitative evaluation methods to determine the impact of the projects on the communities.

A critical assessment of CELAD logical framework or log frame was carried out by the evaluation team to ascertain progress made towards the objectively verifiable indicators leading to the achievement of the overall goal, purpose and results of the various interventions of the Program.

The evaluation team carried out four stages during the evaluation:

- Inception: An orientation meeting was held at the UMC-SL office in Freetown where the evaluation team had a thorough discussion with CELAD staff for a general understanding of the objectives of the project and evaluation assignment as well as the data collection tools.
- Field work: 8-day field visit was made from 31<sup>st</sup> October to 7<sup>th</sup> November 2021. The team visited all the communities impacted by the CELAD interventions as presented in Table 1.1. Before the field work, a 2-days training workshop was held on the 28<sup>th</sup> and 29<sup>th</sup> October 2021 to train enumerators on data collection using “Kobo collect” software and pilot testing of the questionnaires.
- Data analysis: “Kobo collect” was used in the analysis of the data; this software automatically compiled the required information, presenting quantitative data in graphical format and qualitative information in descriptive form. To avoid duplication of information, data clean-up use done using the same software.
- Report writing: Preparation of this report was based on the data analyzed and information from literature review. The draft report was reviewed by CELAD and



comments provided to the consultant team. The evaluation team used these comments to finalized and produce this evaluation report.

### 3.2. Study approach

The evaluation was underpinned by a mixed methods approach of both qualitative and quantitative techniques using questionnaires designed based on OECD-DAC evaluation criteria and the Digni Empowerment Assessment Tool (EAT). These questionnaires were then administered using Kobo collect software, which is a cloud based data collection tool.

Key informant interview (KII) (project beneficiaries, project staff, traditional leaders, government authorities, and CoBIP volunteers), focus group discussions (FGD), physical observations of activities through field visits and document reviews were conducted to generate qualitative information in this evaluation process.

### 3.3 Evaluation Questions

As mentioned earlier in section 3.2, the evaluation was guided by a set of questions that are a combination of those identified in the TORs and additional questions proposed by the consultant to fulfill evaluation standards. We developed questions based on the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) five evaluation criteria namely relevance, efficiency, effectiveness, impact and sustainability and the Empowerment Assessment Tool developed by Digni. The evaluation questions/questionnaire are presented in Annex..... In each criterion, the questions proposed in the TOR are presented first, followed by the questions added to the final evaluation methodology.

### 3.4 Study design

This is a descriptive and cross sectional study. It covers the CELAD empowerment program and its activities carried out in its target communities. In order to generate relevant information, the following activities were carried out;

- a) **Pre meetings:** In order to be familiar with project goals, project area, its objective and activities, the consultant had a pre evaluation meeting on the 20<sup>th</sup> October 2021 with senior level managerial staffs of CELAD, evaluation team members and concerned officials of UMC-Sierra Leone in attendance.

- b) **Desktop review:** the evaluation team reviewed CELAD project proposal and related document (agreements, progress reports, training manuals etc) to understand the project context. Other related projects’ documents were also reviewed and relevant websites were visited by the team for information collection in connection to this evaluation assignment.
- c) **Focus Group Discussion (FGD):** After getting an overview of the CELAD program, the evaluation team developed and administered checklists during focus groups discussion with beneficiaries, line agencies, implementing partners and observed project activities in the field (annex... checklist). A total of 11 focus group discussions were carried out in the projects intervention areas in order to gather information to complement the desk review and key informant interviews (Table3.1). The pictorial evidence of the FGDs held in the target communities is presented in Figure 3.1



Gondama –Moyamba Dist.



Tiama – Moyamba Dist.



Mojaka – Moyamba Dist.



Monghere – Bo Dist.



Sayllu – Bo Dist



Yonibana – Tonkolili Dist



Hamilton – Western Rural



Panguma – Kenema Dist.





Magburaka in Tonkolili District

Figure 3.1: Focus Groups discussions (FGDs) with beneficiaries

**d. Key informant Interviews (KII):** Key informants interviews were conducted during the field visit at the program communities from 28 to 29 November, 2021. The Key Informant interviews (KII) covered a wide range of CELAD program stakeholders such as UMC–SL management team, CELAD program staff, government/council administrators of the various target communities, selected target beneficiaries of the intervention, community elders, traditional leaders, school teachers and pupils, and development agents.

Structured questionnaire (Appendix 1) where participants, especially stakeholders, were asked to comment on the performance of the CELAD program in their communities mainly in community empowerment, relevance, effectiveness, efficiency, cohesiveness, and impact of the program interventions on the lives of the target groups in the areas of education, health, gender equality, agriculture, skills and lessons learned, knowledge on human right, good governance and domestic violence.



Yonibana – Tonkolili District



Panguma – Kenema District

Hamilton – Western Rural

Figure 3.2. Key Informants Interviews (KII)

- d) **Consultation meetings:** Several consultation meetings were organized with CELAD concerned staff at the UMC-SL and consultant offices in Freetown. In these meetings, information required for this study was compiled and further used to finalize the site visit for field observation.
- e) **Field visit schedule:** 8-day field visit was made from 31<sup>st</sup> October to 7<sup>th</sup> November 2021. The team visited all the communities impacted by the CELAD interventions as presented in Table 1.1 and interviewed key stakeholders, especially the beneficiaries.
- f) **Quality Assessments:** In order maintain high standards and reliable data collection process, the IT expert and the Team Lead constantly monitored all filled questionnaires and checklists to thoroughly check the data collection process. Furthermore data cleaning was done using Kobo Collect to avoid duplication of information and to ensure that accuracy, reliability and validity, consistency and quality of the data from all responses is not compromised. The team critically assessed responses from issues debated; especially the mandatory thematic areas of the Digni empowerment assessment tool (EAT) like strengthening civil societies, gender equality governance and domestic violence related.
- g) **Discussion:** the team discussed with the representatives from other NGOs, teachers, pupils, petty traders, motor bikes riders, drivers in the target communities on the impact of CELAD interventions.
- h) **Target versus achievements:** the evaluation team compiled and compared the target with achievements and looked for any discrepancies from the log frame of the CELAD program.

### 3.5 Sampling of Study Area

In the orientation meeting, eleven communities were randomly selected out of the twenty seven target communities presented in Table 1.1 for the purpose of field visit and the date of visit was fixed as per the convenience of both the evaluation team and project concern staff. Table 3.1 presents the selected communities.

**Table 3.1: Selected target communities for projects evaluation**

<b>Districts</b>	<b>Communities</b>	<b>Chiefdom</b>	<b>Interventions</b>	<b>Status</b>
Tonkolili	Magburaka	Kolifa Rowalla	Construction of school building	Completed
	Yonibana	Yoni	Construction of training center	On-going
Moyamba	Mojaka	Fakunya	Agriculture (Rice cultivation)	Harvesting completed
	Gondama	Kaiyamba	Construction of two bridges	Completed
	Njama-kowa	Kowa	Construction of school building	On-going
	Tiaima	Kori	Construction of community toilet	Completed
Bo	Moghere	Valunia	Construction of court barray	Completed
	Gandorhun	Valunia	Construction of water well	Completed
	Sayllu	Kakua	Construction of school building	Completed
Kenema	Panguma	Lower Bambara	Construction of market	On-going
Western-rural	Hamilton		Rehabilitation of community youth resort center	On-going


**CELAD Agricultural project (Rice cultivation) at Mojaka in Moyamba District**

**CELAD Infrastructural project (Two bridges constructed) at Gondama in Moyamba District**





CELAD Health project (Community toilet constructed at Tiama in Moyamba District)



CELAD Economic empowerment project (Rehabilitation of community youth resort center)



Water well project at Gandonhun –Bo District



Construction of a training center in Yonibana



Completed Court Barray at Monghere in Bo District



Completed school building at Sayllu in Bo District



Completed school building in Magburaka - Tonkolili District



Completed Market at Panguma in Kenema District

Figure 3.3: CELAD Program interventions in the target communities

The evaluation team employed a purposive sampling method to select respondents for both the FGDs and KIIs. CELAD arranged travel and communication between concerned stakeholders (especially the beneficiaries and Project staff) and evaluation team. This arrangement helped the team to get all the required information on the targeted communities that were to be visited.

A sample size of 61 KII and 11 FGDs was randomly selected from the target communities as presented in Table 3.2.



**Table 3.2 Participants interviewed**

<b>S/No.</b>	<b>Key Informant</b>	<b>Number interviewed</b>	<b>Remarks</b>
1	CELAD Management team	5	UMC-SL Office
2	Program staff	11	One from each community
3	District council administrators	11	One from each community
4	Community leaders/ elders	11	One from each community
5	Selected program target groups/beneficiaries	22	Two from each community consisting of 11 women and 11 men
6	Development agencies within the project	11	One from each community
<b>Total for the quantitative method</b>		<b>61</b>	
	Focus Group Discussion (FGD)	11	One FGD session per community (12 participants per FGD group)
<b>Total FGD (qualitative method)</b>		<b>11</b>	

### 3.6 Data collection tools and methods

Both quantitative and qualitative data collection methods were used: The main quantitative method was a structured questionnaire administered to respondents using KoBo Collect. The qualitative methods included key informant interviews with beneficiaries, CELAD program staff; local authorizes, and other partners.

Secondary data collection was done through desk review of key documents supplied to the consultants by the Office of Missions and Development, a unit of the UMC-SL which hosts the CELAD program (See Annex) namely CELAD Result Framework, CELAD annual reports, annual plans, budgets, CELAD mandatory and applicable indicators, Agreements between Norad/Digni and CELAD for the period (2018 to 2023), the project proposal, and related baseline report and several national and international policy documents and plans on gender empowerment were reviewed.

### 3.7 Data presentation and analysis techniques

The study team compiled the information required. Quantitative data were presented in tabular format and qualitative information in descriptive form. The information was thoroughly recorded first and then analyzed for the established objectives. Quantitative data from the questionnaire were analyzed using KoBo Collect. Qualitative data from focus group discussions and key informant interviews were analyzed by content and comparative analysis techniques. Comparative analysis was used to identify good practices and lessons learned



across different groups. This type of analysis was used particularly to compare findings emerging from the KIIs, FGDs, and case studies.

### 3.8 Limitation of the study

Although all efforts were made to meet with and talk to as many relevant respondents as possible during the course of this evaluation, a number of logistical and practical factors prevented this from being entirely successful. Some of the limitations of this evaluation include:

1. Poor road network: the road network within the projects areas, especially Mojaka, and Gondanhun, is so bad that only motorcycles are the main means of transportation. Majority of the people have to walk long miles on daily bases.



Figure 3.4 Poor road conditions in accessing some target communities (Mojaka)

2. Limited time from contract signature to field visit: This challenged the capacity to confirm participation from all proposed stakeholders beforehand and identification of new ones in case of unavailability. The eight days field visit including internal traveling by poor roads covering fairly distant locations limited the time to be dedicated to the focus group discussion.
3. Effect of External Events: As a result of external events such as market days and funerals, fewer women than men were available to participate in focus groups, except Gondama in Moyamba District.

## SECTION 4

### EVALUATION FINDINGS

#### 4.1 Introduction

This section discussed in details findings of the evaluation and is presented in six key sections namely: 1) issues regarding management of the CELAD program, 2) Program achievement in relation to its objectives. Issues of effectiveness and efficiency of the program are covered. 3) Ownership role of the Community and the Government in the life of the projects. In this section issues regarding program relevance to Government, stakeholders and project beneficiaries, sustainability, and impact are discussed. 4) Role played by the Community Based Volunteers/ The Community Based Integrated Package (COBIP) in terms of Sustaining the Program. 5) Discuss the degree and level of community empowerment achieved by CELAD interventions. 6) Comparative assessment of the Logframe.

#### 4.2 Issues regarding management of the CELAD program

##### *4.2.1 Partnership in Development methodology (PID) Model of Participation*

The evaluation examined the participation of project workers and stakeholders in the context analysis, formation of strategy, planning, decision on the allocation of resources and monitoring to ascertain the use of the Partnership in Development methodology (PID) model in the development of the target communities.

Figure 4.1 presents results of the participation of project staff and stakeholders in the program development. The graph shows that project staff and stakeholders are involved in all facets of the CELAD program development. Most of the staff and stakeholders are either involved in monitoring, planning, decision on the allocation of resources or formation of strategy. This result is an evidence of CELAD adherence to the PID model.

The assessment clearly indicates a massive participation from the communities. Among the variable evaluated for participation, about 92% of the target communities especially local authorities acknowledged being part of the project design process. The local authorities played a very active role in the project implementation phase.

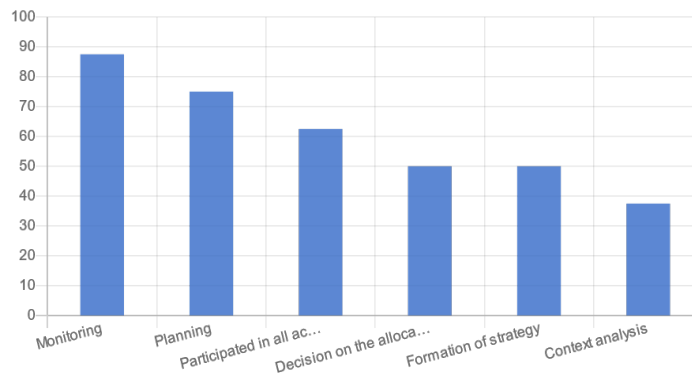


Figure 4.1: Participation of project staff, and stakeholders in the program development

The KII were further asked to outline the core activities of the CELAD program and their responses presented in Table 4.2. From their point of view, the activities of the CELAD program are to supervise, monitor and report; support local communities in implementation of community projects; inform and train local communities for self-reliance/empowerment.

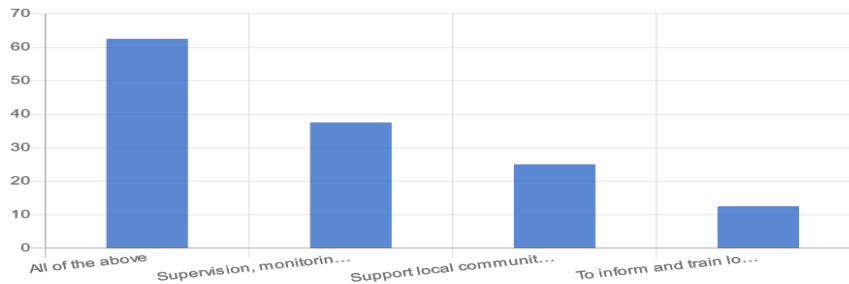


Fig.4.2: Core activities of the CELAD Program

The evaluation went further to assess the involvement of local and national authorities in the project design process. The local authorities accepted being part of the project design process and their levels of participation are presented in Figure 4.3. They are mostly involved in the decision on the allocation of resources and projects monitoring. There is also some evidence of participation in planning and formation of projects strategy. This result further supports CELAD’s utilization of the PID model to improve the livelihood of communities through “together we do it” approach. It is only when communities are allowed to fully participate in their own development drive will positive outcomes/results are realized.

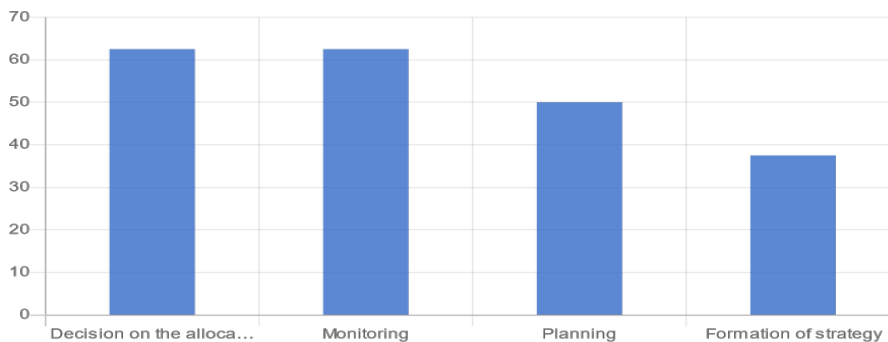


Figure 4.3: Involvement of local and national authorities in the project design process

The recognition of local and national authorities by CELAD in their community development projects played a fundamental role in winning local and national participation. From the assessment, almost all target groups play an active participatory role in the program.

An examination of the contribution of Partnership in Development model to more effective community development program is presented in Figure 4.4. The result showed that the PID model has helped CELAD target communities in gaining access to water and sanitation, infrastructure, education, health facilities, and economic empowerment.

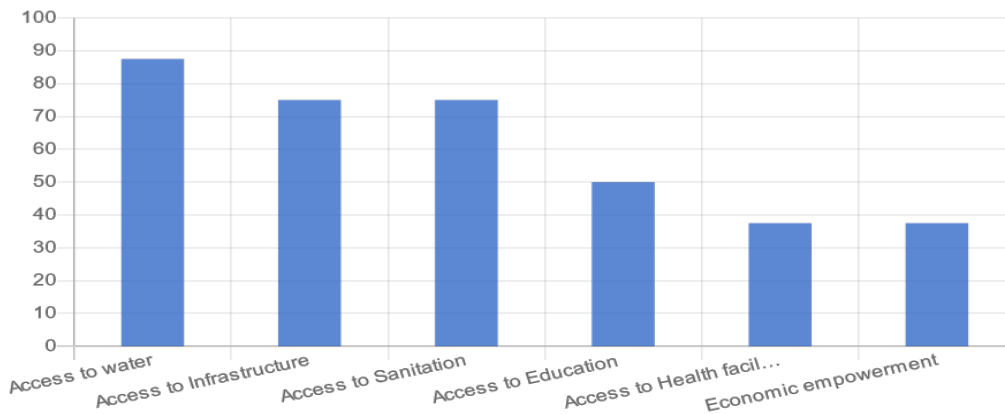


Figure 4.4: Partnership in Development model contribution to more effective community development program

Furthermore the PID model is found to have unintended positive outcomes as observed by project staff. For instance, the Toilet constructed by the program at Tiama had only one borehole with one mounted water tank but because of its relevance due to its strategic placement one additional borehole with solar was constructed very close to the toilet building by the council to complement the action of CELAD.



Figure 4.4a: Installation of solar borehole as an unintended positive outcome at Tiama toilet project site by council

Some of the reasons advanced were that the model as attracted other NGOs to help develop the communities, now local authorities and communities have one voice of peace and

development, inclusion of volunteers as change agents. Formation of health group to follow up on sanitation at community level was also given as an unintended positive outcome.

The only unintended negative outcome given was that target groups leave their farm and other household works to work for the CELAD projects that may not give them individual direct financial benefit.

The extent to which activity-level objectives contributed to the broader objectives aimed at increasing community access to essential basic services in the target areas is presented in Figure 4.5.

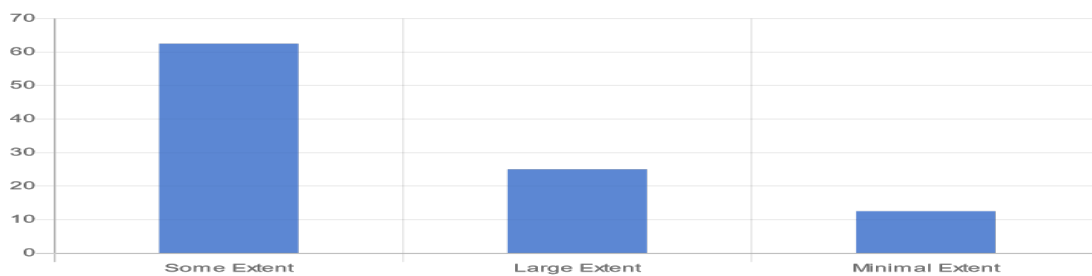


Figure 4.5: Extent to which the activity-level objectives contributed to the broader objectives

Participation in community empowerment projects also involves building strategic alliances with other public organizations,. Alliances provide opportunities for participants to tap into the resource, knowledge, and skills of their immediate partners; raises community awareness results in more creative manner. This evaluation found that the CELAD Program created weak strategic alliances with government and other public organizations especially the District Council and relevant development ministries. The reason given for these weak alliances had to do with the great financial expectation from public officials (bribery), which is strongly against CELAD’s rules of engagement. The few pubic officials, especially police and district council staff, interviewed told the evaluation team that they were very interested in the program. Most police officers admitted that gender based violence has greatly reduced in their communities due to programs interventions as presented in Figure 4.5a, which shows about 89% reduction in gender based violence They are now getting fewer domestic violence cases. When asked whether they are very happy with the intervention, few of them said their additional sources of income had reduced since very few families report domestic violence.

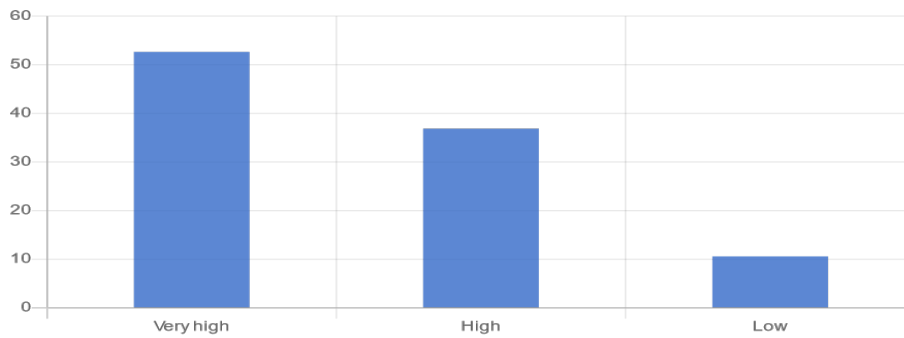


Figure 4.5a: The level at which local partners and communities combat gender-based violence.

The contributions and actions of local authorities, civil society organizations and youth groups were among the long term political and cultural factors identified in the evaluation to have favored the alliance. Politics in rural communities in Sierra Leone is being influenced by mainly local authorities – Paramount chiefs and their associations who have some level of control over their communities, especially in these projects areas where their subjects are very respectful and generally accept the views of their chiefs or traditional leaders.

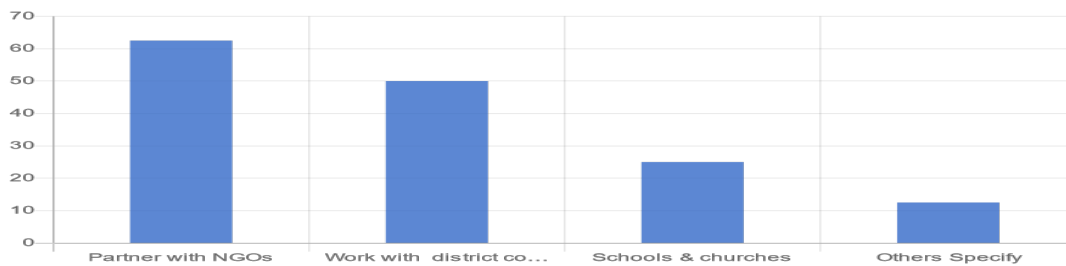


Figure 4.7: Strategic alliances and synergies between the CELAD and the public organizations to reinforce the project's results

The results of an assessment of the organizational capacity of CELAD program to execute various projects in the target communities revealed that CELAD had the required capacity to manage the projects in terms of management expertise, funding and other logistics for effective and efficient supervision and monitoring of their projects.

**4.2.2 Democratic Process of the Intervention**

Community participation in gender empowerment project like CELAD is a process which provides individuals an opportunity to influence public decisions and is a component of the democratic decision-making process. Democratic decision-making is based on the assumption that all who are affected by a given decision have the right to participate in the making of that decision. Establishing a participatory democracy in most gender

empowerment projects is a challenging processing that first requires recognition and understanding of the powerlessness experienced by individuals under the prevailing political systems of Sierra Leone.

The evaluation results clearly indicated that the intervention procedures were democratic and very transparent as there was free and fair participation and respect for all participants. The evaluation detected no gender preference as all participants agreed that both men and women were treated equally in terms of decisions making, access and use of resources.

Women and other vulnerable groups in these projects communities face countless challenges to participation in the civic and political life of their communities from discrimination and violence to a lack of support and resources. They are still largely absent from national and local decision making bodies and are excluded from political processes. Strengthening rights of individuals, especially women's rights and addressing barriers to political participation are critical to achieving gender equality and empowerment.

This evaluation looks at actions taken by CELAD with regards to working with the communities in such a way as to encourage political consciousness, organization, and advocacy.

From the results, there is a clear indication that the intervention procedures were democratic as there was free and fair participation and respect for all target groups. The evaluation detected no gender preference as all participants agreed that both men and women were treated equally in terms of decisions making, access and use of resources. There was no discrimination in the implementation of the projects.

#### **4.3. Program achievement in relation to its objectives. Issues of effectiveness and efficiency of the CELAD program**

##### ***4.3.1 Effectiveness of the Intervention***

This section examines both the achievements and expected achievements of CELAD in terms of reaching its objectives and ultimate goal of improving the livelihood of deprived communities. It looks at the extent to which the program is able to meet its objectives.

In this evaluation, the effectiveness of the intervention was assessed based on the performance of the program staff using the following criteria: Responsiveness of results, contribution of the strategies and planned activities, project monitoring, comparison of main results, main



difficulties, risks and opportunities, confirmation of indicators of the Logframe and critically reviewed the plan versus the accomplishment reports, coordination of work, comparative advantages of the intervention, degree of inclusion, intervention approach, strengthening civil society, and community empowerment.

*a) Responsiveness of results*

All the 61 KIIs and 11 FGDs interviewed said the results responded to the identified needs of the beneficiary population and the intervention is making significant progress towards its planned objectives although progress against the objectives and outputs in the target communities defer.

For example Magburaka, Gondama, Monghere, Sayllu, Gandonhun and Tiaina communities have completed their projects while projects are still on-going at Panguma, Njama Kowa, Yonibana, Mojaka and Hamilton communities.

Most of the responses are centered on the intervention meeting the needs of the people (access to water, education, food security, economic and gender empowerment, support from the communities due to its transparency, resources monitoring and recognition and participatory approach of CELAD.

90% agreed that the CELAD interventions produced demonstrated success. According to the respondents, targets are achieved as all the products of the interventions such as the schools, water wells, toilets, market, agricultural farm are visible and highly appreciated by the beneficiaries. Furthermore, all the services and capacities provided by CELAD are used appropriately

*b) Contribution of the strategies and planned activities*

The assessment examined the degree to which the strategies and planned activities contributed to advancing towards the achievement of the results. Figure 4.8 present results of the various responses

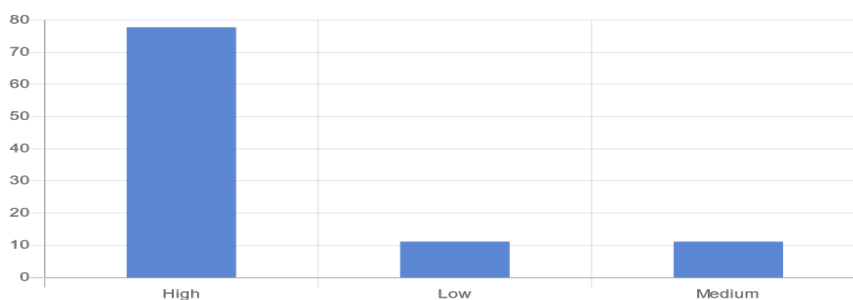


Figure 4.8: Degree to which the strategies and planned activities contributed to advancing towards the achievement of the results



According to the responses, the strategies and planned activities have contributed to a high degree towards the achievement of the results. Transparency and accountability of the CELAD program staff and cooperation of the local community were the key reasons given for the successful implementation of these strategies and planned activities. Although few projects areas like Sayllu, Mojaka, and Njama kowa, are hard to reach due to the extremely poor road network, the program is likely to achieve its planned objectives upon completions of all the projects in the target communities as presented in Figure 4.9,

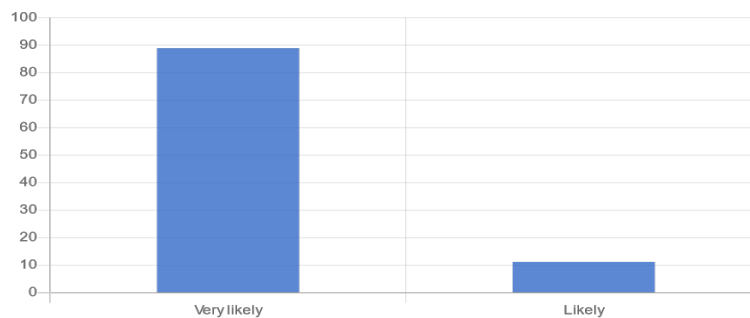


Figure 4.9: The likelihood of the program to achieve its planned objectives

A critical comparative assessment of the baseline and planned activities of the logframe or the mandatory and applicable indicators from Digni’s results framework and the actual results reported for 2018 to 2021 are presented in Annex 4.1.

*Strengthening civil societies*

In 2018, the total number of target groups expected to benefit from strengthening civil societies in the target communities presented in the baseline report was 385 with 250 men and 135 women and 15 persons with disabilities among the men and women. CELAD target 770 people but the result reported for 2018 was 385 target beneficiaries which is far below the targeted 770 people but kept to the baseline. Furthermore, a total of 8,100 direct and 11,900 of indirect beneficiaries were estimated for 2018.

In 2019, CELAD targeted 1155 people and reported a total of 1,950, which is far above the baseline and the 1155 target. The total numbers of direct and indirect beneficiaries reported were 16,200 and 23,800 respectively. The same trend continued in 2020 with a drop from 1,950 in 2019 to 1334 target beneficiaries results reported.

In 2021, CELAD targeted a total of 1,925 but no actual results reported for this year rather direct and indirect beneficiaries were estimated to 32,400 and 47,600 respectively.

### *Good Health*

There are two categories assessed namely the health services established and strengthened and the WASH facilities constructed/ rehabilitated. From 2018 to 2021 the baseline data showed one health service established and one health service strengthened each year.

A total of 9 WASH facilities (8 toilets and 1 water supply) proposed in the baseline. In 2018, CELAD targeted 16 toilets and 1 water supply (17 WASH facilities). The results reported exceeded the target. The program constructed 17 toilets and 2 water supplies (19 WASH facilities). In 2019, 35 WASH facilities were constructed (30 toilets and 5 water supplies). *Nothing was reported in 2020 and 2021 to clarify.*

### *Education*

CELAD program has contributed to a large extent to sustainable capacity building and knowledge transfer for the targeted communities/beneficiaries through school building constructions, distance education for the less privileged rural teachers and supply of learning materials.

For this indicator, three key areas were examined from 2018 to 2021. These were learners enrolled in target institutions, teachers/headmasters trained at primary level and classrooms constructed, rehabilitated and equipped.

In 2018, the baseline for learners enrolled in target institutions were 100 students, and 25 students were expected to drop out of the program. The results reported 57 students who actually enrolled in 2018. The 2021 report showed that 150 students enrolled (55 male, 97 female and 5 PWD among the male and female).

There is no baseline document in the 2020 CELAD mandatory indicators for the number of classrooms constructed, rehabilitated and equipped but rather a target of 3 classrooms construction/rehabilitation/equipped was set in 2018, which could be used as a baseline. The 2018 report revealed that 3 classrooms were constructed/rehabilitated and equipped, and 3 permanent structures constructed. In 2019 reported a total of 36 structures constructed. In 2020, CELAD constructed/rehabilitated a total of 18 classrooms and permanent structures. (see Annex 4.1 for details).

In summary, the results clearly show that CELAD exceeded most of the mandatory indicators as the entire relevant project partners worked and executed their functions selflessly and effectively, especially in their non-gender biasness in resources allocation and use. The project has been managed in a very participatory, dedicated and flexible manner that enables activities to be conducted in a trusted and collaborative way.

From the assessment of these thematic areas through information gathered from KII and FGDs about CELAD performance and the observation of the evaluation team, it can be concluded that the CELAD program was well designed, planned and implemented effectively.

An assessment of the level of satisfaction in terms of quantity and quality of the outputs produced so far by the interventions indicated that 90% of the target beneficiaries are very satisfied with the outputs produced so far.

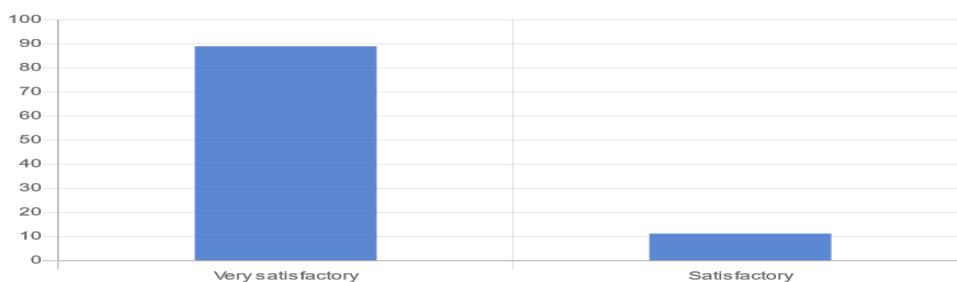


Figure 4.10: Level of satisfaction for outputs produced so far

This success was primary due to the effective project monitoring strategies put in place by both CELAD and project communities through regular field visits, recording keeping and checking of materials supplied by the project management committee (PMC) and submission of monthly reports to CELAD. The main results and their quality level with respect to the standards of international mandates are good.

The degree at which the change theory and the interventions results framework included human rights, gender equality and cultural differences was examined and results show that 78% of respondents rated CELAD high as presented in Figure 4.11a. The reasons given by respondents are given in Table 4.11b

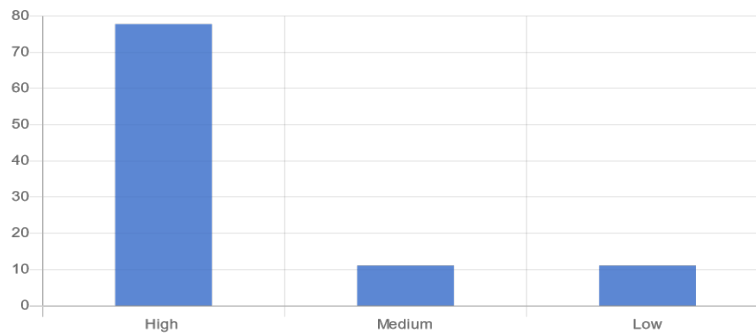


Figure 4.11a; Degree of involvement of the change theory and the interventions results framework on human rights, gender equality and cultural differences.

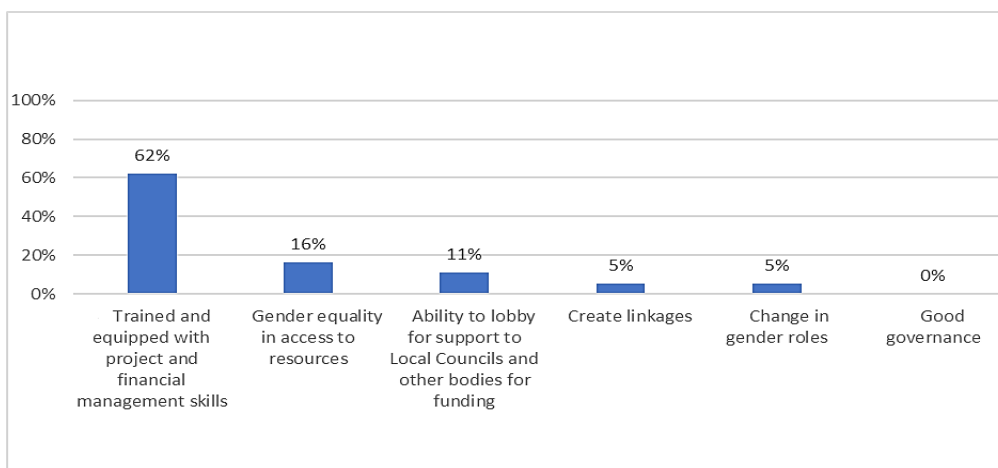


Figure4.11b: Implementation of the Theory of change

### 4.3.2 Issues Regarding Program Efficiency

An evaluation was done on program efficiency based on how well the project resources were allocated and used, as well as the procedures and methods used to access these resources, and the timely achievement of the project results or outputs.

This section of the evaluation covers the CELAD program’s resources management, budget and time management, target beneficiaries contribution, monitoring and reporting tools, community support and capacity building.

#### a) Resources Management

The efficiency of the resource administration to provide equal opportunities to beneficiaries for easier access to resources was evaluated. The results of the evaluation, as confirmed by beneficiaries, showed that resources are used efficiently and excellent opportunities were provided by the project with women, girls, boys and men having equal and fair treatment and

the opportunities provided are adequate. The adequacy of these opportunities is presented in Figure 4.12 based on the responses of the KII and FGDs.

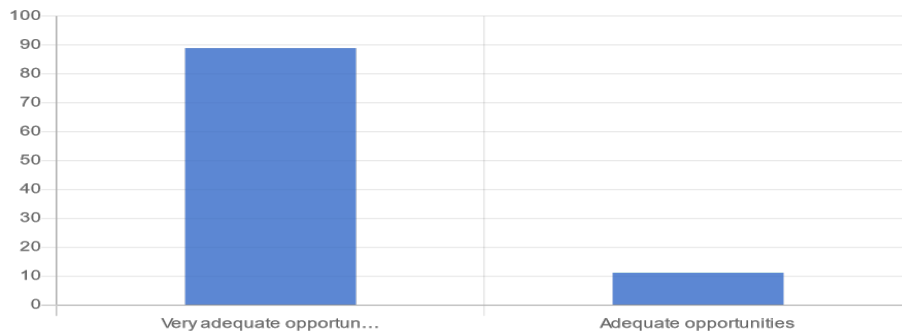


Figure 4.12: Adequacy of opportunities provided

The results show high efficiency in the allocation, use and procedures for accessing resources. No report of mismanagement of resources was received from beneficiaries. For procurement of the project materials competitive bidding was done in order to identify qualified suppliers and contracts were awarded based on cost and quality of the submitted bids. Our evaluation team for this assignment was hired through competitive bidding procedures.

All resources were strategically allocated to achieve the program outcomes. There is a sufficient human and financial resource in light of the achievement of the intended objectives, results and impact as mentioned by the target groups interviewed.

The evaluation examined the financial management capacity of partners for accurate budgeting, forecasting and reporting of the various projects and result presented in Figure 4.13. 89% of respondent from the 61 KIIs interviewed said CELAD program has adequate financial management capacity for accurate budgeting, forecasting and reporting.

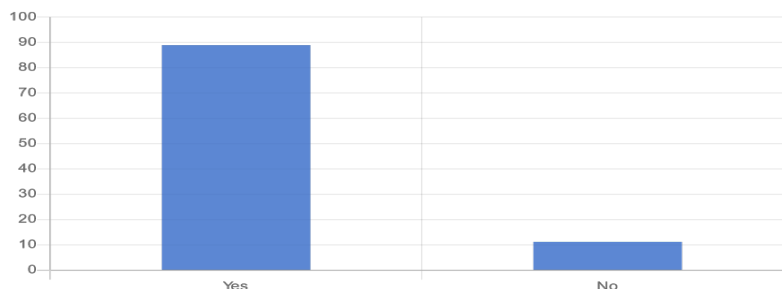


Figure 4.13: Adequacy of the financial management capacity of CELAD

The various project management committees (PMCs) formed in different projects locations were trained in secretarial studies, book keeping, and budgeting as well as project management. These trainings helped the PMC to manage and keep financial records very well. Yearly financial reports are

submitted to stakeholders. As a result of the PMC involvement, most of the services provided by CELAD in the target communities are delivered to the target beneficiaries within the planned budget.

Furthermore, the evaluation team examined measures taken to ensure effective financial implementation, monitoring and reporting of budget versus expenditure. Among the measures given by respondents were the monitoring role of CELAD staff, the PMCs, management of receipts, vouchers, trainings and community participation.

*b) Time management*

A careful assessment of the three year work plans and annual reports for the project shows timely achievement of most of the outputs although some delays, such as delivery of building materials, were experienced due to poor roads condition. The evaluation found the projects staff to be very efficient in ensuring target communities were supplied the relevant materials, monitoring and supervision needed on time.

*c) Budgetary management*

The evaluation critically looked at budgetary management in providing opportunities to target groups in terms of delivery efficiency and found out that the budget was adequately monitored and controlled by CELAD.

*d) Target beneficiaries contribution*

An assessment of the contribution of the target group in the intervention revealed that the target group formed part of the project committees as members, chairpersons etc; they also provide free community labor and help to organize the communities for the successful implementation of the projects. These contributions of the target group were publicly recognized by the project team, CELAD and local authorities. According to responses from the KII and FGDs sessions, the services provided by beneficiaries were not paid for as it is one of the binding agreements between CELAD and the community.

*e) CELAD program monitoring system*

The evaluation team examined CELAD program monitoring system. Monitoring system provides the information needed to assess and guide the project strategy, ensure effective operations, meet internal and external reporting requirements, and inform future programming. A review of the project document and interview with project staff confirmed that the logical framework (Log frame) was used among the many monitoring and evaluation

tools options in project and was developed by the key stakeholders during the project design phase.

*f) Monitoring tool*

According to the project staff interviewed, log frame or logical framework is the most reliable monitoring tool as it shows the conceptual foundation upon which the project's M & E system is built. Basically, the log frame is a matrix that specifies what the project is intended to achieve (objectives) and how this achievement will be measured (indicators)

#### **4.4 Ownership role of the Community and the Government in the Life of the Projects**

In this section, issues regarding the relevance, sustainability and impact of the CELAD intervention are presented based on the responses from KII interviews and FGDs.

##### ***4.4.1 Relevance of the CELAD program***

This section seeks to provide an assessment of the overall importance of CELAD intervention to the needs of the target beneficiaries, development policies and strategies of the Sierra Leone government. The section presents the relevance of the strategic components of the intervention in meeting the needs of the target beneficiaries, notable roles of the program, challenges in the project areas, and legitimacy of the program,

*a) Relevance of the strategic components of the intervention*

An evaluation done on the appropriateness and adequacy of the strategic component of the intervention revealed that the strategy adopted was both adequate and appropriate as it meets the needs of the target beneficiaries. Even though the CELAD program focused exclusively on the target communities, as revealed in this evaluation, its relevance was felt by other communities so there was popular request for the extension of the program in other communities. The reason given for the appropriateness of the CELAD intervention is presented in Figure 4.14 include the intervention meeting needs of beneficiaries in terms of health (access to water and sanitation), gender and economic empowerment, food security, addressing domestic violence, education and governance issues (strengthening civil societies).

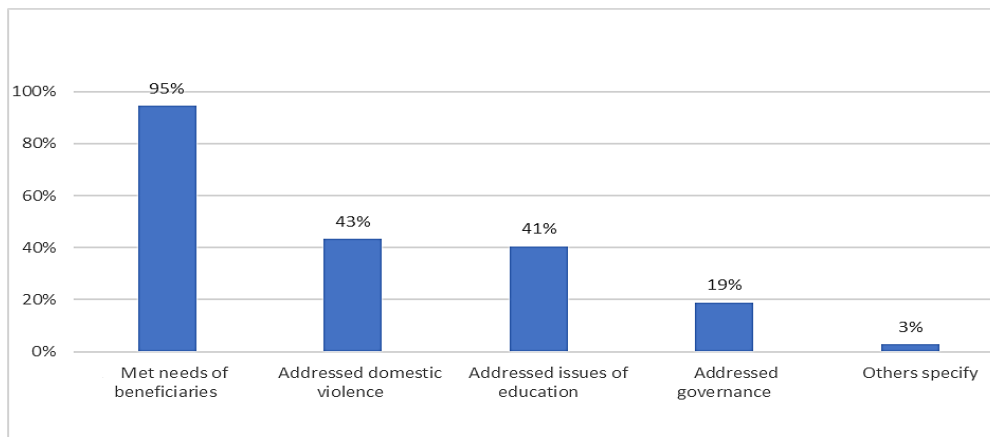


Figure 4.14: Reasons for the appropriateness of the intervention

The evaluation found that the project activities to very high extent are relevant in delivering the results and objectives of the projects. The project design process was not only restricted to CELAD and project staff but included community stakeholders so there was significant strengths and few weaknesses in the overall project design and objectives of the project.

The relevance of the project was clearly expressed during the focus groups discussion held at the various project sites by the high level of satisfaction of beneficiaries in terms of their participatory contributions. The participants affirmed that the procedures and methods used to meet their needs were standard and very easy to understand. The level of relevancy of the interventions to the needs of the people in the target communities was also assessed and results from the responses presented in Figure 4.15.

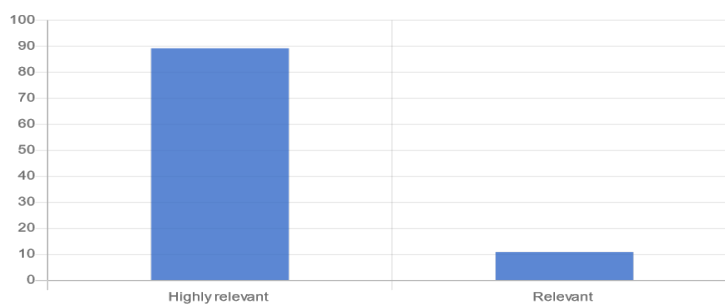


Figure 4.15: Level of relevancy of the intervention to the needs of the people

The evaluation also revealed that the program is very relevant in helping the government to identify and address other community needs, including complex issues and challenges face by vulnerable groups. In addition, while all national indicators fully demonstrate the relevance of the program to government, more detailed situational analysis is needed to complement the overall design at regional level.



The result of the data analyzed based on key informants from government stakeholders confirmed that the CELAD capacity building and empowerment program is aligned both with the CELAD's strategic framework and the national development plan and strategies of Sierra Leone.

All key informants from government interviewed reported that the CELAD program activities are not only relevant to achieving development priorities but the program approaches and activities are also coherent with the micro development plans of the local government, especially the councils and chiefdoms.

*b) Notable role of the CELAD program*

The notable role of the CELAD program is to empower communities on the rights and use of resources and to improve the livelihoods of the target communities which came out clearly in this evaluation. Findings from the evaluation team show that the CELAD program played a very relevant role in complementing the development efforts of other actors particularly that of government stakeholders, which is clearly demonstrated by the strong collaboration and synergy created among various stakeholders participating in the program.

Discussions with target beneficiaries at all selected communities indicate that CELAD program activities have brought positive changes on the lives of people in the communities. Mojaka community is presently harvesting rice for food security, In response to the challenges face in the target communities, Market at Panguma and a resort center at Hamilton constructed for economic empowerment.

Another key contribution of the project is related to education. There is very low literacy level in these target communities when compared with other parts of the country. CELAD support various program activities such as construction of schools, supply of schooling materials to students in order to address education-related problems and these activities happen to be extremely relevant to the needs of the local communities. For instance, Magburaka and Njama Kowa are provided with school buildings; promotion of the adult literacy through supporting untrained teachers to pursue Teacher certificates through Distance Education offered at Njala University.

*c) Legitimacy of CELAD in the intervention*

An investigation done on the legal status of CELAD to implement these projects confirmed that it is legally registered with all relevant legal entities in Sierra Leone.

The evaluation team observed that CELAD program was based and sustained as part of a mandate for a specific population in some binding declaration with Digni/Norad. Findings of the evaluation team show that CELAD fulfilled its binding declaration with Digni/Norad the funding agency in this project, which scope was specifically to promote community empowerment on rights and use of resources - gender equality, human rights, good governance and reduction of gender based violence in the project communities.

**4.4.2: Issues regarding Sustainability of the Intervention**

This section discusses issues related to the continuity of the program without CELAD, sourcing out external support, and how community empowerment will continue to impact on the target communities. The results of an in depth assessment on the sustainability of the project after the termination of donors revealed that the beneficiaries have the capacity to continue with the project and can work as a team since they now know how to respect individuals rights and responsibilities

*Implementation of the Theory of Change*

The results obtained from the evaluation clearly indicated that the theory of change was implemented and the beneficiaries are now empowered to sustain the experience and knowledge acquired from CELAD to continue with the program.

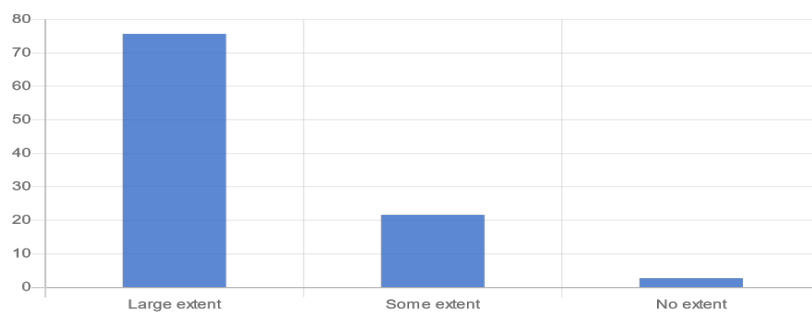


Figure 4.16: Extent the positive impacts or changes of the program (are likely to) continue

An evaluation of the installed capacities and the organizational capacity of the target groups revealed that rights holders/beneficiaries are now empowered to continue on their own, work on issues of the intervention and results are expected to continue once the intervention has finished. The evaluation team examined the strategies expected to be used by beneficiaries in order to sustain the projects in the various communities and the possibilities for the program to maintain its present work without external support and came up with the following responses: Target groups will continue to use the Project Management Committee (PMC) for effective monitoring and management of their projects; setting up of bye laws to guide the

management process; established groups to support community development through Partnership in Development Methodology model. They further mentioned lobbying to attract other funding agencies.

The extent to which CELAD is building the individual to sustain their work beyond project was investigated and results presented in Figure 4.17.

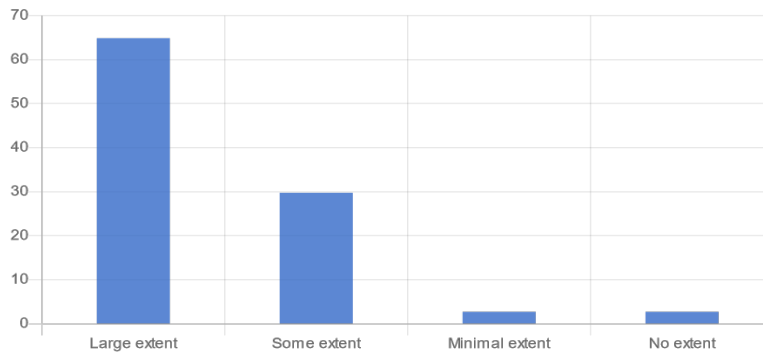


Figure 4.17: Extent to which CELAD is building the individual to sustain their work

*Extent to which CELAD program is building the collective capacity of CBOs*

An assessment of the extent the CELAD program is building the collective capacity of community based organizations (CBOs) and structures to sustain their work beyond project support found out that CELAD is not doing much in building the collective capacity of CBOs. According to the responses from most of these target communities, especially Mojaka and Gondama in Moyamba District, UMC is the only organization that is bringing development in their deprived communities. No other CBO has come to implement development projects in their communities. More work is needed to improve the livelihoods of these deprived communities as presented in Figure 4.18.



Mojaka community in Moyamba Districts (The only water well was constructed by UMC)



Gondama community in Moyamba District (Toitet and water well was constructed by UMC)

Figure 4.18: Status of deprived communities helped by UMC Sierra Leone

CELAD program support community empowerment to a very high degree without gender or ethnicity related discrimination and to a very high extent strengthened local ownership and leadership. The locals are presently in charge of managing the affairs of their projects with leadership responsibility in their various communities.

Comments from beneficiaries:

“Ownership returns to the community people”

“We've set up an Association named "Panguma Market Women Association" because of the establishment of the market. That association has executive member with the President as the head”.

“We need more support from our traditional leaders and youths to strengthen the project”

“Through our partnership in development approach which gives ownership to the community, we can manage the program by ourselves”

These developments are indices of sustainability of the program in the target communities.

*Level of contribution of the Sierra Leone authority system*

The level of contribution of the Sierra Leone authority system to this community empowerment program is found to be negligible as presented in Figure 4.19.

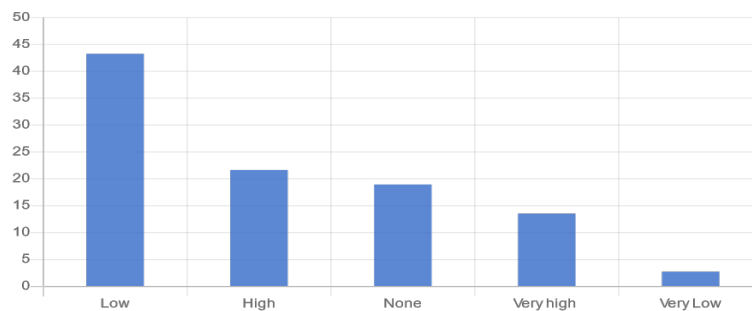


Figure 4.19: Level of contribution of the Sierra Leone authority system to community empowerment

90% of beneficiaries agreed that the CELAD program has successfully built or strengthened an enabling environment through setting up of laws, policies and changing people’s attitudes and behavior and coexistence.

The evaluation team examined the advocacy strategies adopted by CELAD to create impact on a higher level of the Sierra Leone authority system and found television program, radio

discussion, newspaper and creating network with district councils and relevant ministries as the major advocacy strategies.

*Factors which might affect the sustainability of the Program*

CELAD intervention as played a significant role in community empowerment, strengthening civil societies, providing leadership through the project management committees (PMC) and the CoBIP volunteers. An assessment of the general factors ,which are not specific for the CELAD projects, that might affect the sustainability of the program as revealed by KIIs interviews and the FGDs are inadequate funds, poor maintenance of project facilities due to community maintenance culture, conflict and political interference that might affect the already earned unity in the community, and poor road network.

From the FGDs held with beneficiaries on the measures implemented in order to support sustainability, the evaluation team affirmed that continuous monitoring, sensitization and awareness rising on the importance of the program, capacity building of the communities fund raising and maintenance of the facilities were the main measures.

The issue of the project approach or results be replicated or scaled up by national partners or other actors was examined by the evaluation team. The findings show high possibility of this replication but with caution that needs assessment be conducted first in these new communities to know exactly their community needs. The new capacities required in the target communities as given by beneficiaries are provision of agricultural trainings, expansion of the program to new communities, and adult education as presented in Figure 4.20.

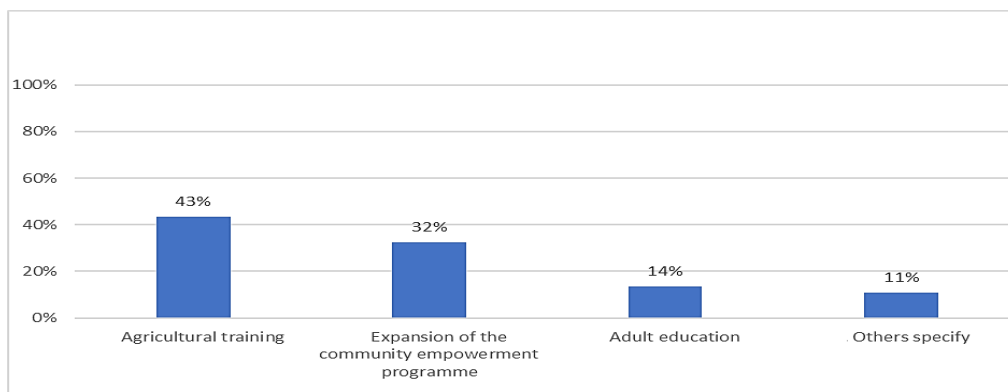


Figure 4.20: New capacities required in the target communities

The evaluation team also found out that CELAD program is doing very well to develop or strengthen the institutional and management capacity of the target groups through the formation of PMCs in various target communities and the introduction of CoBIP approach. The CoBIP volunteers work with the communities as change agents and help in training the

communities on cross cutting issues of human right, domestic violence and right and responsibility of individuals for peaceful coexistence.

Furthermore, an assessment to the extent self-supporting attitudes have been developed due to the interventions was done. The results obtained shows high extent of self-supporting attitudes as expressed by 81% of the respondent as presented in Figure 4.21.

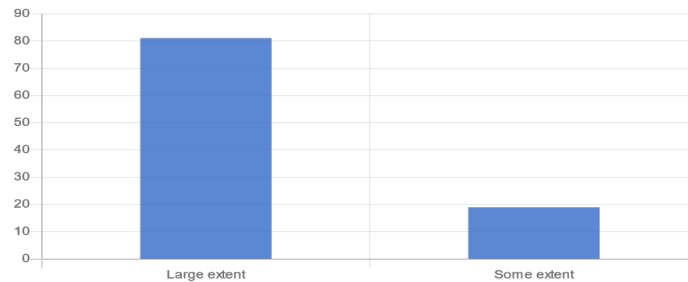


Figure 4.21: Extent self-supporting attitudes have been developed due to the interventions

A further prone into the 19% who said they have developed self-supporting attitudes only to some extent explained that they will only do well working in groups supervised by their PMCs but have not actually developed self-supporting attitude like others and requested for more sensitization in building their self-esteems and power within to boost their self-supporting attitudes. Among the 19% most of them are not active participants of the program since they have other engagements which limit their contribution/participation time on the projects although they are target beneficiaries. More work is required by CELAD to address this area.

The degree to which CELAD program helps to create dialog mechanisms that can be maintained following the intervention among citizens, local authorities, civil societies, Government and District Councils was examined by the evaluation team and results presented in Figure 4.22.

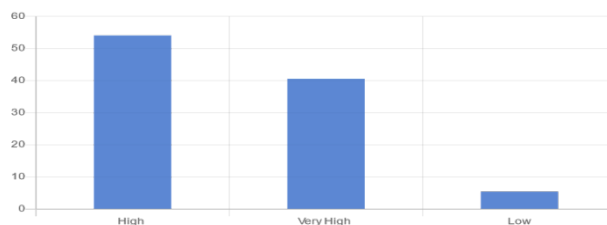


Figure 4.22: The degree to which CELAD program helps to create dialog mechanisms

On the average the program has made some progress in helping to create dialog mechanisms among citizens, local authorities, civil societies, Government and District Councils.



Some beneficiaries told the evaluation team that CELAD program has held several meetings with stakeholders where government officials from few MDAs like NaCAS were invited for their inputs in the development a discussion regarding the improvement of livelihoods in the target communities. Beneficiaries affirmed that they are not aware of any significant support government is rendering to CELAD interventions and that government should come in to take its responsibility. The CELAD program is an auxiliary to government's strategic policies and plan to improve rural communities.

Very few respondents from Gandorhun, Gondama and Mojaka argued that the CELAD program did very little to create dialog mechanism among local authorities, civil societies, government and district councils because they have never seen any government official in their communities meetings and advised CELAD to do more in bring MDAs on board to help with additional resources.

#### **4.4.3 Issues regarding Impact of the Intervention**

This section presents both the positive and negative effects of the program as well as the intended and the unintended long-term effects of the program. This is a mid-term evaluation of the program so most of the intended outcomes are yet to be fully delivered. Therefore, the impact of the program is not assessed in its entirety. However, the field data collected so far indicates significant visible benefits and changes in the life of beneficiaries. This section discussed attainment of goals, program impact on the target beneficiaries, project's theory of change, organizational capacity of target groups, and improvement in communities' livelihoods.

##### *a) Attainment of Goal and Objectives*

The main results/outputs of the target objectives/outcome of how well have the project contributed to develop/or strengthen the institutional and management capacity of the targeted groups were achieved above the expected target as presented in Figure 4. The program baseline for strengthening civil societies was a total of 385 beneficiaries (250 men and 135 women) but the program results reported 385 beneficiaries in 2018, 1950 in 2019 and 1334 beneficiaries in 2020. The baseline for WASH facilities was a total of 9 (8 toilets and 1 water supply) but a total of 19 WASH facilities (17 toilets and 2 water supply) was reported in 2018 and 36 WASH facilities (30 toilets and 6 water supply) reported in 2019.

The contribution to education in Sierra Leone to complement government agenda for quality education, CELAD program constructed schools, help in training primary school teachers through distance education. This has helped in increased enrolment of students. The baseline line for students enrolment was 100 and the results reported in 2021 is 150 students (55 boys and 95 girls).

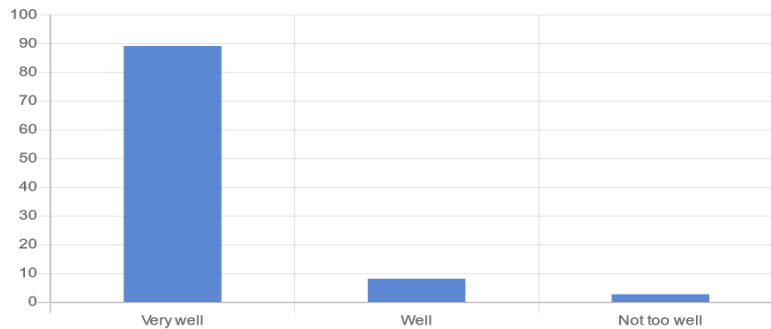


Figure 4.23: How well have the program contributed to develop/or strengthen the institutional and management capacity

An evaluation was done to know whether the objectives of the program and the flow of benefits would continue after the termination of external funding. The target beneficiaries have increased both their capacity to participate in civil society and knowledge on gender equality and can now make decision on their own with regards to their rights and gender related roles in their respective communities.

More over the evaluation team assessed the sustainability of the program goals and all the KIIs and FGDs said the goals are sustainable; their responses relied on the effective participation of the community/support, involvement of local and government authorities, and support from CELAD as presented in Figure 4.24.

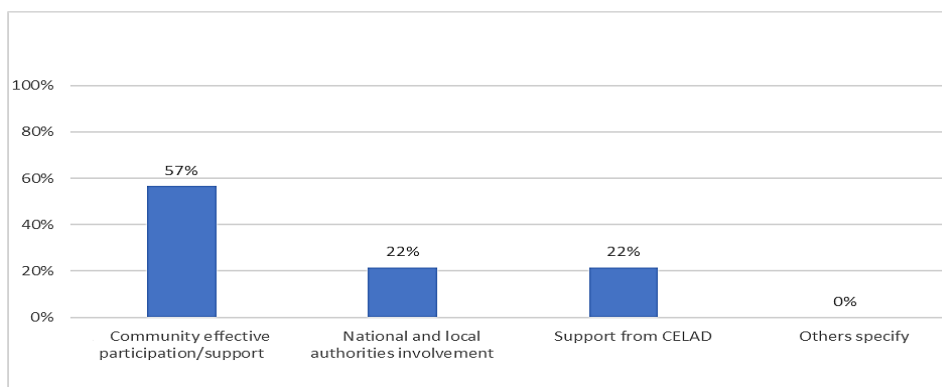


Figure 4.24: Key reasons for sustainability of program goals

*b) CELAD program impact on the target beneficiaries*

The project has had positive significant impact on the lives of beneficiaries, Beneficiaries are now aware of their rights and responsibilities and the need to keep their environment safe with good governance. There was improvement in access to resources, with 80% confirming they had improved their access to legal services, which was attributed to the good advocacy capability to demand for services from police and local government (LG) given to them by the CoBIPs volunteers, especially for crosscutting issues like domestic violence and sexual assault cases.

From the various interviews, most beneficiaries are now gender empowerment change agents in their communities helping to solve most gender based violence cases, teaching others human rights and good governance. Another significant impact clearly envisaged was that of change in gender role with women and girls making better decision and solving problems in their homes and communities than what they were before joining the program.

The evaluation examined the extent self-supporting attitudes have been developed due to program interventions and found out the communities have developed very high extent to self-supporting attitudes due to the program intervention. Furthermore, the program to a very high degree has helped to create dialog mechanisms that can be maintained among citizens, local authorities, civil societies, government and district councils.

The evaluation team found out from beneficiaries that there are lot of positive effects integrated into the program strategy namely reduction in overcrowding of pupils in schools, solving water and sanitation problems in the target communities, strengthening of community participation, and empowerment. Accountability, transparency and monitoring significantly, introduction of volunteer strategy to assist the community empowerment all have contributed to achieving the significant impact achieved by CELAD. 70% of beneficiaries said the project strategy had been adjusted to minimize negative effects.

A critical assessment of the realistic long-term effects of the program on the poverty level and the decent working condition of the people done during KII interviews and FGDs revealed that the program will envisage many long-term positive effects namely increased access to safe drinking water and reduction in water borne disease due to improvement in hygiene

practices; issue of food security in communities gradually addressed as a result of agricultural support given to some communities.

As a result of schools constructed at the door steps of the students, students will no longer face the problem of long distance walking by foot to access education. Therefore the money spent on transportation fare for pupils/student could be savings for the parents. Furthermore, literacy level is expected to increase and eventually meaningful employment for the indigenes of the target communities. The knowledge gained through training of teachers and knowledge from CoBIP volunteers would be used in the future developments of the target communities. Empowering youths will lead to fewer crimes in the community as they could have job opportunities in their communities. Educating children is building the nation as they will be future leaders of tomorrow.



Figure 4.25: Educational transformation in target communities by CELAD

(a) No school building intervention at Mojaka; (b) and (c) School buildings intervention at Sayllu and Magburaka

As the market women/men will continue to earn from sales of their produce from the markets constructed by the program together with the resort centers, economic empowerment will be realized in these communities hence poverty level is expected to reduce. By extension, the income of the community administration is expected to increase through market dues collection from traders.

### *C. Sustainable Changes in Beneficiaries Livelihood*

The evaluation found sustainable positive changes in the beneficiaries livelihoods based on their responses and actions during the interview key among these changes include improve in sanitation (toilets constructed), access to clear drinking water (water wells constructed). New networks and partnership with other communities and improved educational infrastructure (school buildings construction) as presented in Figure 4.26.

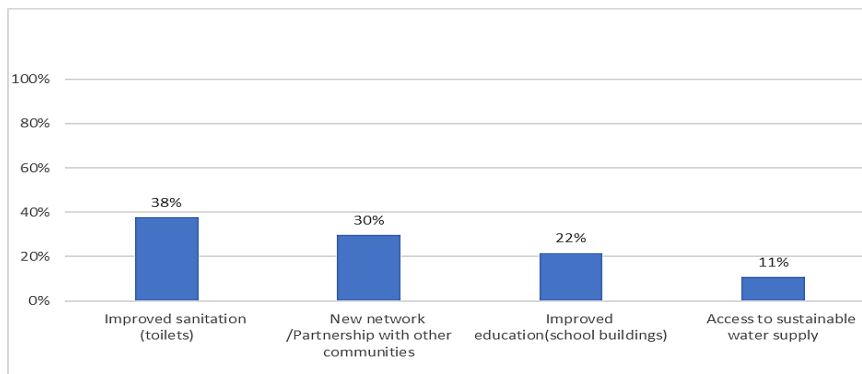


Figure 4.26: The sustainable positive changes in beneficiaries' livelihood

100% of the beneficiaries said they feel empowered by the intervention and have observed sustainable change in their livelihoods. Most women beneficiaries at Gondama told the evaluation team that their perishable fruits (bananas, orange, mangos, vegetables etc) business is doing very well because of the two bridges constructed which make it very easy to transport their produce to Moyamba, the district head quarter. Panguma traders expressed high level of satisfaction for the market constructed. The income received from the sales has greatly improved their living conditions. Beneficiaries from Gandorhun, Njama Kowa, and Mojaka reported that even though they are very satisfied with the various intervention brought to their communities by CELAD, they could not adequately utilized the facilities because they are totally cut off from the markets due to the deplorable roads condition.

The beneficiaries were very satisfied with the gender empowerment approach and agreed that their perception about gender roles and responsibilities have changed significantly and are now enjoying some peace and harmony in both their homes and communities.

The results obtained from the evaluation clearly indicated that the theory of change was implemented and the beneficiaries are empowered to sustain the skills and knowledge acquired from the program.

An evaluation of the installed capacities and the organizational capacity of the target groups revealed that rights holders/beneficiaries are now empowered to continue on their own, work on issues of the intervention and can work as change agents. For instance, the toilet attendant in Tiaina was extremely happy and very appreciative of the interventions that earned him jobs to support his family. Before the CELAD intervention, the concept of toilet attendant is not only new but completely unheard of in the entire history of this communities since the poorest person perceived it to be a degrading and provoking job. Now the concept of empowerment has brought dignity to the job as shown in Figure 4.27.



Figure 4.27: Rights holders/beneficiaries are now empowered to continue on their own

The evaluation found the situation of exclusion and discrimination properly addressed as confirmed by beneficiaries.

The degree at which women, children and youths benefitted from the interventions was also evaluated and results show that about 98% of the beneficiaries agreed that the program was beneficial to them and requested extension of the various project of the program to other communities, especially adult education, agriculture, health and sanitation.

The evaluation team further assessed what would have happened to these communities without CELAD intervention. Regrettably, communities like Yonibana and Hamilton said their situation is still the same since their projects are on-going and have not gained substantially from the intervention yet. Less enrollment of pupils into the school, poor coordination among communities and domestic and gender based violence would have increased. The problem of food security will continue to affect the target communities.

The likely impact of the program beyond the direct beneficiaries was examined and responses from the KIIs and FGDs include securing a community general meeting place for all, entire community fetching water from the newly constructed hand dug well; the use of the school buildings constructed is not only limited to pupils of the target communities. The markets constructed are opened to all buyers and sellers in and out of the communities.

A review of the mandatory and applicable indicators to know the number of total beneficiaries from 2018 to 2021 revealed that CELAD performance exceeds the baseline for all indicators of the thematic areas evaluated. Table 4.1 gives a summary of the total beneficiaries.



Table 4.1: Total number of people impacted by the intervention from 2018 to 2021

Thematic area	Program performance			
	Baseline (2018-2021)	Total results reported (2018-2021)	Total Direct beneficiaries (2018-2021)	Total Indirect beneficiaries (2018-2021)
Strengthening civil society	1,540	5,003	32,400	47,600
Good health (WASH)	224	492	27,900	53,000
Education (Students enrolment)	100	150	-	-
Economic empowerment (Agriculture, resort center )	500	787	1,559	1,949
Gender equality	80	399	8,100	11,000

From figures presented in Table 4.1 although CELAD exceeded the baseline, more work is required to further promote economic empowerment and WASH facilities.

In conclusion, CELAD has largely contributed to the improvement of food security, educational and income status as well as water and sanitation in the target communities.

#### **4.5 Role played by the Community Based Volunteers/ The Community Based Integrated Package (COBIP) in terms of Sustaining the Program**

CoBIP is an addition to the CELAD program where young graduates are recruited as volunteers. CoBIP fosters behavioral change and strengthens community cohesiveness. The volunteers are trained, equipped, and assigned to communities where projects are implemented.

The evaluation team assessed the role played by CoBIP volunteers in terms of sustaining the program. Among the responses from target beneficiaries include serving as agents of change and helping the CELAD program to roll out knowledge of the thematic areas, especially cross cutting issues, to the respective target communities. Therefore, the beneficiaries heavily depend on these volunteers for the sustainability of the program, especially in capacity building of the various PMCs.

Through sensitization, teaching thematic areas of cross cutting issues, community engagement and empowerment, bringing unity among community people, and changing the attitude of people, CoBIP volunteers have created significant impact on the lives of target beneficiaries.

An assessment on the extent of impact created by CoBIP volunteers on behavioral change and strengthening community cohesiveness in the program communities reveals that CoBIP volunteers have contributed to a very large extent as presented in Figure 4.28.

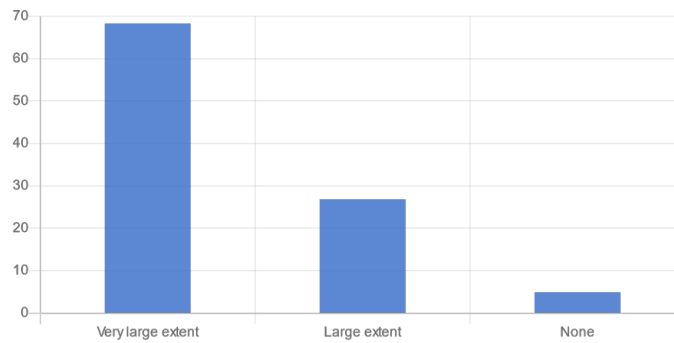


Figure 4.28: Extent CoBIP impacts behavioral change and strengthening community cohesiveness

An examination on the understanding of thematic and crosscutting issues by beneficiaries was done and the results clearly show that beneficiaries fully understand the crosscutting issues of the program intervention namely gender base violence, teenage pregnancy and early marriage, gender equality and community empowerment for right to access community resources.

#### 4.6 Degrees and Levels Empowerment

According to Digni, all human being should be treated equally and with dignity; every human being is created in the image of God, with equal worth and value, and are meant to experience a life in its fullness.

Digni strongly belief that the human dignity of most people, especially in deprived communities, are violated due to acute poverty, discrimination in access to community resources, power abuse and neglect for basic human freedoms essential for every person’s wellbeing. These freedoms include but not limited to: the right to life, health and well-being; security and peace; education; economic and material security; environmental responsibility, participation and organization, freedom of thought and belief. Human dignity can only be restored through empowerment of individuals and communities. Empowerment is the degree of autonomy and self-determination in people and in communities. This enables them to represent their interests in a responsible and self-determined way, acting on their own authority.

Digni considers empowerment based on the definition of Naila Kabeer as “*the expansion in people’s ability to make strategic life choices where this ability was previously denied them. Changes in the ability to exercise choice in order “to live the life one values” involve three inter-dependent dimensions*”: (a) *Resources* - the conditions under which choices are made (being). (b) *Agency* - the process /power by which choices are made (doing). (c) *Achievements* - the outcomes of choices, i.e. the outcome of a person’s resources and agency (capability)

The resources considered in this evaluation were the tangible and intangible resources, human resources, social resources and access to market gender equality. The results of the evaluation based on the responses of beneficiaries show that they had access to adequately tangible resources such as building materials, agricultural seeds, fertilizer, and learning materials that were supplied to the respective project sites. Furthermore,

The key strategies adopted by CELAD to empower the target community through the interventions of the various project was the use of CoBIP volunteers to train and sensitized communities on crosscutting issues and the Partnership in Development approach. The evaluation revealed that the target beneficiaries obtained most of the resources and were selected to a large extent be on the needs of the target communities.

As mentioned in previous sections, disadvantaged people had free access to agricultural inputs mainly seeds, fertilizers and tools as reported by beneficiaries from the farming community of Mojaka. Based on the responses from the FGDs, skills and knowledge are the main human resources obtained from the program. The extent to which the program provides trainings for target beneficiaries is presented in Figure 4.29

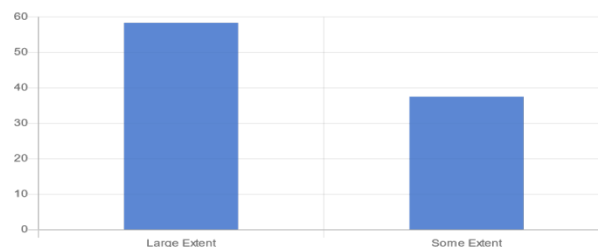


Figure 4.29: The extent to which the program provides trainings

To some limited extent, the program made social resources like community networks, connections and relationships with other communities and community development development partners like NaCSA through the CoBIP volunteers. The beneficiaries of these social resources are presented in Figure 4.30.

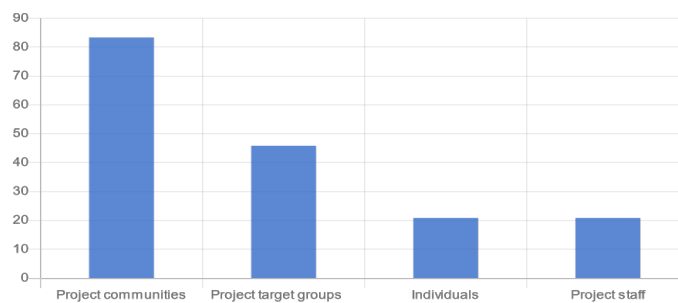


Figure 4.30: Beneficiaries of the social resources

The overall performance of the program as reported by the KIIs and FGDs (Figure 4.31) shows no significant impact yet on improving the target groups’ access to market. With the exception of Panguma and Gondama, where a market and two bridges were constructed respectively, all the other target communities said CELAD has not done much for them to easily access markets since the issue of their deplorable roads are yet to be addressed.

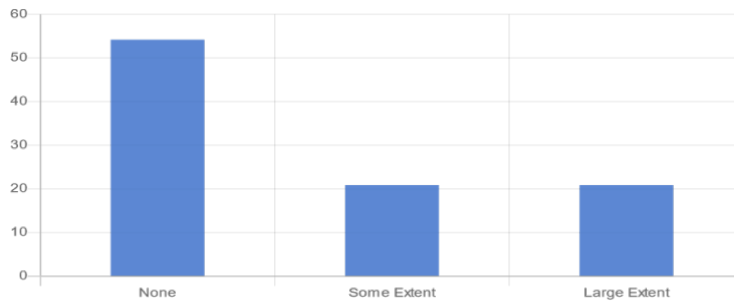


Figure 4.31: Extent to which improving the target groups’ access to market

The evaluation team assessed the level of women’s participation in adult literacy programs compared to male counterparts and affirmed that there was more women participation than men. Further prone as to why more women participation revealed that most men have the responsibility of taking care of their homes in terms of feeding, family health, educating children so have limited time to attend adult literacy programs.

Moreover, the team examined the gender relations/roles in the communities before the program intervention. 22% of the beneficiaries accepted having domestic violence relations with their partners and gender roles in homes have not been positively impacted yet, especially in on-going projects.

There are still some rules, norms and beliefs that shape people’s access to resources in almost all the target communities – men control household resources, women largely do household chores and take care of children. The program is gradually creating a shift in paradigm way of thinking from gender inequality to equality through promoting an atmosphere of cooperation and participation, providing various trainings in gender empowerment, awareness raising and project management. Now most women are involve in decision making, domestic violence as drastically reduced and the right of women and children respected.

The evaluation team also assessed changes in people’s sense of self-worth/confidence due to project interventions and found out from the KIIs and FGDs that most of the target groups have developed self-confidence, sense of self-esteem and power within them to act on issues related to their wellbeing. According to them, there is an increased behavior change citing that

they were using the bush as toilet but due to the intervention, that provided toilets for them, they no long go to the bush.

The key factors that led to these changes in self-confidence include the Partnership in development model adopted, various trainings (advocacy, gender empowerment, sensitization and awareness raising) provided by the program and the right to freedom of expression and access to community resources.

### ***Empowerment Assessment Table***

Therefore, in this section the evaluation team examines the three inter-dependent dimensions namely resources, agency and achievement of the CELAD thematic areas of interventions in the target communities to categorize the levels of empowerment in the target communities using the Digni Empowerment assessment tool (EAT) and scale to fill the Digni empowerment table.

The scales has five levels as presented in Table 4.2.

Table 4.2: Empowerment assessment table

		<b>Level 1: Output</b>	<b>Level 2: Output</b>	<b>Level 3 Outcome</b>	<b>Level 4 Outcome</b>	<b>Level 5 Impact</b>
		<b>Individual or community</b>	<b>Individual or community</b>	<b>Individual or community</b>	<b>Individual /or society</b>	<b>Community/ Society/Structural</b>
<b>THEMATIC AREAS OF RESULTS</b>	Strengthening civil society				<b>X</b>	
	Education			<b>X</b>		
	Health and Human Security			<b>X</b>		
	Infrastructural development			<b>X</b>		
	Economic Empowerment.		<b>X</b>			
	Gender Equality				<b>X</b>	
	<b>Total assessment of project</b>				<b>X</b>	

*Empowerment scale used to fill the empowerment table*

**LEVEL 1 (Output):** Resources have increased, been provided by project to individuals and/or community and/or other target groups. No demonstration of target groups having

changed their behavior or *using* resources to act (Agency). There are no documented changes in target groups' situation (Achievement/Results).

**LEVEL 2 (Output):** Resources have increased by project to individuals and/or community, some local resource mobilization. Target groups tell that they have gained “power within”, increased their self-esteem, and/or have changed perspectives. Still little change in behavior and signs of agency (Agency). There are few documented changes in the target groups' situation (Achievement/Results).

**LEVEL 3 (Outcome):** Resources have increased by project to individuals and/or community and/or other target groups. There is local contribution of resources to the project. Target groups show that they have gained not only individual power, but also some collective agency, the “power with”. There are some documented actions (Agency). There are documented changes in target groups' situation (Achievement/Results).

**LEVEL 4 (Outcome):** Resources have increased, been provided by project to individuals and/or community, and/or local resources are contributed. Target groups show that they have gained not only individual power, but also collective agency, the “power to” act. There are documented community/target group actions (Agency). There are documented changes in the situation for direct and immediate indirect target groups. There are indications of results at “structural level” for instance stakeholders such as local government and/or others power elites are providing some resources or changed their behavior/practice to some degree (Achievement/Results).










**LEVEL 5 (Impact):** Resources have increased, been provided by project, and/or local resources are contributed, and/or provided by stakeholders. Target groups show that they have gained collective agency, the “power to” act, but also some “power over”. There are documented community/target group actions (Agency).








There are substantial documented changes that most often go beyond improvement of the situation for the direct target groups. The changes are often perceived to be sustainable and results are often at a “structural level”. There might be multiplication effects and adoption of project methodology by others. Examples may be change in norms and harmful traditions, policies and laws; Stakeholders such as local government and/or others power elites are

providing increased resources or changed their behavior and institutional practice (Achievement/Results).

#### 4.7 Risk Analysis

A summary of the risk assessment showing the likelihood of the risk occurrence and its impact is presented in Table 4.3. This table is developed from the risk analysis table presented in Appendix 7.6.

		Impact 			
		Low	Moderate	High	Severe
Likelihood 	Low	  			
	Moderate	 			
	High	 			
	Severe				

	Poor community participation
	Climate change
	Poor road network
	Political Climate
	Corruption and mismanagement of project funds by PMCs
	Trained teachers leaving for greener pastures
	Volunteers leaving the job for new jobs



## SECTION 6

### CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNT

#### 6.1 Conclusions

Sierra Leone is facing a very big challenge in its drive to achieve gender equality since the country is dominated by a patriarchal culture. Vulnerable groups, especially women, have limited access to decision-making power, and access to and control over resources. Despite legislative changes that have increased women's legal protection, women continue to experience discriminatory practices. Their rights and position are largely contingent on customary law and the ethnic group to which they belong.

The UMC Mission provides a key solution through its CELAD Program, which promotes community development and empowerment across sectors by focusing on issues related to development at all levels. The Community Empowerment for Livelihood and Development (CELAD) is an initiative of the grassroots programme of the United Methodist Church-Sierra Leone under its *Mission and Development Office* as the arm of the United Methodist Church - Sierra Leone.

The Mission and Development Office works with various projects with key thematic areas in education, health, agriculture, strengthening civil society, infrastructural development, economic empowerment and gender equality using the Partnership in Development methodology approach. The Partnership in Development methodology ensures that sustainability of the projects creates more focus on the empowerment of its beneficiaries. All these thematic areas seek to improve the living standard of disadvantaged communities in Sierra Leone with support from the UMC Norway and Digni/Norad. It was launched on May 22, 2013 with the aim to create an enabling environment for partnership in development that specifically targets rural communities in Sierra Leone.

From the evaluation of the CELAD program, the following conclusions are presented:

*1) Issues regarding management of the CELAD program*

The evaluation of the program management at all levels found the program staff to be effective and efficient in the implementations of the various projects in the different communities. The Partnership in Development Methodology model adopted was properly utilized to achieve most of the positive outcomes of the program. The result showed that the PID model has lot of positive outcomes; the model has helped CELAD target communities in gaining access to water and sanitation, infrastructure, education, health facilities, and

economic empowerment. The only unintended negative outcome given was that target groups leave their farm and other household works to work for the CELAD projects that may not give them individual direct financial benefit. Individual direct financial benefit is regrettably not the intention of CELAD projects but rather seeks to collectively improve the livelihoods of the target communities.

The evaluation results clearly indicated that the intervention procedures were democratic and very transparent as there was free and fair participation and respect for all participants. The evaluation detected no gender preference as all participants agreed that both men and women were treated equally in terms of decisions making, access and use of resources.

## *2) Effectiveness of the Intervention*

In this evaluation, the effectiveness of the intervention was assessed based on the performance of the program staff using the following criteria: Responsiveness of results, contribution of the strategies and planned activities, project monitoring, comparison of main results, main difficulties, risks and opportunities, confirmation of indicators of the Log frame and critically reviewed the plan versus the accomplishment reports, coordination of work, comparative advantages of the intervention, degree of inclusion, intervention approach, strengthening civil society, and community empowerment.

With the exception of economic empowerment of communities, whose most of the projects are in progress (construction phase), the evaluation found CELAD to perform very well in all other indicators. The reason for the low level of economic empowerment could be attributed to the on-going projects which have direct dealing with fund rising such as the Hamilton Resort Center whose construction is on-going.

The results responded to a very large extent to the identified needs of the beneficiary population and the intervention is making significant progress towards its planned objectives although progress against the objectives and outputs in the target communities defer. For example Magburaka, Gondama, Monghere, Sayllu, Gandonhun and Tiaina communities have completed their projects while projects are still on-going at Panguma, Njama Kowa, Yonibana, Mojaka and Hamilton communities.

According to the responses, the strategies and planned activities have contributed to a high degree towards the achievement of the results. Transparency and accountability of the CELAD program staff and cooperation of the local community were the key reasons given for the successful implementation of these strategies and planned activities.

Although few projects areas like Sayllu, Mojaka, and Njama kowa, are hard to reach due to the extremely poor road network, the program is likely to achieve its planned objectives upon completions of all the projects in the target communities.

In summary, the results clearly show that CELAD exceeded most of the mandatory indicators as the entire relevant project partners worked and executed their functions selflessly and effectively, especially in their non-gender biasness in resources allocation and use. The project has been managed in a very participatory, dedicated and flexible manner that enables activities to be conducted in a trusted and collaborative way.

### 3) *Program Efficiency*

An evaluation was done on program efficiency based on how well the project resources were allocated and used, as well as the procedures and methods used to access these resources, and the timely achievement of the project results or outputs. The results of the evaluation, as confirmed by beneficiaries, showed that resources are used efficiently and excellent opportunities were provided by the project with women, girls, boys and men having equal and fair treatment and the opportunities provided are adequate.

The results show high efficiency in the allocation, use and procedures for accessing resources. No report of mismanagement of resources was received from beneficiaries. All resources were strategically allocated to achieve the program outcomes. There is a sufficient human and financial resource in light of the achievement of the intended objectives, results and impact as mentioned by the target groups interviewed.

A careful assessment of the three year work plans and annual reports for the project shows timely achievement of most of the outputs although some delays, such as delivery of building materials, were experienced due to poor roads condition. The evaluation found the projects staff to be very efficient in ensuring target communities were supplied the relevant materials, monitoring and supervision needed on time. The budget was adequately monitored and controlled by CELAD.

An assessment of the contribution of the target group in the intervention revealed that the target group formed part of the project committees as members, chairpersons etc; they also provide free community labor and help to organize the communities for the successful implementation of the projects.

### 4) *Relevance of the CELAD program*

The relevance of the project was clearly expressed during the focus groups discussion held at the various project sites by the high level of satisfaction of beneficiaries. Beneficiaries

affirmed that the strategies, procedures and methods adopted to meet their needs were standard and very easy to understand. All key informants from government interviewed reported that the CELAD program activities are not only relevant to achieving development priorities but the program approaches and activities are also coherent with the micro development plans of the local government, especially the councils and chiefdoms.

Findings of the evaluation team show that CELAD fulfilled its binding declaration with Digni/Norad the funding agency in this project, which scope was specifically to promote community empowerment on rights and use of resources - gender equality, human rights, good governance and reduction of gender based violence in the project communities.

#### *5) Sustainability of the Intervention*

The results of an in depth assessment on the sustainability of the project after the termination of donors revealed that the beneficiaries have the capacity to continue with the project and can work as a team since they now know how to respect individuals rights and responsibilities. The results obtained from the evaluation clearly indicated that the theory of change was implemented and the beneficiaries are now empowered to sustain the experience and knowledge acquired from CELAD to continue with the program.

An assessment of the major factors which might affect the sustainability of the program revealed that inadequate funds, poor maintenance of project facilities, conflict and political interference, lack of unity in the community, lack of empowerment, lack of leadership, and poor road network were among the factors enumerated by the KII interviews and the FGDs.

#### *6) Impact of the Intervention*

This is a mid-term evaluation of the program so most of the intended outcomes are yet to be fully delivered. Therefore, the impact of the program is not assessed in its entirety. However, the field data collected so far indicates significant visible benefits and changes in the life of beneficiaries.

The project has had positive significant impact on the lives of beneficiaries. Beneficiaries are now aware of their rights and responsibilities and the need to keep their environment safe with good governance. There was improvement in access to resources, with 80% confirming they had improved their access to legal services, which was attributed to the good advocacy capability to demand for services from police and local government (LG) given to them by the CoBIPs volunteers, especially for crosscutting issues like domestic violence and sexual assault cases.

The evaluation team found out from beneficiaries that there are lot of positive effects integrated into the program strategy namely reduction in overcrowding of pupils in schools, solving water and sanitation problems in the target communities, strengthening of community participation, and empowerment.

*7) Role played by the Community Based Volunteers/ The Community Based Integrated Package (COBIP) in terms of Sustaining the Program*

CoBIP volunteers have contributed to a large extent in promoting behavioral change and strengthened community cohesiveness in the project communities through sensitization, teaching thematic areas of cross cutting issues, community engagement and empowerment, bringing unity among community people, and changing the attitude of target community, especially reducing domestic violence, and promoting peaceful co-existence among communities.

*8) Degrees and Levels Empowerment*

The Digni Empowerment Assessment Tool used in this evaluation for the thematic areas of the intervention against the level of empowerment revealed that economic empowerment is in level 2 of the Empowerment Assessment Table.

Level 2 means the CELAD program supplied adequate resources to the target communities, some local resource mobilization, like free labor by the various target groups. Target groups tell that they have gained “power within”, increased their self-esteem, and/or have changed perspectives. Still little change in behavior in terms of gender roles and signs of agency (Agency). There are few documented changes in the target groups’ situation (Achievement/Results).

Education, health and human security and infrastructural development are in Level 3. In Level 3, CELAD program has supplied adequate resources to the target communities and/or other target groups. There was evidence of active community participation through local contribution of resources to the projects. Target groups show that they have gained not only individual power, but also some collective agency, the “power with”. There are some documented actions (Agency). There are documented changes in target groups’ situation (Achievement/Results).

Strengthening civil society, gender equality was in Level 4. In Level 4, adequate resources have been provided by CELAD program to target communities, and/or local resources are

contributed. Target groups show that they have gained not only individual power, but also collective agency, the “power to” act. There are documented community/target group actions (Agency). There are documented changes in the situation for direct and immediate indirect target groups. There are indications of results at “structural level” for instance stakeholders such as local government and/or others power elites are providing some resources or changed their behavior/practice to some degree (Achievement/Results).

## 6.2 Recommendations

### 6.2.1 Specific recommendations

The specific recommendation made by stakeholders and beneficiaries include: a) Program to expand to meet more communities, b) To construct staff quarters for teachers/ Staff, c) Construction of Secondary school, d) To closely monitor the usage of the facilities, e) More water supply facilities needed in schools,

### 6.2.2 General recommendations include:

1. Encourage National Authorities to fully participate

National authorities, especially district councils and relevant ministries should be encouraged to participate by giving them key roles and make them understand that their presence and participation in these trainings will go a long way in improving the lives of vulnerable people. They should be partners in helping these people identify and advocate for their rights to live.

2. Strengthen Strategic Alliances and Networks

Strategic alliance is an agreement between two or more organizations to cooperate in a specific business activity, so that each benefits from the strengths of the other, and gains competitive advantage. The evaluation found weak alliances with other local NGOs of similar intervention. The establishment of strategic alliances with relevant NGOs in the future involves the sharing of knowledge and expertise between partners as well as the reduction of risk and costs in areas such as relationships with management of resources and the development of new projects will improve performance of future intervention leading to successful achievement of intended outcomes.

3. Youths (Boys and Girls) involvement in groups must be encouraged

It is recommended that youth's involvement in similar interventions in the future should be encouraged. This is because youths are active contributors in community development projects and are good organizers, risks takers and can dedicate time in helping interventions involving women, especially girls, and physical activities so having them in such projects will enable both men and women to focus on other strategic issues requiring experience that will result to better outcomes.

#### 4. CELAD to maintain a close follow-up and guide groups

They should continue to provide advisory guidance, linkages to other projects and organizations of similar intervention. The evaluation term observed that CELAD's constant follow up and monitoring of the project activities largely contributed to improved sustainability of the program. There is a need to further improve communicate and maintain close collaboration and networking with local government (LG), NGOs, Para-legal institutions and civil society organizations involved in gender empowerment. CELAD should also give guidance and support to the groups to access assistance and funding from any such initiatives by government and other development partners.

#### 5. Expansion and Scaling up of the Intervention to other Communities

With popular request from non-beneficiaries of the intervention to extend this program opportunities to their communities, there is reason for the Sierra Leone government in collaboration with other funding organizations to scale up CELAD empowerment program strategy to neighboring communities and districts. The move will improve the livelihoods of women and men as well as youths in their respective communities which will eventually result to nation's building.

### 6.3 Lessons learnt

The major lessons learnt for the future direction of the program as stated by beneficiaries include;

1. Community empowerment has helped the building up of the target communities through active participation. Community participation, especially women's active participation on projects of this nature leads to achieving maximum outcomes. The global attitude towards women's role in economic and social development is shifting from a mindset that viewed women predominantly as a vulnerable group to approach that recognizes them as active contributors to local, national and global development.



This evaluation found women to have excellent listening skills and seem to be better at transmitting information regarding development. They bring to the cause of gender-based violence distinctive experiences, competence and perspective since they subscribe less readily than men to the myth of efficacy of violence. Women can bring a new breath, quality and balance of vision to a joint effort of moving from a culture of domestic violence towards a culture of peace.

2. With adequate support, local authorities like paramount chiefs, section chiefs, village heads in collaboration with youth groups could be wonderful change agents and advocates in promoting gender equality in their respective communities due to this gender empowerment trading experience and willingness to apply knowledge gained to help others, especially broken homes in their communities.
3. Development strategies are clearly more appreciated by communities when they consider the different needs, constraints, opportunities and priorities of men and women or gender equality.
4. Training of Trainers approach is the way forward for development project to meet maximum outcomes or objectives. Because CELAD wanted efficient and effective delivery of the various interventions in target communities, their local staff were first trained and capacitated to meet and train the communities in areas of empowerment, human right, especially rights to free access to community resources, allocation and use of resources, and gender based violence and good governance.
5. Continuous collaboration between the PMC and CELAD will address the issue of sustainability. CELAD has the required institutional capacity to advise accordingly and to help in creating networks between relevant organizations and these PMC groups.
6. Accountability and advocacy are paramount in community development program.

## 7. APPENDIX

### Appendix 7.1: Terms of Reference for Mid-term Evaluation 2021

#### The United Methodist Church Sierra Leone-Norway Partnership Community Empowerment for Livelihood Programme

##### Introduction

This document describes the Terms of Reference for the Evaluator Consultant for the evaluation of the Community Empowerment for Livelihood and Development Programme (CELAD) in partnership with the UMC Norway, funded by Digni. The programme is implemented through the Partnership In Development methodology and seeks ‘to contribute to improved socio-economic sustainable livelihoods and empowered communities.’

The programme started in 2013 and was last evaluated in 2016 after the first three years of implementation, which proved to be very effective.

The Missions and Development Office, as the arm of the United Methodist Church, Sierra Leone continues to work with various projects that seeks to improve the living standard of its people with support from the UMC Norway and Digni/Norad. The Partnership in Development methodology ensures that sustainability of the projects creates more focus on the empowerment of its beneficiaries.

The CELAD phase 2 (2018-2022) continues to build on the successes of the program since its inception. The CELAD Board members have made significant strides in ensuring that quality service is delivered to its people. The demand for social amenities is overwhelming. Therefore because of the limited resources, CELAD cannot address all at one go.

The results scored in Digni’s Organisational Review of UMC Sierra Leone in 2018 have added more impetus to the Department to be more focused and with determination to move forward.

The work will be carried out in close cooperation with the representatives of the United Methodist Church Norway together with The United Methodist Church in Sierra Leone (UMCSL), as well as with the programme staff. Representatives from UMCN and UMSL shall be entitled to observe and participate in the evaluation but shall in no way interfere in the professional judgment of the evaluation team.

##### *Description of the Programme*

The CELAD programme is funded by UMCN and Digni, an umbrella organization that receives their funds from Norad, the Norwegian Agency for Development Cooperation. As part of Digni’s requirements and for monitoring and evaluation purposes for UMCN, external evaluations are conducted regularly.

The overall goal of the programme is to contribute to improved socio economic and sustainable livelihoods and empowered communities. The expected outcomes are

- *Improved living conditions for people in communities where there are UMC congregations*
- *Empowered communities (Village Development committees, Project management Committees) in taking the lead in their own development*

The outcome of the programme is centred on five thematic areas which include;

- 1) Strengthening Civil Society, 2) Education, 3) Health and Human Security, 4) Infrastructural development, 5) Economic Empowerment.

The programme outputs are: *Implementation of local community development projects, Trained communities, Capacity of Conference staff built in implementing community projects*

The main target groups are the most vulnerable youths, women and children and rural farming communities.

#### *Core programme activities*

The core programme activities are to:

- inform and train local communities
- Support local communities in implementation of local projects
- Supervision, monitoring and reporting.

The programme strategies are informed by issues emerging from the context, the gaps as a result of interventions of other actors and the beliefs, core competencies and social capital of UMC SL. It also takes into consideration national policies and thematic priorities set forth in the New Direction Agenda. In contributing to an overall development goal of 'Improved socio economic and Sustainable Livelihoods and empowered communities' UMC SL has identified five strategic outcomes:

- Increased community and women's empowerment
- Increased food security
- Improvement in infrastructural development
- Increased access to education and training and improved human security
- Increased water and sanitation in targeted communities

The programme intends to achieve the outcomes through:

- Awareness raising on the importance of education
- Construction /rehabilitation of schools
- The construction of water wells and toilets
- Teacher training
- Hygiene and sanitation awareness

Activities at programme level:

- Undertake training of communities
- Undertake training of COBIPS
- Undertake supervision of communities
- Fund the programmes in the communities
- Financial management
- Reporting

Trainings on local community level include:

- Gender sensitivity
- Advocacy
- Human rights
- Environment
- Sustainability
- Financial management
- Financial books
- Anti-corruption
- Responsibilities of the committee
- Project Application process
- Monitoring and evaluation

- Reporting

#### *The Community Based Integrated Package (COBIP)*

This initiative is an addition to the programme where young graduates are recruited as volunteers. The volunteers are trained, equipped, and assigned to communities where projects are implemented. These volunteers help to roll out knowledge and understanding of thematic issues. They serve as agents of change in these communities and add value to the hardware components of the project. This will foster behavioral change and strengthen community cohesiveness.

#### *Purpose of the Evaluation*

The main purpose of this evaluation is accountability - to account for the results achieved with the resources allocated in the development intervention.

CELAD programme, phase 2, have been implemented for three years now. Since the inception of CELAD in 2013 and its first evaluation 2016 reports show that good results and important recommendations for improvement have culminated in the second phase of the program.

The main objective of the mid-term evaluation is to sum up the experiences, lessons learnt and results, both quantitative and qualitative, achieved throughout the duration of this period. The evaluation is expected to show successes, challenges and risks related to the program. The evaluation will present recommendations for the sustainability of the program in the future and how the programme can target impact on a higher level of the Sierra Leone's authority system through advocacy.

An additional aim of the evaluation is to use it as a learning opportunity for UMCN, UMCSL, the Dept. of Missions and Development Board, the CELAD staff and communities involved, to enhance their understanding and participation in the programme.

#### *Scope of the Evaluation*

The evaluation shall be carried out based on the evaluator's best professional judgement, according to accepted best international evaluation practices and Digni's governing document "Policy for evaluation" and "Empowerment Assessment tool".

The evaluation will be carried out in CELAD selected project communities and considering all areas of project interventions in the past three years and the work done at program level.

The evaluation will include, but not be limited to the following:

- An assessment of the methodology "Partnership in Development" and the Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability of the project intervention.
- An assessment of the programme achievements in relation to the objectives stated in the corresponding programme plan for 2018-2022 and annual plans etc, and results at outcome and impact levels.
- An assessment of the role played by the Community Based Volunteers (CoBIP) in terms of sustaining the programme.
- An assessment of the ownership role of the community and the Government in the life of the projects and beyond; including the impact and outcome made by the programme towards the authorities and in the lives of the beneficiaries.
- Recommendations for the future of the programme and how the programme can target impact on a higher level of Sierra Leone's authority system through advocacy.

- A major risk analysis for the program.

### *Objectives of the Evaluation*

The evaluation will specifically seek to answer the issues and questions below, under 5.1-5.6

#### *5.1 To assess the methodology “Partnership in Development” and its relevance.*

1. How much has the Partnership in Development model contributed to more effective community development programming?
2. How does this programme compare to best practises, what elements worked or did not work, and why?
3. To what extent have the activity-level objectives contributed to the broader objectives aimed at increasing community access to essential basic services in the target areas within Water, Sanitation, Health and Education thus contributing towards Sierra Leone’s poverty reduction in meeting SDGs targets?
4. Were there missed opportunities?
5. What have been the unintended outcomes – positive and negative – of the model, if any, and how have these influenced the progress?
6. Assess the methodology and the process by which communities were selected and document lessons learned in the programme, successes and challenges.

5.2 To make an assessment of the programme achievements in relation to the objectives stated in the corresponding programme plan for 2018-2021 and annual plans for the years 2018-2021 etc.

#### Programme effectiveness

1. To which degree has the programme achieved program objectives as stated in the programme plan
2. How has the project monitoring been undertaken and how has this been used to improve the project?
3. Assess the effectiveness of the program according to the development goal.
4. How has the program contributed to strengthening civil society?
5. How has the program increased empowerment in the community; women, men, young people and children?
6. Analyse and evaluate Log Frame Analysis and the Theory of Change

#### Programme Efficiency

1. Should the activities be carried out in another manner?
2. Could the same the activities have been achieved with the use of less costly resources?
3. How well are the resources used?
4. Please pay particular attention to Value for money and geographical spread.
5. Make an assessment of the efficiency of the resources used in the program in relation to the conducted activities, both human resources and financial resources.

5.3 Conduct an assessment of the ownership role of the community and the Government in the life of the projects and beyond; including the impact and outcome made by the programme towards the authorities and in the lives of the beneficiaries.

Programme relevance

- Assess the program relevance in relation to the main challenges in the project area.
- Can the program be said to be highly relevant or less relevant in relation to the need of the people in the area?

Programme sustainability

- Make an assessment of the program sustainability.
- What are the possibilities for the program to maintain its present work without external support?
- To what extent is CELAD building the individual and collective capacity of Community Based organizations and structures to sustain their work beyond project support?
- To what extent did these interventions have an impact on the authorities and/or contribute to the Sierra Leonean Government's development plans.
- How can the program target impact on a higher level of the Sierra Leonean authority system through advocacy?
- Make specific recommendations for the future of the programme and how the programme can target impact on a higher level of the Sierra Leonean authority system through advocacy.

5.4 To assess the role played by the Community Based Volunteers (CoBIP) in terms of sustaining the programme.

- What impact does the intervention make?
- To what extent has there been behavioral change and strengthened community cohesiveness in the project communities?
- Document changes in knowledge and understanding of thematic and crosscutting issues in the communities.
- Make an assessment of the impact and sustainability of the programme with particular consideration to the role played by CoBIP and the experiences gained from this intervention.

5.5 To make Empowerment Assessments

In order to provide a systematic, solid and reliable manner of assessing and aggregating results across projects, empowerment assessments must be carried out as part of the evaluation. The evaluating team must make Empowerment Assessments using Digni's "Empowerment Assessment Tool" and complete the Empowerment Assessment Table from the EAT document in the final evaluation report.

5.6 Risk analysis

Assess the risks for the program related to the context in which CELAD operates, both nationally, locally and internally in UMC/CELAD.

### Evaluation Methods

The Evaluator shall use methodologies which suits international best practice and therefore use approaches and methods which will effectively and efficiently meet the requirement of the evaluation with resources and time available.

The methodology used by the evaluator shall be participatory and beneficial to creating a “sharing, learning, and competence building” environment for UMCN, UMCSL, including the CELAD board and programme staff, and members of the project communities.

The evaluation team will visit projects in different communities and organize interviews with program staff, interviews/focus group meetings with relevant beneficiaries and interviews with other relevant stakeholders in the communities and region.

The evaluation is expected to apply both quantitative and qualitative methods for data collection and analysis.

The evaluation team will conduct a desk review of relevant documents.

- CELAD program documents:
- Programme plan for 2018-2022
- Annual reports for the evaluation period
- Annual plans for the evaluation period
- Budgets
- Audit reports
- Local applications
- CELAD’s results framework
- Financial management manual
- Training manual for the Partnership in Development programme
- Partnership in Development, A model and general principles for strengthening civil society. BN 2009

### Documents from Digni:

- Empowerment assessment tool
- Digni’s ethical guidelines
- Policy for evaluation
- Sustainability and Risk Analysis
- Guide to monitoring and evaluation

### Other documents:

- Agreement and attachments between UMC Sierra Leone and UMC Norway
- Digni’s Organisational Review 2018
- The CELAD Evaluation report 2016

The preliminary findings from the evaluation team shall be shared and discussed in a meeting with UMCSL, including the CELAD board and programme staff, members of the project communities and other relevant stakeholders after the field visits. This is to secure the dialogue and the participatory



process of the evaluation and strengthen the learning process for all parties. If possible, UMCN will attend the meeting online.

#### Evaluation team

The evaluation team will be selected based on the following criteria:

- Credibility – team members should be accepted and respected by central parties.
- Professionalism – the team should have a combination of relevant special expertise, professional evaluation competence and knowledge of the country and culture. Independence – consultants must not have bindings to the project or the project workers subject to evaluation.
- Suitability – consultants must have capacity and will to understand and communicate their findings and conclusions with persons from other cultures.
- Gender balance – the team should consist of both men and women.

#### Timeline

The evaluation shall be carried out in the period from August-September 2021 within the following limits:

Document review and preparations	3 days
Field work including travels	8 days
Reporting	4 days

It is anticipated that the consultants will visit and conduct consultations and data collection visits in different project locations, both ongoing and finished projects. CELAD will assist in providing contact information. CELAD is responsible for making meeting and logistical arrangements for the consultants including hotel, and local transportation arrangements.

The evaluation team is expected to work a six-day week. Traveling over weekends may be necessary.

#### Reporting

The evaluation team must provide a written report in English that complies with the TOR and Digni's Empowerment Assessment tool and addresses the scope and meets the objectives of the evaluation.

The evaluation method and processes should be clearly documented in the report including comprehensive details of the following:

- Documents reviewed.
- Project Site visits.
- Techniques and approaches used for data gathering, verification analysis.

The report should be no longer than 35 pages, excluding executive summary, table of contents, and annexes.

The report should include a three to five-page Executive Summary highlighting findings and recommendations.

Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, etc.).

Evaluation findings and conclusions should be specific, concise, and supported by strong quantitative or qualitative evidence.

Recommendations should be action-oriented, practical, specific, and evidence-based.

Before the final report is completed, a draft report shall be presented to the program management, UMC in Sierra Leone and UMC in Norway who shall be given reasonable time to give their feedback regarding the draft report.

The evaluation team shall prepare and write the evaluation report and is responsible for finalizing and submitting the report to the CELAD Board. The report will be submitted electronically.

The final report is expected to be completed within one (1) month after the evaluation exercise.

The CELAD Director is responsible for sending the report to the Norwegian partners within due time.

#### Budget for CELAD Mid-Term Evaluation 2021

Schedule cost and condition for payment				
Item	Quantity	Rate in Le	Maximum payable in dollars	Notes and condition
Consultants' fees	2	To be decided	To be decided	When Consultants have decided on fees to be paid
Office staff travelling allowance	4 staff x 10 days	\$1,000	\$1000	Full payment on staff travelling with Consultants
Fuel for 2 vehicles	2	\$500	\$ 500	Fuel cost for two vehicles that will convey staff and Consultants to communities
Pre-evaluation briefing		\$500	500	Lunch for debriefing for Stakeholders
Return transportation for stakeholders		\$ 500	500	Return transportation of stakeholders back to their communities
Maximum payable amount				

#### Logistics and Level of Effort

It is expected the Consultants visit and conduct consultations and data collection visits primarily in the selected different Community locations. UMCSL/ M&D can assist in providing contact information. UMCSL/M&D is responsible for making meetings and logistical arrangements for the consultants including hotel and transportation.

#### 1.2. Contact Details

Rev Smart K Senesie, Director Missions and Development,  
 3<sup>rd</sup> Floor, UMC House, 31 Lightfoot Boston Street, Freetown  
 Email. [bantamoi@yahoo.com](mailto:bantamoi@yahoo.com) Cell; +232-76640076

**APPENDIX 7.2: Evaluation Questions based on OECD-DAC and Digni Criteria**

<b>Issues regarding</b>	<b>Criteria of evaluation</b>	<b>Evaluation questions</b>	<b>Target respondents</b>
Management	General status of the project	1) Please tell us what you know about the CELAD program. 2) Were you involved in any project activities during this intervention? 3) What is your role in this intervention? 4) What are the core activities of the program? 5) Have the local and national authorities been involved in the project design process? 6) Have the local and national authorities played an active and effective role in the program?	Program Staff
	Partnership in Development (PID)	7) What do you understand by the term “Partnership in Development methodology” 8) How much has the Partnership in Development model contributed to more effective community development programme? 9) What were the unintended positive outcomes of the model? 10) What were the unintended negative outcomes of the model? 11) How have these unintended outcomes of the PID model influenced the progress of the project? 12) To what extent have the activity-level objectives contributed to the broader objectives aimed at increasing community access to essential basic services in the target areas? 13) Were there missed opportunities? 14) Has it been possible to build strategic alliances and synergies between the implementing agency and the public organizations to reinforce the project’s results? 15) What long term political and/or cultural factors have favored the alliances? 16) What long term political and/or cultural factors have complicated the alliances?	

	Participation	17) What modes of participation (leadership) have been promoted? 18) Do you view the intervention procedure democratic? 19) Did you observe gender participation preference in the project? 20) What are the sources of discrimination in the project? 21) Was there any transparency in the procedures of access to resources? 22) Does the Program has the organizational capacity to implement this project?	
<b>Evaluation Questions based on OECD-DAC Criteria</b>			
Issues regarding	Criteria for evaluation	Evaluation questions	Target respondent
Programme achievements in relation to the Objectives	Effectiveness of the Intervention	1. Do the results respond to the identified needs of the beneficiary population? If yes, how? If no, why? 2. Do the results make distinctions according to sex, race, ethnicity and age? 3. Is the project making sufficient progress towards its planned objectives? If yes, how? If no why? 4. Has the project approach produced demonstrated successes? If yes, list successes. If no, why? 5. Are the services, capacities created and potentials used appropriately? 6. To which degree have the strategies and planned activities contributed to advancing towards the achievement of the results? 7. To which degree has the programme achieved program objectives as stated in the programme plan? 8. Will the project be likely to achieve its planned objectives upon completion? 9. Have the quantity and quality of the outputs produced so far been satisfactory? 10. How has the project monitoring been undertaken? How has this monitoring been used to improve the project? 11. What have been the main results and their quality level with respect to the standards of international mandates? 12. List areas where progress towards objectives was slower, and why? 13. What are the main difficulties, risks, and opportunities related to the implementation of the results for the different components? 14. Have the indicators been identified in the project documents, showing the advances in the exercise of	Project Workers

		<p>human rights (especially those women, children and adolescents belonging to ethnic groups).</p> <p>15. Have indicators been met?</p> <p>16. What mechanisms were implemented to coordinate and articulate the work among the different stakeholders?</p> <p>17. What comparative advantages did the intervention partners have?</p> <p>18. How were these advantages implemented in practical term?</p> <p>19. To what degree did the change theory and the intervention's results framework include human rights, gender equality and cultural differences?</p> <p>20. Did the intervention explicitly consider a gender equality, human rights and intercultural approach with regards to the expected results?</p> <p>21. Has the program contributed to strengthening civil society?</p> <p>22. Do you observe any community empowerment?</p> <p>23. How has the program increased empowerment?</p> <p>24. To what extent the selected target groups were reached?</p> <p>25. How satisfy are the beneficiaries and local government stakeholders in terms of timely availability and quality of project inputs (materials, finance, and human resources); quality of results (respect for standards)?</p>	
Programme Achievements in relation to the Objectives	Efficiency of the intervention	<ol style="list-style-type: none"> <li>1. Has the resource management considered the necessary flexibility for working with cultural diversity, socio-economic, gender, marital status and age? If yes, how? If no, why?</li> <li>2. Has the resource administration provided opportunities for equal and easier access to resources for the target beneficiaries? How?</li> <li>3. Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? How?</li> <li>4. Have resources been used efficiently or do the results achieved justify the costs? Explain</li> <li>5. Are the deployed human and financial resources sufficient in light of the achievement of the intended objectives, results and effects? Explain</li> <li>6. Has the budgetary management provided opportunities for the target beneficiaries to make some input? If yes, how? If no, why?</li> <li>7. Was financial management capacity of partners adequate for accurate budgeting, forecasting and reporting of the project? Explain</li> <li>8. Has the services been delivered to the target beneficiaries within the planned budget? Explain</li> <li>9. What measures were taken to ensure effective financial implementation, monitoring and reporting</li> </ol>	Project workers

		<p>of budget versus expenditure?</p> <p>10. Have the services (project funds and activities) been delivered to the target beneficiaries on time? Explain</p> <p>11. Has the contribution of the target beneficiaries to the implementation of the initiative (non –remunerated work, reports, etc) been taken into account or recognized publicly?</p> <p>12. Are the monitoring and reporting tools used properly to capture progress and results? Are they being used within an evidence-based framework?</p> <p>13. Should the activities be carried out in another manner?</p> <p>14. Could the same activities have been achieved with the use of less costly resources? Explain</p> <p>15. Do you pay particular attention to “Value for Money”? How?</p> <p>16. Have activities supporting the strategy been cost-effective? Explain</p> <p>17. What measures were taken to ensure cost-effectiveness in procurement and implementation?</p> <p>18. Are community members, especially community leaders, supportive of this project?</p> <p>19. What has made the project achieve results?</p> <p>20. To what extent the management decision-making and relationships structures of the project support the successful implementation of the project?</p> <p>21. How have you used the stories of empowerment to promote empowerment in your community?</p> <p>22. To what extent the project contributed to sustainable capacity building and knowledge transfer for the targeted communities/beneficiaries?</p> <p>23. What are the strengths, weakness, opportunities and threats of the project implementation process?</p> <p>24. What is the geographical spread of the programme?</p>	
Ownership role of the Community and the Government in the Life of the Projects	Relevance of the intervention	<ol style="list-style-type: none"> <li>1. Is the strategy component of the intervention appropriate? Explain</li> <li>2. Are the procedures and methods used in this intervention adequate? How adequate?</li> <li>3. Does the program perform its notable role in the project implementation? How?</li> <li>4. Is the project doing the right thing to address the identified problem and bring about a lasting positive change in the lives of the communities? Explain</li> <li>5. To what extent to which the objectives of the project are consistent with beneficiaries’, especially women and minorities, needs and priorities?</li> <li>6. Was a need analysis carried out at the beginning of the project reflecting the various needs of different stakeholders? How was it done?</li> <li>7. Have new, more relevant needs emerged that the project should address? What are they?</li> </ol>	Government, stakeholders and project beneficiaries

		<ol style="list-style-type: none"> <li>8. What are the main challenges in the project area?</li> <li>9. Can the program be said to be highly relevant or less relevant in relation to the need of the people in the area?</li> <li>10. How does the project align with and support national development policies and plans?</li> <li>11. To what extents are the project activities are still relevant in delivering the results and objectives of the project?</li> <li>12. Does the program has legal status to work with target group? Explain</li> <li>13. Was the project based and sustained as part of a mandate for a specific population in some binding declaration with funding Agency? Briefly explain</li> </ol>	
	<p>Sustainability of the Intervention</p>	<ol style="list-style-type: none"> <li>1. Can the results be expected to continue once the intervention has finished?</li> <li>2. What are the possibilities for the program to maintain its present work without external support?</li> <li>3. To what extent is CELAD building the individual to sustain their work beyond project support?</li> <li>4. To what extent the positive impacts or changes of the program (are likely to) continue?</li> <li>5. To what extent is CELAD building the collective capacity of Community Based Organizations and structures to sustain their work beyond project support?</li> <li>6. To what extent did CELAD interventions have an impact on the authorities and/or contribute to the Sierra Leonean Government's development plans?</li> <li>7. To what degree does the project support community empowerment without gender or ethnicity related discrimination?</li> <li>8. To what extent did the projects strengthen local ownership and leadership?</li> <li>9. What is the level of contribution of the Sierra Leone Authority system to this community empowerment project?</li> <li>10. Has the project successfully built or strengthened an enabling environment (laws, policies, people's attitudes, etc.)?</li> <li>11. What advocacy strategies would CELAD program use to create impact on a higher level of the Sierra Leone authority system?</li> <li>12. What are the major factors which might affect the sustainability of the projects?</li> <li>13. Which measures are implemented in order to support sustainability?</li> <li>14. Can the project approach or results be replicated or scaled up by national partners or other actors? How?</li> <li>15. How well have the project contributed to</li> </ol>	<p>Project beneficiaries, Government Stakeholders and Project Workers</p>



		<p>develop/or strengthen the institutional and management capacity of the targeted groups?</p> <p>16. To what extent self-supporting attitudes have been developed due to project interventions? Explain</p> <p>17. To what degree has the project helped to create dialog mechanisms that can be maintained following the intervention among citizens, local authorities, civil societies, Government and District Councils?</p> <p>18. What new capacities are required in this area?</p> <p>19. Make specific recommendations how the programme can target impact on a higher level of the Sierra Leonean authority system through advocacy.</p> <p>20. What are the major lessons learnt for future direction?</p>	
	<p>Impact of the intervention</p>	<p>1. How sustainable are the goals?</p> <p>2. Have positive effects been integrated into the project strategy? What are they?</p> <p>3. Has the project strategy been adjusted to minimize negative effects? How?</p> <p>4. What are the realistic long-term effects of the project on the poverty level and the decent work condition of the people?</p> <p>5. Do you feel empowered by the intervention? How?</p> <p>6. Do you observe any sustainable changes? What are they?</p> <p>7. What real difference has the activity brought about for the beneficiaries?</p> <p>8. What would have happened without the activity?</p> <p>9. Was the project's theory of change implemented? How?</p> <p>10. What are the installed capacities among the right-holders and duty-bearers at the end of the intervention?</p> <p>11. Were the situations of exclusion and/or discrimination of the affected populations overcome?</p> <p>12. To what degree have women, children and adolescents from the project localities benefited?</p> <p>13. Does the target groups organized have the required capacities to manage the project on their own? Explain.</p> <p>14. Has the target community's educational status, food security, water and sanitation, income and health condition improved?</p> <p>15. What was the likely impact of the Project beyond the direct beneficiaries?</p> <p>16. How many people have been impacted due to the intervention?</p>	<p>Project beneficiaries, Government Stakeholders and project workers</p>

<b>Role played by the Community Based Volunteers/ The Community Based Integrated Package (COBIP) in terms of sustaining the Program</b>	
<ol style="list-style-type: none"> <li>1. What do you know about COBIP?</li> <li>2. What is the key role of CoBIP in the CELAD program?</li> <li>3. How do volunteers contribute to CELAD?</li> <li>4. What sustainable impact does the CoBIP intervention make in the project communities?</li> <li>5. To what extent has there been behavioral change and strengthened community cohesiveness in the project communities?</li> <li>6. List changes in knowledge and understanding of thematic and crosscutting issues in the communities you observed due to the intervention</li> </ol>	<p>Project workers, beneficiaries</p>
<b>Guiding Questions for Empowerment Assessment</b>	
<ol style="list-style-type: none"> <li>1. How do you understand the concept of empowerment as a project worker?</li> <li>2. What has been done to empower the targeted community through the intervention of the project?</li> <li>3. How do you evaluate the impact of the project intervention on the degrees and levels of empowerment in terms of resources, agency and achievement on the project beneficiaries?</li> <li>4. What are the tangible and intangible material resources that the target groups obtained from the project? Who obtained these resources?</li> <li>5. How were these resources selected?</li> <li>6. To what extent the disadvantaged people are accessing resources?</li> <li>7. What are the human resources that the target groups obtained from the project?</li> <li>8. To what extent the project provides trainings for target beneficiaries? Who obtained these training? How were they selected?</li> <li>9. What educational materials target group obtained from the project? Who obtained these training? How were they selected?</li> <li>10. How has the project made social resource available to its target beneficiaries? Who is benefiting from these social resources? How were these beneficiaries selected?</li> <li>11. To what extent the project improved the target groups' access to market? Which ones of them were addressed? What did the project do to address them?</li> <li>12. What is the level of women's participation in adult literacy programs compared to male counterparts?</li> <li>13. How do you explain the gender relations/roles in the community before this project?</li> <li>14. Are there rules, norms and beliefs that shape people's access to resources? Which ones of them were addressed? What did the project do to address them?</li> <li>15. Which ones of the norms were not addressed? Why?</li> <li>16. What has been changed in people's sense of self-worth/confidence/ worth due to project interventions? What are some of the key factors that led to the changes in self-confidence?</li> <li>17. Has there been any change in gender roles (reproductive Vs productive roles)?</li> <li>18. What has been changed in gender roles (reproductive Vs productive roles)?</li> <li>19. Do women equally participate in public meetings and social organizations? At what level is their participation? Are there influential women who can exceptionally raise their voices compared to others?</li> <li>20. Who has a control over household income? How are decisions being made at the household level?</li> <li>21. Can marginalized groups or women make decision over their lives and their livelihoods</li> <li>22. Who makes decision over finances, land and reproductive health?</li> <li>23. How do CELAD and other institutions support individuals in their attempt to be self-confident and decision makers?</li> </ol>	<p>Project workers, Government and Stakeholders</p>

**APPENDIX 7.3: Lists of documents reviewed**

1. CELAD Results Framework 2018-2022
2. CELAD Annual Reports 2018-2020
3. CELAD Annual Plans for running Projects 2019-2020
4. CELAD Mandatory and Applicable Indicators from Digni
5. Report organizational assessment UMC Norway
6. Ethical guideline for Digni
7. CELAD Mid Term Evaluation Report
8. CELAD Programme Plan for 2018-2022
9. CELAD Programme communities for evaluation
10. Digni Empowerment Assessment Tool
11. Baseline survey report

## APPENDIX 7.4: List of Evaluation Participants

### 7.4.1 Lists of Project Staff Key Informants (kick off meeting)

S/No.	Name	Responsibility	Project Site	Phone no.
1	Mrs Louisa Kamanda	CELAD Coordinator	Freetown	232-78141375
2	Amue Kamara	PMC Treasurer	Gandorhun	232- 75491645
3	Musa Jalloh	Volunteer	Gandorhun	232-75491645
4	Andrew Momoh	M&D staff	Monghere	232-75491645
5	Morie Nyandebo	PMC member	Monghere	232-75491645
6	Sahr Jerry Sa'Quee	Community Facilitator	Panguma	232-75491648
7	Andrew M.G. Moose	CELAD staff	Panguma	232-76349995
8	Franklyn Kayonga	Volunteer	Panguma	232-76349995
9	Sallay Bangura	Volunteer	Yonibana	232-76995230
10	Mustapha J Baion	Community Volunteer	Njama kowa	232-76995230
11	Prince Nicolas Charles	Chairman PMC	Hamilton	232-78141375
12	Joe Edward Pormai	CELAD staff	Mojaka	232-34147622
13	Solomon Joe	Community leader	Mojaka	
14	Sulaiman Lebbie	PMC Chairman	Sayllu	232-78793775
15	Musa Abu foday	Volunteer	Gondama	232-34844122
16	Samuel Harding	Volunteer	Gandorhun	232-75491645
17	Samuel Navo	Volunteer	Gandorhun	232-75491646
18	Ernest H Tommy	Volunteer	Taiama	232-76995230

**7.4.2 List of Government Stakeholders Key Informants**

<b>S/No.</b>	<b>Name</b>	<b>Responsibility</b>	<b>Project Site</b>	<b>Phone no.</b>
1	Chief Amara Lansana	Chiefdom Speaker	Panguma	076648929
2	Fatmata Kamara	Former Councillor	Panguma	076976685
3	K.B .Gbau	Chiefdom Adviser	Panguma	076297417
4	Aminata Momoh	Chair Lady	Panguma	076420662
5	Idriss Kamara	Police	Hamilton	030376218
6	Bashiru Daramy	Youth Community Leader	Hamilton	078928391 / 099446564
7	Thoram Kargbo	Teacher	Hamilton	099112208
8	Gabriel Kertu	Court Chairman	Sayllu	076346075
9	John Gibrilla	Town Chief	Sayllu	073058396
10	Pa Santigue Smart Koroma	Town Chief	Yonibana	
11	Rev. Elizabeth D Kamara	District Superintendent	Yonibana	
12	Philip Lakoh	Head man	Magburaka	076349995
13	Mr. Mohamed B. Jalloh	Ward Committee Member, WARD 170	Magburaka	076349995
14	Morrison K Blalie	Section chief	Monghere	75491645
15	Idrissa Toluwa	Government/ Council member	Monghere	75491645
16	Joseph Jongo	Development Agency	Gandorhun	30298676
17	Ernest Sama	Councilor	Taiama	76995230

### 7.4.3 List of FGDs Participants

#### List of FGDs Participants for Panguma Community

S/No.	Name	Project Site	Phone no.
1	Maxwell Nyagna	Panguma	079817827
2	Aminata Momoh	Panguma	076420662
3	Alice Joe	Panguma	078116981
4	Aminata Lahai	Panguma	078680815
5	Mariama Abdul	Panguma	076434324
8	Mamie Bobor	Panguma	073542999
9	Susan Mansaray	Panguma	076988518
10	Bintu Quee	Panguma	076141655
11	Mustapha Alie	Panguma	076682557
12	Fatmata Kamara	Panguma	076976685

#### List of FGDs Participants for Sayllu Community

S/NO	Name	Project Site	Phone No.
1	Daniel Joebeth	Sayllu	078343391
2	Christiana Mosima	Sayllu	078356425
3	Michael Samai II	Sayllu	079497235
4	Jeremiah A George	Sayllu	078602466
5	Ishmieal Kamara	Sayllu	073312232
6	Brima Doggie	Sayllu	073183004
7	Jane Aruna	Sayllu	No phone
8	Rebecca Abu	Sayllu	No phone
9	Lucy George	Sayllu	No phone
10	Janet Vakie	Sayllu	No phone
11	Jeneba Patrick	Sayllu	No phone
12	John Mulai	Sayllu	No phone

#### List of FGDs Participants for Magburaka

S/NO	Name	Project Site	Phone No.
1	Michael R Kamara	UMC Magburaka	0770046112
2	Edwin Y Kargbo	UMC Magburaka	088096404
3	Rev. James M Solloh	UMC Magburaka	088205456
4	Jalloh Mohamed B	UMC Magburaka	099181972
5	Philip Larkoh	UMC Magburaka	030035359

6	Sheka Conteh	UMC Magburaka	088352481
7	Joseph S Koroma	UMC Magburaka	088919920
8	David Sesay	UMC Magburaka	088507159
9	Mary Kargbo	UMC Magburaka	099310870
10	Kumba Kaseyama	UMC Magburaka	076816913
11	Fatmata D Dumbuya	UMC Magburaka	030277288
12	Emma Thullah	UMC Magburaka	030270022

### List of FGDs Participants for Gandorhun

S/NO	Name	Project Site	Phone No.
1	Abu Mansaray	Gandonhun	078514594
2	Ahlaji Wai	Gandonhun	074228995
3	Gbessay Kamara	Gandonhun	075010279
4	Vamboi Francis	Gandonhun	033313987
5	Francis Abu	Gandonhun	099543519
6	Samuel Harding	Gandonhun	No phone
7	Summah Sawaray	Gandonhun	No phone
8	Mariama Harding	Gandonhun	No phone
9	Fatmata mansaray	Gandonhun	No phone
10	Rebecca Alfred	Gandonhun	No phone
11	Jeneba Kamara	Gandonhun	No phone
12	Iye Hindowa	Gandonhun	No phone

### List of FGDs Participants for Mongere

S/NO	Name	Project Site	Phone No.
1	Fudia Sesay	Mongehere	075192205
2	Madam Saffie Sam	Mongehere	
3	Sarah Saidu	Mongehere	076669661
4	Magaret Sheriff	Mongehere	078501116
5	Hawa Yamabasu	Mongehere	076111884
6	Magaret Vamboi	Mongehere	079404949
7	Idrissa Kamara	Mongehere	078473897
8	Alimamy Abu	Mongehere	073786337
9	Francis Ndamana	Mongehere	
10	Morie Nyoudebo	Mongehere	079299675
11	Augustine K Smart	Mongehere	
12	Abdul Vouyie	Mongehere	079296819



## APPENDIX 7.5: Mandatory and applicable indicators from Digni’s results framework (see attachment)

### APPENDIX 7.6 Risk analysis

Identification	Analysis			Mitigation			
	Risk	Probability	Consequence	Risk before mitigation	Mitigation measures	Risk after mitigation	Responsible
1	<b>Poor community participation</b>	When the strategy is not well understood by communities	May cause delay in the period of implementation	Low	Conduct community sensitization before implementation and sign	Low	Program staff/PMCs
2	<b>Climate change</b>	There is the likelihood that flooding may occur and other natural disasters	Can destroy communities which ultimately may affect livelihood of communities	medium	Start project early in areas experiencing high rainfall	Low	Program staff/PMCs/ Community members
3	<b>Poor road network</b>	May cause high cost in vehicle maintenance	Delay in project implementation	high	Start project implementation early and scale down during the rains	low	
4	<b>Political Climate</b>	There are still skirmishes even after the just concluded elections in March 2018. It is likely that bits of violence still may occur which may affect project work	This may likely delay project work as community members and staff may fear for their lives	medium	Sensitize communities on electoral violence and preach peace all the time	low	Volunteers/ PMCs
5	<b>Corruption and mismanagement of project funds by PMCs</b>	Some of the new communities may not be too conversant with the financial discipline put in place and may likely want to be involved in corrupt practices in terms	May create a delay, halt or suspension of the project	Low	Sensitization on zero tolerance in anti-corrupt practices. Internal control measures put in place cannot allow corrupt practices to happen.	Low	Program staff/Volunteers

		of funds, project materials etc.					
6	<b>Trained teachers leaving for greener pastures</b>	Trained teachers after completion of their course may likely seek greener pastures in urban areas	May affect the quality of education for the children which the program yarms for.	low	Teachers to sign a bond ensuring they come back to deliver in the schools attached.	Low	Program staff, Education Secretary, School Management Committee
7	<b>Volunteers leaving the job for new jobs</b>	Volunteers who have served the program for a while may want to seek for better paid jobs in the urban areas and therefore may leave	This may affect the flow of information on cross-cutting issues in the communities. May cause great loss to the program since Volunteers have been trained with project funds.	medium	Constant monitoring of work done in the communities	Low	A one year Contract will be signed by each Volunteer having a violation clause attached to it.  An Appraisal system will be adopted to ensure that Volunteers put their best performance in the communities.
	<b>Delay in Disbursement of funds by the Donor partners</b>	The delay in disbursement of funds may affect Local projects especially seasonal ones e.g toilets, water wells	It can be that funds be delayed in reaching CELAD and therefore may affect all operations of the project	Low	Donors adhere to the annual schedule plan of activities	low	Donors to stick to their program disbursement plan

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**Mandatory and applicable indicators from Digni's results framework**

Thematic areas		Mandatory and applicable indicators																
		2018																
		Baseline				Target				Result reported				Direct beneficiaries		Indirect beneficiaries		
M	F	PWD	Total	M	F	PWD	Total	M	F	PWD	Total							
Strengthening Civil society		250	135	15	385	500	270	30	770	250	135	15	385	8,100	11,900			
		2019																
		250	135	15	385	750	405	45	1155	1,170	780	12	1,950	16,200	23,800			
		2020																
		250	135	15	385	1,000	540	60	1540	671	663	0	1334	7,900	10,000			
	2021																	
	250	135	15	385	1,250	675	75	1925					32400	47600				
		M –Male; F – Female; PWD – People with disabilities																
		2018																
Good Health	Health services establishes and strengthen	Baseline		Target		Result reported				Direct beneficiaries			Indirect beneficiaries					
		THSE	THSS	THSE	THSS	THSE		THSS		BL	T	RR	BL	T	RR			
		1	1	0	0	No new health establishment				1,500	1,500	11,500	12,500	12,500	7,500			
		2019																
		1	1	0	0	No request submitted				1,500	1,500	11,900	12,500	12,500	7,500			
		2020																
		1	1	1	0	No request submitted				1,500	3,000	0	12,500	38,500	0			
		2021																
		1	1	1	0	No request submitted				1,500	4,500	4,500	12,500	33,000	38,000			
				THSE – Total Health Services Established; THSS – Total Health Services Strengthen; BL- Baseline; T – Target; RR – Result reported														
WASH facilities	2018																	
	Baseline			Target			Result reported			Baseline			Target			Result reported		
	T	WS	Total	T	WS	Total	Toilet	WS	Total	T	WS	Total	T	WS	Total	T	WS	Total
	8	1	9	16	1	17	17	2	19				20	3	27	30	5	36
	2020																	
				28	24	4	0	0	0				28	5	33			
		T- Toilet and Latrines; WS – Water supply																

		<b>2018</b>																						
Education	Learners enrolled in targeted institutions	<b>Baseline</b>					<b>Target</b>					<b>Result Reported</b>												
		<b>NSR</b>	<b>NSD</b>	<b>MD</b>	<b>FD</b>	<b>PWD</b>	<b>NSR</b>	<b>NSD</b>	<b>MD</b>	<b>FD</b>	<b>PWD</b>	<b>NSR</b>	<b>NSD</b>	<b>MD</b>	<b>FD</b>	<b>PWD</b>								
		100	25	10	15	5	250	18	8	10	3	57	0	0	0	0								
		<b>2019</b>																						
		100	25	10	15	5	150	11	6	5	2		17	7	10	0								
		<b>2020</b>																						
		100	25	10	15	5	150	7	4	3	1		5	2	3	0								
		<b>2021</b>																						
100	25	10	15	5	150	4	2	2	0	150	0	55	95	5										
NSR – Number of students enrolled; NSD – Number of students dropped; MD-Male dropped; FD-Female dropped; PWD – People with disabilities																								
	Teachers/ Headmasters trained at primary level	<b>2018</b>									<b>2019</b>													
		<b>Baseline</b>			<b>Target</b>			<b>Result reported</b>			<b>Baseline</b>			<b>Target</b>			<b>Result reported</b>							
		M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total					
0	0	0	16	10	26	0	0	0	0	0	0	26	20	46	3	3	6							
<b>2020</b>									<b>2021</b>															
0	0	0	36	30	66	25	15	40	0	0	0	46	40	86										
Classrooms constructed, rehabilitated, equipped	<b>2018</b>												<b>2019</b>											
	<b>Baseline</b>				<b>Target</b>				<b>Result reported</b>				<b>Baseline</b>				<b>Target</b>				<b>Result reported</b>			
	<b>CCS</b>	<b>PS</b>	<b>C</b>	<b>R</b>	<b>CCS</b>	<b>PS</b>	<b>C</b>	<b>R</b>	<b>CCS</b>	<b>PS</b>	<b>C</b>	<b>R</b>	<b>CCS</b>	<b>PS</b>	<b>C</b>	<b>R</b>	<b>CCS</b>	<b>PS</b>	<b>C</b>	<b>R</b>	<b>CCS</b>	<b>PS</b>	<b>C</b>	<b>R</b>
	0	0	0	0	3	3	3	0	3	3	3	0	6	6	6	0	9	9	9	0	12	12	12	0
	<b>2020</b>												<b>2021</b>											
0	0	0	0	9	9	9	0	6	6	3	3	0	0	0	0	12	12	12	0					
CCS- Classroom constructed/rehabilitated and equipped; PS – Permanent structure; C- constructed; R – Rehabilitated																								

Economic empowerment	2018												2019							
	Baseline				Target				Result reported				Target				Result reported			
	M	F	PWD	T	M	F	PWD	T	M	F	PWD	T	M	F	PWD	T	M	F	PWD	T
	350	150	5	500	525	254	8	779	0	0	0	0	788	381	12	1169	0	0	0	0
2020												2021								
350	150	5	500	1051	508	16	1559	0	0	0	0	1314	635	20	1949	0	0	0	0	

M – Male, F – Female, PWD – People with disability, T – Total