

KOLHAT BARRAY PROJECT OUTCOME HARVEST REPORT

THE INCLUSIVE CONFLICT PREVENTION AND PEACE BUILDING
PROJECT IN SIERRA LEONE

FREETOWN – APRIL 2022



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BACKGROUND

Cordaid, in partnership with the Youth Partnership for Peace & Development (YPPD) organisation has been implementing the Kolhat Barray project (a.k.a. Inclusive Conflict Prevention and Peace Building Project) since January 2021. The project is being funded by United Nations Peace Building Fund (UNPBF) and is due to end in July 2022. The stated project goal is to **produce an enabling environment for young women and men, working intergenerationally, to encourage active citizenship and collectively influence conflict prevention practices at local and national levels, contributing to a more inclusive and peaceful society for all Sierra Leoneans**. This goal is to be achieved through the delivery of three inter-related change pathways: (1) equipping and mobilizing young people to identify and take action on key drivers of conflict, insecurity and injustice in their communities; (2) supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women; and, (3) enabling young people, working intergenerationally, to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders. The Kolhat Barray project is being implemented at 3 sites, 2 in rural “upcountry” areas and 1 in a peri-urban area. Sites in rural Sierra Leone will be in two of the poorest districts in Sierra Leone, according to the Sierra Leone Multidimensional Poverty Index 2019: Pujehun and Tonkolili. In recent years, both districts have been roiled by local conflict over large-scale land acquisitions and extractive investments; the machinations of agro-industrial and mining concerns have exacerbated existing social tensions amongst a multitude of local actors, including some of the local community structures in these districts. The third district of implementation is the Western Area Rural District (WARD).

This mid-term outcome harvest was a monitoring activity to establish, using the Outcome Harvesting approach, changes that have occurred within the project’s sphere of concern, among the intended social actors – to assess the extent to which the project is on track with brining about the desired social outcomes. In particular, the harvest looked for evidence of changes in behaviours, actions, practices, and policies and assessed how the project contributed to those changes, as a result of activities implemented by Cordaid and YPPD. Outcome harvesting was selected as the appropriate approach for this monitoring activity due to the complexity of the programming context and because there is in interest in outcomes and programme effectiveness as opposed to activities, performance, and efficiency – which are already being monitored using more traditional M&E approaches.

The outcome harvest was carried out by an internal team of Cordaid staff at National, Regional and Global level who developed the Outcome Harvesting approach, carried out the activities and drafted the report.

HARVEST DESIGN

Roles

- **Harvester:** The harvesters are Cordaid and YPPD since this outcome harvest was conducted as an internal monitoring exercise. The harvesting process was led and facilitated Cordaid’s Regional PMEAL Advisor and Monitoring and Evaluation (M&E) officer, with support from the Cordaid (National & Global) and YPPD Project Team.
- **Change Agent:** The changes agents in this outcome harvest include both Cordaid and YPPD. These organisations are managing the project and implementing the project activities, therefore influencing the outcomes.
- **Social Actor:** The social actors in this outcome harvest include 360 Young men and women, Youth-Led Civil Society Organisations (CSOs), 240 Community Based Dispute Resolution (CBDR) providers, These are the targeted people that the project works with through the project’s activities, and whose behaviours (within the scope of the project’s sphere of concern) has been influenced of because of the project’s intervention.

Key Terms & Scope

- A **change agent** is an individual or organisation that influences an outcome. In outcome harvesting the change agent is often an organisation running a project or programme. → **Cordaid and YPPD**
- A **social actor** is an individual, group, community, organisation, or institution that changes because of a change agent's intervention. → **Young men and women, CBDR providers**
- The **harvest user** is the stakeholder who needs the findings of an outcome harvest to make decisions or take action. This may include one or more people within the change agent organisation, or third parties such as a donor → **Cordaid, YPPD and Donor (UNPBF)**
- The **harvester** is the person or people responsible for managing the outcome harvest. The harvester is often an internal or external evaluator. The harvester leads the outcome harvesting process and facilitates and supports participation within the process. → **Cordaid**
- **Outcome** in the Kolhat Barray context is understood as *an observable change in behaviour, relationships, actions, activities, policies, or practices by social actors*, within the project's sphere of concern. The change has to be *influenced* by the change agents – changes controlled by the change agents (i.e., activities, outputs), were not considered an outcome. Thus, outcomes were harvested which Cordaid and YPPD directly and indirectly contributed to. The influence of the Cordaid and YPPD can range from inspiring and encouraging, facilitating, and supporting, to persuading or pressuring the social actor(s) to change. The standard was that these changes be sufficiently concrete and specific so that they are verifiable. Furthermore, an outcome was determined to be within the project's sphere of concern if it could be mapped to one of more outcomes between area A to C in the Kolhat Barray Outcome Classification System (see table1), which is based on the project's stated goal and objectives. The outcome harvest further acknowledged that the process may at times reveal unintended outcomes, both positive and negative that are relevant to the project's sphere of concern but falls outside of the scope of the stated goals. These outcomes were classified under area D of the outcome classification system.
- An **Outcome description** is a short and factual description of behavioural change including who changed, what changed, where the change happened, when the change happened.
- **Outcome significance** is an explanation of how an outcome is important. For this outcome harvest, a change was considered important if it was the first change of its type (in the given context), is the change represented a systemic change and id that change contributed towards programme sustainability.
- **Contribution** refers to a description of activities that have been implemented by the change agents that have plausibly contributed towards a specific outcome (i.e., what changed in the social actors because of something the change agents did). More complex outcomes also incorporated background information and contextual factors to better demonstrate contribution.

Table 1 Kolhat Barray Outcome Classification System Diagram

Produce an enabling environment for young women and men, working intergenerationally, to encourage active citizenship and collectively influence conflict prevention practices at local and national levels, contributing to a more inclusive and peaceful society for all Sierra Leoneans	
Area A: Equipping and mobilizing young people to identify and act on key drivers of conflict, insecurity, and injustice in their communities.	
A1	Young people are able to identify the key drivers of conflict, insecurity, and injustice in their communities
A2	Young people are able to act on the key drivers of conflict, insecurity, and injustice in their communities
Area B: Supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women.	
B1	CBDR providers have adopted more inclusive practices
B2	CBDR providers have adopted more gender-sensitive practices
B3	CBDR providers have adopted more conflict-sensitive practices
B4	CBDR providers have adopted practices that focus on addressing needs of women
Area C: Enabling young people, working intergenerationally, to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders	
C1	Young people are working intergenerationally with stakeholders to advocate for evidence-based conflict prevention policy and practice
C2	Young people build trust with key conflict prevention stakeholders
Area D: Unintended Outcomes - Outcomes achieved outside of the scope of the pre-defined project objectives	
D1	Positive Unintended Outcome - Outcome achieved outside of the scope of the predefined project objectives that positively contributes towards the project's sphere of concern
D2	Negative Unintended Outcome - Outcome affected outside of the scope of the predefined project objectives that negatively affects the project's sphere of concern.

Primary Intended Harvest Users

This outcome harvest was carried out with the understand that the primary intended users of the findings of this outcome harvest are those who have a direct, identifiable stake in the Kolhat Barray project, namely:

- The United Nations Peace Building Fund (UNPBF), who is the donor of the project; the finding are to be used to assess the project progress and decide if and how to scale-up/extend the Kolhat Barray intervention.
- Kolhat Barray project staff and advisors at the Cordaid Sierra Leone Country Office, Regional Office, and the Global Office; the findings are to be used to assess project progress, use reflections and learnings for adaptive programme management, internal and external engagement with key stakeholders, internal and external learning distribution and increase the project's visibility using Cordaid's communications platforms (locally and internationally).
- YPPD project staff in Sierra Leone; the findings are to be used to assess the project progress and strategize with Cordaid on adaptive programme management and use of findings to support project's communications objectives and YPPD's organisational learning.

Monitoring Questions

The monitoring questions were agreed in consideration of what could be achieved practically within the Harvest's scope, available time, resources and intended uses:

- What has changed? (what outcomes have we identified)
- How did Cordaid and YPPD contribute towards these changes?
- To what extent do the outcomes contribute towards the project's objectives?
- How are the outcomes significant (in terms of sustainability and systemic change)?
- What lessons can be learned based on the insights generated?
- What recommendations can be made for adaptive programme management and potential scale-up of the project?

Overall Objective

The overall objective of this outcome harvest is to identify and map outcomes, i.e., observable, relevant and significant changes in social actors' behaviour, actions, policies, or practices within the project's sphere and concern, as well as examine (and where possible substantiate) Cordaid and YPPD's contribution towards those changes because of project's activities that have been implemented so far.

Specific Objectives

- Determine extent to which Cordaid and YPPD have contributed towards observed outcomes in relation to project objectives
- Identify unintended outcomes both negative and positive
- Map observed outcomes to planned project objectives and make an informed assessment of whether the project is on track as well identify any potential gaps.
- Generate learnings and reflections for adaptive programme management and proposals for potential project scale-up/extension
- Document and distribute key lessons both internally and externally among stakeholders.
- Identify key change observations from the field for eventual follow-up (baby outcomes).
- Strengthen project communications and visibility objectives by documenting stories of change.

METHODOLOGY

The Outcome Harvest Process

This outcome harvest was done using the classic six-steps approach, which was contextualised to the specific needs of the primary intended users (see figure 1). These steps served more as guiding principles as opposed to a rigid process. Furthermore, contextualization was done very much in an iterative process with a continuous process of decisions being made between the harvesters and the change agents as outcomes emerged and the harvest unfolded.

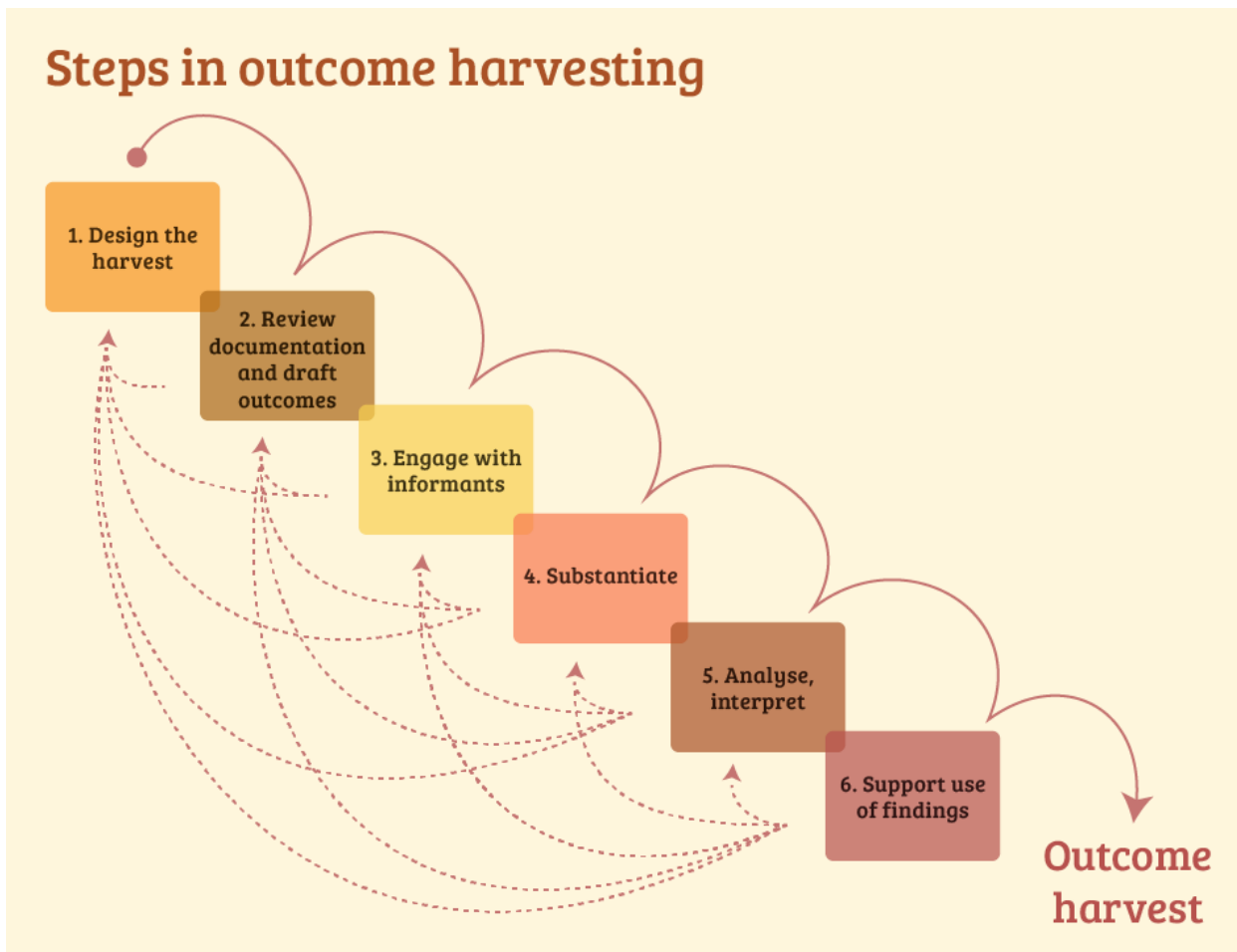


Figure 1 Steps in Outcome Harvesting (Source: https://www.betterevaluation.org/en/plan/approach/outcome_harvesting)

Review of documentation and drafting potential outcomes

The outcome harvest was launched and designed during the week of January 24th to 30th in Freetown, Sierra Leone during a series of workshops including the Harvesters (Cordaid Regional PMEAL Advisor and local M&E Officer) and local Kolhat Barray project team members from Cordaid and YPPD, henceforth referred to as the Harvesting team. During this series of workshops, staff were briefed on the Outcome Harvesting process as well as the concept and purpose of this outcome harvest. The harvesters provided a framework for the harvest design and the final design was done through a consultative and engaging process among those involved.

The next steps including an initial formulation of draft outcomes based on project documentation review and observations made by the project team in the field. This exercise was facilitated using a change documentation template that linked project

outcome areas to specific activities, the social actors influenced by those activities, and observed/documentated changes in behaviour. Based on this initial mapping, the first set of draft outcome descriptions were drafted and indexed in an outcome database. This initial set included 14 outcome descriptions, all positive, perceived to have been influenced by Cordaid and YPPD. Once in the database, the harvest team was tasked to link each out to one or more outcome classification areas, the specific location(s) where the outcome occurred, the specific actors influenced for each outcome, a description of the outcome significance, a description of the how Cordaid and YPPD influenced the outcome as well as any other external actors or factors that have also contributed to that outcome. This would form the foundation for carrying out the next step of harvest process, engagement with informants.

Engagement with informants

“Informants” in the context of the Kolhat Barray project were the actors who were actually influenced by the change agents – they are the closest to the action and know best how they have been influenced and what they have achieved due to the intervention of Cordaid and YPPD. Key Informant Interviews (KII) were selected as the method to be used for facilitating the engagement as this would enable the harvest team to collect first-hand accounts of what changes have occurred and how they were influenced. KII interview sheets were developed (see Annex, item 1) to guide the interviews, which were to be conducted semi-structurally. A dedicated KII sheet was developed for each outcomes, which were used to capture notes from the informant’s responses. Using the Outcome Database, where each outcome was mapped to locations and actors, the harvest team mapped specific actors to outcomes, who would become the target informants for the interviews. Based on the actor mapping, a planning was made for a three-part field trip to project implementation sites in Pujehun, Tonkolili and Western Area Rural district. The informants were contacted and informed in advance of the arrival of the harvest team. During the period from January 31st to February 12th, 19 KIIs were conducted based on 14 pre-defined outcomes. 17 interviews were conducted in person, while 2 interview was conducted online. All informants gave their informed consent before any questions were asked; a script was used to obtain consent, which was communicated verbally before the start of each interview (see Annex, item 2). Most interviews were carried out using the local language, to accommodate the preferences and comfort of the informant. Their responses were subsequently interpreted in English and used for taking notes.

Out of the 14 outcomes, 11 were successfully validated by the accounts given by the informants. In addition, several new outcomes were identified. While the KII process was fairly straight forward, there were some challenges as 5 outcomes were incorrectly mapped to target actors, so they were not able to validate those specific outcomes. However, these interviews still proved to be fruitful as the informants either validated other outcomes or identified new ones. 1 outcome could not be validated due to incorrect actor mapping, 1 outcomes was not validated because the outcome itself was incorrect and 1 outcomes was not validated because it was ultimately deepened that it could not be claimed as a Kolhat Barray Outcome, so no KII was conducted. See Annex, Item 3 and 4 for a summary of the KIIs conducted per outcome, and the actors who were interviewed for the 14 original outcomes.

It is worth noting that the KII process did not reveal any credible negative outcomes of the project. One informant expressed concern that the project may lead to a negative outcome; however, this concern had not actually manifested and was thus not considered. Their concern however has been earmarked for future follow-up. All outcomes included in this report can thus be classified as positive intended and unintended outcomes.

Substantiation of outcomes

The outcomes were substantiated in three ways.

1. The original set of 14 outcomes were based on document review and actual observations made in the field. They were furthermore subjected to verification during the KII interviews. The key informants served as sources of information and were aware that the information they gave would be public and might be verified by third parties. They were all willing to go on record with their views. The informants were asked directly whether the changes described in the outcomes did in fact occur and whether they agreed with the outcomes as they were described. Through this process, 11 of the 14 (79%) outcomes were ultimately verified. In addition, informants revealed several other outcomes that were not originally identified by the harvest team during the documentation review stage and several informants cross-validated one or more other outcomes based on accounts given. Since these outcomes were accounted by the key informants themselves, who were either directly involved in the changes or observed the changes first hand, these new outcomes can this also be considered credible.

2. After the KII interviews, the outcome database was refined to update the original outcome descriptions, significance and contributions that were successfully verified based on new information and details revealed during the interviews; delete outcomes that could not be verified; and add new outcome descriptions, significance and contributions that were revealed during the KIIs. The harvesters further ensured that the outcome descriptions were formulated in an objectively verifiable way, void of subjective value statements. Once the outcome database update was complete, the harvest team, including Cordaid and YPPD project staff conducted a formal review and edit of the outcomes to check for rationale, logic, and coherence between what was reported as achieved and the stated contribution. This process also helped to correct any factual errors. The decision was made to delete one additional outcome based on this review due to conflicting information from third party sources and minor edits were made to some others. The final list included 20 outcomes.

3. The final step in substantiation was a review by 3rd party substantiators, who were independent of the project, and thus not directly involved in the project implementation. However, they are sufficiently aware of the project, its goals and approaches used. These substantiators included the Kolhat Barray Technical Advisor from Cordaid Global Office and a board member from YPPD. The reviews were conducted independently, meaning that the 3rd party reviewers were not aware of each other, or the feedback given. This was done to avoid their feedback given being influenced in any way. The decision was made to request that all 20 outcomes be reviewed by each substantiators, as opposed to providing a sample of outcomes, which is common in outcome harvesting. This is because the sample for selection was already relatively small and having each outcome reviewed, would add credibility to the entire set. So, each substantiators was provided with a document containing all 20 outcome descriptions, their significance, their contribution, and their classification as well as copy of the Kolhat Barray Outcome Classification Diagram. For each outcome, they were asked to what extent, fully, partially, or not at all, they agree with the outcome description, its significance and Cordaid and YPPD's contribution through the Kolhat Barray project. Both substantiators submitted their feedback on all outcomes, which revealed that they agreed with all 20 of them. One substantiators expressed concern that some of the outcomes were related to actors that were not part of the project's target groups (i.e., young people and CBDR providers); however, the decision was ultimately made to include these as they are relevant unintended outcomes. Furthermore, the outcome harvesting approach is not necessarily intended to measure progress towards pre-determined outcomes. While so they do not speak the project's stated goals and objectives, they demonstrate the project's potential to bring about positive changes within the project's sphere of concern to people, groups, and communities that were not necessarily targeted,

Based on the aforementioned substantiation process, the 20 outcomes presented in this report, in our judgement, are credible.

Analysis & Interpretation of outcomes

As mentioned earlier, all outcomes were classified to one or more areas of the Kolhat Barray Outcome Classification System, so that they would be manageable for analysis and answering of the monitoring questions. The outcome Database was prepared in an Excel table and included each outcome description, their classification, their significance, their contribution, actors influenced and locations. This database was used for the basis of analysis and eventual answering of monitoring questions, which can be found in the below Findings section.

Limitations & Considerations

Outcome Harvesting is not a process of scientific research. The outcome harvesting process was guided by the six principles, which is necessary for a sound and credible outcome harvest as developed by Wilson-Grau R and Britt H (2013). Outcome harvesting was used as one of several M&E methods applied in the Kolhat Barray project. It was selected because of its appropriateness for use in complex contexts and its potential to produce real time evidence of change, and information about how and why change happens. While the harvest team is confident in the credibility of the outcomes identified, the method used is not without its limitations.

Firstly, the outcomes are in no way meant to be exhaustive in terms of actual changes that have occurred as only those outcome that our informants are aware of were captured. In addition, only a sample of potential informants were interviewed, meaning that are potentially many other outcomes, both positive and negative that were not identified during this harvest. Secondly, because the harvest was conducted for the most part internally, there is a risk of bias of reported outcomes; however, steps were taken to avoid bias and the harvest team was encouraged to be rigorous on their analysis of their own contribution as well as embrace the potential contributions by other actors and factors. This standard was upheld throughout the process.

Findings

Outcomes, Contribution & Significance

The below table answers three of the six monitoring questions, namely, what has changed, how did Cordaid and YPPD contribute towards those changes and how are the outcomes significant.

Outcome	1
Classification	A1
Outcome Description	In December 2021, 25 Youth led CSOs from Pujehun, Tonkolili and Western Area Rural District wrote and submitted project proposals to the Kolhat Barray small grants Programme. 24 of these proposals (99%) submitted by youth led CSOs were approved for financing.
Outcome Significance	This outcome is significant because for some of the participating youth-led CSOs, it was the first time that they were ever approved for financing and able to accurately identify the key drivers of conflict in their community.
Outcome Contribution	<p>During the inception phase of the Kolhat Barray Project, Cordaid and YPPD identified and screened 61 youth-led CSOs from Pujehun, Tonkolili and Western Area Rural Districts. This screening activity revealed a skills gaps among these youth-led organizations, specifically in areas related to project management, organizational management, administration, and financial management. Out of the 61 youth-led organizations screened, 24 were selected to be a part of a project. 48 youth leaders from these 24 CSOs participated in a 3-day co-creation workshop facilitated by Cordaid and YPPD. The story collection exercise helped these youth led CSOs to become more aware about the actual issues and key drivers of conflict in their respective communities. Furthermore, they gained increased confidence to write and submit better quality proposals as a result of the knowledge gained from the proposal writing and budgeting skills training that they received through the co-creation workshop. These CSOs utilized their improved proposal writing skills and embedded the insights gained from the story collection exercise to draft and submit proposals to the Kolhat Barray small grants Programme.</p> <p>Jessica Brima Sesay from Youth In Action for ICT and Transformation (YIACCTT) said that the co-creation workshop revealed to them what elements were missing from their previous proposals and they now have a better understanding of why their previous proposals were not approved. As a result, they feel more confident about their future recourse mobilization potential and will even go for international calls for proposals.</p> <p>Action for Community Task (ACTS) from Pujehun furthermore reported that before the project, they were making incorrect assumptions about what the key issues related to peace and security were in their community. The story collection exercise has given them better ways of being able identify issues in the community and will enable them to design more relevant interventions. They also intend to use this tool again in the future if the opportunity arises.</p> <p>Save the Earth organization from Tonkolili said that the story collection exercise that they did with Cordaid helped them to unearth previously unknown security and peace challenges in the community and that some of these turned out to be serious security threats. After feedback and validation, they followed back up with the community on these issues and helped community members to follow-</p>

	<p>up due process (in line with the local CBDR mechanisms). This is something that they were doing before; however, the story collection exercise allows them to be more proactive and effective in their follow-up. They also embedded these insights into the proposal that was submitted.</p> <p>23 out of the 24 proposals submitted were approved for financing because they met the required technical, financial, and overall quality standards outlined by the small grants Programme guidelines.</p> <p>Other actors did contribute towards building their skills in peacebuilding (e.g., local council) and project management (e.g., UNAIDS); however, the CSOs identified Cordaid and YPPD as being the primary contributors because the training provided was unique, very detailed, covered a range of relevant topics and effective in terms of bringing about the desired increase in capacity.</p>
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Outcome	2
Classification	A1, A2
Outcome Description	From October to November 2021, representatives of Youth Empowerment and Development Organization in Tonkolili facilitated a mediation process consisting of a series of meetings and dialogue sessions between the local Police, a local mining company, the office of national security and the paramount chief. This mediation process ultimately led to the peaceful resolution of the conflict between the mining company and the local police.
Outcome Significance	This outcome is significant because it is the first time that the Youth Empowerment and Development Organization felt confident enough to undertake a mediation process of this scale. Their undertaking of this process ultimately led to the resolution of a major peace crisis in the community.
Outcome Contribution	<p>There is a mining company that has been operating in Mathonkara locality in Tonkolili district. Mining is the primary livelihood activity in this area and this mining company in particular employs about 60% of the youth in the community. Over time however, the mining activity became a serious environmental and health hazard because it was polluting the river water, which is used for drinking by the local community. In response to this health and environmental hazard, the government put a ban on mining in this community as a result of early warning signs on peace and security. However, the mining activity continued illegally by both the mining company and the artisanal miners (youths). For the youth they did not have alternative livelihood means. They therefore had a keen interest in protecting this source of income. The police would regularly go to the mining site to stop the mining activity to enforce the ban, and this led to the conflict between the police force and the youth who worked at the mine. The conflict continued to escalate and became violent. At the height of the conflict, a police officer wound up being killed.</p> <p>It was at this point that the Youth Empowerment and Development Organization decided to intervene by facilitating a mediation process between the Police and the mining company, together with the Paramount Chief. At the end of the process, it was ultimately agreed between all parties that the police would stop trying to enforce the mining ban, thereby allowing the youth to continue to earn an income. To mitigate the environmental and health risk, it was agreed that the mining activity would be limited to specific locations, so that the main water source would not be polluted. So, even though this resolution is not consistent with government policy, they consider the outcome of the mediation process to be a success as it proved to be vital for re-establishing peace in the community. According to the director of Youth Empowerment and Development Organization, the Kolhat Barray project contributed to this outcome because the</p>

	<p>skills gained from the trainings provided by Cordaid and YPPD, specifically the training on conflict prevention, peacebuilding, and communication. Equipped with that knowledge, they gathered the perspectives of all key stakeholders before initiating the mediation process. They believe that this strengthened the approach and positively influenced the outcome.</p> <p>Other actors that influenced this outcome were the local police, the Legal Aid Board, and the Office of National Security (ONS). The Legal Aid Board and the Office of National Security partnered to provide the free legal services, which was beneficial in supporting the mediation process.</p>
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Outcome	3
Classification	C1, C2, A1, A2, D1
Outcome Description	In 2021, older and younger CSOs from Pujehun, Tonkolili and Western Area Rural District strengthened and broadened their networking and engagement with each other, thereby increasing the inclusion of younger CSOs in district coordination activities and project activity implementation.
Outcome Significance	<p>RACAP an older CSO in Pujehun district contends that this outcome is significant because this is the first time that younger and older CSOS have collaborated in this way (in over 10 years of being operational in Pujehun). This change gives younger CSOs the opportunity to be represented at district coordination meetings and to be a part of district civil society organization platforms. This change furthermore supports improved coordination and community access for more effective and widespread intervention. For instance, RACAP says that younger CSOs in Pujehun are increasingly serving as a first point of contact for issues that arise in the community, whereas before all issues would be directly referred to them to respond to. This in turn increased RACAP's burden and decreased the efficiency and effectiveness of their responses since they had to stretch limited resources across several areas and were slower to respond due to high demand. The new set-up allows them to advise younger CSOs on how to respond - this allows RACAP to intervene only when necessary and simultaneously allows the younger CSOs to increase their experience and gain more recognition within their respective operational communities. In addition, their strengthened network with these younger CSOs allows older CSOs such as RACAP to gain access to some new localities (because of their affiliation with these younger CSOs in the area) to carry out their work, whereas this was not possible before. Unique Ladies, a younger CSO in Tonkolili has also been able to expand their operations because of their engagement with older CSOS. So, both younger and older CSOs benefit from their networking and engagement with each other as it has enabled them to expand their operations to new areas.</p> <p>RACAP furthermore believes that this change is significant because they have full intention of continuing and strengthening coordination with younger CSOs even after the project has ended and because of the strengthened capacity of both older and younger CSOs.</p>
Outcome Contribution	The Kolhat Barray project brought older and younger CSOs from the project's operational areas together. This approach to project participant selection in and of itself contributed to this outcome by introducing these various CSOs to each other, thereby increasing and creating opportunities for networking and engagement among these actors. In addition, as part of the co-creation workshop, palaver engagements and other trainings facilitated by Cordaid and YPPD, project participants were encouraged to cascade the knowledge and insights gained from the project activities within their communities and existing CSO networks. The

	<p>Rural Agency for Community Action Programme (RACAP) based in Pujehun district confirmed that this outcome is indeed accurate. They asserted that they did as advised by the project and cascaded the training that they received from Cordaid and YPPD through their community and with other younger CSOs. Before the project, RACAP would conduct their activities in a siloed manner. However, since the project, they have formed networks with younger CSOs and have established informal partnerships with them and are increasingly including them in the implementation of their activities. As a result of their increased engagement with these younger CSOs, RACAP confirmed that younger CSOs were highly represented in recent district coordination meetings, whereas this was not happening before. Furthermore, because of this strengthened CSO network, there has been an increase of intervention activities in Pujehun district which was verified by the community stakeholders during the Pujehun District Development Committee Meeting in December 2021. This uptick in activity was noticed and directly mentioned by representatives from the Ministry of Planning during the December 2021, district coordination meeting. This observable change was attributed to the intervention of Cordaid and YPPD by the CSO representatives present at the meeting. In addition to inclusion of younger CSO in activity implementation, they have further engaged with these younger CSO by providing mentorship and advisory services on a number of topics related to organizational and financial management/administration and other operational areas to help build their capacity.</p> <p>Unique Ladies, a younger women-led CSO from Tonkolili district reported that their engagement with the project helped them to build their network with other older CSOs and they are now capacitated to implement their activities in new communities where they previously had not been active. In addition, they believe that they are positively benefitting from the mentorship and advice that they have been receiving from the older CSOs, which has helped them to strengthen their operations and further develop their organization.</p> <p>Save the Earth Foundation from Tonkolili said that because of the project, coordination, and networking among the CSO network in Tonkolili district has been significantly strengthened. As an older CSO, they now feel more motivated to strengthen themselves and use their knowledge and experience to help and support other young CSOs - "we now move together as a family and as a team to better support the community".</p>
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Outcome	4
Classification	D1
Outcome Description	In 2021, youth-led organizations from Pujehun, Tonkolili and Western Area Rural District obtained legal status through official registration with their local councils and Ministries, Departments and Agencies (MDAs).
Outcome Significance	This outcome is significant because formal registration and legalization not only helps these CSOs meet eligibility criteria funding from the Kolhat Barray project small grants programme; however, but it also opens them to be eligible for funding from other donors in the future. It furthermore increases their legitimacy in their communities, with other key stakeholders and within their professional networks.
Outcome Contribution	During the inception phase of the Kolhat Barray project, Cordaid and YPPD conducted a capacity assessment of the 24 targeted youth-led CSOs. The assessment revealed gaps among these CSOs to be targeted by the project,

including some of them not yet having been formally registered. Subsequently, information and advice on CSO registration was provided during the co-creation workshops, facilitated by Cordaid and YPPD. In addition, formal registration was a requirement of the project to be eligible for funding through the small grants Programme. Because of the knowledge obtained from these co-creation workshop and motivation from wanting the opportunity to receive funding, those CSOs that were not formally registered, took all of the necessary steps to complete their registration and legalization processes.



Figure 2 Cordaid & YPPD with staff from Unique Ladies in Tonkolili, which is one of the organizations (women-led) that obtained legal status since joining the Kolhat Barray project

Outcome	5
Classification	C2
Outcome Description	In 2021, senior management staff of non-youth age (>35) from Pujehun (3), Tonkolili (1) and Western Area Rural District (2) who were leading CSOs that were supposed to be "youth-led" resigned from their functions to allow other staff of youthful age (<35) to assume these leadership positions.
Outcome Significance	This outcome is significant because the project has influenced systemic change within these CSOs (i.e., decentralization of powers and leadership eligibility requirement). Furthermore, according to Julius George Kamara from KYDO, this change in leadership enabled him to have more influence in decisions making that affects their organization and people within their social group (other youth) as well as allowed him to fully participate in managing the organization's affairs.

	<p>This change has also helped him to build capacity in organizational leadership, project management, and stakeholder engagement through actual practice. This has increased their personal and professional confidence and has given them a sense of ownership and responsibility. This sense of ownership and responsibility is also the reason why KYDO believes that this change will be sustainable within their organizations.</p>
<p>Outcome Contribution</p>	<p>During the inception phase of the Kolhat Barray project, Cordaid and YPPD conducted a capacity assessment of the targeted youth-led CSOs. The assessment revealed gaps among these CSOs to be targeted by the project, including that some of these CSOs were being led by people who were not in the youth age category (>35). These organizations were later informed that it was a project requirement that the organization be led by people who are in the youth age category (<35). In addition, they were also informed during the co-creation workshops that it is best-practice for youth led-organization to be led by actual youth. It was subsequently observed that the youth leaders of non-youth age whose CSOs were participating in the project began to step down to allow other staff of youthful age to assume these leadership positions within their organizations. An interview with a staff member from KYDO in Pujehun, who was promoted to a leadership function after a former leader of non-youth age stepped down, further substantiated this outcome. Before the Kolhat Barray project, KYDO has several wings including a youth wing and a women's wing; however, all of these were overseen by one staff member of non-youth age. Because of the intervention of Cordaid and YPPD and lessons learned during the co-creation workshop, the organization head decided to relinquish leadership of these wings to people who fall within those categories. So, a youth was promoted to leader of the youth wing and a woman was promoted to leader of the women's wing. Generally, all unit leadership was decentralized. According to KYDO, this outcome can be fully attributed to the Kolhat Barray project. While they have indeed participated in projects implemented by other (I)NGOs, the concept and importance of youth leadership was never emphasized until this project. This project however acknowledges that for the other CSOs where leaders have resigned, there may have indeed been other contributing actors and factors that influenced this outcome. However, considering that action was taken after the co-creation workshop and early on during the project implementation period, we assume that the project was at least a significant influential factor that led to this outcome.</p>



Figure 3 - Cordaid & YPPD Project Team with Julius George Kamara from KYDO in Pujehun

Outcome	6
Classification	C2
Outcome Description	In 2021, youth-led organizations in Pujehun, Tonkolili and Western Area Rural District began (more) regular attendance of their respective district council coordination meetings, where they are able to engage with other CSOs, MDAs and other key community stakeholders and vocalize their position on issues around peace, security, and human rights in their communities.
Outcome Significance	This outcome is significant because youth-led CSO participation in these meetings includes them in influential spaces. The district council coordination meetings are an important entry point for CSOs to engage with other key stakeholders on issues surrounding peace, security and human rights as well as communicate the needs of the community.
Outcome Contribution	Cordaid and YPPD provided coaching and mentoring through the co-creation workshop for CSO formal registration and legalization. Once formalized, these CSOs were subjected to a legal obligation to participate in their district council coordination meetings. For some CSOs, their participation in these council coordination meetings was new due to them having been formally registered. However, other older CSOs, who had already been regularly attending these council coordination meetings reported that the project improved and strengthened the quality of their engagement and participation in these meetings. For instance, Fofanah Moses

	<p>from Save the Earth Foundation in Tonkolili reported that their community voice has been strengthened and that their organization has been more positively received at these council coordination meetings. Firstly, this is because their intervention approach became more youth led. This more youth led approach was adopted as a result of the capacity strengthening support that they received from Cordaid and YPPD through the Kolhat Barray project. Secondly, because of the capacity strengthening they received, they are now backing all arguments made during the council coordination meetings with evidence, whereas they did not do this before. This has led to increased support from the community when positions are brought forward. Finally, Save the Earth asserts that their mere affiliation with well-established and reputable organizations such as Cordaid and YPPD, through the Kolhat Barray project has strengthened their reputation in the community and voice during council coordination meetings.</p>
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Outcome	7
Classification	D1
Outcome Description	In December 2021, Yonians with Positivity Organization (YWPO) in Tonkolili District promoted women within their organization to management and operational functions within their organizational structure.
Outcome Significance	This outcome is significant because this is the first time that women were given management positions within their organizational structure and that women were included in the implementation of YWPO project activities.
Outcome Contribution	The director of Yonians with Positivity organization stated that men in his community (including himself) were socialized to believe that working women were only fit to occupy specific types of roles. These are usually support and clerical functions. So, the men in their community have an inherent belief that women are naturally unable to do more. However, the knowledge and insights gained from the co-creation workshop facilitated by Cordaid and YPPD through the Kolhat Barray Project was an "eye opener". They were able to realize that women are actually not naturally designated to play a minimal role in society but that in fact, women and girls can be supported to actualize their full potential if they are provided with the right type of support. So, this knowledge and realization prompted YWPO to take immediate action to empower women staff within their organization by promoting some of them to management and operational functions; thereby enabling women to have more influence on high level organizational decision-making and to take a more active role in project activity planning and implementation. According to YWPO, The Kolhat Barray project was the primary contributor to this outcome. Before this, they did not receive training on organizational capacity building or gender sensitivity. They only received some financial support from stakeholders to implement their projects.

Outcome	8
Classification	B1, B2, B3, B4
Outcome Description	In 2021, Abdul Koroma was appointed to Chiefdom Youth leader by CBDR providers in the Mabonto Chiefdom in Tonkolili district.
Outcome Significance	This outcome is significant because it is a systemic change, whereby the CBDR providers modified their practices to make it more inclusive of youth. In addition, it is also the first time that the youth Leader position has been recognized and respected in the community. While the position did exist before,

	<p>it was more a vanity title, with no active functions. Since the project, the position has active functionality, with the youth leader being regularly involved in CBDR processes and consulted on youth related matters. As such, youths in the community are pleased as they feel like decisions on issues that affect them are now being taken in a way that better reflect their interests.</p>
Outcome Contribution	<p>Abdul Koroma (Youth leader in Mabonto Community) contends that before the intervention of Cordaid and YPPD, through the Kolhat Barray project, youth were only "observers" of CBDR processes in the local court. Youth were not allowed to actually participate in these processes and were not consulted. However, since the project intervention, he has been provided with the space to operate as the elected youth leader and now all cases dealing with youths in the community are being referred to him for decision making. Additionally, he is being consulted to advise on other matters concerning youth in the community, (e.g., youth employment and youth involvement in other development activities). For instance, at the time of interview, he had recently been consulted to provide advice on whether and which youth from the community should be selected to accept a job at a local mining company.</p> <p>The contributing factors that led to this outcome, according to Abdul are the Cordaid and YPPD facilitated dialogue sessions between CBDR providers, youth leaders and women leaders. During these dialogue sessions, women and youth leaders were able to vocalize their concerns about feeling they were not sufficiently included in the CBDR meetings. In turn, CBDR providers became more aware and sensitized to these issues and took specific action to facilitate increased inclusion and influence of women and youth. In addition, the intergenerational approach to the engagements was also key in facilitating an opportunity to establish mutual understanding between the youth and their non-youth counterparts.</p> <p>Besides the Kolhat Barray project, the individual community members themselves were motivated to bring about change even before the project started. For instance, the CLOs (Community Liaison Officers) from private organizations that employ members of the community would facilitate meetings to have discussions with the Community Representative Committee (CRC) on how to prevent conflicts every quarter. They had an interest in maintaining peace in the community because if their staff strike, the company would suffer financially. Despite these efforts, Abdul believes that the contribution of Cordaid and YPPD to be more significant relative to the outcome when compared to the activities of the CLOs because their activity is motivated by profit seeking and safeguarding assets, whereas the Cordaid and YPPD contribution is more oriented towards building their capacity on conflict resolution and therefore more sustainable and impactful.</p>

Outcome	9
Classification	B1, B2, B3, B4
Outcome Description	In 2021, the Mammy queen Mary Hallowell from Mabonto county in Tonkolili district began being regularly called upon to be included in discussions and decision making in the community during CBDR meetings.
Outcome Significance	This outcome is significant because the project has brought about systemic changes in the community. First is the recognition of the role of the Mammy queen and her actual inclusion in CBDR processes. The second is the strengthening of referral processes, which allows cases of GBV and others to be reported and actually followed up on. This outcome is furthermore significant because according to Mary "this is the first time that women's voices and positions within the community are being respected and women are included in

	<p>decision making process", which she considers to be an important step toward community development. Finally, Mary believes that this outcome will be sustainable because these changes have been accepted and embraced by the dominant tribe (i.e., the Limbas) whom are, according to Mary, known to take advantage of community growth and progress opportunities; thus, they are likely to uphold these learning and further cascade them through the community.</p>
<p>Outcome Contribution</p>	<p>In September 2021, Mammy Queen Hallowell from Mabonto town participated in a YPPD facilitated dialogue session with men and women leaders in her community, during which, she expressed her position regarding the insufficient inclusion of women in decision making, the problem with the lack of recognition of women's rights and the insufficient consideration of women for local political leadership positions. During a KII with the Mammy queen, Mary Hallowell expressed that within this community, there is a belief that women should not speak and should not be included in decision making or to even talk about politics. She gave an example of when she tried to become a candidate for councillor during the last election cycle; however, she was discouraged to do so. In addition, she felt as if the men in the community were not happy with her previous advocacy on women's issues. Whenever she spoke up publicly about women's issues, she was met with threats by the male chiefs in the community. This however began to change after the intervention of the Kolhat Barray project, where Cordaid and YPPD, through the palaver series of intergenerational dialogue and capacity building events, including gender sensitivity training, contributed toward increased awareness and knowledge among people and leaders on women's rights and entitlements and their important role in building and sustaining peace. According to Mary, these engagement provided her with a safe space to publicly vocalize her concerns with women's participation and has greatly sensitized male community leaders to issues that affect women. In addition, it has benefitted other women in the community by enabling them to better identify violations of their rights and bring these issues forth through the correct pathways for due process. Mary was furthermore made aware that after one of the Kolhat Barray project engagements, the community chiefs called a meeting to discuss to agree that going forward, they need to be more careful about how they handle gender issues in the community because they are "fearful" about being exposed publicly by Mary and "concerned" of their reputation as leaders being tarnished. Since then, Mary says she is now being regularly called upon to be included in decision - she is now involved in all types of cases including GBV and cases of men who are not adequately providing for their wives, as well other cases concerning men. As a result, Mary says that she and other women in the community feel safe and are happier. There is more peace in Marital homes and fewer occurrences of GBV. This is because women are speaking up about GBV when it occurs and there are legal actions being taken against perpetrators. As such, men have become more aware of the legal consequences of harming their wives. Mary fully attributes this change to the Kolhat Barray project. She is not aware of any other actors that have contributed towards realizing the type of change that has been realized through this project. Cordaid and YPPD are the first organization that have taught them about the range of topics and that emphasized the inclusion of women in the project activities.</p>

Outcome	10
Classification	B1, B2, B3, B4, C1, C2
Outcome Description	In November 2021, community leaders in Peje Community, approved the formation of a women's accountability group
Outcome Significance	This outcome is significant because this is the first time that women have been actively included in community decision making and CBDR mechanisms. The role of women in peacebuilding, conflict resolution and community development has been recognized, thus enabling this accountability group to come into existence. The functionality of this group is furthermore important to sustaining the learnings brought about by the project by ensuring that women's voices are represented in important decision-making spaces, on issues that affect their lives.
Outcome Contribution	During a KII with the Town of Chief in Futa, Juana Kallon, he expressed that before the intervention of the Kolhat Barray project, the male community leaders were the only ones in the community who had that the right to take decisions that affect the community; however, with the intervention of Cordaid and YPPD, he admitted that the perceptions have started changing and they have become sensitized about women's issues and open to their inclusion in decision making. They thus approved the formation of a women's accountability group, consisting of intergenerational women (youth and non-youth). The objective of the women's accountability group is to hold community duty bearers accountable to their obligation to respect, promote and realize women's rights and entitlements in the community. They have agreed that members from this accountability group are to be invited to sit in community meetings and vocalize their perspective on the issues being discussed. The chief elaborated that the formation of the group has created a more cohesive platform among the women in the community which is creating a positive impact. The chief contends that the key contributing factor to this outcome was the CBDR trainings and palaver engagements facilitated by Cordaid and YPPD through the Kolhat Barray project. Other actors were also active in the community, such as Restless Developments and World Vision, who provided trainings and sensitization on Gender Based Violence. These did contribute somewhat according to the chief; however, the Kolhat Barray project was different in that the scope of trainings and topics covered during the engagement were much broader, linking conflict prevention and peacebuilding through a gender sensitive, youth centred and overall inclusive lens.

Outcome	11
Classification	B3
Outcome Description	In November 2021, the Futa Peje Chiefdom Paramount Chief Sheku, A.K.M Koroma was restored to power
Outcome Significance	This outcome is significant because restoration of the paramount chief was an important step towards bringing sustainable peace in the community. Firstly, because people in the community were made aware of laws related to chieftaincy appointments and voting processes. as such, they are less likely to initiate conflict when elections come around, because they now understand that this is part of a fair democratic process. In addition, negotiation and mediation process that led to the restoration of the Paramount chief showed the community that disputes can be resolved peacefully as opposed to the use of violence and aggression, which was the norm before.

<p>Outcome Contribution</p>	<p>In 2018, The Futa Peje Paramount Chief (PC), Sheku, A.K.M Koroma was accused of allege corruption. As a result, he was exiled from his chiefdom. During his exile period, the PC feared for his physical safety and so he did not to return to the community for over three years. Because of this threat of conflict, there was little opportunity to initiate dialogue about the allegations made against him. As such, the conflict continued. In 2020, an investigation was carried out by Anti-Corruption Commission, and he was ultimately found not guilty of corruption. Despite this, it was still not safe for him to return to the community. When the Kolhat Barray project started, the mistrust between the paramount chief and the subjects was identified as a key driver of conflict in this chiefdom. So, Cordaid and YPPD organized a CBDR Needs Assessment in July 2021 in Futa town where both the PC and his subjects especially the leader of the opposing camp (a section chief) were present. This was the first time that they were brought together in the chiefdom since the PC was exiled. PC came to the meeting in Futa Peje without security protection, even though he was advised to do so. He felt that coming with security would send the wrong message to the people, whereas he wanted to send a message of peace. Once they met in person, they greeted each other with a hug. According to the PC, this showcase of endearment "sent a message to the community that peace is back, and the conflict is over". He furthermore claims that this one event helped contribute to restoring the peace by 40-50% and this was a positive step towards easing community tensions. In the weeks that followed, additional engagement took place including Palaver meetings and negotiations with local government officials and other key community stakeholders. In November 2021, it was ultimately agreed that the PC would be restored to power, and he was welcomed back to Futa Peje with a restoration ceremony. The PC says that while other actors were involved in his eventual restoration, he estimates that about 80% of the accolades should be given to the Kolhat Barray project for helping to restore peace in Peje chiefdom</p>
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Figure 4 Cordaid and YPPD Project Team with Futa Peje Chiefdom Paramount Chief Sheku, A.K.M Koroma

Outcome	12
Classification	D1, A1, A2
Outcome Description	In 2021, 30 women from the Peje Chiefdom formed a Village Savings and Loan Association (VSLA)
Outcome Significance	This outcome is significant because this is the first time that a VSLA has been formed in their community, as well as the first time that women in the community have organized in this way. The women of the community furthermore believe that the VSLA is an important tool, helping to unify the women in the community and promoting development.
Outcome Contribution	During a Key Informant Interview with Futa Peje Chiefdom women's Leader Amie Kpanda, she expressed that the Kolhat Barray project has brought peace to their community, especially among the women who previously were not getting along. She expressed that the training that they received from the project served as an eye opener for the women in Peje chiefdom to start working and collaborating. The project educated women in the community to be aware of their rights and to demand for more inclusion and take a more active role in community matters concerning peace and development. They were introduced to the idea of a Village Savings and Loan Association (VSLA) by MOPADA (a local NGO) but was not implemented; and so, not long after the Kolhat Barray project intervention, some women from the Futa community decided to form their own VSLA. The purpose of the VSLA is for the women to financially support each other in the times of urgent necessity and to eventually start up their own agricultural venture as a source of income. Many of the women in the group are from female headed households, where the husbands have either left or have died. They otherwise do not have means of adequately sustaining themselves, so

	<p>they look forward to the possibilities that this future agricultural venture can bring. The VLSA currently consists of 30 members, each contributing 1000 Leones to the group per week. In addition, they have weekly meetings to discuss their organization and other issues affecting women in the community.</p>
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Figure 5 Amie Kpanda, Women’s Leader in Futa Peje

Outcome	13
Classification	A1, A2, D1
Outcome Description	In December 2021, The Youth Empowerment and Development Organization was called upon by the local community to settle a conflict within the Tonkolili District Bike riders Union.
Outcome Significance	This outcome is significant because this is the first time that this organization was called upon by the community to resolve a dispute.
Outcome Contribution	The Tonkolili Bike Riders Union was having internal elections, which led to a conflict among the bike riders, which was quickly escalating. The majority of bike riders are youth, and they have a lot of influence in the community because they serve the entire district. As such, a conflict within the bike riders Union, not only affects the bike riders but the community at large. In an effort to resolve this conflict, community members called upon The Youth Empowerment and Development Organization to mediate the issue within the bike riders union. This CSO was called upon firstly because they had successfully mediated a major conflict between the community and a mining company just a few weeks prior. As a result, the community has increased confidence in this youth-led CSO to successfully mediate conflicts involving youth in their community. Secondly, the

	<p>Youth Empowerment and Development organization had also been carrying out advocacy work and facilitated conflict sensitization workshops in the community, which helped them to gain more visibility and recognition among their community members. This youth-led CSO now has a stronger network and influence within the community and more actively involved in mediation and dispute resolution process, whereas these were mainly handled by the police before.</p> <p>The Kolhat Barray project contributed towards this outcome by building the capacity of the Youth Empowerment and Development Organization through the co-creation workshop.</p>
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Outcome	14
Classification	A1, A2, D1
Outcome Description	In December 2021, Yonians with Positivity Organization (YWPO) in Tonkolili District designed projects and started implementing activities that specifically target women and girls in their community.
Outcome Significance	This outcome is significant because this is the first time that this organization designed projects to respond to the issues specifically affecting women and girls in Mile 91 town, Yoni Chiefdom. In addition, the outcome is sustainable as YWPO has continued their gender mainstreaming in 2022 and asserts their commitment to continue to build and improve in this area.
Outcome Contribution	<p>Before the Kolhat Barray Project, YWPO did not design programming that specifically targeted women and girls in Mile 91. The Public Relations Officer of their organization admitted that their organization's community needs assessments were usually done through phone calls with male community representatives. They rarely visited the communities themselves to determine what the needs are. In addition, there was a general lack of awareness when it comes to gender related issues (see outcome 8). However, during the co-creation workshop facilitated by Cordaid and YPPD through the Kolhat Barray project, YWPO stated that they were greatly influenced by the story collection exercise. According to YWPO, the story collection exercise (validated the gender sensitivity training that they received from Cordaid and YPPD because it) confirmed the marginalization of women and girls in their community and "opened their eyes" to the specific issues affecting women and girls (such as GBV and early marriage). Now having identified these issues, YWPO decided to act by designing and ultimately implementing programming targeting this group with activities such as career counselling for women and mentorship services for young girls. The story collection exercise taught YWPO that there is a great benefit to physically visiting the communities in which they work and actually speaking to the people to determine and have a better understanding of their needed. They are now better able to identify and respond to key issues. Before the project YWPO "believed that everything this did was correct" but with the knowledge gained and changed made to their organizational structure project design and implementation, they believe that they can be much more "impactful".</p> <p>According to YWPO, The Kolhat Barray project was the primary contributor to this outcome. Before this, they did not receive training on organizational capacity building or gender sensitivity. They only received some financial support from stakeholders to implement their projects.</p>

Outcome	15
Classification	A1, A2, B1, B3, C1, C2, D1

Outcome Description	In December 2021, Rural Agency for Community Action Programme (RACAP) facilitated a successful mediation process, and a peaceful resolution was reached between the Chief of the Malene Chiefdom (Pujehun district), a Palm Oil Manufacturing company in Malene and CBOs representing the youth of Malene.
Outcome Significance	N/A
Outcome Contribution	A palm oil manufacturing company established in Malen Chiefdom, Pujehun district has been a catalyst for conflict in Malen in recent years as that company has acquired the vast majority of the land in that chiefdom. This became a source of conflict within the community because as a result of the land acquisition, livelihood options were limited, and it was perceived among Malen youth that the company favoured employing people who were not residents of Malen. The youth furthermore had a conflict with their own chief as it was believed that he supported the interests of the company over their own for his own enrichment. The youth in Malen believed that they should be given priority and preference for jobs since the company operates on their land. Furthermore, the youth had no way to advocate their interest since CSOs were not given the space to operate. In response, RACAP decided to intervene and organized a coordination meeting between Malen CBOS, chiefdom stakeholders, other key district stakeholders and the office of national security. The meeting objective was to convince the chief to allow CBOS to freely operate in the chiefdom. The chief agreed and the CSOs began carrying out their advocacy activities with regards to the Palm Oil company related conflict. Eventually, an agreement was reached with the Paramount chief and the company that the youth of Malen would be given priority for jobs with this company as opposed to people from outside of the community; and that this would be parts of the company's corporate social responsibility to the people of Malen for using their land. RACAP says that this outcome can be attributed to their participation in the Kolhat Barray project trainings and palaver engagements where they were encouraged to support and collaborate with other CSOs and where they learned skills in participatory conflict resolution and mediation. Having been aware of the Malen conflict, RACAP used what they learned to initiate coordination with these CSOs, advocated for them to be able to operate and mentored them so that they could ultimately reach a peaceful resolution for this ongoing conflict, which has brought peace to the community.

Outcome	16
Classification	C1, C2, B1
Outcome Description	In 2021 the Ngandorhun community chief, Paul K. Mansaray in Pujehun district implemented youth inclusive practices by organizing 4 youths in the community (2 men and 2 women) to become youth leaders and youth representatives for the community in the CBDR structures.
Outcome Significance	This outcome is significant because it is systemic change, as the CBDR providers modified their structures to make the mechanisms more inclusive for youth and women. In addition, it is significant because this is the first time that youth have had an active and formalized role in CBDR structures.
Outcome Contribution	According to Julius George Kamara from KYDO, after participating in the co-creation workshop from the Kolhat Barray project, they immediately went to work with practicing what they learned in their community. A particular area of concern was increasing intergenerational cooperation, specifically between the youth of Ngandorhun and the Chief. According to KYDO, the Ngandorhun community chief would systematically exclude non-family members from

participating in community development activities. He rarely gave opportunities to others; however, he would only engage the youth when it came to labour recruitment for community work. This was seen as unfair. So KYDO, equipped with what they learned about facilitating intergenerational cooperation during the co-creation workshop, decided to sensitize the chief and other key community stakeholders on transparency and accountability; they also advocated for the inclusion of youth leaders in decision making that affected them and their inclusion in community development activities. The sensitization activities were ultimately effective as the chief began to regularly invite youth leaders to community meetings where they have influence on decisions affecting youth and their inclusion in development activities.

An interview with the Ngandorhun community chief, Paul K. Mansaray he confirmed the sentiments expressed by George Kamara. The project taught him that youth participation in community affairs is very important. He also came to realize that his previous engagement with the youth from the community was not well received and was becoming a source of conflict. In response, he invited 16 youth representatives from his community to a meeting with the paramount chief, where they were given an opportunity to air their grievances. In response, the chief asked for forgiveness for any past wrong doings. The chief later asked the youths to organize themselves so that they can provide him with council on youth related matters. Ultimately, 4 youth were selected (2 men and 2 women (consisting of the youth chairman, youth chairlady, the women's youth leader and the men's youth leaders). They are now the representatives of the community youth in the CBDR structures, and they have been participating in decision making ever since. According to the chief, the main contributing factor to this outcome was the Kolhat Barray project, specifically the trainings and palaver engagements facilitated by Cordaid and YPPD as well as the subsequent engagements initiated by youth leaders in the community, in response to what they learned from the project. This is the first time that an NGO brought this type of knowledge. He believes that the project has restored peace in the chiefdom.



Figure 6 Cordaid and YPPD with Chief Paul K. Mansaray in Pujehun

Outcome	17
Classification	A1, A2, D1
Outcome Description	In 2021, referral pathways for identification, reporting and resolution of conflict issues in Tonkolili, Pujehun and Western Area rural districts were strengthened became more effective.
Outcome Significance	This outcome is significant because more functional referral system can serve as a deterrence or tool for conflict/crime prevention in communities. The greater the likelihood that issues will be reported and acted on, the less likely people will be to engage in conflict and crime activities. This in turn makes communities safer and more peaceful, which supports and facilitate community development objectives.
Outcome Contribution	Because of the palaver engagement activities which involved key stakeholders in peace, security, and dispute/conflict resolution as well as the trainings provided to CSOs and CBDR providers, the referral pathways for identification, reporting and resolution of conflict issues in the community has been strengthened. People in the Ferengbeya community are better able to identify conflict issues; they know where and whom to report these issues to. So, more conflict issues are being identified, reported, referred, and ultimately resolved within and among the appropriate bodies (e.g., local police, CBDR mechanisms, Mammy Queen, etc.). Save the Earth Foundation in Tonkolili reported that as a result of the strengthened referral system "the Ferengbeya community has become more

	peaceful". They believe that safety is linked to development. So, this referral system is making the community safer; the safer the community, the more the community can develop.
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Outcome	18
Classification	D1
Outcome Description	In 2021, the Youth & Children's Advocacy Panel (YACAP) submitted a project proposal and were approved for funding from FOCUS 1000
Outcome Significance	This outcome is significant because it shows the impact that can be made when CSOs are equipped with the skills needed to mobilize their own resources more effectively and independently. This supports organizational sustainability and enables these CSOs to contribute to important change within their communities and even nationwide.
Outcome Contribution	YACAP reported that their participation in the Kolhat Barray Project helped them to improve their proposal writing and project budgeting skills, specifically what they learned during the co-creation workshops. This increase in capacity strengthened their confidence to go for calls from other donors. They decided to submit a proposal to FOCUS 1000 to support COVID-19 vaccination awareness raising and community mobilization. Their proposal was accepted, and they were ultimately approved for funding. They have already begun implementation of the project's activities and YACAP has contributed to an increase in country wide vaccination rate from 3% - 9% since the project started.

Outcome	19
Classification	D1
Outcome Description	In 2021, the Youth & Children's Advocacy Panel (YACAP) increased their operational presence from 4 to all 16 districts in Sierra Leone.
Outcome Significance	N/A
Outcome Contribution	Before the Kolhat Barray project, YACAP was operating in 4 districts. They reported that their engagement with the project strengthened their capacity in several areas and increased their confidence to pursue their goal of operating in all 16 districts of Sierra Leone. In addition, the opportunity to expand their operations presented itself since the project also helped YACAP to build and strengthen their partner network. Specifically, they made connections with the district coordinators that they met during their participation in the national youth summit. After the summit, YACAP called a zoom meeting with all of the district coordinators with the aim of initiating the process of bringing them onboard their organization. After a series of engagements, all of the district coordinators have agreed to join YACAP as volunteers and they are now working together as one unit, implementing activities on Public awareness on vaccine uptake project in all the 16 districts targeting and benefiting youth and school going children, on behalf of YACAP.

Outcome	20
Classification	B1, B2, B3, B4
Outcome Description	In 2021, CBDR providers in Waterloo, Western Area Rural District, modified their structures to facilitate the increased inclusion of youth and women in their decision-making processes
Outcome Significance	N/A

<p>Outcome Contribution</p>	<p>Head Man Waterloo Mr. Wenzle, asserted that young people in Waterloo were deliberately left out of community development and other key decision-making activities. This is because young people were not encouraged by the community elders to participate in such matters. There was a perception that young people were not able to contribute positively or constructively to decision making. Additionally, there was an observation that most of the conflict in the community was perpetuated by young people. This further discouraged elders to advocate for their inclusion. However, the Kolhat Barray project helped them to realize that excluding young people only exacerbates the problems in the community rather than solve it. They also realized that young people have talent and need guidance to further hone them. Finally, they also acknowledged that young people are better suited to engage their peace and support community peacebuilding initiatives. The head man says that when they brought in the young people, the problem in the community drastically reduces. This further helped them to see the important role that young people have to play. So, the CBDR providers asked the youth leaders in the community to organize themselves and set-up their own youth structure. The youth leaders have done that and now they are consulted whenever a decision needs to be taken to represent the interests of the youth in the community. In addition, certain decisions that used to be taken by the elders concerning youth have been fully transferred to the youth leaders, which is appreciated by the elders (e.g., schedule for use of the local sporting field).</p> <p>As it pertains to the inclusion of women, the head man contends that there was a culture that women should not mix or sit with the men, especially when talking about village or community issues or decision-making. Women were not seen as being knowledgeable enough to have a seat at the table. However, the project taught them that women are actually more in touch with women's issues and are thus in a better position to advise on them. So now, women leaders in the community, such as the Mammy queen are being invited to participate in these community meetings. In addition, they are also providing advice on issues that seemed impossible to resolve prior to their inclusion (e.g., food security issues). So, because of the positive outcomes that have been observed as a result of their increased inclusion, the importance of these women are further being realized and they are being continuously consulted.</p> <p>According to head man, he was motivated to participate in the projects after having been invited to attend the kick-off meetings because he liked that the project focused on peacebuilding and conflict prevention, which was a major issues in the Waterloo community. He fully attributed the outcome to the Kolhat Barray project, specifically because of the CBDR training that was provided, which taught him many things that he found so beneficial for the community. After participated in this training, him and other community leaders called a meeting to develop a strategy on how they would implement and cascade the learnings through the community. They made a list of problems to be addressed and came up with solutions on how to collectively address them. This is not how it was before as they were used to taking an 'every man for himself approach' to problem solving; however, the project made them realize that their need to increase coordination among each other as leaders do increase the participation of youth and women. Other NGOs were also operating in Waterloo in the sphere of peacebuilding; however, headman says that they were largely ineffective to the approach. He feels as if the participatory approach used by Cordaid and YPPD was instrumental in the success the project has had in the community. It has been transparent, interactive, and participatory and made them feel more confident and comfortable to participate.</p>
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Figure 7 Cordaid and YPPD Project Team with Head Man Waterloo Mr. Wenzle, and Jessica Brima Sesay from Youth In Action for ICT and Transformation (YIACTT)

Progress made

The below section answers the monitoring question, to what extent do the outcomes contribute towards the project's objectives?

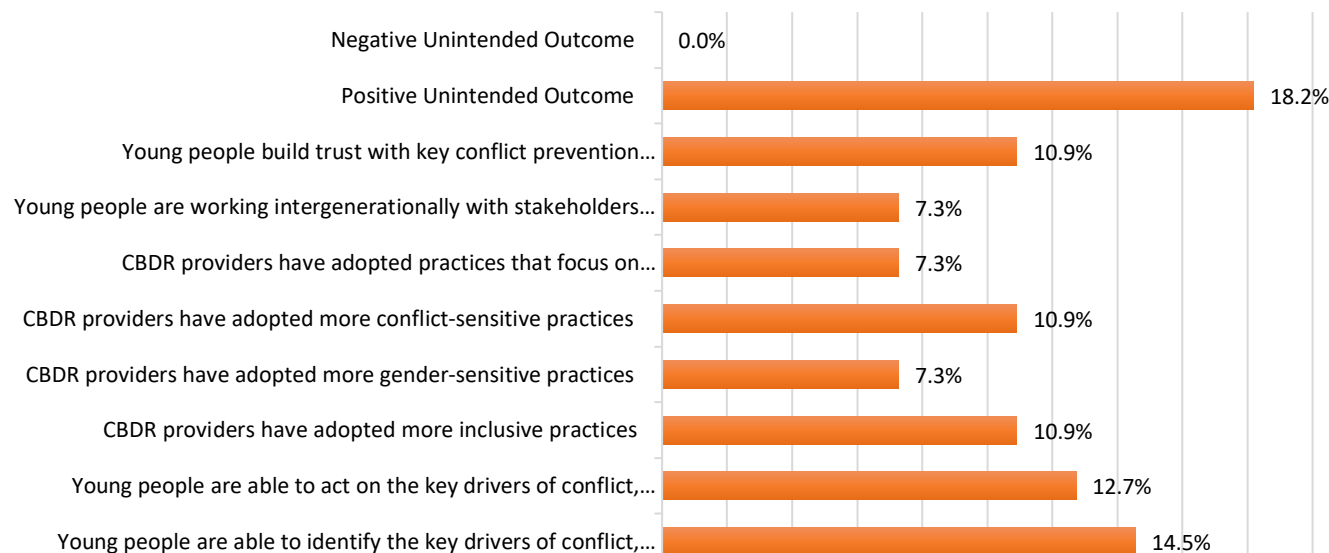
The above outcomes have each been linked to one of more areas of the Kolhat Barray Outcome Classification System. The purpose of the classification system is linking each outcome's contribution to various sub-objectives of the Kolhat Barray project. The Classification system has broken down each objective into several sub-objectives to enable a detailed analysis of each outcome's contribution. This has been done because linking outcomes to the broad objectives alone does not enable an analysis of the specific sub-objectives that were achieved and does not reveal any potential gaps. For instance, if we state that an outcome contributes to outcome area B alone (i.e., Supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing the needs of women) would not allow us to assess specifically what type(s) of practices have been adopted by CBDR mechanisms, which can range from inclusive, gender-sensitive, conflict-sensitive and addressing needs of women. The outcome classification system used in this harvest revealed that CBDR mechanisms in some instances adopted all 4 practices, while others adopted just 1. This distinction is important for understanding whether stated objectives are actually being achieved.

To quantify this analysis, each outcome's relatedness to a sub-objective has been counted at 1 link, with an understanding that 1 outcome can have multiple links. This is shown in the below table and graph.

Table 2 #/% contribution to sub-objectives

Outcome Area	Sub-Objective	# of Links	% Links
A1	Young people are able to identify the key drivers of conflict, insecurity, and injustice in their communities	8	14.5%
A2	Young people are able to act on the key drivers of conflict, insecurity, and injustice in their communities	7	12.7%
B1	CBDR providers have adopted more inclusive practices	6	10.9%
B2	CBDR providers have adopted more gender-sensitive practices	4	7.3%
B3	CBDR providers have adopted more conflict-sensitive practices	6	10.9%
B4	CBDR providers have adopted practices that focus on addressing needs of women	4	7.3%
C1	Young people are working intergenerationally with stakeholders to advocate for evidence-based conflict prevention policy and practice	4	7.3%
C2	Young people build trust with key conflict prevention stakeholders	6	10.9%
D1	Positive Unintended Outcome	10	18.2%
D2	Negative Unintended Outcome	0	0.0%
Total Contributions		55	

OUTCOME LINKS TO KOLHAT BARRY SUB - OBJECTIVES



The above data shows that the outcomes harvested are links all of the project's planned objectives. 81.8% of the outcome links were to planned project objectives. Out of the planned objectives, most of the links from the outcomes harvested were to objective Area A (27.2%), which is equipping and mobilising young people to identify and act on key drivers of conflict, insecurity, and injustice in their communities. 12.7% of these links were to young people being able to **identify** key drivers of conflict, while 14.5% were to young people being able to **act** on the key drivers of conflict. 17.3% of outcome links were to

objective Area C, which is enabling young people, working intergenerationally to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders with 10.9% of links to young people working intergenerationally and 7.3 % to young people building trust with key stakeholders. Objective area B, which is supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with a specific focus on addressing needs of women, accounted for 36.4% total links. 10.9% of these were to CBDR providers adopting more conflict sensitive and inclusive practices respectively, and 7.3% were to CBDR providers adopting more gender sensitive practices and practices that focus on the addressing the needs of women respectively. The most links were to objective area D1, which are positive unintended outcomes (18.2%) – which are outcomes achieved outside of the scope of planned project objectives that positively contribute towards the project’s sphere of the concern.

From the above analysis, it can be concluded that Kolhat Barray project has been effective in brining about the desired changes among its target populations, 81.8% of the links made between the harvested outcomes and the objectives were planned. This confirms the project’s theory of change and relevance of implemented activities and produced outputs. The project has so far, been most effective equipping young people to identify and act on key drivers on conflict. The story collection exercise and co-creation workshops, seems to have been the key activities that led towards these changes.

Lessons Learned

- What lessons can be learned based on the insights generated?

Recommendations

- What recommendations can be made for adaptive programme management and potential scale-up of the project?

- **Question 6:** Ask informant how they would like to be further supported by Cordaid and YPPD through the Kolhat Barray project?
- **Question 7:** Ask informant whether they have anything else they would like to say with regards to the topic of this interview.

Item 2

Background and Informed Consent for the Kolhat Barray Outcome Harvesting

Purpose and Background

Cordaid and YPPD are conducting an outcome harvest to identify results of the Kolhat Barray project. What we mean by results are observable changes in behaviour, actions, policies, or practices that have come about as a result of the project. We also want to understand how and if Cordaid and YPPD has contributed towards those results. Our project has already identified some changes that we think have happened and we would like to ask your input on this. In addition, we also want to hear from you about what other changes you think have happened, both positive and negative. Your information will help us evaluate the project's progress and make recommendations for changes to the project to strengthen the efforts to improve the project implementation.

Informed Consent

This interview will take about 30 min minute to share your experiences of the Kolhat Barray. With your permission, we will take notes during interviews.

If any question asked makes you uncomfortable, you are always free to decline to answer or to discontinue participation at any time.

Participating in this harvest will give you an opportunity to add your story and contribution to working with the Kolhat Barray project.

There is no compensation for participating in this study and your participation is voluntary.

Are you willing participate in this outcome harvest?

Thank you

Item 3

Outcome no.	Number of KIIs	Validated?
1	2	Yes
2	1	Yes
3	2	Yes
4	1	No
5	2	Yes
6	2	Yes
7	1	Yes
8	0	No
9	3	Yes
10	1	Yes
11	1	Yes
12	1	Yes
13	1	Yes
14	1	No

ABOUT YPPD

Since 2005, YPPD has been a local Non-Governmental youth-serving agency with strong records of increasing young people’s understanding of practical approaches to building functioning societies that promote peace and mutual coexistence, strengthening voices and actions which demand equity and accountability. It affirms that young people can be agents of positive change and works for ways to enable them to step forward for positive social transformation. It is a platform for diverse kinds of actions committed to engaging key stakeholders at different levels of development in Sierra Leone.

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ABOUT CORDAID

Cordaid is based in the Netherlands and has country offices in 11 countries. It has been fighting poverty and exclusion in the world’s most fragile societies and conflict-stricken areas for a century. It delivers innovative solutions to complex problems by emphasizing sustainability and performance in projects that tackle security and justice, health, and economic opportunity. Cordaid is deeply rooted in the Dutch society with more than 300,000 private donors. Cordaid is a founding member of Caritas Internationalis and CIDSE.

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