LOCAL ORGANIZATIONS—MOVEMENT TOWARDS SELF-RELIANCE ACTIVITY

Mobilization Plan Outline (Contract #72044219C00004)

OCTOBER 2019

CONTENTS

ACRONYMS

CDCS	Country Development Cooperation Strategy
CSO	Civil Society Organization
IE	Impact Evaluation
LO-MTSRA	Local Organizations—Movement Towards Self-Reliance Activity
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
NGO	Non-Governmental Organization
R+	Resiliency+
RCT	Random Control Trial
SBAR	Small Business Applied Research

I. INTRODUCTION

This Local Organizations—Movement Towards Self-Reliance Activity (LO-MTSRA) Mobilization Plan was developed as part of the LO-MTSRA first quarter activities. The program, which began on October 1, 2019, is designed to evaluate the effectiveness of a resiliency building intervention called the "Resiliency+ Framework" on the ability of Civil Society Organizations (CSOs) to strategically plan for and lessen reliance on government or large international donor funding that may be at odds with Cambodia's Country Development Cooperation Strategy (CDCS) objectives.

For organizations to sustain and advance Cambodia's development objectives, it is critical for them to expand their networks to tap into new markets and revenue streams. For this to occur, organizations need to increase their capacity to plan, finance, and implement solutions that expand access to non-governmental and private sector funding streams. Through this Small Business Applied Research (SBAR) program, this project will also utilize a random control trial (RCT) study model to evaluate the effectiveness of the Resiliency+ (R+) Framework on organizational adaptive capacities and resiliency in the face of closing civic space. In particular, the impact evaluation will examine the causal link between promoting financial diversification and CSO performance (i.e., sustained resilience) in challenging environments. The results of the RCT will inform both the proof of concept and the feasibility of scaling the intervention.

This mobilization plan describes The Cloudburst Group's startup activities through Month 3 of implementation.

II. PLAN FOR MOBILIZATION OF LOCAL ORGANIZATIONS— MOVEMENT TOWARDS SELF-RELIANCE ACTIVITY

The following list of mobilization tasks is designed so that, by the end of Month 3, the Cloudburst team has completed mobilization and can begin implementing the LO-MTSR Activity according to the approved work plan. A project timeline can be found in Section III.

ACTIVITY 1: MOBILIZATION/MANAGEMENT/M&E

1.1   CONTRACT KICKOFF WITH USAID/CAMBODIA

- *Start date:* October 1, 2019
- *End date:* October 31, 2019
- *Deliverable:* Completed contracts orientation
- *Lead team member:* Denise Lomuntad (Senior Contracts Manager, Cloudburst)
- *Support team members:* Meggan Medina (Chief Operating Officer, Cloudburst); JP Morgan (CFO, Cloudburst); Aleta Starosta (Project Manager/Evaluation Specialist, Cloudburst)

Details: The Cloudburst senior contracts manager and Cloudburst leadership team, including the COO, CFO, and Project Manager, will participate in two contract orientation calls prior to work planning. The team will review the contract thoroughly and connect relevant Cloudburst departments to the various offices at USAID/Cambodia, including Gender, Initial Environmental Examination (IEE), Finance, Monitoring and Evaluation (M&E), and Branding and Marketing. Two meetings are scheduled for October 24 and October 31.

1.2   MOBILIZATION OF STAFFING AND CONTRACTOR RESOURCES

- *Start date:* October 1, 2019
- *End date:* October 31, 2019
- *Deliverable:* Signed subcontracts/authorizations to proceed
- *Lead team member:* Denise Lomuntad (Senior Contracts Manager, Cloudburst)
- *Support team members:* Aleta Starosta (Project Manager/Evaluation Specialist, Cloudburst)

After award, assigned staff were mobilized to begin substantive planning of key startup activities, including connecting with the Contracting Officer's Representative (COR) for expectations of the mobilization plan and to confirm dates for onsite work planning. Project team meetings were also convened to begin work on startup activities needed prior to the work planning meeting.

Key staff and their roles in startup and mobilization activities through onsite work planning are highlighted below. A staff communications matrix is included as Appendix A.

Aleta Starosta, Project Manager/Evaluation Specialist (Key Personnel, Cloudburst)

- Lead point of contact with COR
- Overall management of the project, including ensuring appropriate resources are available and activities are on track and within scope and budget
- Leads development of mobilization plan and annual work planning activities
- Works to identify and implement project changes within adaptive management framework
- Serves as activity lead for the impact evaluation, ensuring the evaluation is implemented according to design
- Works closely with the Applied Research and M&E Specialist to analyze the data and report results

Elizabeth Gish, Country Coordinator/M&E Manager (Cloudburst)

- Leads finalization of the Monitoring, Evaluation, and Learning (MEL) Plan
- Oversees quarterly data collection and MEL and quarterly reporting
- Serves as in-country coordinator and leads organizational outreach and recruiting
- Provides advisory support to Resiliency+ coaches
- Serves as backup project manager when needed

As the prime contractor of the LO-MTSRA project, Cloudburst will subcontract with **Partners**Global[1] and the DevLab@Duke University. Immediately after award, the senior Contracts Manager and Project Manager will negotiate and execute subcontracts between Cloudburst and these partners to cover the startup period. Once the Year 1 Annual Work Plan is approved by USAID (see below), a detailed statement of work (SOW) with budget and deliverables will be added to each subcontract describing the tasks that the partner will execute to implement the LO-MTSRA program through the end of Year 1.

1.3   PREPARATION OF YEAR 1 ANNUAL WORK PLAN

- *Start date*: October 14, 2019
- *End date*: November 30, 2019
- *Deliverable*: Year 1 Work Plan
- *Lead team member*: Aleta Starosta (Project Manager /Evaluation Specialist, Cloudburst)
- *Support team members*: Elisabeth Gish (Country Coordinator/M&E Manager, Cloudburst); Luis Gomez Chow (R+ Specialist, **Partners**Global); Kyle Shrivastava (R+ Program Manager, **Partners**Global); Erik Wibbels (Evaluation and Learning Specialist, DevLab@Duke); Jeremy Springman (Evaluation and Learning Postdoctoral Researcher, DevLab@Duke)

Details: The Cloudburst team will schedule and facilitate an onsite work planning meeting. The team will draft and finalize an agenda that includes presentation and discussion questions on key topics where Mission guidance is needed. Onsite discussions will inform development of the Year 1 Work Plan to be submitted no later than 60 days after award (or by November 30, 2019).

Key Work Plan components will include:

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[1] Roselie Vasquez-Yetter was originally planned to fulfill the role of R+ Specialist for PartnersGlobal. Due to extenuating circumstances, her role on the project is being divided between Luis Gomez Chow (R+ Specialist) and Kyle Shrivastava (R+ Program Manager). The budget allocated for the R+ Specialist role will not be affected by this change.

- Narrative description of activities;
- Deliverable schedule;
- Timeline of activities in graphic format; and
- Year 1 budget reflecting planned costs.

Ms. Starosta, Mr. Shrivastava, and Dr. Springman will travel to Phnom Penh for one week (scheduled for November 4-8, 2019) to engage with USAID/Cambodia and hold a series of meetings to inform the final Year 1 Work Plan. During this trip, the team will also conduct scoping activities to ensure the Work Plan is responsive to local conditions.

1.4 PREPARATION OF MONITORING, EVALUATION, AND LEARNING PLAN

- *Start date*: November 1, 2019
- *End date*: December 31, 2019
- *Deliverable*: Monitoring, Evaluation, and Learning (MEL) Plan
- *Lead team member*: Elisabeth Gish (Country Coordinator/M&E Manager, Cloudburst)
- *Support team members*: Aleta Starosta (Project Manager/Evaluation Specialist, Cloudburst); Jeremy Springman (Evaluation and Learning Postdoctoral Reseacher, DevLab@Duke); Kyle Shrivastava (R+ Program Manager, **Partners**Global)

Details: Led by Country Coordinator/M&E Manager Elisabeth Gish, the team will prepare the LO-MTSRA MEL Plan to outline the process of monitoring, measuring, and reporting progress toward achieving LO-MTSRA's performance outputs and outcomes. The MEL Plan will identify the specific indicators, targets, and methods that will be used for performance monitoring of LO-MTSRA's progress toward achieving key results delineated in the results framework. It will also outline how the performance monitoring activities described in the MEL plan relate to LO-MTSRA's concurrent Impact Evaluation (IE) of the R+ Framework (IE indicators and methods will be detailed in separate deliverables; see Activity 3 below). The MEL Plan's utility as a management and learning tool will be maintained throughout the life of the program by updating and revising it as necessary with additional information such as baseline data for relevant indicators in 2020, new data collection or data quality assessment tools and guidance, and to reflect any adjustments in performance indicators or targets.

ACTIVITY 2: OUTREACH AND ENGAGEMENT

2.1 DEVELOP CALL FOR ORGANIZATIONS

- *Start date*: November 1, 2019
- *End date*: December 30, 2019
- *Deliverable*: Call for organizations
- *Lead team member*: Kyle Shrivastava (R+ Program Manager, **Partners**Global)
- *Support team members*: Jeremy Springman (Evaluation and Learning Postdoctoral Researcher, DevLab@Duke); Aleta Starosta (Project Manager/Evaluation Specialist, Cloudburst); Elisabeth Gish (Country Coordinator/M&E Manager, Cloudburst)

Details: The Cloudburst team will develop a call of interest to facilitate outreach activities to the universe of available organizations in consultation with USAID. The call will explain the purpose of the project, identify key criteria for participation (i.e., organization size, years in operation, funding/budget,

capacity to participate, network affiliations, etc.), present the benefits for participation, and focus on two critical factors: willingness to participate in the study, and willingness to be randomly assigned into one of the three cohorts for the R+ intervention. Key factors to inform organizational selection beyond readiness and capacity to participate include organizational maturity and awareness of potential civic space concerns (i.e., legal environment restrictions, financial constraints, divisive narratives and control of the media, or the fragmentation and isolation of civil society actors). The team will draft an initial call of interest for USAID review and comment by December 2, 2019. USAID will have two weeks to review the draft call. Following approval, the call will be digitized to receive applications via an online forum, and selected organizations will be notified by April 1, 2020.

2.2   IDENTIFY AND CONFIRM ADVISORY ORGANIZATIONS

- *Start date*: October 7, 2019
- *End date*: December 30, 2019
- *Deliverable*: Six organizations selected
- *Lead team member*: Kyle Shrivastava (R+ Program Manager, **Partners**Global)
- *Support team members*: Elisabeth Gish (Country Coordinator/M&E Manager, Cloudburst)

Details: With input from the Mission, Cloudburst, led by the R+ Program Manager and the Country Coordinator, will identify and conduct outreach to leading sector CSOs, ultimately selecting six CSOs to serve as sector advisors to the project team during start up through Month 6. CSOs will be selected for their organizational experience and history in successfully navigating and diversifying revenue streams outside of government and donor funding across the sectors of interest (i.e., Democracy and Governance, Public Health, Education, Food Security, and Environment). With input from the Mission, and led by the Country Coordinator, discussions will be facilitated with a variety of organizations to gather more information on how and where these organizations can play a value-added partnership role to the project and the Mission.

Upon final approval of the six organizations, Cloudburst will subcontract with these organizations to advise on customizing the R+ Framework, facilitating the dissemination of the call for participation, advising on possible funding networks and opportunities, and identifying potential alternative funding sources for CSOs and how to access them. These organizations will be mature, established entities, and by advising the project will not be eligible to respond to the call for participation. These organizations will be essential to solicit buy-in from and access to sector-specific networks and support dissemination of the call for participation. These organizations will also provide essential support to customize the R+ Framework based on their local knowledge of Khmer culture and the Cambodian CSO landscape.

2.3   RECRUIT R+ COACHES

- *Start date*: October 21, 2019
- *End date*: January 31, 2020
- *Lead team member*: Kyle Shrivastava (R+ Specialist, **Partners**Global)
- *Support team members*: Elisabeth Gish (Country Coordinator/M+E Manager, Cloudburst); Aleta Starosta (Project Manager/Evaluation Specialist, Cloudburst); Luis Gomez Chow (R+ Specialist, **Partners**Global)

Details: The Cloudburst team will recruit up to six expert capacity-building specialists who will provide the majority of the in-country support to organizations in the treatment cohorts. Candidates will be recruited to align with the profile of identified organizations (i.e., sector, geographic location, capacity need areas, etc.). Ideal candidates will be currently working as civil society practitioners and professionals with at least six years of experience in the CSO sector, a relevant degree in organizational or financial management or similar, and fluency in Khmer and proficiency in English. Dynamic candidates with experience working in fundraising, including within the private sector and/or developing fee-for-service models (i.e., selling training or consultancy), will be highly sought after.

Candidates will be recruited through leading sector CSOs via referral from organizations involved in advising on customization of the R+ Framework, and through job-posting platforms such as Bongthom. After a vetting process, interviews, and reference checks conducted primarily by the Country Coordinator/M&E Manager with virtual support by the Project Manager and **Partners**Global staff, coaches will be selected. All coaches will receive intensive training on the R+ Framework and will work one-on-one with selected organizations.

2.4   DEVELOP PROTOCOL FOR CUSTOMIZING R+ FRAMEWORK AND TOOLS

- *Start date:* November 15, 2019
- *End date:* December 15, 2019
- *Deliverable*: One-page protocol submitted to USAID
- *Lead team member:* Kyle Shrivastava (R+ Specialist, **Partners**Global)
- *Support team members:* Luis Gomez-Chow (R+ Specialist, **Partners**Global)

Details: With input from USAID and informed by key informant interviews and an ecosystem analysis of discussions with leading sector organizations, **Partners**Global will develop a protocol for how the R+ Framework will be revised for the Cambodia context. This includes identifying external threats to key resiliency factors that are commonly shared within the cohort of organizations. These may include specific closing space challenges that commonly prevent organizations from operating effectively, such as government hostility, political crackdowns, misinformation campaigns, or restrictive legislation. While customization activities will not begin until Month 4 of the project, at the mobilization phase, **Partners**Global, led by the R+ Specialist, will develop a brief protocol that details how customization activities will take place between Month 4 and Month 12 (i.e., the timeline and expectations for the two components of the R+ customization). The protocol will identify necessary resources, raise potential challenges/threats, and include a detailed timeline. Components of the customization of the framework will also be discussed during onsite work planning.

ACTIVITY 3: BASELINE ASSESSMENT, RANDOMIZATION, AND ANALYSIS

3.1   DEVELOP IE DESIGN REPORT

- *Start date:* October 14, 2019
- *End date:* December 31, 2019
- *Deliverable*: Impact Evaluation Design Report
- *Lead team member:* Erik Wibbels (Evaluation and Learning Specialist, DevLab@Duke)

- *Support team members:* Jeremy Springman (Evaluation and Learning Postdoctoral Researcher, DevLab@Duke); Aleta Starosta (Project Manager/Evaluation Specialist, Cloudburst)

Details: The Cloudburst team, led by the Evaluation and Learning Specialist, will produce a design report for the impact evaluation. The design report will specify the hypotheses, data sources, and indicators; the research and survey methodology and power analysis; and a detailed timeline and deliverable schedule for the activity. The first draft of the report will be submitted to USAID/Cambodia for comment on December 31, 2019, and the Cloudburst team will respond to one round of consolidated comments from USAID prior to finalizing the document in January 2020.

3.2   SCOPING ON SURVEY INSTRUMENT DESIGN, BUDGET PRACTICES, AND DATA AVAILABILITY

- *Start date:* October 30, 2019
- *End date:* November 30, 2019
- *Deliverable:* Draft survey instrument and one-page report on other data sources
- *Lead team member:* Jeremy Springman (Evaluation and Learning Postdoctoral Researcher, DevLab@Duke)
- *Support team members:* Erik Wibbels (Evaluation and Learning Specialist, DevLab@Duke)

Details: During the onsite work planning meetings, the DevLab@Duke team will conduct scoping work to inform three aspects of the evaluation design. First, the team will seek feedback from local organizations on a draft survey instrument, specifically regarding the sensitivity of questions and the willingness and ability of CSOs to provide responses. Second, the team will inquire about the budget practices of local organizations and their reporting practices. This will help to inform the type and structure of budget data that will be collected from CSOs as part of the evaluation. Finally, the team will pursue information on the full list of registered non-governmental organizations (NGOs) in Cambodia and all NGO-implemented projects that have received foreign funding. This data is made publicly available by the Council for the Development of Cambodia but is not provided in an easily downloadable format. A one-page report on takeaways regarding instrument design and data availability will be provided on November 30, 2019.

III. MOBILIZATION TIMELINE

	October 2019					November 2019				December 2019				January 2020
	1	2	3	4	5	1	2	3	4	1	2	3	4	
Activty 1: Mobilization/Management/M&E														
1.1 Contract Kickoff with USAID/Cambodia	▓	▓	▓											
1.2 Mobilization of staffing and contractor resources	▓	▓	▓											
1.3 Preparation of Year 1 Annual Workplan			▓	▓	▓	▓	▓	▓						
1.4 Preparation of Monitoring, Evaluation, and Learning Plan						▓	▓	▓	▓	▓				
Activity 2: Outreach and Engagement														
2.1 Develop Call for Organizations						▓	▓	▓	▓	▓	▓	▓	▓	
2.2 Identify and Confirm Advisory Organizations		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	
2.3 Recruit R+ Coaches			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
2.4. Develop Protocol for Customizing R+ Framework tools						▓	▓	▓		▓	▓	▓		
Activity 3: Baseline Assessment, Randomization, and Analysis														
3.1 Develop IE Design Report			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		
3.2 Scoping on Survey Instrument Design, Budget Practices, and Data Availability						▓	▓	▓	▓	▓				

APPENDIX A. PROJECT DELIVERABLES SCHEDULE

Task/Deliverables(s)	Due Date	Performance Assessment Method
Activity 1: Management and Coordination Deliverables		
Mobilization Plan	Thursday 31 October 2019	Review/approved by COR
Annual Work Plan: Year 1	Friday 29 November 2019	Review/approved by COR
Annual Work Plan: Year 2	Friday 30 October 2020	Review/approved by COR
Annual Work Plan: Year 3	Monday 1 November, 2021	Review/approved by COR
Monitoring, Evaluation, and Learning Plan	Tuesday 31 December 2019	Review/approved by COR
Quarterly Performance Reports	Thursday 31 January 2020 Wednesday 30 April 2020 Friday 31 July 2020 Friday 29 January 2021 Friday 30 April 2021 Friday 30 July 2021 Monday 31 January 2022 Friday 29 April 2022 Friday 29 July 2022	Review/approved by COR
Quarterly LOE Reports	Friday 20 December 2019 Friday 20 March 2020 Saturday 20 June 2020 Sunday 20 September 2020 Sunday 20 December 2020 Saturday 20 March 2021 Sunday 20 June 2021 Monday 20 September 2021 Monday 20 December 2021 Sunday 20 March 2022 Monday 20 June 2022 Tuesday 20 September 2022	
Annual Performance Reports	Friday 30 October 2020 Friday 29 October 2021	Review/approved by COR
Demobilization and Closeout Plan	Friday 1 July 2022	Review/approved by COR

Task/Deliverables(s)	Due Date	Performance Assessment Method
Activity 2: Outreach and Engagement Deliverables		
List of Advisory Organizations	Final list submitted December 15, 2019	Review/approved by COR
List of Dissemination Organizations	Final list submitted December 15, 2019	Review/approved by COR
Call for Interest	Draft submitted Monday, December 2, 2019 Receive comments Monday, December 16, 2019 Final version submitted Friday, December 20, 2019	Review/approved by COR
Final list of at least 120 CSOs to be included in the randomization	List submitted February 10, 2020 USAID reviews and approves final list February 24, 2020	Review/approved by COR
R+ Coaches recruited	March 30, 2020	Direct observation reported as: Number of R+ Coaches contracted
R+ Coaches trained	May 15, 2020	Direct observation reported as: Sign in sheet for R+ Coaches during training
Customized and translated ROCCs Assessment and Workshop Materials	Draft submitted April 10, 2020 Receive comments April 24, 2020 Final version submitted May 1, 2020	Review/approved by COR
Compiled and translated funding sources, networks, and partners	Submitted September 1, 2020 Receive comments September 15, 2020 Final version submitted September 25, 2020	Review/approved by COR
Activity 3: Baseline Assessment, Randomization or Organizations and Analysis Deliverables		
Impact Evaluation Design Report	Draft submitted December 31, 2019 Receive USAID comments January 15, 2020 Final version submitted January 31, 2020	Review/approved by COR and posted on the DEC
Baseline survey instrument - CSO survey	Draft submitted January 31, 2019 Receive USAID comments February 8, 2020 Final version submitted February 15, 2020	Review/approved by COR
Baseline survey instrument – Budget survey	Draft submitted February 1, 2020 Receive USAID comments February 15, 2020 Final version submitted February 29, 2020	Review/approved by COR
Protocol for Social Media data scraping	April 15, 2020	Review/approved by COR

Task/Deliverables(s)	Due Date	Performance Assessment Method
Baseline data collected for 360 Civil Society Organization respondents	May 15, 2020	Direct observation reported as: Number of CSO surveys
Baseline data collected for 120 Budget respondents	May 15, 2020	Direct observation reported as Number of budget surveys
List of 120 CSOs randomized into treatment groups	June 1, 2020	Review/approved by COR
Impact Evaluation Baseline Report	Draft submitted August 17, 2020 Receive USAID comments August 31, 2020 Final version submitted September 18, 2020	Review/approved by COR and posted on the DEC
Impact Evaluation Baseline Dataset – CSO survey	Submitted: September 1, 2020 Approved: September 15, 2020	Review/approved by COR and posted on DDL
Impact Evaluation Baseline Dataset – Budget survey	Submitted: September 15, 2020 Approved: September 30, 2020	Review/approved by COR and posted on DDL
Activity 4: R+ Intervention Deliverables		
R+ Intervention – Resiliency 101 Workshop (agenda, materials, meeting synthesis)	Submitted September 1, 2020 Approved September 15, 2020	Direct Observation reported as: Number of workshops; Number of participants; Number of completed ROCSS Assessment
R+ Intervention – Low and High Intensity Coaching	September 2021	Direct Observation reported as Hours of coaching; Number of Resiliency Roadmaps created; Number of workshops; Number of participants;

Task/Deliverables(s)	Due Date	Performance Assessment Method
Activity 5: Endline Assessment Deliverables		
Pre-Analysis Plan	September 2021	Review/approved by COR
Revised survey instruments CSO survey Budget survey	October 2021	Review/approved by COR
Endline data collection	November 2021	Direct observation reported as Number of CSO surveys; Number of budget surveys; Number of Social Media surveys
Endline report	June 2022	Review/approved by COR
Endline datasets CSO survey Budget survey	July 2022	Review/approved by COR
Powerpoint of evaluation results	July 2022	Review/approved by COR
2-pager brief of evaluation results	July 2022	Review/approved by COR
Activity 6: Peer Learning Summit, Results Dissemination, and Closeout Deliverables		
Peer Learning Summit (agenda, invitation, presentations, and summit write up post event)	August 2022	Direct Observation reported as Number of participants; Copies of final presentations highlighting key lessons learned
Final Report	Friday 9 September 2022	Review/approved by COR

APPENDIX B. PROJECT TIMELINE

Activity	Timeframe (2019 Oct – 2022 Sep)
ACTIVITY 1: MOBILIZATION/MANAGEMENT / M&E	
Mobilization and Recruiting	Oct–Dec 2019
Work Planning	Oct–Nov 2019
Branding and Marking Plan	Oct–Nov 2019
Monitoring, Evaluation, and Learning Plan	Oct–Dec 2019
Quarterly M+E Data Collection and Reporting	Quarterly: Jan, Apr, Jul, Oct 2020; Jan, Apr, Jul, Oct 2021; Jan, Apr, Jul, Sep 2022
General Management/Coordination	Oct 2019 – Sep 2022
ACTIVITY 2: OUTREACH AND ENGAGEMENT	
Identify and Confirm Participating Organizations	Nov 2019 – Feb 2020
Recruit, Hire, and Train Resiliency + Coaches	Nov 2019 – Apr 2020
Customize R+ Framework Tools	Jan – Sep 2020
ACTIVITY 3: BASELINE ASSESSMENT, RANDOMIZATION, AND ANALYSES	
Produce a Design Report	Oct–Dec 2019
Design Survey Instruments	Jan–Feb 2020
Survey Programming, Testing, and Translation	Mar–Apr 2020
Baseline CSO Survey	Apr 2020
Baseline Budget Survey	Apr 2020
Social Media Survey & Ongoing Web Scraping Analysis	Apr 2020 – Nov 2021
Matching Analysis for Organization Randomization of CSOs Into 3 Cohorts	Jun 2020
Baseline Data Cleaning and Analysis	Jun–Jul 2020
Baseline Report	Jul–Sep 2020
CLA Event	Sep 2020
ACTIVITY 4: R+ INTERVENTION	
Intervention Launch: Initial outreach to Resiliency 101 Workshop	Jun–Jul 2020
R+ Intervention, Low-Intensity Cohort	Jul 2020 – Nov 2021
R+ Intervention, High-Intensity Cohort	Jul 2020 – Nov 2021
Ongoing Monitoring and Evaluation Data Collection	Jul 2020 – Nov 2021
ACTIVITY 5: ENDLINE ANALYSIS	
Pre-analysis Plan	Apr – Sep 2021
Revise Baseline Instruments for Endline	Oct 2021
Endline Survey Programming, Testing, and Translation	Oct 2021
Endline CSO Survey	Nov 2021
Endline Budget Survey	Nov 2021
Endline Social Media Scraping	Nov 2021
Endline Data Cleaning and Analysis	Dec 2021 – Feb 2022
Endline Report	Feb – May 2022
ACTIVITY 6: CLOSEOUT, PEER LEARNING, AND DISSEMINATION	
Intervention Close Out	Oct–Nov 2021
2-pager of Evaluation Results	Jul 2022
Powerpoint of Evaluation Results	Aug 2022
Learning Summit for All CSOs	Aug 2022
Presentation of Findings to USAID/Cambodia	Aug 2022
Final Reporting	Aug–Sep 2022

APPENDIX C. STAFF COMMUNICATIONS MATRIX

PROJECT TEAM	ROLE	ORGANIZATION	LOCATION	EMAIL	PHONE	WhatsApp	SKYPE
Aleta Starosta	Project Manager & Evaluation Specialist	Cloudburst	Lusaka, Zambia	aleta.starosta@cloudburstgroup.com	+260 971-545-041	+260 971545041	ahaflett
Elizabeth Gish	Country Coordinator & M&E Manager	Cloudburst	Phnom Penh, Cambodia	nature.culture.consulting@gmail.com	+855-977-938-202 (local mobile)	+1 (609) 423-8194	lizziegish
Aidan Schneider	Project Coordinator	Cloudburst	Landover, MD	aidan.schneider@cloudburstgroup.com	(240) 582-3616		aidan.r.boyd
Roselie Vasquex-Yetter	R+ Specialist	**Partners**Global	Washington, DC	rvasquezyetter@partnersglobal.org	(202) 942-2166		
Luis Gomez Chow	R+ Specialist & Deputy Director	**Partners**Global	Washington, DC	lgomezchow@partnersglobal.org	(202) 695-1199	+1 (202) 390-6557	luisgomezchow
Kyle Shrivastava	Program Manager	**Partners**Global	Washington, DC	kshrivastava@partnersglobal.org	(202) 469-3667	+1 (814) 232-2683	kyle.shri
Erik Wibbles	Professor of Political Science & Director	DevLab at Duke University	Durham, NC	e.wibbels@duke.edu	(919) 419-0827		ewibbels
Jeremy Springman	Postdoctoral Research Associate	DevLab at Duke University	Durham, NC	jeremy.springman@duke.edu	(904) 415-7278	+1 (904) 415-7278	jeremyrgs6
CLOUDBURST CORPORATE STAFF							
Michelle Hayes	President	Cloudburst	Landover, MD	michelle.hayes@cloudburstgroup.com	(202) 253-2346		
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Meggan Medina	Chief Operating Officer	Cloudburst	Phoenix, AZ	meggan.medina@cloudburstgroup.com	(240) 582-3322		
JP Morgan	Chief Finance Officer	Cloudburst	Landover, MD	jp.morgan@cloudburstgroup.com	(240) 582-3628		