



## Evaluation of Sierra Leone Urban Research Centre

### Terms of Reference

#### PROJECT TITLE:

Sierra Leone Urban Research Centre (SLURC): Capacities and knowledge for improving the well-being in informal settlements

#### THE BARTLETT DEVELOPMENT PLANNING UNIT

The Bartlett Development Planning Unit (DPU) - University College London embodies a long-term commitment to fostering equitable urban policy and planning, strengthening local government, and supporting community engagement in urban development in the global south. The DPU vision is “*a just world in which men and women are equally able to choose, plan and manage their own lives and communities, and to influence local, national and global development in ways that are economically, socially and environmentally sustainable*”. The DPU mission “*is to strengthen the professional and institutional capacity of governments and non-governmental organisations (NGOs) to design and implement innovative, sustainable and inclusive strategies*”, giving emphasis to social justice, poverty reduction and participatory local governance. Accordingly, DPU has conducted world-leading research and postgraduate teaching that helps to build the capacity of national governments, local authorities, CBOs and NGOs, aid agencies and businesses working towards socially just and sustainable development in the global south. As the vision implies, a key focus of these activities is supporting community-led processes at scale, either directly through work with CBOs and NGOs, or through strengthening the capacities of local government to interact with communities in an inclusive and transparent manner. (See Programmes, Research and Partnerships at <http://www.bartlett.ucl.ac.uk/dpu>)

#### THE PROJECT

The DPU has implemented a 3-years project funded by Comic Relief and DFID to establish the Sierra Leone Urban Research Centre (SLURC) in partnership with Njala University.

The objectives of SLURC are:

1. To deliver world leading research in order to influence Sierra Leone’s urban policy and inform urban development efforts.
2. To build research and analysis capacities of all urban stakeholders in Sierra Leone.
3. To provide opportunities for professional development and further the experience of academic staff and students in Sierra Leone.
4. To contribute to public debate on equitable urban development and the needs of the urban poor.
5. To nurture a collaborative research environment in Sierra Leone.
6. To engage and/or collaborate with urban stakeholders to promote equitable urban development.
7. To make urban knowledge available and accessible to urban stakeholders.

The SLURC benefited from exchanges and partnerships with other African institutions as well as with leading global institutions including the Development Planning Unit (DPU). The new Centre responds to local needs building upon the best practices in Africa and globally. For three years, the research centre was guided by an advisory committee composed of prominent African scholars, and a management committee involving the DPU and Njala University staff.

The activities of SLURC included:

- Development and provision of trainings and capacity building for key urban stakeholders (local researchers, civil servants, NGO staff and residents of informal settlements);
- Implementation of research projects;
- International exchanges to expose urban stakeholders in Sierra Leone to other urban contexts and research centres;
- Collection, management and dissemination of urban knowledge to communities, NGOs, government, and other relevant stakeholders;

- Hosting national and international urban researchers, and;
- Developing new partnerships and collaborations.

#### 4 CITIES INITIATIVE

In March 2012, DfID committed £10 million to Comic Relief’s work in Urban Slums - this was matched with £10 million of Comic Relief’s funding creating a total pot of £20 million. This funding presented Comic Relief with an opportunity to test a new, more proactive ‘city focused’ approach - with an underpinning assumption that *by funding a group of grantees in a particular city, and by encouraging stronger collaboration between grantees themselves (both within and across cities) and between grantees and key city stakeholders* the impact would be greater. The resulting “Four Cities Initiative” runs until November 2019.

A total of 17 full grants have been awarded in Freetown, Cape Town, Kampala and Lusaka. The overarching framework for the initiative sets out the following outcomes which aim to broadly capture the work of the 17 grants:

- Intermediate Outcome 1: Local government policies and processes are more responsive to the rights and needs of slum dwellers
- Intermediate Outcome 2: A more informed, collaborative and influential civil society is responding to priority slum issues
- Immediate Outcome 1: Improved quality of and access to economic livelihoods for slum dwellers
- Immediate Outcome 2: Improved access to quality water and sanitation services
- Immediate Outcome 3: Improved access to quality health and education services for slum dwellers
- Immediate Outcome 4: Improved security of people in slum communities

Outcomes and indicators were initially developed as a result of a grantee-led process in each city and were then aggregated into an overarching framework.

#### THE EVALUATION

In these first three years, we have focused a lot of activities on learning. We believe learning is a fundamental step towards a more just city for the residents of informal settlements. We would like this evaluation to focus on learning. This evaluation will be in parallel with the SLURC collection of data on the MEL indicators set at the onset of the project, which will focus more closely on understanding the achievement of the following outcomes.

<b>Project outcome 1</b>	Increased urban research capacity in Sierra Leone
<b>Project outcome 2</b>	Significantly improved quality and quantity of available knowledge on the informal settlements in Freetown and SL
<b>Project outcome 3</b>	Increased stakeholder access, understanding and use of quality research and data
<b>Project outcome 4</b>	The Centre is in a position to influence policies towards informal settlements
<b>Project outcome 5</b>	Independent and sustainable urban research centre established

This evaluation instead will focus on the learning and how this learning may be linked with some of these outcomes. The consultant will report to Dr Alexandre Apsan Frediani.

#### SCOPE OF THE WORK

This MEL contract will suit someone who is interested in processes of mutual learning, strengthening relationships among project stakeholders, and building institutional capacity. The evaluation will have a primary emphasis on learning as much as on accountability. The process will emphasise the voice and inclusion of different stakeholders

#### Evaluation objectives and questions

The objectives and question of the learning evaluation are:

- Foster critical reflection about the type of learning generated by SLURC and its activities.
- Identify who has learnt what, what were the most effective strategies to generate learning, how the learning contributed/can contribute to the long-term objectives of SLURC

### **Proposed evaluation questions:**

1. What learning have SLURC activities generated? For whom?
2. What were the most and the least effective strategies/activities to generate learning?
3. How has the learning contributed to the long-term objectives of SLURC?
4. Whose learning and what aspect of learning are relevant for the wellbeing of the residents of informal settlements?
5. What areas of learning should be strengthened?
6. Have SLURC activities significantly improved the learning about informal settlements, and residents' wellbeing, in Sierra Leone?
7. Are SLURC activities generating relevant learning which respond to the needs of urban stakeholders who are working with slum dwellers in SL?
8. Has the research capacity of urban actors in Freetown improved?
  - 8.1. Is the knowledge produced and stored by SLURC relevant for the process of achieving the well-being of women and men living in the slums of Freetown and SL?
  - 8.2. Do local communities and organisations use the knowledge produced and stored by SLURC?
  - 8.3. Do policy-makers use the knowledge produced and stored by SLURC?

These are some of the stakeholders/beneficiaries of SLURC:

Central Government, local government, NGOs and civil society organisations (including media), Social movements and residents of informal settlements (Federation of the urban and rural poor), University (staff and students), urban professionals, SLURC staff and associates (including advisory members), international visitors (academics from other countries, interns) and hosts (Zambia, Uganda, Cape Town, Malawi, London).

### **Evaluation Time-line**

This will be a multiphase evaluation with an *indicative* schedule as follows:

We are seeking an expert consultant who will visit SLURC for one-week and interview beneficiaries, staff and other stakeholders about the learning that was generated as a result of their interaction with SLURC.

We have some flexibility in the schedule but the final report needs to be submitted by 14/12/2018 and two weeks for comments are required prior to this. We are also willing to discuss suggestions from the consultant on the approach and methodology, particularly if they want to propose the use of different media and methods.

#### **1. Preliminary phase:**

- Getting full documentation of activities and contacts of different people.
- Establish list of people to be interviewed and methodology.
- Analysis of existing evaluation data from each activity.

#### **2. Data collection:**

- Visit of 5 days to Freetown to interview different people.
- Additional interviews can be conducted by Skype/Zoom particularly with people in other countries.

#### **3. Report:**

- Draft report submitted. Presentation to SLURC management (latest 29/11/2018)
- Second week of December: Feedback integrated into final report (latest 14/12/2018)

### **Outputs:**

- Questionnaire
- List of people to interview
- One learning report with quotes from interviewed people and analysis of learning. With a comprehensive annex with case studies or larger interview extracts which SLURC can use to demonstrate the learning they produced.

After the preliminary phase, we expect the consultant to discuss with Alex Frediani the list of people to be interviewed and the questionnaire as well as checking they have received all the existing MEL data. We also expect a presentation of the results to the team and the integration of feedback/comments into the final draft of the report.

### **Target Audience and Evaluation**

The primary audiences for this evaluation will be the staff and stakeholders of the SLURC, Comic Relief and other grantees, as well as DPU and academia and other stakeholders involved in the activities including city authorities, slum communities, civil society organisations, private sector service providers etc. and the broader urban development sector.

### **Research Available and Contractors**

The DPU will provide support to the consultant team in contacting and liaising with SLURC staff, particularly at the start of the evaluation.

The consultant evaluation team is expected to supply and manage their own logistic requirements, including for in-country visit.

### **Duty of Care**

The contracted consultant will be responsible for their own safety and well-being, including appropriate security and insurance arrangements.

### **Quality Standards**

It is expected that the evaluation implementation and reporting will comply with the OECD-DAC quality standards for development evaluation.<sup>1</sup>

### **Contract value**

The final budget for the consultancy is subject to negotiation with the successful contractor(s), and will be based on the approach agreed between the contractor and the Managing Committee. However, the total budget for the consultancy should not exceed £ 6,345, inclusive of travel expenses (approx costs: visa about £100, hotel about £55 per night, flights £500-700, airport transfer in Sierra Leone £60)

To discuss this invitation further or to submit an Expression of Interest please contact Dr Alexandre Apsan Frediani ([a.frediani@ucl.ac.uk](mailto:a.frediani@ucl.ac.uk)) by sending CV, one page interest letter, and sample of a relevant previous work by October 5<sup>th</sup>, 2018.

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<sup>1</sup> See <http://www.oecd.org/development/evaluation/qualitystandards.pdf>, section 3.