Evaluation Report
Empowering young slum dwellers for the social and economic transformation of slum communities in Freetown

Susan’s Bay, Freetown, Sierra Leone.

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September 2018
Executive Summary

Six complementary Objectives: The FUSI Project worked to achieve six outcome objectives. This evaluation addresses the achievements and challenges of each outcome objective but recognises that they are complementary: empowering young slum dwellers to help transform their communities did indeed require action in all six objective areas as summarised below, following which there is a summary of lessons and recommendations to share with slum settlement developers. Overall the Project has made impressive contributions to the empowerment of youth in slum areas as development actors. It has raised awareness of the rights of slum communities, reducing the risks of enforced resettlement and demolition. There is potential going forward for slum dwellers to be included in Government urban planning. Lessons from the Project should add value to efforts made elsewhere to improve slums and their visibility to planners and politicians.

Economic resilience: The Project sought to provide skill and entrepreneurship training and access to jobs and self-employment. Training targets were met, as was the target for half of the youth trained to gain employment within six months. Grants and loans to youth trained have helped them start businesses and most have been able to repay. The rapidly changing needs for skills due to the Ebola crisis and recession made it difficult to adapt to market trends. While the Project included assessment of market opportunities for slum dwellers, the changing context in which the Project operated required reviews and periodical reassessment. The Project put much effort into supporting those whose businesses struggled or who did not gain employment. A more balanced application of resources into assessing opportunities for skill training on the one hand and post training on the other is a lesson to draw from the Project. Slum settlers with whom the Project has worked for over ten years explained the importance of training for new generations of young people if they are not to remain idle, and in the case of young women, not to resort to commercial sex work for income. A strength of providing training and jobs is that some are passing their knowledge on to new young people. Unexpectedly, those working as peer educators, advocacy groups and data collectors (mapping and enumeration) and DRR teams regard the stipends they receive as their primary, or even sole source of income. Overall, the model of economic support has proved valuable to those who have participated in it, but without significant replication of the model by Government or other agencies there will continue to be high unemployment in all the slum settlements.

Youth strengthened to support community development: Youth groups supported by the Project and coordinated by FEDURP have proved successful in engaging youth to support slum development and protection. Small grants were used with good effect to support groups upgrade slums, which included improvements to shared spaces like community halls and safer paths and stairways. These groups have been recognised by government and other agencies as valued partners in slum development and protection schemes. A cascade system of savings management by community savings groups supported by the regional office of FEDURP using SDI/ CODOHSAPA record keeping works well. It provides loans, with small interest charges, to members to solve their problems, and to community groups engaged in Project activities. This model has the potential to sustain the work of community youth activists with minimal external support.

Health and sanitation messaging: Youth have formed peer education groups and have reached many more people than planned with health and sanitation messages, exceeding targets significantly due to the Ebola crisis and higher than expected youth participation in sports. The construction of water points and latrines supported by the Project and managed by the communities together with health messaging has reduced to zero the incidence of cholera outbreaks. Compared to a 2013 baseline of just 20% almost all slum dwellers surveyed said communities now know how to keep healthy.
**Advocacy and influencing:** Significant influence has been achieved on slum support agencies and Government departments responsible for slum settlements. Community level groups have mapped and enumerated slum populations. This data has been used by the PSPP partners working together to lobby for recognition of slum dwellers and their rights. A Freetown Development Forum is close to being established with civil society and Government participation and the rights of slums to exist is no longer in question. The Freetown City Council planners recognise slum communities to the extent that they have assigned responsibility for revenue collection to FEDURP and the Savings groups, regarding them as more representative, capable and trusted by slum dwellers than Councillors and traditional leaders. This unplanned achievement of the Project also provides some help to the sustainability of FEDURP as a proportion of the taxes collected is retained by FEDURP. The Project partners are now included in key policy fora on land tenure issues, resettlement schemes and the review of the National Poverty Reduction Strategic Plan.

**Disaster risk reduction:** Worsening climate and unplanned expansion of the city are key factors threatening Freetown’s slums: the slums are hazardous and precarious and the scale of responses to emergencies is often beyond the capacity of local Community Based Disaster Management Committees (CBDMC) formed by FEDURP. These groups have earned the respect and cooperation of the Government and other response agencies and are now working with the Office of National Security to develop emergency response plans. The groups are also assisting large scale agencies with civil works to control flood water, providing both knowledge of what is needed and labour.

**Gender, diversity equity and inclusion:** Women are leaders in the majority of savings groups, but most other leadership positions in community structures are held by men. There has been limited gender analysis, for example, the target of supporting commercial sex workers was not met and reasons given show lack of a full understanding of gender issues and approaches to support vulnerable people. Furthermore, the monitoring framework, while requiring the gender of participants be recorded, did not collect data nor undertake analysis of the different groups included in Project activities.

A strength of the Project was the opportunity to share skills and experience with other agencies supported by Comic Relief under the Four Cities initiative. This did enable the Project to use expertise of the PSPP partners to assist in its work to include women sex workers and other vulnerable groups.

**Adaptive Management and unintended outcomes:** The evaluation has identified that working with slum communities does not lend itself to strict project planning processes. The fluidity of slum settlement – politically due to attitudes of Government service providers and policy makers, demographically due to the frequent movements of people in, out and between settlements, and economically due to the vulnerability of livelihoods – requires a flexible, adaptive approach to any project that aims to assist. The Project operated within a plan with targets and indicators, but in practice found monitoring progress challenging as needs changed. Unexpected outcomes were sometimes of more significance than those planned. Furthermore, the monitoring of planned targets has not reflected either the achievements or challenges of the project. Narrative reporting and engagement with slum dwellers provides clearer information than the quantified results. In effect, the Project was responsive to the fluid situation of slums. The Ebola epidemic alone required two years of adapted plans and management given all economic and social activity effectively ceased.

**Summaries of recommendations (see report for detailed list)**

**DESIGN AND MANAGEMENT**
Planning and MEAL: Use adaptive management approaches for Projects in fluid, unpredictable contexts. Track lessons and feed them back into the project cycle. Negotiate with donors to accept this approach.

Partnerships: Where several partners are coordinating, as with the PSPP network, build joint activities and mutual support roles and functions into the project design and budgets.

Capacity building and ‘exit’ strategies: Clarify roles and responsibilities between partners, defining capacities and organisational structures and governance that fit their roles and functions. Plan and design an exit strategy that sustains important achievements.

Recognise climate, environmental and economic change in slum projects: Plan within a strategic framework defined by the UN Strategic Development Goals (SDG). Use the lessons from such projects to make the case for slum communities in land and urban policy making.

Equity, diversity, gender and participation: In designing slum response programmes ensure there is partner capacity to identify and work with the diversity of slum settlement vulnerable and sometimes stigmatised groups – women, people with disabilities, ethnic minorities, LBGT etc.

SECTORS

Entrepreneurship and jobs: Match support to markets. Innovate to find new opportunities for livelihoods. Consider recycling opportunities and care service provision. Lobby for the inclusion of slum dwellers in Government and other training and business support schemes.

Skill training: Consider special needs of slum dwellers in training to reduce drop outs. Negotiate with the few institutions that provide vocational and business training to include slum dwellers. Lobby responsible government departments and political actors to recognise the needs of slum dwellers and their potential be economically active given appropriate support.

Capacity of youth: Recognise new generations require support and how leaders who have developed can be supported to pass on the experiences, behaviour and culture generated by the Project.

Slum improvement: Share the innovations of the savings and credit scheme developed by FEDURP groups, especially the revolving use of capital and interest to fund slum improvements and the needs of individuals.

Advocacy: Build on improved attitude of Government and awareness of the numbers of slum dwellers and their rights as citizens. Work with partners to advocate for land reform, security of tenancy, rights to ownership and rights to negotiate proposed resettlement schemes.

Disaster preparedness (DRR): Build on relations between CBDMCs and the emergency response agencies to develop practical disaster response plans that include the most vulnerable and use community capacity to engage in DRR and emergency responses.

Inclusion and vulnerability: Increase inclusion and support for vulnerable and excluded groups by strengthening partner staff and links to specialist agencies to recognise and work with the most vulnerable and excluded.

Funding: Design projects in partnerships with organisations and donors focused on human settlements. Base proposals on sound organisational vision, mandates and best practice.

In conclusion: People say they are better off through the Project and many have jobs and small businesses, however, there remains great poverty in slums and the need to extend support to more slum dwellers, some of which will result from sustained actions by beneficiaries of the Project, but more external assistance is a continuing and essential need. The partners and youth of Freetown’s slums are ready to play their part, given some support, see box:

Young people have the energy and exuberance to effect a change when given the opportunity to do so and that is what exactly we have learnt in this period. We will continue to ensure young people participate in all aspect of our work in Sierra Leone. CODOHSPA Year Five Report. CODOHSPA Year Five Report.
## Contents

*Executive Summary* ......................................................................................................................... ii

*Introduction* ........................................................................................................................................ 1
  - Context ............................................................................................................................................ 1
  - Overview of Project ....................................................................................................................... 1
  - Partners involved in the programme ............................................................................................ 2
  - Purpose of the evaluation ............................................................................................................. 2

*Methodology* ..................................................................................................................................... 3
  - Survey ............................................................................................................................................ 3
  - Interviews and focus group discussions ....................................................................................... 4
  - PVMSC .......................................................................................................................................... 4
  - Validation workshop ..................................................................................................................... 5
  - Limitations of the evaluation ......................................................................................................... 5

*Relevance* ......................................................................................................................................... 6
  - Training and entrepreneurship ..................................................................................................... 6
  - Water and sanitation ..................................................................................................................... 7
  - Slum upgrading and disaster management .................................................................................. 7

*Impact* ............................................................................................................................................... 7
  - A theory of change for the Project ............................................................................................... 7
  - Capacity of civil society in slum upgrading and disaster preparedness ..................................... 8
  - Advocacy and influence on slum support agencies ...................................................................... 9
  - Economic resilience and improved health status ....................................................................... 10
  - Occupations of respondents ...................................................................................................... 11
  - Impact of training .......................................................................................................................... 12
  - Job and business challenges ........................................................................................................ 12
  - Income sources and community activism .................................................................................... 14
  - Impact on Health ............................................................................................................................ 14

*Effectiveness* .................................................................................................................................... 17
  - Outcome targets ............................................................................................................................ 17
  - Output targets ............................................................................................................................... 17
  - Advocacy monitoring .................................................................................................................... 19

*Equity and Participation* .................................................................................................................. 20
  - Equity .......................................................................................................................................... 20
  - Participation ................................................................................................................................. 21

*Efficiency* .......................................................................................................................................... 22
  - Value for money ............................................................................................................................ 22
  - Financial and administrative resources ....................................................................................... 23
  - Partnerships .................................................................................................................................. 23
Acknowledgements

The consultant thanks all those in Y Care International, YMCA Sierra Leone, CODOHSAPA, FEDURP and their partner organisations who entrusted me with this evaluation of their work and facilitated and guided me.

The community people and stakeholders we met and interviewed provided insights and views on the Project. I hope that I have been able to give voice to their efforts to improve living conditions in the slums of Freetown, and that this report may help those wishing to provide appropriate support.

Thanks to those slum dwellers who are actively striving to support themselves, their families and neighbours and took time to explain the work they are doing to me as an outsider. I hope they will find their achievements and continuing needs reflected in this report.

The opinions and advice provided by all is valued but note that the findings and views of the Project expressed are solely those of the consultant.
<table>
<thead>
<tr>
<th>Acronyms</th>
<th>Full Form</th>
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<tr>
<td>BRAC</td>
<td>Bangladesh Rural Advancement Committee</td>
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<tr>
<td>CBDMC</td>
<td>Community based disaster management committee</td>
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<tr>
<td>CKG</td>
<td>Crab Town, Kolleh Town and Grey Bush slum</td>
</tr>
<tr>
<td>CODOHSAPA</td>
<td>Centre for Dialogue on Human Settlement and Poverty Alleviation</td>
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<td>CR</td>
<td>Comic Relief</td>
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<td>CRS</td>
<td>Catholic Relief Services</td>
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<td>CSO</td>
<td>Civil society organisation</td>
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<tr>
<td>DFID</td>
<td>Department for International Development</td>
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<tr>
<td>DRR</td>
<td>Disaster risk reduction</td>
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<tr>
<td>EVD</td>
<td>Ebola virus disease</td>
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<tr>
<td>FAWE</td>
<td>Forum for African Women Educationalists</td>
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<td>FCC</td>
<td>Freetown City Council</td>
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<td>FEDURP</td>
<td>Federation of Urban and Rural Poor</td>
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<td>FGD</td>
<td>Focus group discussion</td>
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<tr>
<td>GBV</td>
<td>Gender based violence</td>
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<tr>
<td>IIED</td>
<td>International Institute for Environment and Development</td>
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<tr>
<td>MAGE-SL</td>
<td>Men's Association for Gender Equality-Sierra Leone</td>
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<td>ONS</td>
<td>Office of National Security</td>
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<td>PSPP</td>
<td>Pull Slum Pan Pipul</td>
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<td>PVMSC</td>
<td>Participative video and most significant change</td>
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<td>RD</td>
<td>Restless Development</td>
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<td>SDI</td>
<td>Shack/Slum Dwellers International</td>
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<td>SLURC</td>
<td>Sierra Leone Urban Research Centre</td>
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<td>SRH</td>
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<td>Urban Poor Fund</td>
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<td>YCare International</td>
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<tr>
<td>YDM</td>
<td>Youth Development Movement</td>
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<td>YMCA SL</td>
<td>Young Men Christian Association of Sierra Leone</td>
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Introduction

Context

Y Care International (YCI), the Young Men Christian Association of Sierra Leone (YMCA SL) and the Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA), in collaboration with Shack/Slum Dwellers International (SDI), implemented a slum upgrading and development Project in Freetown from 2013 to 2018. Funded by Comic Relief (CR), this Project aimed to provide vocational, entrepreneurship, life-skills training, and post-training inputs to young people; support slum dwellers to establish savings/credit groups and advocate for improvements in their communities; strengthen the capacity of local organisations to participate in slum upgrading initiatives; establish a small-grants scheme for community development initiatives led by young people; improve people’s access to water and sanitation through the rehabilitation and construction of new latrines and water points; raise health/hygiene awareness; and build the capacity of communities to prepare for natural disasters.

The Project fits within Comic Relief’s Four Cities initiative (funded with DFID), which aims to test innovative approaches to the development of informal settlements (slums). The initiative has a strong focus on promoting a city-approach to strengthen rights and livelihoods of individuals living in urban slum settings. It brings together civil society stakeholders with specialist expertise and government actors. The four cities are Cape Town, Kampala, Freetown and Lusaka.

The populations of the slums of Freetown are the result of migrations from rural areas over an extended period of time. They include migrants from all areas of the country and some from other countries in West Africa. The ethnic mix and religions reflect those of the rest of the country. There are Muslims and Christians though many also have animist beliefs from their places of origin. The slums are all in environmentally high-risk areas prone to seasonal floods and other hazards. Slum settlers seek improved economic livelihoods and opportunities to improve access to education and health care, which is frequently poor or unobtainable in rural Sierra Leone. While living conditions are appalling for many slum dwellers, these opportunities are valued and suggestions to relocate away from the city centre are resisted. Several international, national and UN agencies are, or have been, active in supporting slum communities. YMCA SL and CODOHSAPA have worked cooperatively with these organisations.

Overview of Project

The Project built upon a former action implemented by YCI and YMCA in Freetown from 2007-12, which enabled 20,000 slum dwellers to access clean water, approximately 800 young people to be supported with livelihood interventions, 2,500 slum dwellers to access savings/credit, and led to the Government agreeing to abolish forced evictions in a target community. During this period the YMCA SL mobilised 1,200 slum dwellers in two communities, Kroo Bay and Dworzark, into savings groups. These are now federated into the Federation of Urban and Rural Poor (FEDURP), which is active in Freetown and other areas of Sierra Leone.

The Project ran from 1 June 2013 to 31 May 2018 with an extension to 31 August 2018. The budget totalled GBP £1,948,310. The Project included the EVD (Ebola) period 2014/15, which impacted on the lives and livelihoods of Freetown slum communities. Comic Relief provided additional support to YCI and its partners to help address the Ebola epidemic. The extra funding was £155,006 and was delivered by the consortium of PSPP agencies (see Partners below). YCI was the lead coordinator in the UK and YMCA SL provided a crucial coordination role in supporting community outreach and engagement, coordinating with surveillance teams and
community health workers, and conducting training of peer educators and community stakeholders.

YMCA SL with YCI and SDI support created CODOHSAPA in 2011 as an NGO within Sierra Leone to manage projects and programmes supporting human settlements. The Project then built the capacity of CODOHSAPA to give technical backup to FEDURP and its community-based groups.

The expected outcomes of the Project were:

1: Increased economic resilience and improved well-being of at least 5,800 slum dwellers.
2: Increased capacity of youth-focused/led groups and CSOs to implement pro-poor community development Projects in slum communities.
3: Improved health status for 28,000 people in 8 slum communities in Freetown.
4: Slum upgrading/urban planning processes are more responsive to the needs of young people.
5: Increased participation of local associations of slum dwellers in slum upgrading and development processes.
6: Increased capacity of slum communities to prepare for and mitigate the impacts of natural disasters.

Partners involved in the programme

The Project was one of several slum improvement initiatives in Freetown supported through different agencies coordinating in the PSPP (Pull Slum Pan Pipul) partnership in Freetown. The other members of the partnership are Restless Development (RD), Youth Development Movement (YDM), Bangladesh Rural Advancement Committee (BRAC) and the Sierra Leone Urban Studies Centre (SLURC). Each of these agencies received grants for slum improvement work through Comic Relief. The PSPP partners worked in different communities and their focus varied in line with their mandates. Thus YMCA SL and YDM focused on youth while Restless Development deployed expertise on gender based violence (GBV), supporting victims and working with perpetrators. BRAC supports entrepreneurs, providing business loans. SLURC undertakes action research on human settlements. The PSPP members met regularly, usually monthly, to share their experience and expertise.

Purpose of the evaluation

This report outlines the findings from the final evaluation of the Project conducted in August and September 2018. The objectives of the evaluation are: verification of achievements as reported, how well objectives were met, the Project’s relevance, effectiveness, efficiency, both intended and unintended impacts on slum dwellers and their communities. The report presents achievements, challenges and lessons that can inform future strategies for strengthening slum communities and the government actors responsible for their governance, security and safety. The evaluation ToR requests broader development lessons and recommendations. The Project provides evidence of the potential for poorer citizens living in slums to participate in the achievement of the internationally agreed Strategic Development Goals (SDG) and Sierra Leone’s own strategic vision to become a middle-income country by 2035.

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1 See Evaluation Terms of Reference, annex 1, for detailed evaluation objectives.
3 The Agenda for Prosperity, Road to Middle Income Status
The assessment aims to provide end of project information and lessons for the implementing partners and the main donor, Comic Relief, that can improve understanding of the needs, capacities and ways to support young people in urban settlements such as the slums of Freetown.

## Methodology

The final evaluation has used a mixed method approach, incorporating quantitative data gathering (including analysis of existing monitoring data), key informant interviews, a 49 question survey of 200 slum dwellers, focus group discussions (FGD) with slum dwellers and qualitative data collection using a Participatory Video and Most Significant change (PVMSC) approach. The PVMSC exercises were conducted under a separate contract led by an InsightShare UK team. The Inception Report, Annex 2, details the agreed approach for the evaluation.

Evaluation field work focused on the eight slum areas in which the YCI and partners had worked over the Project period, Oloshoro, Funkia (adjacent to Cockle Bay), Cockle Bay, Mabella, CKG (Crab Town, Kolleb Town and Grey Bush), Colbot, Moa Wharf and Susan’s Bay, plus an additional two communities, Kroo Bay and Dworzark in which assistance had been given in the previous project period from 2007 to 2012, plus further limited support over the current Project period. See map produced by Project data teams for community locations, Figure 1.

A desk study reviewed documents provided by YCI (Annex 3). The desk study and Terms of Reference for the evaluation, Annex 1, were used to prepare questions for semi-structured interviews (SSIs) and Focus Group Discussions (FGDs). See Annex 4 for a matrix of questions and topics for group discussions, interviews and the survey.

### Survey

A questionnaire, Annex 5, was developed for a survey of 200 slum dwellers in six of the eight targeted slum locations, Table 1. Annex 5 also references an Excel file with survey data and its analysis.

During a period of field work in Freetown from 15th to 28th August the consultant organised and trained ten enumerators to test and implement the survey. All enumerators are active members of FEDURP and were drawn from the 8 slum communities in which the Project has worked. All enumerators were young people and are active members of the community, playing roles as volunteers in FEDURP groups. Three were female and seven male. Training and testing took place over one day. The questionnaire was revised and finalised following feedback from the testing. The enumerators divided into two groups of five under the supervision of two staff from YMCA SL and CODOHSAPA. Each group deployed to a different slum community on each of four survey days. Each enumerator interviewed five respondents per day.

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http://www.undp.org/content/dam/sierraleone/docs/projectdocuments/povreduction/undp_sle_The%20Agenda%20for%20Prosperity%20.pdf
Respondents were identified based on criteria discussed during training. This included seeking a cross section of ages, equal numbers of males and females and identification of respondents with some knowledge of, or participation in, activities of the Project. The two supervisors ensured that the enumerators covered as wide an area of the community as reasonable in selecting respondents. Thus, the survey was “purposeful” in that it sought respondents with some contact with the Project. Care was taken to ensure enumerators did not interview in their own communities. See Annex 6 for a list of enumerators and their roles in the community. Each day, two data entry people loaded the questionnaire results into spreadsheets and cross checked each other’s work for errors. Where questions included ‘other’ options or opinions of respondents, these were recorded against the respondent’s code on an additional spreadsheet. Respondents were assured of anonymity and asked if they agreed to participate.

Table 1 Distribution of respondents to evaluation survey Q8

<table>
<thead>
<tr>
<th>Community</th>
<th>Men</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mabella</td>
<td>13</td>
<td>12</td>
<td>25</td>
</tr>
<tr>
<td>Susan’s Bay</td>
<td>23</td>
<td>27</td>
<td>50</td>
</tr>
<tr>
<td>CKG</td>
<td>12</td>
<td>13</td>
<td>25</td>
</tr>
<tr>
<td>Colbot</td>
<td>22</td>
<td>28</td>
<td>50</td>
</tr>
<tr>
<td>Cockle Bay</td>
<td>13</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Oloshoro</td>
<td>9</td>
<td>15</td>
<td>24</td>
</tr>
<tr>
<td>Totals</td>
<td>92</td>
<td>108</td>
<td>200</td>
</tr>
</tbody>
</table>

Chart 1 shows the age distribution of the 200 participants (one man did not give his age). The survey data and analysis spreadsheets are available as an Excel file.

The majority of respondents were in the age range 15 to 35 years. In Sierra Leone thirty-five is usually regarded in as the upper limit of “youth”, in the context of war and conflict and its disruption of social, economic development and young people’s education.

Chart 1 Ages of survey respondents Q5

Interviews and focus group discussions

Interviews were held individually or in groups with government officials from the Freetown City Council (FCC), the Ministry of Lands, Housing and Environment, the Ministry of Planning and Economic Development, the Office of National Security (ONS), staff of YMCA SL, CODOHSA PA, FEDURP and the PSPP partner agencies. Four Focus Group Discussions were held in the slum communities of Kroo Bay, Dworzark, Cockle Bay and Susan's Bay. The first two of these communities were the focus of the 2007 – 12 slum support programme and have received limited support from the Project under evaluation. They were selected to gain information on the impact and sustainability achieved through the slum improvement model. See Annex 7 for schedule of SSIs and FGDs.

PVMSC

A validation screening and discussion of the PVMSC results was attended by the consultant, which helped guide the questions used in interviews and focus groups. Also, present were PSPP partner agency staff, government officials and members of the slum communities who had been trained in video making and participated in most significant change focus groups with slum dwellers. The meeting show-cased three videoed case studies and enabled those present to feed back on the findings of the PVMSC exercise. The videos were made by community
members trained by the Insight consultant. See the full PVMSC report for case studies and the results of significant change exercises undertaken with a group of Project participants.

**Validation workshop**

At the close of the evaluation field work a PowerPoint presentation (Annex 8) attended by Project partner representatives and slum dwellers, which included the enumerators for the survey, all of whom were active in slums. This provided an opportunity for feedback to clarify the initial analysis and findings of the evaluator.

**Limitations of the evaluation**

The evaluation took place after the formal end of the Project so there were limitations to accessing the full complement of implementing staff. This limited opportunities to interact with some key staff: in particular the M and E officer for YMCA SL was not available, although a data entry assistant provided some insight. This resulted in challenges to understanding the monitoring systems and processes used to track the result of the Project. The available Project team staff none the less did their utmost to facilitate the evaluation. Two staff (both from YMCA) were assigned for field survey; 2 staff (1 from YMCA & 1 from CODOHSAPA) for data input; 4 staff (1 from YMCA & 3 from CODOHSAPA) were assigned to the PVMSC exercise. The YMCA Project Manager coordinated the evaluation process.

During the programme period CODOHSAPA and YMCA SL had distinct activities to manage and implement. Towards the end of Year 1 CODOHSAPA started to report directly to YCI. Staff of the two partner organisations stated that some activities overlapped and that visits and monitoring by the different teams was not always well coordinated, resulting in some duplication of effort and information. The role of FEDURP has increased over time and has been able to stimulate the formation of membership groups within communities capable, with appropriate support, to implement many activities of the Project. The changing of roles and responsibilities over the project period to FEDURP, while strengthening sustainability, has also been a challenge to maintaining consistency in monitoring progress and the collection of consistent data.

Comic Relief did not require a logical framework for managing the Project. Instead the Project is defined and managed with a Start Up form and baseline against which the plans and performance of the Project were monitored. The Start Up form does not include time-bound year on year targets and indicators. Figures for aggregated beneficiary numbers were compiled by totalling the numbers of participants in the different activities of the Project, resulting in beneficiary totals that include unknown levels of multiple counting of the same people. The PAM database system of YCI was introduced but could not be used by YMCA SL due to technical difficulties and a change in M and E staff with inadequate handover of the systems developed and in use.

In the 200-person evaluation survey, while efforts were made to find a fair cross section of respondents in each community, enumerators reported challenges finding people to interview as many were busy with their income earning and other activities. This may have resulted in proportionately fewer economically active survey respondents. This was mitigated through ensuring that people active in community affairs were brought into Focus Group discussions.

The Ebola emergency, while providing opportunities for good collaboration between the PSPP agencies, interrupted Project implementation plans due to restrictions on movement of people across Sierra Leone for at least 14 months, including those living in slum communities. The additional funds provided to the partners to respond to the Ebola crisis enabled more slum dwellers to be reached with awareness messaging on health and protection from infection. This may have distorted the data on people reached and supported by the Project, increasing
numbers in some activities and reducing in others (due to restrictions on meetings and economic activity).

Relevance

This section discusses the value of the Project to meeting the needs of slum dwellers in Freetown. The evaluation confirmed that to improve the lives and livelihoods of slum dwellers their needs must be addressed across a broad front. In the Impact section of the report a theory of change is suggested to help in understanding the relevance of the components of the Project to achieving the overall aim of supporting slum dweller youth help develop their communities.

Actions to achieve the six outcomes of the FUSI Project were each necessary and relevant to the Project Goal: young women and men have been empowered to participate and be active in transforming the slum communities in which they live. The survey question “In what ways have you or members of your family been helped by the PSPP Project?” showed the numbers of times respondents identified different areas of support from the Project, Question 12, Chart 2.

Savings and credit was mentioned most often by both women and men, while business training was mentioned least by women and grant assistance least by men. While the evaluation survey respondents provided this finding, the Project practice was to target 70% of women and 30% of men with grant assistance and to precede each cycle of support with business training. From experience, women have the tendency to recall the grant received more easily than the training received, because for them the ultimate need is to receive the grant. Given men were less targeted for grant support their perception that grant support was less important is understandable. Water and sanitation improvements, slum upgrading (related to DRR support) and financial assistance through grants and savings and credits were also recognised.

In focus groups the importance of advocacy to change official and public attitudes towards the slums and their residents was identified as essential to reduce risks of eviction, demolition of homes and to increase security of tenancy. The key areas of support provided have proved relevant to the needs of slum communities and specifically those of youth.

Training and entrepreneurship

Focus group participants confirmed the importance of skill training. In Susan’s Bay training was stated to be most important to them, alongside the provision of water points. In Cockle Bay six of twelve FGD participants placed training as the most important support provided. At Kroo Bay skill training was provided during the 2007/12 period of support in electrical installation, driving, tailoring, dressmaking, coal pot making (metal working) and catering provided jobs and other income opportunities. In Dworzark people value the training and entrepreneurship opportunities provided. Young women especially were able to replace sex work income with other gainful employment or self-employment to meet their living needs, though the same
informants are concerned that without training and employment sex work will again increase among young people.

**Water and sanitation**

Survey respondents, male and female, identified water and sanitation as the second area in which they had received support from the Project, Chart 2. In focus groups and in the survey the importance of peer education on hygiene and access to safe water were clear high priorities, and important contributions to entrepreneurship and economic activity through improved health. While it is difficult to quantify, improved health and nutrition are necessary, if not sufficient, components in making people’s participation in training consistent, in being reliable employees and consistent in self-employment. In the highly insanitary and challenging environments of slums attention to health is thus important to the success of livelihood promotion.

**Slum upgrading and disaster management**

During the Project, slum upgrading took the form of disaster preparation, response and mitigation. People were motivated into membership and leadership of CBDMCs (Community based disaster mitigation committees). In Focus groups participants discussed the high risk in their areas from floods, fires, landslips and other hazards. In Kroo Bay and Susan’s Bay the participants emphasised the value of CBDMCs as a means to cooperate with disaster response agencies such as the Government ONS (Office of National Security) and other agencies that respond to emergencies. Slum upgrading was not limited to disaster preparation, response and mitigation. The Project supported and encouraged other forms of upgrading included erection of water points, construction of latrines and pavilions, rehabilitation of bridges, walk ways and pavements and drainages through the provision of small grants. Of these interventions disaster preparation, response and mitigation has been key because it has strengthened the human capacity of the communities to take actions that lead to resilience in the face of frequent threats to their survival.

**Impact**

**A theory of change for the Project**

It is helpful to consider impact of the Project through a *theory of change (ToC)* that bring together the six Outcome Objectives to show how their achievement contributes to the Project *goal* of supporting young people develop their communities. In the PVMSC exercises for the evaluation community members and staff of CODOHSAPA and YMCA SL discussed a ToC by identifying the enablers and blockers to developing slums. This was shown graphically in Figure 2, and described how in practice slum dwellers respond to blockers of progress (in red) and make use of resources that enable them to make progress (in blue). The impacts on slum dwellers (in yellow) achieved with the support of the Project are illustrated by this exercise, which is described in Box 1.
Box 1 Findings of the affinity map exercise

<table>
<thead>
<tr>
<th>Blockers</th>
<th>Enablers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disasters, Personal Struggle, Economic Struggle, Lack of Resources</td>
<td>PSPP Project/YMCA/CODOHSAPA, Capacity Building, Financial Security, Project Resources</td>
</tr>
<tr>
<td>Financial Security</td>
<td>Self-reliance, family responsibility</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>Role model, voice/confidence</td>
</tr>
<tr>
<td>Financial Security</td>
<td>Role model, voice/confidence</td>
</tr>
<tr>
<td>Financial Security</td>
<td>Role model, voice/confidence</td>
</tr>
</tbody>
</table>

These findings described by community representatives closely line up with the six objectives of the Project. The objectives are interdependent: increased economic resilience (Objective 1) is needed for youth to be able to participate in development projects (Objective 2); health is a prerequisite for communities to thrive (Objective 3); for slums to be upgraded and become part of the urban environment in which the needs of youth can be met requires engagement and advocacy with planners, politicians and other decision-makers (Objective 4).

Success in advocating for a positive development environment for slum dwellers can enable slum populations to organise and participate in their development processes (Objective 5). Given the precarious environments of slums, residents need to organise to prepare for and mitigate the impacts of disasters (Objective 6). In practice the Project has been implemented in line with this theory of change. This is evident in evaluating the impact of the Project on the targeted communities and the following sections show how the Project achieved impact through linked and overlapping actions and results in pursuit of the six Objectives.

Capacity of civil society in slum upgrading and disaster preparedness

Outcome Objectives 2, 4, 5 and 6

The impact achieved through work done in achieving these four objective areas are considered together. FEDURP group members and leaders are the key players in achieving impact across all objectives of the Project. FEDURP local groups include volunteer teams for the management of savings groups; the disbursement of small grants and loans, data management teams that perform enumeration mapping and monitor Project performance; teams advocating for land reform and recognition of the rights of slum dwellers; and community-based disaster management committees (CBD MCC) that work on disaster risk reduction (DRR).

All these teams are voluntary in principle and practice, though they may receive small stipends and contributions to costs when performing tasks. A great strength described by organisations seeking to help develop slums is the knowledge of FEDURP local groups on the needs and conditions and their capacity and skills to guide and participate in slum improvements. For example, the government Office of National Security (ONS), the Catholic Relief Service (CRS) and other agencies confirm the value of FEDURP community groups in delivering development gains to the slums, the Freetown City Council recognises FEDURP groups, as do the Ministry of Lands, Housing and Environment, the Ministry of Planning and Economic Development, and the Youth Commission.

The grants and training provided to youth CBOs benefitted communities and gained respect among their peers and the community. The range of benefits experienced by the communities, included a) increased access to areas that were previously inaccessible and in turn minimise pedestrian accidents through the provision of stairs and railing, drainages and bridges; b) increased social cohesion among youth through the provision of recreational facilities; c) increased knowledge and skills in project development and management among the key
actors. In the survey, Chart 2 Q12, men rated the provision of grants lowest of six means by which the Project had supported them, while women put grant support fourth. In focus groups it became clear that women have indeed found grants of more value to them and their families than men. This reflects the greater value placed by women than men on family and community support, given they expressed their responsibility to support the family above that of men.

Advocacy and influence on slum support agencies

The impact of advocacy initiatives by the Project, led by FEDURP community-based advocacy groups, has been extensive given the extremely negative prevailing attitudes and policies of government and others towards slums. A director at the Ministry of Lands, Housing and Environment declared “Although the Land Policy recognises informal settlements in line with UN Habitat there is no hard strategy for its implementation”. He recognised the messages and influence of the Project on Government attitudes to the slums.

At Cockle Bay the focus group identified the need to formalise land tenure. They have learned about the need to block land and define use of spaces for community activities such as sport. At Kroo Bay the community used the slogan “Pull the slum out of the people, not the people out of the slum” in campaigning against demolition and for consultation on relocation plans. These changes in attitude towards slum settlements are yet to be reflected in hard policy and plans of the Government, and as reported by the Project partners, there are challenges to meeting and influencing high level policy makers. Furthermore, the officials whose attitudes have changed through lobbying and their participation in events such as attending UN Habitat (supported by the Project) may change posts and their influence be lost. The PSPP partner agencies are pressing for the formation of a Freetown Development Forum increase influence on policy change and improved practices. PSPP member SLURC has created both physical and online platforms where the Project’s working documents are shared to a wider population, both locally and globally.

CBOs encouraged and supported by the Project with training and funds also show value in their advocacy and influencing activities to gain support for the slums. For example, in an expression of confidence in the CBOs, the Freetown City Council confirms that it has given FEDURP savings collectors the task of collecting head taxes from their communities. The FCC believes the FEDURP collectors will be better able than local chiefs and Councillors to perform this task, given 80% of Councillors do not reside in the slums that elect them, according to the FCC Planning Officer. A proportion of the taxes collected goes to FEDURP thus helping the FEDURP groups cover their costs. This is an unplanned impact of the Project’s advocacy work with the City Council. The impact should be positive if community members retain their trust in those collecting savings to also collect taxes. Participation in tax collection is also considered by FEDURP to provide opportunities to influence the application of taxes by the FCC to meet slum dweller needs for services and development.

FEDURP, with CODOHSAPA and YMCA SL support, are recognised by and being included in policy and strategic planning by the government Ministries on issues including land tenure, poverty reduction strategic planning and urban planning and upgrading, a positive impact from the work done on advocacy by the Project and the FEDURP advocacy teams. Impact in these areas is significant in achieving recognition of slum settlements in planning the achievement of broader Strategic Development Goals and the national Poverty Reduction Strategic Plan.

The CRS, ONS and other slum upgrading NGOs describe how they are working with the FEDURP CBDMCs and other groups to plan and execute their DRR and slum upgrading efforts. In this way and through actions to clear water ways to control flooding the Project has enabled self-help groups to emerge that mitigate and prepare for disasters. Focus group participants confirmed the contributions of CBDMCs in reducing the impact of seasonal floods.

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4 FUSI Annual Report June 2017 to May 2018 (Year 5) YMCA SL.
and other disasters. Survey respondents asked: ‘Who has helped you prepare for emergencies?’ (Question 47, Chart 3) identified 7 NGOs and the ONS and Fire Service in addition to CODOHSAPA, YMCA SL and FEDURP as the key providers of support in times of emergencies. Other agencies mentioned to a lesser degree were PSPP partner Restless Development twice – once by a woman and once by a man, Goal was named by 11 respondents and CONCERN by 10. In FGDs additional NGOs were mentioned as providing support during emergencies, for example CRS in Kroo Bay and Dworzark, which is drawing on FEDURP community groups for advice and labour in major flood control constructions.

**Economic resilience and improved health status**

**Outcome Objectives 1 and 3**

These two objectives interrelate, as without reasonable health people are unable to pursue economic activity effectively, whether employed or self-employed. People’s awareness of health issues and how to maintain good health require those in work and those who are not to be proactive in maintaining a healthy environment, as well as caring for themselves and their family members and the community. Ill health in families further ties productive, income earning members to care for the sick. While it is difficult to link people’s perception of the importance of better health to their livelihood, when asked to compare their current health status to 2012 well over three quarters of both men and women declared themselves either ‘much better’ or ‘somewhat better’. Chart 4, Q29. In FGDs participants confirmed the important contributions of the Project to their health status through the work of Peer Educators. Numerous studies identify the causal relationship between health, nutrition status and livelihoods, for example: *The predicament of poor households can be represented in terms of a self-reinforcing cycle involving nutrition, health, and productivity*.5

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The evaluation survey found that respondents derive income from a wide range of activities, many of which relate to the training and financial support provided through the Project with employment and self-employment. The Project has also generated volunteer opportunities for youth through its support to the development of community-based organisations. The FEDURP groups are providing roles and functions for which there is some financial reward through stipends as well as the satisfaction derived from serving the community. Table 2 shows the diversity of income sources and occupations identified by the 200 survey respondents.

### Occupations of respondents

<table>
<thead>
<tr>
<th>Occupation, Question 7</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petty trader</td>
<td>26</td>
<td>55</td>
<td>81</td>
</tr>
<tr>
<td>Fishing</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Sand Mining</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Masonry</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Tailoring</td>
<td>2</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Driving</td>
<td>21</td>
<td>3</td>
<td>24</td>
</tr>
<tr>
<td>Auto Mechanic</td>
<td>8</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Carpenter</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Sex worker (previously if not now)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hairdresser</td>
<td>0</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Office worker</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Other – includes FEDURP Group activities: Peer Educators 2, Disaster management 3, Grant Management 1</td>
<td>23</td>
<td>20</td>
<td>43</td>
</tr>
</tbody>
</table>
The impact of training on the 200 respondents is shown in Charts 5 Q13. After training more men than women gained employment, while more women than men became self-employed. This is perhaps unsurprising given that trading at the local market level – “petty trading” – is culturally and traditionally the preserve of women. At the same time the wholesale levels of trade in Sierra Leone are effectively monopolised by the non-African communities of the country originally from the Middle East. Male Sierra Leoneans tend to be employed by these relatively wealthy business people.

Slightly more men than women either had no training or were trained but do not have work. This is likely to be because twice as many women (55) than men (26) identify petty trading as their occupation, reflecting that many women are engaged in trading and have been helped with small grants and business training. This is shown in Table 2 and was confirmed in FGDs. The videos and case stories presented through the PVMSC exercises provide vivid examples of specific success stories.

Over 70% of both men and women of the 144 of 200 respondents who answered the question said the training they received was very helpful, Chart 6. A further 25% said training had helped a lot. Only a very small number found the training helped just a bit (2 men) or was not very helpful (1 woman). The 56 (28%) of respondents who did not answer the question (30 men and 26 women) did not participate in training, it can be assumed. In FGDs in Kroo Bay and Dworzark, where the Project provided training between 2007 and 2012, participants identified training as most important for upcoming youth. They said their training had been very important to them and that now that it has ceased there are many young men idle, and commercial sex work among young women is increasing again due to the lack of alternative income opportunities for them.

Job and business challenges

Asked why their job or business have ended in the survey as a follow on question to details on training, grants and loans, 36 of 200 survey

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respondents gave reasons ranging from the work ended (14%) to insufficient pay or income (33%). The impact of Ebola was significant, accounting for 25% of job losses or business failures. FGD participants confirmed the disruption of Ebola and Project reports confirm that global recession and Ebola were challenges for people seeking sustainable income sources, as mining companies and other enterprises closed across the country. Box 2. Other detailed reasons given by respondents for loss of income included pregnancy and failure to get a job after training. While post training support was provided to help those trained gain employment or start businesses it still proved difficult for some to find gainful activity. The proportion of those trained and still out of work was reported to be high in successive annual reports. There were a number of factors that hampered the effectiveness of post training support: the election process that caused a stand-off between the competing parties and their supporters, reducing public confidence and markets; high inflation rates that affected the viability of trade and hurt profits of small traders with little financial resilience; high taxation levels preventing business people accumulating savings. In this climate it was challenging to provide effective post training support.

**Box 2 Challenges to income due to Ebola - Year 4 Annual Report**

The country is still recovering from the Ebola outbreak. One of the major issues is the lack of employment opportunities available for young people; for example, a big number of mining companies have closed down when they used to be place of high employment for young people, especially for those training in heavy-duty driving. This used to be an attractive career path for young people as they were under the impression that by having a driving license, they would be able to gain employment easier and faster. This is now changing, and the YMCA also has to adjust to the realities of the market and is looking into ways to offer more attractive and promising training for young people.

The impact of training varied with the market for skills and trading opportunities. The efforts made to identify marketable skills is described in Annual Reports. A market survey was undertaken at the outset of the Project but due to the changes in economy and political factors outlined above a review was necessary. Job market analysis was planned but did not take place due to staff changes. The closure of mining companies reduced the need for drivers. At the same time, trading opportunities were weakened as non-African origin entrepreneurs mentioned earlier increased their competition with small traders from the slums. These situations conspired to limit the impact of the Project’s efforts to help young people get jobs or become entrepreneurs. Although the target set for the Project that 50% of those trained would be in employment of self-employment within 6 months was achieved, those without jobs required considerable support as outlined in the Year 4 Annual Report, Box 3.

**Box 3 Employment and well-being, Annual Report Year 4**

This year it was noted that more than 50% of the beneficiaries had found successful employment and business opportunities. Employment, linked with a rise in income and saving, is responsible for young people feeling that they have an adequate level of wellbeing. We have to pay attention to those who struggle to keep their business viable or to find a job by providing them with tailored follow up once their training is completed or in the months following the set-up of their businesses.

Answering the question on their employment situation now, Survey Q14 Chart 7,46% of men and 27% of the women said they have no business or trade. The high proportion of women with a business is due to their proportionately higher engagement in petty trading than men, Table 2.
Income sources and community activism

In the evaluation survey, when asked about occupations “Give any occupation or income earning activities, positions in community” (Question 7, Table 2), eight people (4%), 5 men and 3 women, stated they worked on Project-related activities. In FGDs in both Kroo Bay and Dworzark, where there has been only limited support from the Project since 2012, participants were clear that membership of FEDURP and being active in community affairs remains important. Those community members participating in the PVMSC discussions also demonstrated their firm commitment to volunteering their time to the activities stimulated by the Project. This includes active membership of FEDURP, collecting and managing savings, membership of CBDMCs, advocacy groups, peer educators and data and enumerator group members. Those trained in skills and management are sharing their experience with new generations of youth, a significant impact if repeated by others, Box 4. Consultations with the community reported in feedback to CR on the Year 4 report came up with innovative suggestions, Box 5.

These are examples of unplanned impacts of the Project – slum dwellers seeing community volunteering in FEDURP as contributing to their livelihoods and coming up with ideas for new income areas.

**Box 4 Dworzark electrician trains apprentices**

In Dworzark, where the Project no longer provides training opportunities, a man who trained as an electrician now trains others as electricians in sets of 8. He does not take payment for their apprenticeship but finds them work and they work on contracts with him when needed. He also supports them technically when they have jobs that need support. He believes new generations of youth need support of the kind provided by the FUSI Project.

**Box 5 New income areas, Year 4 Feedback to CR**

Quite recently, there was a consultation with community members mostly young people in which the following methodologies were proposed: to support youth livelihood through skills development and entrepreneurship within the frame of promoting recycling of plastic waste, sanitation marketing, and urban agriculture. Additionally, youth advocacy in governance and employment will be central to the process so as to bring it scale and ensure sustainability of outcomes.

Impact on Health

Survey respondents identified improvements to health conditions: 97% said that diarrheal diseases are much less compared to 2012. This compares with the 2013 baseline survey in which in FGD participants revealed there were at least 10 cholera cases per community in a
year over the previous 5 years with less than 50% survival. The Project annual report for Year 4 reported zero cases of cholera. Box 6. Participants in the FGD in Kroo Bay confirmed that the health of their families was improved. They cited the Health Centre started by the Community Development Committee and completed with Red Cross support, and water and latrine points as all contributions from the Project that have contributed to improved health conditions. Dworzark FGD participants confirmed that the savings by those in work enabled others to borrow from the savings scheme to take care of payments for health and education. In all FGDs the value of Peer Educators’ work in giving health messages and advice on health and sanitation was acknowledged.

In FGDs participants identified the Peer Educators as valued in spreading health messages and encouraging good sanitation habits. Improved access to water sources was also attributed to the Project’s work building and rehabilitating water points and storage containers.

Box 6 Health and hygiene messaging Year 4 report

Approximately 11,000 residents (4,500M, 6,500F) were reached by peer educators through their sensitisation, done either through the door-to-door methodology or through mass sensitisation during soccer matches. Over the years, it was noted that cases of water-borne diseases such as cholera had decreased dramatically……The greater availability of water within the communities has shortened the time for children to fetch water, and this has a direct impact on the improvement of school attendance. We can also note that the peer educators reached a much higher number of slum dwellers than planned by the project (23,500 people vs 14,000 expected).

Peer Educators on health used football matches where they could talk to groups of spectating young people and house to house visits as a means to reach a total of 23,500 by the end of Year 4, exceeding the target of 14,000 slum dwellers informed on health and hygiene.

People asked in the survey “How many people have a better understanding on how to keep healthy now compared to 2012” were mainly very positive, 98% of men stating that ‘a few more’ knew better, while 97% of women said either ‘many or a few more’ understand better how to keep healthy, Charts 8. In the 2013 FUSI Baseline Survey 20% (15% F and 5%M) demonstrated adequate hygiene practices, showing a dramatic improvement of over 70%. Peer educators met in focus groups confirmed that they have messaged many people, and as stated in monitoring reports, 67% more people than expected were reached with health messages. The Ebola epidemic and the response mounted by YMCA SL and PSPP partners also increased the opportunities to reach out to people with hygiene messaging.

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70% of respondents said there is a latrine with 5 minutes, while 11% have to travel 10 minutes or more.

Water points with safe water are less accessible than latrines, within 5 minutes for 56% of respondents and 20% say they have to travel from 10 to 30 minutes to a water point.

As an indicator of well-being the 2013 FUSI Baseline survey found that 25% (15% female and 10% male) of young people have food to eat once per day. In the evaluation survey just 7% (7% female and 7% male) said they ate only once per day: now a much higher proportion of families and individuals regularly eat more than once per day. A significant improvement to which the Project may claim to have contributed through its work to strengthen economic livelihoods. Young people with incomes are able to provide cash for food for themselves and other family members. In PVMSC discussions one blocker to livelihood improvement was the financial/economic struggle. 26 people mentioned economic struggle, for example: having no money for school fees or rent, no capital for starting a business etc. 18 people chose YMCA/CODOHSAPA as a factor for their change. PVMSC participants identified the following changes attributable to the Project: Gaining new skills, financial security, available role models, leadership, improved family responsibility, capacity building, self-reliance, confidence/voice in the community. • Two mentioned they received a loan, twelve mentioned they joined savings

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7 FUSI baseline survey report SLYMCA FINAL.doc
groups. Two said they were trained on how to use money, which has led to financial security because they now know how to save money, take a loan, gain financial security. YMCA/CODOHSAPA was identified as being a key factor to all these changes. See Figure 2 above - the Affinity map visualised by PVMSC participants, showing the centrality of the Project partners in achieving change.

Effectiveness

This section reports on the effectiveness with which the Project was implemented towards achieving its outcomes and outputs in results areas as defined in the Start Up form and approved Project Proposal.

Outcome targets

Outcome targets were in the main exceeded significantly over the period of the Project. Under achievement was reported for the inclusion of commercial sex workers, but this was due to identification difficulties (see Equity section). Some outcome data reported is subject to multiple counting, and the Project partners have explained that they were not aware that they should count beneficiaries only once in reporting against Outcome Targets.

In fact, as well as repeating the count of an individual in subsequent years the totals for some targets are derived by adding into totals the names of people who may have participated in different areas of the Project. For example, if Abu Karim was not only a member of a CBDMC but also participated in training, receiving a grant and/or was a member of an Advocacy team, he would appear four times in the total beneficiary figures. (See M and E section for more on the impact of context on beneficiary data bases).

Examination of the Annual report totals for beneficiaries show quite wide variations between the rolling totals provided in each report and the total figures calculated by adding the annual totals submitted in the reports each year. See Annex 9 for a table showing total beneficiaries to the end of year 5 and variances between figures totalled over the years and the rolling totals. An Excel spreadsheet is available providing full data and analysis. There are differences between several of the aggregated beneficiary targets set with the reported numbers ranging from 179% to 377%. Targeting numbers for specific beneficiary groups range from 6% (Female sex workers) to 1734% (Other young people in slums). This last Over achievement in some targets was the result of a) There being far more young people in targeted areas than originally planned, as found in mapping and enumeration exercises, and b) high community engagement due to Ebola outbreak when the Project received additional support to reach out to slum dwellers with awareness and health messaging. There are also differences between the rolling totals given in the Annual Reports and the figures summed from those for each year. It is not possible to drill down through the data for more accurate figures at this stage. Each annual report provides some insights into the reasons for under or over achieving targets. For example, describing the difficulties in counting commercial sex workers (see Equity section). The multiple counting of the same person in aggregated numbers does not explain every instance of high beneficiary numbers. A similar explanation on how data is monitored is given in each available Annual Report. What can be concluded from the data is that with few exceptions (working with CSWs) the beneficiary outcome targets were exceeded, in some cases dramatically.

Output targets

Turning to the output targets for activities there is a much greater degree of precision and these are in line with expectations and targets set. As for Outcome targets, there were no annual targets, but each annual plan provided an activity plan for the following year. Unfortunately, as reported elsewhere the YCI PAM database was not operationalised for the Project as intended.
So, the evaluator was not provided with an overall 5-year table of outputs and has not attempted to construct this in detail as was done for Outcome beneficiary targets due to time.

A strength of Annual Reports lies in the quality and detail of narrative explanations on achievements and challenges. For example, the numbers of people trained in vocational and technical subjects is accurately recorded together with the process of recruitment, drop-out rates, numbers receiving start up kits and grants when they have presented a business case. The follow up of those trained is also detailed. The indicator for success of training was stated to be the proportion of those trained gaining employment or self-employment within six months of training. This was difficult to report against without providing more context, which is done well in the reporting: Ebola impacted on the training programme and on employment and business prospects. Reports detail this and explain how the Project adjusted activities to be more effective. The first two years of reports from YMCA SL also present this information graphically, but this was not continued due to staff changes. CODOHSAPA, though, has used its SDI provided data base to generate reports graphically.

The analysis continued and across all areas of the Project: challenges and barriers were identified, and adjustments made to activities to meet them. There is a clear impression of the Project taking an adaptive management approach in its implementation (see MEAL section). This appears to have been effective in that reports reflected and presented changes made, and that YCI and CR responded positively to adjustments made. For example, when the Project adjusted the way in which grants to those starting businesses would be managed the following explanation was provided, Box 7.

**Box 7 Grant and loan management explanation - Annual Report 2014/15, YMCA SL**

The concept is that the revolving loan should be grants. But from experience, we realised that calling it ‘grants’ it wasn’t seen as sustainable. So it’s transformed into a community-led and community managed loan. Working with CODOHSAPA we realised the most effective way was saving. We are giving the money to individuals as grants. Then FEDURP take ownership to re-collect the funds so they can be used again as a revolving fund. Target is 400, the first batch is 150, second 150, third 100. All has to be collected by FEDURP. Then this revolving loan is available to all their members – can use it as a mobilisation drive. When people realise they have capital it will help more join.

Further examples of the flexibility adopted in managing the Project and adjusting activities is shown in the responses to the action plan developed at the Mid Term Review. The action points were taken as advisory as the responses to questions put to YMCA SL and CODOHSAPA managers demonstrate. Annex 10 is an annotated version of the Mid Term Review Action Plan with questions put to the partners by the Evaluator and their responses. These and other examples are evidence of the approach taken to steer the Project in directions that fit the context for slum settlements as they evolve, and challenges and opportunities emerge.

In analysing Project Effectiveness, it should be recognised that the slum communities supported vary in size, the profiles of residents and levels of environmental risk (to floods, fire, landslides etc). The FCC Development and Planning department emphasised the value of enumeration and mapping by communities the Project has supported but identified the need for agreement and criteria to define what is a slum and establish criteria to categorise them. All of which is helped by the mapping and enumeration exercises undertaken by FEDURP community groups.
At the early stages of the Project the FUSI Baseline survey⁸ identified 98% of respondents as having received no financial support. In the Evaluation survey 48% of women and 27% of men who answered the question said they had received loans or grants, Chart 9, a significant increase made possible from the Project and other PSPP collaborating partners.

Over half of the 200 Evaluation survey respondents (108) received loans or grants. Over twice as many women were assisted than men (76:32). Most assistance was provided from YMCA SL or CODOHSPA. Asked if the funds were sufficient to start their business an equal number of men said yes and no (9), while 27 women said it was enough and 18 said that it was insufficient.

Where a loan is given and not repaid repayments are taken from the savings of the loanee, though difficult to confirm as savings records do not record loans taken to avoid discouraging savers, it is likely that more women than men are in position to repay their loans from savings. FEDURP/CODOHSPA records show that women are better savers than men. As an FGD participant said: “men do not save, they spend what they earn….” Just 2 men and 2 women say they cannot repay the money Chart 10. Most loans or grants reported by survey respondents were from YMCA SL (68) or CODOHSPA (36), Chart 11. CODOHSPA loans and grants were provided from the FEDURP savings scheme income on a rotating basis with a 10% interest charge as a means, together with compulsory small contributions, now of 2,000Leones (£0.20) per month from every member, to build the UPF (Fordibambai Trust)⁹ used to support slum improvement projects.

**Advocacy monitoring**

The performance of FEDURP advocacy groups and the training provided to them was driven and monitored by YMCA SL. An Advocacy Report form enabled specific advocacy activities to be monitored and report tables were constructed to show what had been achieved (Table 3). This is an innovative approach in an area of monitoring that is not always easy to track as advocacy frequently needs to be opportunistic, requiring advocates to seize opportunities to influence their targets.

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⁸ ibid  
⁹ The UPF (Urban Poor Fund), Fordibambai Trust, is a “consolidated fund that serves as basket fund that support our dream housing units, clean environment and other community initiatives as a way of improving our living conditions” CODOHSPA/ FEDURP Annual Report 2012 [http://knowyourcity.info/wp-content/uploads/2015/10/SierraLeone_2012_Annual_Report-1.pdf](http://knowyourcity.info/wp-content/uploads/2015/10/SierraLeone_2012_Annual_Report-1.pdf)
Table 3 Advocacy monitoring results 2013-18 YMCA SL

<table>
<thead>
<tr>
<th>No</th>
<th>Activities</th>
<th>Total</th>
<th>M</th>
<th>F</th>
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<tr>
<td>1</td>
<td>Advocacy members mobilized and trained</td>
<td>479</td>
<td>307</td>
<td>172</td>
</tr>
<tr>
<td>2</td>
<td>YP passionately implementing advocacy strategy</td>
<td>203</td>
<td>108</td>
<td>95</td>
</tr>
<tr>
<td>3</td>
<td>Local councillors and other key stakeholders that were engaged with</td>
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<td>34</td>
<td>25</td>
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<td>4</td>
<td>Youth directly involved in “talk to your councillor &amp; MP”</td>
<td>450</td>
<td>260</td>
<td>190</td>
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<tr>
<td>5</td>
<td>Youth involved in anti-violence campaign during 2017/18 general elections</td>
<td>200</td>
<td>120</td>
<td>80</td>
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<tr>
<td>6</td>
<td>World Habitat Day (October 2016) demonstration against forced evictions leved by the authorities</td>
<td>350</td>
<td>200</td>
<td>150</td>
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<tr>
<td>7</td>
<td>2016 National Youth Week commemoration</td>
<td>287</td>
<td>173</td>
<td>114</td>
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<tr>
<td>8</td>
<td>Youth who participated in exchange learning and sharing</td>
<td>7</td>
<td>5</td>
<td>2</td>
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<tr>
<td>9</td>
<td>Advocacy seminar with local councillors and ward development committee (data on councillors and ward dev comm)</td>
<td>100</td>
<td>78</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>2135</strong></td>
<td><strong>1285</strong></td>
<td><strong>850</strong></td>
</tr>
</tbody>
</table>

Equity and Participation

This section discusses the achievements and challenges in reaching the poorest and most vulnerable with project activities and their participation in the Project.

**Equity**

The Project disaggregated all data and reporting by gender. The Project sought to engage community members in decision making to maximise participation and ownership of the support provided.

*Social differentiation:* To achieve participation of different groups such as youth, commercial sex workers and other slum dweller categories and groups staff explained that when resources were offered, such as training, grants etc., all community members were invited to apply for support and participation. Quotas for the most vulnerable were not stated at the application stage in order to encourage the broadest possible range of applicants. Any community member aware of the call for applications could submit a form for training, grants and other opportunities. Vulnerability criteria were then applied in deciding who to select from applications received. Where a specific target had been set, for example reaching commercial sex workers (80); staff explained identification of sex workers was made difficult as when community members learned that commercial sex work was a criterion for selection for training and other benefits, women would claim that as their occupation. That monitoring reports show that the target for inclusion of CSWs was not met suggests that in selecting beneficiaries the Project may have rejected some CSW beneficiaries on grounds of mis-representation. In the Baseline Report (2013) 80% of respondents said about 45% of young women across the communities were engaged in commercial sex work, which suggest that sex workers were indeed a significant group to include in training and livelihood support. The inability to track CSWs when they are active is also another factor. Mostly in the day time, they rest in bed, and
when the recruitment forms for the Project’s activities are distributed, they are not aware of them. Also, the recruitment involves interviews to ascertain the veracity of the information provided in the application form. In that case, applicants may be denied based on the inability of the applicant to ascertain their vulnerability. By experience, CSWs can be spotted by their mannerisms and physical outlooks, so while conducting interviews Project staff look for those traces, which are combined with their responses to determine the applicant’s CSW status. Thus it is likely that chances of deliberately excluding any CSW from participating through the recruitment process were limited.

Staff further explained that they had limited capacity and experience to reach out to vulnerable people living with disabilities. Just one person with a disability was supported in training - as a tailor. No criteria were used to identify potentially stigmatised or discriminated groups such as LBGT and ethnic minorities. PSPP partner Youth Development Movement works with disability groups in the eastern slum settlements of Freetown and has shared their experience with the YMCA SL, CODOHSAPA and FEDURP partners.

**Women’s rights and inequality:** By Year 5 CODOHSAPA reported that 60% of the 35 new Savings Groups leaders started that year are women. All leaders received comprehensive informal training in savings group management and administration. Of 750 members of these groups 454 (60.5%) are female. The Project has succeeded in getting women into positions of responsibility especially in the management and membership of savings groups. At household level women report some improvement in their status as a result of training and income earning opportunities and their positions as leaders of groups. Far fewer women hold leadership positions in other FEDURP groups.

CODOHSAPA year 5 report states: *The percentage sex representation of 35 savings groups leaders who received informal training as presented below shows that the leadership of FEDURP had created space for women to play critical role and participation. This is delivered through their women’s wing committee.*

CODOHSAPA worked with Restless Development in developing FGD tools to help in better understanding of the prevalence of sexual and gender-based violence (SGBV). FGDs were carried out initially in four of the targeted communities. These confirmed that SGBV is a significant problem in slum communities and that FEDURP members are affected. Restless Development advised that the existing savings and credit groups of the Project were an ideal structure to work with in supporting victims of SGBV, especially young women. CODOHSAPA and Restless Development developed a proposal to use the ‘Reflect’ methodology in partnership to support young women victims and work with perpetrators of violence. CODOHSAPA applied Reflect methods in its work with savings groups with the support of Restless Development, the Forum for African Women Educationalists (FAWE) and later on with the Men’s Association for Gender Equality (MAGE-SL). CODOHSAPA reports progress with helping increase understanding of SGBV and in addressing it.

### Participation

The decentralised management and local leadership approach of the Project encouraged participation. In FGDs for the evaluation all participants were ready and able to contribute their views. They demonstrated the skills to communicate easily with each other and to represent their peers not present. The Project has helped transform individuals from highly negative and disruptive roles.
in community as demonstrated in the PVMSC exercise. One woman talked about her transformation from being highly disruptive to becoming an asset to her community through her success as a trained entrepreneur and the numerous positive roles she now plays in FEDURP groups\textsuperscript{10}.

Recognising that formal training was not appropriate for many slum dwelling youths the Project partners adopted an informal approach to training that increased participation, Box 8.

**Box 8 Informal training, Year 4 narrative report**

| Training of savings and credit groups: | The training approach has been changed from a formalised workshop setting to a more inclusive and informal approach based on the SDI approach that learning should take place everywhere in any activity of listening, observing and meeting people. This has enabled training to be very interactive and effective in the communities and the feedback from community members has been very positive on this new approach. |

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**Efficiency**

**Value for money**

It has proved a cost-effective strategy of the Project to train and encourage the organisation of community members to take responsibility for their development issues in Kroo Bay and Dworzark: the two communities that were the focus of the earlier Project from 2007-12 and have received little support over the past 5 years. At Dworzark the Community Development Committee comprised of FEDURP members have levered support from the Red Cross, CONCERN Worldwide, ONS (Govt) to build a health centre, a latrine block and water supply. At Kroo Bay the UPF community basket fund has been built from contributions of L2000 per month by members and supplemented from with the Fordibambai trust. CODOHSAPA provides training, materials needed for record keeping – ledgers etc. and have facilitated local and international visits and exchanges of information. FEDURP has enabled people to save and then take savings and/or loans for business start-up, repairs to roofs, school fees and health costs. FEDURP also manages data for reporting and for advocacy purposes. These achievements observed in the two communities supported earlier demonstrate the added value and cost effectiveness of building capacity and self-reliance, so communities are able to negotiate with other agencies, government and NGOs, assisting with slum development.

Focussing the Project design on locally based volunteer networks of FEDURP members in the slum communities is inherently cost effective. FEDURP members play various roles and the Project assists them with training and the payment of stipends for specific tasks. For example, at Dworzark FGD participants said the management of latrines and water points is by community members and their payment for this is from small charges levied for use of the facilities. Again, FEDURP groups are guiding the flood control work by Catholic Relief Services (CRS) and organising labour, for which CRS pays small stipends. This is efficient for both the Project and for CRS by optimising decision making, providing jobs and income for local people and increasing ownership of the works done within the community. FEDURP staff are volunteers, receiving only nominal payments for their work.

There are many ways in which the Project has achieved changes that would not have happened without its investment and implementation. The most significant change is in accelerating the rate at which slum settlers have been able to achieve livelihood opportunities and income. People are attracted to slum areas in cities because they expect to gain opportunities to raise their standard of living and those of their families above that obtainable

\textsuperscript{10} See PVMSC Report and videos. Binta’s Story: https://youtu.be/1-cWewRmDnc
in the neglected rural areas from which they have migrated. These gains include access to education for their children and better health care. While these services exist in and around slums, people need money to participate in them. The focus of the Project on helping young people gain skills and income has enabled many youth, women, and men, to increase achieve their goals and to help their families thrive in the most difficult environments.

A further achievement attributable to the Project unlikely without its support is the formation of community groups able to advocate for improved policies for slum settlements, and the engagement of their leaders in policy discussions at City and National levels, towards reducing stigmatisation of slums and slum dwellers and starting the possibility of land and other reforms to legitimise their rights.

Financial and administrative resources

In 2014 in a field visit a YCI finance and administration manager made recommendations to YMCA SL and CODOHSAPA on the need to strengthen management systems\(^\text{11}\). The need for programme staff to take responsibility for management of their activities and budgets, the need to identify over and underspends and negotiate their virement and the need for efficient accounting for advances and their retirement were emphasised. The Finance department provided quarterly cash flows to programme staff, especially highlighting overspends. There have been some coding challenges and delays in reporting, but these are minimal and YCI moved from quarterly to six monthly subventions as account management improved. The YMCA SL Finance Officer gave assurances that systems were in place and practiced. It was noted that staff assisting with the evaluation took care to record attendance and payments to participants in events and meetings, demonstrating their attention to detail and adherence to record-keeping and accountability systems. A revised finance policy has now been developed for YMCA SL and its partners and is to be introduced by a training consultant. An audit of the Project finances and management is planned and will provide further information on the efficiency of the administration of the Project. CODOHSAPA as a national NGO faces challenges now the Project has ended. YMCA SL, SDI and YCI are committed to strengthening the organisation and helping it achieve financial viability. To this end the Board of CODOHSAPA, which is co-chaired by the General Secretary of YMCA SL, is working with the executive staff of CODOPHSAPA on both its strategic direction and organisational structure. As an organisation within the Africa and international family of SDI federated organisation, along with FEDURP, SDI supports both organisations with tools and approaches to supporting slum settlements, including monitoring and financial systems. This support will continue, and as well, the two organisations are being built into new proposals for new projects.

Partnerships

YCI has provided training in DRR (by its DRR adviser), spot checks on finances, MEL systems, though the latter has been problematic with the PAM system not being implemented. Liberia and Zambia learning visits to SL were supported, plus help with gender mainstreaming, help with South-south exchange of partner expertise. FEDURP was initiated in 2008 within the initial YMCA slum livelihood (2007 – 2012) intervention. The vibrancy of FEDURP pointed to the need for an SDI-featured professional supporting office and so the YMCA/YCI & SDI secretariat reached a consensus on this and created CODOHSAPA with the mandate to inherit and provide technical support to the processes of the federation. YCI helped FEDURP develop annual workplans. In West Africa, FEDURP in Sierra Leone has become the second most secure community-based organisation supported by SDI after Ghana. SDI and YCI have been discussing sustainability with CODOHSAPA over the past two years but CODHSAPA has been busy with implementation rather than seeking financial sustainability: efforts to raise alternative

\(^\text{11}\) Trip Report, Helen Marchant, Sierra Leone: Freetown. Monday 27\textsuperscript{th} January – Sunday 2\textsuperscript{nd} February
support have not yet been fruitful. YCI has facilitated joint application development for a number of PSPP agencies to donors including DFID and the EU. YCI took on the lead role to help move collaboration from solely coordination to joint implementation within these new proposals. At times YMCA SL questioned the capacity of YCI staff to support the Project due to staff changes and gaps, for example, the inability to implement the PAM system for collecting and analysing Project data and information was not replaced with support to the development of an alternative, effective monitoring framework and tools.

SDI and YCI work in partnership on the Sierra Leone Project and also in other urban settlements. The partnership is defined in a Memorandum of Understanding, which is subject to review and periodic renewal.

Sustainability

The sustainability of the Project model has been demonstrated through observation five years later of the first phase of work with slum settlements in Dworzark and Kroo Bay (and elsewhere). The FEDURP structure has a life of its own, receiving fairly minimal support from CODOHSAPA and SDI. As described in this report, there are links to other agencies of both government and civil society that are providing resources and responding to influence from communities through FEDURP. There is every reason to expect the FEDURP local structures started in a further eight communities over this Project period to continue. The savings network is a backbone for communities to use in seeking recognition of their rights to exist and thrive, organise to improve slum services and infrastructure and advocate for changes in policy and plans towards them.

FEDURP is showing realism in its efforts to tap resources for its support and activities. During the Project there has been an issue over the level of incentives payable for the services of members such as those engaged in peer education: other agencies supporting slum settlements offer higher incentives payments to effective community activists, in this case those trained by the Project. Recognising this, the work of peer educators can be sustained by linking to other sources of financial support from those agencies supporting slum development, even though they may not then be primarily working within the FEDURP structure.

The least sustainable intervention of the Project will be the continued support to training for alternative livelihoods for slum dwelling youth. The Project contracted training organisations and though there have been successes the means to pay for training may be beyond the resources of FEDURP without external funding. The demonstration that slum dwellers can progress into jobs and provide services has reached government, but there are too many other priorities to be confident that there will be government budget to support vocational training for the poorest in slums. However, as already reported, the advocacy efforts of the Project have resulted in getting slum settlements discussed by Government in the development of the next national Poverty Reduction Strategic Plan. The acceptance of community realities and recognition of FEDURP disaster management groups by government into planning and consultation processes and bodies is an indication of the durability of the community structures.

Sustainability was also demonstrated when communities suffered big losses during the flash floods of September 2015; during that time the peer educators and the CBDMCs worked together and were important players in the response with support from the ONS and other disaster response agencies. Then during the Ebola crisis PSPP partners were brought closer together and some are working on follow-on project proposals and fund seeking.

There are risks to the survival of the FEDURP structures, especially through co-option of leaders and activist community members into the programmes of other agencies, which could weaken FEDURP. This could also affect the current supporting partners’ sustainability, especially of CODOHSAPA, should it become less relevant as the supporting organisation for
FEDURP. Other organisations that support FEDURP may not share the same agendas to promote the rights of slum dwellers to determine their own solutions. More short-term interventionist agencies and those, in government, motivated by gaining political credibility and advantage from associating with community structures could undermine the efforts of FEDURP and its members. The YMCAs in different countries and YCI are committed to supporting slum settlements in other cities, e.g. Liberia, and alongside SDI, propose to help sustain the Project’s achievements in Freetown.

Monitoring, evaluation and learning (MEAL)

This section outlines the approaches and challenges to monitoring the Project. A following section lists lessons and recommendations.

Annual Reports were submitted by the implementing partners in Freetown to YCI who compiled a report for Comic Relief using the required reporting schedule. Reports for years 2 and 3 were submitted within 6 weeks of the Project year end, while the Year 4 report was completed over 3 months from the year end. CR responded to the reports with comments, some of which required action before release of further subventions. CR required both quantitative and qualitative information. Annual Reports answered specific questions designed to elicit information on progress with implementation, the impact the Project had on beneficiaries, challenges met, an overall rating from 1 to 3 for each of performance, compliance and learning. A further section addressed progress achieving the outcomes of the Project, again asking for both figures and narrative information. Four further sections then ask about learning, budget and spend, future plans and for marketing and communications information for CR to use. With few exceptions report sections scored 1 (green).

The key documents against which the Project reported was the Start Up Form and the approved Project Proposal Document. The Start Up Form provided overall 5-year target figures and indicators, but no year on year milestones as would be planned and reviewed were there a logical framework with which to manage the Project. Section 6 of the Annual Report to CR required a rescheduling of the Outputs expected for the next 12 months. There was no rescheduling of the Outcome target numbers of beneficiaries: progress was reported year on year with rolling totals.

YMCA SL field staff use a set of forms and tools for the collection and submission of information against activities. These include a Field Visit Reporting template and twelve specific tools to use in collecting activity information. These and the “expected data” they are designed to collect are listed in these instructions. A further list describes the “Status of M&E Files June 2013 to January 2016”. There is no apparent update of the lists since 2016. See Annex 11 for these documents, which were distributed to staff and are visible in the YMCA SL Office. YMCA SL managers explained that there has been rapid turnover in staff recruited for M and E. The lack of continuity and adequate handover has handicapped the recording and reporting of monitoring data. In addition, the systems developed at different stages by different M and E staff appear not to have been fully understood by their successors.

The support provided by YCI towards trialling the use of its Project Accountability Monitoring database (PAM) was not successful. This was due to the difficulties of accessing the software and databases on line in Freetown. The lack of adequate understanding of its management by the YMCA SL staff that replaced the first M and E Officer, who left without inducting the replacement post holder, failed to help achieve its adoption.
Due to overlaps in responsibilities of YMCA SL and CODOHSAPA and the incompatibility of the monitoring systems each used there are unresolvable inconsistencies in the results data available in the aggregated reports submitted to CR. For example, both partners deployed staff to slum communities to support the work for which each was responsible and worked with FEDURP groups and other community members in monitoring results. The staff groups overlapped at times and did not always coordinate in the collection of field data.

CODOHSAPA appears not to have suffered too greatly from staff turnover and has been able to make adequate use of the Ona data base system introduced and hosted by SDI for recording savings schemes and presenting results on dashboards. The system collects data provided from savings group level by community based FEDURP group collectors and treasurers. This information is aggregated at successive levels of FEDURP – community then to a regional office (for Freetown for slum savings groups – there are other FEDURP groups in towns elsewhere in the country) and on to CODOHSAPA. As well as savings and credit status information.

A measure of the adequacy of the data collected from savings groups is illustrated when, following the loss of local group ledger records during severe floods, CODOHSAPA and FEDURP were able to reconstruct the records for each group in about 8 days. The CODOHSAPA data base contained records up to two months previous to their loss, and FEDURP and collectors at group level were able to reconstruct more recent records so the groups could continue. The Ona database provides detailed information on each saver and is fully searchable and capable of generating reports against each data category.

Despite the difficulties in providing quantitative data on performance of the Project, the narratives provided by the partners demonstrates great insight and show that the Project staff, leadership and the communities supported were highly responsive to the changing context in which the Project operated. As described by the YMCA SL Programme manager there was a focus on adapting activities to meet needs while moving towards achieving objectives. There appears to have been limited attention to hitting the specific targets set from the Baseline study and listed in the Start Up Form. In fact, given the baseline study preceded most if not all the mapping and enumeration work done as part of the project, the baseline was unlikely to have helped in setting meaningful targets to include in the Start Up Form. For example, Enumeration and Mapping (E and M) of communities generated population figures far greater than those assumed by Government and even NGOs. In the event the main impact of the E and M exercises has been to positively influence government and politicians on the scale of slum urbanisation and the need to think and plan strategically, if only because of the number of electors and their significance as voters.

This suggests the value of less structured monitoring frameworks that uses methods and tools such as outcome harvesting and adaptive management approaches to assess needs and changes in context and responses. Given the political dynamics and uncertainties of working with urban settlements and the environmental risks they are subject too, setting beneficiary targets and focusing on their attainment is rarely the most useful indicator of progress. Notional start up targets are likely to distract from review and re-focussing of activities in the light of successes, opportunities and challenges. It is a recommendation of this evaluation that YCI and its partners working in fluid situations like slum settlements consider using adaptive approaches to MEAL, such as those recently described in discussions and literature on MEAL.12

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Impact and outcome monitoring and impact assessment included the collection of stories of change from communities and the production of short films in the PVMSC process highlighting examples of changes in confidence levels and capacity. See the PVMSC report for recorded case studies and the results of participative MSC exercises.

Learning & Recommendations

Project management and design

Planning and MEAL
For projects in fluid, unpredictable contexts, consider adaptive management approaches to project design and implementation based on outcome harvesting and similar methods, produce a clear theory of change and a logical framework with flexible indicators and stages for review and adjustment. Track lessons and feed them back into the project cycle, adjusting activities and approaches. Negotiate with donors to accept this adaptive approach.

Partnerships
Where several partners are coordinating, as with PSPP, build joint activities and mutual support roles and functions into the project design and budgets of each of the partners so due priority is given to collaborative actions. Consider drawing up memoranda of understanding between field partners as has been done for SDI and YCI.

Capacity building across project partners and consider ‘exit’ strategies as projects close
Clarify roles and responsibilities between implementing partners as they develop and ensure capacities and organisational structures and governance are defined that fit their roles and functions. For YMCA SL, CODOHSAPA and FEDURP roles and responsibilities have changed over time and there is need to develop their institutional systems to fit the changes. Plan and design an exit strategy at least a year before the main support to the project ends that clarifies how different actors and actions will continue to be supported or terminated.

Position human settlement projects for slums in a development framework of climate environmental and economic change
Ensure that any projects to support slum dwelling communities are designed within a strategic framework that fully recognises the position of slum settlements in the broad development framework defined by the UN Strategic Development Goals (SDG), economic, social and environmental change mainstream policy debates. Use the lessons from such projects to make the case for the inclusion of slum communities’ issues in policy making at national, regional and international levels. Make budgetary provisions for advocacy on a scale adequate to share lessons.

Equity, diversity, gender and participation
In designing slum response programmes and supporting partners recognise the diversity of slum communities and undertake baseline studies to identify vulnerable groups – women, people with disabilities, ethnic minorities etc. Ensure there is partner capacity to identify, work with and support these groups with appropriate methods that ensure their voices are heard and their participation is on an equal basis with the mainstream of targeted community members. Recruit appropriately experienced staff and/or work with partners with the required skills. Carry out gender and broader vulnerability assessments at design stage and review progress with inclusion during implementation.
Sectors

Entrepreneurship and jobs
Review employment and self-employment opportunities, skill gaps and markets. Look for innovations that have worked and the scope to expand them. Seek ways to link producers, raw materials, suppliers and markets. Aim for flexibility so that skills acquired can be used as employment contexts and markets change. For example, heavy duty driving was a niche that worked well while mining companies were active. Now expanding motor cycle taxi riding into Ke Ke (3 wheeler taxis) is providing new jobs for drivers. Look for further income earning possibilities: the mechanisation of waste collection, recycling plastics, metals, paper, food waste, and its efficient disposal all link to the negative pressures on slum dwellers. Consider the expansion of agricultural production that may require labour and delivery drivers, and the possibility of urban food production and marketing: pigs are reared on slum wastelands unofficially, which could be formalised. Expand hairdressing to include other beautician skills. Develop opportunities to provide child care, care of aged and of people with disabilities. To make a significant difference, the training and job support model must be expanded by Government and other agencies.

Skill training
Review the performance and contributions made by contracted training institutions and identify those that can provide long term opportunities for slum dwellers to acquire marketable skills. Work with appropriate government departments and other agencies supporting slum settlements to negotiate bursary and other forms of support for slum dweller trainees. Review the best practices experienced in providing training that minimise drop out and dissatisfaction and share these with those prepared to support technical and vocational training, including relevant government departments.

Capacity of youth
Recognise that new generations of youth require support of the kind the Project has provided and consider how leaders who have emerged can be supported to pass on the experience and culture generated by the Project. This is apparent in the first supported communities of Dworzark and Kroo Bay, where active leaders are asking for the support they received be extended to new youth. Use this information in developing new projects for donor consideration and in lobbying for government recognition and support.

Slum improvement
Document and share the successful innovations of the savings and credit/loan/grant FEDURP groups, especially the revolving use of capital and interest to fund slum improvements and meet the needs of disaster-affected people. Document and share the checks and balances built into the scheme through layers of the FEDURP network, that includes the ability to reconstruct ledgers in the event of destruction of records or misappropriation. Both are essential to maintain credibility and trust in the schemes.

Extend FEDURP’s roles in the systematic mapping and enumeration of slum areas to include inventories of amenities to assess upgrading possibilities. Produce plans on the improvements needed to shared facilities: latrines, wash houses, water points, walkways, stairways. Discuss and agree priorities for the use of funds, labour and skills. Carry out skills audits to identify people able to participate in projects. Share data and research results with key decision makers, policy and law makers, donors, additional support agencies.

Advocacy for slum upgrading
Build on improved attitude of FCC, Ministry of Lands and Housing, Youth Commission, politicians (Councillors and MPs) now aware of the numbers of slum dwellers and their rights as citizens. Continue to work with PSPP partners and others to advocate for land reform, security of tenancy, rights to ownership. Negotiate on resettlement schemes for those living in highest risk areas. Define limits for shack and other construction in high risk locations.
Disaster preparedness (DRR)
Build on relations established between CBDMCs and the ONS, CRS, FCC and others to develop practical disaster response plans that include the most vulnerable. Formalise work brigades that can provide skilled artisans to upgrading and disaster prevention works. Provide training in DRR in partnership with other disaster response agencies, the ONS and government departments.

Inclusion and vulnerability
Increase inclusion and support for vulnerable and excluded groups by strengthening partner staff and FEDURP members and leaders’ capacity to recognise and work with people living with disabilities, to understand the rights of LBGT community members to be included in development and address stigma, to better understand how to support CSW women with alternative livelihoods, and to address GBV. This will require strengthening partnerships with agencies with relevant knowledge and experience. When mapping, focus on needs of the vulnerable – single parents needing creche facilities, PLWD, older people, those stigmatised by sexuality or ethnicity. Link to Red Cross, UNICEF, HIV/AIDS support groups other rights focused NGOs and Government departments for funding and partnerships in meeting needs of the vulnerable.

Funding new programmes
Continue to pursue project design ideas in partnerships with other organisations as well as SDI and PSPP partners. Seek out donors interested in human settlements. IIED, Kings College London, US institutions etc. Consider contracting specialist academics and others with deep experience in human settlements. Pursue the 4 Cities link and other collaborations. Develop a full and up to date understanding of the broad development and humanitarian assistance research and response contexts. Ensure all proposals for funding support for projects and programmes are based on sound organisational vision and mandates that articulate this thinking and best practice.

Conclusions

Relevance
The Project was relevant to the needs of the young people targeted. It provided them with opportunities to gain the skills and knowledge needed to apply for a range of jobs and to run small businesses, mostly petty trading, more profitably. While opportunities to apply for training and other support were open to all, criteria to help identify the poor and marginalised were applied. It proved challenging to include people with specific needs, such as those with a disability, commercial sex workers and victims of SGBV, though possibly more of the latter were supported though not overtly due to sensitivities in identification and a lack of appropriately qualified staff. More people than expected benefitted from improvements made to the availability of clean water and improved sanitary facilities. Very many more people than planned were helped to be aware of good hygiene and health practices in part due to the Project’s response to the Ebola epidemic. The risks from disasters, especially, seasonal floods, are better understood and increasing numbers of slum dwellers are active in prevention and response measures. The Project was managed flexibly and identified and responded to community needs through their participation in mapping and enumeration exercises. Participation in project activities and community groups was made more relevant to young people by using informal training approaches.

Impact
Through formation of numerous local groups within the FEDURP network with skills to manage community affairs and advocate for change the capacity of civil society has been raised
significantly. Through engaging people in savings schemes and using the capital and interest from loans numerous slum upgrading actions have been effected. These schemes were kick-started with Project small grants but are now sustainable. Significantly more people than planned have been reached in most beneficiary categories. Through sports activities the number of young people reached increased from a targeted 240 to over 32,000, an unintended result. This is an example of the need to take a flexible approach, adapting to changes in context that may not have been evident at the planning stage of the Project. It also indicates that analysis of new settlements and patterns for engagement may not be apparent until a Project is implemented. A further sustainable impact is the innovative use of savings and loan income to support slum improvement actions and the need for small capital loans to start small businesses. The formation of community-based disaster management committees has impacted on disaster preparedness and response and achieved support from both government and non-government agencies that respond to emergencies, thus bringing in additional technical support and also income. Those young people supported with training and financial assistance are primary beneficiaries of the Project, but the need to extend support more widely continues. The City Council has commissioned FEDURP savings leaders to collect head taxes from residents, an unintended and potentially positive outcome. Government stakeholders have shown understanding and commitment to supporting slum dwelling communities as a result of concerted advocacy efforts, but their resources are limited. The Project partners and community advocates will continue to be active in planning and policy forums of the Government.

Effectiveness
The results and achievements of the project have been reported accurately and fairly. The qualitative, narrative descriptions of results are of greater significance than the recorded data in explaining Project achievements and challenges. This reflects the rapidly changing context in which the Project operated and the low level of information on slum community numbers at the start of the intervention. Based on earlier partner interventions, the Project identified what needed doing and met needs flexibly and responsively. This resulted in a number of innovations such as the linking of savings, small grants and loans to meeting both community and individual needs. The impact of the Project on the wider communities in slums was significant through the advocacy work done with government policy makers and service providers. At the practical levels of need clean water supply, sanitation, improvements to access routes, clearance of flood water courses are the result of FEDURP group leadership and links to other agencies supporting the slums. The survey carried out for the evaluation of 200 respondents plus focus groups and video and most significant change exercises (PVMSC) verified achievements across the indicators and targets set for the project.

Efficiency and MEAL
Limited discussions with partners, study of reports and donor responses to annual reports demonstrate good management processes. Changes in YCI and field partner staff concerned with M and E has resulted in some inconsistencies in methods used to monitor and report on results. Consequently, some data sets cannot be relied on to fully report achievements quantitatively. Narrative reporting, though, is of a high standard and suggestive of an adaptive management approach to monitoring, evaluation and learning that suits the unpredictable context in which the Project worked. The fluidity of the slum settlement environment points to the need for flexible planning and adaptive management approaches. This can still include logical framework (LFA) and similar tools to define objectives at different levels. If the LFA is subject to periodical review and reframing of indicators, targets and assumptions it will serve as a means to track progress towards verifying a theory of change for the interventions.

Equity and participation
The Project has consistently included and reported on women’s participation in the Project. At least equal numbers of young women have been assisted with training and opportunities to
gain employment or self-employment. Women have been encouraged to lead community groups and predominate as leaders of savings and loan groups. Though men are still more numerous in other leadership roles. The Project has worked with other PSPP members, notably Restless Development, to improve understanding of women’s rights, inequality issues, SGBV and SRH. The poorest and most vulnerable, for example people living with disabilities, have been included, but the three Project partners have limited expertise in meeting their needs. Other PSPP partners have provided the Project with support in addressing gender and disability issues.

**Sustainability**

No additional follow on funding has been leveraged for the Project, though proposals are pending donor decisions. At community level the FEDURP associated community groups are actively working with agencies that support slum settlements and gaining mutually by helping with planning and project implementation, at the same time accessing small contributions to their running costs. Links to the City Council should be sustainable through the collection of taxes by the savings groups. Community leader participation in policy and planning forums should help secure recognition of slum dweller rights and the avoidance of evictions and demolitions. FEDURP has demonstrated its capacity and vision to maintain and develop activities of the Project that stay relevant to community needs. Providing it can maintain its network and leadership structures following the end of the Project FEDURP will be the best means to sustain and develop the gains achieved over the Project period.

**Partner, PSPP and donor roles**

CODOHSAPA, YMCA SL and FEDURP have all benefitted from support from YCI and SDI to their capacity development in the form of exposure to international and regional meetings and exchanges supported by the Project. Assistance with monitoring systems has been strong in particular for CODOHSAPA and FEDURP. YMCA SL has deployed it longer term experience in supporting youth to the other PSPP partners, fulfilling a leadership and coordination role, especially during the Ebola crisis. In addition to funding support, Comic Relief helped raise the profile of slum settlements through filming high profile visitors and responding positively and helpfully to Project reports, recognising and valuing the adaptive management approach adopted by the field partners. The PSPP partners have coordinated with each other through the Four Cities Initiative, providing mutual support based on their areas of expertise and mandates. They have cooperated in advocating for changes in policies and strategies of the Government towards slum settlements, though changes in government following elections and Sierra Leone’s week economy has limited progress with the start of a Freetown Development Initiative Forum.

**Lessons and recommendations - share**

The Project has generated numerous insights into the needs of slum settlers at the levels of project design and management, technical and service support, coordination and collaboration and the need to advocate for policy change and resource mobilisation. The sharing of these insights is critical to sustaining the Project gains locally and to benefitting other communities facing similar challenges.

People say they are better off through the Project and many have jobs and small businesses, however, there remains great poverty in slums and the need to extend support to more slum dwellers, some of which will result from sustained actions by beneficiaries of the Project, but more external assistance is a continuing and essential need.

The partners and youth of Freetown’s slums are ready to play their part given some support, see box:

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Young people have the energy and exuberance to effect a change when given the opportunity to do so and that is what exactly we have learnt in this period. We will continue to ensure young people participate in all aspect of our work in Sierra Leone. CODOHSAPA Year Five Report. CODOHSAPA Year Five report.
Annex 1 Evaluation Terms of Reference

FINAL EVALUATION TERMS OF REFERENCE

KEY INFORMATION ON THE PROJECT

| Name of project: | Empowering young slum dwellers for the social and economic transformation of slum communities in Freetown |
| Grant holder: Implementing partners: Project duration: | Y Care International YMCA of Sierra Leone & CODOHSAPA 1 June 2013 to 31 May 2018 (Extension proposed until 31 July 2018, pending donor approval) |
| Project funding sources: | Comic Relief (as part of the Four Cities Initiative co-funded by the UK Government’s Department for International Development). GBP £1,948,310 |
| Project budget: | GBP £11,600 |
| Budget available for the final evaluation: | |

BACKGROUND AND PROJECT OUTCOMES

Y Care International (YCI), the Young Men Christian Association of Sierra Leone (YMCA) and Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA), in collaboration with Shack/Slum Dwellers International (SDI), have implemented a slum upgrading and development project in Freetown from 2013 to 2018. Funded by Comic Relief, this project aimed to provide vocational, entrepreneurship, life-skills training, and post-training inputs to young people; support slum dwellers to establish savings/credit groups and advocate for improvements in their communities; strengthen the capacity of local organisations to participate in slum upgrading initiatives; establish a small-grants scheme for community development initiatives led by young people; improve people’s access to water and sanitation through new latrines and water points; raise health/hygiene awareness; and build the capacity of communities to prepare for natural disasters.

This project builds upon a successful project implemented by YCI and YMCA in Freetown from 2007-12 which enabled 20,000 slum dwellers to access clean water, 800 young people to be supported with livelihood interventions, 2,500 slum dwellers to access savings/credit, and led to local government agreeing to abolish forced evictions in a target community.

The expected outcomes of this project were as follows:

**Outcome 1:** Increased economic resilience and improved well-being of at least 5,800 slum dwellers

**Outcome 2:** Increased capacity of youth-focused/led groups and CSOs to implement pro-poor community development projects in slum communities

**Output 3:** Improved health status for 28,000 people in 8 slum communities in Freetown

**Outcome 4:** Slum upgrading/urban planning processes are more responsive to the needs of young people

**Outcome 5:** Increased participation of local associations of slum dwellers in slum upgrading and development processes
Outcome 6: Increased capacity of slum communities to prepare for and mitigate the impacts of natural disasters

With the upcoming end of the project, YCI seeks to commission a final independent evaluation. This evaluation aims to use a mixed method approach, incorporating quantitative data gathering (including analysis of existing monitoring data) and qualitative data collection, using Participatory Video and Most Significant change.

This project sits within Comic Relief’s Four Cities Initiative (co-funded with DFID) which aims to test innovative approaches to the development of informal settlements (slums) with a strong focus on promoting a city-approach and bringing together civil society stakeholders with specialist expertise and government actors to strengthen rights and livelihoods of individuals living in urban slum settings. The initiative takes place in Cape Town (South Africa), Lusaka (Zambia), Kampala (Uganda), and Freetown (Sierra Leone); cities which are growing rapidly, and where slum-dweller-communities have grown.

PURPOSE AND OBJECTIVES OF THE FINAL EVALUATION

The key objectives of this final evaluation are as follows:

- To verify (and supplement where necessary), the project’s record of achievement as reported through Annual Reports and defined in the project’s start-up form;
- To assess the extent to which the project performed well and was good value for money, which includes considering;
  - How well the project met its objectives;
  - How well the project applied value for money principles of effectiveness, economy, efficiency and equity in relation to delivery of its objectives;
  - How well the project design (approach, methodology, etc.) was appropriate to reach the intended outcomes;
  - What has happened because of this project that wouldn’t have otherwise happened and what impact the project had on direct beneficiaries, their families and communities and the implementing partners); and
- Capture learning from the project (i.e. analyse what worked well and what worked less well and why) to guide in determining the effectiveness of the project and help guide future project development.

3. SCOPE AND FOCUS

The project will be assessed in line with the following:

Relevance:

- To what extent did the project support achievement towards providing vocational, entrepreneurship life-skills training and post-training inputs to young people?
- To what extent did the project target and reach the poor and marginalised?
- To what extent did the project improve people’s access to water and sanitation and raised awareness on health/hygiene, disaster risk reduction, and rights and responsibilities?
- How well did the project respond to the needs of target beneficiaries, including how these needs evolved over time?
- To what extent has the project impacted slum upgrading processes in the targeted communities?

Impact
- To what extent and how has the project increased the capacity of civil society?
- To what extent has the project facilitated participation of local associations/CSOs in slum upgrading?
- How many people are receiving support from the project that otherwise would not have received support?
- To what extent and how has the project affected people in ways that were not originally intended?
- To what extent has the project increased capacity of the targeted slum communities to mitigate and prepare for natural disasters?
- How well has the project increased the economic resilience of slum dwellers in the targeted communities?
- What journey have local decision-makers (including the government stakeholders) been taken on over the lifetime of the grant to support slum dwellers in Freetown?

Effectiveness:

- To what extent are the results that are reported a fair and accurate record of achievement?
- To what extent has the project achieved its objectives both in terms of number of beneficiaries reached and in terms of impact on the direct beneficiaries?
- What are the key drivers and barriers affecting the delivery of results for the project?
- What was the project’s impact on indirect beneficiaries, the local community in general, the programme, local CBOs and local authorities, and what was its impact in relation to the wider socio-economic and political context including policy level?

2

- How effective is YCI’s approach to partner capacity building? Has this grant enabled partners’ institutional strengthening?

The positive, negative and unexpected impacts must be taken into account.

Indicators of success of the project:

The Effectiveness and Efficiency of the project will be assessed against the following indicators:

- Number of young people are employed or self-employed by training completion;
- Number of young people with increased level of income and savings;
- Number of slum dwellers accessing community level savings and credit facilities;
- Reported levels of wellbeing by young people;
- Number of young women and men implementing community development projects;
- Number of women and young people with a decision-making / leadership role in community structures (because of engagement in small-grants scheme);
- Capacity of youth-led or youth-focused groups to plan, implement and monitor activities;
- Number of people using newly constructed / rehabilitated latrines;
- Number of people using newly constructed / rehabilitated water points;
- Measures of reductions in the number of slum dwellers affected by diarrhoeal diseases amongst those using the new WASH infrastructure;
- Proportion of slum dwellers with adequate hygiene knowledge, attitudes and practices;
- Proportion of young slum dwellers participating in consultations on slum upgrading / urban planning processes;
- Attitudes of local decision-makers towards the role of slum dwellers as legitimate stakeholders in slum upgrading processes; (investigate project’s engagement with local authorities and other government stakeholders)
- Extent to which the land and housing policy is informed and revised to address slum dweller issues;
- Demonstrable evidence of Freetown City Council plans / projects / budgets showing positive response to the expressed priorities of slum dwellers;
- Number of savings and credit groups established after community enumeration and mapping exercises; (Are these funds being well-managed and are they revolving successfully?)
- Extent to which issues identified during enumeration and mapping exercises are addressed by local decision makers and stakeholder in consultation with Federation of Urban Rural Poor – Sierra Leone (FEDURP);
- Extent to which the land and housing policy is informed and revised to address slum dweller issues;
- Recognition and participation of slum dwellers in decision-making processes at community and city level;
- Extent of advocacy collaboration on issues affecting slum dwellers;
- Number of slum dwellers participating in disaster management initiatives;
- Number of initiatives undertaken by slum dwellers to mitigate against disasters;
- Knowledge and capacity of the YMCA to develop and deliver DRR training;
- Knowledge and skills of slums dwellers on DRR;
- CBDMC members show demonstrable evidence of the implementation and maintenance of effective community led preparedness and mitigation activities

Efficiency:

- To what extent did the project deliver results on time and on budget against agreed plans?
- To what extent did the project understand cost drivers and manage these in relation to performance requirements?
- How far did financial, human, regulatory, and administrative resources and procedures contribute to the achievement of results?

Equity:

- How did the project address social differentiation, such as inclusion of young people living in slums, commercial sex workers, slum dwellers and civil society organisations?
- To what extent has the project address imbalance in women’s rights/gender inequality?
- How has the project impacted women and young people with a decision-making/leadership role in community structures?
- How has the project empowered women and young people to take leadership roles?
- How have women and young women directly benefited from capacity building skills delivered in the project?
- To what extent were project activities accessible to and used by those who were the most in need of them?

Sustainability:

- To what extent has the project leveraged additional resources (financial and in-kind) from other sources?
- What effect has this had on the scale, delivery or sustainability of activities?

- To what extent is there evidence that the benefits delivered by the project will be sustained after the project ends?
- How sustainable is the engagement of the project participants/groups with local authorities and other government stakeholders?
- How sustainable and replicable is the project?

Participation:
• What is the most effective way in which to increase the participation of young people and women in slum development and upgrading processes?
• To what extent were project beneficiaries actively involved in the implementation, management and monitoring of the project, rather than simply being recipients of aid?
• What are the most effective ways to ensure slum upgrading and development processes are ‘pro-poor’ and inclusive?

**MEAL:**

• To what extent was the monitoring system (including PAM database) used under the project fit for purpose?
• To what extent was it systematically used by project staff? Why? How did it assist in the analysis of evaluation findings?
• How was feedback collected from the project participants and responded to?
• To what extent did the monitoring data, feedback and complaints adapt project management/interventions? Any examples?
• Was the MEAL system ethical and gender, culture and conflict-sensitive?

**Assessment of value for money:**

• To what extent are the delivery and results of the project good value for money?
• How well has the project applied value for money principles of effectiveness, economy, efficiency and equity in relation to delivery of its objectives?
• What has happened because of the project that wouldn’t have otherwise happened?

**Assessment of partners’ roles:**

• To what extent has the relationship between YCI, YMCA, SDI and CODOHSAPA helped or hindered the delivery and impact of the project?
• To what extent has the relationship between Sierra Leone YMCA and CODOHSAPA helped or hindered the delivery and impact of the project?
• What is YCI’s added value in terms of project coordination, thematic and technical expertise, monitoring and evaluation, capacity-building support including organisational development of YMCA and CODOHSAPA, and facilitation of linkages with other organisations in the movement and externally?

**Collaboration with PSPP Agencies**

- To what extent has the collaboration between the other PSPP agencies and partners funded under Comic Relief and DFID’s co-funded Four Cities been successful and effective? To what extent these collaborations enabled or hindered the implementation and learning.
- To what extent have the objectives and outputs of the workplan been achieved?
- What were some of the successes, challenges and missed opportunities for this initiative?
- What recommendations are there for utilising this approach for other multicity initiatives?

**Assessment of Comic Relief’s role:**

• How have Comic Relief’s grant making policies and processes (e.g. how we define our programme strategies and outcomes, how we assess applications) helped or hindered the delivery of lasting change?
• How has Comic Relief’s approach to grant management (e.g. individual work with grant holders, and learning activities with other funded organisations) helped or hindered the delivery of lasting change?

**Lessons Learned and Recommendations:**
What lessons can be drawn from the project and utilized to guide future strategies and/or projects of agencies working in development? How do they relate to the Learning Questions given in the Grant Start Up Form?

Lessons should be divided into project management, sector (livelihoods, entrepreneurship, livelihoods and skills training, SRH and capacity building), and broader developmental lessons, and should be accompanied with action-oriented and specific recommendations that can be taken forward by YCI, Sierra Leone YMCA and CODOHSAPA. Suggestions for effective ways of disseminating results and learning should also be included.

Note: all data collected should be analysed by gender, age and vulnerability factors.

PROCESS AND METHODOLOGY

The Evaluator

An external independent evaluator will conduct this evaluation under the supervision of the YCI UK-based Impact, Results and Learning Manager and Sierra Leone YMCA. An Inception Report will be produced and agreed with both commissioning agencies.

Verification of partners (Sierra Leone and CODOHSAPA) reporting

The first task of the final evaluation is to verify the project’s achievement. The record of achievement will be presented in past Annual Reports and progress against the project start-up form. This exercise could include verifying information that was collected by the partners for reporting purposes and possibly supplementing this data will additional information collected through primary and secondary research.

Verifying the results from the project start-up form will begin to capture what the project has achieved. However, there will be other activities and results that occur outside of this that may require examination in order to respond to the different evaluation questions. Verifying reporting will also necessarily include a review of the data and systems that were used to populate results.

Data Collection and Analysis

The evaluator will use a mixed method approach to verify the quantitative and qualitative indicators suggested in the Grant Start-up Form. The evaluator is responsible for all data collection tools with the help of YCI, CODOHSAPA and Sierra Leone YMCA.

The evaluator will also use the qualitative data collected from the Participatory Video Most Significant Change (PVMSC) approach in their report. This data contains, stories, audio recordings and 3 participatory videos of change made by the young people we work with as part of the PVMSC approach. The PVMSC will be conducted at similar time as this evaluation but will be led by another consultant.

Indicative documents to review includes:

- Project proposal and budget
- Grant start-up form Grant Agreements
- Baseline survey and mid-term review (MTR) reports
- Implementation plans
- Annual reports (including donors’ feedback) and field visit reports
- Monitoring systems and data
- Published materials
- YCI’s Results Framework
- YCI’s Working with Children and Young People Policy


### BENEFICIARY AND STAKEHOLDER PARTICIPATION

To ensure that the evaluation process is conducted in a participatory and representative manner, the process will involve both direct and indirect beneficiaries including but not limited to:

- Direct beneficiaries (21,893 young women and 28,170 young men) reached by the project, for each of the key activities undertaken.
- Families/households of direct beneficiaries
- Local and elected community leadership in each location
- Representatives from relevant Ministries and Local Government Departments as directed by Sierra Leone YMCA and CODOHSAPA
- CBOs that have been involved in the implementation of the project as directed by YMCA Sierra Leone
- Sierra Leone YMCA and CODOHSAPA staff
- FEDURP leadership
- YCI staff, based in the UK
- SDI staff, based in South Africa

The evaluator will finalise the sampling process and methodology based on guidance from CODOHSAPA, Y Care International and Sierra Leone YMCA.

### Geographical Locations:

The evaluation will be conducted in the following locations in Freetown, Sierra Leone and include a sample from within these new communities in this project: 
- Oloshoro, Funkia, Cockle Bay, Marbela, CKG, Colbot, Mo Wharf, Susan’s Bay
- Communities from the previous project (with some level of ongoing support in this project): Kroo Bay and Dwarzark;

### Roles and Responsibilities

#### Roles and responsibilities of the evaluator:

1. To adequately prepare for the field work by reading background information and conducting relevant desk research
2. To conduct the field work in line with the agreed methodology
3. To design appropriate data collection tools in line with the agreed methodology
4. To upload, store and share electronically all data collected during the exercise and share with YCI and Sierra Leone YMCA
5. To analyse the findings of the evaluation and produce an Inception Report in line with this TOR and within the agreed deadline
6. To share the Inception Report with YCI, Sierra Leone YMCA, CODOHSAPA and SDI for review and feedback prior to finalisation
7. To share the Final Report with YCI, Sierra Leone YMCA, CODOHSAPA and SDI within the agreed deadline.

#### Roles and responsibilities of Sierra Leone YMCA and CODOHSAPA:

1. To review the tools and methodology designed by YCI and provide feedback prior to finalisation
2. To accompany the evaluator during the fieldwork in each of the locations, provide logistical support and enable him/her to access beneficiaries and stakeholders
3. To support the consultant in administering the methodology
4. To provide feedback on the consultant’s **Inception Report**

**Roles and responsibilities of YCI:**
1. To agree on the **Inception Report**
2. To provide feedback on tools and methodology
3. To provide relevant project documentation
4. To provide feedback on draft report and to approve the **Final Report** in line with quality standards.

**ETHICAL CONSIDERATION**

The evaluator will comply with YCI’s “**Working with Children and Young People Policy and Procedures**”, taking particular note of the code of conduct and procedures relating to confidentiality, consent and soliciting information from young people. The evaluator must ensure that this evaluation is conducted in an ethical and sensitive manner. Vulnerable children and young people should be protected and potential harm from the research tools, methodology, or researchers should be avoided. The evaluator must ensure:

- Respondents are respected by the researchers and research tools.
- They seek informed consent from all respondents. An informed consent form must be prepared and signed by all respondents.
- The participation of local community representatives in planning and conducting the survey. Community representatives and researchers can work together to make sure that research is conducted in the most appropriate way.
- Communities are informed of the research, possible outcomes (positive and negative), and the results of the research.

**TIMEFRAME AND DELIVERABLES**

**Deliverables**

- Preparation work (consultative meetings with YCI, Sierra Leone YMCA and CODOHSAPA, review of documentation, development of work plan and evaluation tools)
- Data collection in all project sites
- Data analysis
- Report writing

**Draft Evaluation Report:**

The timeframe allocated to the final evaluation process is 25-30 days, covering reviewing of tools. The process will start by **8th of August 2018**, and the first draft report should be submitted no later than **20th September 2018** (TBC). These dates will be discussed and agreed between all the parties at the contract stage.

**Final Evaluation Report:**

A draft report should be submitted to YCI, Sierra Leone YMCA, CODOHSAPA and SDI electronically in Microsoft Word format by **20th September 2018** (TBC). The report should be no longer than 30 pages excluding cover page, table of contents, summary and appendices.

YCI will provide a template for the report to include:

- Executive Summary
- Introduction (Purpose of the evaluation; Organisation context; Logic and assumptions of the evaluation; Overview of project activities; Evaluation Methodology; Evaluation plan; Strengths
and weaknesses of selected design and research methods; Summary of problems and issues encountered

- Findings (Overall Results; Assessment of accuracy of reported results; Relevance; Impact; Effectiveness; Efficiency; Equity; Sustainability; Participation; M&E; Assessment of value for money; Assessment of Y Care International’s role)
- Lessons Learned and Recommendations (Project level; Policy level; Sector level; Fund management)
- Conclusions (Summary of achievements against evaluation questions; Summary of achievements against rationale for the project; Overall impact and value for money of the activities; Summary of learning)

Appendices will include:

- Agreed ToR
- Evaluation schedule and framework
- Data collection tools
- List of people consulted
- List of supporting documentary information
- Details of the evaluation team
- At least 5 case studies & photos of beneficiaries

Evaluation bi-products besides the report:

- 3 video stories of change (provided by the PVMSC consultant from Insightshare)
- Up to 34 stories of change - transcripts from audio recording of story circles (provided by the PVMSC consultant from Insightshare)

The evaluator must share the Inception Report with a detailed work plan with YCI, CODOHSAPA and Sierra Leone YMCA for approval before the field work commences and include:

7

BUDGET AND FEES

The agreed budget (not more than GBP 11,600) will be specified in the consultancy agreement. YCI will pay all fees directly to the consultant. The payments will be made as follows:

- 50% upon signature of the consultancy agreement
- 50% upon satisfactory completion of the assignment and presentation of an invoice

YCI reserves the right to withhold payment if the final report does not meet the requirements of the terms of reference, and until an invoice is submitted. Any invoice submitted later than 30 days after completion of the assignment will be disregarded.

YCI further reserves the right to deduct 5% of the payment for each week the report is delayed from the agreed date where there has been no prior agreement with YCI, CODOHSAPA and Sierra Leone YMCA.
**Bank charges:** YCI will not be responsible for bank charges incurred by the Consultant during funds transfer. YCI will pay the sender’s fees, whereas the Consultant will pay any fees occurring at the receiving end.

## QUALIFICATIONS AND EXPERIENCE REQUIRED

### Essential
- Master’s degree in development studies, Social Studies and/or other related fields
- An evaluation specialist with a minimum of five years’ demonstrable experience in conducting programme/project evaluation in an international development context;
- Proven ability to manage complex evaluation and research process, including interpreting baseline data and conducting a final evaluation(s);
- Proven ability to design and manage data and information systems capable of handling large datasets for monitoring and evaluation purposes;
- Proven ability to consolidate information from multiple sources;
- Demonstrable experience of conducting evaluations using qualitative and quantitative tools;
- Excellent written and spoken English;
- Excellent communication and interpersonal skills, and ability to engage with vulnerable groups and with a range of external actors, including project beneficiaries, senior government officials and NGOs;
- Knowledge of Sierra Leone context and working experience in Sierra Leone;
- Ability to travel around Sierra Leone;

### Desirable
- Experience of evaluating youth-focused projects;

## APPLICATION PROCEDURE:

Qualified candidates should submit the following documents:

- Their CV (maximum 2 pages)
- A technical proposal detailing their experience as per the above criteria, including their proposed plan and time frame for the consultancy work (maximum 2 pages)
- Detailed budget with breakdown of daily rate plus number of days and other costs. The budget should not exceed GBP £11,600 (inclusive of VAT). The budget will be evaluated alongside the technical proposal and we reserve the right to make alternative suggestions on costing. The consultant is responsible for meeting his/her own subsistence and accommodation costs.

Applications should be submitted by no later than **Monday 23rd of July** to:

- Hur Hassnain, Impact, Results and Learning Manager hur.hassnain@ycareinternational.org copied to Nathalie Thomas, Programme Coordinator Resilience nathalie.thomas@ycareinternational.org
Annex 2 Inceptions Report


Contents:

Executive Summary .......................................................................................................................... ii

Introduction ................................................................................................................................. 1
  Context ....................................................................................................................................... 1
  Overview of Project ..................................................................................................................... 1
  Partners involved in the programme .......................................................................................... 2
  Purpose of the evaluation .......................................................................................................... 2

Methodology .................................................................................................................................. 3
  Survey ........................................................................................................................................ 3
  Interviews and focus group discussions ...................................................................................... 4
  PVMSC ....................................................................................................................................... 4
  Validation workshop .................................................................................................................... 5
  Limitations of the evaluation ..................................................................................................... 5

Relevance ...................................................................................................................................... 6
  Training and entrepreneurship .................................................................................................... 6
  Water and sanitation .................................................................................................................. 7
  Slum upgrading and disaster management .............................................................................. 7

Impact .......................................................................................................................................... 7
  A theory of change for the Project .............................................................................................. 7
  Capacity of civil society in slum upgrading and disaster preparedness ..................................... 8
  Economic resilience and improved health status ..................................................................... 10
  Occupations of respondents ...................................................................................................... 11
  Impact of training ....................................................................................................................... 12
  Job and business challenges ...................................................................................................... 12
  Income sources and community activism .................................................................................. 14
  Impact on Health ....................................................................................................................... 14

Effectiveness ............................................................................................................................... 17
  Outcome targets .......................................................................................................................... 17
  Output targets ............................................................................................................................ 17
  Advocacy monitoring ................................................................................................................ 19

Equity and Participation .............................................................................................................. 20
  Equity ....................................................................................................................................... 20
  Participation ............................................................................................................................... 21

Efficiency ....................................................................................................................................... 22
  Value for money .......................................................................................................................... 22
  Financial and administrative resources ..................................................................................... 23
  Partnerships ............................................................................................................................... 23
Introduction
This inception report aims to describe for YCI and partners the consultant’s understanding of the purpose of the final evaluation, the approach and methodology proposed for field work, documentation review and an outline of the reporting structure. These elements of the evaluation need to be discussed and agreed between the consultant and YCI and partners. Due to the short time between award of the contract (3rd August) and field work the report is inevitably based on a rapid first reading of project documentation (received 5th August) and a meeting with YCI staff13 on 6th August.

Interpretation of the TOR
Background
The project ran from 1 June 2013 to 31 May 2018 (with an extension proposed until 31 July 2018, pending donor approval). The project was operational principally in 8 slum communities

13 Hur Hassnain, Impact, Results and Learning Manager, Nathalie Thomas International Programme Coordinator and Rehana Merali, Africa-Caribbean Programme Manager
of Freetown. It was preceded by a similar project between 2007 and 2012 that focused on two slum areas. These slum areas also received some support in the project under review.

There were six project outcomes.

**Outcome 1:** Increased economic resilience and improved well-being of at least 5,800 slum dwellers

**Outcome 2:** Increased capacity of youth-focused/led groups and CSOs to implement pro-poor community development projects in slum communities

**Outcome 3:** Improved health status for 28,000 people in 8 slum communities in Freetown

**Outcome 4:** Slum upgrading/urban planning processes are more responsive to the needs of young people

**Outcome 5:** Increased participation of local associations of slum dwellers in slum upgrading and development processes

**Outcome 6:** Increased capacity of slum communities to prepare for and mitigate the impacts of natural disasters.

The project is one of the four cities in Africa supported by Comic Relief and DFID under the Four Cities Initiative.

**Evaluation Scope and Purpose**

In preliminary discussion with YCI the consultant drew attention to the broad objectives of the evaluation. As there are budgetary and time limitations for the evaluation, it will be necessary to focus the evaluation fieldwork. There are 75 questions listed against the DAC/OECD criteria and other headings in the TOR across the six Outcome Objectives. Though there is no explicit theory of change or logical framework, the title of the project suggests the goal: “To empower young slum dwellers to achieve the social and economic transformation of slum communities in Freetown”. The six objectives are linked, and activities collectively contribute to achievement of the overall aim or goal of the project. It is therefore proposed that the focus of this evaluation is on Outcome Objective 1 and that a survey is designed and implemented to verify the extent to which the project has improved the livelihoods and wellbeing of slum dwellers, in particular younger people (defined in Sierra Leone as those under 35 years). This is in line with YCI’s vision to place “employability and enterprise at the heart of its work”\(^{14}\) and in Sierra Leone to “…help young people to become healthy and productive entrepreneurs or employees…”\(^{15}\). Questions in a survey and in FGDs and interviews will therefore aim to establish the extent to which young people have been helped to improve their economic situation. There will also be questions to assess the extent to which the project has been able to improve the living conditions of slum dwellers and the slum environments to enable them to make use of opportunities to increase their incomes. The assumption is that in achieving Outcome Objectives 2 to 6 slum dwellers are better positioned to improve their livelihood chances and economic situation.

**Process and methodology**

A review of the documents provided will inform the evaluator on the veracity of data collected and presented by the project implementing partners. Key documents are the annual reports provided by Sierra Leone YMCA and CODOHSAPA. These will be checked for their record of progress against the Start Up form (See annex), which serves to some extent the purpose of a logical framework (though it is limited in not setting time bound targets for the achievement of objectives and tasks). Critical to verifying data and results claimed will be an assessment of


\(^{15}\) [https://www.ycareinternational.org/place_category/sierra-leone/](https://www.ycareinternational.org/place_category/sierra-leone/)
the systems used to monitor the progress in documents and through interviews with staff and others. For example, the extent to which the project was able to understand and input data into the YCI PAM\(^\text{16}\) will help in assessing the MEL capability of the project partners, and the support provided by YCI.

Document review will enable identification of information gaps, examples of double counting and other anomalies. From this, areas for field work investigation will be identified, but noting that evaluation scale limitations will require priorities to be decided. As mentioned, investigations will focus on the support achieved in supporting young people’s access to employment and self-employment, and the actions that have provided support to this outcome.

At the outset of the field work two start up workshops will be held. One with selected staff of the implementing partners, the second with a wider group of stakeholders, such as the government agencies with whom the project has worked, the Freetown City Council and the wider group of partners supported in implementing the PSPP slum programme.

Alongside this consultant’s work is a Participatory Video Most Significant Change qualitative evaluation exercise (PVMSC). In view of this field work by the consultant will focus on the verification of data reported, and the collection of additional data, principally through surveys with slum dwellers able to provide answers to survey questions. Thus, the survey, of about 200 respondents will be “purposive” – targeting slum dwellers who in one way or another have engaged in activities supported by the project.

The evaluator will also agree a set of key informant interviews and a limited number of focus groups with both slum dwellers and other stakeholders with knowledge of the project and its achievements. The PVMSC exercise, which immediately precedes the consultant-led field work, will help provide information on the changes the project has achieved, this largely qualitative information will also help capture information on activities and results that lie outside those planned in the Start Up form.

**Field work plan**

Field work will be from 15\(^\text{th}\) to 28\(^\text{th}\) August. The provisional field work to be supervised by the consultant is shown in the highlighted sections of the itinerary below (the other activities in the itinerary relate to the PVMSC activities that will proceed and feed into the consultant supervised work).

During the four survey days from 20\(^\text{th}\) to 23\(^\text{rd}\) August and from 25 to 28\(^\text{th}\) August the consultant will conduct Key Informant Interviews and FGDs with stakeholders (in addition to holding an overview of progress with the survey, which will be largely supervised by Partner staff). These stakeholders will be drawn from the list provided in the TOR (below),

- Direct beneficiaries in the slum communities
- Families/households of direct beneficiaries
- Local and elected community leadership in each location
- Representatives from relevant Ministries and Local Government Departments as directed by YMCA Sierra Leone and CODOHSAPA?
- CBOs that have been involved in the implementation of the project as directed by YMCA Sierra Leone and CODOHSAPA
- Sierra Leone YMCA and CODOHSAPA staff
- FEDURP leadership
- YCI staff, based in the UK
- SDI staff, based in South Africa

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\(^{16}\) PAM – Programme Accountability Monitoring??
Other stakeholders may also be identified by the implementing partners and through the PVMSC exercise. Given limitations on time care will be taken to coordinate with the PVMSC exercise to avoid duplication. This will be discussed with the PVSMB team before they depart during an overlap in the field of 3 days.

The survey of slum dwellers will be conducted by ten enumerators. They and two data entry people will be introduced to a draft questionnaire and trained in its implementation. This will include checking understanding through reverse translation into and back from English to Krio and testing of the questionnaire in pairs and then with a selection of community members. The survey will be conducted in two or more communities (subject to discussion with the Partners in the field). One of the communities should if possible be one of the two with whom the project started work from 2007. This will add elements of sustainability and lesson transfer to the phase now being evaluated.

The questionnaire for the survey will be drawn up based principally on the indicators identified in the Start Up Form for the 6 Outcome Objectives. These indicators are shown as questions in the spreadsheet attached as an annex. This section of the spreadsheet is also annexed as a Word table to the inception report (below).

The spreadsheet indicates also the range of evaluation tools: reviews of reports, Survey, FGD, KII, PVMSC, by which it will be able to collect quantitative and qualitative data and information. A schedule of FGDs and KIIs will be drawn up and to run alongside and after the survey. Checklists will be prepared for the conduct of FGDs and KIIs relevant to the participants and drawn from the table of indicators as attached.

By using more than one source for each indicator triangulation and verification of data and information will be possible. As information is collected any gaps and anomalies will be probed through further discussion at the verification workshop planned at the end of the field work. Representative slum dwellers, partner staff and other stakeholders across PSPP will be invited to this workshop at which the consultant and partners will share preliminary evaluation findings.

The attached spread sheet annex also shows for each of indicator questions which of the DAC and other criteria area in the TOR it is expected to collect information. This will help guide the drafting of the specific questions for each FGD/ interview and also the probing required in follow up discussion.

**Analysis and reporting**

At the completion of the field work the consultant will feedback key findings from the field work and document review to a group of project participants, partner staff and stakeholders at a verification workshop.

The PVMSC information together with the consultant’s investigations described above will be analysed and used in drafting the required Evaluation Report. The draft report will be shared for comment and assessment of its accuracy by YCI and SLYMCA and their partners before writing the final report. The report will follow the format as specified in the TOR.

YCI will provide a template for the report to include:

- **Executive Summary**
- **Introduction** (Purpose of the evaluation; Organisation context; Logic and assumptions of the evaluation; Overview of project activities; Evaluation Methodology; Evaluation plan; Strengths and weaknesses of selected design and research methods; Summary of problems and issues encountered).
- **Findings** (Overall Results; Assessment of accuracy of reported results; Relevance; Impact; Effectiveness; Efficiency; Equity; Sustainability; Participation; M&E; Assessment of value for money; Assessment of YCI roles).
- Lessons Learned and Recommendations (Project level; Policy level; Sector level; Fund management).

- Conclusions (Summary of achievements against evaluation questions; Summary of achievements against rationale for the project; Overall impact and value for money of the activities; Summary of learning).

From TOR.
Annex 3 List of documents

- Freetown Urban Slums Initiative Grant Application Form
- Monitoring trip to Freetown: Rehana Merali, Africa Programme Manager, Caroline Pradier, Africa Programme Coordinator
- FUSI Baseline Survey Report 2013
- Final FUSI Start Up Form
- Comic Relief Annual Feedback on Narrative Reports from YCI Years 1 to 4
- YCI response to Comic Relief Feedback on Year 2 Report
- CODOHSAPA Annual Reports. Years 1 to 5
- YMCA SL Annual Reports. Years 1 to 5
- 4 Cities Collaboration Report. Year 2
- PSPP Ebola Emergency Evaluation Report
- Visits by Sarah Hunt (Urban Slums Programme Coordinator) YCI. 2013 and 2014
- RM and CP Trip reports
- Entrepreneurship training evaluation form
- Advocacy Activities report form
- Mid Term Review of PSPP collaboration and Action Plan
## Annex 4 Questions Matrix for SSIs, Survey, FGDs

### Table of field work evaluation questions – abbreviated from Excel spreadsheet

The following information will be collected through a survey of slum dwellers, FGDs and KII:

<table>
<thead>
<tr>
<th>Questions and answers</th>
<th>Objectives 1 to 6 Start up table</th>
<th>Sources of information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Annual and other reports</td>
</tr>
</tbody>
</table>

### Questions and answers

- **Interviewee and survey respondent details:** Gender, age, marital status, any disability, Family size, position in family

<table>
<thead>
<tr>
<th>Question</th>
<th>Objectives 1 to 6 Start up table</th>
<th>Annual and other reports</th>
<th>Survey</th>
<th>FGD</th>
<th>KII</th>
<th>VMSC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have any employment or self employment?</td>
<td>1</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>How long have you been getting income from this work?</td>
<td>1</td>
<td></td>
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<tr>
<td>What do you work at?</td>
<td>1</td>
<td></td>
<td></td>
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<tr>
<td>Tell me your monthly income from this</td>
<td>1</td>
<td></td>
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</tr>
<tr>
<td>Are you saving any of your income?</td>
<td>1</td>
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<tr>
<td>Did you have any training for this, if yes from whom?</td>
<td>1</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Question</td>
<td>Yes</td>
<td>No</td>
<td>Blank</td>
<td></td>
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<tr>
<td>How much are you able to save each month?</td>
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<tr>
<td>How much do you currently have saved?</td>
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<tr>
<td>Did you have any assistance getting the job or starting your business?</td>
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<td>If so who provided the help?</td>
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<tr>
<td>How many times a day do you have a meal?</td>
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</tr>
<tr>
<td>How do you feel about you and your family’s quality of life now compared to before you started working? (Better, the same, worse? Why?.)</td>
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<tr>
<td>Are you engaged in any projects to improve your community?</td>
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<tr>
<td>Which organisation if any is helping with the project(s)? (CODHSAPA, FEDURP, Others)</td>
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<tr>
<td>Are you taking any decisions on the running of your community? (Leadership roles)</td>
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<tr>
<td>Who is providing funds or grants for community projects Small grants schemes of CODOHSAPA, FCC, etc)</td>
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<tr>
<td>How has the capacity of YMCA &amp; CODOHSAPA improved over the project period? Examples, case stories</td>
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<tr>
<td>Are you closer now than in 2012 to a latrine? (yes, no, distance)</td>
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<tr>
<td>Are you closer to a clean water point than in 2012?</td>
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<tr>
<td>Who helped construct the a) latrine, b) water point? (CODOSHPA, YMCA, Others - name)</td>
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<tr>
<td>Question</td>
<td>Rating</td>
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<tr>
<td>What do you judge to be the change in numbers of people contracting diarrheal diseases in your community? The same, halved, increased</td>
<td>3</td>
<td></td>
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<tr>
<td>How many people have a better understanding of how to keep healthy than in 2012? The same, twice as many, everybody.</td>
<td>3</td>
<td></td>
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</tr>
<tr>
<td>Do you participate in meetings with FCC and others about upgrading slums?</td>
<td>4</td>
<td></td>
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</tr>
<tr>
<td>How much has the proportion of slum dwellers participating in upgrading plans etc increased since 2012?</td>
<td>4</td>
<td></td>
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</tr>
<tr>
<td>What examples are there of decisions taken to upgrade slums?</td>
<td>4</td>
<td></td>
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</tr>
<tr>
<td>What has the FCC and other Govt done to change the laws on land tenure related to slums?</td>
<td>4</td>
<td></td>
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<tr>
<td>How many slum dwellers are engaged in savings and credit activities?</td>
<td>4</td>
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<tr>
<td>What organisations if any assisted in forming the S and C group?</td>
<td>4</td>
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<tr>
<td>Has the enumeration of slums and mapping exercises helped increase the formation of S and C groups?</td>
<td>5</td>
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<tr>
<td>Have issues identified through enumeration and mapping been discussed with FEDURP and/or other slum support organisations? Give examples.</td>
<td>5</td>
<td></td>
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<tr>
<td>Have land and tenure laws been changed since 2012?</td>
<td>5</td>
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<td></td>
</tr>
<tr>
<td>Question</td>
<td>Weight</td>
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<tr>
<td>How have these law changes affected slum dwellers?</td>
<td>5</td>
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</tr>
<tr>
<td>To what extent has the participation of slum dwellers in FCC and other decision making changed since 2012? Examples.</td>
<td>5</td>
<td></td>
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<tr>
<td>Has slum dweller discussion and collaboration on issues that affect them changed since 2012?</td>
<td>5</td>
<td></td>
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</tr>
<tr>
<td>How many slum dwellers are participating in disaster responses - flood, Ebola?</td>
<td>6</td>
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<td></td>
</tr>
<tr>
<td>How many disaster response initiatives have been taken by slum dwellers <em>(Probably Ebola will dominate this and next DRR questions)</em></td>
<td>6</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>By how much has partner capacity to train on DRR changed since 2012?</td>
<td>6</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>As above for slum dwellers</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Have CBMCs of slum dwellers increased their ability to organise and implement disaster response capability among communities? Examples.</td>
<td>6</td>
<td></td>
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</tr>
</tbody>
</table>
Annex 5 Survey Questionnaire, data and analysis spreadsheet (Excel)

**PSPP Evaluation survey: Sierra Leone August 2018**

**Read Introduction/Consent:** Good morning/afternoon. My name is ………and I am part of a team conducting a survey on behalf of SLYMCA and CODOHSAPA who have managed the PSPP project in your community since 2012 (and before). We want to find how the support given to communities of Freetown slums has helped improve the lives of young people living in the slums. I would be grateful if you could spare a few minutes to answer some questions. The information you provide will help SLYMCA and CODOHSAPA to assess what went well with the programme and what lessons to draw from its strengths and challenges. There are no right or wrong answers and your views and the information you provide will be treated totally confidentiality. It will be really helpful if you could spare some time to talk to me. You are free to choose whether or not to take part. Are you happy for me to continue? Yes/No

<table>
<thead>
<tr>
<th>Q1 Enumerator Code</th>
<th>2 Respondent Number</th>
<th>2 Date:</th>
<th>3 Time:</th>
<th>4 Interview length, up to:</th>
<th>30mins =1, 45mins =2, 1 hour =3, Longer =4</th>
</tr>
</thead>
</table>

**Respondent Details:**

5. Age in years
   - Under 15 =1
   - 15 to 25 =2
   - 25 to 35 =3
   - Over 35 =4

6. Sex
   - Male =1
   - Female =2

7. Give any occupation or income earning activities, positions in community
   - Petty trading 1
   - Fishing 2
   - Sand Mining 3
   - Masonry 4
   - Tailoring 5
   - Driving 6
   - Auto mechanic 7
   - Carpentry 8
   - Sex worker (previously if not now) 9
   - Hairdresser 10
   - Office worker 11
   - Other 12

8. Name of slum community
   - Marbella 1, Susan’s Bay 2, CKG 3, Colbot 4, Cockle Bay 5, Oloshoro 6, Funkia, 7, Mo Wharf 8, Dwarxak 9, Kroo Bay 10.

9. How many people live in your household/family home? (i.e. eat from same pot) /Number of people:
   - Number = ……

10. Family Situation
    - Dependent =1
    - Main income earner =0

11. Marital status
    - Single 1
    - Married 2
    - Widowed 3
    - Divorced 4
    - Cohabiting 5
    - Single Parent 6
    - Other 7

   Other:

12. In what ways have you or members of your family been helped by the PSPP Project?
    - Trained in running a business =1
    - Technical/vocational training =2
    - Given a grant to start a business =3
    - Improved water supply and/or latrines =4
    - Joined saving and credit scheme =5
    - Slum upgraded (by CBDMC) =6
I am now going to ask you some questions about the support you were given by the PSPP project.

13. If you had business training did it help you get a job or become self-employed?

| I got a job =1 | I now have a business =2 |

14. What is the situation now?

| I am still employed =1 | My business is still going =2 | I have lost my job =3 | My business has stopped =4 |

15. In your opinion, how helpful was the training you received in getting you a job or self-employed? Tick only one.

| Very Helpful =5 | Helped a lot =4 | Helped a bit =3 | Not very helpful =2 | Didn't help at all =1 | Got no training =0 |

16. If you had vocational or technical training what was it for: (can be more than one)

| Driving =1 | Office work =2 | Mechanics =3 | Other =4 - name below |

Other occupation:

17. If you have a business what it is:

| Fishing =1 | Trading =2 | Okada rider =3 | Other =4 name below |

Other occupation:

18. If you are employed what do you do?

| Office work =1 | Cleaning/ house work =2 | Builder =3 | Driver =4 | Other =5 - name below |

Other employment:

19. How much are you earning each month on average from your job or from your business?

| Less than 250,000L =1 | 250,000 to 500,000L =2 | More than 500,000L =3 |

20. Has your income increased or fallen since the Ebola crisis?

| Increased =1 | Fallen =2 | About the same =3 | Don’t know =0 |

21. Have you received any grant or loan to start a business? Yes=1 No=0

22. Who provided the grant or loan? (Can be more than one)

| YMCA =1 | FEDURP/ CODOHSAPA =2 | BRAC =3 | Restless Development =4 | YDM =5 | Transform Africa =6 | Another NGO/ CBO (or Govt) GIVE NAME below =7 | Don’t know =8 |

Name(s) of grant/loan giver:

23. Was the grant sufficient for you to start your business? Yes   No

24. Did you have to repay the grant/Loan? Yes   No
25. If yes have you completed repayments? Yes  No
26. If you have not yet repaid do you think you will be able to complete repaying the loan? Yes  No
27. If your job or business ended what was the main reason? (choose the most important reason)

<table>
<thead>
<tr>
<th>Reason</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>The job ended</td>
<td>5</td>
</tr>
<tr>
<td>Ebola stopped the work</td>
<td>4</td>
</tr>
<tr>
<td>My business was not making money, or the pay was too low</td>
<td>3</td>
</tr>
<tr>
<td>The work was too difficult</td>
<td>2</td>
</tr>
<tr>
<td>Other reason (write below)</td>
<td>1</td>
</tr>
<tr>
<td>No opinion</td>
<td>0</td>
</tr>
</tbody>
</table>

Reasons:

28. How many times per day do you usually have a meal?

<table>
<thead>
<tr>
<th>Meals</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 meals</td>
<td>Enter 3</td>
</tr>
<tr>
<td>2 meals</td>
<td>/2</td>
</tr>
<tr>
<td>1 meal</td>
<td>/1</td>
</tr>
<tr>
<td>Sometimes none</td>
<td>/0</td>
</tr>
</tbody>
</table>

29. Compared to 2012, how well off do you feel you and your family are?

<table>
<thead>
<tr>
<th>Feeling</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much better</td>
<td>5</td>
</tr>
<tr>
<td>Somewhat better</td>
<td>4</td>
</tr>
<tr>
<td>The same</td>
<td>3</td>
</tr>
<tr>
<td>A little worse</td>
<td>2</td>
</tr>
<tr>
<td>Much worse</td>
<td>1</td>
</tr>
<tr>
<td>No answer</td>
<td>0</td>
</tr>
</tbody>
</table>

I am now going to ask you some questions about how youth have been helped to implement slum community projects and about how health conditions are now in the slums.

30. Do you know of any projects to improve your community? Yes  No
31. Are you been part of or helped with any such projects to improve your community? Yes  No
32. What are the community projects you have helped with? Mark all but underline the project s/he says is most important.

<table>
<thead>
<tr>
<th>Project</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water points</td>
<td>6</td>
</tr>
<tr>
<td>Latrines</td>
<td>5</td>
</tr>
<tr>
<td>Am an active Member of CBMC</td>
<td>4</td>
</tr>
<tr>
<td>Drainage control</td>
<td>3</td>
</tr>
<tr>
<td>Meetings with FCC and other Government</td>
<td>2</td>
</tr>
<tr>
<td>Helping with health messaging</td>
<td>1</td>
</tr>
<tr>
<td>Others – describe below</td>
<td>0</td>
</tr>
</tbody>
</table>

Other projects:

33. Name the organisations you know that are helping with community projects?

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>CODOHSAPA</td>
<td>5</td>
</tr>
<tr>
<td>FEDURP</td>
<td>4</td>
</tr>
<tr>
<td>YMCA</td>
<td>3</td>
</tr>
<tr>
<td>FCC, Govt department</td>
<td>2</td>
</tr>
<tr>
<td>Other Name the NGOs/CBOs</td>
<td>1</td>
</tr>
<tr>
<td>Don’t know</td>
<td>0</td>
</tr>
</tbody>
</table>

Names of organisations helping:

34. How long does it take you to reach the latrine? Number of minutes: ..............

35. Are you closer now than in 2012 to a latrine? Closer /1, The same/2, further away than before

36. How common are diarrheal diseases now compared to 2012?

<table>
<thead>
<tr>
<th>Disease</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much less</td>
<td>4</td>
</tr>
<tr>
<td>About the same</td>
<td>3</td>
</tr>
<tr>
<td>A little worse</td>
<td>2</td>
</tr>
<tr>
<td>Much worse</td>
<td>1</td>
</tr>
<tr>
<td>No opinion</td>
<td>0</td>
</tr>
</tbody>
</table>
37. How many people have a better understanding on how to keep healthy now compared to 2012?

<table>
<thead>
<tr>
<th>Many more people, almost everyone</th>
<th>More than 2012</th>
<th>About the same now as then</th>
<th>Fewer people</th>
<th>Almost no one</th>
<th>No opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>=5</td>
<td>=4</td>
<td>=3</td>
<td>=2</td>
<td>=1</td>
<td>=0</td>
</tr>
</tbody>
</table>

38. If health understanding has increased why do you think this is?

- NGOs and CBOs have instructed us /4. Write names of NGOs below
- The Government (FCC or Health department) has informed us. /3
- During Ebola we were shown how to stay healthy /2.
- Other reasons /1 Please write the reasons below
- Don’t know /0

Write names of NGOs who informed us on health:

Write reasons WHY health consciousness improved:

39. How long does it take you to reach a safe water point? Number of minutes:……..

40. Who helped construct the latrines and the water point(s)?

<table>
<thead>
<tr>
<th>CODOHSAAPA</th>
<th>FEDURP</th>
<th>YMCA</th>
<th>Other NGOs/CBOs</th>
<th>FCC or other Govt. departments</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>=5</td>
<td>=4</td>
<td>=3</td>
<td>=2 Give name(s) below</td>
<td>=1</td>
<td>=0</td>
</tr>
</tbody>
</table>

Name any others who helped:

41. Do you feel you are asked about decisions on the running of your community? Yes No

42. Are you aware of any changes in the laws that control slums? Yes No

43. How have these law changes affected slum dwellers? Mark all mentioned but circle the most important answer.

- Less fear of eviction =5
- We think Slums will be improved =4
- The FCC is listening to our problems =3
- There are better health services =2
- We may be resettled from the slum =1
- Other changes, good or bad – write what they are =0

Write other changes:

44. Are you aware of the work done to enumerate and map slum areas? Yes No

45. In what ways has the enumeration and mapping helped slum dwellers?

- Less fear of eviction =5
- We think Slums will be improved =4
- The FCC is listening to our problems =3
- There are better health services =2
- We may be resettled from the slum =1
- Other changes, good or bad – write what they are =0

Write other changes:

I now want to ask you some questions about how you are affected by floods, fires and other emergencies, like Ebola, for example.
46. Are you better prepared to help yourself and others when there is a flood, fire, sickness etc than in 2012? Yes No

47. Who has helped you prepare for and be able to help yourself and others in emergencies?

<table>
<thead>
<tr>
<th>Organization</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>CODOHSAPA</td>
<td>5</td>
</tr>
<tr>
<td>FEDURP</td>
<td>4</td>
</tr>
<tr>
<td>YMCA</td>
<td>3</td>
</tr>
<tr>
<td>Other NGOs/CBOs</td>
<td>2</td>
</tr>
<tr>
<td>FCC or other Govt. department</td>
<td>1</td>
</tr>
<tr>
<td>Don't know</td>
<td>0</td>
</tr>
</tbody>
</table>

Name any others who helped:

48. Are you aware of disaster response plans that are put into action when there is flooding or other emergencies? Yes No

49. Are you a member of a CBMCs of slum dwellers (organisations, clubs) that helps people when there is an emergency?

<table>
<thead>
<tr>
<th>Status</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>3</td>
</tr>
<tr>
<td>Know of CBDMC</td>
<td>2</td>
</tr>
<tr>
<td>There is no CBDMC</td>
<td>1</td>
</tr>
<tr>
<td>Don’t know about CBDMC or similar club</td>
<td>0</td>
</tr>
</tbody>
</table>

Thank you very much for answering the questions so helpfully.
Annex 6 Enumerators and roles

Annex 7 Field work schedule

<table>
<thead>
<tr>
<th>Date/time</th>
<th>Interview/FGD</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/08/18 3PM</td>
<td>Y Care Office: Nathalie Thomas, Rehana Merali, Hur Hassnain</td>
</tr>
<tr>
<td>22/08/18 11AM</td>
<td>Abdul Mara, Development and Planning Officer</td>
</tr>
<tr>
<td>22/08/18 1PM</td>
<td>Dr Alphajoh Cham, Deputy Director Min. of Lands, Housing and Environment</td>
</tr>
<tr>
<td>22/08/18 430-530PM</td>
<td>FGD Dworzark community 2 women, 2 men</td>
</tr>
<tr>
<td>22/08/18 530PM</td>
<td>Sheka Lamin Dumbiya, former Councillor, Dworzark</td>
</tr>
<tr>
<td>23/08/18 1040AM</td>
<td>FGD Kroo Bay Community Centre 5 women, 1 man</td>
</tr>
<tr>
<td>23/08/18 245PM</td>
<td>FGD Cockle Bay 5 women, 5 men</td>
</tr>
<tr>
<td>24/08/18 1030AM</td>
<td>David Kainessie, Finance Officer YMCA SL</td>
</tr>
<tr>
<td>24/08/18 1020AM</td>
<td>PSPP partner meeting RD, SLURC, CODOHSAPA, YMCA SL, YDM</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
</tr>
<tr>
<td>--------------</td>
<td>----------</td>
</tr>
<tr>
<td>24/08/18</td>
<td>1245AM</td>
</tr>
<tr>
<td>24/08/18</td>
<td>8PM</td>
</tr>
<tr>
<td>26/08/18</td>
<td>11AM</td>
</tr>
<tr>
<td>27/08/18</td>
<td>1PM</td>
</tr>
<tr>
<td>27/08/18</td>
<td></td>
</tr>
<tr>
<td>28/08/18</td>
<td></td>
</tr>
<tr>
<td>10/09/18</td>
<td>12noon</td>
</tr>
<tr>
<td>10/09/18</td>
<td>3PM</td>
</tr>
<tr>
<td>7/09/18</td>
<td>12noon</td>
</tr>
</tbody>
</table>

**Annex 8 Validation meeting presentation**
See separate PPT file.
### Annex 9 Table of Outcome Objectives

**Outcome objective targets and achievements - variances**

<table>
<thead>
<tr>
<th>Type of people benefiting</th>
<th>Narrative description</th>
<th>Grant duration target</th>
<th>Percent achieved - data from reports</th>
<th>Percent achieved - data totals corrected by adding annual</th>
<th>% Differences between reported and corrected figures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
</tr>
<tr>
<td>People directly benefiting (i)</td>
<td>Commercial sex workers</td>
<td>80</td>
<td>80</td>
<td>64%</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1,865</td>
<td>942</td>
<td>244%</td>
<td>258%</td>
</tr>
<tr>
<td></td>
<td>Slum dwellers (FEDURP members; CBDMCs)</td>
<td>5,400</td>
<td>1,220</td>
<td>75%</td>
<td>148%</td>
</tr>
<tr>
<td></td>
<td>Total number of people directly benefiting</td>
<td>7,265</td>
<td>2,162</td>
<td>119%</td>
<td>196%</td>
</tr>
<tr>
<td>Frontline workers:</td>
<td>CSOs (YMCA &amp; CODOHSAAPA staff)</td>
<td>30</td>
<td>21</td>
<td>123%</td>
<td>114%</td>
</tr>
<tr>
<td></td>
<td>Total number of frontline workers</td>
<td>30</td>
<td>21</td>
<td>123%</td>
<td>114%</td>
</tr>
<tr>
<td>Other people benefiting.</td>
<td>Young people living in slums (iii)</td>
<td>240</td>
<td>160</td>
<td>13433%</td>
<td>7219%</td>
</tr>
<tr>
<td></td>
<td>Slum dwellers (iv)</td>
<td>42,448</td>
<td>25,827</td>
<td>16,621</td>
<td>215%</td>
</tr>
<tr>
<td></td>
<td>Total number of other people benefiting</td>
<td>42,688</td>
<td>25,987</td>
<td>16,701</td>
<td>310%</td>
</tr>
</tbody>
</table>

(i) comprising the following vulnerable groups: 36% who never attended school, 48% who dropped out of school, 5% female household heads and young mothers and 11% others, including commercial sex workers, orphans and victims of SGBV, (ii) livelihoods training & support; youth-led advocacy; peer educators; small grants scheme, (iii) young people participating in recreation activities and reached with health sensitisation messages via peer educators, (iv) benefitting from improved access to WASH infrastructure; DRR mitigation; Community Development Fund
## Annex 10 Annotated Mid Term Review Action Plan

### PSPP Mid-term review follow up: YMCA and CODOHSAPA – Please complete the last column with updates on the actions take and the results of that action for the End of term Evaluation, and we can meet and discuss. – Consultant Adam Platt

<table>
<thead>
<tr>
<th>Issue identified</th>
<th>Recommendation</th>
<th>Responsibility</th>
<th>Evaluation 2018 progress with action plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 1</strong>: Increased economic resilience and improved well-being of at least 5,800 slum dwellers</td>
<td>➢ Add SRH topic for peer educators; ➢ facilitate open discussions between spouses; ➢ better sensitization on family planning for spouses</td>
<td>• SLYMCA • Peer educators</td>
<td>• We did not add SRH topic for peer educators but discussed with service providers to include SRH in their counselling sessions in which Community Development Workers supported.</td>
</tr>
<tr>
<td>Drop out of students due to unplanned pregnancies</td>
<td>Please describe any steps taken to train Peer Educators on SRH and sensitise on family planning.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beneficiaries did not get full employment after completion of training.</td>
<td>➢ Implement more direct support and coaching for young people after their training is completed. What steps were taken to support YP after training?</td>
<td>• SLYMCA</td>
<td>• Followed up especially, on YP who received positive feed backs on their performance during their on-the-job training so that the potential employer can keep them till they have openings for employment. We need to be reminded that YMCA is not an employing agency and job creation stimulated and expanded through private sector investment, but the current national job creation and employment opportunities are at its lowest which was principally affected by the Ebola outbreak where most companies closed down as they incurred huge losses.</td>
</tr>
<tr>
<td>Voc/Tech training duration is not long enough, leading to unfair competition with other candidates on the market.</td>
<td>➢ Implement more direct support for business initiatives for young people; was this done? If so how? ➢ When possible extend the duration of training; Give examples of increases to training length if any.</td>
<td>• SLYMCA</td>
<td>• Skewed towards recruitment of more applicants in light and heavy vehicle training, given an increase in ‘okada’ riding businesses which have dovetailed into ‘kekeh’ tri-cycle driving. This training required limited but efficient training duration – 3 months for light vehicle and 6 months for heavy vehicle and will graduate as holders of professional driver’s licenses • There was no way to go beyond the stipulated maximum 1-year duration, as the process had budget implications. • Commencement of any training cycle was always preceded by an orientation session, which provided relevant information for all participants.</td>
</tr>
</tbody>
</table>
- Ensure regular **post-training support** to these livelihoods beneficiaries to ensure that they secure employment;

  **Was this provided? If so how?**
  - Engage all prospective beneficiaries through **course orientation** for all beneficiaries for them to fully understand details of the course. This will help them determine whether or not to enrol for trainings;

  **What was done to improve course orientation?**
  - Advertise through competitive bidding for **tech-voc institutions** wishing to provide for tech-voc training for YMCA-SL beneficiaries. The bidding process will provide an opportunity for the project or YMCA-SL to better negotiate for the quality and duration of training

  **Has competitive bidding been introduced? If so give examples.**

### Outcome 2: Increased capacity of youth focused/led groups and CSOs to implement pro-poor community development projects in slum communities

- **More needs to be done to successfully address the root causes of discrimination and exclusion in community development projects**

  - [SLYMCA](#) • [CODOHSA](#) • [PA](#)

- **Lack of assertive skills for your people during advocacy activities/official meetings**

  - Advocacy groups should be encouraged to have a **well-structured advocacy plans** that are supportive of promoting legal and policy changes for slum upgrading;

    **Please give any examples you have of advocacy plans of advocacy groups.**

    - The YMCA-SL to **monitor** the implementation of structured advocacy plans developed by each of the eight slum communities. This will ensure that every advocacy group in each slum community to engage with their authorities.

  - You can find attached the advocacy activity monitoring tool

  **Results:** see attached document

---

*Given the tight budget for training per participant, we could not undertake competitive bidding, as it will affect project duration, especially as the operation was interrupted by the Ebola outbreak*
| Outcome 3: Improved health status for 28,000 people in 8 slum communities in Freetown |
|---------------------------------|-------------------------------------------------|
| **Not enough water points and latrines to serve the entire community** | Use community development funds; How much community development funding has been used to increase water and latrines. reallocate funds |
| | • SLYMCA • CODOHSA PA |
| **Limited community awareness and appreciation of the voluntary nature of the work of peer educators in enhancing community hygiene.** | conduct more awareness raising activities with the community on the voluntary dimension of the work and its implication Any examples? |
| | • SLYMCA |
| **Hygiene practices in the community** | keep strong messaging on the need for hand washing; improve refuse disposal; engage public officials on strategies or action plans to engage communities living upstream on solid waste management and sanitation behaviour. Evaluation survey showed diarrheal disease to be much less and health knowledge to have improved. FGDs suggest greater knowledge on clearing water courses, DRR. |
| | • SLYMCA • Peer educators |

**Lack of engagement with local leaders**
- adopt a hybrid of involving community elected councillors and members of parliament in the implementation of project activities through a MoU and joint periodic review of the projects.
- Give examples of increased involvement of politicians.

**Need for improvement of the advocacy work conducted by the community when it comes to upgrading**
- sustained advocacy to change the solid waste management and sanitation behaviours of upstream communities along the main drainages which flow into the slum communities
- What has been done to advocate for improved solid waste management?

- Advocacy team, CBDMCs and peer educators worked together with FEDURP members in which most or some members of the 3 formers belong to the latter, which has led to improved clearing of drainages

**Evaluation survey** showed diarrheal disease to be much less and health knowledge to have improved. FGDs suggest greater knowledge on clearing water courses, DRR.

- Developed an action plan referred to as "talk to your councillor and MP" wherein advocacy groups facilitated engagement sessions that involved both local councillors and MPs.

- Advocacy team, CBDMCs and peer educators worked together with FEDURP members in which most or some members of the 3 formers belong to the latter, which has led to improved clearing of drainages

- There is gradual recognition by authorities that community upstream greatly contribute to the solid waste downstream, that is why they support the coastal community to clear drainages to minimize flooding and other potential disasters. ONS is now practically working with the structures that were established through PSPP intervention.
<table>
<thead>
<tr>
<th>Outcome 4: Slum upgrading/urban planning processes are more responsive to the needs of young people</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advocacy activities are not conducted on all the aspects of the youth advocacy strategy (esp. outcome 1 &amp;2)</strong></td>
</tr>
</tbody>
</table>
| ➢ Improve support of advocacy groups to develop strong advocacy messages.  
*Any examples of advocacy successes?* |
| • SLYMCA  
• Advocacy groups | • The narrative has changed from eviction to “upgrade where possible and relocate where necessary” |
| **Advocacy groups do not possess the advocacy strategy or its abridged version** |
| ➢ make a copy available of the abridged version for each member of the group/one complete version for each advocacy group  
Do the groups now have the advocacy strategy, or received training on it? |
| • SLYMCA | • Copies were shared with key leaders across communities. |
| **Improve relationships with parliamentarians and local council representatives** |
| ➢ Conduct more meetings and awareness raising activities with parliamentarians and local council representatives  
Meetings with FCC, Min of Lands and Housing confirm inclusion of community and partner agencies in urban planning and strategy development. |
| • SLYMCA  
• CODOHSA PA  
• Advocacy groups | **Through partnership with other PSPP partners, FCC, Min of Lands recognizes the role of community and partner agencies in urban planning.** |

<table>
<thead>
<tr>
<th>Outcome 5 : Increased participation of local associations of slum dwellers in slum upgrading and development process</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The purchase of a piece of land in Grafton is slowed down by administrative processes</strong></td>
</tr>
</tbody>
</table>
| ➢ conduct advocacy activities to support the purchase of the land by community members  
This appears to be stalled by refusal of Grafton community to permit development of the land – is this correct?  
➢ YMCA-SL, CODOHSA PA and FEDURP should collaboratively push for the formulation of policies and legislation on slum settlements  
Meetings with Officials suggest there is awareness of need to develop these policies. Are there any examples of laws implemented? What is position of new Government elected? |
| • SLYMCA  
• CODOHSA PA | • This is true but was primarily driven by CODOHSA PA.  
• New government is working on the new PRSP in which the participating actors are consulting with communities and key development agencies including us and FEDURP. Also the new lands policy recognizes the importance of slum upgrading |

| Outcome 6: Increased capacity of slum communities to prepare for and mitigate the impacts of natural disaster |
| Improve the community knowledge of their disaster preparedness plan | • Support CBDMCs in awareness raising activities to broaden the knowledge of the preparedness plan  
FGDs with communities indicated increased activity of CBDMCs. Are there differences still between community CBDMC activism? | • CBDMCs  
• SLYMCA | • Working directly with ONS under the leadership of the FEDURP networks has contributed to these increased activities and there are combination proactive actions such clearing of drainages to minimize flooding as well as activism to generate stakeholder support that strengthens their relevance. |
|---|---|---|---|
| Need to reactivate some of the CBDMCs in certain communities – members have left with EDV | • remobilize young people in communities;  
• conduct refresher training activities for existing groups;  
• provide new equipment to groups  
ONS say equipment is stolen. Have CBDMCs been able to restock equipment and prevent its theft? | • SLYMCA | • Not too sure of how this relationship is managed, so cannot confirm the issue of restocking. |
| Strengthen the relationship with government official and agencies | • The YMCA-SL and CODOHSAPA should support an inter-agency forum on disaster preparedness.  
Does this forum exist? Who are the members? Did Ebola create this forum and has it continued? | • SLYMCA  
• CODOHSAPA | • This is community-driven forum that is spare-headed by FEDURP which has attracted huge funding from CRS. Currently, there is discussion formalize this structure with CODOHSAPA to serve as a technical convener on behalf of FEDURP. |
Annex 11 Monitoring Instructions to Field Staff

MONITORING AND EVALUATION OFFICERS’ KEY NOTE TO FIELD STAFF

As a result of the robust monitoring strategies employed to capture project performance, series of monitoring tools have been developed based on project indicators. Below indicates the tools and their expected data to capture:

<table>
<thead>
<tr>
<th>Tools</th>
<th>Expected data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance list</td>
<td>Trainings/meetings Participants’ details</td>
</tr>
<tr>
<td>Registration form</td>
<td>Beneficiaries’ details</td>
</tr>
<tr>
<td>Training evaluation form</td>
<td>Beneficiaries' knowledge level</td>
</tr>
<tr>
<td>Monthly reporting template</td>
<td>Details of project activities in a month</td>
</tr>
<tr>
<td>Semi-annual reporting template</td>
<td>Details of project activities in 6 months</td>
</tr>
<tr>
<td>Annual Reporting template</td>
<td>Details of project activities in 12 months</td>
</tr>
<tr>
<td>Case study template</td>
<td>Stories of changes as a result of activities</td>
</tr>
<tr>
<td>Beneficiaries consent form</td>
<td>Evidence of willingness for stories</td>
</tr>
<tr>
<td>Activity monitoring form</td>
<td>Snapshot of activity completed</td>
</tr>
<tr>
<td>Activity impact evaluation form</td>
<td>Changes made as a result of activities</td>
</tr>
<tr>
<td>Beneficiaries follow-up monitoring form</td>
<td>Detailed performance of all beneficiaries after training</td>
</tr>
<tr>
<td>Training monitoring form/well- being</td>
<td>Detailed performance of livelihood beneficiaries (Tech/VecP Entrepreneurship)</td>
</tr>
</tbody>
</table>

The above tools have been shared among all the field staff, M&E volunteer and the Project Manager for their operations.

In addition to the tools developed, two separate databases have been established: the Sales force cloud and excel database. The sales force is purely for performance indicators and was designed by a consultant through Y-Case International. The excel database was designed by the local M&E unit to capture both performance and other project-related data for report reporting and achievements based on project focus. Also, folders for specific project activities were established in the main folder located at the desktop and document memories of the M&E officer’s laptop. However, all project data are saved in the desktop computer of the data entry officer placed in the office of the M&E Officer. Kindly contact the M&E volunteer for all completed beneficiaries’ registration forms, training evaluation forms and training follow-up forms. In case you need empty forms for any of the data mentioned above, please ask her to provide them for you as required.

Moreover, various tangible folders have