



**ANTI-APARTHEID
LEGACY**
CENTRE OF MEMORY & LEARNING

Anti-Apartheid Legacy: Centre of Memory and Learning (CML)

Brief for Evaluation Consultant to support a new heritage venue exploring anti-apartheid in Britain

Expected Contract Dates October 2024 - December 2026

Fee Bracket (for whole contract period): £12,000-15,750 +VAT

Introduction to the Evaluation Consultant Brief

The Liliesleaf Trust UK (TLTU) is seeking a consultant(s) with proven experience of delivering evaluation in a publicly accessible heritage building to work with the CML Project Team to evaluate the outputs and outcomes of our project, these respond to the priorities of our principal project funder, National Lottery Heritage Fund:

- Involves wider range of people in heritage
 - gives access to an underknown heritage
 - engaging new and harder to reach audiences
- Enhances peoples' wellbeing
 - Improve social cohesion
 - Combat racism and exclusion
 - develops people's sense of connection with the local area
 - develops people's sense of connection with each other
- Benefits the local area
 - surfacing under-known local history
 - makes more visible its diverse heritage
 - develops people's sense of connection with the local area
 - uplifts street frontage
- Develops new skills for participants
 - Heritage skills
 - Training placements
 - Volunteering opportunities
- Ensures valuable heritage will be in better condition and/or preserved, including
 - 28 Penton Street
 - Collections
 - Oral Histories

Following an Evaluation Framework developed by Hybrid Consulting and Sam-Culture Consultants in an earlier phase, the consultant will work with us to ensure our project's aims are being met and that any areas for improvement are identified and with suggestions for improvement offered.

Responding to the brief

If you are interested in responding to this brief, please send your CV and a Cover Letter to our Project Director, Caroline Kamana at: info@antiapartheidlegacy.org.uk

Please submit a short outline of your suitability for this role, that covers the following key areas:

- Your understanding of TLTU's requirements, including our evaluation needs and the specificities of our organisation, audiences, local communities, and heritage
- Your approach and chosen methodology
- Your availability and constraints on availability*
- Your rates, showcasing value for money
- Your connection to and alignment with the mission and values of TLTU
- All bids for the framework and tender should be iterative, scalable and identify and optimise internal and external capacity, resource and expertise

Applications must be received no later than 11:59pm on 15th September 2024.

The Cover Letter is your chance to tell us more about who you are, why you are interested in this role, and what you can bring to our project. Please write up to 2-pages maximum, outlining your relevant experience, examples of 2-3 similar projects delivered, provide a cost and timescale proposal and confirmation of professional indemnity insurance.

Up to three respondents will be invited to join a Zoom conversation with the Project Director and one other team member during weeks beginning 16th or 23rd September 2024. We look forward to hearing from you.

TLTU reserves the right to amend or vary the timetable. It will notify invited bidders of any changes as soon as is reasonably practicable. Prospective bidders are welcomed to schedule a pre-application call with TLTU to answer any questions or queries prior to application, please email Caroline Kamana on info@antiapartheidlegacy.org.uk to arrange this. Emails will be responded to by Friday 30th August and calls offered from week beginning 2nd September.

Detailed Description of the Evaluation Consultant Brief

Evaluation Framework, Development & Delivery

The Evaluation Consultant will finalise and implement an evaluation framework that has already been developed in our Development Phase by Hybrid Consultants and Sam-Culture. They will first ensure it responds appropriately to the delivery of the CML project, its audience development and Activity Plan needs, clearly identifying performance and quality indicators and the data acquisition and sampling strategy needed to ascertain this. It should build from the existing framework to include use of:

- Bespoke quantitative data collection tools
- Tailored qualitative evaluation methodology that seeks to remove possibilities of unconscious bias (racial, economic or otherwise) in evaluations of impact
- Development of audiences (with focus inclusivity and diversity) from a range of local community groups, particularly Global Majority, and those socially marginalised and disenfranchised, and to evaluate the impact on wellbeing, skill development and engagement with heritage from these groups in particular
- Evaluation catchment, i.e. communities and other stakeholders that may contribute to formative and summative assessments
- Identification of aligned partnerships

Delivery Phase Evaluation Requirements

- Respond to and implement the Evaluation Framework and framework submitted for CML NLHF R2 application
- Undertake evaluation across CML capital redevelopment and engagement activities working with staff, Project Team, participants, volunteers, audiences and priority beneficiary groups to understand our project's success against its core objectives
- Support continuous review and development of CML audience, community, volunteer reach and impact including evaluation of our NLHF Activity Plan
- Support the delivery of twice-yearly project reviews that feed data into forward planning and delivery
- Upskills CML staff-team in evaluation processes, embedding data collection and data-based decision-making across our work

- Support the delivery of an NLHF Delivery Phase report

Principles for the TLTU CML Research, evaluation and impact work:

- *Authoritative: an evaluation that is independent, objective and undertaken with rigour. It must be well designed, flexible, maintain integrity and criticality and be truly representative of our vision and mission.*
- *Measure what matters: we set the intention for the evaluation and a strong sense of purpose for a formative process that is reflective and responsive throughout*
- *Methodology which is truly representative and inclusive: Optimising the use of both qualitative and quantitative research methods*
- *Proportionate to the scale of the CML and to our learning needs: a process that is not over engineered, is iterative and scalable*
- *Value driven research: Diversity, inclusivity and sustainability as key drivers for capturing our impact and driving our future*
- *Ability to meet Stakeholder, Funder and Partnership requirements: to produce useful outputs and reports at the right milestones in the programme*
- *Transparency and learning: being open with what has been achieved and what has been learned on the journey of evaluating impact and legacy and using our evaluation as an open conversation about our relevance and cultural potential*

Evaluation Implementation and Data Collection

The Evaluation Consultant will support the development of the CML project, they will help us to gather quantitative and demographic audience and participant data and feeding in stakeholder and partner consultation. They will:

- Embed robust monitoring data collection methods at the outset of the project that measure success against project outcomes. Audiences and stakeholders should play a central part in the evaluation of the project.

- Both qualitative and quantitative data should be collected through appropriate and methodical ways of asking audiences questions that provide appropriate evidence
- Work with our programme leads, partners, volunteers, communities and audiences to gather extensive qualitative and quantitative information on attendance, demographics, barriers to engage, and other relevant information
- Provide regular updates to review progress, highlight success and lessons learned and highlight any risks and any control measures that should be in place
- Include qualitative evaluation techniques
- Support internal project learning through a reflective workshop or similar
- Lead delivery of summative evaluation reports that meet the requirements of our main stakeholders, NLHF and GLA
- Demonstrate how evaluation findings have impacted on the ongoing success of the project

Staff skills training and development

The Evaluation Consultant will work with TLTU to upskill our delivery team in developing a set of evaluation tools to enable the project staff, partners, and volunteers to provide robust evidence to evaluate the impact of the project over its duration. These could include feedback forms / online surveys / focus groups / interviews, as well as more inventive approaches to capturing experiences to suit the engagement programmes under review. They will:

- Train and support staff, partners, and volunteers to collect monitoring and evaluation data
- Consider ways in which young people can be involved in an ongoing way throughout the evaluation, including liaison with TLTU's Project Advisory Group and wider project team
- Where appropriate, devise evaluation sessions, with input from the project team, establishing the best method (benchmarking / questionnaires / observation / focus groups / paper-based reviews/ prototypes etc.). Techniques employed should ensure that the evaluation approach is inclusive and will enable a range of visitors to participate fully in the process.

CONSULTANT SKILLS

The consultant should demonstrate extensive experience of:

- Developing evaluation frameworks and delivering formative and summative evaluation reports for relatively small projects, ideally within National Lottery Heritage Fund frameworks
- Working with/for smaller charities with limited staff resources that rely on volunteers for much of their delivery
- Developing and implementing a range of evaluation methods and tools in conjunction with a project
- Planning, overseeing, and supporting monitoring data collection by volunteers and project
- Carrying out qualitative data gathering through e.g., questionnaires, interviews, focus groups, social media
- Understanding the importance of and/or working with Black and Global Majority led projects to empower wider Black and Global Majority and minoritised/disenfranchised communities
- Evaluating heritage projects that are seeking to widen audiences, engage local communities and enhance people's' wellbeing through the provision of activities, events and learning programmes.
- Evaluating heritage projects relating to historic buildings / community

FURTHER INFORMATION

Liliesleaf Trust UK Aims and Objectives:

Opening in 2025, 30 years after the end of Apartheid rule in South Africa, the Centre for Memory and Learning (CML) is a new venue, organisation, and engagement platform dedicated to unlocking the heritage of anti-apartheid activities and Britain's central role within them, as one of the most influential, Black-led social movements of the 20th Century.

As the first public heritage site to explore this history in the UK, the CML will unlock extensive new resources for the public to access, explore, learn, and activate this heritage for the contemporary moment. Located at 28 Penton Street, Islington, the former HQ of the exiled African National Congress, the site uncovers the hidden history of this modest London townhouse, which between the late 1970s and 1990s became the centrepiece of a broad array of anti-apartheid activities that had world-changing impacts both for the fall of apartheid in South Africa and anti-racism, cross-cultural solidarity, anti-colonialism and social justice across the globe.

The CML will include permanent displays that track the timeline of our heritage and interpret key themes such as Penton Street's role, key figures in the movement, the role of arts and culture in anti-apartheid; an archive that brings together the objects, ephemera, and images alongside films and oral histories that bring this story to life; and a learning space to host engagement activities; an online engagement platform; and offices, a coffee stop, and retail space.

The CML's mission is to *"Empower communities today through unlocking the heritage of the movement against apartheid in the UK, exploring how solidarity, equality, anti-racism, and civic participation can change the world."* Its activities programme will be key to achieving this mission, creating multiple access points for the broadest communities to learn about this history and understand how it is meaningful to their lives today. Activities will weave across all of the CML's physical and online spaces and will be an important part of its interpretation strategy.

This CML will achieve 5 core outcomes:

Transform: 28 Penton Street into 260m² of high quality, fully accessible indoor and outdoor engagement space that supports communities to come together, learn, and collaborate as active citizens

Unlock: international awareness of anti-apartheid and British involvement as an underrepresented history through onsite and online exhibitions, events, oral histories, education, and community engagement that channel the legacy of one of the most powerful social histories of the 20th Century

Reach: 50,000 people each year locally, nationally and internationally, through a venue and parallel online offer that platform a heritage relevant to many and with unique potential to engage and empower groups that are often marginalised — including migrants, international diaspora and Global Majority peoples in particular — as well as school, youth and community groups

Recover: sustainably towards more resilient future communities through participation, skills building, volunteering, and employment opportunities that promote positive leadership, aspiration, equality and wellbeing in a time of significant need

Secure: the CML as a cultural heritage community resource into the future.

[Who we are:](#)

TLTU is a Registered Charity run by 1 full time member of staff - Director, Caroline Kamana - and overseen by a Board of 8 Trustees. We are supported by a Project Advisory Group of 15 members who advise on programme and organisational development.

TLTU is a Black-led organisation, with 75% of our Board of Trustees identifying as Global Majority, predominantly with Black South African heritage. We are also lived experience led 80% of trustees involved in dimensions of South African and British anti-apartheid activities.

Our wider project team comprises Cragg Management as Capital Project and Development Managers, Al-Jawad Pike as project Architects, Appleyard & Trew in a QS and cost-management role, and Counterculture LLP offering fundraising support.

Heritage and Context:

From the late 1950s to 1994, anti-apartheid activities united British people and communities across generations and cultures to fight the devastating injustice they saw taking place under the UK-state supported Apartheid regime in Southern Africa. Exiled to Britain from South Africa, key figures in the African National Congress - at that time a liberation movement formed to agitate against the SA governing National Party for the rights of Black South Africans - led a multi-faceted campaign that extended across political, economic and social dimensions and ultimately contributed to the political, economic and cultural marginalisation of the SA apartheid state, playing a major role in the end of repressive apartheid rule in the country.

Anti-apartheid brought 10,000s of people together from all backgrounds to struggle together through solidarity, allyship, advocacy, and perseverance to lead change through political and civic action. The model of solidarity created by Britain's anti-apartheid activities, has been used across the world, to challenge other repressive, dictatorial regimes as well as contemporary mass social justice movements such as Black Lives Matter and Extinction Rebellion.

Our project commits to representing the full diversity of anti-apartheid activities in the UK. This extends from best known activities by the British Anti-Apartheid Movement (AAM), but also includes a wider breadth of organisations/individuals collaborating towards ending South African (SA) Apartheid rule. The perspectives this broader exploration uncovers include many more of the SA diasporic and Black and Global Majority-led activities that contributed to the UK struggle.

Unlocking the heritage of one of the most influential, Black-led social movements of the 20th Century, we will collect, make accessible, and interpret heritage materials to connect them to a wider public to whom anti/apartheid themes and learning are deeply resonant but for whom this history is underknown. In a global context where ongoing racial and social injustice is at the forefront of public conversation, our activities and future venue will extend awareness of diverse histories beyond important initiatives such as Black History Month, to have a permanent home within British heritage.