OUTCOMES OF UN-HABITAT COUNTRY PROGRAMME EVALUATIONS
AFGHANISTAN AND SRI LANKA

CPR PRESENTATION
21 JUNE 2018, NAIROBI
OVERVIEW

1. BACKGROUND
2. APPROACH AND METHODS
3. KEY FINDINGS
4. STRENGTHS
5. CHALLENGES
6. RECOMMENDATIONS
7. CONCLUSION
1. BACKGROUND

CONTEXT OF COUNTRY EVALUATIONS

High priority to UN-Habitat because around 50% of UN-Habitat’s project portfolio is estimated to be in crisis, post-crisis and protracted conflict

Afghanistan & Sri Lanka Country Programme Evaluations
1. BACKGROUND

**AFGHANISTAN**

- UNH present since: 1992
- Evaluation: January to March 2017
- Period under Review: 2012-2016
- Published: May 2017
- Guided: New Urban Agenda (NUA), UNDAF, and UN-Habitat Country Programme Document (HCPD) 2016-2019

**SRI LANKA**

- UNH present since: 1978
- Evaluation: February to April 2018
- Period under Review: 2013-2017
- Published: In process
CURRENT PORTFOLIO (2017-2018)

AFGHANISTAN
Current Project Portfolio: USD 174 M  
Staff: 1,409 (14 International)  
Donors: USAID, EU, SDC, Netherlands, Japan, Denmark, DFID, & World Bank

SRI LANKA
Current Portfolio: USD 9,063,912  
Staff: 108 (2 international)  
Donors: European Union, Indian Government, Japan Government, AusAid (DFAT), KOICA, CERF, & Sri Lanka Government
2. APPROACH & METHODS
Integration of Climate Change, Gender, Human Rights, and Youth Aspects
## METHODS

Multi-faceted, mixed design methods were used, all of which are participatory, inclusive and target group sensitive (stakeholders).

<table>
<thead>
<tr>
<th></th>
<th>Afghanistan</th>
<th>Sri Lanka</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONS INTERVIEWED</strong></td>
<td>54</td>
<td>65</td>
</tr>
<tr>
<td><strong>PERSONS IN FGDs</strong></td>
<td>114</td>
<td>191</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>168</td>
<td>256</td>
</tr>
<tr>
<td><strong>GENDER BREAKDOWN</strong></td>
<td>Female 27%, Male 73%</td>
<td>Female 45%, Male 55%</td>
</tr>
</tbody>
</table>
3. KEY FINDINGS

OVERALL ACHIEVEMENTS

1. COUNTRY PROGRAMMES
2. CROSS-CUTTING ISSUES
ACHIEVEMENTS

SIGNIFICANT ACHIEVEMENTS IN THE AREAS OF:

• Post-disaster construction
• Housing
• Urban planning
• Climate change
• Disaster risk reduction
• Water and sanitation
• Low income settlements and upgrading
• Humanitarian relief.
ACHIEVEMENTS

HUMANITARIAN DEVELOPMENT

PROPERTY SURVEYS & RESEARCH (e.g. SoAC, FoAC & SoSLC)
KF #1 – COUNTRY PROGRAMMES

RATED AS SATISFACTORY OR HIGHLY SATISFACTORY

Relevance
Effectiveness
Efficiency
Impact
Sustainability
Both programmes had strong integration of cross cutting issues. They had well-articulated climate change, gender, human-rights, and youth components.
DONOR FEEDBACK

UNH is a responsive partner
Efficient and effective
Flexible, transparent & accountable
Projects have visible & sustainable impact
Importance of the People’s Process
Percentage of funding delivered directly to beneficiaries was 70-80%
GOVERNMENT FEEDBACK

Importance of the People’s Process
Projects make a difference to people’s lives
Pioneers in mainstreaming urban planning elements into holistic national policies
Assisted with the problem of lack of data (e.g. State of Afghan Cities project)
UNH as supportive & capacity building partners
EFFICIENCY

Stakeholders highlighted UNH’s efficiency & strong operations

Acquired appropriate resources with due regard for cost
Implemented activities as simply as possible
Keep overheads as low as possible
Achieved deliverables on time and budget
Addressed duplication and conflicts
Flexibility
EXAMPLES OF IMPACT

Strong evidence of impact:

micro (individual)
meso (community)
macro (institutional & policy)
Female-headed home owner with her grandchildren outside their temporary shelter, Kilinochchi District, Sri Lanka
Project: Indian Housing Project
“We have a long relationship with UN-Habitat, and it has always been positive, supportive, and relevant ... this project (Mannar, Sri Lanka) was very relevant to the Government and the country’s history as it has contributed to the development and reconciliation of the North-East.”

(Government respondent, Sri Lanka)
EXAMPLES OF IMPACT

MESO

Independently, communities are using, for e.g.,

The People’s Process
Community Action Planning (CAP)
UNH financial principles
Implementing & monitoring maintenance plans
Temporary Classrooms at Periyapandivirichchan Primary School, Mannar, Sri Lanka
Project: Sustainable Resettlement through Community-Driven Improvement of the Learning Environment in Mannar District, Sri Lanka
EXAMPLES OF IMPACT

MACRO IMPACT

Institutionalisation of the People’s Process into national policies & frameworks
Incorporation of UNH staff into government
UNH’s ongoing work informing national housing policies
Temporary shelter of a female-headed homeowner in Kilinochchi district, Sri Lanka
Project: Support to Conflict Affected People through Housing, Sri Lanka
Normative work through urban policies and city profiling

Knowledge capture through flagship publications and guidelines, etc.
4. STRENGTHS

1. HISTORICAL INVOLVEMENT
2. TRANSFORMATIVE PARTNERSHIPS
3. THE PEOPLE’S PROCESS
4. CAPABLE STAFF
5. OPERATIONAL – NORMATIVE LINKS
6. BENEFICIARY NEEDS
7. DONOR SATISFACTION
8. ACCOUNTABILITY
“The People’s Process is very important in a country like Sri Lanka where so many people have been displaced and marginalised. It gives hope and power back to people. It reminds us that community requirements are best served by collective community engagement, not top-down or individual responses.”

(Government respondent, Sri Lanka)
5. CHALLENGES

- DIVERSE DONOR REQUIREMENTS
- CHANGING RELATIONSHIPS WITH GOVERNMENTS
- HQ – FIELD LINKAGES
- OPERATIONAL-NORMATIVE LINKAGES
- COMMUNICATION OF RESULTS & CHALLENGES
- UN PARTNERSHIPS
- ADMIN. ASPECTS OF METHODS
6. RECOMMENDATIONS
OVERALL RECOMMENDATIONS

DEVELOP LOCAL STAFF
STRENGTHEN HQ-ROAP-CP LINKS
DEVELOP OPERATIONAL-NORMATIVE MODEL
IMPROVE COMMUNICATION OF CP RESULTS
RESPOND TO MANY OPPORTUNITIES & NEEDS
CONTINUE GOVERNMENT PARTNERSHIPS
STRENGTHEN UN PARTNERSHIPS
KEY RECOMMENDATIONS

Continue working with government and donors to plan for and respond to the:

Deteriorating security situation

Move to more development work

IDP and returnee crisis.
KEY RECOMMENDATIONS

Support government to identify and respond to urgent gaps and needs and donor priorities, especially given the shrinking resources for development cooperation following Sri Lanka’s Middle Income Country status.
“UN-Habitat has helped me and my extended family through different projects in different parts of the country. Their impact on my family’s survival, comfort, and happiness is beyond the greatest words I could speak.”

(Elder, FGD, Sri Lanka)
7. CONCLUSION