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

CPR PRESENTATION
18 JUNE 2018, NAIROBI
OVERVIEW

1. BACKGROUND
2. Approach and Methods
3. KEY FINDINGS
4. LESSONS LEARNED
5. RECOMMENDATIONS
6. 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

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: $174 M
Staff: 1,409 (14 International)
Donors: USAID, EU, SDC, Netherlands, Japan, Denmark, DFID, World Bank

SRI LANKA

Current Portfolio: US$ 9,063,912
Staff: 108 (2 international)
Donors: European Union, Indian Government, Japan Government, AusAid (DFAT), KOICA, CERF, Sri Lankan Government
APPREACH

Integration of Climate Change, Gender, Human Rights, and Youth Aspects
METHODOLOGY

The evaluation was conducted in accordance with the:

United Nations Evaluation Group’s (UNEG) Norms and Standards for Evaluation
METHODOLOGY

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

PERSONS INTERVIEWED

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<tr>
<th></th>
<th>Afghanistan</th>
<th>Sri Lanka</th>
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<tr>
<td>54 persons</td>
<td>65 persons</td>
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PERSONS IN FGDs

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<th></th>
<th>Afghanistan</th>
<th>Sri Lanka</th>
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<tr>
<td>114 persons</td>
<td>191 persons</td>
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TOTAL

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<th></th>
<th>Afghanistan</th>
<th>Sri Lanka</th>
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<tr>
<td>168 persons</td>
<td>256 persons</td>
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GENDER BREAKDOWN

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<tr>
<th></th>
<th>Afghanistan</th>
<th>Sri Lanka</th>
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<tr>
<td>Female 27%, Male 73%</td>
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<td>Female 45%, Male 55%</td>
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2. KEY FINDINGS

OVERALL ACHIEVEMENTS

1. COUNTRY PROGRAMMES
2. CROSS-CUTTING ISSUES
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
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
UN-Habitat’s projects are 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
“I have worked with UN-Habitat for over 20 years now and one thing you know about them is that they will deliver high-quality projects.”

(Government respondent, Afghanistan)
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 (Donor)
“They often manage to do more with the funding than originally planned.”

(Donor)
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

AFTER
EXAMPLES OF IMPACT

MESO

Independently, communities are using:

- 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

Strong evidence on the micro, meso & macro levels of impact, e.g.

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.
3. LESSONS LEARNED

1. HISTORICAL INVOLVEMENT
2. TRANSFORMATIVE PARTNERSHIPS
3. THE PEOPLE’S PROCESS
4. CAPABLE STAFF
5. OPERATIONAL – NORMATIVE LINKS
6. BENEFICIARY NEEDS
7. DONORS
LL#1 – HISTORICAL INVOLVEMENT

LONG-TERM COUNTRY ENGAGEMENT AND RELATIONSHIPS MAKE A BIG DIFFERENCE TO PROJECT SUCCESS
“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)
LL#2 – TRANSFORMATIVE PARTNERSHIPS

UNH IS SUCCESSFUL IN BUILDING TRANSFORMATIVE PARTNERSHIPS

VITAL FOR FUTURE COLLABORATION
LL#3 – THE PEOPLE’S PROCESS

USING THIS METHODOLOGY ALLOWED FOR COMMUNITY AND PARTNER ENGAGEMENT, PARTICIPATION AND OWNERSHIP THROUGH THE WHOLE PROJECT CYCLE
“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)
LL#4 – CAPABLE STAFF

THE RECRUITMENT AND RETENTION OF CAPABLE STAFF, ESP. LOCAL STAFF, IS VITAL
LL#5 – OPERATIONAL-NORMATIVE LINKS

STRONG PROGRAMMES UNDERSTAND THE LINKS BETWEEN NORMATIVE AND OPERATIONAL ACTIVITIES
ESTABLISHING PROGRAMME RELEVANCE IS IMPORTANT IN ANY CONTEXT, BUT ESPECIALLY IN CONFLICT AREAS
LL#7 – DONORS

ESTABLISH STRONG RELATIONSHIPS WITH DONORS
RESPOND TO DONOR REQUIREMENTS
UNDERSTAND DONOR PRIORITIES
MAINTAIN A DIVERSE DONOR POOL

The Dutch Ambassador to Afghanistan, His Excellency Geoffrey van Leeuwen, visited five project sites of the Afghanistan Urban Peacebuilding Programme (AUPP) in District 13th of Herat City.
4. RECOMMENDATIONS
KEY CHALLENGES

Deteriorating security situation

Moving to more development work

IDP and returnee crisis

KEY RECOMMENDATIONS

Continue working with government and donors to plan for and respond to the above issues
KEY CHALLENGES

To be competitive in a middle income country with shrinking resources for development corporation.

How to support government to identify and respond to urgent gaps and needs.

KEY RECOMMENDATIONS

Support government to identify and respond to needs and donor priorities.
OVERALL RECOMMENDATIONS

RESPOND TO MANY OPPORTUNITIES & NEEDS IN A & SL
CONTINUE SUPPORTING GOVERNMENTS
CONTINUE DEVELOPING DONOR RELATIONSHIPS
SHARE EXPERIENCES WITH PARTNERS
CONTINUE DEVELOPING LOCAL CAPACITY
“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)
5. CONCLUSION
Community Driven Settlement Upgrading to Reintegrate Returnees and Internally Displaced Persons