



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

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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

APPROACH



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

54

65

PERSONS IN FGDs

114

191

TOTAL

168

256

GENDER BREAKDOWN

Female 27%, Male 73%

Female 45%, Male 55%



2. KEY FINDINGS

OVERALL ACHIEVEMENTS

1. COUNTRY PROGRAMMES
2. CROSS-CUTTING ISSUES

ACHIEVEMENTS

SIGNIFICANT ACIEVEMENTS IN THE AREAS OF:

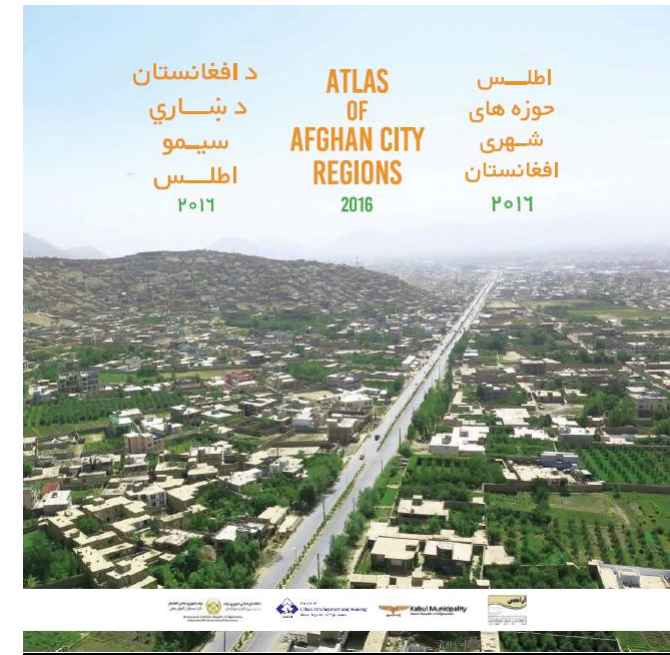
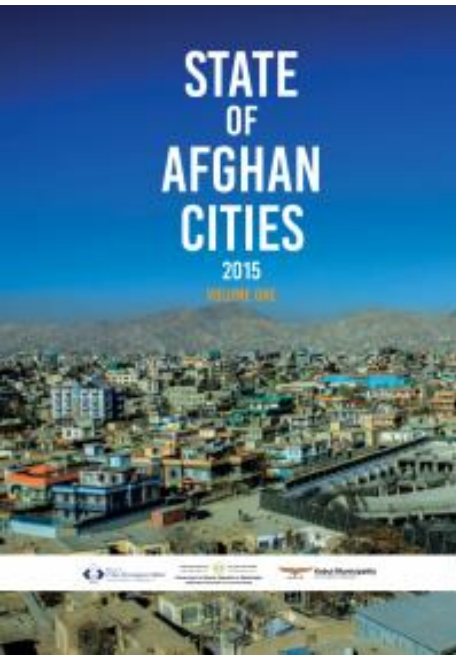
- Post-disaster construction
- Housing
- Urban planning
- Climate change
- Disaster risk reduction
- Water and sanitation
- Low income settlements and upgrading
- Humanitarian relief.

ACHIEVEMENTS

HUMANITARIAN DEVELOPMENT

PROPERTY SURVEYS & RESEARCH

(e.g. SoAC, FoAC & SoSLC)



KF #1 – COUNTRY PROGRAMMES



RATED

Relevance

Effectiveness

Efficiency

Impact

Sustainability

KF #2 – CROSS-CUTTING ISSUES



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

QUOTE

“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)

QUOTE

“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



BEFORE

Project: Indian Housing Project



सत्यमेव जयते

Government of India



AFTER



EXAMPLES OF IMPACT

MESO

Independently, communities are using:

The People's Process

Community Action Planning (CAP)

UNH financial principles

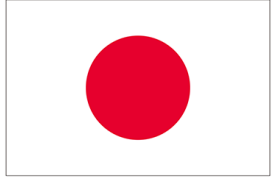
Implementing & monitoring maintenance plans

Temporary Classrooms at Periyapandivirichchan Primary School, Mannar, Sri Lanka



BEFORE

Project: Sustainable Resettlement through Community-Driven Improvement of the Learning Environment in Mannar District, Sri Lanka



From
the People of Japan



AFTER

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



BEFORE

Project: Support to Conflict Affected People through Housing, Sri Lanka



EUROPEAN UNION



Australian Government



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

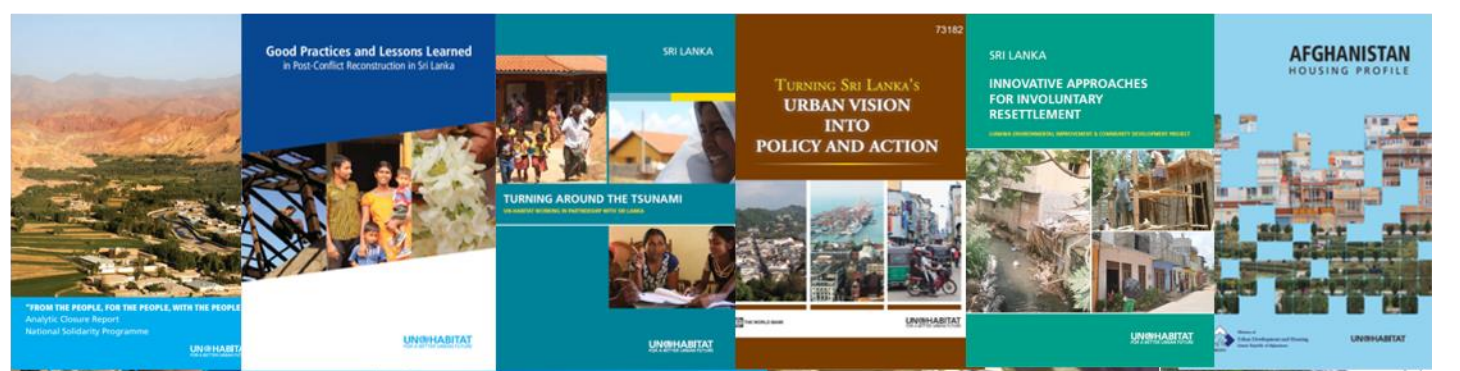
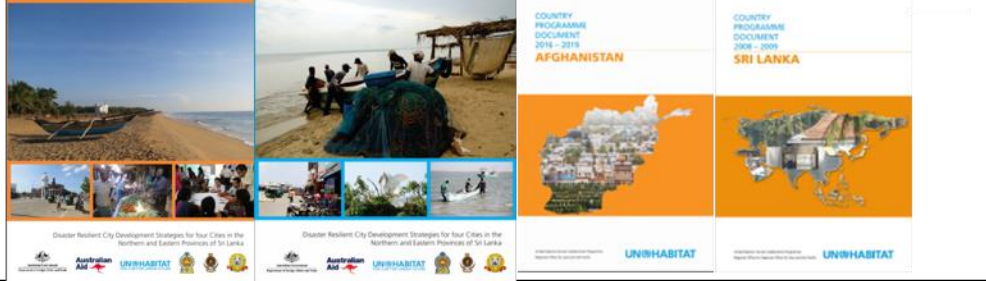
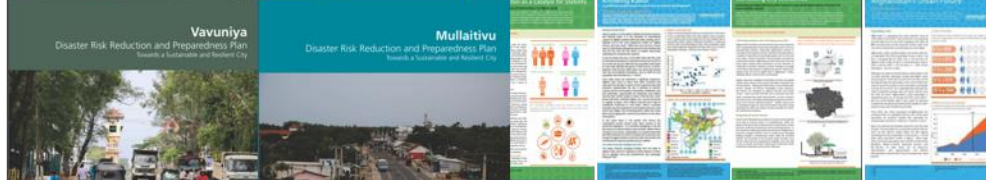
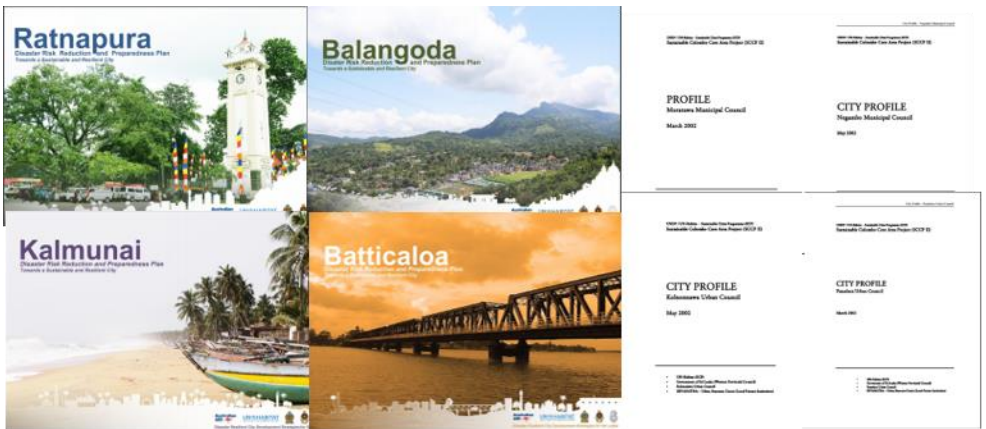
Swiss Agency for Development
and Cooperation SDC

AFTER



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



QUOTE

“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**

QUOTE

“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

LL#6 – BENEFICIARY NEEDS



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

QUOTE

“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

