



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

27/04/2016 11:38

# 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

Guided: New Urban Agenda (NUA), UNDAF,  
and UN-Habitat Country Programme  
Document (HCPD) 2018-2020

# 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



# APPROACH



# METHODS



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



<b>PERSONS INTERVIEWED</b>	54	65
<b>PERSONS IN FGDs</b>	114	191
<b>TOTAL</b>	168	256
<b>GENDER BREAKDOWN</b>	Female 27%, Male 73%	Female 45%, Male 55%





## 3. KEY FINDINGS

### OVERALL ACHIEVEMENTS

1. COUNTRY PROGRAMMES
2. CROSS-CUTTING ISSUES

# ACHIEVEMENTS

## SIGNIFICANT ACHIEVEMENTS IN THE AREAS OF:

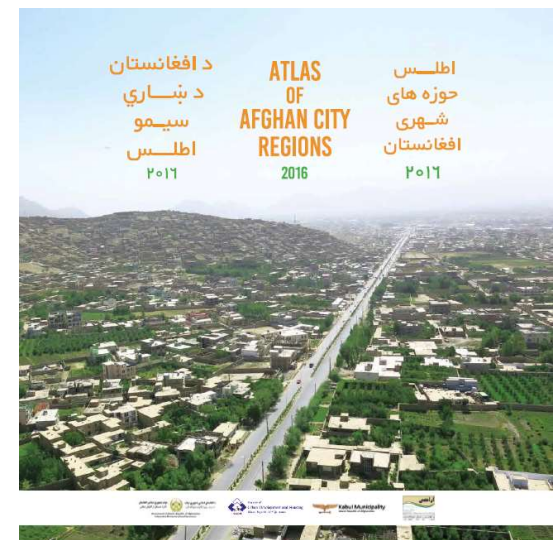
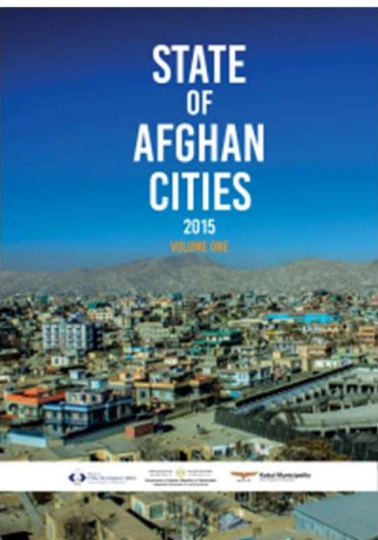
- Post-disaster construction
- Housing
- Urban planning
- Climate change
- Disaster risk reduction
- Water and sanitation
- Low income settlements and upgrading
- Humanitarian relief.

# 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

## 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

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



सत्यमेव जयते

Government of India



AFTER



## 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)

# EXAMPLES OF IMPACT

## MESO



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

The People's Process

Community Action Planning (CAP)

UNH financial principles

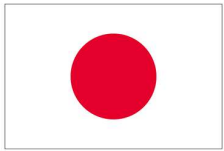
Implementing & monitoring maintenance plans

# Temporary Classrooms at Periyapandivirichchan Primary School, Mannar, Sri Lanka



**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

## 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



**BEFORE**

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



EUROPEAN UNION



Australian Government



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

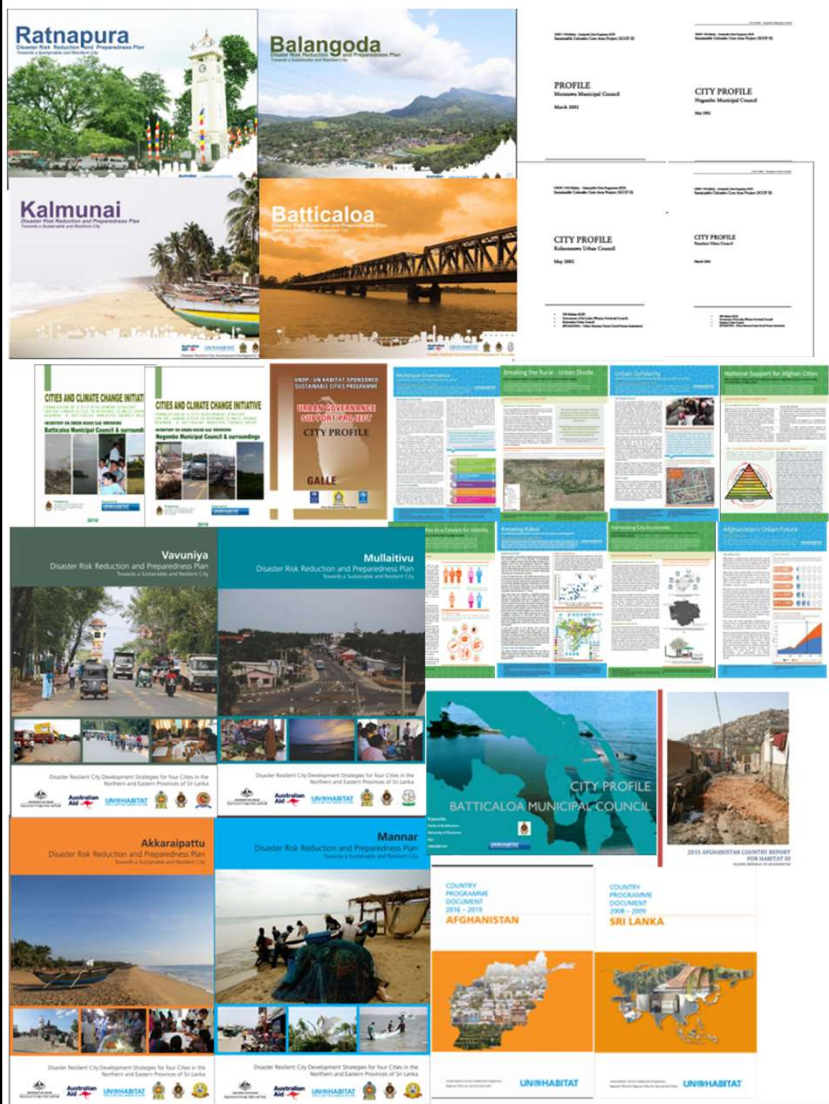
Swiss Agency for Development  
and Cooperation SDC



AFTER

Normative work through urban policies and city profiling

Knowledge capture through flagship publications and guidelines, etc.





## 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

## 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)

# 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



## 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)



## 7. CONCLUSION