# Evaluation of the Sustainable Neighbourhood Programme in Mavoko Municipality, Kenya





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#### **Evaluation Report 4/2012**

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#### **ACRONYMS AND ABBREVIATIONS**

CBO Community-based organization

CTA Chief Technical Adviser

EUR Euro

GROOTS Grassroots Organizations Operating Together in Sisterhood

KENSUP Kenya Slum Upgrading Programme

KES Kenya shilling

KEWLAT Kenya Women Land Access Trust

MOU Memorandum of Understanding

NGO Non-Governmental Organization

ROAAS Regional Office for Africa and the Arab States

RTCD Regional Technical Cooperation Division

SNP Sustainable Neighbourhood Programme

TOR Terms of Reference

UN United Nations

UN-Habitat United Nations Human Settlements Programme

USD United States Dollar

YEP Youth Empowerment Programme

#### **EXECUTIVE SUMMARY**

#### I. INTRODUCTION

The Sustainable Neighbourhood Programme (SNP) was designed as a 27-month, experimental, community-driven slum resettlement<sup>1</sup> project, expected to address the housing crisis in Kenya by focusing on improving the lives and livelihoods of people living in 26 slum settlements in Mavoko, Kenya.<sup>2</sup>

A 55-acre<sup>3</sup> piece of land in Mavoko Municipality<sup>4</sup> was provided for the project by the Government of Kenya through a debt swap with the Government of Finland, and the SNP was then to be implemented from August 2002 to April 2005. The Kenya Slum Upgrading Programme (KENSUP), a secretariat body within the Ministry of Housing mandated to upgrade slums in

Kenya, would lead project implementation with funding provided by the Government of Finland (EUR 750,000) and the United Nations Human Settlements Programme (UN-Habitat) in kind (USD 160,000).

After an impasse, a new development process for the SNP was initiated in April 2011, to be implemented in collaboration with the Government of Kenya and other stakeholders. At the time of the evaluation, the new development process had started (Phase 1) and was in the process of determining the feasibility and possible redesign of the project.

This evaluation was a response to a request by the Government of Finland for a final evaluation of the achievements, experiences, challenges, and lessons learned. The end-of-project evaluation of the programme was carried out between 1 December 2011 and 31 January 2012 by an independent consultant, Ms. Kathleen Webb. The Regional Office of Africa and the Arab States (Kenya Unit) managed the evaluation, with technical support from the Evaluation Unit. The purpose of the evaluation was to assess the extent to which the development objective and immediate outcome objectives of the SNP were achieved between 2002 and 2011.

<sup>1</sup> The terms 'resettlement' and 'relocation' are used interchangeably in this document and have a similar meaning: slum dwellers moving to an improved location.

<sup>2</sup> The 26 slum settlements included 25 Mavoko slum settlements and one additional site that housed those working in Athi River but living in Kibera slums. See Situation Analysis and Evaluation Report population estimates (UN-Habitat Progress Report, 2004, page 2), which estimated the Mavoko slum population at 26,000 persons living in 25 slum settlements. There was no population estimate for the Kibera slum settlement.

*<sup>3</sup>* 55 acres = 22.21 hectares

<sup>4</sup> The Government of Kenya allocated 55 acres of land for the UN-Habitat SNP project through a debt swap with the Government of Finland. The land is registered as L.R. 27664, with the title granted on 22 June 2009. The site is about 30 km from Nairobi, the capital of Kenya.

#### II. METHODOLOGY

The evaluation covered the period from inception in 2003 up to April 2011. The period thereafter up to January 2012, the time of the evaluation, was not evaluated. However, information on progress during that period was included to give an overview of the project and follow-up by UN-Habitat.

As this was the first evaluation of the SNP and several years had passed since its inception, the evaluation methodology used by the consultant evaluator relied mainly on documentation from multiple sources and interviews with the stakeholders involved in the programme. This meant the study and analysis of 174 reports, minutes of meetings, and emails provided by UN-Habitat, SNP, the Kenya Women Land Access Trust, the Youth Empowerment Project, and others.

Seventy-five persons were interviewed from UN-Habitat, the Government of Kenya, non-governmental organizations (NGOs), and 11 slum cooperatives. The interviews were conducted mainly as focus group discussions and key informant interviews, in order to generate discussion and also understand the project's history. The interview questionnaires were designed

to the evaluation to ensure the study was professional, objective, and impartial.

There were no significant limitations, other than the challenge of getting some information. Many key stakeholders had moved away and could only be reached by email or phone, and conducting the evaluation during the December holidays meant many people were away.

## III. KEY FINDINGS AND ASSESSMENT OF THE PROGRAMME

This section presents an overview of the achievements of the SNP and an assessment of relevance, effectiveness, efficiency, impact, and sustainability, as well as crosscutting issues.

#### A. KEY FINDINGS

#### **Achievements**

The evaluator finds that the SNP made an overall contribution to the development objective set for the project as it delivered activities and outputs, which contributed to that objective: "to strengthen the role and capacity of the informal and community sectors in the provision of bousing

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