



EVALUATION OF UN-HABITAT COUNTRY PROGRAMME IN AFGHANISTAN 2012 – 2016



UN HABITAT

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ABBREVIATIONS AND ACRONYMS

ARTF	Afghanistan Reconstruction Trust fund
ANDS	Afghanistan National Development Strategy
ANPDF	Afghanistan Peace and Development Framework
AUPP	Afghanistan Urban Peacebuilding Programme
CBMSP	Community-Based Municipal Support Programme
CC	Citizen's Charter
CDC	Community Development Cooperation
CLUIP	Community-Led Urban Infrastructure Programme
CP	Country Programme
CRP	Cost Recovery Plan
CPM	Country Programme Manager
EU	European Union
FGDs	Focus Group Discussions
FR	Final Report
FoAC	Future of Afghan Cities Report
FPMD	Facilitating Partners Management Department
GA	Gozar Assembly
GDMA	General Directorate for Municipal Affairs
GoIRA	Government of the Islamic Republic of Afghanistan
HCPD	Habitat Country Programme Document for Afghanistan
HLP	Housing Land and Property Task Force
HQ	Headquarters (UN-Habitat Headquarters in Nairobi, Kenya)
IDLG	Independent Directorate of Local Governance
INGO	International Non-governmental Organisation
ISAF	International Security Assistance Force
KM	Kabul Municipality
KIIs	Key Informant Interviews
K-SMNP	Kabul Strengthening Municipal Nahias Programme
KSP	Kabul Solidarity Programme
LIVE-UP	Local Integration of Vulnerable, Excluded and Uprooted People Programme
M&E	Monitoring and Evaluation
MABs	Municipal Advisory Boards

MGSP	Municipal Governance Support Programme
MOPAN	Multilateral Organisation Performance Assessment Network
MOSS	Minimum Operating Security Standards
MRRD	Ministry of Rural Rehabilitation and Development
MUDH	Ministry of Urban Development and Housing
NAPWA	National Action Plan for Women of Afghanistan
NPP	National Priority Plan
NSP	National Solidarity Programme
NSPIII	National Solidarity Programme Phase III
OFWMP	On-Farm Water Management Project
OECD/DAC	Organisation for Economic Co-operation & Development's Development Assistance Committee
PACCS	Peace-Building in Afghanistan through Consolidation of Community Solidarity
PAC	Programme Advisory Committee
QR	Quarterly Report
ROAP	Regional Office for Asia and the Pacific
SNPSP	Afghanistan Safety Nets and Pensions Support Project
SoAC	State of Afghan Cities 2014/2015 Programme
SP	Strategic Plan
SDGs	Sustainable Development Goals
ToR	Terms of Reference
UNAMA	United Nations Assistance Mission in Afghanistan
UNCT	United Nations Country Teams
UNDAF	United Nations Development Assistance Framework
UN-Habitat	United Nations Human Settlements Programme
UNPP	Urban National Priority Plan
US\$	US dollar
USP	Urban Solidarity Programme
WB	The World Bank

EXECUTIVE SUMMARY

EVALUATION OVERVIEW

Since 1992, UN-Habitat has been working in Afghanistan in partnership with communities and government. It has provided basic services and worked with the Government of Afghanistan (GoIRA) and local authorities on various projects which include policy support and institutional capacity strengthening. UN-Habitat regards communities and government as partners and not beneficiaries in the planning and implementation of activities. UN-Habitat is present in ten provinces and five cities of Afghanistan including Kabul.

Following the ToR, “this evaluation intends to look at the effects of the UN-Habitat Country Programme in Afghanistan, with a wider strategic focus about accumulated effects over a longer time frame. It is conducted by UN-Habitat based on ROAP's agreement with Senior Management Retreat recommendation for a Country Impact Evaluation in the region”. This evaluation is in-line with UN-Habitat's evaluation policy (2013) and the 2015 Revised UN-Habitat Evaluation Framework document and UN-Habitat's Strategic Policy on Human Settlements in Crisis and Sustainable Relief and Reconstruction Framework (2008).

The purpose of the evaluation is to document and assess the results and accumulated effects of the UN-Habitat programme in Afghanistan covering the period from 2012 to 2016. This evaluation will provide UN-Habitat management and stakeholders with an independent assessment of the value-added by UN-Habitat, achievements, lessons, challenges and opportunities for UN-Habitat's operations in Afghanistan. These findings should inform future strategy, opportunities, collaboration, replication and expansion. These are all important in future mainstreaming, especially given that the Afghanistan programme has had the largest portfolio country programme of UN-Habitat for more than a decade.

Five programmes were reviewed in-depth (based on different characteristics), reflecting UN-Habitat's vision on the three-pronged approach and its country mission, as well as focus on improving livelihoods, cross-cutting issues, and availability of data, donor, and collaboration with other UN agencies. These five programmes are:

1. National Solidarity Programme (NSP):

a. National Solidarity Programme Phase III (NSP III), 2012-2016

2. Urban Solidarity Programmes (USP):

a. Community-Based Municipal Support Programme (CBMSP), 2013-2015

b. Community-Led Urban Infrastructure Programme (CLUIP), 2015-2016

3. Strategic smaller programmes:

a. State of Afghan Cities Programme (SoAC), 2014-2015

b. Future of Afghan Cities Programme (FoAC), 2014-2016.

EVALUATION OBJECTIVES AND INTENDED AUDIENCE

The specific objectives are:

1. To assess the relevance of UN-Habitat Afghanistan's programme between 2012 and 2016 to attain accumulated positive results, for beneficiaries, local authorities, government institutions, that are supportive to UN-Habitat's strategic objectives.

2. To assess the efficiency and effectiveness of UN-Habitat projects in Afghanistan in achieving results and the accumulation of results.

3. To identify what successful approaches and strategies worked, and which did not, drawing out key findings, lessons from UN-Habitat's experience in Afghanistan.

4. Taking into account the intended users of the evaluation, make recommendations to effectively deliver, develop and expand UN-Habitat's portfolio in Afghanistan.

The intended audience is UN-Habitat staff at country office, regional office and headquarters as well as donor and other key stakeholders of the projects evaluated.

1. <https://unhabitat.org/afghanistan/>

METHODOLOGY

Multi-faceted, mixed design and participatory methods were used to obtain both primary and secondary data for the evaluation. A total of 54 persons were interviewed and 114 persons consulted through focus group discussions, representing UN-Habitat staff (country, regional and headquarter offices), previous UN-Habitat staff, government, donors, UN agencies, partners, and beneficiaries. The data was collected through the following methods:

- Desk review
- Key informant interviews (KIIs)
- Focus group discussions (FGDs)
- Observation
- Site visits
- Photos
- Videos
- Validation workshops.

This data collection took place in Kabul, Herat, Mazar-e-Sharif and via Skype for those in Nairobi, Japan and elsewhere in the world.

The quality of evidence was addressed through the following evidence criteria:

- Beneficiary Voice and Inclusion (especially, the most excluded and marginalized groups)
- Appropriateness
- Triangulation
- Contribution
- Transparency.

Following the UN system evaluation criteria, this evaluation used the five evaluation criteria of: Relevance, Effectiveness, Efficiency, Impact and Sustainability.

The evaluation was conducted by external consultants Dr. Stephen Van Houten and Mr. Shakir Ullah Shakir in close consultation with the UN-Habitat Evaluation Unit, the Regional Office for

KEY FINDINGS AND CONCLUSIONS

This evaluation is the first ever UN-Habitat Afghanistan Country Programme evaluation. The findings from the five programme evaluation show that UN-Habitat has achieved excellent results in the fields of service delivery and technical assistance in both rural and urban areas. A summary of the five evaluation criteria is provided below.

CRITERIA	ASSESSMENT
1 RELEVANCE	UN-Habitat's work was, and is, aligned to global, regional, national, provincial, and local priorities, and the five programmes were relevant and useful, especially given the national urban development priorities and the political-social-economic challenges facing Afghanistan over the last five years of review.

Programme results were achieved in a coherent manner and positive changes to beneficiaries resulted from the various

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