

Urban Poverty and Environment Programme: Colombo

Monitoring & Evaluation Component

Monitoring Findings as of December 2008 – April 2009

Outcome mapping No. 2

The following document discusses the monitoring findings based on the M & E indicators as per Final M and E plan.

The findings are presented based on the format of outcome mapping.

Boundary partner 1: Gothamipura Community

Outcome challenge 1.1:

Community participation: The project intends to see community groups **participate** in community meetings related to planning, implementation, and operation and maintenance of water and sanitation facilities and use them on a regular basis. Community should participate in validating knowledge related to environmental burdens and the nature of poverty.

Community Organisation: The community is **organised** enough to demand for changes in their own development. Community will be organised enough to interact with and influence community leaders, local politicians and the city administration. Community will be organised enough to be able to lobby and contribute to a better living environment.

Community Development Committee: The project intends to see the local authority facilitating the continuous existence of the CBOs (CDCs). It will accept the ideas and priorities of the CBOs in problem identification, implement suggested solutions and allow for CBO (CDC) representation at the Standing Committees.

Monitoring indicators:

Expect to see:

- Number of people from USS and neighbourhood who keep attending project organised meetings
- No. of meetings successfully (no of persons, agenda known, all agenda points discussed, reached agreement, etc) organised **by the community**
- Community members reach agreement with the project team on proposed project planning and implementation

Like to see:

- Community members involved in the implementation of projects
- Increased interaction between USS residents and neighbourhood in informal and formal events. (within temple, school, structure.) (*ABANDONED*)
- The community CBO is interacting with local politicians to influence improvements in USS (*ABANDONED*)

Love to see

- The community CBO is interacting with local politicians to influence improvements in USS
- The USS and neighbourhood residents make representations to CMC together (*ABANDONED*)

Findings and interpretation

1. Composition of the project community

- **Project steering points discussed at Dec 09 M and E Meeting:**
 - a) As the base line data for the original project community exists prepare working paper on this element of integration – WP No.3: Integrating the USS with the mainstream ‘city.’
 - b) Consider any other activities than can include the neighbourhood, this will enable the project to pilot some of the concepts of integration.
- **Monitoring update April 09**
 - a) The drafting of the working paper on integration necessitates a series of KPI interviews. This has kept the issue alive in the project despite the neighbourhood not being directly involved.
 - b) The possibility of including the neighbourhood in some of the additional activities of the project, such as urban agriculture, vocational training was discussed by the FC team. It was felt that the methods followed for mobilising and interacting with the community was not suitable for the neighbourhood, and hence there was reluctance to include the non-USS households in the neighbourhood in the project activities. It was however, accepted by the team that many households in the neighbourhood may be aware of the project as they were respondents to the baseline survey. In addition, some of the neighbourhood households – those in Lovigaha watte - have USS features. These households were more interested in the project than the high-income/professional households in the neighbourhood.

2. Community participation

- **Project steering points for discussion as of Dec 09 M and E:**
 - a) is it necessary / possible to target greater youth and male participation?

Monitoring update April 09

Chart 1: Trends in Participation: All types of project events, Jan – Dec. 2008

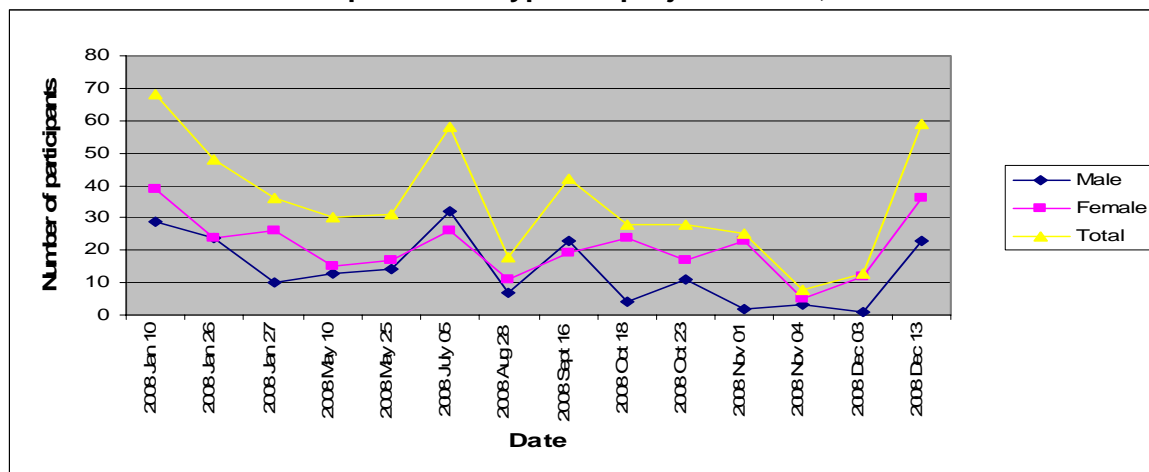
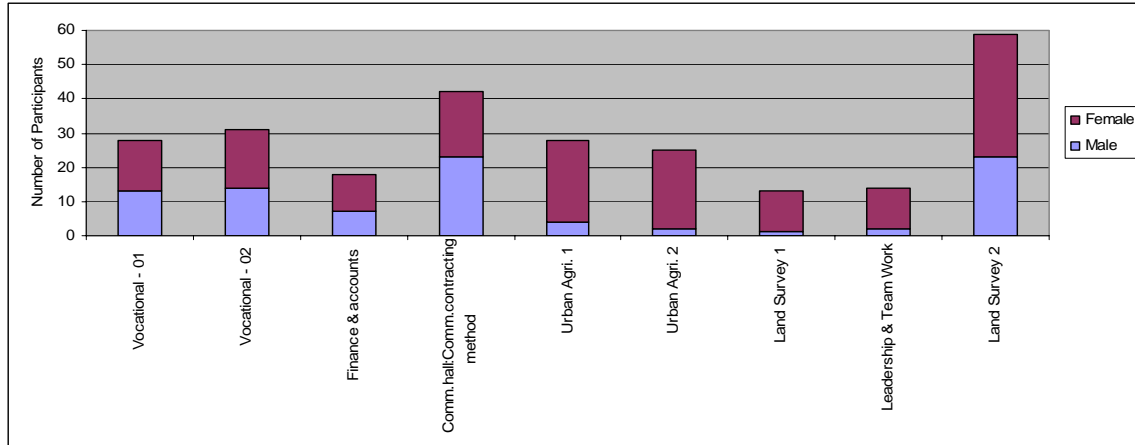


Chart 2: Participation in activities generated via CLAP prioritisation



- Highest participation was recorded at the special meeting to initiate project implementation (68) in January 2008, CLAP prioritisation meeting (58) in July 2008, and the second land survey meeting (59) in December 2008.
- A dramatic increase is seen in participation at meetings relating to surveying of land to provide deeds. Participation went from being the one of the lowest attendance among all project related meetings (13 participants) to marking record levels of high participation (59 participants). Obtaining land deeds has been a priority issue with the Gothamipura community for over 10 years. The issue was brought up by the community at meetings held at the very introduction of the FC project as well. There was a strong feeling that accessing politicians provided the highest possibility of success. The possibility for a project such as FC which was a CMC-NGO partnership to succeed in providing land deeds was seen as a remote possibility. The activity was taken up by Sevanatha as one of the priorities of the CAP, despite low participation and interest by the community in the initial stages, Sevanatha followed a institutional approach to obtaining land deeds, where surveying of land lots was the first step. As the activities proceeded, and there was high level of targeted awareness raising, problem solving and CDC office bearers were involved in the process the majority of the community households increased their active participation.
- Male participation at meetings is uniformly low. Male participation highest in employment related events – vocational training and community contracting. However, female participation remains high here as well. Lowest male participation is seen in urban agriculture and leadership and team work workshops.
- While no age based attendance data has been collected to enable tracking of youth participation, observation by monitoring team indicates that youth – particularly male - participation continues to be low. There is no indication that the youth participation will increase if the activities are directly targeted towards them as the vocational training programme which targeted youth had much lower participation than the general vocational training workshops.

- The Commissioner (new) is engaged. Keen to see that there is a benefit from this project and its learnings, models tried out, for other parts of Colombo city issues under CMC. In addition to formal participation at meetings/workshops, meeting necessary household costs of sewer connections, the community participation has increased as the primary project activity – constructing the sewer line – picks up speed. Community input is seen in;
 - monitoring function where the quality of work carried out by the external contractor is checked and reported to the technical officer of the project. An example has been in the case where the contractor was falling short of using a sand base when laying of sewer lines. In addition, the community has put pressure on the methods of construction by protesting and ensuring the process is adjusted. An example is when there were delays in re-filling internal roads that were dug up for laying pipes. The community required that prior to digging up more roads, the previous digs need to be completed and filled as there access within the USS was very restricted.
 - Facilitation and support is also provided by the community via provision of tea for labourers and contractor.

3. Role of CDC

- **Project steering points for discussion as of Dec 09 M and E:**
 - a) Do the project have to address the issue of the CDC officials feeling they are challenged by both the project (esp. sewer lines) and the people?
 - b) Does the CDC officials have sufficient and timely information on cost related issues to provide the community?
 - c) Will the CDC be attending Partner Meetings as a policy? Or on an adhoc basis.
 - d) If the CDC is only acting as the mediator between the Project and community and not initiating activities – will this have an impact on sustainability? Should steps be taken (eg. Physical space to meet) to increase the probability of the CDC functioning post –project?

Monitoring update April 09

- As the implementation activities of the FC project have maximised, both in terms of the primary activity of construction of the sewer line and the other CAP priority activities, the work load and responsibility pressure on the CDC office bearers has increased exonusiously. As all posts are voluntary, the individuals have to balance out their livelihood and household commitments. The office bearers are not satisfied with the input of the membership of the CDC.
- CDC office bearers continue to attend FC Partner Meetings and participate actively in presentation of problems, requesting information on future work and orientation of the project at meetings held at the CMC.
- In addition to the FC project related activities, the CDC has also been called upon to participate in other activities such as the ininital meetings conducted by the “Anti-Small Arms Society’ which is looking to strengthening the sustainability of the CDC.

Boundary partner 2: Local Authority (All CMC divisions other than the Project Cell such as Institutional Development Unit, Engineering, Public Health Department)

Outcome Challenge 2.1: Local Authority: The local authority will **use the learning** from the piloted participatory integrated model **to influence policy** on service provision and poverty reduction in USS. It will shorten and streamline the procurement processes at the **local level** and will give district level more financial authority and decision making powers.

Expect to See

- Number of annual elections conducted to elect CDC office bearers
- Obtaining approval in a timely manner to get work done (specify a certain number of days etc) (NHDA)
- Local authority participates in the process of developing the policy document on participatory integrated model with project cell

Like to see

- Local authority (particularly MMC) accepts (needs to be detailed) proposals on priority problems and solutions by CBOs
- Local authority shorten and streamline the procurement processes
- Resolution is passed to give district level office more authority in decision making process
- District level office has decision making authority over procurement process (e.g. toilet missing a door)

Love to see

- Local authority implements proposals on priority problems and solutions by CBOs
- Policy document on the participatory integrated model is adopted by the local authority
- Common toilets and baths are demolished

Monitoring update April '09

- Normally CDC elections are held before April each year. However, the Gothamipura CDC has not yet had elections. There is currently a discussion between the CMC and CDC as to whether a change the current CDC office bearers is suitable as the project is mid-way and their knowledge and dedication is a critical contributor to the project.
- The profile of the CDC as well as its ability to function outside the limited space of the community is developing as a direct result of the FC activities. Contributing factor are:
 - Attendance of senior CMC officers at community meetings, and other CDC project related events held at Gothamipura, their active participation and immediate problem solving,
 - direct access to project decision making provided to CDC via attending FC partner meetings held at the ID Centre, Town Hall,
 - direct interaction and with other state sector service providers other than the conventional service providers (eg CMC, WB,) such as Western Province Agriculture Department, Vocational Training Authority .
 - direct interaction with other NGOs such as the ICRC, Women's Bank
 - direct interactions with professionals – eg surveyors

- The construction of a community hall has been prioritised and process commenced. This will provide a 'home' for the CDC.
- Due to the structure of the FC project which includes the main CMC decision makers, some infiltration of ideas and opportunities for the FC activities and Gothamipura community have been observed. For example, reporting on the FC activities at the Steering Committee which is Chaired by the Municipal Commissioner, led to discussions on possibilities of linking into the main CMC,
 - The method followed in obtaining land deeds for the households in Gothamipura was discussed as a possible model to be followed in other USS which had the pre-requisites for land deeds being issued. It was accepted that the existing state mechanism, though more cost effective for the people, was very time consuming. If the Gothamipura case found that the people were willing to contribute this could be used as a model.
 - Urban agriculture activities, created a discussion on the possibility of the Gothamipura community taking on the model urban agriculture plot of the CMC at Viharamahadevi Park. The possibility of making a payment either to the CDC or individuals for taking on the activity on behalf of the City was discussed.
- At the steering committee meetings it was observed that the Municipality Commissioner engages actively with not only the implementation aspects of the FC project but also the potential learning. There is keenness to see how the project learning could benefit other USS and the City.
- Outside the FC project activities, the CMC is including the CDC within the larger city wide development via the District Capacity Enhancement Project, which is a CMC initiative, chaired by the Commissioner. This initiative includes Elvitagala and Anderson flats which are middle class/ high income residential blocks.

Boundary partner 3: Central government (NHDA, SLRDC, Water Board)

Outcome Challenge 3.1: Other institutions: The local authority will also **maintain** its currently **good relationship** with central government institutions (such as National Housing Development Authority, Sri Lanka Land Reclamation and Development Corporation (SLLR&DC), and Water Board).

Outcome Challenge 3.2: Central Government: Central government continues to **cooperate** with local authority in **developing and implementing** the integrated model.

Expect to See

- Relevant central government representatives participate in meetings and discussions of the project as requested by the Focus City team.
- Policy discussions include learning from FC integrated model.
- Improvement (minimum delays, quality of service, cost) in service delivery by the CG institutions.

Like to see

- Proactively participate (give ideas, suggestions) in the FC programme.

Dislike to see

- Break down in good relations between the central institutions.
- Complexities of project design increasing delays in service delivery.

Love to see

- Policies include learning from FC integrated model.
- Projects/ programmes are designed with greater sensitivity towards different socio-economic groups
- Institutions with a history of focusing on the poor will once again / or begin to increase its focus on the poor– Eg. NHDA

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- The Focus City team is able to attract good participation from other state institutions and officials. Most CAP related workshops organised by Sevanatha and CMC have been facilitated by state sector resource persons of high quality. Examples are Western Province Agriculture extension officers and trainers that participated in urban agriculture activities, vocational training, leadership and team building workshops by vocational training authority, Small Enterprises Development Board.
- At the senior management, decision making level too the project has been able to ensure participation of relevant state officers. The existing institutional relationships as well as professional relationships built over time – helps arrange quick meetings, within an environment open to ideas and discussions. For example, the meeting with NHDA to discuss the issue of maintenance cost of the pump house was arranged by the CMC and Sevanatha within a few days. The NHDA General Manager, Dpt General Manager relevant to the subject under discussion attended the meeting. The CMC Competent Authority chaired the meeting and all relevant senior officers of the CMC attended.
- The project has good connections with other state agencies. No breakdown of previously established relationships, such as with NHDA, are observed. There is little links with water board in the FC project as Gothamipura has 100% connection rate.
- The links with national agencies with no particular USS orientation is less well developed and the project has not interacted with them. For example, in the issue of deciding how the electricity bill for the pump house was to be paid, the CEB was not approached as previous experience in solving USS problems had not been too successful.
- Links to national policy is seen in the activity of providing land title deeds. The national policy push to provide 1000 deeds to low income urban housing facilitates the project activities in this regard. The NHDA is able to align the project objectives/ needs/ activities with those of national policy. In this case the FC project has been helped by pro-poor national policy.