

Management Response: Evaluation of UN-Habitat's Country Programme in Afghanistan, 2012-2016 Evaluation Report 1/2017

Afghanistan office and ROAP have consulted relevant staff, national stakeholders and partners in preparing this draft response. The evaluation has captured in true sense the contributions being made by both regional and country offices in terms of transforming Afghanistan country office to undertake New Urban Agenda programming, and highlighted important strategic issues to be addressed by the management.

UN-Habitat Management welcomes the Evaluation Report of UN-Habitat's Country Programme in Afghanistan, 2012-2016 and its insight into the country programme and recommendations on how to move from service delivery to technical assistance following government's vision of national development and peace, aimed at achieving self-reliance.

The Evaluation Report highlights key achievements on issues such as relevance, effectiveness, efficiency and sustainability, among others, and in doing so, guide future programming within the country towards better programme implementation alongside partners in the country. Relationship between HQ, Regional and Country offices is also addressed, detailing evaluation of five key projects from 2012 to 2016.

The Evaluation Report demonstrates that UN-Habitat enjoys a rather uniquely positive relationship with the Government. In view of the UN Secretary-General's reform process, which emphasizes the country level focus, and UN-Habitat's own reform, UN-Habitat's role as focal point for implementation of the New Urban Agenda will be at the centre of a future strategic programme in Afghanistan. It will work with UN agencies in the context of Delivering-as-One. The report provides evidence of successful interventions and implementation approaches used in Afghanistan, for example, the People's Process, gender specific sub-projects for women, and introduction of *safayi* tax; these could be scaled up and replicated in other country programmes.

UN-Habitat's management considers useful all findings and recommendations within the evaluation documents, particularly in identifying key bottlenecks in programme delivery, communications, knowledge management and others. UN-Habitat Management feels the issues raised and recommendations proposed are relevant and acceptable. The follow-up of key actions and implementation of those actions by responsible units and teams would be next step from the management point of view and an action has been taken by the regional office in identifying responsible units and time frame for implementation.

The Management presents detailed responses to each of the 13 recommendations and related sub-recommendations and proposed actions with timeframe and responsible units for the implementation. Most of the recommendations are accepted. Three of the recommendations, however, are partially accepted as they refer to approved cost policies or to practice approved by Member States. Some of the proposed actions, however, still require endorsement of partners in Afghanistan to incur expenditure for internal response mechanisms proposed by the evaluation (example: Costs of travel to Nairobi by Afghanistan team to have consultations with the branches and units to strengthen collaboration).