

Evaluation of UN-Habitat's Role in Post-disaster Recovery, Reconstruction and Development in Pakistan, 2005-2012 (1/2013)

Management Response

I. Introduction

1. The present document constitutes the views of UN-Habitat Management to the report of independent Evaluation of UN-Habitat's Role in Post-Disaster Recovery, Reconstruction and Development in Pakistan, 2005-2012. The evaluation was included in the 2012-2013 UN-Habitat Evaluation Plan approved by the UN-Habitat Board as well as the UN General Assembly. The evaluation was commissioned by the UN-Habitat Evaluation Unit as a forward looking evaluation, in compliance with the UN system wide norms and standards for evaluation, to assess UN-Habitat's performance, including achievements of intended results, best practices, challenges and opportunities. The evaluation was conducted by an independent evaluation team.

2. UN-Habitat Management welcomes the evaluation report and thanks the evaluation team for its useful assessment of UN-Habitat's involvement in Pakistan since 2005. Management would also like to convey gratitude to donors and the Government of Islamic Republic of Pakistan for their continued support to UN-Habitat and their confidence in its ability to deliver results. The Management has reviewed the report and presents its response in the form of overall response to evaluation findings and issues rose in the report as well as specific responses to each of the report's recommendations.

II. Overall Management Response

3. Management is pleased with overall positive assessment of UN-Habitat's work. The evaluation report substantiates UN-Habitat's role in humanitarian and acute emergency situations. Beyond the evaluation's identification of the strengths and accomplishments of the programme, it provides an opportunity to scrutinize identified weak areas with the intention of taking necessary actions to improve them. The report's lessons learned and recommendations will form the basis for further strategic initiatives and improvement of UN-Habitat's operations in Pakistan.

4. The report highlights many positive achievements, attributed to the Pakistan programme:

- UN-Habitat has played a critical role in assisting the Government of Pakistan in the 2005 earthquake relief and is recognized as leader in shelter reconstruction and disaster reduction. It has set-up and managed ten Housing Reconstruction Centres, which has been responsible for training over 250,000 persons in construction techniques. It has also provided oversight that enabled 460,000 homeowners to build their houses. In addition, UN-Habitat established a Land Information Management System that was used by all agencies involved in reconstruction programme to identify deserving beneficiaries.
- In response to the floods of 2010-2011, UN-Habitat oversaw construction of 37,000 shelters. Of 50 agencies involved in rebuilding shelters, UN-Habitat was at the top of the Housing Sector Working Group list in terms of the quality and quantity of shelter assistance.

- Conflict response was another big achievement for UN-Habitat. The agency has provided over 1,000 emergency shelters, 250 water pumps and 5,530 hygiene kits for 11,000 Internal Displaced Persons.
- The evaluation notes that UN-Habitat's development programmes in areas of basic services, land tenure rights, land digitization, solid waste management and sustainable urbanization were well-anchored with local governments and UN Partner agencies. These programmes have brought changes to the lives of Pakistanis. Donors appreciate UN-Habitat as a reliable partner with highly skilled and experienced staff.

5. The Management would also like to highlight significant efforts and achievements that the evaluation has missed. UN-Habitat now has an effective country programme which focuses not only on providing shelter, water and sanitation to vulnerable communities; but equally important, it has significantly expanded on issues related to its development mandate by assisting provinces and the capital districts with strategic planning, slum upgrading strategies and WASH interventions, etc. In addition, remedial actions have been taken, e.g. reimbursement of misappropriated funds to the relevant donor.

6. Most lessons learned have been addressed and some of the recommendations of the evaluation report are already being implemented. For instance, many Post-Disaster Needs Assessments, which were by and large ineffective in 2010, have since been used to build up capacity to respond to humanitarian issues.

7. Coordination mechanisms at provincial level, which were insufficient in 2010-2011, have become much better and this will make delivery of future humanitarian efforts less complex. Collaborative monitoring mechanisms have been improved in certain areas since 2010. The management of Shelter Clusters is now more effective at provincial level.

8. In addition, Delivering as One environment has developed supportive frameworks for coherence and coordination and is helping to clear systematic hurdles building on existing cooperation modalities. At present, the main challenges of the Pakistan programme are related to security and access, especially in remote areas.

III. Issues of concern

9. While appreciating the overall findings of the report, UN-Habitat Management notes specific issues that weaken the evaluation report. The Management would like to express its concerns on these issues.

- **Lack of evidence to substantiate some of the evaluation findings:** While Management acknowledges the limitations of the evaluation exercise in terms of process, resources and time; it is concerned with no provision of evidence to support "perception/ journalistic statements". A statement such as "*UN-Habitat was often a leader in the disaster reconstruction field, precisely because it understood the complexity of project execution (pages 14-15)*" has no evidence.
- **Lack of analysis of factors for success or failures that are out of UN-Habitat's control . Systemic barriers and management issues that inhibit quick response to humanitarian operations and decrease efficiency:** Specifically the role of UNON in responding to humanitarian issues is not analysed. These factors should have been analysed and put in perspective to give better

understanding of the constraints country and regional operation modalities face in implementing humanitarian projects.

IV. Conclusion

10. The Management has taken serious note of the issues raised and recommendations made by this independent evaluation. In principle, the management takes note of the report and accepts eight recommendations. Nine recommendations are partially accepted with clarifications, and three recommendations are not accepted. In the annex to this management response, UN-Habitat presents its response to each of the recommendations, and proposes follow-up action with time frame and responsible units specified.

11. Donors are encouraged to learn from this evaluation also, and ensure an appropriate budget is provided so that proper evaluation can be done, bearing in mind the size and complexity of the programme.