

**Management Response: Identification of Best Practices, Policies and Enabling
Legislation in the Local Delivery of Basic Urban Services (Phase 2):
End of Project Evaluation
Evaluation Report 1/2015**

UN-Habitat welcomes the independent evaluation of the project “Identification of Best Practices, Policies and Enabling Legislation in the Local Delivery of Basic Urban Services (Phase 2)”. The project was developed and implemented by UN-Habitat as the lead agency in close collaboration with a range of Spanish institutions. UN-Habitat is committed to strengthen the monitoring, evaluation, and learning process of all projects in order to improve its performance and impact of its interventions.

UN-Habitat is pleased that the evaluation found that the technical assistance and municipal cooperation developed by the project were supportive of local government plans, recognized urban priorities. Additionally, high level of local ownership was found in several initiatives as an additional indicator of relevance, which represents a tremendous accomplishment of the project. The project did not reach some of the expected effects on national urban policies or institutional capacities due to the scale of intervention and limitation in the follow-up of some activities and processes. UN-Habitat management is pleased that the project acted as a catalyst of regional, national and (in particular) local initiatives that fed into broader processes such as Habitat III, GOLD III, or existing municipal programmes.

Further, the evaluation has found that in spite of having challenges in its design and implementation, the project has demonstrated UN-Habitat’s ability to apply innovative urban planning and development approaches in diverse local contexts, disseminate best practices, and engage municipal actors at various levels. These are recognized strengths that enhance UN-Habitat’s strategic positioning. They support UN-Habitat’s mandate and knowledge management, respond to local needs, and attract donor financing. The best practices derived from the project’s implementation can be systematized and integrated within UN-Habitat’s core cooperation modalities.

UN-Habitat acknowledges the evaluation’s five recommendations of which four recommendations are accepted and one is partially accepted. We recognize that the project experienced some challenges in terms of its formulation and final design and actions were taken to adapt the operational programming and confirm its feasibility with the Steering Committee, implementing partners, and UN-Habitat Offices involved in the project. In the time, which has passed since the approval of the project, UN-Habitat has improved its internal procedures for project approval and improved project design standards are adhered to in the development of new projects.

Regarding the recommended inception phase; this should be agreed with the donor during the design of the project. This project was carefully negotiated and planned with the donor and implementation partners taking into account a previous phase to formalize institutional arrangements, establish project management units, adjust and validate proposed work plans, and undertake essential recruitments prior to commencing implementation. However, there was a delay in the disbursement of funds from the donor) and a change in the international cooperation approach of the donor (due to political change). The project team adapted to the changes, as far as possible.

It was also recommended to promote cooperation modalities integrating innovative approaches. In the case of this project, actions have been taken and best practices and methodologies were systematized and shared with relevant partners. In reference to the replicability of the City to City cooperation initiatives, the recommendation is well accepted and follow-up is proposed.

The last recommendation on the role of local governments at Habitat III is partially accepted taking into account that the project has as an objective to reactivate some National Habitat Committee and support the start up of a regional strategy for the Latin American region towards Habitat III. These objectives were completed successfully. The need to define the role of local government in Habitat III is relevant and UN-Habitat has implemented activities, since the evaluation was conducted, towards supporting the voice of local governments in the design and implementation of the Post 2015 agenda and support to local and regional governments associations in global debates.