

## **TEMPLATES FOR UNDP MANAGEMENT RESPONSES TO INDEPENDENT EVALUATIONS<sup>1</sup>**

### **Clearance Routing:**

**Date: 30 March 2030**

**Prepared by: Nguyen Kien Cuong**

Position: Project Manager

Unit/Bureau: Project Management Unit

**Prepared by: Vu Thi Thu Hang**

Position: Programme Officer

Unit/Bureau: UNDP Viet Nam

### **Contributors:**

- Phan Hong Khoi, National Senior Technical Advisor

- Jacob Kurian, Part-time International Technical Specialist

**Cleared by: Sitara Syed**

Position: Deputy Resident Representative

Unit/Bureau: UNDP CO

**Reviewed by: Milou Beerepoot**

Position: RTA

Unit/Bureau: Bangkok Regional Hub

### **Input into and update in Evaluation Resource Centre:**

**Nguyen Thi Ngoc Han**

Position: Planning, M&E

Unit/Bureau: UNDP Viet Nam

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<sup>1</sup> See instructions at the end of the document on how to use the templates.



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Item # of the provisional agenda  
**Evaluation**

**Management response to the evaluation of *Local Development and Promotion of LED Technologies for Advanced General Lighting in Viet Nam (LED)***

**Context, background and findings**

1. The UNDP-supported GEF-financed medium-sized Project “Local Development and Promotion of LED Technologies for Advanced General Lighting in Viet Nam” (LED project) was implemented from June 2015 to December 2019. The project was funded by the GEF (USD 1,517,400) with co-financing from the Government of Viet Nam, UNDP, and private sector partners. Its objective was to mitigate greenhouse gas emissions through transformation of the lighting market towards greater usage of locally produced LED lighting products in Viet Nam.
2. The Project’s independent terminal evaluation (TE) was conducted between December 2019 and March 2020, to assess the relevance, effectiveness, efficiency, impact of the project, achievement of project results and to draw lessons that can both improve the sustainability of benefits from the project, and aid in the overall enhancement of UNDP programming. This management response discusses the conclusions and recommendations of this TE.
3. Overall, the project was rated satisfactorily implemented with satisfactory results. The project had a trigger effect that helped the project to serve as a catalyst in realizing substantial changes in the lighting market in Viet Nam over a relatively short time frame, in particular with respect to the production (and sales) of quality LED lighting products that comply with the mandatory national (and international) standards.
4. The TE recommends several actions to enhance the LED market transformation as well as to ensure the project results are disseminated and scaled up. The PMU and UNDP welcome these recommendations and have prepared management response and started implementing related actions.

## Annex: Key recommendations and management response

### **Evaluation recommendation 1: Support to SMEs/small LED companies upgrade their production line with high quality lighting systems**

It may be useful for the Viet Nam Lighting Associations (VLA) and Ministry of Industry and Trade (MoIT) to analyse how smaller LED companies can take advantage of the incentives offered under the SME Law, whether these are enough and if additional incentives are needed for small LED companies upgrade their production line and with high-quality and intelligent lighting systems.

### **Management response: Agreed and implemented**

SMEs are critical to Viet Nam's growth, providing significant contributions to job creation, export promotion and poverty reduction. Around 98 percent of the country's enterprises are SME's and they account for 40 percent of GDP and 50 percent of employment. However, they face several challenges, such as limited access to finance, technology and global supply chains, legal and administrative hurdles and shortage of qualified and skilled human resources. On top of these, the requirements of the new mandatory LED S&L scheme create additional challenges for the SMEs in the lighting sector. Hence it is important that measures be taken to counter the impact of the LED S&L scheme on SMEs in the lighting sector and improve their competitiveness and resilience.

The support to LED SMEs has been paid attention during the implementation of the project. The project and MOIT has supported the LED SMEs in preparation for the LED labeling programme through consultation and awareness raising workshop and support in preparation of documents for LED labeling. MOIT has also simplified the labeling procedure that reduce the administrative procedures for LED company to apply and participate in LED labeling programme.

In addition, building on this project, a project of NDC partnership and private sector by UNDP has been exploring possible support to and engagement with LED SMEs i.e. VLight in developing LED lighting for agricultural products.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
<ol style="list-style-type: none"> <li>1. Provide technical support to the LED SMEs in participating in LED labeling programme (completed within the project duration)</li> <li>2. Integrate the support to SMEs in LED to other projects by UNDP where applicable i.e. NDC and private partnership project</li> <li>3. Consolidate the recommendation on support to LED SMEs into the project final report and disseminate it to the project partners</li> </ol>	by 15 April 2020	PMU/Project Manager and UNDP Programme Officer		Completed

### **Evaluation recommendation 2: Public sector and finance**

Sustainable energy financing in the public sector meets barriers and issues that should be addressed in a context wider of more market-based financing

that goes beyond the topic of efficient lighting only. VAST's core competence is as a science and technology institution. Hence, in future 'efficient lighting' programmes, it may be useful to address the issue of 'more widespread LED dissemination' not only from a technology angle (which has been VAST's expertise) but also the financial angle (e.g. by teaming up with a local financial institutions).

**Management response: Agreed and Implemented**

Due to the limited funding available, the project was designed to limit its focus to a few areas such as improving product technology and quality and on demonstration of application. However, this relatively narrow focus resulted in less significant effort being made on the issue of financing, which is critical for further market development. A study was conducted on identifying opportunities for Public-Private Partnerships for financing Public Lighting LED projects and this has provided inputs for the efforts by the Government in modernizing the Public Lighting system. Future support projects and activities where applicable would consider the issue of financing be addressed in a more comprehensive manner.

Currently, authorities at local levels (provinces, cities and districts) including Ho Chi Minh City, Hanoi, Da Nang, Quang Ninh, Hoi An and others are aware of the advantages of LED lighting, so they have decided to allocate budget for replacing the old lighting system with LED lighting system, and encouraging private investment in this area.

Besides, UNDP CO is developing a proposal for IKI potential funding of which support to SMEs and establishment of a de-risking mechanism for SMEs including those working in LED sector are one of work packages.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
Integrate the recommendation on inclusion of improved financing component to SMEs into future projects/activities where applicable into the in the project terminal report which will be disseminated and conveyed to MOIT, VAST and UNDP.	by 15 April 2020	Project Manager and UNDP Programme Officer		Completed
Finalize the study on financing mechanism for public LED lighting with recommendation on feasible financing mechanisms	by 15 April 2020			

**Evaluation recommendation 3: Stimulation of demand for LED lighting in public sector and residential sector**

The LED Viet Nam project has done a small survey on the LED lighting market. While giving valuable information on the LED lighting market, due to budget constraints the survey has been limited in scope. The Evaluation Team suggests that a government entity commissions a more comprehensive lighting demand and supply survey (focusing on more cities and regions and with a statistically relevant minimum number of users interviewed). Accurate market information will help to redefine the standards and labelling according to products available on the market and appropriate strategies that promote the replacement of less energy-efficient lighting technologies by LED lighting.

**Management response: Agreed and implemented**

The survey conducted under the project was to collect essential information needed to estimate the project indicators and to support the development of proposed LED development roadmap. In the future a more comprehensive energy survey would be needed, including on lighting, which would be useful for many purposes such as energy planning, evaluation and design of S&L programmes, design of DSM programmes, NDC investment planning, GHG inventory preparation, preparation of energy balance, urban and rural planning, etc.

In the final report of the LED project, VAST has proposed to the MOIT and the VLA annually to collect database on a national scale, evaluate and update the market lighting field to promoting the replacement of less energy-efficient lighting technologies with LEDs. VLA has collected the annual data through the sales of their member companies i.e. RALACO and Dien Quang.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
Include the recommendation into the final project report and convey this to VLA and MOIT through the project closing workshop so that VLA will continue their survey and MOIT would consider undertake the survey on annual basis for LED market development.	15 April 2020	PMU/Project Manager		Completed

**Evaluation recommendation 4: Viet Nam Lighting Association (VLA)**

The market of LED lighting has developed rapidly over the past decade in terms of market volume, production methods and LED technology applications. It is suggested that VLA seeks cooperation with national and regional lighting associations in the Asian region, in Europe and North America to stay abreast of the latest technology, manufacturing and product application developments.

**Management response: Agreed and implemented**

Viet Nam Lighting Association (VLA) has established cooperation not only with Asian countries including China, Japan, Korea, Thailand, etc. but also with lighting associations of other countries in Europe and USA. Annually, VLA organizes National Conferences on Lighting with the participation of a number of international lighting associations; and facilitate the participation of lighting companies to participate in international fairs and exhibitions held in Viet Nam as well as in other countries.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
Convey the recommendation to VLA through the project final report and project closing meeting. As explained above, VLA has already established and continued networking with other countries and lighting association for the development of LED	by 15 April 2020	Project manager		Completed

lighting industry in Viet Nam				
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**Evaluation recommendation 5: Dissemination of the project results**

The results and materials of the Project are disseminated widely, by means of making summary technical reports available on the VAST-CHTD ‘lighting’ webpage, mailing lists and making available materials at the Completion Workshop. It should also be investigated how this webpage can be maintained in the post-project future, e.g. in cooperation with the Viet Nam Lighting Association.

**Management response: Agreed and implemented**

The recommendation is fully noted and has been already implemented during the project phase. During the project implementation, technical reports, training materials, summary of project results and video clips have been developed and regularly updated and maintained on VAST website @ <http://htd.vn/led-lighting-projects.html>. These products are also disseminated at the project workshop and final workshop. The e-learning course on LED is managed and run by the Ho Chi Minh Technology University @ <http://e-learning.hcmut.edu.vn/login/index.php?lang=en>

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<ul style="list-style-type: none"> <li>- Disseminate the project’s results, video clip and handbook on LED technology on VAST’s website and UNDP website, and at project closing workshop</li> <li>- Maintain the project’s results on VAST’s website @ <a href="http://htd.vn/led-lighting-projects.html">http://htd.vn/led-lighting-projects.html</a></li> <li>- Hand over the on-line training programme on LED technology to the Ho Chi Minh Technology University</li> </ul>	30 December 2020	PMU/Project Manager UNDP Programme Officer and Communication Officer		Completed

\* Status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).

## **INSTRUCTIONS ON HOW TO USE THE TEMPLATES:**

### **Clearance routing**

*All parties involved in preparing and clearing the management response before final review by the Administrator or Associate Administrator are requested to enter their name(s), position and units. All management responses should be reviewed by the Division for UN Affairs/PB before completion.*

Prepared by:	Include person preparing matrix
Contributors:	Include the names and units that contributed actions to the response. At minimum, this should include all 'responsible units'
Cleared by:	Enter senior most-person in CO, unit or bureau who cleared the draft response on behalf of management
Reviewed by:	Enter name of person in Division for UN Affairs/PB who reviewed the response in light of Executive Board priorities
Input into and update in ERC:	Specify person in unit or bureau responsible for entering approved responses into <a href="#">Evaluation Resource Centre</a> (ERC) database and periodically updating the information.

### **Template for UNDP Management Response to Independent Evaluations**

*The template is the format required for the submission to the Executive Board of management responses to independent strategic and corporate programme evaluations. The matrix should also be used for management responses to ADRs.*

*Please DO NOT CHANGE any formatting such as font type, font size and margins. Please do, of course, extend the matrix and adjust the numbering to match the number of recommendations and responses.*

*The entire cover sheet will be removed by the Executive Board Secretariat before formal distribution. The Executive Board Secretariat will also remove the two columns on 'Tracking', which are for internal use only.*

*Management responses to evaluations should be clear and comprehensive, and consist of the following elements:*

- *Key conclusions and recommendations: Are conclusions and recommendations relevant and acceptable? (The Management Response should address all recommendations)*
- *Key actions: What are the concrete proposed actions? Who are the key partners in carrying out the actions?*
- *Implementation of actions: Who are the responsible units? What is the timeframe for implementation?*