

TEMPLATES FOR UNDP MANAGEMENT RESPONSES TO INDEPENDENT EVALUATIONS¹

Clearance Routing:

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¹ See instructions at the end of the document on how to use the templates.



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Evaluation

Management response to the evaluation of *Promotion of Non-Fired Brick Production and Utilization in Viet Nam*

Context, background and findings

The UNDP-supported GEF-financed Full-sized Project “Promotion of Non-Fired Brick (NFB) Production and Utilization in Viet Nam” started in June 2015 and was operationally closed in November 2019. The project was funded by the GEF (USD 2.8 million) with co-financing from the Government of Viet Nam, UNDP, and private sector partners. Its objective was to reduce the annual growth rate of GHG emissions by displacing the use of fossil fuels and the usage of good quality soil for brick making through the increased production, sale and utilization of non-fired bricks (NFBs) in Viet Nam.

The Project’s independent terminal evaluation (TE) was conducted between January to May 2020, to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. This management response discusses the conclusions and recommendations of this TE.

Overall, the project was rated satisfactorily implemented with highly productive collaboration among GEF, UNDP, GoV, Non-Government Organisations and the Private Sector in NFB development in Viet Nam, in support of the GoV’s Program 567 on non-fired building materials development, which has proved to be a very successful and sustainable program. This has yielded very significant long term socio-economic, energy and environmental benefits consistent with and exceeding most targets in the Project Results Framework.

The TE recommends several actions for continued implementation of the NFB Program of the GoV and further development of the market for NFB’s. The PMU and UNDP welcome these recommendations and have prepared management response and have started implementing related actions.

Annex

Key recommendations and management response

Evaluation recommendation 1: Recommend to the Project to develop a post-project sustainability plan to sustain the momentum towards continued progressive implementation of NFB programme of the Government

The PMU should develop a post-project sustainability plan based on the Project Outputs and Outcomes and recommendations of the market strategy studies, etc. to sustain the momentum towards continued and progressive implementation of the NFB Program of the GoV.

Management response: Agreed and implemented

Project post-project sustainability have been assured during the project implementation with a number of technical and policy review reports developed as inputs for MOC to develop policies and regulations such as Decree 24a with a chapter on green building materials, Circular No. 13 regulating the use of NFB in construction projects, etc. In addition, standards on NFB products have been adopted with support by the Project and training materials on various topics have been developed and handed over to MOC, DOC and enterprises for usage. The project exit strategy and a plan for further development of NFBs have been developed as part of project terminal report.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
<p>Develop the project exit plan and recommendation to further develop NFB as an integral part of the project completion report that will be approved by the National Project Director and then be submitted to all steering committee members including MOST and MOC for follow-ups.</p> <p>Finalize the Report on Integrated Market Development Strategy for NFBs as input and support for MOC to develop the Strategy for NFBs as part of the Strategy for Building Material Development during 2021-2030 and orientation for 2050.</p>	To be completed by 30 June 2020	Project Management Unit (PMU)		Completed

Evaluation recommendation 2: Recommend to the Government to review and determine measures to enforce new policies and regulations adopted

Recommend to the Government to review and determine measures needed for sustainable implementation and enforcement of the new policies, regulations and standards developed with support from the Project, to help further development of the market for NFBs.

Management response: Agreed and integrated the recommendation into the Project completion report				
<p>Over the five years implementation of the Project, in close collaboration with the MOC, research institution and NFB manufacturers, the Project supported the creation of an enabling environment for the development of the market for NFBs with interventions in both the supply and demand side. This included the strengthening of policies and the development and adoption of new NFB standards and guidelines to improve the quality of NFBs produced and the increased and proper use of NFBs. The standards on NFB products and guidance for the use of NFBs delivered by the projects have been served as tools to implement and enforce the policies. The project's study on Integrated Market Development Strategy for NFBs also includes recommended directions and suggested measures to implement the policies to enhance the production and use of quality NFB products. The knowledge products and capacity created through the Project would help the GoV to develop further measures needed to effectively disseminate and enforce the policies and regulations developed.</p>				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
Develop the Project Completion Report that summarizes project's results with lessons learnt and recommendation to the Government especially the Ministry of Construction on a number of actions to be taken to enforce the new policies, regulations and standards related to the sustainable production and use of NFBs that were developed with support of the Project.	To be completed by 30 June 2020	PMU		Completed

Evaluation recommendation 3: Recommend to the Government, through MoC and MoST, to take immediate measures as next steps for scaling up the market for NFBs

The PMU should provide information and recommendations so that the GoV, through MoC and MoST, can take immediate measures that are crucial for scaling up the market for NFBs. These include the following: i) develop and update regulations, standards for the application of concrete bricks specifying requirement for building design, mortar requirements, construction techniques and procedures, and requirement for as-built acceptance; ii) Publication of a technical handbook/guideline for both NFB manufacturers and the construction sector combining both lessons learned and good practices gathered during the project implementation, and disseminate it especially at the provincial and local levels; iii) Update, develop and enforce NFB related regulations, guideline, standards, etc. iv) Continue to improve the training modules developed and institutionalize the training courses , v) support new investors and SMEs investing in NFB production lines to get conformity certification for their products in addition to meeting technical requirements, vi) Set up a strong research and development programme, supported by the training programmes and awareness campaigns, to find more specific technical solutions and quality enhancement in production and application of NFB's, in order to encourage more use of NFB's at the local and provincial levels.

Management response: Agreed and included the recommendations into the Project completion report

During the project implementation, most of the initial barriers hampering the development of NFBs that were identified in project design have been addressed. During the project implementation, the suggested immediate measures have been already delivered by the project and disseminated to the

Government and have laid an effective foundation for further efforts by the government to sustain NFB market development. These include: i) inputs to circular and guidance for the use of NFBs, standards for NFB products; ii) 05 training modules on NFB technologies, use of NFBs, investment in NFBs, documented lesson learnt from demonstration projects; iii) guidance on the use of NFBs and lesson learnt from demonstration to improve NFB quality from material mix optimization, products curing, etc. that could be used to update and develop new NFB related regulations, guideline, standards, etc. iv) existing training modules produced by the project and assessment report of capacity building to improve NFBs can be used to further improve the training modules and institutionalize the training courses v) project's lesson learnt and technical reports on support to NFB production to get conformity certification for their products have been documented and disseminated for replication by other production lines, vi) the study on NFB development strategy results in recommendation in various aspects including technology transfer, technical improvement, policies and capacity building, etc. that can utilized and reviewed for application to improve production of NFBs and encourage more use of NFB's at the local and provincial levels. Further attention should be given to improper use of NFBs that could lead to cracking, water seepage and other defects that could hamper further market share expansion from what is already achieved at 28.5% from the 13% at the project outset. A study on the integrated strategy on NFB demand market was completed which pointed out many recommendations to address the remaining issues. With the support of the Project, a long-term development strategy for building materials, including NFBs, up to 2030 and looking forward to 2050 was developed and submitted to GoV.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<p>Develop the Project Completion Report that covers recommendations to the Government especially the Ministry of Construction on a number of actions and recommendation as mentioned above that should be carried out to sustain and scale up NFB market development. These actions will also serve as inputs for MOC's consideration for development of a future NFB program as part of an overall Strategy for building materials development during 2021-2030.</p> <p>Finalize the Report on Integrated Market Development Strategy for NFBs that cover the review of the market for NFBs, international experiences and recommendation on orientation, strategy and action plan for NFB development as an input and proposal for MOC to develop the Strategy for NFBs as part of the Strategy for Building Material Development during 2021-2030 and orientation for 2050.</p>	To be completed by 30 June 2020	PMU		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 Evaluation Resource Centre (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?*