

Management Response template

UNDP Management Response Template
Final Project Evaluation of the Rehabilitation and Consolidation of the Gaza Industrial Estate Project

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Evaluation Recommendation or Issue 1.

A final project evaluation should be conducted after the utilities have been operational for a longer time, in order to assess the benefits, collect case studies and success stories.

Management Response:

UNDP accepts the recommendation. UNDP will undertake an internal final evaluation of the interventions to assess the sustainability and long-term impact of the project.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
1.1 Evaluation of the implemented activities to be done including assessment of future needs within RCGIE	September – December 2019	UNDP/PAPP Gaza Office	To be done by UNDP internal teams	Planned
1.2 Developing success stories on the beneficiaries of the project	September – December 2019	UNDP/PAPP Gaza Office		Planned

Evaluation Recommendation or Issue 2:

Exert more efforts to get project stakeholders participate more effectively in the projects throughout the project life cycle.

Management Response:

UNDP has already consulted with all relevant stakeholders to assess the needs prior to designing the project. Continuous feedback was obtained from the project beneficiaries and remedial actions were implemented during implementation.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
2.1 More coordination with the relevant stakeholders to participate throughout all project implementation stages during the design of future projects.	January 2019 – All Future projects	UNDP/PAPP Gaza Office		In Progress

Evaluation Recommendation or Issue 3:

There is a need to address other infrastructure issues in the GIE including additional wells, stormwater management, separating combined sewers and pavement of secondary roads.

Management Response:
UNDP recruited a technical consultant with experience in operation and maintenance of infrastructure facilities related to the activities implemented through the RCGIE. One of the main objectives of the task is to identify the infrastructure challenges encountered by the PIEFZA and the developer and recommend the needed actions to improve the current infrastructure of the GIE.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
3.1 Assessment of the current and future infrastructure needs for GIE and development of proposals for resource mobilization.	June – December 2019	UNDP/PAPP Gaza Office		Planned

Evaluation Recommendation or Issue 4.
Future programming should consider implementing the supplementary works to the RCGIE including expanding the water inlet pipe to the desalination unit and upgrade the distribution network and connecting all the feedlines to the external lights. Expand future projects to address additional objectives and strategic directions.

Management Response:
UNDP recruited a technical consultant with experience in operation and maintenance of infrastructure facilities related to the activities implemented through the RCGIE. One of the main objectives of the task is to identify the infrastructure challenges encountered by the PIEFZA and the developer and recommend the needed actions to improve the current infrastructure of the GIE.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
4.1 Development of the Palestinian manual for the Gaza incentives programme to different industrial enterprises	2018	UNDP/PAPP Gaza Office	The intervention included production of manual that was handed over to PIEFZA. (Attached the developed manual as annex A)	Completed

Evaluation Recommendation or Issue 5:
There is a need for more careful financial verification of construction contractors working in Gaza.

Management Response:
Procurement and financial procedures in the monitoring and management takes into consideration the contractors' financial verification (Financial Soundness)

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
5.1 The conditions of contract followed the UNDP Procurement and financial procedures in the monitoring and management through contractors' financial verification (Financial Soundness)	January 2019 – All Future projects	UNDP/PAPP Gaza Office		In Progress

Evaluation Recommendation or Issue 6:				
There is a need for contingency planning for projects with high risk areas.				
Management Response:				
The project Financial Breakdown included provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
6.1 Project contingency plan for high risk areas to be developed as part of the project and future projects	January 2019 – All Future projects	UNDP/PAPP Gaza Office		In Progress
Evaluation Recommendation or Issue 7:				
There is a need to enhance the technical capacity of the project implementing partners and stakeholders in specialized areas such as water desalination.				
Management Response:				
An external consultant was hired to conduct two technical workshops and to develop the Palestinian Industrial Estate and Free Zones (PIEFZA) manual for the operations and maintenance of the new developed facilities, Development & Employment (PRIDE) in Gaza Industrial Estate (GIE). The Consultancy office assessed the progress made towards the achievement of the RCGIE Project's overall objective and respective outcomes and outputs. The general principles underlying the evaluation approach were: impartiality and independence, credibility of the evaluation, participation of stakeholders and usefulness of the evaluation findings and recommendations.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
7.1 Technical capacities for the project implementing partners including the technical staff (Operation and maintenance staff) to be enhanced through training sessions conducted by the contracting company expert engineer on the installed desalination plant.	8 October – 16 October 2018	UNDP/PAPP Gaza Office	Photos of the event are included within the Final Report as annex B	Completed
7.2 An operation and maintenance manual was developed that includes all the project's interventions and two capacity building workshops were conducted targeting the PIEFZA and the Operator's technicians.	2018	UNDP/PAPP Gaza Office	(Attached the developed manual as annex A)	Completed
7.3 One seminar to be conducted by a professional consultant for the training on maintenance and management of the rehabilitated premises. A second seminar to be conducted for feedbacks from the participants and presenting the results of the project.	9 -10 January 2019	UNDP/PAPP Gaza Office	2-day technical workshop was held on 9-10 Jan. 2019. (Attached Agenda for the event annex C) in addition to Workshop material as PDF as annex D)	Completed

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