

# Management Response template

UNDP Management Response Template  
Right to Education in the Gaza Strip Programme – Final Programme Evaluation (Pa110-00094739)

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## Evaluation Recommendation or Issue 1.

Ensure consultations among key partners in the design phase: In the design phase, it is necessary for MOEHE and other partners to consult school administrations as they are more familiar with end-beneficiaries (students' behavior & needs). The implementing agencies, UNDP, should be informed by partners, MOEHE, about their future plans, such as introducing new shifts or dividing a school into two schools. This should prevent unsound planning of some important facilities.

## Management Response:

UNDP management agrees with the recommendation. Although consultation sessions were carried out in different schools, with students and principals, UNDP will consider undertaking consultations sessions and needs assessment with Ministry of Education and each targeted schools' students, teachers and principals as possible in order to ensure their needs are considered in the design and implementation.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
1.1. Meeting with MOEHE senior management and advocating for consulting with school administrations and students on their needs and to ensure that MOEHE future plans are taken into consideration.	March to June 2019	UNDP/PAPP Infrastructure Unit	Coordination for of meeting with MOEHE will be determined in March.	Initiated

## Evaluation Recommendation or Issue 2:

Revise the bidding and tendering procedures to be more efficient: prepare separate tenders for each type of work, mainly for large component/sub-projects (i.e. one contract that includes construction, furniture, and instrumentation is not recommended). Underestimates of prices and selection of low bid contractors should be revised to the best interest of the project delivery. Performance tools could be adopted and enforced. When supplying new technologies, it is good to arrange training for schools-staff and technology teachers (such as 3LCD finger-touch interactive projector. (Efficiency)

## Management Response:

UNDP/PAPP follows the standard operating procedures based on the procurement manual that is reviewed regularly and approved by the chief procurement officer and legal support office. Also, UNDP selects the lowest responsive bidders based on comprehensive and systematic evaluation of all received offers, and not necessarily the lowest price. Combining deliverables in procurement takes place in cases where there's overlap in responsibilities of deliverables like IT preparations for installation within the infrastructure components, which cannot be separated technically in



addition to tight framework of implementation based on agreement with donor. Regarding training of school staff on new technologies of 3, this had already taken place, where School IT teacher and MOEHE IT supervisor were trained on 3LCD projector as part of delivering the equipment.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
2.1. Tendering of future services/goods/civil works will consider separation between the different components as applicable and in a manner that does not compromise the quality and implementation timeframe in accordance with donor's agreement.	January to December 2019	UNDP/PAPP Infrastructure & Procurement Units		Initiated

#### Evaluation Recommendation or Issue 3:

Replicate the Mental Health intervention process in future programming. The process was guided by relevant national policies and priorities, and actual needs of beneficiaries. Furthermore, replicate the same intervention approaches with other beneficiary groups including, theoretical and practical training to counsellors, furnishing of counselling units, MBM to counsellors, and mhGAP to PHC practitioners.

#### Management Response:

UNDP management agrees that UNDP should replicate mental health interventions in future programming

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
3.1 Future projects of developing school infrastructure will include mental health interventions building on the lessons learnt and best practices	Future programming	UNDP/PAPP Infrastructure Unit	New proposals of projects targeting the education sector included the relevant mental health activities.	Completed

#### Evaluation Recommendation or Issue 4:

Allocate more time for theoretical training targeting the counsellors, and practical training targeting both counsellors and PHC practitioners. It is also recommended to extend the implementation period of MH activities to one year to allow better coordination, higher quality, and more careful study of activity implementation challenges with certain groups of beneficiaries (e.g., university teachers). Furthermore, the programme management costs of local partners should be within the local standards, and the treatment of the technical staff costs shall be sustained as contribution to their salaries paid by the partner organisation to avoid double salary.

#### Management Response:

UNDP management agrees that there was supposed to be more time for implementation of mental health interventions. However, this was compromised due to limited timeframe provided prior to end date set out in the agreement with donor. Nevertheless, high coordination and cooperation took place with the IPs, beneficiary institutions and relevant stakeholders to ensure activities are implemented adequately.



However, future programming will consider allocating adequate timeframe for mental health interventions. Also, the management cost of IPs will be considered with the local range by UNDP. No double salaries took place with any IP personnel where close monitoring and verification took place prior to any payment.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
4.1 Allocate more timeframe for implementation of mental health interventions to ensure that the results are achieved appropriately.	Future programming	UNDP/PAPP Infrastructure Unit	Coordination with IPs enabled to achieve the planned activities and results with the available timeframe.	Completed
4.2 Make sure that management cost of IPs in future programming is within the local standards	Future programming	UNDP/PAPP Infrastructure Unit		Initiated

#### Evaluation Recommendation or Issue 5.

Integrate successful interventions within the systems of the key relevant partners. It is recommended to enhance the sustainability of implementation of the original version of the MBM through integrating it in the systems, e.g., universities, and enhance the sustainability of the mhGAP in PHCs through integrating it in their systems through agreements with PHCs management. Furthermore, it is recommended to organize same training to other groups of direct beneficiaries and refresher training to previous trainees and build the training capacity for MBM in MoEHE, MoH, and universities. Also, the sustainability issue should be discussed with partners in the initial programme design phase to be able to learn about risks and find solutions or make adaptations. Improve counselling unit interventions through integrating gender considerations.

#### Management Response:

We agree with the recommendation that UNDP should enhance sustainability of mental health interventions through integrating them in the systems of higher education or relevant ministries. Implementing partners had already submitted sustainability plans as part of the exit strategy. Follow up visits confirmed that the MoEHE and universities have already adopted the new approaches as part of their operations.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
5.1 Sustainability plan to be developed as integral part of implemented projects	March 2017	UNDP/PAPP Infrastructure Unit.	UNDP/PAPP & IPs developed sustainability planned plan as part of exit strategy.	Completed

#### Evaluation Recommendation or Issue 6:

It is recommended that UNDP scales up similar project by including more youth from different disciplines such as marketing, writing and translation,



finance, accounting, engineering, and art, among others. Such inclusion contributes in reducing unemployment and alleviating poverty. The trendy demand on the freelancers' platforms required experience from different background. In addition, motivation group works that include candidates from different backgrounds increases the income opportunities. In this context, it is recommended to use different verification standards on the selection of candidates. Inclusion of youth from marginalized places with high unemployment rate such as Khan Younis and Rafah.

**Management Response:**

UNDP agrees on the need to scale up similar projects and involving more potential disciplines in the e-work. More evidence will be sought on the selection of such disciplines. In the selection of beneficiaries, criteria focused more on qualifications and gender balance through a systematic selection process.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
6.1. Design of future youth economic empowerment projects will consider scaling up e-work, with focus on new potential disciplines.	Future programming	UNDP/PAPP Infrastructure Unit & DEEP Team	UNDP adopted e-work as a main strategy of youth economic empowerment.	Initiated

**Evaluation Recommendation or Issue 7:**

IPs should redesign the technical training courses to be more efficient in terms of time and subjects/curricula. Allocate more time for technical training with additional mentorship hours by focusing more on group monitoring to motivate the team building skills. Restructuring the training contents of freelancer and soft skills to avoid duplication. Develop the curriculum of soft skills by emphasizing self-learning skills and it is recommended to include the top-rated courses in the e-work platforms such as block chains and Tensorflow, among others. It is also recommended to record videos for all technical training to insure higher reach, and to sponsor the advertisements on the social media websites.

**Management Response:**

The design of the technical training courses was based on consultative approach facilitated by UNDP and the IPs, where flexibility was given to both IPs to reschedule the timeframe of the different technical trainings based on the distinct needs of each discipline. Self-learning was an integral part of the implementation, where trainees were introduced to online learning applications. Training courses were recorded via video and published online which enabled more interested trainees to access the delivered training courses.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
7.1 Youth economic empowerment projects will consider: 1) allocating adequate time for technical training as well as coaching and mentorship; 2) including top-rated courses in the e-work platforms such as block chains and Tensorflow, among others.	March - June 2019	UNDP/PAPP Infrastructure Unit & DEEP Team	These training courses can be accessed at <a href="#">YouTube</a>	Planned

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<b>Evaluation Recommendation or Issue 8:</b>				
Future interventions should increase female mentors in mentorship and coaching in order to ensure gender balance and involve women in e-work.				
<b>Management Response:</b>				
UNDP urged IPs to ensure gender equality in the selection of beneficiaries, including mentors. However, a challenge of limited number of trainers in the specialized discipline was encountered. E-work intervention of phase II gave attention to female participants to encourage their engagement in online freelancing and to provide the market with qualified female trainers.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
8.1 E-work project to ensure gender equality among the trainees	2019	UNDP/PAPP Infrastructure Unit & DEEP Team	50% of beneficiaries were female. (beneficiaries list available)	Completed
<b>Evaluation Recommendation or Issue 9:</b>				
UNDP and IPs to run similar projects by consortium as long as the project was exercised through two partners, having consortium may add value to the project by encouraging partnership and sharing the experience. An exit strategy would also ensure smooth handover to IPs and contribute to sustainability.				
<b>Management Response:</b>				
UNDP has supported high level cooperation and coordination between the implemented partners with the vision of enhancing partnership and knowledge exchange among the partners. Exit Strategy was also addressed by both partners.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
9.1. UNDP to establish a coordination mechanism as part of the implementation in future projects.	Future Projects	UNDP/PAPP Infrastructure Unit & DEEP Team	A coordination mechanism was enforced in the implementation of e-work.	In Progress
<b>Evaluation Recommendation or Issue 10:</b>				
UNDP can replicate the Virtual Majlis initiative while incorporating lessons learned and best practices. Taking into consideration the success of the Virtual Majlis, by allocating more human and financial resources to repeat the activity by involving more Gaza students to open dialogue with students from other cultures and countries. CSOs can play active role in leading the implementation of the Virtual Majlis, cultural dialogue and advocacy campaign to breakout the blockage imposed on the Gaza people.				

<b>Management Response:</b> UNDP agrees with the recommendation that Virtual Majlis is a good model that worth replication, incorporating lessons learned. UNDP Dynamic Future Programme has already incorporated it.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
10.1 UNDP to incorporate Virtual Majlis as part of its educational programme through local CSOs.	January – June 2019	UNDP/PAPP Infrastructure Unit & DF Team	Virtual Majlis is ongoing as part of other UNDP projects.	In progress
<b>Evaluation Recommendation or Issue 11.</b> Explore funding opportunities to sustain the successful initiatives. Both UNDP and the donor could allocate more human and financial resources to ensure the continuation of beautification, by recruiting more experts to help implementation of activities at a wider manner.				
<b>Management Response:</b> UNDP has already recruited an expert to support students in the design and implementation of beautification initiatives. Children and youth-lead initiatives will part of similar programmes.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
11.1 UNDP to include children and youth-led initiatives as part project design and implementation.	January – June 2018	UNDP/PAPP	Participatory approach was adopted in the design of schools. This <a href="#">Youtube</a> videos illustrate this excursive.	Completed

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