

**DFID Management Response to Independent Commission for Aid Impact recommendations on:  
EVALUATION OF DFID'S ELECTORAL SUPPORT THROUGH UNDP**

ICAI Recommendation	Accept/ Partially Accept /Reject	Action already taken	Action to be taken	Target date
<p>1.1 DFID should actively cultivate alternative delivery channels suitable for implementing electoral support. This means seeking out alternative or additional implementing partners where feasible, in order to complement and compare with UNDP and to provide additional resources for capacity-building.</p>	<p>Accept</p>	<p>Existing programmes already provide electoral support with non-UNDP providers, including The Asia Foundation and IFES (International Foundation for Electoral Systems) in Pakistan, Democracy International in Bangladesh. In a number of countries (Uganda, Nigeria and Bangladesh) DFID channels funds through other bilateral donors rather than UNDP.</p> <p>New central procurement arrangements in place that already include some providers of electoral assistance and democratic governance, for country offices to access.</p>	<p>1. Comprehensive information &amp; capability statements from non-UNDP providers to be made available to DFID staff, including areas of comparative advantage, geographic expertise and presence, and lessons / evaluations from previous programmes.</p>	<p>October 2012</p>

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<p>2.1 DFID should immediately engage with the UN at headquarters and local levels to improve performance. This should form part of the 2013 update to the Multilateral Aid Review of UNDP by DFID.</p>	<p>Accept</p>	<p>The 2013 Multilateral Aid Review update will assess performance against the reform priorities: improving country level performance, implementing its organisational change agenda, sharpening its focus on comparative advantage and strengthening its leadership of the UN development system.</p>	<p>2. DFID will continue to support UNDP's reform agenda, particularly those relating to human resources and cost control. DFID will engage with the UN 5<sup>th</sup> Committee, through the UK Mission to the UN to ensure greater UN system effectiveness on Human Resource issues. DFID will also work towards and support measures which will improve UN performance as set out in the Quadrennial Comprehensive Review.</p>	<p>Negotiations Sept to Dec 2012</p>
		<p>Broader support being provided for cross-cutting initiatives to improve UN effectiveness including Resident Coordinators, the Development Operations Coordination Office, results, audit, procurement and transparency.</p> <p>A number of UN evaluations and reviews of electoral assistance and operational support are currently underway, which will offer opportunities for dialogue and further action to DFID.</p>	<p>3. DFID will establish a stronger evidence base on the performance of DFID-funded UNDP election support, using UNDP's own monitoring and evaluation and an Annual Survey of DFID staff based on the ICAI survey of Governance Advisers on UNDP electoral assistance.</p>	<p>Annual Survey Nov. 2012</p>

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			4. Closer engagement by DFID at Executive Board and working level, with UK Mission in NY, on follow-up to UN-led review processes, to support reform and performance improvement.	From July 2012.
2.2 It [DFID] should encourage the UN to resolve differences in approach to elections between UN agencies.	Accept	<p>A forthcoming review of 'UN integrated electoral assistance' by UNDP / Dept. of Political Affairs / Dept. of Peacekeeping Operations will provide a more detailed assessment of inter-agency approaches to elections later in 2012.</p> <p>DFID's new programme of support to the Department for Political Affairs includes support to EAD.</p>	<p>5. DFID will work with UNDP to identify UNDP's comparative advantage on elections and democratic governance in the new UNDP Strategic Plan (2014 to 2017). (Executive Boards and Strategic Plan discussions).</p> <p>6. DFID will engage with the follow-up to the review of integrated election assistance.</p>	<p>June, Sept '12, Feb, June and Sept '13</p> <p>September Executive Board</p>

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		Programme monitoring and annual reviews will provide opportunities to discuss these issues.	7. Annual Review of the UN Department of Political Affairs programme in 2013.	June 2013.
3.1 DFID should place greater emphasis on ensuring value for money in electoral assistance. This means encouraging more realistic budget processes and advocating appropriate electoral systems and technologies	Accept	DFID has drafted internal guidance on value for money and economic appraisal in electoral assistance programmes.  UNDP has started to implement the International Aid Transparency Initiative's standard on aid transparency.	8. DFID will work with UNDP to develop a new methodology for assessing value for money in electoral assistance, taking into account electoral systems, technologies, delivery context, and the need for greater budget and resource transparency.	Completed May 2013
3.2 DFID also needs to improve its identification of the costs of different aspects of electoral systems in difference countries, to enable better cost control.	Accept		9. DFID will commission new analysis, data and guidance on comparative electoral costs in consultation with UNDP and other providers.	Completed May 2013
4.1 DFID should strengthen governance arrangements over UNDP-managed programmes. This includes (i) separating political dialogue from technical oversight and (ii) making more use of third-	Accept	i) DFID engages substantially with governance arrangements on a country-by-country basis, to allow flexibility in structures and oversight that are appropriate to local context. These need to allow for politically-informed	10. New DFID-FCO guidance will be prepared on options for programme governance arrangements, based on best practice lessons, and to be adapted to local requirements.	Oct. 2012

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party monitoring that will act to challenge and hold UNDP better to account for performance.		<p>programming decisions by implementers, clear accountability and communication lines, and options for political dialogue on sensitive issues.</p> <p>ii) DFID's new guidance on programme monitoring and evaluation requires external and/or beneficiary participation.</p>	11. The joint How To Note on electoral assistance will be amended to reflect the value of sourcing additional resources to monitor and advise staff during election operations. Where feasible, this could be done through EU coordination processes.	Jan. 2013
4.2 Risk management arrangements to cover these issues should be fully integrated into the design of assistance through UNDP.	Accept	<p>DFID / UK risk management arrangements already in place to support most elections / democratic governance programmes.</p> <p>Recent business cases in Kenya, Ghana and Nigeria have all include risk matrices.</p>	12. DFID will work with UNDP to adopt a common approach to risk management (assessment, mitigation, reporting). This will be tested in at least 3 DFID-funded UNDP elections programmes.	Piloting from Jan. 2013
4.3 Where possible, programmes and basket fund arrangements should be maintained through the electoral cycle.	Accept	<p>DFID policy is to support the full electoral cycle, set out in our <a href="#">joint DFID-FCO How To Note</a> for staff on working through the electoral cycle. This was adopted in Dec. 2010.</p> <p>DFID decisions on longer-term programming are taken at country</p>	13. New, internal online portal launched for DFID staff with resources (analysis, tools, data sets) covering all aspects of the electoral cycle and broader democratic governance. New work detailed here (on suppliers, vfm, costs, risk) to be housed on new portal.	January 2013

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		<p>level, in discussion with local stakeholders. In several countries (e.g. Uganda, Nigeria, Tanzania, Bangladesh), electoral support is part of a wider portfolio of 'deepening democracy' programmes, addressing the breadth of a democratic system.</p> <p>At least 13 countries supported to hold freer and fairer elections (DFID Business Plan commitment, 2012-15) through full electoral cycle / deepening democracy programmes.</p>		
<b>Recommendation 5</b>				
<p>DFID should ensure that each example of electoral support is anchored in a strategy for democratic development. This should include how the elections assistance relates to governance objectives beyond the timeframe of a specific election. It should also include active engagement with a wider range of national stakeholders and political</p>	<p>Accept</p>	<p>The joint DFID-FCO how to note on supporting the electoral cycle notes the importance of rooting support in context analysis, and using elections as an entry point to wider systemic support to the democratic process.</p> <p>DFID offices undertake periodic Country Governance Analyses. Some already have democratic governance strategies in place.</p>	<p>14. Joint How To Note on electoral support to be updated to reflect issues that should be specifically addressed in business cases and approval submissions. These include wider democratic objectives to which the support will contribute, and links to the strategic objectives for DFID's Operational Plan in each country.</p>	<p>Nov. 2012</p>

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institutions.		Business case guidance requires the context analysis and the broader evidence and policy for the intervention, including electoral assistance. In some cases (e.g. unexpected elections) it may not be feasible to develop full strategies before the support is required.		