

DFID Management Response to the Independent Commission for Aid Impact recommendations on:

The Department for International Development's Climate Change Programme in Bangladesh, November 2011

ICAI Recommendation	Accept/Partially Accept/Reject	Action specified in Management Response	Target date	September 2012 update
<p>Recommendation 1: DFID should ensure that organisations implementing UK aid are selected competitively and managed according to clear performance targets, set out in a service level agreement.</p>	<p>Accept</p>	<p>1. We will review our agreements with partners on the Climate Change Programme in Bangladesh. Where performance targets are not sufficiently focused, we will sharpen them to ensure accountability for delivery is fully measurable. We will also set in place systems and appropriate internal staffing structures to track administrative costs and overheads more closely.</p>	<p>December 2012</p>	<p>Complete. DFID initiated a call for increased and tighter management of the Bangladesh Climate Change Resilience Fund (BCCRF). A new Dhaka based Programme Manager in post since July 2012 (the DFID secondee who was in post to sustain momentum will also continue for another year).</p> <p>UNDP has developed an improved monitoring mechanism and results matrix for the Comprehensive Disaster Management Programme (CDMP)</p> <p>DFID completed its own annual review of the</p>

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		<p>2. At Headquarters level, discussions will continue on improving World Bank Trust Funds as a mechanism for country delivery, to increase effectiveness, accountability and value for money.</p>	Ongoing	<p>Climate Change Programme in February 2012. Recommendations included strengthening administrative systems which are on track. DFID has set up a separate Climate Change and Disaster Management Unit to address capacity issues and improve oversight of the growing portfolio.</p> <p>On track. DFID are developing a corporate strategy to ensure that the DFID-WB Trust fund portfolio has greater policy and donor coherence, allows for consolidation, and has consistent and high quality monitoring and evaluation and a stronger focus on VFM. The strategy will be agreed by the management Board in November 2013.</p>

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		<p>3. We will further strengthen staff skills for effective management of programme partners and programme delivery.</p>	December 2012	<p>On track. A Team Leader for Climate Change and Disaster Management will be in post from October. They will lead the dedicated team with increased staffing, both technical and administrative.</p>
<p>Recommendation 2: DFID should ensure that all UK resources that support Bangladesh's response to climate change are managed in a co-ordinated and integrated manner</p>	Accept	<p>4. DFID will actively use its role as co-chair of the Local Consultative Group on Environment and Climate Change to ensure better integration across all key Climate Change and environment programmes in Bangladesh.</p>	Ongoing	<p>On track. DFID has led the development of a matrix of key donor-funded activities in environment and Climate Change in the country as a starting point for better co-ordination. Expect to have completed specified Action by December 2012. Government now plans to build stronger links between the local group on Environment and Climate change with the Disaster Risk Reduction (and Emergency Response) working group.</p>

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		<p>5. DFID Bangladesh will proactively facilitate improved programmatic integration between the Comprehensive Disaster Management Programme (CDMP) managed by UNDP, and the Bangladesh Climate Change Resilience Fund (BCCRF) administered by the World Bank. We will also ensure better links with centrally funded initiatives through the World Bank (ie Pilot Programme for Climate Resilience) and UN (ie Global Environment Facility).</p> <p>6. DFID Bangladesh will increase its engagement with donor partners particularly around the annual review process to encourage better integration of all</p>	<p>Meeting regularly from January 2012. Outcomes reported by December 2012</p> <p>Ongoing</p>	<p>On track. DFID has taken the initial steps to establish regular meeting patterns between operational staff on CDMP and BCCRF. A meeting was held in February 2012 with all delivery partners to explain DFID's results, value for money and transparency requirements, and the new Annual Review process. A second meeting took place in May 2012 on the BCCRF across the Government of Bangladesh to ensure all key ministries are clear on mechanisms to apply for funding. We are optimistic about this pace of engagement.</p> <p>Complete. The DFID Annual Review process was shared with all donors, and most of the key recommendations align with their priorities.</p>

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		<p>programmes. As new interventions are planned by DFID and others, we will encourage consolidation of existing funding mechanisms as a first choice.</p> <p>7. DFID Bangladesh is reviewing its staffing and will increase staff to manage the Climate Change portfolio. As well as improving accountability of partners on delivery schedule and quality, this will also improve the focus on integration of programmes.</p>	August 2012	<p>Australia and USAID are recent additions to the donor partners.</p> <p>Complete. New organogram agreed on 14 March 2012. DFIDB is strengthening capacity on the Climate Change portfolio in line with the ICAI recommendations and this includes much increased advisory capacity to focus in more depth on resilience/disaster management and green development/low carbon activity by November 2012.</p>
<p>Recommendation 3: DFID should support monitoring by local and international civil society organisations of the activities and achievements of the</p>	Accept	<p>8. DFID endorses this recommendation but recognises that this work will be outside the remit of any single climate change supported programme (e.g.</p>	Initially raise idea at LCG December 2011. Scope options for such a body by June 2012 –.	<p>Off track, but proposing only short delay in target date for practical reasons. Have secured buy-in (LCG endorsed in Feb 2012) despite complexities from</p>

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Bangladesh Climate Change Strategy and Action Plan.		<p>the BCCRF). The achievements of the Bangladesh Strategy and Action Plan will be an accumulation of efforts including GoB's own Climate Change Trust Fund, the Pilot Programme for Climate Resilience, CDMP and many other projects and programmes. However, we will raise the issue within the GoB/Donor/Civil Society Coordination body – the Local Consultative Group on Environment and Climate Change (LCG). Through the LCG we will seek opportunities to establish the recommended monitoring body. Possible funding could be allocated within the next commitment of Climate Change funding – the full shape of the future programme will be designed during 2012.</p>		<p>the relevant government stakeholders for development of a monitoring and accountability body.</p> <p>Securing the right team for the scoping exercise proved challenging both in term of skills and availability before June 2012. Scoping work is scheduled to start in early October 2012. Propose target date revised to October 2012</p>

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		9. DFID will negotiate with the Government of Bangladesh and donors co-funding the BCCRF programme and agree an action plan for improved monitoring, including a transparent mechanism for reporting progress of fund allocation and implementation.	July 2012	Off track. The World Bank is revising the results matrix submitted to donors in April 2012 which should be finalised by April 2013. Key documents regarding funds allocated are available on the public website. Propose target date revised to April 2013.
<p>Recommendation 4: DFID in Bangladesh should use the programme to fund research and activities to address migration caused by climate change over the next 20-30 years. It should support building capacity to deal with such effects of climate change.</p>	Partially Accept	10. DFID will monitor closely the outputs from both CDKN (Climate and Development Knowledge Network) and BCCRF studies to ensure application of results in current and future decision making processes.	Ongoing	<p>On track. DFID is tracking two studies closely and has ensured good links with the UK Foresight Study on Migration case study on Bangladesh:</p> <p>- The Government of Bangladesh has requested the CDKN to conduct a study on the consequences of climate change in human displacement and develop policy recommendations. (Adaptation Policy Options and Interventions for the</p>

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		<p>11. DFID will engage with the UN International Organisation on Migration (IOM) to better understand migration issues in Bangladesh and see where programmatic work can be strengthened</p>	<p>April 2012</p>	<p>Climate Change Induced Displaced People). DFID attended a design workshop on 23 February 2012.</p> <p>- The World Bank is preparing to carry out a study on migration for further analytical work under the BCCRF. A potential scoping mission will be conducted by the task team leader in December 2012.</p> <p>Propose December 2013 target date for completion of this action</p> <p>Complete The last meeting took place on June 11th 2012 with the new Chief of Mission and we are reviewing collaboration.</p>

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<p>Recommendation 5: DFID should plan more explicitly for what will happen at the end of the programme. In particular, more effort is needed to build capacity within government to enable activities and administration to be led by local, not international, institutions.</p>	<p>Accept</p>	<p>12. DFID will review the work plans of both key programmes (BCCRF and CDMP) to ensure work plans clearly include capacity building within the relevant Government of Bangladesh (GoB) ministries to take forward climate change activities, and exit strategies. This includes not only the host ministries (Ministry of Environment and Forests for BCCRF and Ministry of Food and Disaster Management for CDMP) but also other key line ministries.</p> <p>13. For BCCRF in particular, clear criteria for national capacity to manage the funds will be developed during 2012. This will enable GoB and development partners to track progress in developing these capacities to enable a</p>	<p>July 2012</p> <p>July 2012</p>	<p>Complete. Work plan revisions are complete following the annual review process. A cross donor meeting in May developed a plan for accelerated delivery under CDMP II; the Secretary, Disaster Management and Relief Division's ministry is closely monitoring and creating demands from GoB side for speedy implementation. Good progress has been made on BCCRF, with over 90% of current available funds now committed, and the establishment of the Secretariat underway.</p> <p>On track Much progress has been made. Government led structures for managing the fund are operational. The second Governing Council meeting took place in June 2012, and substantive decisions</p>

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		full handover of management of the BCCRF to GoB.		<p>on project selection and capacity building agreed.</p> <p>DFID provided temporary technical assistance in July 2012 to support BCCRF pipeline prioritisation, and develop further criteria for transition towards full GoB management of the fund.</p>