

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

Evaluation of DFID'S Electoral Support Through UNDP, April, 2012

ICAI Recommendation	Accept/ Partially Accept /Reject	Action specified in management response	Target date	Sept 2012 update
<p>Recommendation 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>1. Comprehensive information & 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>	<p>On track We have started to collect and draft comprehensive information and capability statements of non-UNDP providers, which will be made available to DFID staff by end October 2012.</p>
<p>Recommendation 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>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 5th Committee, through the UK Mission to the UN to ensure greater UN system effectiveness on</p>	<p>Negotiations Sept to Dec 2012</p>	<p>On track DFID has undertaken an annual review of core funding to UNDP and will share these findings with UNDP as the basis for further dialogue on improving performance in preparation for the 2013 update to the UK multilateral aid review.</p>

ICAI Recommendation	Accept/ Partially Accept /Reject	Action specified in management response	Target date	Sept 2012 update
		<p>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>The UK also engaged on UN reform discussions at the UNDP Executive Board meeting from the 4th-10th September.</p> <p>DFID is working with the UK Mission to the UN and other country missions to prepare for the UN Quadrennial Comprehensive Policy Review.UK priorities for Fifth Committee session will be identified ahead of the negotiations.</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>	<p>On track Information on the performance of DFID-funded UNDP election support will be collected in the annual survey of DFID staff in November 2012.</p> <p>DFID has collected evidence of performance from a recent evaluation of UNDP electoral assistance and will continue to collect evidence from on-going DFID, UN and independent reporting.</p>

ICAI Recommendation	Accept/ Partially Accept /Reject	Action specified in management response	Target date	Sept 2012 update
		<p>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.</p>	<p>From July 2012 to end September 2013 (beyond this date UK engagement will be reflected through the MAR process).</p>	<p>On track DFID has reviewed the recent UNDP Evaluation Department report on UNDP election assistance and commented on the report and UNDP's management response at Board level.</p> <p>DFID will continue to track and comment on other on-going UN-led review processes.</p> <p>We propose to stop reporting on this indicator from September 2013 - beyond this date UK engagement will be reflected through the MAR process.</p>
<p>Recommendation 2.2: [DFID] should encourage the UN to resolve differences in approach to elections between UN agencies.</p>	<p>Accept</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>June, Sept '12, Feb, June and Sept '13</p>	<p>On track DFID is preparing its position for UNDP strategic plan discussions now scheduled for November 2012.</p>

ICAI Recommendation	Accept/ Partially Accept /Reject	Action specified in management response	Target date	Sept 2012 update
		6. DFID will engage with the follow-up to the review of integrated election assistance.	September Executive Board	Off track The review is not yet available from UNDP. Once finalised DFID will consider and comment at Board level.
		7. Annual Review of the Department of Political Affairs (DPA) programme in 2013.	June 2013.	On track Preparations for the annual review will start in 2013.
Recommendation 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	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	On track Work on the joint methodology will start in November 2012.
Recommendation 3.2: DFID also needs to improve its identification of the costs of different aspects of electoral systems in difference	Accept	9. DFID will commission new analysis, data and guidance on comparative electoral costs in consultation UNDP and other providers.	Completed May 2013	On track DFID has started to collect data on comparative electoral costs and engage with UNDP and other providers to produce guidance – to

ICAI Recommendation	Accept/ Partially Accept /Reject	Action specified in management response	Target date	Sept 2012 update
countries, to enable better cost control.				be complete by May 2013.
<p>Recommendation 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-party monitoring that will act to challenge and hold UNDP better to account for performance.</p>	Accept	<p>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.</p> <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.</p>	<p>Oct. 2012</p> <p>Jan. 2013</p>	<p>On track DFID has started to prepare updated guidance on options for programme governance arrangements.</p> <p>On track How To Note will be revised in December 2012</p>
<p>Recommendation 4.2: Risk management arrangements to cover these issues should be fully integrated into the design of assistance through UNDP.</p>	Accept	<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-</p>	Piloting from Jan. 2013	<p>On track work on the pilot methodology will start in November 2012</p>

ICAI Recommendation	Accept/ Partially Accept /Reject	Action specified in management response	Target date	Sept 2012 update
		funded UNDP elections programmes.		
<p>Recommendation 4.3: Where possible, programmes and basket fund arrangements should be maintained through the electoral cycle.</p>	Accept	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	<p>On track An online portal is currently operational. It will be updated by end January 2013.</p>
<p>Recommendation 5: 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 institutions.</p>	Accept	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.	Nov. 2012	<p>On track Update will take place in November 2012.</p>