

UNDP Management Responses Template

Joint Programme for Support to Universal Suffrage Elections in the Federal Republic of Somalia 2018 - 2021

Date:

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Overall comments: The CO finds the evaluation results and conclusions informative in assessing the degree to which the project met its intended outcomes and results. The evaluation provides key lessons about successful implementation approaches and operational practices considering leveraging trusted relationships with the NIEC and stakeholders, as well as highlighting areas where the project performed less effectively than anticipated. The report provides the UNDP and IESG teams an opportunity to learn from themselves and their partners. The proposed actionable recommendations, which have been accepted, provide guidance for future programming related to the next phase of the electoral support project (2022-2025) and which is under development. Some of the actions have already started implementation whereas others will only start once implementation of the new programme begins in 2022.

Evaluation Recommendation or Issue 1:	Maintain the technical and institutional progress made towards developing the electoral building blocks for universal elections while the political situation is addressed. Continue a phased electoral cycle approach that will go through the next cycle that can follow political developments and implementation of a new electoral roadmap towards direct elections, yet not get ahead of the political progress.			
Management Response:	Accepted. While a multiple-year horizon is envisaged to assist the Federal Republic of Somalia with the continuing preparations for the first universal, nation-wide multi-party parliamentary elections since 1969, the plan is to focus on securing the gains made under the previous projects and building on them to strengthen the pre-operations capacity of the National Independent Elections Commission (NIEC), their preparations for voter registration, and the revision of the legal framework that is needed for universal elections while the political issues that prevented the holding of universal elections in 2021 are addressed at political levels.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1.1 Implement the next phase of electoral support	March 2022	UNDP - IESG	Not initiated	Project Document under development and to be shared with donors in October 2021.
1.2 Strengthen the relationship with Government and stakeholders so as to advance the implementation of the new electoral roadmap.	Dec 2022	UNDP - IESG	Not Initiated	New approaches to enhance the relationship with Government and stakeholders to be applied following the conclusion of the indirect electoral process by end 2021 or first quarter of 2022.
Evaluation Recommendation or Issue 2:	Ground Joint Programme efforts within the larger reconciliation and state-building processes working to establish the political building blocks needed for universal suffrage elections and ensure stronger integration and synergies within the inclusive politics sector. UNDP should support this effort by building a mutually			

	supportive, synergistic portfolio directly targeted at getting the political pieces into place which are needed for its inclusive politics programmes to succeed. Include leadership training and capacity building of decision makers on the fundamental structures and processes of government as reflected in the Somali constitution.			
Management Response:	Accepted. UNDP recognizes the necessity of considering the political dynamics for its inclusive politics portfolio to succeed and ensuring there is effective guidance provided for decision makers on the processes of government. IESG will continue to assist with the coordination and collaboration between UNSOM and UNDP units supporting the larger reconciliation and state building, bridging these synergies with the electoral process.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1.1 Improve the synergy within the Inclusive Politics Portfolio	Dec 2022	UNDP - IESG	Initiated	Ongoing. More effective coordination and collaboration between UNDP and UNSOM to be ensured.

Evaluation Recommendation or Issue 3:	Make effective use of the UN's good offices, and donors' interest in a peaceful and democratic Somalia, to provide unified messaging and coordinated efforts to advance the policy dialogue and political agreement on the basic nature of the state as soon as the new national leadership is in place.			
Management Response:	Accepted. UNDP and IESG understands that it is important to keep the issue of universal suffrage elections in the forefront of discussions and policy makers through its continual focus on advancing technical preparations, consultations and advocacy. This will be reinforced at the political level by UNSOM and the international community with unified messaging and the effective use of good offices as well as systematic monitoring and reporting on progress and benchmarks linked to the political and electoral roadmaps.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1.1 Advance in ensuring unified messaging and effective policy dialogue .	Dec 2022	UNDP - IESG	Initiated	Ongoing UNSOM International Community
1.2 Ensure systematic monitoring and progress reporting.	Dec 2022	UNDP - IESG	Not Initiated	Benchmarks required to be developed in agreement with the FGS UNSOM
Evaluation Recommendation or Issue 4:	Develop and continually use a principal level joint UNSOM - UNCT (FGS line ministries and NIEC) - Donor steering committee to oversee election efforts, ensure needed actions are taken, and to monitor implementation of the electoral roadmap once the new government is established. The frequency of meetings should follow the electoral calendar and become more frequent as the electoral benchmarks approach or as roadblocks are encountered.			
Management Response:	Accepted. IESG understands the importance of ensuring a joint principals' level– donor steering committee and will endeavor to support its establishment. The monitoring and reporting of the political and electoral roadmaps by IESG will provide the expected inputs to the steering committee.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	

			Status	Comments
1.1 The project will serve as the Secretariat for the Steering Committee.	Dec 2025	UNDP Inclusive Politics, IESG	Not initiated	Will need to be established following the indirect elections PAMG
Evaluation Recommendation or Issue 5:	Condition funding on the timely achievement of benchmarks as verified by the steering committee. As noted by the ICPE for UNDP Somalia regarding effective institutions and inclusive politics, where political commitment is absent, support should cease. Use the NAM mechanism to reinforce these efforts and raise the visibility of issues. It should also review programme relevance, effectiveness, and constraints annually or as conditions change.			
Management Response:	Accepted. IESG recognizes the importance of establishing an electoral roadmap with key benchmarks with regular reviews to adapt to changing circumstances, particularly the political environment and taking appropriate action should there be an absence of political will demonstrated by the lack of progress on policy and legislation.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1.1 Establish an electoral roadmap	Dec 2021	UNDP - UNSOM	Initiated	Draft roadmap prepared with NIEC
1.2 Conduct regular review the benchmarks and adjust to the changing political environment	Dec 2025	UNDP - IESG	Not initiated	This will be undertaken as part of the new project – with annual reviews NIEC
Evaluation Recommendation or Issue 6:	Strengthen the strategic focus of IESG coordination and discussions with donors and partners and broaden it to include state level processes according to the UNSOM mandate.			
Management Response:	Accepted.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1.1 Develop strategy with NIEC to provide technical support to state level processes	Dec 2022	UNDP - IESG	Not initiated	Awaiting completion of the indirect electoral process.
Evaluation Recommendation or Issue 7:	Assess the scope of electoral assistance efforts underway at state levels, the capacity of the existing state-level EMBs, gaps, and levels of coordination and harmonization between the different assistance efforts and institutions at state and national levels. Develop a long term vision and strategy for how these diverse efforts can contribute to one electoral system harmonized among the FMS and with the national system taking into consideration the strategic assessments and planning already done by donors.			
Management Response:	Accepted. This will be determined by the new UNSOM mandate.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1.1 Develop a long-term vision and strategy reflecting a harmonized approach on elections in the country	June 2023	UNDP - IESG	Not initiated	UNSOM mandate UNSOM
Evaluation Recommendation or Issue 8:	Adopt a gender equality and social inclusion approach for the design and implementation of the next project phase to strengthen attention on youth, PWD and other marginalized groups, such as minority clans and IDPs.			

	Support efforts for a more socially inclusive electoral administration, enabling legislation, regulations, outreach and participation.			
Management Response:	Accepted. A new project document is being developed for 2022-2025 and these recommendations will be included.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1.1 New project under development for 2022-2025	October 2021	UNDP - IESG	Ongoing	New project under development
Evaluation Recommendation or Issue 9:	Explore relationships with other UNDP country and regional programmes to develop internship opportunities for NIEC professional staff and directors, to work on a counterpart basis within respected EMBs for hands on election administration experience. Provide professional certifications at the end of the internships.			
Management Response:	Accepted. IESG will actively seek out such opportunities for NIEC staff through UNDP regional offices and EAD, while considering the impact of COVID restrictions to ensure the safety of staff.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
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1.1 Consider including internship opportunities for electoral officials and exchange of experience	Dec 2022	UNDP - IESG	Not initiated	These specific activities will be part of the new electoral support project
Evaluation Recommendation or Issue 10:	Increase the analytical and results-based content of project reporting and provide financial expenditure data at output levels. Include discussions of the political dimensions and how this impacts project implementation and performance, and in donor meetings discuss what they and others can do to help address these issues through their own channels as well as through the project.			
Management Response:	Accepted.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
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1.1 Project reports will include political analysis and detailed assessment of progress based on results.	Dec 2025	UNDP - IESG	Not initiated	Project reports on semi-annual basis
1.2 Financial expenditure will be matched to output levels.	Dec 2025	UNDP - IESG	Not initiated	To be part of the project management approach.
Evaluation Recommendation or Issue 11:	Develop a complete M&E plan with performance-based indicators for the next phase of the programme. This should be done in the first quarter of the new project and include targets, baselines, tracking tables and the allocation of responsibilities for collecting and aggregating data, monitoring activities, etc. Use the same results framework for the life of the project to ensure consistency in reporting and the ability to track the performance of key indicators over time. Ensure the collection of baseline data at the start and end of the project, and at the start and end of each capacity building effort. Invest in regular public opinion polling for M&E and programmatic use if current donor polling is not continued.			
Management Response:	Accepted. A performance-based M&E plan will be developed following approval of the new project document. Opinion polling will be included as part of the plan.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1.1 Performance based indicators will form the basis of the M&E plan for the new project document for 2022-2025	April 2022	UNDP - IESG	Not initiated	Will be developed following donor acceptance of new project document.

