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UNDP Evaluation

**Management response to the evaluation of the
UNDP support to electoral capacities and
institutional processes**

Summary

This document presents UNDP's management response to the Independent Evaluation Office evaluation of support to electoral capacities and institutional processes (2015–2025). It outlines key findings, acknowledges areas for improvement, and sets out strategic priorities and actions to strengthen institutional resilience, digital transformation, inclusion, partnerships and risk management across the electoral cycle.

Elements of a decision

The Executive Board may wish to: (a) take note of the evaluation and this management response; (b) encourage UNDP to continue strengthening electoral assistance as part of democratic governance and peacebuilding; and (c) support efforts to enhance partnerships, innovation and sustainability.

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I. Introduction

1. In 2025, the Independent Evaluation Office completed the second evaluation of UNDP support to electoral capacities and institutional processes. This evaluation examined the support UNDP offered between 2015 and 2025 to foster conditions for inclusive, credible, and secure electoral processes. It assessed UNDP's contributions at the global level (including policy work, knowledge generation, advocacy, and United Nations system-wide initiatives), the regional level (engagement with intergovernmental bodies and regional networks), and at the country level, where elections take place.

II. Context and Background

2. Inclusive, credible and peaceful elections are fundamental to sustainable development and accountable governance. Meaningful political participation strengthens the social contract between citizens and the State, enhances institutional legitimacy and creates the conditions for long-term stability and sustainable development.

3. Electoral assistance is an important component of UNDP's strategic objective on effective governance under the Strategic Plan, 2026–2029. The Strategic Plan reaffirms democratic governance as a foundational enabler of sustainable development and durable peace. Within this framework, electoral support is positioned as a risk-mitigation and institution-building investment: credible and inclusive elections strengthen state legitimacy, reduce political volatility, and create conditions for peaceful political competition. UNDP's engagement is therefore anchored not in electoral event support alone, but in longer-term institutional resilience—supporting electoral management bodies (EMBs), legal frameworks, civic participation and accountability mechanisms across the electoral cycle.

4. UNDP operates within a clearly defined United Nations electoral assistance architecture. Under General Assembly mandates, the Under-Secretary-General for Political and Peacebuilding Affairs serves as the United Nations focal point for electoral assistance, supported by the Electoral Assistance Division (EAD). UNDP's role is complementary: following focal point approval, UNDP undertakes project formulation, resource mobilization, capacity development and implementation of electoral assistance at the country level. This division of labour safeguards impartiality and ensures system-wide coherence. UNDP does not observe, certify, or administer elections; rather, it strengthens national institutions at the request of Member States and within parameters determined by United Nations-led needs assessments.

5. The partnership with Department of Political and Peacebuilding Affairs (DPPA)/EAD is central to ensuring political impartiality, policy coherence and risk management. Needs Assessment Missions, coordinated advisory support, and continuous information exchange help align technical programming with political realities on the ground. UNDP also collaborates closely with United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), Office of the High Commissioner for Human Rights (OHCHR), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Population Fund (UNFPA) and others to integrate electoral assistance within broader governance, human rights and peacebuilding efforts. This system-wide approach reduces duplication, enhances policy consistency and strengthens the United Nations' credibility as an impartial partner.

6. Electoral assistance is strictly demand-driven. In line with United Nations-wide policies, UNDP provides assistance only based on formal requests from Member States or a Security Council and/or General Assembly mandate and operates in full respect of sovereignty, national ownership and political impartiality. It should be noted that demand for support has remained significant and consistent over the past 10 years, including in fragile and post-conflict contexts where credible electoral processes are essential to political transitions. The structured needs assessment process ensures that engagement is context-appropriate, proportionate and aligned with national priorities. It also provides a safeguard against overreach, ensuring that UNDP's role remains technical and impartial.

7. The areas of requests for UNDP support is also evolving. While support to voter registration, logistics, procurement and operational preparedness remains important, Member States increasingly seek assistance in emerging domains. These include information integrity; digitalization of electoral processes; implications of artificial intelligence; prevention of technology-facilitated violence against women in politics; and the electoral inclusion of women, youth and persons with disabilities. Addressing these areas

requires integrated expertise that combines governance, digital policy, gender equality and human rights—areas where UNDP’s cross-sectoral programming model offers clear comparative advantage.

8. From a financial and operational perspective, electoral assistance is both high-impact and complex. UNDP has demonstrated strong fiduciary oversight through the management of large multi-donor basket funds and high-value procurement operations in sensitive environments. Transparent financial management systems, risk controls and audit frameworks are integral to programme delivery. However, while demand remains steady, global funding for electoral assistance has become more constrained and less predictable. This creates pressure on scale and geographic reach, particularly in fragile settings where needs are greatest. Ensuring predictable and diversified financing will therefore be essential to sustain impact and manage operational risk responsibly.

III. Achievements, recommendations and the way forward

9. UNDP welcomes the evaluation’s recognition of electoral assistance as an important pillar of its governance work and as a critical contribution to peacebuilding and sustainable development. The findings affirm that electoral support is most effective when embedded within broader democratic governance programming, including efforts related to rule of law, civic engagement and institutional reform. The evaluation appropriately highlights that UNDP’s comparative advantage lies in its ability to link electoral assistance to long-term institutional strengthening rather than viewing elections as stand-alone events. This acknowledgment reinforces the Strategic Plan 2026–2029’s positioning of electoral assistance as an integral component of UNDP’s governance and conflict-prevention architecture.

10. UNDP appreciates the evaluation’s positive findings regarding the added value of its broader governance portfolio. As noted, the integration of electoral assistance within wider governance programming has enhanced the depth and sustainability of electoral responses across countries. At the same time, the evaluation correctly identifies that this potential has not yet been fully realized in all contexts. UNDP recognizes the need to more systematically leverage its comprehensive governance offer, ensuring that electoral assistance is strategically connected to anti-corruption efforts, parliamentary strengthening, justice sector reform, civic space protection and inclusive participation initiatives. This will remain a priority area for strengthening coherence and maximizing long-term impact.

11. The evaluation’s recognition of UNDP’s ability to maintain impartiality and professionalism, even in highly politicized environments, is particularly significant. Upholding neutrality, demand-driven engagement and respect for national sovereignty remains foundational to UNDP’s electoral work. The acknowledgment that UNDP’s technical expertise, operational reach and convening power have enabled it to deliver critical support in complex and logistically demanding settings underscores the organization’s continued relevance. At the same time, the evaluation highlights that perceptions of insufficient impartiality in a limited number of contexts represent a vulnerability. UNDP takes this finding seriously and will further reinforce internal guidance, communication strategies and coordination with the United Nations focal point for electoral assistance to ensure that both the practice and the perception of neutrality are consistently strengthened.

12. Promoting inclusive political participation has remained a defining feature of UNDP’s electoral assistance, with particular emphasis on advancing women’s political leadership and representation. Through support to legal reform, gender-sensitive electoral policies, prevention of violence against women in politics, and targeted civic engagement initiatives, UNDP has worked to reduce structural barriers that limit the meaningful participation of women and other marginalized groups in electoral processes. UNDP welcomes the evaluation’s recognition of the substantial efforts undertaken in this area, while acknowledging that further progress is required to accelerate equal participation and leadership in political and electoral processes across diverse contexts.

13. The evaluation’s findings on collaboration between UNDP and the EAD-DPPA are particularly welcome. From 2015–2025, this partnership significantly strengthened the coherence and strategic alignment of United Nations electoral assistance across countries. EAD’s normative guidance, political analysis and oversight of the political dimensions of electoral engagement complemented UNDP’s technical expertise, institutional capacity development and management of basket funds, ensuring that support was both politically informed and operationally feasible. Joint Needs Assessment Missions

provided a structured and policy-anchored mechanism to tailor interventions to country contexts and align them with the United Nations Electoral Assistance Policy (2022). While the evaluation notes that integration varied across settings and that operational differences occasionally posed challenges, UNDP remains committed to further streamlining coordination mechanisms with EAD-DPPA to enhance consistency, efficiency and system-wide effectiveness in delivering United Nations electoral assistance.

14. UNDP also welcomes the recognition of its leadership in electoral capacity development and the strength of its long-standing partnerships with electoral management bodies, government institutions and development partners. The evaluation underscores the organization's effective management of multi-donor basket funds, particularly in fragile and conflict-affected settings, where UNDP has enabled large-scale voter registration, complex procurement and secure distribution of sensitive materials under severe constraints. These fiduciary and operational capacities remain a cornerstone of UNDP's comparative advantage.

15. Building on the evaluation's recommendations, UNDP will further consolidate its electoral assistance offer to strengthen institutional resilience while safeguarding its credibility as a trusted, impartial partner. In line with recommendation 1, this entails sharpening the focus on long-term institutional capacity development, information integrity and risk-informed planning, ensuring that technical support translates into durable systems and professional competencies across the electoral cycle. At the same time, UNDP will continue reinforcing coordination between electoral assistance and broader governance, rule of law and peacebuilding efforts, while respecting national ownership and the sovereign, political nature of electoral processes. Consistent with recommendation 8, particular emphasis will be placed on strengthening reputational risk management, due diligence and strategic communication to safeguard both the reality and perception of impartiality, in close partnership with DPPA/EAD.

16. Looking ahead to 2026–2029, UNDP will continue to strengthen its electoral assistance offer through these strategic priorities: (1) reinforcing institutional capacity and resilience of EMBs across the electoral cycle; (2) investing in innovation and policy guidance to address the opportunities and challenges of the digital transformation of electoral management, while responding to the specific challenges posed by information integrity; (3) continuing to support inclusion in political and electoral processes; and (4) strengthening risk management and perception-sensitive communication to reinforce confidence in impartiality. By adhering to United Nations policies and demonstrating cost-effective, accountable delivery, UNDP will continue to support Member States in conducting credible and inclusive electoral processes, contributing directly to democratic governance, conflict prevention and sustainable development.

Annex. Evaluation recommendations and UNDP management response

Recommendation 1. Consolidate UNDP's electoral capacity offer to strengthen institutional resilience: By leveraging its comparative strengths, UNDP's electoral capacity work should aim to better translate technical assistance into sustainable institutional capacity, focusing on key priorities to achieve greater depth and impact that can adapt to political shocks and uncertainty.

Management response: FULLY ACCEPT

We fully accept this recommendation and concur with the need to consolidate UNDP's electoral capacity offer to further strengthen institutional resilience. UNDP's comparative advantage lies in its long-term governance engagement, ability to manage complex basket funds, and capacity to accompany electoral management bodies (EMBs) across the electoral cycle. In line with this recommendation, UNDP will continue refining its approach to focus on strategic priorities, such as institutional capacity development, information integrity, and risk-informed planning, ensuring that technical assistance translates into durable systems, procedures and professional competencies capable of adapting to political shocks and uncertainty. At the same time, it is important to underscore that elections are inherently political and sovereign processes. While UNDP systematically integrates institutional readiness and operational risk mitigation into its programming, its advisory role and the focus of its assistance is necessarily shaped by the political context and by the parameters determined by Needs Assessment Missions (NAMs) and Focal Point approval.

UNDP acknowledges the importance of strengthening linkages between electoral assistance and broader governance, rule of law and peacebuilding portfolios. However, the physical deployment arrangements of Chief Technical Advisors (CTAs) should not be equated with institutional linkages. In many contexts, including complex environments, CTAs have worked closely with governance and other UNDP teams, as well as Resident Coordinator Offices, to integrate electoral support with conflict prevention, dialogue facilitation and institutional reform efforts. Where coordination challenges have arisen, UNDP will continue to address them through clearer role delineation, structured internal communication mechanisms and integrated planning processes. Overall, UNDP remains committed to consolidating its electoral capacity offer in a manner that enhances institutional resilience while respecting national ownership and the political sensitivities inherent in electoral processes. UNDP will also more clearly articulate its engagement with development partners and specialized technical institutions to strengthen strategic coherence, innovation and resource mobilization.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
1.1 Update UNDP Electoral Assistance Implementation Guidance to ensure that UNDP's approach remains relevant	December 2027	Bureau for Policy and Programme Support (BPPS) (Democratic Institutions and Processes Team/Governance Rule of Law and Peacebuilding Hub in collaboration with		Planned

		Bureau for Management Services (BMS), Bureau for External Relations and Advocacy (BERA), and Crisis Bureau (CB).		
1.2	Enhance competencies and learning of electoral stakeholders and UNDP staff on key aspects of electoral processes through webinars, CTA meetings, conferences, and other peer to peer learning mechanisms	December 2027	BPPS (DIP/GRP hub; Office of Procurement Governance Team/BMS and Regional Hubs)	Ongoing
Recommendation 2. Align electoral support with broader governance and peacebuilding programme agendas: EMB institutional capacities and electoral outcomes are closely shaped by the overall governance capacity of a country. Electoral assistance is therefore most effective when it is aligned with broader governance and peacebuilding agendas rather than treated as a standalone intervention. UNDP should embed electoral support within wider state building and conflict prevention efforts at the country level, strengthening coherence and reinforcing the conditions needed for credible and sustainable electoral processes.				
Management response: FULLY ACCEPT UNDP fully accepts the recommendation and recognizes that electoral processes do not operate in isolation from broader governance, rule of law and peacebuilding dynamics. UNDP will therefore continue strengthening the integration of electoral assistance within wider state-building, institutional reform and conflict prevention efforts at the country level. This includes closer alignment with governance and digital transformation programming on public sector transformation, digital legal identity, parliamentary strengthening, access to justice, human rights, civic engagement, anticorruption, social cohesion and information integrity, as well as enhanced collaboration with Resident Coordinator Offices and peacebuilding actors. Through integrated country programming and risk-informed analysis, UNDP will seek to ensure that electoral support contributes to longer-term institutional resilience, trust in public institutions and the prevention of electoral-related violence. UNDP will seek to leverage the range of its funding sources to support this objective. For example, the 2025 allocations from the Governance, Peacebuilding, Crisis and Resilience (GPCR) Funding Window are supporting integrated governance, rule of law and peacebuilding initiatives at the country level. At the same time, Management underscores that the electoral assistance component of its broader governance, rule of law and peacebuilding work must remain firmly grounded in the United Nations electoral assistance framework and respect the parameters of the mandate approved for each country. Electoral support is provided only upon a formal request and following a Needs Assessment Mission or desk review under the authority of the United Nations focal point for electoral assistance. Accordingly, while UNDP will further embed electoral programming within broader governance and peacebuilding agendas, it will do so within the scope agreed with national authorities and consistent with United Nations-wide policies. This balanced approach will help reinforce coherence at country level while safeguarding national ownership and the integrity of the United Nations electoral assistance mandate. UNDP will also strengthen structured collaboration with national institutions and civil society actors to enhance country-level ownership, accountability and sustainability of electoral support.				

2.1 Identify examples and best practices of integrating electoral and governance and peacebuilding programming to be included in updated UNDP electoral assistance implementation guidance.	December 2027	BPPS (DIP Team & GRP Hub in collaboration with Crisis Bureau, Regional Bureaux.		Planned
2.2 Ensure that adjustments to the design of the Funding Windows facilitates holistic support to governance, rule of law and peacebuilding portfolios.	June 2027	BPPS Funding Windows team		Planned
Recommendation 3. Facilitate sustainable digital transformation in electoral management: Technology and digitalization remain pivotal for advancing EMB capacities and transforming electoral management. Building on the organization's Digital Public Infrastructure (DPI) and legal identity support, UNDP should define clear priority areas for sustained support in strengthening electoral technology and digital transformation. UNDP should expand its work on Digital Readiness Assessments to ensure solutions are context-specific, sustainable, and grounded in rights-based principles, and should embed robust data protection standards and privacy safeguards.				
Management response: FULLY ACCEPT UNDP fully accepts the recommendation and recognizes that digital transformation is increasingly central to strengthening the capacity, transparency, and resilience of electoral management bodies (EMBs). Building on UNDP's broader work on Digital Public Infrastructure (DPI) and national-level digital readiness assessments, UNDP is currently developing a Digital Readiness Assessment Framework tailored specifically to EMBs. This framework will enable country offices to assess institutional, technical, legal and operational readiness for digitalization in a structured and risk-informed manner. It will also help identify gaps in cybersecurity, data governance, interoperability, and institutional capacity, ensuring that digital investments are sequenced, realistic, and sustainable, rather than ad hoc or technology driven. Based on lessons learned from past electoral support and the results of these assessments, UNDP will define a set of priority areas for sustained engagement, tailored to country context and political realities. All support will be grounded in rights-based principles, with particular emphasis on data protection, privacy safeguards, transparency, inclusion, and accountability. UNDP will also ensure that digital transformation initiatives for electoral management are embedded within national legal frameworks and institutional capacities, thereby avoiding parallel systems and reinforcing national ownership. Through this balanced and context-sensitive approach, UNDP aims to support EMBs in leveraging technology responsibly while safeguarding electoral integrity and public trust.				
3.1 Develop systematic approach to digital assessments of electoral management anchored in analysis and clear action plans	June 2027	BPPS (DIP Team/GRP Hub; DAI Hub); OPGT/BMS		Ongoing
3.2 Enhance knowledge and capacity of electoral management bodies and other stakeholders on AI and cybersecurity as they relate to elections	June 2028	BPPS (DIP Team/GRP Hub; DAI Hub); OPGT/BMS		Ongoing

Recommendation 4. Enhance financial sustainability and domestic resource planning: UNDP should support countries in developing long-term, predictable domestic financing for EMB capacity development. This requires moving beyond reliance on external donors by promoting innovative funding mechanisms and strategic partnerships that reinforce national ownership.

Management response: PARTIALLY ACCEPT

UNDP partially accepts this recommendation and recognizes the importance of sustainable and predictable financing for electoral institutions. The development of long-term domestic financing frameworks for elections forms part of a sovereign State's broader public finance and budgeting architecture within a wider financial and political context. UNDP electoral assistance will seek to contribute to strengthening planning, budgeting and cost transparency within EMBs as part of broader capacity development efforts, but decisions regarding domestic revenue allocation and long-term fiscal commitments remain the responsibility of national authorities.

4.1 Develop evidence-based knowledge products and research studies dealing with financial sustainability of electoral management bodies and electoral operations.	June 2027	Governance Team in Regional Hub in Africa (lead) with BPPS DIP/GRP Hub, BMS Specialized Procurement Unit.		Planned
4.2 Develop capacities of electoral management bodies to enhance financial sustainability and diversification of funding for elections through strategic dialogues, trainings, and policy advice in 4 countries.	June 2028	Governance Team in Regional Hub in Africa (lead) with BPPS DIP/GRP Hub, BMS Specialized Procurement Unit; country offices.		Ongoing

Recommendation 5.

Continue efforts for advancing inclusion in electoral assistance: UNDP made important contributions in addressing inclusion challenges within electoral processes. UNDP should further consolidate these as a structural priority across its governance support. Inclusion should be addressed as an enduring pillar of democratic governance, rather than a peripheral component of electoral support. UNDP should enable measures to ensure physical, technological, and informational accessibility in all electoral activities

Management response: FULLY ACCEPT

UNDP fully accepts the recommendation and reiterates that inclusion has consistently been a core pillar of UNDP's electoral assistance and broader democratic governance support. Across contexts, UNDP has prioritized the meaningful political participation of women, persons with disabilities and youth, whether as voters, candidates, election officials or civic actors, through targeted capacity development, policy advice, civic education and partnerships with representative organizations. Inclusion is not treated as a stand-alone activity, but as an integral dimension of institutional strengthening, legal reform and electoral operations. UNDP will continue to consolidate and systematize this approach, ensuring that inclusive participation remains embedded as a structural and enduring priority within both electoral assistance and wider governance programming, in line with human rights standards and national ownership. Partnerships with civil society organizations, including those advancing women's leadership, youth participation and disability inclusion, will be more systematically prioritized and operationalized.

5.1 Integrate electoral inclusion into updated UNDP electoral assistance guidance to ensure it is understood as central to UNDP's approach to democratic governance.	December 2027	BPPS (DIP Team/GRP Hub in collaboration with Crisis Bureau, BMS, BERA, and Crisis Bureau.		Planned
5.2 Consolidate UNDP efforts on disability inclusion in electoral processes by mapping existing practices across EMBs and UNDP, convening a conference on disability inclusion in electoral programming in the digital era targeting national stakeholders (EMBs and organizations of persons with disabilities OPDs), and making available tools and standards accessible to projects and teams.	December 2027	BPPS (DIP/GRP Hub; African Regional Hub; Arab States Regional Hub)		Ongoing
5.3 Develop practical guidance on monitoring online violence against women in elections.	December 2027	BPPS (GRP Hub and Gender Team); Arab States Regional Hub		Ongoing
5.4 Scale up national roll outs of at least 2 Women's Leadership Academies.	June 2027	Country Offices, Regional Hubs, BPPS (Gender and DIP/GRP Hub)		Ongoing
5.5 Develop training package for youth on media literacy and information integrity during the electoral cycle.	December 2027	Regional Hub in Amman, BPPS (Youth team)		Planned

Recommendation 6. UNDP should leverage its partnerships with DPPA and key donors to maximize the outcomes, reach, and effectiveness of electoral support, capitalizing on the comparative advantages these partnerships provide.

Management response: FULLY ACCEPT

UNDP fully accepts the recommendation and recognizes that strategic partnerships are central to maximizing the reach, credibility and impact of UNDP's electoral assistance. UNDP will continue to leverage its long-standing collaboration with DPPA under the United Nations-wide electoral assistance framework, including through closer coordination on political analysis, risk mitigation and strategic positioning, in order to safeguard institutional coherence and manage reputational risks across the United Nations system. In parallel, UNDP will further consolidate funding and programmatic partnerships with key donors to enhance predictability, foster innovation and strengthen the sustainability of electoral initiatives, including through joint programming approaches. At the regional and global levels, UNDP remains committed to maintaining platforms such as the UNDP–European Union global conferences, which have proven valuable for peer exchange, standards promotion and knowledge sharing, and will continue to explore additional opportunities to deepen regional and inter-agency cooperation. UNDP will also explore diversification of partnerships beyond usual partners, to include regional development actors, foundations and knowledge institutions where appropriate.

6.1 Organize briefings to national partners, donors, and others electoral stakeholders on UN electoral assistance results and trends.	June 2027	BPPS (DIP/GRP Hub); DPPA/EAD;		Ongoing
6.2 Conduct joint (UNDP and DPPA/EAD) regular virtual meetings and at least one in person event targeting UN electoral staff in the field on key aspects and emerging issues affecting electoral assistance, to ensure knowledge sharing, learning and a coherent approach.	June 2027	BPPS (DIP/GRP Hub); DPPA/EAD; regional bureaux, country offices.		Planned

Recommendation 7. Strengthen regional engagement for enhancing national electoral capacities: building on its extensive country-level work and partnerships, UNDP should adopt a structured approach to regional engagement that would strengthen EMB capacities. Such collaboration can help address shared electoral challenges, support peer learning, and promote lessons-learning across legal frameworks. UNDP should institutionalize South-South cooperation as a core modality by defining priority areas to scale up and sustain support.

Management response: FULLY ACCEPT

UNDP fully accepts the recommendation and recognizes the added value of structured regional engagement and South–South cooperation in strengthening national electoral capacities. UNDP actively promotes regional approaches wherever feasible, leveraging its extensive country presence and established relationships with regional and sub-regional organizations to facilitate peer learning, address cross-border challenges and support the harmonization of standards and practices. UNDP also engages with regional organizations engaged in electoral assistance and observation, as well as regional EMB networks. For the past decade, UNDP and DPPA/EAD, in partnership with regional organizations, have organized at least two regional trainings or conferences every year targeting EMBs and other electoral stakeholders to promote peer-to-peer learning. Nonetheless, with a few exceptions, donor funding has largely favoured bilateral and country-specific interventions, which has constrained the scale of regional programming. Where feasible, UNDP will continue to deepen collaboration with regional bodies and electoral networks, such as regional EMB associations, to institutionalize South–South exchanges as a core modality where resources permit and define clearer priority areas to transform

existing initiatives into a more coherent, strategic and scalable regional capacity development offer. This will complement the ongoing pursuit for additional regional funding modalities and multi-country initiatives.				
7.1. Organize global and regional level virtual and in person exchanges between electoral management bodies and other stakeholders on issues related to digitalization and AI to allow for peer-to-peer learning and exchange.	June 2027	BPPS (DIP Team/GRP Hub; DAI Hub), Regional Bureaux; Regional Hubs, country offices		Planned
7.2 Expand multi-stakeholder coalitions on information integrity in elections at the global, regional and country level to promote healthy information in democratic processes.	June 2027	BPPS (DIP/OIPS, GRP Hub); Regional Hub in Latin America, country offices.		Ongoing
7.3 Conduct global and regional exchanges between EMBs and electoral stakeholders on good practices electoral and political inclusion of women, youth, person of disabilities and other marginalized groups.	December 2027	BPPS; regional bureaux, country offices		Ongoing
Recommendation 8. Anticipate and address operational risks: UNDP should recognize that perceptions of impartiality and neutrality are important and require clear communications and partnership management to prevent misunderstandings. HQ and Country Offices should strengthen transparent governance structures, diverse partnerships and open communication strategies in all programme interventions in politically sensitive contexts.				
Management response: FULLY ACCEPT Management takes this recommendation very seriously and underscores that the perception of impartiality is as critical as actual impartiality in politically sensitive electoral contexts. Maintaining the trust of Member States and stakeholders is essential if UNDP is to remain a credible and trusted partner of choice. Particular attention will be given to enhancing internal monitoring of reputational risks, strengthening due diligence in partnerships, and ensuring that governance mechanisms are clearly articulated and consistently applied across programs operating in complex political environments. In addition, UNDP will enhance its strategic communications to more clearly articulate its neutral, technical and non-political mandate, ensuring that both national stakeholders and partners understand the parameters of its role. The longstanding partnership with DPPA/EAD remains central to safeguarding political impartiality, policy coherence and effective risk management. Through Needs Assessment Missions, coordinated advisory support and continuous information exchange, UNDP will continue aligning technical programming with political realities on the ground, thereby minimizing misunderstandings and proactively addressing operational risks that could affect the credibility of its electoral assistance.				
8.1 Sensitize senior country office and electoral staff on the United Nations electoral framework, the principles	December 2027	BPPS, OPGT/BMS; regional bureaux, country offices.		Ongoing

guiding United Nations electoral assistance, well as key United Nations wide electoral policies.				
8.2 Enhanced capacity of UNDP regional Bureaux and country offices to ensure that staff engagement during electoral periods remains strictly impartial, risk-informed and aligned with United Nations standards of political neutrality, thereby mitigating risks of perceived politicization.	December 2027	BPPS, OPGT/BMS; regional bureaux, country offices.		Ongoing
Recommendation 9. UNDP's strength lies in transparent procurement and agility in adapting to evolving needs. While global procurement by the Copenhagen office is fast and streamlined, country-level procurement processes should be strengthened. Address operational delays and weak risk systems at the country office level that pose efficiency and credibility risks.				
Management response: FULLY ACCEPT Management accepts this recommendation and recognizes that efficient, transparent and risk-informed procurement is essential to maintaining the credibility and effectiveness of electoral assistance. UNDP's global procurement architecture, particularly through centralized mechanisms managed by the UNDP Copenhagen Office, has demonstrated strong performance in delivering electoral materials and services rapidly while ensuring compliance with United Nations financial and fiduciary standards. At the same time, we recognize that procurement performance at the country office level can vary depending on capacity, operating environments and the complexity of electoral timelines. Given the time-sensitive and politically sensitive nature of electoral operations, strengthening country-level procurement systems remains critical to minimizing operational delays and safeguarding institutional confidence among national partners and development partners. UNDP will further reinforce country office procurement capacities through targeted support and enhanced risk management practices tailored to electoral contexts. These measures will help ensure that UNDP's operational agility is consistently matched by robust country-level implementation, reinforcing its comparative advantage as a trusted partner supporting credible, inclusive and well-managed electoral processes.				
9.1 Update guidance on key aspects of UNDP electoral assistance implementation guidance including in key aspects related to project governance structure, communications, partnerships, and fast track procedures for procurement, recruitment and financial approval.	December 2027	BPPS (DIP Team/GRP Hub in collaboration with BMS, BERA, and Crisis Bureau.		Planned
9.2 Make available the use of specialized international procurement of electoral goods & services available globally by Office of Procurement, Governance Team (OPGT) while promoting greater procurement locally.	December 2027	OPGT/BMS; regional bureaux, Country Offices		Ongoing

9.3 Enhance internal capacity to manage reputational and operational risks of electoral projects.	December 2027	Regional bureaux, country offices		Ongoing
Recommendation 10. Strengthen electoral assistance personnel and technical capacity: UNDP should build on the expertise of its key electoral staff and ensure readiness and critical thinking for emergent and persistent challenges in the electoral landscape.				
Management response: FULLY ACCEPT UNDP agrees that highly qualified, professional and well-trained electoral Chief Technical Advisors (CTAs) and electoral project teams are essential for the credibility and effectiveness of UNDP's electoral assistance. In a rapidly evolving environment, particularly with respect to digital technologies, social media and the growing influence of artificial intelligence, continuous capacity development is indispensable. UNDP will further strengthen competency-based recruitment processes, clarify performance expectations, and reinforce supervision and oversight mechanisms, especially in politically sensitive and high-risk contexts. These efforts will build on improving existing roster systems, including, in particular, the ongoing recruitment campaign of the Single Electoral Roster, and closer engagement between headquarters, regional bureaux and country offices to ensure consistent quality and accountability. UNDP will also invest in expanding staff competencies in emerging technical domains, including information integrity, cybersecurity and data governance, enabling more informed and context-sensitive advice to national counterparts.				
10.1 Revamp the Single Electoral Roster, identifying high quality and relevant electoral expertise.	December 2027	UNDP (DIP/GRP Hub) with United Nations Secretariat.		Ongoing
10.2 Enhance competencies and learning of UNDP electoral and Country Office staff on key electoral assistance as well as new emergent areas of work through webinars, CTA meetings, conferences, and other peer to peer learning mechanisms.	December 2027	BPPS (DIP/GRP hub; OPGT/BMS; Regional Hubs);		Ongoing