

**4th Board meeting of the
Independent Commission for Aid Impact
14 June 2011**

Attendees

Commissioners: Graham Ward (GW)
 Mark Foster (MF)
 John Githongo (JG)
 Diana Good (DG)

Secretariat: Tom McDonald (TM)
 Clare Robathan (CR)
 Santosh Chana (SC)

Details of the meeting – Tuesday 14 June, 9.15 am – 2.00 pm

Welcome and Introductions

1. The Chief Commissioner welcomed everyone to the 4th Board Meeting of ICAI and gave an overview of the meetings he attended last week:

- with KPMG, the contractor, to take forward ICAI work;
- with the Swiss Ambassador, His Excellency Anton Thalmann and Martin Dahinden, Director General of the Swiss Development and Cooperation Agency; and
- the speech to mark the Secretary of State's first year as International Development Secretary on how UK aid is delivering 'results for change'. A copy of the Secretary of State's speech was circulated to Commissioners.

Minutes of the 3rd Board Meeting

2. The Commissioners approved the minutes of the last Board meeting.

Action Log

3. TM led a discussion of progress against the action log from the last meeting, including arranging further meetings and providing Commissioners with more induction material.

4. The Commissioners were keen to engage in ongoing dialogue with key stakeholders and a discussion followed on how to take this forward. An updated 'lines to take' and a list of key stakeholders would be circulated. Commissioners will then consider which organisations to meet collectively or individually.

5. The Board discussed the public awareness of ICAI. It was agreed that:

- ongoing work is being done to raise ICAI's visibility;
- consideration should be given to how the public will react when the first tranche of reports is published; and
- ICAI needs a communications strategy in order to prepare for publication of reports. This will be discussed at the next board meeting.

Action TM/SC: to circulate the DFID Business Case with a list of DFID documentation from the induction days.

Action SC: to arrange a meeting to examine how DFID works with private institutions.

Action CR: to circulate updated 'lines to take' and a list of key stakeholders.

Action CR: to produce a communications strategy and to discuss at next board meeting

Criteria for evaluation

6. The Board discussed the criteria by which ICAI will judge the impact, effectiveness and value for money of programmes. The following points were made:

- the criteria will be kept under review;
- Commissioners will need to consider, for each Terms of Reference document, which criteria should be prioritised, given the nature of the project, programme or theme being reviewed; and
- the criteria will not be a checklist but the Contractor will need to be mindful of them in every report.

7. The Board agreed a set of criteria which was grouped under five headings, with sub-headings so that they were manageable and memorable.

Work Plan priorities

8. The Board considered which reports to prioritise and when those reports might be published. After a detailed discussion it was agreed that

- work should begin with immediate effect on the following six reports:
 1. Study of VFM and aid effectiveness;
 2. DFID's health programme in Zimbabwe;
 3. DFID's climate change programme in Bangladesh;
 4. DFID's anti-corruption strategy;
 5. Programme controls and assurance in Afghanistan; and
 6. DFID's management of budget support.
- the Board would consider in what order to publish those reports once work had begun and detailed terms of reference had been drawn up.

Meetings with KPMG

9. There was in-depth discussion on how to take forward ICAI's interaction and working relationship with the Contractor. The Commissioners discussed the agenda items for the KPMG meeting taking place in the afternoon, following on from the Board meeting. The Board agreed that:

- it would be useful for ICAI to produce a first draft of an anti-corruption protocol which could be further developed with the Contractor. JG agreed to prepare this.

- ICAI should consult the Serious Fraud Office on the draft anti-corruption protocol.

Action JG: To produce a first draft of an anti-corruption protocol

Shadow period report

10. The Board agreed that the report was a good summary of the work that had been carried out during ICAI's shadow period. The Commissioners were content with the report subject, to minor clarifications and amendments. This report will be published on the ICAI website.

Working with virtual knowledge-sharing platform

11. SC gave an overview of a new virtual knowledge-sharing platform. It was noted that:

- this secure web-based site will give the Commissioners external access to ICAI papers and diary commitments;
- future Board papers will be uploaded to this site with the dates of upcoming meetings;
- Commissioners will be able to view, edit, and print documents at any time;
- SC will send an e-mail inviting Commissioners to join the site;
- Commissioners will need to follow the instructions in the guide and action three steps to log in.

Action SC: To e-mail Commissioners to invite them to join the website.

Joint Evaluation with UNDP

12. TM explained the background to the possible joint evaluation with the UNDP which is included in the Work Plan in Year 1. In discussion it was noted that:

- the UNDP are keen to collaborate with ICAI and have identified their proposed evaluation of UNDP's contribution to elections as a possible joint piece of work;
- UNDP have already begun work on this and scoped the terms of reference. They may be flexible in their scoping;
- the Commissioners were of the same view that the criteria agreed earlier in the Board meeting will need to be included in those terms of reference, if they could not be added ICAI should wait to commission a new report or conduct a report in parallel;
- the Board wanted to keep the dialogue open and asked TM to discuss a way forward with the UNDP.

Action TM: to discuss with UNDP possible way forward in the joint evaluation

Any other business
Branding/Copyright

13. The Board discussed the ICAI branding, the logo and copyright. It was noted that:

- ICAI had been recommended to go through the legal process of copyright for the ICAI logo;
- the Commissioners agreed that there was value in protecting the ICAI brand since the Commission will be publishing numerous reports;
- by following the legal process, ICAI will have recourse to challenge any misuse of the branding.

Action CR: to obtain a quote for the copyright of the ICAI brand.

Next Country Visit

14. The Board discussed the possibility of a next country visit. It was agreed that:

- the visit should take place in October or November, with another possible visit in May 2012. CR will be accompanying the Commissioners on the visit;
- the visit should be undertaken collectively by the Commissioners to help build-up knowledge and compare and contrast experience. Future visits may consist of two Commissioners per visit;
- the visit should relate to reports in the Work Plan. India, Bangladesh, Nepal, Pakistan or Afghanistan should be considered;

Action TM: to speak to DFID about possible countries to visit.

Programme Manager appointment

15. TM confirmed that the Programme Manager will join the ICAI Secretariat on 1 August taking responsibility for the day-to-day management of the relationship with KPMG. She will also be drafting the terms of reference of reports, ensure quality assurance and examine the inception and draft reports.

Visit to Sierra Leone

16. The Commissioners reflected on their recent visit to Sierra Leone. It was agreed that:

- TM would circulate a copy of his report of the visit to the Commissioners;
- it would be useful to know how many people DFID employed in each country office.
- during a visit, Commissioners should be given some background details and be briefed on the objective of a particular programme being looked at that day.
- TM would check the DFID guidance on daily subsistence rates vs. actuals for Commissioners' overseas visits.

Action TM: to circulate a copy of the Sierra Leone report.

Action CR: to ask DFID to supply information on how many staff are employed in each country office.

Action TM: to obtain latest guidance on overseas subsistence rates/claims for actuals from DFID.

Record of Visit to Sierra Leone

Introduction

1. From 15th to the 20th of May 2011, three Commissioners (Graham Ward, Mark Foster and Diana Good) and the ICAI Head of Secretariat (Tom McDonald) visited Sierra Leone as part of their induction programme.

Why did we go?

2. The objective of the visit was to provide the Commissioners with an introduction to the work of a DFID Country Office in a recipient country with recognised stability, governance and capacity challenges. There is no “typical” recipient country, just as there is no typical DFID Country Office but we selected Sierra Leone because it embodies many of the most difficult challenges facing DFID, including:

- extreme poverty levels which make meeting the Millennium Development Goals a tough challenge
- the ongoing economic, political and psychological effects of the recent civil war
- state functions with limited capacity to administer and govern
- location in a region where a variety of problems has hindered trade, investment and political stability

3. The programme was designed to ensure that Commissioners saw all levels of the development delivery chain, from meetings with government officials and other donor representatives, to discussions with partner organisations and civil society representatives, to meetings with those delivering and benefiting from programmes on the ground.

4. The Commissioners were also keen to look at programmes in particular areas, including health, governance and justice. Sierra Leone had one of the worst maternal mortality rates in the world and now has rolled out free health care for under 5's and pregnant and lactating women. Of similar importance, corruption and lack of access to justice were principal causes of the war and the elections being held in 2012 will be a critical test of the stability of the country, so effective preparations are vital.

What did we do?

5. The visit comprised five full days of meetings, visits, roundtables and discussions, which took place in Freetown and three of the country's four regions. Each day was focused on a thematic area of activity, as follows:

- Day 1 included **introductory meetings** with DFID and Foreign and Commonwealth Office staff, international NGOs and the Sierra Leone Minister of Finance.
- Day 2 provided an insight into **anti-corruption activity**, starting with presentations from the Anti-Corruption Commissioner and his staff and continuing with meetings with NGOs engaged in this field and representatives of multilateral donors.
- Day 3 was designed to highlight activity in the **health sector** and included discussions with UNICEF and the civil society "Health for All Coalition" before a visit to Makeni Government Hospital and meetings with medical and administrative staff and patients and a tour of hospital facilities. We spent the night in a traditional village, meeting local families, village elders and school teachers.
- Day 4 started with a visit to a local primary school but focused mostly on **access to justice** programmes. This included visits to courts and a local prison and meetings with court officials, civil society representatives, police officials, representatives of a children's radio station and traditional rulers.
- Day 5 highlighted preparations for the forthcoming **elections** and included meetings with the National Election Commission, representatives of various United Nations bodies and the National Elections Watch – the coordinating body for civil society involvement in the elections.

A list of people the Commissioners met is at **Annex A**.

What did we find?

6. This visit was designed to further Commissioners' understanding of a variety of different programmes and ways of working. It was not designed as part of any specific report in our work plan.

7. Since this visit was not part of any formal evaluation, there is no evidence base from which to draw formal conclusions. Commissioners did, however, make a

number of observations which were discussed with DFID staff during the visit. They noted:

- The importance to impact of focusing on the recipients of aid.
- The challenges of setting measurable objectives for long-term programmes such as capacity-building.
- The widespread demand for DFID's involvement, leading to difficult decisions for DFID, who have to prioritise and who cannot be active in every sector.

8. In order to maximise the value of this trip, Commissioners are considering whether to include some of the programmes they saw as case studies in the thematic reports scheduled for publication in Year 1 of our work plan.

A list of people the Commissioners met in Sierra Leone

UK Staff:

Staff from DFID with responsibility for a wide range of work, including justice, health, governance, education and gender programmes

Staff from the British High Commission

Sierra Leone Government Ministers, Judiciary and Officials:

Minister of Finance

Minister of Energy

Lord Chief Justice

Anti-Corruption Commissioner

Deputy Anti-Corruption Commissioner

Governor of Sierra Leone Central Bank

Chairperson, National Electoral Commission

Civil Servants

Sierra Leone Civil Society:

Head of Civil Society 'Budget Advocacy Network'

Chief Executive and Programme Staff of ENCISS

Members of the Health for All coalition

Members of the National Elections Watch coalition

Justice Sector Development Programme NGO Task Force members

Regional Meetings:

Local families

Village elders

School teachers

Local police commanders

Paramount Chiefs

Chairman, Moyamba District Council

Chiefdom administrators

Local civil society groups

Magistrates and court administrators

Local prison staff and inmates

Director and staff, Makeni Government Hospital

International NGOs:

Christian Aid

Save the Children

Plan

Care

World Vision

Africa Governance Initiative

Major Donors / International Institutions:

World Bank

European Union

International Monetary Fund

African Development Bank

United Nations Development Programme

UNICEF

United Nations Integrated Peacebuilding Office in Sierra Leone