

**Minutes of the 27th Board Meeting of the
Independent Commission for Aid Impact
13th January 2014**

Attendees

Chief Commissioner: Graham Ward (GW)

Commissioners: Mark Foster (MF)
Diana Good (DG)

Secretariat: Alexandra Cran-McGreehin (AC-M)
Sam Harrison (SH)
Matthew Wilkins (MW)

External: Penny Hawkins DFID (PH)
Robert Barrington (Transparency International) (RB)
Tony Burdon DFID (TB)
Anna Taylor DFID (AT)
Steve Jones ICAI Nutrition Team Leader (SJ)
Alan Downey – KPMG (AD)
Jon Gorrie – KPMG (JG)
Nigel Thornton – Agulhas (NT)

Apologies: John Githongo (ICAI Commissioner)
Elspeth Robinson (ICAI Secretariat)

Details of the meeting: Monday 13th January, 09:15 – 17:00

Welcome

1. The Chief Commissioner welcomed everyone to ICAI's 27th Board Meeting. He noted that the Triennial Review had been published on 17th December, concluding that it was in the public interest for independent scrutiny of the aid budget to continue and that ICAI should remain in its current form.

Minutes of the 26th Board Meeting

2. The minutes of the last ICAI Board meeting, held on 3rd December 2013, were formally approved.

Action Log

3. AC-M led a discussion of progress against both outstanding and completed actions from previous Board Meetings.

Correspondence and Meetings

4. AC-M summarised the correspondence received and recent meetings held. GW reported on his meetings with the International Development Secretary and the DFID Executive Board. There was discussion on the International Development Committee hearing on the ICAI report on Trade Development in Southern Africa and MF's appearance at its inquiry on Burma. AC-M also reported on meetings with stakeholders.

Risk Management

5. AC-M led a discussion of risk management issues. This included working with DFID to ensure continuity of ICAI's functions into its next period of operation (post May 2015) and the pressure on numbers of Commissioner days left available for the current year's work.

ICAI Phase 2 and the Model

6. There was a discussion on the key things that must be done urgently to ensure that ICAI can continue to perform its functions into its second phase of operation from 2015. Potential improvements to the ICAI model for Phase 2 were also discussed. It was agreed that a summary of the main points would be produced and submitted as advice to the Secretary of State for International Development.

Action Secretariat: To draft a letter for the Chief Commissioner to send to the Secretary of State summarising ICAI advice on the transition to Phase 2.

Programme Update

7. MW updated the meeting on the current status of the programme. He reported that Year 3 was on track and gave Commissioners an overview of upcoming programme activity, including Commissioner visits. MF fed back on ICAI's new review of DFID's response to Typhoon Haiyan in the Philippines, thanking all those involved for setting it up. He said that it was a chance for ICAI to innovate with a more rapid review that sought to draw out early insights and recommendations. It was agreed that the Secretariat would consult the International Development Committee on forthcoming publication dates, as several reports are likely to complete at a similar time.

Action Secretariat: To consult with the International Development Committee on publication dates for upcoming reports.

8. MW led a short discussion on establishing Key Performance Indicators (KPI) for the contractor. It was agreed that these should be considered for use in Phase 2 with the new contractor, focussing on measures of timeliness and quality.
9. MW updated Commissioners on the Year 2 Follow-Up process and sought feedback on a briefing template for the Commissioner follow-up meetings with senior DFID officials.

Discussion with Penny Hawkins, Head of Evaluation, DFID

10. GW welcomed Penny Hawkins to the Board meeting. PH gave the Commissioners an overview of evaluation in DFID and recent capacity building including the development of a professional cadre. Commissioners asked about comparable evaluation both domestically and internationally. PH noted the similarities and differences making it clear that, in her view, good evaluation involved appropriately tailoring the approach to the programme in question and considering the views of all stakeholders, including intended beneficiaries, from the beginning. She noted that she had not seen many participatory approaches used within DFID. She said that there was great potential for complementarity with ICAI reports. GW thanked PH for her time.

Discussion with Robert Barrington, Executive Director, Transparency International UK

11. GW welcomed Robert Barrington to the meeting. RB began by summarising the work of Transparency International and the UK chapter of which he is Executive Director. The Commissioners and RB discussed the 2011 ICAI Anti-Corruption report and the forthcoming follow-up report. RB noted that the 2011 report had led to DFID creating country anti-corruption strategies but was not aware of the extent to which behaviour had changed in DFID.

12. RB suggested that our follow-up report should look at intended beneficiary and organisational views of DFID's progress and at how strategic the UK Government approach was in-country. GW thanked RB for coming in to see ICAI.

Discussion with Tony Burdon, Head of Growth and Resilience, DFID

13. GW welcomed Tony Burdon and Anna Taylor to the meeting. TB presented DFID's current programming approach to improving nutrition, noting the need for a multi-disciplinary approach. Commissioners questioned them on what DFID meant by "reaching" aggregate numbers of people with nutrition-related programmes; and TB and AT explained that a methodology had been developed to avoid double-counting, agreeing that reaching people with programmes was not the same as having impact.
14. MF asked how nutrition programmes were delivered without a cadre for the subject. TB explained that the approach was based on individual country challenges so that different cadres were involved as appropriate – e.g. health or private sector specialists.
15. TB and AT gave an overview of other work carried out by the World Bank and the EU on nutrition as well as the results being delivered by local programmes in country. TB made the point that nutrition is a relatively young programme which requires and is building data and evaluation as it grows. GW thanked TB and AT for their comments.

Discussion with the Contractor Consortium

16. The Commissioners gave feedback to and received feedback from the Consortium on current and future reports. There was discussion on ICAI's intended beneficiary engagement in the field and it was agreed that the contractor would produce a note on how to develop approaches for future reviews.

Action Contractor: To produce a note on intended beneficiary engagement in the field.

17. JG informed the Commissioners that the consortium team leaders believed that they could deliver better early draft reports if they had more discussion on the emerging narrative with the Lead Commissioner after initial findings meetings. The Commissioners agreed, having previously had a similar discussion.

Action Secretariat: To organise engagement between team leaders and Lead Commissioners post-initial findings meetings.

Action Log from 20th ICAI Board Meeting (18th April 2013)

Secretariat / contractor	To arrange a session for DG to talk to team leaders and staff about field work preparations.	Complete
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Action Log from 23rd ICAI Board Meeting (9th July 2013)

Secretariat	Consortium to arrange training conference.	Complete
Secretariat	To build events into communications planning.	On-going

Action Log from 24th ICAI Board Meeting (27th September 2013)

Contractor	To ensure that consultation responses are fed into Year 3 reviews where relevant.	Complete
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Action Log from 25th ICAI Board Meeting (29th October 2013)

Secretariat	To send an updated timetable of upcoming work to Commissioners once the Year 4 timetable is confirmed.	Complete
Secretariat	To send a meeting note of the stakeholder session held for the Private Sector review to Commissioners.	Complete
Secretariat	To write a short briefing paper to sit alongside the Assessment Framework. This should explain the new framework and outline our approach to reviews.	On-going
Secretariat	To collate Commissioner views and draft a letter to the Secretary of State regarding future Commissioner recruitment.	Complete
Secretariat	To draft presentation for country visits and to investigate the options for carrying out learning sessions with stakeholders following report publication.	On-going
Secretariat	To write to the IDC requesting approval of the proposed Year 4 work programme.	Complete

Contractor	To write and distribute an agenda for the learning conference, including topics for discussion and who will lead each item.	Complete
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Action Log from 26th ICAI Board Meeting (3rd December 2013)

Secretariat	To set up a meeting with Penny Hawkins, DFID Head of Evaluation.	Complete
Commissioners	To send (i) introductory presentations used during field visits and (ii) a summary of questions asked during these sessions to the Secretariat.	(i) Complete (ii) Ongoing
Secretariat	To circulate a meeting note of the learning event held with past and current review team leaders.	Ongoing
Secretariat	To consider the mobilisation of a short report on DFID's response to the humanitarian crisis in the Philippines.	Complete

Action Log from 27th ICAI Board Meeting (13th January 2014)

Secretariat	To draft a letter for the Chief Commissioner to send to the Secretary of State summarising ICAI advice on the transition to Phase 2.	
Secretariat	To consult with the International Development Committee on publication dates for upcoming reports.	
Contractor	To produce a note on intended beneficiary engagement in the field.	
Secretariat	To organise engagement between team leaders and Lead Commissioners post-initial findings meetings.	