

**Minutes of the 29th Board Meeting of the
Independent Commission for Aid Impact
7th April 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)
Elsbeth Robinson (ER)

External: Chris Horn, former ICAI team member (CH)
Louise Shaxson, Impact review (LS)
Jo Moir, DFID (JM)
Susan Loughhead, DFID (SL)
Martin Heather, DFID (MH)
Marcus Cox, Agulhas (MC)
Alan Downey, KPMG (AD)
Matthew Smith, KPMG (MS)
Dan Aylward, KPMG (DA)

Apologies: John Githongo (ICAI Commissioner)
George Turkington (Deputy Director, DFID)

Details of the meeting: Monday 7th April, 09:15 – 16:30

Welcome

1. The Chief Commissioner welcomed everyone to ICAI's 29th Board Meeting.

Minutes of the 28th Board Meeting

2. The minutes of the last ICAI Board meeting, held on 3rd March 2014, were formally approved.

Action Log

3. AC-M led a discussion of progress against both outstanding and completed actions from previous Board Meetings, with all but one of these having been completed.
4. Commissioners discussed how to clarify the difference between ICAI's work and the National Audit Office's (NAO's) aid-related scrutiny to external stakeholders. It was agreed that the increased coverage that ICAI provides should be emphasised, with GW's speech later in the week to the UK Evaluation Society being a good opportunity to raise this.

Communication Update

5. SH summarised media interest in recent reports, including Afghanistan and How DFID Learns. He led a discussion regarding future preparations for report publication. It was agreed to extend the desirable preparation time in order to prepare fully for publication with the Chief and Lead Commissioners.
6. He led a discussion about Twitter and the increased interaction we now have with this type of media. Commissioners agreed that we need to develop a consistent

approach to these interactions by ICAI representatives in order to ensure valuable and timely engagement, within the boundaries of our resources.

Action: To develop a draft a set of protocols for ICAI interaction on Twitter.

7. SH presented Commissioners with options for a Summer engagement event with stakeholders, which were discussed. It was agreed that this would be a morning event timed to follow closely the International Development Committee (IDC) hearing on the ICAI Annual Report in the early Summer. Session topics would be determined following consultation with attendees.

Action: To fix a date and attendee list for the summer engagement event.

Correspondence and Meetings

8. AC-M summarised the correspondence received and recent meetings held. This included GW's meetings with Sir Peter Luff (a member of the IDC), Paul Kirby from KPMG and members of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) Peer Review team from Denmark and Holland. DG and MF also highlighted their recent meeting with Michael Anderson for the report on Nutrition, which was useful.

Risk Management

9. AC-M led a discussion of risk management issues. This included the increased risk of needing to find alternative accommodation should Dover House no longer be able to accommodate ICAI due to increasing levels of demand for space within the building.

Programme Update

10. MW updated the meeting on the current status of the programme and the end of year financial position for 2013-14. He reported that the Year 3 and 4 programmes were on track and that improvements to the review process discussed at previous meetings were being implemented. He also discussed a recent issue with the timely delivery of inception reports, which he had also highlighted to the contractor.
11. MW highlighted that 4 reports had been published in the last 6 weeks and gave Commissioners an overview of upcoming programme activity, including Commissioner visits. Commissioners also discussed the scoping of the Impact review.
12. MW raised the impact of new gender equality legislation on ICAI's work. Commissioners welcomed this new public commitment to placing gender equality at the heart of UK development assistance and agreed to include a new question in ICAI's Assessment Framework to encompass this issue in future reports.

Action: To update the Assessment Framework to include a question on compliance with new gender equality legislation.

Briefing on DFID Log Frames

13. GW welcomed CH and LS (the latter by telephone) to the meeting. CH then gave a presentation on DFID log frames which included discussions of: the purpose and objectives of a log frame; DFID's approach and guidelines; the project cycle and theory of change; and some example case studies exhibiting good and poor practice.
14. Commissioners discussed topics including: how log frames should be modified during project delivery; the difficulty of DFID staff churn during the cycle; log frames being used for multiple purposes; compliance and quality assurance at the local level; difficulties in the terminology; and the process of thinking that stands behind a good log frame.
15. Commissioners agreed that there was scope to look further at good and poor examples of log frames and how they affect the achievement of impact in the upcoming Impact review. GW thanked CH and LS for their contributions.

ICAI Phase 2 and the Model

16. Commissioners and Secretariat discussed the second phase of ICAI and agreed a proposal designed to improve ICAI's efficiency and effectiveness, which would shortly be submitted to DFID for consideration.

Briefing on Fragile and Conflict-affected States

17. GW welcomed DFID officials and the review team to the meeting. JM welcomed the report and its timing. JM and SL then led a discussion about DFID's approach to fragile and conflict-affected states and the role played by central staff in coordinating knowledge management across the network of DFID country offices and with other relevant Government departments.
18. JM particularly highlighted DFID's role in the wider Government approach to these countries and the opportunities and challenges that this posed. SL responded to Commissioner interest in the poverty and security agendas and in learning. She particularly emphasised the role that the State had to play and the ways in which DFID corporately attempted to disseminate knowledge through various forums. She also highlighted the importance of technical assistance in these highly complex and political environments.
19. She acknowledged difficulties with staffing and risk appetite in these difficult and often dangerous places. The Commissioners discussed with officials the tensions between DFID's focus on results and achieving wider systemic change, with DFID emphasising that it is important to be ready to capitalise on opportunities which emerge to make progress on the latter.
20. CH summarised the current thinking on country selection for the ICAI review, which would be likely to include two country visits and a further three or four desk-based reviews. It was agreed that existing ICAI evidence should be brought to bear in this review. GW thanked everyone for their contribution to the discussion.

Discussion with the Contractor Consortium

21. The Commissioners gave feedback to the consortium on the delivery of recent reports, terms of reference and inception reports.
22. AD agreed with the logic of guidance regarding social media and agreed to share any existing corporate guidance he had for staff interacting on these issues.

23. MS led Commissioners through a discussion paper on options for beneficiary engagement for future reviews. It was agreed that direct beneficiary engagement to date had been valuable and that ICAI's approach should continue to evolve on the basis of experience to date. Commissioners agreed to keep a case-by-case approach in order to gather the most appropriate evidence for the type of review and available resources.
24. DA then led Commissioners through a second discussion paper on what we have learnt so far from carrying out more thematic reviews. Commissioners agreed that there was a three-tier approach (Programme, Country Office and Central DFID levels) which is transferable for this type of review but that there was scope for further integration between findings at the different layers. It was particularly important to be clear about the type of conclusions ICAI wishes to draw when designing a review.

Action Log from 26th ICAI Board Meeting (3rd December 2013)

Secretariat	To circulate a meeting note of the learning event held with past and current review team leaders.	Complete
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Action Log from 27th ICAI Board Meeting (13th January 2014)

Contractor	To produce a note on intended beneficiary engagement in the field.	Complete
Secretariat	To organise engagement between team leaders and Lead Commissioners post-initial findings meetings.	Complete

Action Log from 28th ICAI Board Meeting (3rd March 2014)

Secretariat	To ensure that Commissioner presentations to DFID country offices are planned into visits as standard.	Complete
Secretariat	To arrange a follow-up meeting with NGO partners	Ongoing
Officials	To share with ICAI further information on the ICF as requested.	Complete

Action Log from 29th ICAI Board Meeting (7th April 2014)

Secretariat	To develop a draft a set of protocols for ICAI interaction on Twitter.	
Secretariat	To fix a date and attendee list for the summer engagement event.	
Secretariat	To update the Assessment Framework to include a question on compliance with new gender equality legislation.	