ICAI Independent
Commission
for Aid Impact

Minutes of the 39th Board Meeting of the
Independent Commission for Aid Impact
Tuesday 8th and Wednesday 9th September 2015

Attendees

Chief Commissioner	Alison Evans (AE)
Commissioners:	Tina Fahm (TF) Francesca Del Mese (FD-M) Richard Gledhill (RG)
Secretariat:	Alexandra Cran-McGreehin (AC-M) Pamela Vallance (PV) Nisha Iswaran (NI) Sam Harrison (SH) Miriam McCarthy (MM) for items 2 and 4 Cvetina Yocheva (CY) for items 2 and 4 Hajra Hassam (HH) for items 1, 3, 6, and 7 Caroline Daniels (CD) for items 4 and 6
Supplier:	Nigel Thornton (NT) for items 2 and 4 Marcus Cox (MC) for items 2 and 4

1. Formal Update

Financial and Programme Update

1.1   AE welcomed everyone to the new Board's first formal Board meeting, including HH, ICAI's new Business Manager.

1.2   NI provided an update on ICAI's four-year budget allocation. She confirmed that future board and monthly updates will consist of annual budget and forecast spend, spend to date, Commissioner days used and forecast, and high level risk updates. RG requested to see updates on how Commissioner time is being charged for different activities.

   Action: NI to develop a template for formal board and monthly updates.

1.3   AC-M updated Commissioners on key aspects of ICAI's budget and the new contract. AE emphasised the importance of achieving vfm in ICAI's operations.

Progress on Reviews

1.4   NI talked through delivery plans for forthcoming reports and how reviews are currently developing against the timetable. Timelines for publication of reports until next summer were discussed to try and ensure regular publication.

Conflict of Interest (CoI)

1.5   Commissioners approved the CoI policy and it was agreed that this and Commissioners' declarations of interest should be published on ICAI's website. NI led a discussion of how the policy will be implemented, including the process for Commissioners to raise any new potential CoI arising from work or appointments. It was confirmed that Commissioners should contact AC-M in the first instance, who would involve AE as appropriate, particularly for more complex cases.

Action: NI/HH to prompt Commissioners on a quarterly basis to submit their CoI returns.

Action: NI/HH to collate Commissioners' declarations of interest for publication.

Decision making and risk management

1.6   AC-M introduced the suggested process for governance and decision making. Commissioners agreed with the approach, including for a formalised process for decision making between Board meetings. They affirmed the principle of cabinet responsibility. AE said that it was important to reach a consensus in decision making wherever possible, with all Commissioners given space to contribute their views effectively. She confirmed that she would only make a casting decision if absolutely necessary.

1.7   AC-M presented her proposal for organisational risk management.

1.8   The Commissioners approved the overall approach and the suggested risk tolerances, with AE proposing a streamlining of risk categories. There was a discussion of how risks identified at corporate, operational and programme levels would be escalated as appropriate, including to Commissioners through monthly and board updates. RG requested that such updates highlight areas that have changed.

1.9   AC-M led a discussion of the first draft corporate risk register. TF raised that there were a large number of risks given the size of organisation – now that these had been identified, they should be prioritised, with the more routine risks moved to lower level risk registers.

Action: AC-M to update corporate risk register in line with Commissioners' comments.

2. 2015-16 Reviews

Review Selection Criteria

2.1   PV presented the amended review selection criteria of relevance, materiality, risk and coverage to the board. She clarified how these will be used to inform and select reviews. Commissioners approved the amended criteria and asked that these be made publicly available.

Action: Secretariat to publish review selection criteria.

ICAI Position Paper

2.2   PV gave an update of the Position Paper process and delivery timescale to the board. MC recapped the paper's main objectives and outlined key development challenges for UK Aid and how ICAI's role may be positioned in relation to these.

2.3   Commissioners agreed that it was important for the Position Paper to focus on issues for ICAI resulting from headline challenges, including in terms of evidence gaps. They also made a number of suggestions for consideration as part of the paper's engagement and communication requirements.

Follow-up Review Year 4

2.4   PV outlined the proposed Year 4 follow-up process to the board. It was agreed that it is important to look beyond the formal management response to understand further the response to ICAI reports. Commissioners made a number of suggestions and asked that the Secretariat explore further the recommendations and management response to the *Year 1, 2, 3 Follow Up Report*. It was agreed to include a revised mapping of non-DFID Official Development Assistance in this work.

2.5   It was agreed that AE would be the Lead Commissioner, with responsibility for individual Year 4 reports assigned across the Commissioner team.

Tax and Due Diligence Terms of Reference

2.6   The Review Oversight Unit presented terms of reference for two proposed reviews for 2015-16 and invited the Commissioners to consider the focus, scope and evaluative questions for each of these. Commissioners made a number of suggestions and Lead Commissioners were assigned to each review.

Action: Commissioners to seek the approval of the International Development Committee to proceed with these reviews.

Action: Review Oversight Unit to develop two terms of reference for Commissioners' approval.

3. ICAI Reviews: Commissioner Roles and Scoring

Commissioner roles in reviews

3.1   AE facilitated a discussion on Commissioner roles in ICAI reviews. The roles of Lead, Peer and Chief Commissioners were discussed. It was affirmed that the Lead Commissioner is the overall owner of a review and ultimately will present its findings to the IDC alongside the Chief Commissioner. The peer Commissioner provides the role of a critical friend throughout the review process and the Chief Commissioner is responsible for approving all published documents for the reviews.

Scoring

3.2   This item was not discussed due to time constraints. It was agreed that Secretariat should set up an extraordinary meeting in October to discuss scoring.

Action: Secretariat to set up extraordinary meeting in October to discuss scoring.

4. ICAI's Forward Work Plan

4.1   PV led a discussion on the forward work plan for 2016-17 reviews. It was agreed that it was important to take timely decisions on this to enable effective planning. Commissioners reflected that reviews across 2016-17 should aim to strike a balance across the thematic areas of focus for ICAI.

4.2   A range of ideas were discussed and three review ideas, to be published in Autumn 2016, were approved for work to take forward for formal approval from the IDC and development into Terms of Reference.

Action: Commissioners to seek approval from the IDC in Autumn 2015 for reviews to be published in Autumn 2016.

5. ICAI's Communications Strategy

5.1   SH and CD presented the draft communications strategy to the board. The focus of the strategy was on building up the corporate identity of ICAI and on fostering a proactive approach to engagement.

5.2   The Commissioner team made a number of suggestions for consideration as part of the strategy and future plans. SH and CD agreed to take the paper forward and develop KPIs, audience profiles and message and channels work.

Action: SH and CD to update communication strategy and develop KPIs.

6. ICAI's Theory of Change and Performance Framework

6.1   AC-M introduced the draft theory of change for ICAI's work and Commissioners agreed on the key ingredients.

6.2   FD-M suggested that, while it was necessary to consider the various elements in some detail to develop the theory of change, the final version should be simplified.

6.3   TF requested a narrative to accompany the diagram theory of change to pull out key messages for a wide audience. AC-M agreed and said that this should be published as part of the forthcoming corporate plan.

6.4   AC-M set out the need to develop Key Performance Indicators to track and report on ICAI's performance. There was a discussion of different potential measurement options.

   Action: AC-M to circulate draft KPIs to Commissioners.

7. AOB

7.1   None

Action Log from 39th Board Meeting (8th-9th September 2015)

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Secretariat	NI/HH to collate Commissioners' declarations of interest for publication.	
Secretariat	AC-M to update corporate risk register in line with Commissioners' comments..	
Secretariat	To publish review selection criteria	
Secretariat	Commissioners to seek the approval of the International Development Committee to proceed with these reviews.	
Secretariat	Review Oversight Unit to develop two terms of reference for commissioners' approval.	
Secretariat	To set up extraordinary meeting in October to discuss scoring.	
Commissioners	To seek approval from the IDC in Autumn 2015 for reviews to be published in Autumn 2016.	
Secretariat	SH and CD to update communication strategy and develop KPIs	
Secretariat	AC-M to circulate draft KPIs to Commissioners	