

**DFID Management Response to Independent Commission for Aid Impact recommendations on:**

**GIRL HUB: A DFID AND NIKE FOUNDATION INITIATIVE**

ICAI Recommendation	Accept/ Partially Accept /Reject	Action already taken	Action to be taken	Target date
<p><b>Recommendation 1:</b> Girl Hub should be reconfigured to focus more sharply on how it will make a difference to girls, with detailed country and programme plans. It needs to measure both the success of each programme and how effectively programmes are linked to each other and to wider initiatives.</p>	<p>Partially Accept</p>	<p>We are working with Girl Hub to refine its logframe. Country-level logframes are under development.</p> <p>Girl Hub has drafted a monitoring and learning plan to enable measurement of success and learning across the programme. This is currently in review.</p> <p>Evaluation baseline reports have been completed in Rwanda and are planned in Ethiopia and Nigeria.</p>	<p>1 Rather than 'reconfigure' the Girl Hub, DFID's standard Annual Review system will examine and make recommendations to ensure clarity of focus and further strengthen the logframe.</p> <p>2 The monitoring and learning plan will be finalised in July.</p> <p>3 Normal programme management processes require DFID to undertake a final progress review of the project as it approaches completion. This will be conducted independently in the first quarter of 2013. It will assess how the different activities (or programmes) in the log frame have combined to deliver the overall project objectives. It will consider and make recommendations on options for support beyond the project end date in 2013.</p>	<p>End April 2012</p> <p>July 2012.</p> <p>April 2013</p>

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<p><b>Recommendation 2:</b> Girl Hub should implement comprehensive and robust risk, governance, financial and performance management policies and processes.</p> <p>Girl Hub, DFID and Nike Foundation should ensure that their messaging is clear and consistent and that the roles and influences of each organisation are transparent and accountable.</p>	Accept	<p>We are undertaking an Annual Review that will investigate these issues and make recommendations on actions necessary to strengthen them. Key aspects of the review are led by staff who have had no previous engagement with Girl Hub.</p> <p>Girl Hub has already put a Child Protection Policy in place and is in the process of implementation.</p> <p>We note that the ICAI report found no undue influence of Nike on DFID. Discussions between senior managers in DFID, Nike Foundation and Girl Hub regarding the roles, organisational arrangements, accountabilities and partnership principles of the strategic collaboration between Nike Foundation and DFID are ongoing. Final approval to be given by</p>	<p>4 Annual Review will identify forward plan for next 6 months.</p> <p>5 Clear governance structure and risk management framework, including country programmes, approved by DFID-Nike Foundation Senior Strategic Collaboration Group.</p> <p>6 Girl Hub financial and performance management policies and processes approved by DFID-Nike Foundation Senior Strategic Collaboration Group.</p> <p>7 Further assurance will be provided for DFID monies allocated through audit certificates. The Nike Foundation Annual Audited Statement for FY 2011/12 (May-April) will provide audit discharge for DFID's global grant to Girl Hub.</p> <p>8 DFID-Nike Foundation Senior Strategic Collaboration Group will recommend how each organisation can clarify their roles and ensure this is clearly communicated.</p>	<p>End April 2012</p> <p>July 2012</p> <p>July 2012</p> <p>Nov 2012</p> <p>June 2012</p>

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		DFID-Nike Foundation Senior Strategic Collaboration Group.		
<p><b>Recommendation 3:</b> DFID should assess the options for Girl Hub's future in the light of the evidence to date.</p>	Accept	Annual Review underway to assess progress against the logframe. Key aspects of the review are led by staff who have no previous engagement with Girl Hub.	<p>9 DFID's standard Annual Review system will identify a forward action plan for next 6 months.</p> <p>10 The standard final progress review in first quarter 2013 (as noted in Action 3 for Recommendation 1) will make recommendations for options for support beyond project end date.</p>	<p>April 2012</p> <p>April 2013</p>
<p><b>Recommendation 4:</b> DFID should reflect on the Girl Hub experience and the findings of this report in order to learn how it can promote innovation internally in a way that manages risk, including how partnerships with the private sector and private foundations should be implemented.</p>	Partially Accept	<p>DFID's Private Sector Department provides support and guidance to other parts of DFID in establishing programmes which work with the private sector through a suite of guidance notes and information.</p> <p>Work is underway on an 'innovation platform' which will link ideas on innovation in</p>	<p>11 Lessons learned from Girl Hub (e.g. through annual reviews) will be fed into future activities to inform DFID's future policy on innovation. We will continue to place emphasis on being able to work with the Private Sector in new and creative ways which manage risk effectively but avoid stifling innovation through bureaucracy.</p> <p>12 DFID will commit to updating information on its external website about its work with foundations. DFID will mirror this on its internal website and run Insight articles and seminars, to highlight to DFID staff what we can learn about foundations'</p>	<p>Sept 2012</p> <p>Sept 2012</p>

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<p>DFID should implement more thorough pre-grant due diligence for all partners.</p>		<p>programming, partnership and outputs from around DFID. This is being supported by recruitment of a new adviser on innovation.</p> <p>DFID has previously made a commitment to develop due diligence products following the ICAI report on Anti-corruption, building on the established system used by the Civil Society Department.</p>	<p>approaches to innovation and risk and ways of partnering with them.</p> <p>13 Work has already commenced and guidance will be available by the end of May with a progressive roll out across the organisation in 2012.</p>	<p>Full roll-out of guidance by end 2012</p>