

Management Response & Recommendations Action Plan

Management response

Evaluation Report Title: Process Evaluation Report of IIm Ideas2 Programme

Project undertaken by Coffey International

Response to Evaluation Report (Overarching Narrative)

1. Overall Comment:

1. DFID welcomes this report which provides a high quality analysis of the IIm Ideas programme and sets out clear recommendations to strengthen programme design and delivery going forward. The report provides further richness to DFID's analysis of the programme in the March 2017 annual review and substantiates the review's recommendations for the Fund Manager.

2. Globally innovation programmes are seen as high risk especially when they aim to find sustainable market solutions. In Pakistan markets are under developed and the education challenges are even greater. In recognition of the risks inherent to the IIm Ideas programme, DFID commissioned a structured third party evaluation to enable the programme to learn and adapt in order to ensure the delivery of high quality results.

3. We accept all recommendations of the process evaluation report as set out below.

Management Response & Recommendations Action Plan

| Evaluation Report Title: Ilm Ideas2 Programme, Pakistan | | |
|--|-----------------------------|---|
| Recommendations (see recommendation section pp61-64 of the Coffey evaluation report for more details) | Accepted or Rejected | If “Accepted”, Action plan for Implementation or if “Rejected”, Reason for Rejection |
| <p>Recommendation 1:</p> <p>The FM and DFID should review and amend the overarching theory of change for Ilm 2 at the earliest opportunity to ensure that there is a shared vision of what the remaining phase of the programme should achieve and deliver. Part of this exercise should include reflecting on lessons learned about prioritising related activities that can enhance the effectiveness of the programme, such as peer learning events and capacity building plans that are tailored to the individual needs of grantees.</p> | Accepted | <p>Implemented.</p> <p>The project's strategic focus has been reviewed and changes made to programme activities and the results logframe. A new capacity building plan for grantees is being implemented.</p> |
| <p>Recommendation 2:</p> <p>The FM should limit its flexible, 'on-call' approach to support for grantees over the next year, and instead reserve the broad majority of its remaining resources for a fixed schedule of capacity building inputs in response to a clear diagnosis of needs. If capacity building needs exceed existing resources within the FM team or expertise in certain thematic areas (such as M&E or procurement support), then the FM should consider securing additional resources to meet these needs. The FM should similarly assign a lead focal point for each grantee to streamline accountability and decision-making processes.</p> | Accepted | <p>Implemented.</p> <p>DFID has asked the Fund Manager to develop and follow a more systematic approach towards capacity building of the grantees and is monitoring the Fund Manager to ensure quarterly and monthly engagement with the grantees takes place. The Fund Manager now has a more proportionate technical engagement with the grantees.</p> |
| | | |

Management Response & Recommendations Action Plan

Evaluation Report Title: Ilm Ideas2 Pakistan

| Recommendations | Accepted or Rejected | If “Accepted” Action plan for Implementation or if “Rejected” Reason for Rejection |
|--|-----------------------------|--|
| <p>Recommendation 3:</p> <p>As part of the theory of change review under Recommendation 1, the FM and DFID should also review the appropriateness of the logframe targets and related indicators at the earliest opportunity, particularly at the outcome-level. Where appropriate, the logframe needs to be revised to ensure that the current strategic direction of the programme is reflected in relevant indicators.</p> | Accepted | <p>Implemented.</p> <p>Programme logframe targets and indicators have been reviewed and, where appropriate, revised to align with the revised theory of change.</p> |
| <p>Recommendation 4:</p> <p>The FM should increase its proactive market outreach for future funding rounds to help to identify and solicit applications from the most relevant organisations and companies (as opposed to open calls for proposals). As part of this outreach, the FM should also conduct market research to help identify additional private sector organisations and social enterprises that could be approached and potentially included as part of future funding rounds.</p> | Accepted | <p>Implemented.</p> <p>The FM has proactively engaged with the market leading to an increased number of concept notes submitted for the third funding cycle.</p> |
| <p>Recommendation 5:</p> <p>The FM should revise its incubator support strategy. If the FM is providing this support itself, it will need to review its resourcing within the FM team to ensure that sufficient time and expertise is available to provide this support more effectively. As with its future capacity building support to grantees, the support for incubators should also be provided following a clear diagnosis of individual incubator needs according to a fixed schedule of capacity building inputs.</p> | Accepted | <p>Implemented.</p> <p>The incubator support strategy has been revised to include a new performance based funding system and the appointment of a new manager to provide technical advice and oversight of performance. Market outreach and engagement functions have been strengthened to help grantees and start-ups position themselves for funding.</p> |

Management Response & Recommendations Action Plan

| | | |
|--|-----------------|--|
| | | |
| <p>Recommendation 6:</p> <p>The FM should explore new ways to secure funding for start-up innovations for the remainder of the programme. Steps over the next year should include allocating resources and providing strategic guidance to help incubators establish new relationships with social funding markets.</p> | <p>Accepted</p> | <p>Implementation in progress.</p> <p>The revised incubator support strategy aims to build incubator capacity and to support incubators to position themselves for investment from the market.</p> <p>Progress will be reviewed formally in the January 2018 annual review.</p> |