

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

**Girl Hub: a DFID and Nike Foundation Initiative March 2012**

ICAI Recommendation	Accept/Partially Accept/Reject	Original Management Response		March 2013 Update
		Action	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>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>	<p><a href="#">Already completed.</a></p> <p><a href="#">Already completed.</a></p> <p><b>On track [target date pushed back to end July 2013].</b> Since the ICAI Girl Hub review, a no cost extension to the project has been agreed to end May 2014. As a result of this, DFID will contract an independent external consultant to undertake a 2013 Annual Review of Girl Hub, rather than a final</p>

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				<p>progress review. The timeframe for this independent review has been scheduled for July 2013 to ensure that progress against the annual logframe targets for May 2013 can be fully assessed. The independent consultant will also produce a final report presenting options on the future model of the strategic collaboration between DFID and the Nike Foundation beyond the end of the global Accountable Grant in May 2014.</p>
<p><b>Recommendation 2:</b>            Girl Hub should implement comprehensive and robust risk, governance, financial and performance management policies and processes. Girl Hub, DFID and Nike Foundation should ensure that their messaging is clear and consistent and that the</p>	<p>Accept</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</p>	<p>End April 2012</p> <p>July 2012</p> <p>July 2012</p>	<p><a href="#">Already completed.</a></p> <p><a href="#">Already completed.</a></p> <p><a href="#">Already completed.</a></p>



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<p>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. DFID should implement more thorough pre-grant due diligence for all partners.</p>		<p>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' approaches to innovation and risk and ways of partnering with them.</p>	<p>September 2012</p>	<p><b>Complete.</b> DFID has updated many of its internal and external communications resources for engagement with philanthropists and foundations. The external website and internal intranet have been updated and a central contact person has been listed. In January 2013, DFID hosted the first DFID-philanthropy event, in collaboration with the Association of Charitable Foundations, with around 45 attendees from UK-based philanthropic organisations. Feedback is now being analysed in order to make this into a useful annual event on</p>

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		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.	Full roll-out of guidance by end 2012.	the UK philanthropic calendar.  <b>Complete.</b> DFID's new due diligence framework was launched and took effect from 1 January 2013.