

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

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

| ICAI Recommendation | Accept/Partially Accept/Reject | Action specified in Management Response | Target date | September 2012 update |
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| <p>Recommendation 1: 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</p> | <p>End April 2012</p> <p>July 2012</p> <p>April 2013</p> | <p>Complete. The standard DFID Annual Review is complete and published. It produced 17 recommendations related to ensuring clarity of focus and strengthening of the logframe. A revised logframe has been approved by DFID and Nike Foundation (NF).</p> <p>Complete. The Girl Hub Monitoring and Learning (M+L) Plan is complete and is being rolled out at country level.</p> <p>On track. A no cost extension to the project has been approved in accordance with DFID rules. In April 2013 there will be an independently managed DFID Annual Review. At the project end date there will be an independently managed DFID Project Completion Report.</p> |

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| | | recommendations on options for support beyond the project end date in 2013. | | |
| <p>Recommendation 2: 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 roles and influences of each organisation are transparent and accountable.</p> | Accept | <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>End April 2012</p> <p>July 2012</p> | <p>Complete. Six month action plan to address ICAI recommendations was agreed between DFID and NF. All actions in the six month plan are completed.</p> <p>Complete Governance: The Chairs of the Senior Strategic Collaborative Group (SSCG) have approved the Girl Hub governance arrangements.</p> <p>Risk: The Chairs of the SSCG have approved the following Girl Hub risk management policies and procedures: child protection; anti-bribery and anti-corruption; whistle-blowing; conflict of interest; global risk register; and carbon emissions offsetting. DFID agreed with the Nike Foundation that it will: expand the Anti-Bribery and Anti-Corruption Policy to cover anti-fraud and working with partners by the next policy review in October 2012; and (ii) revise the Conflict</p> |

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| | | | | of Interest Policy to cover all Girl Hub staff (currently covers Trustees only) by October 2012. |
| | | <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 (June to May) 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</p> | <p>July 2012</p> <p>Nov 2012</p> <p>June 2012</p> | <p>Complete. Priority financial systems in place. <u>Finance:</u> The Chairs of the SSCG have approved the 2013 budget, which provides sufficient detail for DFID to perform audit discharge. Girl Hub has completed an internal audit and is now developing an action plan to implement the recommendations.</p> <p><u>Performance management:</u> See update under actions 1 and 2.</p> <p>On track. Audit certificates received for FY 2009/10 and 2010/11. On track to receive Annual Audited Statement for FY 2011/12 (covering NF fiscal year from June 2011 to May 2012) by November 2012.</p> <p>Complete. The SSCG met on 11 June to propose clarification of each organisation's role. The outcome has</p> |

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| | | can clarify their roles and ensure this is clearly communicated. | | been communicated and the feedback was used develop the governance arrangements. |
| <p>Recommendation 3: DFID should assess the options for Girl Hub's future in the light of the evidence to date.</p> | Accept | <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>Complete. See update under action 4.</p> <p>On track. The independently managed DFID Annual Review will be completed by April 2013 and will make recommendations on options for support beyond the project end date in 2014.</p> |
| <p>Recommendation 4: 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</p> | Accept | <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> | September 2012 | <p>Complete. DFID has fed in lessons from existing public-private partnerships to new programmes, such as the Strategic Case for the Girls Direct Assets Incubator. The 2012 DFID Annual Review of the Girl Hub was shared with private sector and innovation teams to strengthen lesson learning. DFID is developing an innovation policy during 2012, which will draw on the lessons from Girl Hub.</p> |

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| <p>should be implemented. DFID should implement more thorough pre-grant due diligence for all partners.</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>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>September 2012</p> <p>Full roll-out of guidance by end 2012.</p> | <p>On track. DFID internal online resources have been updated, and progress is on track to have external online resources updated by end September. DFID is planning to hold an annual event for UK-based foundations and is in discussions with external partners on how best to proceed.</p> <p>On track. Draft guidance on due diligence has now been developed and is being tested as part of a number of country office pilots running between August and October 2012. Guidance will then be updated to reflect 'lessons learned' before roll-out across DFID.</p> |