

Capacity Statement

Strengthening Civil Society Capacity to Engage with their Governments

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Highlights of this Capacity Statement

This Capacity Statement is submitted by *theIDLgroup Ltd*, an international development consulting firm. We are a multi-disciplinary team of experienced consultants, with wide ranging expertise in the fields of social and political analysis, livelihoods and governance. *theIDLgroup* has worked with civil society on several levels – *directly* through capacity building, and *indirectly* through the design of policies and projects that allow increased levels of engagement between government and civil society.

We offer our clients a range of skills and experience:

- 20 years of proven experience in managing development projects worldwide, particularly in **Africa, South Asia and East Asia**, and with a strong focus on participatory methods, civil society strengthening and capacity building.
- Experience with **large complex projects which increase governments' accountability** to their citizens by strengthening civil society. For example:

We were a member of the management consortium for the Rights and Voice Initiative (RAVI) in Ghana. This was a £4.7 million funding facility to strengthen civil society and enhance citizen engagement in relation to the respect, protection and fulfilment of civil, political economic, social and cultural rights.

We also have a strong track-record in the governance sector including several “Drivers of Change” studies. This experience includes a Drivers of Change study of Papua New Guinea for AusAID, growth diagnostics in Ethiopia for DFID and an analysis of the relationship between the Ethiopian state and its citizens following the divisive 2005 elections.

We have undertaken a civil society mapping exercise in Ghana to review a range of donor interventions in civil society, and opportunities for EU support, in the context of aid harmonisation and the Paris Declaration principles and supported civil society programme development for DANIDA.

- We have a **strong track record in livelihoods training and capacity building**. Specific examples include: Women’s Land Link Africa, review and evaluation (2009), a contract for Global Witness as an independent monitoring and evaluation service provider to assist in developing a Monitoring and Evaluation framework which also included supporting civil society organisations in Cameroon, Ghana, Liberia and Peru. We also conducted a Management review of the Nile Basin Discourse which supported advocacy measures by national organisations in the ten Nile Basin Countries.
- Extensive expertise in the **social, institutional, governance, social and environmental aspects of inclusive, pro-poor, economic growth**.
- A cadre of in-house staff consultants with **strong process skills**. These skills include consultation, research, communication and facilitation.
- The ability to source and attract additional high calibre **international specialists** to tackle both complex analyses of policy options, and their subsequent implementation.
- A proven **track record of productive working with national colleagues** and consultants, and at all levels within Governments.
- A thorough understanding of the political, institutional, historical and operational context surrounding the reforms and changes that Governments wish to make.

- Regional capacity in Africa and Asia, in particular through regional offices in West Africa (based in Accra, Ghana), East Africa (Kampala, Uganda) and East Asia (Hanoi, Vietnam), and a project office in Monrovia, Liberia.

Who We Are

theIDLgroup, established in 1993, provides advisory, analytical and process support services to the international development community, governments, non-government agencies, policy think-tanks and research groups. The firm has a proven track record of developing effective and workable solutions to complex problems, and translating theory into policy and strategy. *theIDLgroup's* work for development agencies is highly regarded, supporting clients and agencies to develop innovative programmes and instruments.



The group is made up of two brands, *theIDLgroup* and FRR, a division of *theIDLgroup*. FRR has over 20 years of experience, particularly in institutional reform and community driven development in the forestry and natural resource sectors. From our shared experience we provide advisory services in five interconnected areas:

- ④ Governance, institutions and political economy
- ④ Social development and civil society strengthening
- ④ Fragile and post-conflict states
- ④ Rural growth and livelihoods security
- ④ Natural resource management and environment

We have extensive expertise in civil society capacity building initiatives (Rights and Voice Initiative, Ghana), monitoring and evaluation (DFID Nigeria; DFID Ghana), mapping (e.g. civil society mapping in Ghana, EC 2008; civil society mapping for DFID Lesotho), and management of grant facilities for CSOs (e.g. DFID Ghana) and a management review for DFID of CSOs in the Nile Basin region. We not only work directly with civil society organisations but continue to support the rights-based approach to development through engagement with governments (e.g. design of a multi-stakeholder support facility in Cameroon) and multilaterals (e.g. UNDP developing capacities for voice and accountability). Our experience in this sector includes several civil society capacity initiatives in Ethiopia such as the management of the Civil Society Sector Monitoring and Research Project CSSMRP (DFID) and the Voice and accountability Initiative (DFID, Ethiopia) which analysed the relationships between the Ethiopian state and its citizens in the period following the 2005 elections. We have also recently been involved in compiling a retrospective baseline of civil society development during the period 2003 – 2008 before the recent enactment of the Proclamation of Charities and Societies to help the CSSMRP track changes in the sector.

We have 25 members of staff across in our main office in Bristol, UK and our regional offices in Uganda, Ghana and Vietnam. www.theIDLgroup.com.

theIDLgroup: quality assurance



theIDLgroup is uncompromisingly committed to delivering outputs of the highest possible quality with the objective of maximising the impact and effectiveness of our client's engagement with development policies and processes. In recognition of this theIDLgroup was awarded **ISO 9001:2000** certification for its quality management systems. ISO 9001: 2000 is a set of quality standards for systems, policies and procedures. theIDLgroup uses the ISO standards as a benchmark to ensure that our methods are of the highest possible quality.

theIDLgroup have been successfully assessed by an independent authorised body, against these internationally recognised standards, proving that quality assurance is of paramount importance to us. We consider the guidelines of the standard to be a key tool in our continual improvement processes. Our quality management system ensures that quality is fundamental to all work undertaken; complete satisfaction for our clients; that all procedures are practiced by all personnel at every level; and that measurement, analysis and improvement forms the basis for our product realization and outputs. theIDLgroup is committed to encouraging all those who work with us to be part of this process and to contribute to the success of the company and the individuals with whom we work.



INVESTOR IN PEOPLE

theIDLgroup is also certified as being committed to the principles of **Investors in People**. Goals are reached by an alignment of quality people supported by quality systems, procedures and policies. Working towards the Investor in People standard assists theIDLgroup in achieving the best possible business results through investment in its biggest and most valuable asset, its people.

This support and investment is as crucial for our associates as for our in-house staff. Performance review, training, teambuilding and evaluation all contribute to a dynamic and motivated team, working together to achieve the best outcomes possible. Both certificates of our quality assurance are provided in the annex.

Our approach to citizen-government engagement

- **We work at all levels: local, national, and regional (trans-border).** Much of our work involves facilitation of support at national and local level rights based approaches, but we also work to tackle major gaps at local level (grass-roots CBOs, community-based development). We also support regional (trans-national) issues that address conflict, resource use and environmental challenges that cut across national borders.
- **We help create links** between local, district and national processes. Our work helps in the analysis and development of the enabling environment for Citizen-Government Engagement (such as: laws and regulations on public consultation and participation; new structures for decentralised government; mechanisms to involve traditional authorities; information access)
- We work broadly with a **wide range of actors**. We work with Governments, the full range of civil society (including trade unions, traditional authorities and faith based groups) and with private sector actors. We facilitate dialogue and the opening up of new "spaces" for dialogue between the different actors. In post-conflict environments we engage with ex-combatants and commanders.
- We contribute to supporting **capacity building and capacity development** within civil society, and have designed and run trainings for civil society and others (please see above).
- We have designed and overseen **grant-making procedures** to support civil society, parliamentarians and other actors.

- We have strong **facilitation and process skills** – we apply these to make it easier for both Government and Civil Society to engage with each other more constructively.
- But politics matters too, and is critical for setting the context, the potential for improving Citizen-Government Engagement, and the sequencing of actions. We have strong skills in **political economy analysis**. In many post-conflict African states, a mix of economic fragility, weak public finances and “resource curse” challenges determine the options for service delivery, the effective roles of civil society and the agendas for effective advocacy and challenge. In Asia, some of the fast growing economies have now reached a point of transition where the next stage of economic reform and development will require more opening up of the political arena.

Our Track Record and Credentials

This section summaries the range and depth of *theIDLgroup's* experience in supporting citizen-government engagement, in five areas:

1. Supporting the development of civil society
2. Strengthening national governance and accountability mechanisms
3. Improving dialogue with parliamentarians
4. Fostering citizen-government engagement at local levels
5. Facilitating effective, communication, consultation and engagement processes.

Supporting the Development of Civil Society

Ethiopia: Interim Management of the Civil Society Sector Monitoring and Research Project CSSMRP (DFID, Oct 2009 – March 2010).

The Monitoring team worked towards the establishment and implementation of an interim facility to monitor and enforce the impact of the Charities and Societies Proclamation. In particular, *theIDLgroup* supported (i) implementation of the emerging monitoring framework for tracking change during the Transition period, (ii) the momentum established during the design consultancy in terms of multi-stakeholder engagement and dialogue around the monitoring issue, and (iii) produced a retrospective baseline of the sector looking at the periods from 2003 – 2008.

Ethiopia: A Retrospective Baseline of Civil Society from 2003 – 2008 for the CSSMRP (DFID, Feb – March 2010). The CSSMRP commissioned a retrospective baseline comprised of two components. *theIDLgroup* were responsible for completing a documentary analysis (component one) of civil society from 2003 – 2008 before the Proclamation of Charities and Societies was enacted. This report has been used as a baseline to track changes within the sector since the new legal and regulatory framework was put in place. The baseline was based wholly on published documents, speeches and reports circulated during the baseline period (2003 – 2008).

Kosovo: Design of a Voice and Accountability Civil Society Programme, DFID (May-July 2010). *theIDLgroup* provided the Lead Consultant on a design mission aimed at a voice and accountability programme.

Philippines: Civil Society Fund Design for the Philippines Australia Community Assistance Program PACAP, (AusAID, March – June 2010).

theIDLgroup design team developed the design documents for a ‘design and implement’ model, including a contractable Scope of Services (SoS) and Basis of Payment (BoP) for the future tender process. *theIDLgroup* team consulted with other key stakeholders, including development partners, active in the sector and proposed goals and objectives appropriate to a civil society fund that includes a small grants facility that build on and continue to promote the flexibility, responsiveness,

innovation, advancement of broader bilateral interests and Australian Government's visibility. *theIDLgroup* recommended a cost-efficient structure for a small grants facility and developed appropriate governance arrangements including roles and responsibilities of partners (including the implementing partner) and most viable oversight mechanisms that included all stakeholders. We examined the feasibility and viability of delivery options available, including an assessment of the viability of local implementing organisations relative to international organisations and participation of other development donors. Furthermore *theIDLgroup* developed a monitoring and evaluation plan including elements of the M&E Framework of the current PACAP, including necessary baseline information gathering for the measurement of performance of the PACAP-CSF. We prepared a Logical Framework and incorporated, where applicable, analysis and equity strategy on gender, anti-corruption, partnerships, the environment, disaster risk reduction and disabilities.

Africa Regional: Management Review of the Nile Basin Discourse (DFID, 2007-2008)

theIDLgroup was engaged to undertake a management review of a 10-country civil society organisation – the Nile Basin Discourse (NBD) - which supports advocacy measures by national organisations in each of the 10 Nile Basin countries (namely Burundi, DR Congo, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, Sudan, Tanzania, Uganda,). The NBD is intended to engage in particular with major transboundary initiatives, such as those funded by the Nile Basin Initiative, which include irrigation, hydropower, environmental and transport investments. The review provided recommendations on improved governance for the Nile Basin Discourse, and was conducted alongside consultants from the Kenya Centre for Corporate Governance.

Central Europe / Balkans: Civil Society Advisory Support (DFID, 2009-2010)

Advisory support to develop an influencing strategy for increasing transparency and accountability in the Balkans, through country teams, EC and FCO partnership. Specific outputs of the assignment include developing a joint FCO, EC, DFID How to Note on civil society's role in enhancing transparency and accountability, summary of national policy, legislation and institutional processes, case studies of civic engagement with government and broad civil society technical support on an on-going basis.

Ghana: Rights and Voice Initiative (DFID, 2004-2009)

theIDLgroup (FRR) is a member of the management consortium for RAVI a £4.7 million funding facility to strengthen civil society and enhance citizen engagement with the state in relation to the respect, protection and fulfilment of civil, political economic, social and cultural rights. Civil society organisations benefiting from RAVI include mining advocacy groups; forest watchdogs; agricultural trade unions; and local CBOs. A particular emphasis of RAVI is capacity building of community-based organisations (CBOs) and national NGOs. *theIDLgroup* is responsible for designing in rights-based advocacy, running the monitoring and evaluation system and providing advice on the design and implementation of grant-making and funding mechanisms.

Ghana: Design mission for Good Governance & Human Rights Programme Phase II (Danida, 2008)

The Danish Government's good governance strategy focuses on public sector management, and underscores that the agenda is much wider, encompassing human rights and democratisation, the media, the judicial sector and the rule of law. The Danish funded Good Governance and Human Rights Programme II (GGHRP II) has incorporated this holistic view on governance. The programme has two components: support to justice institutions and support to civil society and the media. *theIDLgroup* provided civil society expert knowledge in a 10 person team to design GGHRP II and were responsible for research, analysis, design and writing of the programme component for future Danish support to civil society. The output of the assignment was a final draft programme document compliant with DANIDA's Aid Management Guidelines. GGHRP II, with a total budget of DKK 170 million, was signed by the Danish and Ghanaian government on 12 November 2008

Ghana: Civil Society Mapping (European Union, 2008)

theIDLgroup led a team charged with undertaking a comprehensive review of civil society in Ghana. The assignment included structured interviews with civil society, non-state actors and government officials. *theIDLgroup* reviewed a range of donor interventions in civil society, and opportunities for EU support, in the context of aid harmonisation and the Paris Declaration principles. Outputs included preparation of a tender dossier and fiche for subsequent programme funding.

Ghana: Civil Society Strengthening Facility (DFID, 2003-2004)

A simple, quick-disbursing funding facility that extends small grants for initiatives that strengthen the advocacy capacity of civil society groups to participate in the forest policy process. FRR, a division of *theIDLgroup*, managed the programme, which reached “grass-root”, community based organisations in the high forest zone, focussing on the rights of communities and individuals in regard to the use of land and trees.

Nigeria: State Accountability and Voice Initiative (DFID, 2009-2014)

theIDLgroup has been contracted to provide M&E technical assistance, to determine M&E priorities and provide hands on technical support to SAVI, a 5 year civil society strengthening programme concerned with improving Nigeria’s use of its own resources. SAVI ensures the efficiency and effectiveness of selected state level governments’ use of public resources is enhanced. For SAVI this is interpreted as: “Civil society and government better fulfilling their roles and responsibilities in achieving improved use of public resources (reflecting measures of effectiveness and efficiency), which is more socially inclusive and responsive to citizens’ rights and demands”.

Vietnam: Civil Action for Socio-Economic Inclusion in Natural Resource Management (CARE Denmark, 2008 & 2009)

The CASI Program works towards the goal of improving the livelihood security of natural resource dependent poor through partnerships with, and support to local civil society organizations engaged in poverty reduction at various levels, including community-based groups and organizations, farmers’ cooperatives, non-government organizations (VNGOs), professional associations and mass organizations. *theIDLgroup* has provided services to this programme by leading a study on the underlying causes of poverty for ethnic minority groups in Vietnam, conducting a final evaluation of Phase II (2004-2009) and assisting with the design and development of Phase 3 (2010-2015) which takes a rights-based approach and places a greater focus on the most vulnerable groups in society.

Monitoring and Capacity Building Initiatives

Global: Mid-Term Review of MDG3 Accountability Initiative (May-August 2010).

theIDLgroup provided the Lead Consultant to carrying out a mid-term review for the Huairou Commission’s current support to women’s organisations working on land and housing governance. *theIDLgroup* are responsible for measuring change in government responsiveness and accountability towards women’s land and housing rights, interviewing key stakeholders on changes for grassroots women in voice, accountability and responsiveness, defining empowerment indicators and final analysis for future programme support.

Global: Impact Evaluation of PLAN PPA, PLAN (June – Oct 2010).

The assignment is to evaluate the performance of the PLAN PPA 2008 – 2011 programme in Asia and Africa. *theIDLgroup* is responsible for developing the evaluation protocol, carrying out fieldwork for four case studies – Cambodia, Malawi, Kenya and the UK; and assessing the impact of the PPA funds in good governance and social accountability.

Ethiopia, Assessment of local capacity builders (SNV, 2007).

The assignment involved identifying and assessing the capacity of local NGOs, consulting firms and knowledge based institutions that are engaged in capacity building in the areas of good governance, water and energy, human rights, market access, food security, HIV/IDS and gender mainstreaming (MMA).

Africa (Regional): Women’s Land Link Africa, review and evaluation (WLLA, 2009).

WLLA is a joint regional initiative to strengthen women’s land and housing rights in Africa. *theIDLgroup* were contracted to provide WLLA with a practical and effective M&E plan in line with the project log-frame, a “How-to handbook” for grassroots women, as well as training & capacity development.

Global: Making the Forest Sector Transparent (Global Witness/DFID, 2009-2012).

theIDLgroup was contracted by Global Witness as an independent monitoring and evaluation service provider to assist in developing an M&E framework for the project. We are supporting CSOs in Cameroon, Ghana, Liberia and Peru over the course of the four year project period.

Bangladesh: Manusher Jonno (DFID, 2005).

MJ aims to enhance the capacity of poor women, men and children to demand improved governance and the realisation of their rights. *theIDLgroup* was recruited to provide external M&E capacity- building support. Services included: providing general M&E training to MJ staff, supporting the MJ M&E specialists to finalise log frame revision and to develop a system of objective external reviews of funded projects which relieved project managers of the dual role of technical advisor and monitor.

Global: Monitoring and Evaluation Approaches (DFID, 2001).

theIDLgroup produced a DFID publication on Monitoring and Evaluation (M & E) and Livelihoods which looked at the changing role of M & E and Impact Assessment.

Ghana: Support to Environmental Policy Formulation, Government of Ghana (EU, 2009)

theIDLgroup was engaged to assist the Government of Ghana in the preparation a Policy Document for Environment and Natural Resource Sectors in Ghana. The policy document focused on the sub-sectors of mining, forestry and environmental protection, but also highlights cross-sectoral issues that relate to governance and environmental protection and supports areas where the Government has adopted processes with an international dimension. Key cross-cutting issues included: climate change, sustainable land management (SLM) and financing for the environment sector. The outcome was achieved through a structured, participatory process, and encouraged Government to engage with civil society and other stakeholders in the formulation of the statement of policies. The final statement was endorsed and signed by the Ministers of Finance & Economic Planning; Land and Natural Resources; and Environment, Science & Technology. In addition, *theIDLgroup* was assisted the Government in the preparation of its Letter of Development Policy for a second Development Policy Loan from the World Bank, under the Natural Resources Environmental Governance (NREG) Program.

Strengthening Governance and Accountability Mechanisms

Cameroon, Sierra Leone, Uganda and Zambia: Global Drivers of Corruption at the Local Level (OECD DAC, 2010).

Working with the OECD DAC to develop and propose an analytical framework for examining the international factors impacting on corruption at the country level. The framework will be illustrated through four country case studies: Cameroon, Sierra Leone, Uganda and Zambia. A joint team of highly experienced consultants from *theIDLgroup* and the Policy Practice undertook desk studies to

examine the main international factors impacting on the quality of governance, particularly corruption at the country level. The countries were pre-selected and are those where the DAC has been, or will be, engaged in supporting a collective donor approach to corruption

Eastern Europe: Developing Capacities for Accountability & Voice (UNDP, 2008)

theIDLgroup was engaged by UNDP to support the agency's capacity development initiatives in local (decentralised / municipal) governance and accountability, in Eastern Europe. A background paper and thought-piece addressed the main question "How can one increase the responsiveness of local government authorities and service providers to the concerns of the poor, and how can poor people and their advocates – Civil Society Organisations (CSOs) and other Non-Governmental Organisations (NGOs) - hold them accountable to the commitment to reduce poverty?" Four case studies were developed to support the paper and training event, and allow participants to investigate and explore concepts and issues relating to voice and accountability in service delivery at the local level. The case studies provided examples of local level accountability in a variety of contexts in Eastern Europe and CIS. We also facilitated a two-day workshop exploring the latest thinking on accountability and voice mechanisms for participation in public service delivery. The paper and workshop aimed to improve knowledge and effectiveness of UNDP staff working in Eastern Europe, Balkans, Caucasus and Central Asia.

Ethiopia: Defining the political opportunities and constraints in key Ethiopian sectors (DFID, 2009)

In conjunction with ODI, *theIDLgroup* provided political economy analysis, defining the political opportunities and constraints in key Ethiopian sectors for promoting faster growth. This project builds upon DFID's new framework understanding, why some countries fail to accelerate growth despite apparent commitment to the goal. This framework incorporates growth diagnostics with political economy analysis. Work included: (i) determination of a selection of policies that stand the greatest chance of delivering on growth in two or three key sectors, and (ii) analysis of where broad consensus lies, determining the level of commitment to developing credible growth strategies/policy options and an assessment of capacity to take those strategies forward.

Ethiopia: Productive Safety Net Programme (PSNP) (DFID, World Bank and CIDA, 2006-2007)

theIDLgroup has provided a number of key analytic and strategic inputs into Ethiopia's PSNP, a social protection programme reaching 8 million rural Ethiopians. Funding has been from DFID, World Bank and CIDA. The focus was to establish effective accountability and transparency systems at all levels of programme implementation and to build consensus at the local, regional and national level for recommended reforms.

Ethiopia: Voice and Accountability in Ethiopia (DFID, 2006)

In a Drivers of Change study for DFID, *theIDLgroup* analysed the relationship between the Ethiopian state and its citizens in the period following the divisive 2005 elections. This study helped to frame DFID's understanding of citizen voice and state responsiveness in Ethiopia as the country office revised its country assistance toward support for sub-national service delivery, civil society strengthening and social protection. In a Drivers of Change study for DFID, IDL analysed the relationship between the Ethiopian state and its citizens in the period following the divisive 2005 elections. This study helped to frame DFID's understanding of citizen voice and state responsiveness in Ethiopia as the country office revised its country assistance toward support for sub-national service delivery, civil society strengthening and social protection. IDL provided the Team Leader for the of Drivers of Change analysis which presented understanding of when, where and how citizens are able to make demands on the state and when and why the state is willing and able to respond, to inform DFID's Country Assistance Plan.

Ghana: Improving Access to Forest Revenue Information (FSDP2, DFID, 2003-2004)

As part of a long-term Forest Sector Development Project, we encouraged and supported the publication of information on the distribution of forest revenues in Ghana (which are shared between the state, local government, local chiefs and traditional authorities). Publication of this information provided opportunities for beneficiaries and CSOs to better hold the state to account in the delivery of local revenues. Consultants from FRR also delivered training on forest revenue mechanisms to Ghanaian media and journalists.

Ghana: Land & Policy Support Facility (DFID, 2003-2006)

This facility, managed by FRR, supported activities that would: enable the Ministry of Lands and Forests to improve the quality and relevance of policies and legislation submitted to the parliament; ensure coherence between forest and land policies and broader GoG goals, such as those set out in the national Ghana Poverty Reduction Strategy (GPRS); enable the Boards of the Forestry and Lands Commissions to better regulate their sector. It also facilitated the translation of policy into practice enabling policy makers to take better decisions on operational and implementation matters within their remit and to provide better advice and policy guidance to the Ministry.

Ghana: Agricultural Services Sub-sector Investment Programme (AgSSIP) – Planning, Design and Implementation Support Mission (DFID, 2005)

Improve the effectiveness, coherence and coordination of Government of Ghana and donor efforts in the rural sector in line with wider public sector reform processes. *theIDLgroup* was involved in supporting innovative reforms and mechanisms for more effective and inclusive agricultural policies and services in Ghana, particularly involving the private sector and civil society.

Pakistan and Ethiopia: Strategic Governance and Anti-Corruption Assessment (2007-2008)

theIDLgroup piloted the SGACA process in Pakistan and applied it in Ethiopia for the Netherlands Ministry of Foreign Affairs. The SGACA process supports more effective and strategic engagement of the Netherlands' Embassy in governance and anti-corruption and contributes to the Embassy's multi-annual strategic planning process. Process included drafting a Power and Change (political economy) analysis and planning and facilitating workshops for key national and international stakeholders.

Papua New Guinea: Drivers of Change (AusAID, 2008-2009)

theIDLgroup is currently working with the Australian Government and other development partners to design and oversee a political economy analysis of Papua New Guinea. The study will explore those factors that are inhibiting pro-poor change, good governance and growth and provide AusAID and other development partners with operational implications.

Zambia: Enabling Environment Project Design (Private Sector Zambia, 2004)

Provided institutional and governance, environmental and social development inputs into the design of the Zambia Enabling Environment Project. Analysed the institutional and political terrain in which policy is made in Zambia, explored the actors involved in influencing and determining policy, and examined the roles that evidence and consultation play in policy processes. Drafted the report, *The Political Economy of Policy Making in Zambia*. Provided specialist environmental advice to ensure the effective integration of environmental issues within the programme and its sustainability. Provided social development inputs into the project design to ensure that the project contributed to the livelihoods of poor farmers and that it contributed towards reducing social exclusion in Zambia.

Zambia: Governance and general budget support (Netherlands Ministry of Foreign Affairs, 2009)

theIDLgroup worked with donors to explore ways in which progress can be made on the underlying principle relating to Governance of Zambia's Poverty Reduction Budget Support programme.

theIDLgroup explored ways to improve dialogue between donors and government and suggested indicators to measure progress on the underlying principle relating to governance.

Improving Dialogue with Parliamentarians

Cameroon: Design of a Multi-Stakeholder Forest Sector Support Facility (DFID, 2005)

The facility is designed to complement the Government of Cameroon's Forest and Environment Sector Programme (FESP) and forms part of a DFID programme of support to the forest sector in the West Africa region. The facility supports Parliamentarians, civil society and private sector actors, in order to provide a more informed and constructive dialogue on forest sector reforms and rights. An area of particular concern was the rights of the most poor and vulnerable forest dependent groups, including pygmy peoples of south west Cameroon.

Ghana: Parliamentary Select Committee on Lands and Forestry (2004-2006)

theIDLgroup's FRR Division was engaged to provide targeted support to the Parliamentary Select Committee on Lands and Forestry. The aim of the project was to assist Parliamentarians to become better informed on key issues that were emerging in land forest and wildlife sectors, and to allow them to contribute more fully to the debate on upcoming legislation (e.g. on land laws, competitive bidding regulations, new wildlife legislation) and multilateral trade negotiations. We managed a study tour for Parliamentarians with visits to land sector agencies in the United Kingdom. The Parliamentarians met with counterparts in the UK and Kenya Parliaments, and also in the pan-African environment group of Parliamentarians.

Malawi: Forest Plantations Initiative (DFID, 2002-2005)

FRR, a division of *theIDLgroup* was engaged to provide project management for the commercialisation of Malawi's industrial forests. The resource was neglected and there was urgent need for new investment in processing facilities to add value to a wasting asset. We undertook national level consultations on options for reform, including stakeholders that had previously been neglected. We organised tours for Parliamentarians, the Minister of Land and the Minister of Natural Resources to see relevant reforms elsewhere in Africa. Strategic studies were made on land tenure, access rights for forest users, commercial valuations, legal issues, and employment and labour concerns. We then provided detailed operational transaction documents that provided for social protection, as well as the legal documents as a basis for transparent concession transactions (to be managed by the national Privatisation Commission).

Fostering Citizen-Government Engagement at Local Levels

Bangladesh: The Chars Livelihood Assistance Scoping Study (DFID, 1999 – 2000)

DFID-Bangladesh were approached by RDRS, the largest NGO working in north-west Bangladesh, with a proposal for a project aimed at assisting the poor in the flood-affected areas (riparian Chars) of 5 districts in NW Bangladesh through livestock-based support. DFID funded a team to visit the proposed area, and to assess the opportunities for DFID involvement and provide a scoping report. Our work explored the social, economic, institutional and physical vulnerability of some of Bangladesh's poorest people. Our scoping study determined that the 5 – 10 million inhabitants of this region would continue to be socially and economically marginalised unless a concentrated and multifaceted approach to social protection, vulnerability reduction and institution strengthening was undertaken. This work led to the design and implementation of a £50+ million DFID Chars Programme.

Cameroon: Community Forestry Development Project (DFID, 2000-2002)

FRR (a division of *theIDLgroup*) worked with the Ministry of Environment and Forests, Government

of Cameroon, to develop the capacity of central and decentralised government and non government organisations to support the implementation of community forestry and wildlife areas. Our roles included:

- Institutional strengthening and development of the Ministry of Environment & Forests
- Capacity-building for government and other institutions in community (participatory) forestry and wildlife management
- Consultation / education/awareness raising, promoting community forestry
- Development of a national community forestry network
- Legislative and policy reform regarding forest resource management

Cambodia: Support for Local Development in Prey Veng and Svay Reing Project Participatory Livelihoods Study Mission - Cambodia (2002)

Commissioned to analyse livelihoods of rural poor in proposed project area including livelihoods strategies, vulnerability, capital, policy and institutional environment. Prepared a poverty analysis to propose criteria to target project assistance. Assessed strengths and constraints of target group and opportunities and priorities for social and economic development. Prepared a gender analysis.

India: Himachal Pradesh Forest Sector Reforms Project (DFID, 2003-2007)

The project goal is the sustainable livelihoods of poorest forest dependent communities in Himachal Pradesh. The project purpose is to establish and implement an integrated and cost effective strategy for sustainable forest management (SFM) and enhanced livelihoods of the poorest forest-dependent women and men in Himachal Pradesh. This is being achieved through the following project components: developing a multi-stakeholder forest sector policy and strategy; strengthening government and NGO institutions to enable them to provide integrated livelihood support mechanisms at the community level; a cost effective model for empowering and supporting the poorest forest-dependent women and men; and dissemination of project experience and lessons.

India: Orissa Forest Sector Support Project (DFID, 2006 – 2008)

FRR worked with the state Forest Department in Orissa, India, to develop the forest sector's capacity to generate socially and environmentally responsible investment and enterprise development as part of the State's Industrial Policy Resolution. The project aims to promote sustainable income generation and improve the livelihoods of poor forest dependant tribal communities, whilst ensuring the protection of the forest resource, to contribute towards the State Government's objectives of pro-poor economic growth.

Kenya: Poverty and Environment Initiative - Kenya Country Programme Formulation Phase (UNDP, 2003-04)

Mission to undertake wide stakeholder consultation at national and local levels in order to inform the development of a poverty-environment programme for the GoK. The objective was to to strengthen capacity in the GoK to better address poverty-environment relationships in national planning processes in order to ensure sustainable poverty eradication. Ensured linkages to existing programmes so that capacity to address poverty through sound environmental management was strengthened.

Uganda: Support to Developing a Framework for the Modernisation of Agriculture (PMA) (Government of Uganda, 1998-2003)

Changing the rules of the game - guided and facilitated a long-term process for the reform of governance of the agriculture sector including agricultural research, to an effective pro-poor institutional framework.

Zimbabwe: Review of community based approaches (DFID, 2006)

theIDLgroup led a team to review how community based approaches were being used in the DFID Protracted Relief Programme in Zimbabwe. The review involved developing an analytical framework for assessing appropriateness of community based approaches, undertaking participatory field work across Zimbabwe and making recommendations to improve the use of community based approaches in a protracted relief programme.

Vietnam: Vietnam Conservation Fund – Northern Region Technical Assistance (NRTA) (Government of Vietnam, 2007-2010)

The Vietnam Conservation Fund (VCF) is an innovative financing mechanism which provides grants to sites of international importance to biodiversity conservation in Vietnam. The grants are utilised to build the capacity of protected area management boards to manage and protect important conservation areas. A very significant part of the project however relates to communities residing within protected areas and/or on the periphery and dependent on their natural resources. Our technical assistance team firmly believes that effective conservation management cannot take place unless such communities are actively engaged. VCF represents the first nationally approved pilot seeking to develop collaborative management and benefit-sharing mechanisms between communities and protected areas. As such, the NRTA is helping to create a model framework for fostering citizen-government engagement at local levels and more inclusive and participatory forms of forest resource governance which incorporate the perspectives of very remote, marginalised and usually ethnic minorities, through the establishment of community-based institutions and consultation processes.

Vietnam: Social Forestry & Nature Conservation (SFNC) in Nghe An (UNDP/GEF, 1999-2004)

Development of an appropriate conservation and management programme for Pu Mat National Park (NP) and buffer zone. This involved the design, implementation and management of conservation programmes for the NP Management Authority; design, implementation and management of institutional development programmes for NP staff; development and implementation of a project-wide M&E system; preparation of Project Impact reports at the end of the project cycle using the data so collected; training needs assessments for forest protection staff; capacity building for protected area rangers and the design and implementation of an Environmental Education programme and community based participation in regulation of the resource.

Facilitating Effective Consultation and Communication Processes

Bangladesh: Changing Lives for Women and Girls in Bangladesh (DFID, 2000-2004)

theIDLgroup conducted research for and authored a series of publications for DFID from 2000-2004. This accumulated in the book, “Breaking New Ground: Livelihood Choices, Opportunities and Tradeoffs for Women and Girls in Rural Bangladesh.” The work helped to shape DFID Bangladesh’s understanding of the impact of change on women and girls in rural areas – both positive and negative – and proposed ways in which programming might be affected. The 2004 study was commissioned to support ongoing work to implement DFID’s Country Assistance Programme (CAP), titled ‘Women and Girls First’. The CAP includes work streams in economic growth, human development, and rights and governance. This study aimed to provide staff undertaking each CAP work stream with some fresh insights into the changing lives of women and girls in rural Bangladesh. Outputs included: Gender-based, social research on women and girls in Rural Bangladesh; Extensive village field work, consultations, analysis and reporting; proposed next steps for DFID Programming for women and girls.

Ghana: Consultation on Fiscal and Taxation Reform (DFID, 2003-2005)

As part of the Forest Sector Development Project, we established mechanisms for debate and discussion on the highly contentious issue of forest taxes and royalties. Separate consultation and

working groups were set up for civil society, government, private sector to enable each group to establish their negotiating positions prior to coming together to agree opportunities for reform and exchange of views.

Global: DFID Framework Contractors for Development Communications Services (2000)

Together with PANOS and a number of other partners, *theIDLgroup* was a member of a consortium, “the Communication for Development Consortium” selected by DFID to provide development communications support to in-house DFID staff and call-down advisory work in providing communications specialists, reviews, training and media advisory support.

Kenya: Institutional Strategic Environment Assessment (World Bank, 2006-2007)

A team of Sector Environmental Assessment (SEA) specialists from *theIDLgroup* were contracted to carry out an institution-centred strategic environmental assessment (I-SEA) of the Forest Act in Kenya. The purpose of the I-SEA is to inform and influence the process of implementing the Forest Act, indirectly inform the policy dialogue regarding sustainable use of natural resources for national development and draw lessons to refine future I-SEAs. Through extensive consultations, the I-SEA process contributed to:

- Increased understanding of political economy factors affecting implementation of the Forest Act (the Act was highly contested by stakeholders with different claims in regard to forest rights and access)
- Identification of priority concerns, intersectoral linkages and opportunities from an environmental and poverty alleviation standpoint regarding implementation of the Forest Act
- Establishing the institutional, governance (including Local Government) and financial conditions needed for addressing these priority concerns and intersectoral linkages and taking advantage of these opportunities;
- Formulating proposals for addressing these priority concerns and intersectoral linkages, including a policy matrix for monitoring implementation of the Forest Bill.

Nigeria: Community Forestry – Cross River State (DFID, 1999-2002)

The project aimed to develop the capacity of all stakeholders to manage community forests throughout Cross River State in a sustainable manner, and to develop a pattern of relationships between stakeholders that allows optimum benefits from sustainable forest management to be realised.

Rwanda: Land Reform in Rwanda (DFID, 2004)

theIDLgroup produced a detailed five year plan for taking land reform forward in Rwanda. Entailed close consultations and building consensus with key Ministries, donors, civil society and other key stakeholders. The plan was the basis of DFID’s support to the land reform process in Rwanda.

Vietnam: Support to the Marine Protected Area Network in Vietnam (DANIDA, 2006)

Our scope of work on this assignment was to assist the Management Board of Cu Lao Cham MPA and MPA Project to review and update the physical, legal and human resource developments relating to the MPA Zoning Plan. In particular assess the provincial regulations governing the zoning plan for Cu Lao Cham MPA and the training course in interpretation and enforcement of these regulations already provided by local trainers from Quang Nam Department of Fisheries (DoFi). Additionally work with the MPA Management Board and provincial DoFi to agree how the MPA regulations and local training capacity for patrolling and enforcement of the MPA zoning plan can be improved.