

Capability Statement

Securing land and natural resource rights in Africa

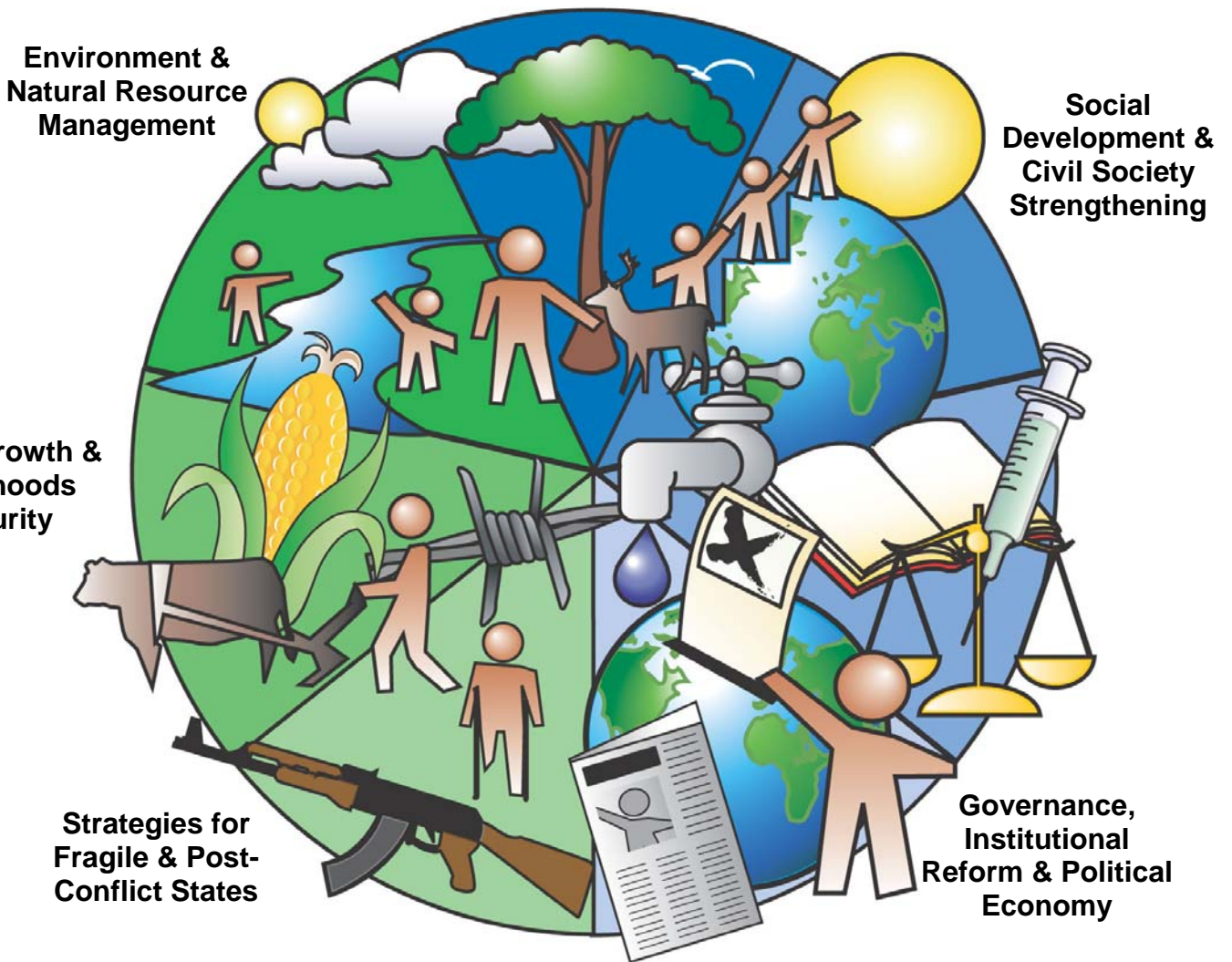
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Our Portfolio



Poverty: unacceptable and unnecessary
theIDLgroup is a private sector development organisation
committed to delivering professionalism and fresh perspectives
to the challenge of eradicating global poverty

Highlights of this Capacity Statement

This Capacity Statement is submitted by *theIDLgroup Ltd*, an international development consulting firm. We specialise in helping governments and aid agencies to realise the opportunities for more secure pro-poor economic growth, through better policy measures and more effective institutional relationships between actors in the land, social, and natural resources sectors. We are a multi-disciplinary firm, able to bring a wide range of skills to bear, including social, environment, governance, and policy analysis.

We offer our clients in Africa:

- **20 years of proven experience** in managing development projects worldwide, but particularly in Africa, and with a strong focus on participatory methods.
- **Experience with large complex projects which go to the heart of challenges over land, natural resource, tenure, access, rights, and institutional reform.** For example:
 - We currently hold a framework contract to monitor the multi-donor **Land Administration Project** in Ghana. This includes monitoring of institutional reform of both (a) the state land administration, and the creation of a new Lands Commission and (b) decentralised customary land administration by chiefs
 - We were engaged over five years to support **the creation of the Forestry Commission of Ghana**, this was a \$14 million project which provided technical assistance, change management, training and capacity building, plus the project management of a new headquarters building housing over 300 staff
 - We are undertaking **a conflict mapping exercise throughout Liberia** to assist the Truth and Reconciliation Commission to reveal root causes of former conflict, including issues of contested access to land and resources.
- Extensive expertise in the **social, institutional, governance, social and environmental aspects of land and natural resource** management projects elsewhere in Africa.
- A cadre of in-house staff consultants with **strong process skills in the management of consultations, communication and negotiations, and the facilitation of dialogue.**
- 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 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**, in particular through a **West Africa regional office in Accra**, which supports clients and projects in Anglophone and Francophone countries of the region, and has particular strengths in land and natural resource management, social analysis of conflict and contested rights, and civil society strengthening. Staff in our **East Africa regional office** in Kampala have a special focus on policies for rural growth, strategies for research and innovation, and value addition for export markets.

Who We Are

theIDLgroup Ltd, established in 1993, is a private sector development organisation committed to delivering professionalism and fresh perspectives to the challenge of eradicating global poverty.

We are based in Bristol, England, and provide international development consultancy services in Africa, Asia, Eastern Europe, the Americas and the Pacific. In 2007, *theIDLgroup* integrated with FRR, which specialises in natural resource management, forestry, biodiversity conservation and protected area management. We have offices in West Africa, East Africa, South Asia and South-East Asia.

The skills and experience of *theIDLgroup* and FRR are highly complementary. The integration of the two firms in 2007 strengthened the breadth and quality of the services we offer to our clients in pursuit of economic development and sustainable poverty reduction.

Together, *theIDLgroup* and FRR provide advisory services in five inter-connected areas:

- 1) Rural growth and livelihood security
- 2) Natural resource management and the environment
- 3) Governance, institutional reform and political economy
- 4) Social development, and civil society strengthening
- 5) Development strategies in fragile and post-conflict states



The primary 'product' of *theIDLgroup* is an informed process of policy development and institutional reform. It delivers this through consultancy, facilitation, training and mentoring.

We provide training, research and advice on how to configure policies and institutions so that poor people can survive and thrive in an equitable way, access their basic rights and derive robust livelihoods that maintain environmental resources.

We are regularly involved in helping major donors think through their policies at a corporate level and their programmes and strategies in-country, as well as working with national Governments, local-level administrations and civil society groups.

The group is committed to consistently delivering work of the highest possible quality, and is accredited with both ISO 9001 and 'Investor in People' standards.



INVESTOR IN PEOPLE

Land and Natural Resource Rights in Africa: Examples of Relevant Experience

Africa Regional: Strengthening Research in West & Central Africa (CORAF/WECARD, 2006)

theIDLgroup was engaged to provide technical services to develop plans to strengthen agricultural research in West and Central Africa, by the sub-regional research organisation (CORAF/WECARD) which represents 21 countries within the region. Tasks included:

- Revision of the sub-regional strategic plan for agricultural research cooperation (including broader natural resource management and policy components)
- Preparation of a five-year operation plan for CORAF/WECARD to facilitate the implementation of the West & Central African Agricultural Productivity Program.
- Preparation of a change program for CORAF/WECARD.
- Facilitation of consultation processes and workshops in the sub-region.

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

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.

Cameroon: Forest Plantation Strategy Development (Govt of Cameroon, 2002)

FRR was engaged to develop a national strategy for a private sector driven forest plantation development programme. Components included identifying land tenure, rights and ownership-related issues which have bearing on moves by individuals, communities and industrialists to create plantations, including defining the framework for land lease and methods of calculating rents.

Equatorial Guinea: Forest & Environmental Protection Project (FAO, 1990)

FRR was engaged by FAO to review proposals for conservation and wildlife under in Equatorial Guinea. Responsible for identifying investment opportunities for conservation and wildlife management. Recommendations were made on government policy, land

tenure, traditional rights and institutional development. Assessments of environmental impacts of TFAP proposals were also made.

Ghana: Framework Contract: Support to the Ghana Land Administration Project (DFID 2005-2010)

The Land Administration Project (LAP) is a major reform of land administration and land management in Ghana, supported by a range of development partners, including the World Bank, DFID, GTZ, CIDA and the Nordic Fund. The project aims to stimulate economic development, reduce poverty and promote social stability by improving security of land tenure, simplifying the process for accessing land and making it fair, transparent and efficient, developing the land market and fostering prudent land management. The purpose of the DFID-financed component is to support the development of Customary Land Administrations in Ghana as effective and accountable local structures for administration of land. Particular attention will be paid to strengthening the capacity of CLAs to address the needs of diverse populations within their communities, and recognise the great range of customary tenure systems in different regions of Ghana. *theIDLgroup* provide international and national consultants who represented DFID in the monitoring of this multi-donor programme, and participated in Implementation Support Missions (ISMs) and Mid-Term Reviews (MTRs) of the project, including assessments of progress on:

- Land policy and land legislation
- Institutional development, including proposals for a new Lands Commission
- Systematic land titling, survey, ortho photo, and geodetic information components
- Land valuation and cadastre
- Socio-economic planning and development, gender, and land use planning
- Project management, including procurement and financial management arrangements.

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.

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: Western Region Agro-Forestry Project (EU, 1992)

Review of proposals for a project which would develop and promote the use of agroforestry in the western region of the country. At this time there was great pressure on land resources in the area, including fuelwood reserves, following an influx of migrant farmers from other regions. An increase in the employment of agroforestry systems was seen as a way of alleviating the pressure on the resource. Following a review of traditional agroforestry practice and methods for maintaining soil fertility; socio-economic analysis of major cropping systems and timber/non timber practices and consideration of the impact of agricultural products on natural forest areas and on soils, recommendations were made for agroforestry development, research and institutional strengthening.

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 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.

Ghana: Country Environment Analysis (World Bank, 2005-2006)

FRR provided consultants who focussed on the institutional, forestry and wildlife components of this analysis, which also included land, mining, and urban components. FRR also lead the consultation processes with civil society. The CEA proposed actions and interventions which addressed critical weaknesses in environmental policy formulation, implementation and regulation in the sectors, taking account of Government of Ghana policies (e.g. sector policies, GPRS II, private sector development), current agreed development priorities (e.g. the MDBS policy framework) and current and developing arrangements for development partner support (donor harmonisation, project, programmatic and direct budget support). The CEA lead to a subsequent major World Bank-lead development policy loan for Ghana (the Natural Resources Environmental Governance Programme).

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

theIDLgroup (FRR) is a member of the management consortium for RAVI a \$9 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.

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. 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.

The I-SEA was undertaken over an 8 month period working in close collaboration with the Government of Kenya and World Bank staff. A particular feature of the assignment was the need for a well-managed and effective consultation process.

Kenya: Forest Sector Reform (FINNIDA, 2007-2009)

A consortium of NIRAS ScanAgri (Helsinki), FRR (Bristol), and Forest Action Network (Nairobi) has been selected by Kenya's Ministry of Environment and Natural Resources, and Finland's Ministry of Foreign Affairs, to implement the inception phase of the '*Miti Mingi, Maisha Bora*' programme of support to forest sector reform in Kenya. This is the first phase of what may be a sustained 12-year programme of support from the Government of Finland to the forest sector in Kenya. The overall objective of the programme is to increase the contribution of forests to economic recovery and poverty reduction on an environmentally & socially sustainable basis. The three immediate objectives of the programme are:

- To improve the livelihoods of communities in arid and semi-arid regions, especially the vulnerable and marginalized, through participatory forest management.
- To assist in the effective establishment of the new Kenya Forest Service (KFS)
- To help set up effective forest information systems, as a basis for management and policy decision-making

Liberia & Cote D'Ivoire: Rapid Social Appraisals. (World Bank / DFID, 2006-2007)

theIDLgroup undertook a number of rapid social appraisals in Liberia and the neighbouring parts of Cote D'Ivoire. These appraisals helped to identify key issues in the potential for reintegration of ex-combatants through DDDR processes, dimensions of gender differentiation, and concerns.

Liberia: National Conflict Mapping. (Truth & Reconciliation Commission/EU, 2008 - date)

theIDLgroup is currently engaged in a conflict mapping programme on behalf of the Truth and Reconciliation Commission. Field survey teams are assessing key issues which contributed to the root causes of earlier conflicts (such as conflict over access to land, the perceived alienation of some age groups and ethnic groups, limited access to economic and social opportunity).

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

FRR 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).

Mozambique: Design of a Community-based Land Registration and Negotiation Fund (DFID, 2004-2005)

FRR (a division of *theIDLgroup*) managed the Design Phase of a Multi-Donor funded Community Land and Natural Resource Registration and Negotiation Fund. The Fund aims to facilitate the formal registration of community land in line with the land reform policy and to secure community rights to, and benefits from, land and natural resources, in order to promote economic development and growth in rural areas of Mozambique. It will also stimulate the development benefits of the reforms by facilitating equitable partnerships between communities and entrepreneurs. The design of the Fund involved an in-depth consultation process with various stakeholders ranging from national and provincial government, NGOs, private sector service providers and local communities. A range of demand-side and supply-side issues were assessed, such as the existing capacity of community representatives, the capacity of NGOs and private sector service providers, and gaps in the government's regulatory framework. We were engaged to provide advice on:

- Land fund design
- Institutional capacity, socio-economic and legislative assessments, and
- Monitoring and evaluation.

Mozambique: PROAGRI, Support to Agriculture Policy and Strategy (1997-2004; IFAD, DFID)

theIDLgroup worked with the Government of Mozambique to develop a coherent and pro-poor agriculture sector, including harmonising donor approaches and supporting the Ministry of Agriculture in developing a sector-wide strategic plan.

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

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 the DFID's support to the land reform process in Rwanda.

Sierra Leone: Drivers of Change (DFID, 2005-2006)

This study completed by *theIDLgroup* for DFID, explored the socio-political context for pro-poor change and the continuing drivers of fragility and stability in Sierra Leone. The study placed particular emphasis on the informal social structures, processes and networks that shape Sierra Leone's political economy.

South Sudan: Social and Institutional Assessment for Participatory Natural Resource Management (UNFAO / UNHCR, 2006)

A consultant from *theIDLgroup*: (i) analysed capacity of key actors, including State and technical authorities, local authorities, traditional authorities and local social organisations, to incorporate views of returnees in consensus-based land and natural resource management planning, and community-driven recovery activities. (ii) recommended a strategy to incorporate UNFAO and UNHCR project activities in to emerging Local Government Framework of Southern Sudan processes, and (iii) recommended mechanisms of dialogue and coordination, and community participation.

South Sudan: Procurement of a Customary Lands Specialist (Private Client, 2007).

theIDLgroup identified a customary land specialist who was assigned to a USAID funded land management project in Southern Sudan.

Tanzania / Mozambique: Assessment of environmental and sustainable livelihood opportunities for Coastal Communities. (IUCN, 2004)

theIDLgroup led this study to identify sustainable livelihoods opportunities for Coastal Communities in the Western Indian Ocean (WIO) as part of the Jakarta Mandate Project (part of IUCN's Eastern Africa Regional Programme). *theIDLgroup* conducted a regional review focusing on case studies of alternative or supplementary livelihoods that are ecologically, economically and socially sustainable (ESSLs) and relevant within coastal communities. This involved reviewing best practice and developing guidelines on how to use Sustainable Livelihoods Approaches and included training for district government officials.

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

The Government of Uganda (GoU), the Danish International Development Agency (DANIDA) and the British Department for International Development (DFID) jointly funded a project to support the development of a strategic framework for the modernisation of agriculture. The project builds on the earlier Plan for the Modernisation of Agriculture and Institutional Strengthening for Agricultural Modernisation, and is firmly rooted in the government's Poverty Eradication Action Plan. *theIDLgroup* guided and facilitated a long-term process for the reform of governance of the agriculture sector in Uganda, including: programme design, implementation, training and facilitation, monitoring and evaluation and review

Zambia: Land Experts Meeting (Oxfam, 2004)

theIDLgroup provided a staff consultant as an invited keynote speaker and participant at Zambia Land Experts Meeting, a panel of researchers and practitioners convened by FAO,

Oxfam, and FINNIDA to explore the current state and poverty implications of land reforms in Zambia.

Zambia: Enabling Environment Project Design (DFID Zambia, 2004)

theIDLgroup provided institutional and governance, environmental and social development inputs into the design of the DFID-financed “Zambia Enabling Environment Project”. A team of staff consultants 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. We also provided (i) specialist environmental advice to ensure the effective integration of environmental issues within the programme and its sustainability, and (ii) 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.

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.