

In response to growing pressures including political and operational pressures driving service efficiency, governments around the world are reshaping the way public services are delivered in order to provide greater value to the citizens. Organising service delivery around the principle of public value is critical to all institutions including public, private and not-for-profit - for ensuring legitimacy and sustainable growth. It is also critical for women and men, citizens and communities, the poor and marginalised in particular - to ensure their voice is heard and decision-makers are held accountable. Improved public service delivery strengthens accountability, improves government performance and organisational capacity. We recognise that governance processes are gendered, and that the concerns of women & girls and socially excluded groups are often marginalised or ignored. We mainstream gender equality and social inclusion into all areas of our work.

PUBLIC SERVICE REFORM

We work with national, regional and local governments in the areas of political participation, public administration, decentralisation & local reforms, human rights, accountability, transparency and anti-corruption and gender mainstreaming. We identify and foster engagement between citizens and their government, recognising that both the supply & demand for good governance is necessary to initiate change. In doing so, we strive to improve public governance through our specialised knowledge in organisational and individual capacity building, providing comprehensive solutions to make change possible, plausible and successful. We have been applying problem-driven iterative adaptation (PDIA) approaches to our design, implementation and evaluation work across a range of governance programmes. We take a rights-based approach; and are making use of new digital technology in our public service reform work in South Asia and sub-Saharan Africa.



Email: governance@ipeglobal.com

Website: www.ipeglobal.com

Telephone: +91 11 4075 5900

FOCUS AREAS

Aid and Government Effectiveness

Accountability and Transparency of Public, Private and Civil Society Institutions

Political Participation in Democratic Processes and Institutions

Public Administration and Public Sector Reforms

Decentralisation and Local Government Reforms

Gender Analysis, Gender Audits and Gender Mainstreaming in Governance Processes

- Improving Service Delivery
- Devolution and Transparency

- Accountability and Inclusion

- Deepening Democracy

PROJECTS

CIFF II RajPusht-A Healthy Rajasthan (2017-2022)

RajPusht aims to reform the Integrated Child Development Scheme (ICDS) to make it functional and effective in addressing maternal and child malnutrition in the state of Rajasthan. It aims to reduce the prevalence of low birthweight and wasting in children under 3 years by combining two interventions - behaviour change messaging to make positive changes in knowledge, attitudes and practices around consumption of nutrient-rich food by pregnant women and take home rations with direct cash transfers to pregnant women, as well as to mothers of children under 3 years.

We are working with the Government of Rajasthan to effectively deliver cash to pregnant and lactating women, focussing on Udaipur, Banswara, Dungarpur and Pratapgarh districts. This is complemented with a large-scale behaviour change strategy on maternal and infant nutrition to improve mothers' and family practices around nutritious food. As part of programme, we will evaluate the programme's results and create a multi-stakeholder consensus in Rajasthan and at national level to expand effective approaches for improving mother and child nutrition. The programme will also capture lessons to enrich global knowledge.

DFID II Ethiopia Portfolio Assurance Programme, Phase 2, (EPAP 2), Ethiopia, (2018-2021)

Building upon the lessons from the 9-month pilot (EPAP I), EPAP II aims to maximise the effectiveness and efficiency of DFID Ethiopia's programme portfolio through identifying and helping to address risks in the supply chain. The EPAP II programme will provide DFID Ethiopia with an extra level of assurance that its funds are being used for the purposes intended. This programme will continue to strengthen DFID Ethiopia's ability to identify, understand, address and manage the major governance, management and financial risks at programme level in what is one of DFID's largest programme portfolios.

We are reviewing the governance and financial management of partner organisations; strengthening monitoring & evaluation systems; providing flexible, targeted technical advice and contributing to building the capability of DFID Ethiopia staff, including partner organisations, downstream partners and government departments. The impact of the programme will be improved efficiency and effectiveness of DFID Ethiopia programmes as safeguarded funds have a higher chance of reaching the intended beneficiaries, while efficiency will be improved by addressing governance and system flaws within the partner organisations and streamlining the flow of funds to beneficiaries. The programme will increase the knowledge and understanding of the financial environment through which DFID funds are channelled.



DFID II St Helena Political Governance Review (2019-2020)

The review aimed to assess the drivers and enablers of the current political governance system in St Helena and the possible rationale for changing the current political governance system. The review included examining best practices from other British Overseas Territories and whether these can be replicated to improve governance in St. Helena.

We reviewed the current governance model of St. Helena. As part of review, we developed a transition plan towards an alternative model, which drew on positive aspects of other British Overseas Territories.

DFID II Supporting Partnerships for Accountability & Civic Engagement (SPACE) - Evidence & Learning, Myanmar (2017-2020)

SPACE programme aimed to address the challenges and opportunities for citizen engagement with the government to improve local governance and responsiveness to service delivery arising from Myanmar's challenging democratic transition. The programme supported engagement across a number of components addressing the different supply and demand-side constraints faced by both civil society and the government, in order to generate policy-relevant lessons as to "what works best" in different areas.

We undertook an impact evaluation starting with an evaluation framework and baseline assessment leading to a mid-term and summative impact evaluation; with a focus on assessing the contribution of four interventions of evidence and learning component, to changes at that outcome and impact-level. Throughout the evaluation, we synthesised the overall results and achievements of SPACE programme, ensuring learning feeds back into the programme at demonstrating the evidence and findings for informed policy-making.

DFID II Technical Support Unit (TSU) for Growth, Resources, Opportunities and Wealth Creation in Bihar (GROW BIHAR), India (2016-2020)

GROW programme envisioned inclusive economic development in Bihar. The programme aimed to assist the Government of Bihar (GoB) in attracting private sector investments, effectively steer revenue collection & utilisation and strengthen growth transmission benefitting women, scheduled castes (SCs) and minorities.

As a Technical Support Unit (TSU), we assisted GoB to: (a) improve investment climate for private sector growth; (b) boost revenue collection and strengthen public financial management to make development more effective and; (c) revamp technical education in the state to create jobs, particularly for women, scheduled castes (SCs) and minorities. This was done through integrated interventions including supporting the GoB in designing and implementing reforms leading to greater private sector driven economic growth, strengthened Micro, Small and Medium Enterprises (MSMEs) sector and improved growth transmission via increased revenue mobilisation; more effective utilisation of resources; and more effective development programming, particularly for women, poorest and the most vulnerable.



DFID II Design and Implementation of Mid-term and Final Evaluation Review, Institutions for Inclusive Development (I4ID), Tanzania (2016-2020)

Institutions for Inclusive Development (I4ID) programme intends to strengthen democratic institutions and governance in Tanzania so that they are more inclusive and accountable, and the resulting economic growth provides more benefits to the poor (women and men).

We are working in a consortium to deliver the design, mid-term review and final evaluation of the programme. I4ID's fluid and inherent political character presents an opportunity for the evaluation to take an innovative approach – exploring the 'how' and 'why' of adaptive programming, rather than a traditional performance-based evaluation. The evaluation maintains a dual focus on programme-specific, as well as more generalised learning and uptake for the emerging field of adaptive programming globally. It presents an exciting opportunity to better understand how political transformation works in an environment where pathways to change are uncertain.

DFID II Project Completion Review (PCR) of the Hunger Safety Net Programme (HSNP) II, Mandera, Wajir, Marsabit, Turkana Counties in Kenya (2019)

The Hunger Safety Net Programme (HSNP) is an unconditional cash transfer (CT) programme, whereby cash is delivered to bank accounts of very poor people and can be spent on the needs of the household with no restrictions. HSNP aims to reduce poverty, hunger and vulnerability of the poorest households living in four counties (Marsabit, Mandera, Turkana and Wajir) in the arid and semi-arid lands (ASALs) of Kenya. HSNP has been implemented in two phases. The first phase (2007-2013) piloted cash transfers to about 69,000 chronically poor households as an alternative to costly and often poorly targeted food aid. The second phase (2013 to 2019) expanded the reach to nearly 100,000 households (600,000 people, 60% women). These households received regular electronic CTs (KES 5,400 or £42 bi-monthly), directly into bank accounts. Payments were accessed using a bank card via biometric or PIN recognition through a network of nearly 400 banks pay agents. This also included a shock-responsive mechanism, which enabled the programme to scale up its coverage during periods of drought to an additional 270,000 households.

We undertook the project completion review to evaluate the progress of the second phase of the HSNP programme against the outcomes and outputs set out in the approved business case and against the current log frame. The recipient and primary beneficiaries of the service were DFID, Government of Kenya (GoK), the programme implementing partners and wider development partners such as the Australian Aid (AusAid), the World Bank and relevant UN agencies and research institutions.

Bureau of Crisis Prevention & Recovery (UNDP HQ), Sweden, UK DFID and Norway/UNDP Kenya II End Term Evaluation for the Deepening Foundation for Peacebuilding and Community Security in Kenya (12 Counties) (2018)

Deepening Foundations for Peacebuilding and Community Security project builds on the achievements made under the programme "Consolidating the Peace Process and Establishing Foundations for a Peaceful Political Transition (CPP), 2010-2013". The project aimed at developing institutional capacities for policy formulation and implementation; deepening structures for peace building, cohesion and community security; and reducing community security threats as well as improving response to conflicts, risks and disasters. It also aimed at mainstreaming peace building, reconciliation and community security in national and county development agendas.

We conducted end-term evaluation to assess the relevance, effectiveness, efficiency and sustainability of the programme, including the extent to which cross cutting issues (human rights, gender, SDGs) had been mainstreamed. The evaluation also assessed the mechanisms in place to enhance coordination and harmonisation between UNDP, implementing partners, and state and non-state actors in peacebuilding and community security initiatives.

DFID II Mid Term Review (MTR) of its Partnership to Engage, Reform and Learn (PERL) Programme, Nigeria (2019)

The Partnership to Engage, Reform and Learn (PERL) supported the governments of Nigeria (at Federal, State and Local Government level) to reform core governance processes (making, implementing, tracking and accounting for policies, plans, and budgets) and ensured that these improvements feed through into the improved delivery of public goods and services. PERL programme worked at the federal/national level; in Kaduna, Kano and Jigawa states as partner states; in regional hubs in the south east and south west facilitating the sharing of good practices between states; and in the north east, supporting government and non-government partners in Borno and Yobe states with the coordination of recovery efforts. Reaching over 70% of local government areas in 35 plus states, the programme influenced an increase in the state's health budget allocation from 7.5% to 11.57%; a reduction in average turnaround time for processing and delivering drug orders; and a 20% increase in uptake of health services at night, in partnership with the DFID SOLAR Nigeria Project thus benefitting over 2 million Nigerians.

We conducted the mid-term and annual review in order to provide an independent assessment of (a) how the programme had progressed against the original goals set out in the Business Case, and (b) the achievements, results and learning of implementing the PDIA approach, and how PERL moved from lots of small bets to a lower number of bigger bets and areas of reform based on evidence of impact. This programme aimed at determining the areas requiring improvement, assessing opportunity for improving performance and advising DFID Nigeria of future programming models which support programme complementarity across the entire fourth generation portfolio.

DFID II Evaluation of DFID Zimbabwe Programme Portfolio, Zimbabwe (2019)

The purpose of this evaluation was to provide evidence and lessons learned, to feed into the design of DFID's strategy in supporting Zimbabwe, going forward. The evaluation also intended to optimise the impact, value for money, and targeting in programming.

We assessed the extent to which the portfolio (programmes and policy influencing) was aligned towards the business plan and portfolio objectives; the changes required to the portfolio to ensure DFID Zimbabwe maximises its contribution to the reduction of poverty in the country while addressing UK national priorities; the portfolio of interventions at thematic/programme level relevant in the given socio, economic and political context of Zimbabwe.

Democratic Governance Facility (DGF) II Design of DGF II, Uganda (2016-2017)

The Democratic Governance Facility (DGF) was established in July 2011 as a five-year governance programme aimed at providing harmonised, coherent and well-coordinated support to state and non-state entities to strengthen democratisation, protect human rights, improve access to justice and enhance accountability in Uganda. The phase I of the programme (ended in 2016) contributed to equitable growth, poverty eradication, rule of law and long-term stability in Uganda.

To build on the achievements of the first phase, and consolidate and refocus DGF interventions to allow for a stronger and more coherent strategic push for democratic governance change in an increasingly more challenging context and allowing for new strategic partnerships in Uganda, we assisted the development partners in designing the form and content of Phase II of DGF. The second phase of DGF is underpinned by: (i) strengthened democratic processes that respond to citizens' rights, (ii) strengthened rule of law and improved access to justice, (iii) increased protection and fulfilment of human rights and gender equality, and (iv) improved citizens' inclusion and engagement in decision-making processes.

US Department of State/Mercy Corps II End line Evaluation of the Kenya Election Violence Prevention and Response Program (KEVP), Kenya (Nairobi, Nakuru, Uasin Gishu, Nandi, Kisumu) (2018)

KEVP aimed to mitigate the risk of violence in the lead up to, during and immediately after 2017 Kenyan elections. This included building the capacity of grassroots and county-level peace builders and structures; supporting dialogue and communication between communities, local administration, electoral institutions and other key actors; and facilitating electoral security planning and early warning - early response mechanisms. Over 5.7 million Kenyans benefited from the programme.

With an aim to create an enabling environment to address the issue of “anti-violence success” in 5 target counties (Nairobi, Nakuru, Uasin Gishu, Nandi and Kisumu) of Kenya, we carried out end line evaluation of KEVP programme. This included a detailed review of existing regulations, reports, relevant publications & research documents, including KEVP baseline survey, programme records, log frame, M&E plan, etc. As part of the evaluation exercise, we formulated a robust research design to conduct an end line survey, including developing data collection tools, guides and questionnaires. Identified and mapped relationships between key influential actors in identified at-risk areas; developed structures to facilitate coordination and information sharing related to electoral security, planning and response between identified local influencers; and ensured electoral security structures develop plans and processes that enhance prevention and mitigate early indicators of violence.

UNDP II Designing the UN Joint Programme on Local Governance III (JPLG III), Somalia (2017)

UN Joint Programme on Local Governance (JPLG) aims to promote improvements in local governance quality that can contribute to peace consolidation, development and equitable service delivery in Somalia. While the approach of JPLG I (2008-2012) and JPLG II (2013-2017) was to incentivise good governance reform for service delivery and has as a result contributed to state-building, sustaining peace and governance reform in the northern part of Somalia, the third phase (2018-2022) of JPLG focuses on reaching all areas of Somalia while at the same time expanding to newer federal member states to support stabilisation and peacebuilding through local governance.

Building on the achievements of previous two phases, we designed the phase III of the JPLG programme. The focus of the phase III was to shift towards leveraging the potential of local governance as an enabler of the overall state building and stabilisation agenda. We reviewed various thematic support provided by JPLG including policy, public finance management, service delivery, voice and accountability, capacity building, gender equality and results measurement. Based on results of review, we designed a new and improved programme centered on government priorities, citizen strategies (men, women and excluded groups), ongoing programmatic oversight and consolidation of programme reports, incorporating value for money principles.

