

## MODULE 3 - BUSINESS PLANNING FRAMEWORK

### Overview

---

#### **Centered on solutions – unlocking the key drivers of SLM:**

The TerrAfrica Business Planning Framework (BPF) outlines the first concrete steps toward achieving the vision of unlocking the critical barriers and bottlenecks that prevent the scaling up and mainstreaming of sustainable land management (SLM) within local, national and regional development strategies and investment plans. The BPF lays out the markers that are vital to the process of scaling up effective and efficient country-driven SLM.

#### **Leadership and drivenness:**

TerrAfrica is dependent for its success on the leadership and commitment of African countries, and of regional and international partners. This is reflected in its governance structure. Responsibility for the development of SLM country programs, their implementation, monitoring and evaluation will therefore rest with each country government in consultation with civil society and development partners. Success on the ground is what will count and as such, the successful implementation of SLM strategies at the country and local level is the cornerstone of TerrAfrica's mission. The BPF reflects this view by proposing a series of practical, interlinked steps from local to international levels.

#### **Alignment and harmonization:**

No activity undertaken as part of TerrAfrica should duplicate activities undertaken through an existing mechanism. Rather, TerrAfrica will amplify and scale up such activities to enhance efficiencies and cost effectiveness of efforts to advance SLM. The BPF reflects a strong commitment to consultation, coordination and to the principles of alignment, harmonization, and mutual accountability as reflected in the Paris Declaration on Aid Effectiveness.

#### **Local to global linkages:**

At an operational level, the BPF will be responsive to evolving situations in partner countries, the region, and on the international stage. It promotes synergies between international, regional, and national processes while applying the principles of subsidiarity and complementarity. Each individual participating partner country will be able to feed knowledge, policies and plans into a regional platform that will both facilitate and enhance dialogue and the sharing of good practices and lessons learned across countries and regions.

#### **Focus on results:**

TerrAfrica partners are motivated by the desire to see sustained and sustainable actions on the ground – actions that ultimately must generate measurable scale up of hectareage under SLM regimes, with corresponding benefits accruing from preventing, stopping or reversing land

*This note is part of a set of five basic documents for TerrAfrica: a Background Note provides a description of challenges being faced to promote Sustainable Land Management in Sub-Saharan Africa and justifies the concept of TerrAfrica; a Strategy Note explains the nature of the partnership, how it works and how it cooperates with and complements existing initiatives; a Business Planning Framework lays out the detailed objectives and concrete steps to be taken to achieve TerrAfrica's vision; a Governance Note establishes the governance principles of TerrAfrica and the mechanisms to facilitate partners to interactions; and a Presentation Note for the TerrAfrica Leveraging Fund, details the multi-donor trust fund set up to support the partnership and its activities. Each of the basic documents occasionally refers to the others, however, it is highly recommended to consult the whole set of document for a complete understanding of the TerrAfrica approach and its coherence with ongoing efforts. See Annex 3 for key to documents.*

degradation, including improved agriculture and natural resource productivity and sustainability. The path to this vision requires that TerrAfrica partners at all levels deliver on a number of intermediate results agreed upon in annual work program development.

### **TerrAfrica's principles:**

Accordingly, the following principles will govern TerrAfrica:

- African country ownership
- Transparency and accountability
- Action based on partnership
- Broad-based participation including civil society, community-based organizations involved with natural resource harvesting and management and local farming communities
- Subsidiarity based on partners' comparative advantage
- Measurable and sustainable performance and results

### **Three programmatic Activity Lines (AL):**

The BPF is built around seven key objectives organized around three inter-related and cross-cutting programmatic Activity Lines:

- At regional and global levels:

#### **AL 1 – Coalition Building**

*Objective 1.* Build African-owned coalitions and strategic partnerships for SLM at regional and global levels

*Objective 2.* Develop inclusive regional dialogue and advocacy on strategic priorities, enabling conditions, and delivery mechanisms

#### **AL 2 – Knowledge Management**

*Objective 3.* Support high quality regional knowledge based mechanisms

*Objective 4.* Identify and generate stronger analytical underpinnings

*Objective 5.* Harmonize monitoring and evaluation systems

- At country and local levels:

#### **AL 3 – Investments**

*Objective 6.* Advocate for SLM and mainstream into development strategies and policy dialogues at sub-regional (selectively), country and local levels

*Objective 7.* Develop, mobilize, and harmonize investments at sub-regional (selectively), country and local levels

Activity Lines 1 and 2 focus on activities at global, regional and sub-regional level<sup>1</sup>, such as the development of frameworks that allow partners to work together, structure advocacy and strategic policy dialogue, or the development of knowledge sharing mechanisms. Activity Line 3 on the other hand focuses on activities at country level or, in case of specific transboundary issues, at sub-regional level.

#### **Activity Lines are mutually reinforcing:**

On-the-ground SLM investments under AL 3 will be leveraged and supported by elements from ALs 1 and 2. For example, partners' projects and programs carried out under AL 3 will benefit from and contribute to a knowledge network, political support, policy dialogue harmonization and common-set M&E system developed under AL 1 and 2. The latter will in addition ensure and support comparability of efforts, quality benchmarking, sequential programming, cross-fertilization of ideas, and a systematic and better understanding of what works and why. This approach will directly inform investments in planning and implementation stages by establishing a feedback loop between all three Activity Lines. Likewise, diverse analytical work conducted by partners under AL 2, such as stocktaking and economic costing of land degradation, will be programmatically aligned to inform African stakeholders' activities, guide decision-making processes, allow replication of best practices, and enhance donor project cycles and policy dialogues. Finally, AL 1 will form the binding glue for the other two activity lines, providing

<sup>1</sup> The term "regional" indicates the whole Sub-Saharan Africa region, while the term "sub-regional" indicates a cluster of two or more countries (or portion of them).

the regional advocacy and partnership support needed to channel knowledge and facilitate well-informed, harmonized investments. This approach, elaborated in the pages that follow, will strengthen the alignment and coalition efforts at all levels, enhance efficiency at government and donor levels, and reduce costs while helping sustain and magnify the impacts of all partner activities.

## Activity Line 1: Coalition Building

### Overview

#### **Support regional cooperation – provide vision, strategic direction and advocacy:**

Activity Line 1 aims to mobilize partners in forming a sustainable coalition that will build a common vision of SLM, and provide key strategic direction and advocacy with the objective of alleviating the disconnects and bottlenecks that have limited SLM investment scale up and sustainability in the past. This will be achieved by strengthening and harmonizing policy dialogue and strategies, and improving coordination at all levels. More concretely, activities under this Activity Line will support advocacy, policy dialogue, key governance issues, joint work programs with key partners at the regional level, and the pooling of selective resources to support targeted, value added activities and coalitions.

#### **Improve development performance – harmonizing agendas:**

Activities carried out under Activity Line 1 will focus on consolidating, aligning and harmonizing existing diverse agendas and activities - often isolated yet complementary - into a regional network of strategic efforts. This will reduce duplication, allow greater coherence in donor policies and, ultimately, improve development performance and aid effectiveness. Activities under this Activity Line will lead to the creation of a results-oriented constituency for investing in SLM in sub-Saharan Africa (SSA), which will eventually contribute to preventing, stopping and reversing land degradation.

#### **A broad-based, African-owned, results-oriented coalition:**

There are many partners whose representation at this level will be important. These include SSA governments, SSA NGOs and civil society, donor agencies, regional and sub-regional African organizations, and research and knowledge institutions. The coalition will also consider expanding and including other potential partners such as the private sector, foundations, and so on.

#### **How AL 1 supports AL 2 and 3:**

Activities carried out under Activity Line 1 will mainly take place at the international, sub-regional and regional levels. They will set the stage for a collective effort on the ground that delivers on the broader goals of Activity Lines 2 and 3: generating, disseminating and then applying knowledge via investments on the ground. More concretely, this means building the cost effective coalition that will leverage the resources and tools necessary for the development of high quality country level interventions.

There are two objectives under Activity Line 1.

#### **Objective 1**

#### **Build African-owned coalitions and strategic partnerships for SLM at regional and global levels**

In order to raise the profile of SLM and embed it into the broader sphere of national and international development planning and implementation, it is necessary to support regional cooperation. Objective 1 aims to build and strengthen African-owned coalitions and partnerships to realign the disconnect between the calls for action and the financial and policy mechanisms that in the past had not been fully responsive to these calls. As a Global Partnership Program, TerrAfrica will provide a mechanism, to set in place the building blocks for strengthening coalitions and actions for SLM around African countries' own priorities. Targeted resources will be made available to help support achievement of this goal.

Specific **product lines** under this objective include 1) the development of the TerrAfrica partnership, and 2) strengthening of regional African capacity and leadership to support SLM, particularly in governance and advocacy.

These product lines are designed to produce **critical results**, including 1) an operational framework established at regional level to guide strategy, foster coalitions, and facilitate communications that together support country level actions; and 2) greater political visibility of SLM at multiple levels and strengthened SSA

advocacy and leadership on SLM, ensuring that country level priorities are acted upon.

### **Objective 2**

#### **Develop inclusive regional dialogue and advocacy on strategic priorities, enabling conditions, and delivery mechanisms**

To ensure that partnerships can increase impact and harness efficiencies by leveraging and harmonizing the wide variety of existing and emerging efforts that address land degradation, it is necessary to develop a clearly delineated framework and benchmarking for joint and shared operational priorities, and visions and strategic directions at the regional level.

Objective 2 aims to support processes that will enable partners to do this by sharing and assessing portfolios, past experience, strategic priorities and resources relevant to their specific comparative advantages. It also aims to facilitate current joint work programming activities and cooperative efforts at international levels to effectively promote and implement SLM scale up at country level.

Specific **product lines** under this objective include 1) the facilitation of dialogue, understanding and alignment among different actors (i.e., SSA countries, civil society and private sector, as well as multilaterals, bilaterals, research and knowledge institutions, foundations, etc), and 2) the pooling and rationalization of resources. This second product line can be realized through the programming of the TerrAfrica Leveraging Fund (TLF) and other co-financing and parallel financing mechanisms, and the coordination with the GEF supported Strategic Investment Program for SLM in SSA (SIP), which will provide a programmatic envelope of grants for SLM investments that deliver integrated environmental benefits. Other example activities under these product lines focus on strengthening regional partnerships, conducting joint work programming, identifying financing gaps and modalities, and adopting tools to promote good practice and policy.

On financing modalities, it is worth noting that, in order for TerrAfrica to succeed, it is important that the donor community send a strong signal to

SSA that a reliable action-oriented coalition is available for pursuing country-led, country-level programmatic approaches to SLM.

Two major **results** derive from these product lines, including 1) country-level actions are supported by a shared vision of SLM, sustained and active dialogues across sectors and stakeholders, and mechanisms for strategic alignment of partner efforts; 2) more efficient financing will be made available for SSA countries to strategically catalyze SLM scale-up and strengthen country level coalitions, enabling conditions, and knowledge sharing.

<b>Draft 5-year TerrAfrica Business Planning Framework</b>			
Objectives	Product	Sample of Activities	Results
<p>1. Build African-owned coalitions and strategic partnerships for SLM at regional and global levels</p>	<p>1-1. Development and management of the TerrAfrica partnership</p>	<ul style="list-style-type: none"> <li>• Establish TerrAfrica as a Global Partnership Program</li> <li>• Establish an inclusive governance structure</li> <li>• Official launch of TerrAfrica simultaneously at CoP7 and NEPAD CAADP Retreat</li> <li>• Expansion of the partnership to new partners, SSA countries, civil society and private sector, as well as multilaterals, bilaterals, research and knowledge institutions, foundation, etc. (i.e. through the Consultative Forum)</li> <li>• Implementation of a joint targeted communication strategy (including development of an official website)</li> <li>• Support targeted working groups linked to the TerrAfrica Executive Committee or the Consultative Forum</li> <li>• Facilitate the implementation of the activities agreed in the Work Program through the Secretariat and specific partner leadership roles, guided by an agreed M&amp;E system</li> </ul>	<p>Operational framework established at regional level to guide strategy, foster coalitions, and facilitate communications that together support country level actions.</p>
<p>1-2. Strengthening of regional African advocacy capacity and leadership in support of SLM</p>	<ul style="list-style-type: none"> <li>• Technical assistance to NEPAD and the AU in strengthening their capacity in promoting SLM and the conditions for scale-up (i.e. improving SLM governance diagnostics, peer reviewing of analytical products for SLM, etc.)</li> <li>• Technical support to NEPAD in building synergies between NEPAD agriculture and NEPAD environment</li> <li>• Development of capacity in sub-regional institutions to help the implementation of priority regional actions</li> </ul>	<p>Greater political visibility of SLM at multiple levels and strengthened SSA advocacy and leadership on SLM, ensuring that country level priorities are acted upon.</p>	

<p><b>2. Develop inclusive regional dialogue and advocacy on strategic priorities, enabling conditions, and delivery mechanisms</b></p>	<p><b>2-1. Facilitation of dialogue, understanding and alignment among different actors (i.e. engage with SSA countries, civil society and private sector, as well as multilaterals, bilaterals, research and knowledge institutions, foundation, etc.)</b></p>	<ul style="list-style-type: none"> <li>• <b>Review and analyze partners' regional portfolio</b>, past experiences, results, impacts, strategic priorities, and decision making process to support resource allocation and resources in favor of land management</li> <li>• <b>Review of methodologies applied to estimate financing gaps for SLM</b></li> <li>• <b>Development of common understanding to engage in the support of country led SLM strategies</b> (i.e., road map and "readiness criteria," concept of country programs vs targeted investments – see Activity Line 3)</li> <li>• <b>Identification and development of joint work programming opportunities</b>, including harmonized objectives, targets, budgets and financial management practices</li> <li>• <b>Adoption of a set of tools, methodologies, mechanisms and strategies to compare, promote and disseminate regionally applicable knowledge and best practices that allow coordination and harmonization</b> (i.e. on research, policy elaboration, joint targeted impact evaluations, and decision making processes at international, regional and country levels)</li> </ul>	<p><b>Country level actions supported by a shared vision of SLM, sustained and active dialogues across sectors and stakeholders, and mechanisms for strategic alignment of partner efforts.</b></p>
<p><b>2-2. Pooling and rationalization of resources</b></p>	<ul style="list-style-type: none"> <li>• <b>Increasing and leveraging support for activities prioritized under the Initiative</b>, including exploring opportunities for Public-Private Partnerships</li> <li>• <b>Programming of the TLF</b> (TerraAfrica Leveraging Fund) to support the development and implementation of targeted platform level knowledge management activities and coalition building exercises, as well as seed and pilot activities at country level and agreement on work programs</li> <li>• <b>Coordinated programming with co-financing and parallel financing mechanisms</b></li> <li>• <b>Coordination with the development and implementation of the GEF SIP</b> (Strategic Investment Program), including providing guidance and facilitating the SIP leveraging impact</li> </ul>	<ul style="list-style-type: none"> <li>• <b>More efficient financing available for SSA countries to strategically catalyze SLM scale-up and strengthen country level coalitions, enabling conditions, and knowledge sharing.</b></li> </ul>	<p><b>More efficient financing available for SSA countries to strategically catalyze SLM scale-up and strengthen country level coalitions, enabling conditions, and knowledge sharing.</b></p>



## **Activity Line 2: Knowledge Management**

### **Overview**

#### **Provide the tools to guide and support advocacy and decision-making:**

The TerrAfrica analytical framework identifies the generation and management of knowledge as one of the keys to unlocking the increasingly complex disconnects and bottlenecks that prevent progress towards SLM. Activity Line 2 aims to promote the identification, generation and dissemination of knowledge to support advocacy, decision-making and mainstreaming (in particular into PRSPs and domestic financing), guide and prioritize investments, strengthen buy-in at all levels, and harmonize monitoring and evaluation (M&E) at regional and country levels. More concretely, activities under Activity Line 2 will focus on developing common understandings and methodologies, strengthening knowledge sharing mechanisms, generating, validating and disseminating best practices, and developing new targeted analytical tools.

#### **Think regionally, act locally:**

Activities are focused at the global and regional levels where collective efforts and resources can be pooled and economies of scale generated. Feedback loops can be supported and good benchmarking and M&E tools provided across multiple scales. This approach will enable impact-oriented inputs to be delivered, critical efficiencies to be introduced, and policies and incentives to be improved, thereby providing a platform for supporting, guiding, and replicating effective SLM interventions at country level throughout SSA.

Activity Line 2 is supported by efforts under Activity Line 1 and will generate lessons, best practices and methodologies that will be adapted and replicated to support Activity Line 3.

There are three objectives under Activity Line 2.

### **Objective 3**

#### **Support high quality regional knowledge based mechanisms**

In order to organize and disseminate high quality SLM knowledge that can be used on the ground for advocacy, policy, and investment support, it is necessary to mobilize and align knowledge based partners, and to strengthen knowledge sharing mechanisms. Objective 3 aims to support solid analytical, technical, scientific, and strategic regional knowledge networks to promote investments in SLM, and identify and fill research gaps relevant to SLM in SSA. Such strategic knowledge networks are considered necessary to pool the combined wisdom embedded in existing and upcoming efforts so that they can provide best practices, promote economies of scale at regional levels, and foster cross-fertilization across countries and institutions. Activities under this objective will initially put more emphasis on identifying collective priorities and supporting, strengthening and aligning existing regional and international networks.

Specific **product lines** under this objective include 1) alignment of priority regional knowledge based partnerships, and 2) results-oriented knowledge sharing mechanisms linking global, regional, national and local levels (focusing on SLM scale-up barriers and successes). Examples include strengthening existing channels such as the FIELD database, or developing new tools to collect, organize and share knowledge and information that can unlock investments and increase resource efficiency.

The **results** from these product lines center on the understanding that improved access to emerging knowledge and applied research will strengthen communities of SLM practitioners and advocates, and sustain vertical and horizontal partnerships, thereby promoting mainstreaming and helping unlock and guide investment scale up and decision making at all levels.



## Objective 4

### Identify and generate stronger analytical underpinnings

One of the reasons why the scale and scope of efficient and effective land management interventions in SSA continue to be limited is the existence of an isolated and disorganized body of knowledge and weak underpinnings to support decision-making processes. Objective 4 aims to address this bottleneck by strengthening our collective understanding of land degradation, the barriers to the uptake of SLM, and the possible solutions available. Objective 4 is to be met through the development and dissemination of a set of targeted analytical and technical tools, methodologies and practices. These products will be tested and validated in pilot countries as needed, with an eye toward regional application.

Specific **product lines** under this objective include the development of targeted analytical and technical tools, and the generation of priority knowledge, pilots and good practices. There is a broad range of potential activities that will need to be prioritized. Examples include guidelines for mainstreaming efforts, training modules for reviewing public expenditures against SLM, toolkits for technical analyses of land management at multiple scales, analytical work on thematic issues, or governance diagnostics for SLM.

By making a comprehensive suite of targeted SLM tools available to stakeholders and decision makers at multiple levels, partners may share a deeper understanding of baselines and analytical underpinnings including barriers/bottlenecks to SLM scale up, successful cases, enabling environments, root causes of land degradation, cross-sectoral dynamics, decision making behaviors, and drivers of SLM adoption. The **result** of this is that advocacy will be better supported, mainstreaming efforts catalyzed and strengthened, and investments better informed at the right scale.

## Objective 5

### Harmonize monitoring and evaluation systems

Alignment and harmonization of efforts require harmonization of M&E systems. Objective 5 aims to develop and agree on common, harmonized methodologies, indicators and benchmarks for measuring the impacts of SLM investments and for conducting results-based, participatory monitoring. This would, firstly, facilitate a feedback loop to improve current and future activities; secondly, it would facilitate prioritization of country-based programmatic investments, helping guide investments and decision making, which in turn will advance scale up SLM in SSA.

Specific **product lines** under this objective include the development of 1) a M&E strategy and action plan, and 2) M&E indicators. The action plan would include the establishment of audience-specific, harmonized M&E approaches that are linked to decision making. It would also incorporate the development of M&E benchmarks and progress indicators. M&E tools will be based in part on accepted poverty, food security, livelihood, and environmental indicators and targets in current high profile initiatives such as the MDGs, CAADP, and the African Development Indicators. As above, the M&E strategy and the indicators will be tested and validated in pilot countries.

Harmonized M&E systems and common-set indicators will **result** in the ability of partners to guide investment development and management, support advocacy via knowledge dissemination, and allow partners to evaluate progress toward TerrAfrica targets, MDGs, CAADP goals, and other agreed upon goals.

<b>Draft 5-year TerrAfrica Business Planning Framework</b>			
Objectives	Product lin	Sample of Activities	Results
3. Support high quality regional knowledge based mechanisms	3-1. Alignment of priority regional knowledge based partnerships	<ul style="list-style-type: none"> <li>• Support to regional and sub-regional fora and workshops on priority knowledge generation and management to harmonize, explore, and prioritize opportunities and methodologies for applying existing and new knowledge targeted to unlocking investments and increasing resource efficiency, promoting and disseminating good practices, and supporting feedback loops and quality benchmarking</li> <li>• Mobilization of global programs (such as CGIAR) to expand resources in SLM related science and technology in SSA</li> </ul>	Improved access to emerging knowledge and applied research will strengthen communities of SLM practitioners and advocates, unlocking and guiding investment scale up and decision making at all levels.
3. Support high quality regional knowledge based mechanisms	3-2. Results oriented knowledge sharing mechanisms linking global, regional, national and local levels (focusing on SLM scale-up barriers and successes)	<ul style="list-style-type: none"> <li>• Strengthening of existing or new regional and sub-regional knowledge networks that unlock and facilitate access to knowledge resources.</li> <li>• Strengthening of existing and development of new tools to collect, organize and share knowledge and information (i.e. FIELD database, OECD DAC, LADA, etc.)</li> <li>• Selective and targeted additional knowledge sharing mechanisms including knowledge modes and centers of excellence (i.e. validation and dissemination of local knowledge, selective stocktaking and reviews, publications, trainings, study-tour, involvement of civil society, local communities, decentralized decision making centers etc.)</li> </ul>	Improved access to SLM knowledge at all levels to strengthen advocacy, sustain vertical and horizontal partnerships, promote mainstreaming, and guide investments and decision-making.
4. Identify and generate stronger analytical underpinnings	4-1. Development of targeted analytical and technical tools	<ul style="list-style-type: none"> <li>• Guidelines for mainstreaming and aligning SLM priorities in PRSPs and other priority frameworks</li> <li>• Guidelines for identification and analysis of priorities at all levels (includes tools to identify and select LD problem indicators, menu of potential options, etc. Can build on LADA work.)</li> <li>• Toolkits for conducting reviews of public expenditures for SLM, and for developing an accounting methodology for budget allocations towards SLM</li> <li>• Toolkit on adaptive management approaches for SLM</li> <li>• Toolkits for SLM sector reviews, SLM governance diagnostics, and embedding SLM in CDD interventions</li> <li>• Toolkits to review menu of options for SLM scale-up and replication conditions, and assess country progress</li> </ul>	A comprehensive suite of targeted SLM tools available to stakeholders and decision makers at multiple levels to support advocacy, catalyze mainstreaming, and guide investments.

<p><b>4-2. Generation of priority knowledge, pilots and good practices</b></p>	<ul style="list-style-type: none"> <li>• <b>Sector reviews and analytical partner portfolio reviews at regional level to establish baseline</b> and comparative information, and to identify knowledge gaps, lessons learnt, success stories, drivers of decision making processes, financing and delivery mechanisms used, etc.</li> <li>• <b>Joint impact reviews of SLM investments</b></li> <li>• <b>Joint stocktaking and reviews of good practices</b></li> <li>• <b>Analytical work on policies/institutions</b> to acquire a better understanding of the policy and institutional factors influencing the adoption of SLM practices (i.e. SLM governance, decentralization, regulatory framework, incentive systems, trade and markets, criteria and benchmarks that guide multi-stakeholder country dialogue in support of SLM scale up, etc.)</li> <li>• <b>Analytical work on socio-economic dynamics</b> to acquire a better understanding of the impact in terms of costs of LD and the benefits of SLM (i.e. cost-benefit analysis, socio-economic impact, off-site effects, poverty-land degradation linkages etc.)</li> <li>• <b>Analytical work on targeted SLM related technologies</b> to acquire a better understanding of the factors influencing the risk, profitability, acceptability, replicability and sustainability, and related good practices (i.e. agro-forestry, conservation agriculture, vegetative regeneration, etc.)</li> <li>• <b>Analytical work on allocation of domestic resources in support of SLM</b> (public expenditure reviews, support to inter-institutional alignment and prioritization processes, expenditure and impact monitoring, etc.)</li> <li>• <b>Analytical work on land tenure</b> in the context of SLM (right of access, right of usage, title, ownership) and related good practices</li> <li>• <b>Analytical work on emerging challenges and cross-cutting issues</b> to enhance the understanding of cross-sectoral impacts on land management (i.e., drought and vulnerability, livestock and land degradation, bio-energy, biodiversity and land management, adaptation to climate change, food security, transboundary issues etc.)</li> <li>• <b>Analysis of alternative SLM delivery mechanisms and effect of financing modalities on efficiency and impact of SLM investments</b></li> <li>• <b>Establishment of audience-specific, harmonized M&amp;E approaches linked to decision making</b> (i.e. development of criteria and methodologies that can effectively target the various levels of stakeholders and decision making, stocktaking of good practices, as well as plans for strengthening statistical and database management content and capacity, etc.)</li> <li>• <b>Promoting mainstreaming of sustainable and cost effective M&amp;E strategy and action plan at all levels</b></li> </ul>	<p><b>A deeper understanding of baselines and analytical underpinnings including barriers/bottlenecks to SLM scale up, successful cases, enabling environments, root causes of land degradation, cross-sectoral dynamics, decision making behaviors, and drivers of SLM adoption.</b></p>
<p><b>5. Harmonize monitoring and evaluation systems</b></p>	<p><b>5-1. Monitoring and evaluation strategy and action plan</b></p>	<p><b>Harmonized M&amp;E systems guide investment development and management, support advocacy via knowledge dissemination, and allow partners to evaluate progress toward TerrAfrica targets, MDGs, CAADP goals, and other agreed upon goals.</b></p>

	<p><b>5-2. Monitoring and evaluation indicators</b></p>	<ul style="list-style-type: none"> <li>• <b>Development and testing of a harmonized set of benchmarks and progress indicators</b> to measure and report on effectiveness and efficiency of land management support activities at all levels (based on the African Development Indicators, the MDGs, PRSP indicators, CAADP, etc.)</li> </ul>	<p><b>Common M&amp;E indicators</b> guide investment and development and management, support advocacy via knowledge dissemination, and allow partners to evaluate progress toward TerrAfrica targets, MDGs, CAADP goals, and other agreed upon goals.</p>
--	---	--	---

## Activity Line 3: Investments

### Overview

#### Keep the country at the center:

To catalyze investment scale up on the ground at local to transboundary levels, Activity Line 3 aims to first strengthen country level partnerships and analytical work and move SLM into the mainstream. In parallel, this foundational work is mapped to extensive work on programming formulation, including harmonization of existing investments, support for current initiatives to better address the SLM agenda, and lastly, development and implementation of well-informed investments that leverage the efforts carried out under Activity Lines 1 and 2.

#### Mainstreaming and investments:

The process of mainstreaming is viewed as closely interlinked to the creation of the necessary conditions for effective and well-informed investments. This is because the long-term success of investments depends upon the scope and depth of the mainstreaming effort. Furthermore, both mainstreaming and investments depend on active partnership. As such, advocacy work will be supported at national and subnational levels to support countries as they pursue SLM.

#### Unlocking national and international resources:

The magnitude of land degradation and its potential to severely compromise human and economic productivity puts ever greater emphasis on the need to unlock and channel investments into SLM. Emerging opportunities are available to embed government investments into appropriate enabling environments through the use of domestic budgets (public and private) as well as foreign resources. These, in turn, are expected to catalyze increased investments by communities and households towards SLM.

#### Benefiting from regional activities:

All investments will benefit from the regional knowledge and partnership efforts and from a common M&E system. This will help ensure comparability of efforts, support sequential

programming, allow cross-fertilization of ideas, and allow a better understanding of what works and why. Selective subregional mainstreaming and advocacy efforts will also add value to the country focus, as SSA is already organized subregionally.

There are two objectives under Activity Line 3.

### Objective 6

#### Advocate for SLM and mainstream into development strategies and policy dialogues at sub-regional (selectively), country and local levels

Objective 6 aims to mainstream SLM into development strategies and policy dialogues at the country, and, for some specific transboundary issues, at sub-regional levels. With increasing acknowledgement of the importance of national, country-specific development objectives, new opportunities exist to mainstream SLM into national development processes and policy debates. These opportunities at country level must also be aligned with efforts to mainstream SLM into donor strategies and processes. Mainstreaming activities will be enabled by supporting country level partnerships, strengthening institutional capacity (including public expenditure management), advocacy, and analytical work. These activities will be enhanced and facilitated by Activity Lines 1 and 2, and leveraged by investments on the ground.

Specific **product lines** are elaborated on two related fronts, beginning with 1) coalition development and advocacy, complemented by 2) analytical work and SLM mainstreaming to support decision making. Examples include activities to help embed SLM in national sectoral and development strategies, policies, action plans, expenditure frameworks, as well as mainstreaming in development assistance frameworks and in selective regional and sub-regional initiatives and transboundary programs. The mainstreaming agenda includes activities such as analytical and stocktaking work, the development of partnerships and coordination

mechanisms, advocacy support, and capacity building at multiple levels.

These product lines are expected to **result** in two major outcomes: 1) national and subnational partnerships are operational across sectors and leading the SLM agenda to drive scale up; and 2) SLM is embedded in an increasing number of national development frameworks and donor assistance strategies to support advocacy, decision making processes and guide investments.

### **Objective 7**

#### **Develop, mobilize, and harmonize investments at sub-regional (selectively), country and local levels**

To avoid duplication, realize cost efficiencies, build strategically on existing efforts, and help unlock financing for SLM, objective 7 aims to support the coordination and harmonization of investments among stakeholders at country levels and pursue a programmatic approach to investment development. The extent and quality of this harmonization – along with the mainstreaming effort – will directly inform the development and enhancement of current and planned investments at all levels. This work will be closely coordinated with the advocacy and mainstreaming activities under objective 6.

There are two conceptual approaches to investment development in the context of national country dialogues: i) a *programmatic approach* which centers on full-scale country programs but may also include sub-regional programs, and ii) *targeted investments* that focus on priority sectors, themes, and/or geographic areas for mainstreaming SLM at various levels. Targeted investments can set the stage for a later country program if needed. In both cases, investments will be informed by country-level analytical work, advocacy, and partnership building under objective 6, reinforced by regional efforts under Activity Lines 1 and 2.

Specific **product lines** under this objective include enabling 1) investment coordination and harmonization, 2) development and implementation of targeted or piloted

investments, and 3) development and implementation of inclusive and participatory programmatic SLM frameworks.

Enhanced harmonization of investments will **result** in greater efficiencies and effectiveness of country-level activities, while selected on-going sectoral investments will be better equipped to prevent, stop and reverse land degradation, thereby improving agriculture and natural resource productivity and sustainability.

Likewise, whether country programs or targeted investments, the intended **final result** for these product lines is similar: enabling the generation of measurable scale up of hectareage under SLM regimes, with corresponding benefits accruing from preventing, stopping or reversing land degradation, including improved agriculture and natural resource productivity and sustainability.

<b>Draft 5-year TerrAfrica Business Planning Framework</b>			
Objectives	Product line	Sample of Activities	Results
<p><b>6. Advocate for SLM and mainstream into development strategies and policy dialogues at sub-regional (selectively), country and local levels</b></p>	<p><b>6-1. Coalition development and advocacy</b></p>	<ul style="list-style-type: none"> <li>• <b>Development and strengthening of inclusive and results-based coalitions</b> that will lead the SLM agenda, channel knowledge and other support from TerrAfrica partners (especially AL2), foster coordination mechanisms vertically and horizontally, allow improved cross-sectoral coordination domestically and with donors, and promote joint work programming with development partners</li> <li>• <b>Capacity building at national and local level</b> in relation with the above priorities, with an emphasis on line ministries and departments, communities and civil society</li> <li>• <b>Supporting inclusive and results-based national and local multi-partner platforms, country dialogues and related SLM partnerships</b>, including effective inter-ministerial dialogue, supported by analytical work and knowledge networks at country level and under AL2</li> <li>• <b>Development of sub-regional platforms and partnerships, and coordination support to existing forums that advance country activities and priorities</b></li> </ul>	<p><b>National and subnational partnerships operational across sectors and leading the SLM agenda to drive scale up.</b></p>



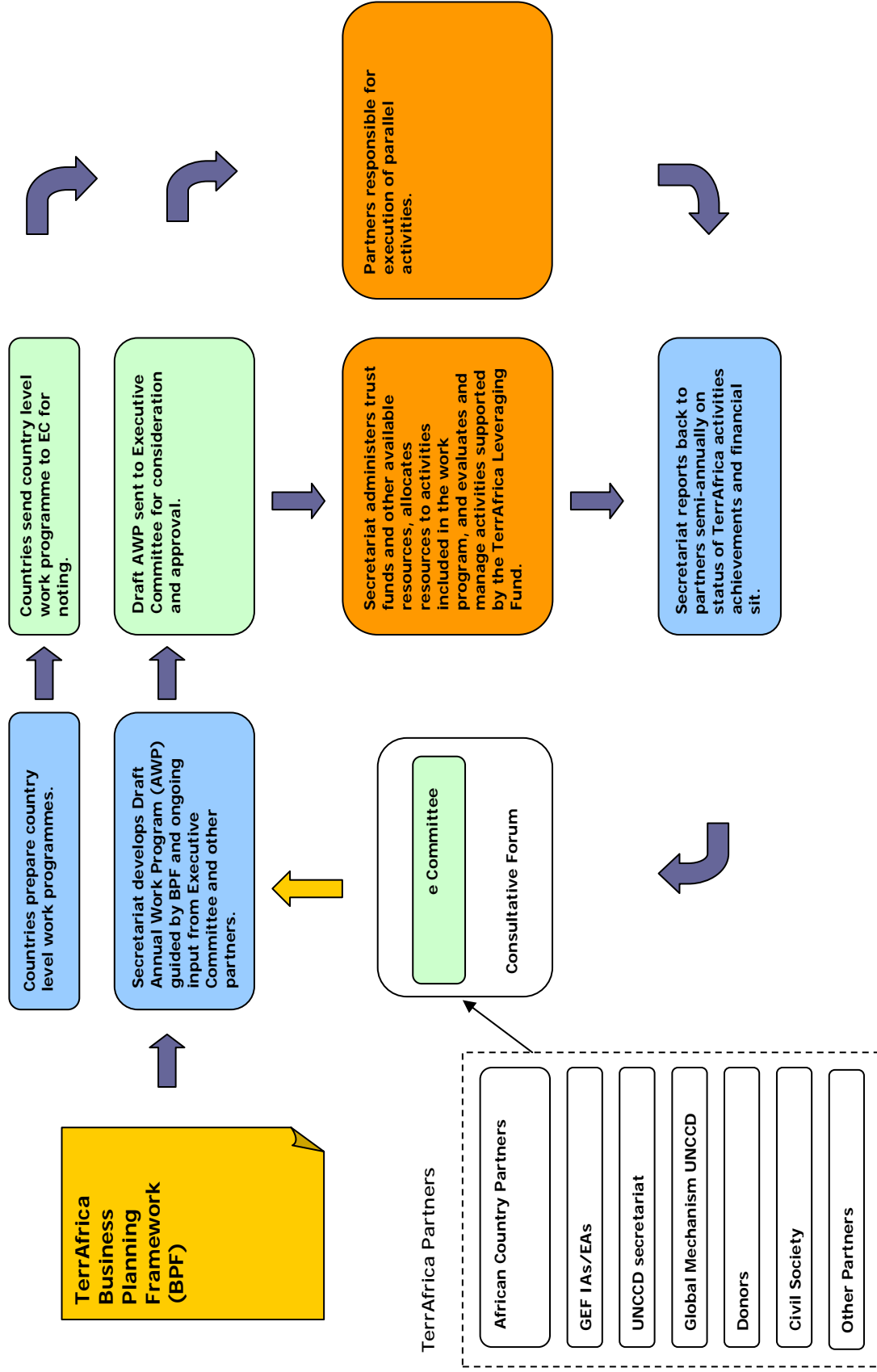
<p>6-2. Analytical work and SLM mainstreaming to support decision making</p>	<ul style="list-style-type: none"> <li>• <b>Definition of entry points: analytical and stocktaking work at country level</b> Examples include review of assistance strategies; land management sector reviews; public expenditure reviews; economic work such as costings of land degradation; SWOT analyses of portfolios; lessons learnt; identification of good practice; analyses of existing coordination mechanisms; analyses and joint assessments of delivery mechanisms; impact reviews of past and on-going activities; collecting baseline information on the nature and extension of land degradation, such as mapping of hotspots and bright spots; analyses of the key domestic drivers of land degradation and barriers and bottlenecks to SLM activities; analyses of the policy, regulatory and incentive framework; analyses of the institutional framework; capacity needs assessments; governance diagnostics; economic costings; consolidation of existing knowledge (good practices, local knowledge, past assessments), etc. These are carried out in connection with AL2 activities</li> <li>• <b>Definition of entry points: analytical and stocktaking work at sub-regional level</b> with particular focus on CAADP regional activities and on transboundary issues - i.e. transboundary diagnostic analysis, pilot regional sector and/or portfolio reviews, assessment of replicability potential among the group of concerned countries, support to peer exchanges and review mechanisms of land management, promotion of joint vision and actions, etc.</li> <li>• <b>Technical assistance to integrate SLM elements in policy dialogues and development assistance strategies</b>, including in results-based World Bank CASS</li> <li>• <b>Technical assistance to integrate and mainstream SLM elements in national sectoral and development policies, strategies, programs, expenditure and planning frameworks</b></li> <li>• <b>Targeted knowledge management at country and local levels</b>, in relation with AL2</li> </ul>	<p>SLM embedded in an increasing number of national development frameworks and donor assistance strategies to support advocacy, decision making processes and guide investments.</p>
<p>7. Develop, mobilize, and harmonize investments at sub-regional (selectively), country and local levels</p>	<ul style="list-style-type: none"> <li>• <b>7-1. Investment coordination and harmonization</b></li> <li>• <b>Technical support to integrate SLM elements in existing and emerging country-level investments</b>, with focus on agriculture and natural resource productivity and sustainability, and community based programs and projects</li> <li>• <b>Technical support to integrate SLM elements in existing and emerging transboundary or subregional initiatives</b>, with focus on agriculture and natural resource productivity and sustainability</li> <li>• <b>Developing or enhancing mechanisms to harmonize donor investments at country level and develop joint work programs or collaborative assistance strategies</b></li> <li>• <b>Developing or enhancing mechanisms to pool or harmonize domestic investments targeting national and subnational levels</b></li> </ul>	<p>Enhanced harmonization of investments leads to greater efficiencies and effectiveness, while on-going sectoral investments are better equipped to prevent, stop and reverse land degradation, and improve agriculture and natural resource productivity and sustainability.</p>

<p><b>7-2. Development and implementation of targeted or piloted investments to advance SLM scale-up</b></p>	<ul style="list-style-type: none"> <li>• <b>Identification and development of well-informed targeted investments</b> with a thematic, sectoral or geographical focus, including pilot activities, to scale up SLM and progress towards country programs in relation with progressive improvements of enabling conditions. Diverse good examples can be drawn from current portfolios and include scaling up participatory small-scale irrigation, SLM enabled community based development projects, improving governance for SLM in decentralization efforts, and improving integrated ecosystem management in production landscapes encompassing rangelands, forests, crops, and/or wetlands</li> </ul>	<p><b>Targeted investments enable measurable scale up of hectareage under SLM regimes, with corresponding benefits accruing from preventing, stopping or reversing land degradation, including improved agriculture and natural resource productivity and sustainability.</b></p>
<p><b>7-3. Development and implementation of inclusive and participatory programmatic SLM frameworks</b></p>	<ul style="list-style-type: none"> <li>• <b>Country programs</b> as defined by country readiness criteria (see AL 1). These would be led by the countries themselves, building on planned targeted investments and current activities. Examples of the criteria include identification of elements supporting intervention prioritization, costing, targets and indicators, alignment of domestic and foreign expenditures, cost-benefit and socio-economic analyses, monitoring and evaluation, feed back loops, harmonized systems to measure and report on progress - including capacity building plans for mainstreamed long-term and country driven M&amp;E, support to replication and adaptation of good practices in relation with AL 2, etc</li> <li>• <b>Development and implementation of sub-regional programmatic SLM frameworks</b> and related sub-regional programs of actions in support of country programs or country-level targeted investments</li> </ul>	<p><b>Country programs enable measurable scale up of hectareage under SLM regimes, with corresponding benefits accruing from preventing, stopping or reversing land degradation, including improved agriculture and natural resource productivity and sustainability.</b></p>

**Annex 2: Table of Acronyms**

AAPP	African Agricultural Productivity Programme
AL	Activity Line
BPF	Business Planning Framework
CAADP	Comprehensive Africa Agriculture Development Programme (NEPAD)
CAS	Country Assistance Strategy
CF	Consultative Forum
COP	Conference of the Parties
CRIC	Committee for the Review of the Implementation of the Convention
CSO	Civil Society Organization
EC	Executive Committee
FAO	United Nations Food and Agriculture Organization
GEF	Global Environment Facility
GM	Global Mechanism of the United Nations Convention to Combat Desertification
GPP	Global Partnership Program
IFAD	International Fund for Agricultural Development
LD	Land degradation
M&E	Monitoring and evaluation
MDGs	Millennium Development Goals
NAP	National Action Programme
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organization
PRSPs	Poverty Reduction Strategy Papers
SADC	Southern African Development Community
SAGs	Special Advisory Groups
SIP	GEF Strategic Investment Program for SLM in SSA
SLM	Sustainable Land Management
SSA	Sub-Saharan Africa
SWOT	Strengths, weaknesses, opportunities, threats
TLF	TerrAfrica Leveraging Fund
UNCBD	United Nations Convention on Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
WAAPP	West Africa Agricultural Productivity Program

### Annex 3 - Development of TerrAfrica Annual Work Program (AWP)



### Annex 4 TerrAfrica: Regional Sustainable Land Management Key Documentation

