

MODULE 4 - GOVERNANCE NOTE

This document presents the governance principles, the two-tier structure for TerrAfrica and the respective roles of the Consultative Forum, Executive Committee and Secretariat, which constitute the governance structure at the regional platform level. It also summarizes the process for preparing TerrAfrica work program and for reporting to partners.

Mission and objectives

TerrAfrica's mission is to work towards unlocking critical bottlenecks to achieve a significant scale up in the financing and mainstreaming of effective and efficient country-driven sustainable land management (SLM) practices. TerrAfrica focuses on the following objectives:

- Build African-owned coalitions and strategic partnerships for SLM at regional and global levels,
- Develop inclusive regional dialogue and advocacy on strategic priorities, enabling conditions, and delivery mechanisms,
- Support high quality regional knowledge based mechanisms,
- Identify and generate stronger analytical underpinnings,
- Harmonize monitoring and evaluation systems,
- Advocate for SLM and mainstream into development strategies and policy dialogues at sub-regional

(selectively), country and local levels, and

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

Introduction

TerrAfrica is a regional initiative to enable governments of sub-Saharan Africa (SSA), the international development community and other global, regional and national stakeholders to better work together to scale up the financing and mainstreaming of effective and efficient country driven SLM. It is a special collective and inclusive effort for sub-Saharan Africa which aims at fostering long-term integrated strategies and building on comparative advantages. It is designed to be an important support to the implementation of the objectives set under the UNCCD, however its mandate and objectives are broader, with a particular attention to the NEPAD-CAADP and the Action Plan of the NEPAD Environment Initiative.

Collaborative efforts in SSA for Sustainable Land Management (SLM) in Sub-Saharan Africa under TerrAfrica need to be framed within a coherent, lean but inclusive, accountable and responsive governance structure. This structure should engage stakeholders from all interested sectors and help address weaknesses and gaps identified in the past. It should also help record, promote and coordinate proposed SLM

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.

priorities and activities to operationalize the agreed TerrAfrica mission statement and principles.

While TerrAfrica has a SSA level platform, it has a primary focus on unlocking and supporting activities at the country level through a range of complementary actions. These actions aim at addressing the gaps, bottlenecks and barriers observed in the past. TerrAfrica also offers a framework for increased regional coordination and harmonization that exploits complementarities and builds on country experiences. It takes into account country specificities and fosters approaches best adapted to country specific conditions.

Governance Principles

The following principles 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

Governance Structure

TerrAfrica has a two-tier decision-making structure: at the country level and at the SSA regional platform level with knowledge and experience shared at the SSA regional level. The structure is rooted in the interactions between countries that have adopted the TerrAfrica approach and their development partners at the country level. It provides ways to take stock of national experience and to escalate to the SSA regional platform level issues which cannot be resolved at the country level.

COUNTRY LEVEL

TerrAfrica is nationally driven and depends on the leadership and commitments of African countries. Responsibility for the development of country SLM programs, their financing, implementation, monitoring and evaluation rests with country governments in consultation with civil society and development partners and are usually part of other documents (NAP, PRSP). The Governance Structure at country level should be based on the TerrAfrica governance principles and take account of existing structures so as to take advantage of and not duplicate ongoing efforts and mechanisms in addressing SLM. Country level modalities and interactions with the regional platform will be defined on a case by case basis using the existing mechanisms on the ground.

SSA REGIONAL PLATFORM LEVEL

At the platform level, the TerrAfrica governance structure includes a **Consultative Forum (CF)**, an **Executive Committee (EC)** and a **Secretariat**. In addition, the Executive Committee is vested with the capacity to establish **Special Advisory Groups (SAGs)** as needed and proposed by one of the governance bodies. As illustrated on the organization chart on page 8, SLM Activities, led at the country level, are the main drivers for the harmonization and consultation mechanisms of the governance at the SSA regional level¹. This structure carefully builds on and benefits from activities led under existing mechanisms at SSA regional (notably the UNCCD and NEPAD) and country levels (national action programmes to combat desertification, PRSP, and country assistances strategies).

¹ For example, the World Bank will seek to ensure that SLM is adequately reflected in its Country Assistance Strategies (CAS), and through the Bank's regular reviews of its CAS, SLM will be streamlined with ongoing initiatives in support of rural development. The World Bank will work with the GM and Governments to reflect the SLM agenda in PRSP documents and subsequently in lending and non-lending dialogue. Coordination, harmonization and alignment within the donor community and other stakeholders will be important in these processes. It is at the country level and through coordinated donor inputs into the PRSP and PRSC processes that donor coordination and harmonization will be most critical.

As a principle, no activity undertaken as part of TerrAfrica should duplicate activities undertaken through an existing mechanism². Rather, TerrAfrica aims to amplify and scale up such activities to achieve more efficient SLM.

Consultative Forum (CF)

- **Nature of the Consultative Forum**
The Consultative Forum (CF) is an inclusive SSA umbrella for the exchange of information and specific policy and technical discussions between, *inter alia*, representatives from SLM practitioners and policy makers from African countries, sub-regional organizations, donors, civil society groups, and private sector, and representatives from communities and professional organizations, knowledge

² TerrAfrica is designed as a partnership to leverage existing financing and non-financing instruments. Each partner brings its own mandate and comparative advantage. TerrAfrica helps combine efforts of the various organizations by focusing on common objectives according to an agreed Strategy Note and Business Plan to limit, avoid ad-hoc, duplicative efforts often observed in the past. This coincides fully with the priorities set in the Paris Declaration on Aid Effectiveness.

The Global Mechanism, in accordance with its mandate, will work on partnership and mainstreaming processes, and will be better supported by converging effort from partners. The Secretariat of the Convention will continue to play its role as an advocate for combating land degradation under a stronger orchestration and harmonization of regional strategic and policy dialogue and contribute to building the African country ownership of TerrAfrica. The FAO, UNEP, relevant parts of the CGIAR system and the Committee on Science and Technology (CST) of the UNCCD will provide technical and scientific inputs to the partnership. The GEF is an important catalytic source of financing for SLM which will have a strong leveraging and cost effective impact. The GEF has pioneered the Operational Programme 15 (for SLM) and is promoting the Country Pilot Partnership (CPP) approach. These will be enhanced under programmatic partnerships supported by TerrAfrica.

Furthermore, in responding to the interest among TerrAfrica partners to address land degradation in an integrated manner, synergies will be harnessed between the UNCCD, UNCBD, and UNFCCC, as well as the Ramsar Convention on Wetlands and the UN Forum on Forests and the African Convention on Conservation of Natural Resources.

For further information on other partners' role in TerrAfrica, and the linkages between TerrAfrica and other Conventions, please see the Work Program and the Strategy Note.

networks, research institutions and multilaterals from all sectors. It is intended to provide substantive inputs to guide the strengthening of an enabling environment to achieve TerrAfrica's mission statement, take stock of progress achieved, envisage possible future activities and, more generally, inform and guide the EC.

- **Membership**
The Forum is open to all interested stakeholders, particularly those involved in implementing the TerrAfrica approach at the country level. Participation in the CF is by invitation from the EC and the size of the membership will be managed by the EC to keep it at operational and practical level. Applications to participate in the CF are received by the Secretariat.
- **Purpose**
The primary purpose of the Forum, which should have a strong African leadership, is notably to:
 - Provide background for strategic and targeted policy and operational guidance to strengthen the enabling framework for SLM scale up in Sub-Saharan Africa;
 - Exchange information on good SLM practices and lessons learned; and
 - Discuss the TerrAfrica agenda.

Additionally, the Forum allows opportunities to:

- Share information on existing and planned SLM activities and operations in Sub-Saharan Africa to support and guide, as relevant, country driven processes;
- Provide a basis for alignment and harmonization of donor strategies in order to enable, support and catalyze country driven processes;
- Describe and consider key lessons;
- Learn emerging issues facing operational implementation of SLM and discuss strategic directions; and

- Develop partnerships as a basis for future joint actions.
 - **Chair**

The Chair of the annual CF is a recognized SLM stakeholder/expert from Sub-Saharan Africa. For the first annual CF meeting, the Chair will be elected by the members of the EC. For subsequent CF meetings, the CF would recommend several candidates to the EC, who would then appoint the Chair from the nominated candidates. The Chair should be appointed at least three months in advance of the annual meeting and serves for one year. If not already a member of the EC, the Chair participates *ex-officio* in EC meetings.
 - **Meetings**

The CF meets at least once annually at a time and place proposed by the EC.³ It may hold additional meetings in sub-groups (sub-regional or thematic) as appropriate and feasible, notably in connection with other international meetings. The Agenda of the CF is prepared by the Secretariat in close cooperation with the EC and the annual Chair of the CF. The Agenda of the CF closely reflects the priorities set in the TerrAfrica Strategy and Business Planning documents. The Secretariat provides support and coordination for the organization of the CF. The Secretariat also prepares and makes publicly available a summary record on the outcomes from the Forum.
- Setting the policy and strategy of TerrAfrica;
 - Setting and modifying governance arrangements;
 - Reviewing and approving an annual work program and related budget directly managed under TerrAfrica;
 - Monitoring and evaluating progress achieved by the SSA regional platform;
 - Setting selection criteria and procedures for submission and consideration of proposals for activities to be part of the work program;
 - Recording parallel activities contributing to TerrAfrica's objectives, considering ways for enhancing the alignment of such activities with the work program, and defining their status and relationship to the work program. If appropriate, the EC endorses such parallel activities as part of the TerrAfrica work program;
 - Selecting and inviting participants to the CF;
 - Establishing and dissolving SAGs as needed on an ad hoc basis, including for independent external evaluation; and
 - Supporting fundraising for targeted activities, including through the TerrAfrica Leveraging Fund (TLF).⁵
- **Membership**

The membership of the EC is based on engagement and contributions of partners. In principle, all countries and international or SSA organizations contributing substantial resources⁶ to achieving the objectives of TerrAfrica are members of the EC. To remain efficient and decision-making oriented, the membership of the EC does not exceed 18. It includes representatives from:

Executive Committee (EC)

- **Responsibilities⁴**

The Executive Committee is charged with:

 - Facilitating partner/country partnership building;

³ This will be, where possible, back to back with the CRIC and COP of the UNCCD, or other major relevant international gathering.

⁴ The EC is the only body entrusted with the decision making power for the partnership.

⁵ See TLF Presentation Note

⁶ A minimum amount will be determined by the EC at a later date. For bilateral or multilateral donors, supporting the SSA regional platform, notably through the TerrAfrica Leverage Fund (TLF), is a requirement.

- four African governments according to sub-regional groupings⁷ (Central, Eastern, Southern and Western SSA), selected according to criteria determined in cooperation with the NEPAD Secretariat.
- NEPAD Secretariat,
- the African Development Bank,
- the European Commission,
- two bilateral donors (one from a G8 country and one from a non-G8 country),
- the FAO,
- IFAD,
- UNDP,
- UNEP,
- the UNCCD Secretariat,
- two representatives from the civil society,⁸
- the Global Mechanism, and
- the World Bank.

EC members representing African governments, bilateral donors and civil society serve for two years before being replaced by a representative from the same constituency.

○ **Chair**

The Chair of the EC convenes EC meetings and interacts with the Secretariat. The Chair is a member of the EC. To facilitate the establishment of TerrAfrica, the EC will initially be co-chaired by the NEPAD Secretariat and the World Bank. After an initial two-year period starting from the launch of TerrAfrica, Chair candidates will be nominated by members of the EC from members of the EC and appointed by the EC.

○ **Meetings**

The EC meets at least twice a year. At least one meeting is in person (Annual Meeting) and any additional meeting (Interim Meetings) may be in person or by telephone/video conference. Minutes of the EC meetings are recorded and circulated by the Secretariat within two weeks of the meetings.

Decision-making will be done by consensus of all members present at a meeting, and by no objection after a reasonable period of review. The EC will make decisions by email or video conference between in-person meetings.

Secretariat

○ **Responsibilities⁹**

The responsibilities of the Secretariat are to:

- Support the activities of the CF and the EC, organize their meetings, liaise with their Chairs and members as necessary, and circulate records of their deliberations to partners;
- Develop a Business Plan, a budget, and an annual work program under the guidance of the EC and for approval by the EC;
- Act as trustee for the Bank-managed TLF, including accounting and auditing of donor funds;¹⁰
- Act as program administrator of the Bank-managed TLF, including disbursement and evaluation of activities supported by the TLF;
- Make proposals to the EC on the creation and dissolution of SAGs;
- Provide partners with semi-annual reports on the status of TerrAfrica activities, achievements and financial situation;
- Promote the objectives of TerrAfrica in public forum as needed, facilitate

⁷ NEPAD will facilitate the future selection process and finalize criteria, and the EC will continue to review the situation as the TerrAfrica platform evolves to ensure adequate African representation.

⁸ Two representatives from the civil society will be selected from a list of African UNCCD accredited non-governmental organizations according to the procedures and process decided by the civil society.

⁹ Other than allocating and administering funds from the TerrAfrica Leverage Fund (TLF), the Secretariat has no decision making power and such power rests exclusively with the EC.

¹⁰ The Secretariat has the responsibility of administering the TLF but has no ambition or scope for managing all funds.

- such promotion by other partners and maintain a TerrAfrica web presence as a dissemination tool available to all stakeholders; and
- Mobilize resources through the TLF.

○ **Membership**

The Secretariat comprises a small central unit located at the main host organization.¹¹ It is supported by additional focal points at partner organizations responsible for implementing parts of TerrAfrica's work program. Partners may also second staff to the central unit for facilitating the implementation of the work program. The organization hosting the central unit of the Secretariat appoints a Head of the Secretariat. It is expected that the central unit will eventually be hosted by an African organization.

For its organization and the management of the resources it administers, the Secretariat follows the administrative and other rules of its host organization.

Special Advisory Groups (SAGs)

○ **Responsibilities**

When necessary and as determined by the EC, Special Advisory Groups (SAGs) are formed for targeted tasks during specific time periods. SAGs will be created by the EC, which will approve terms of reference to provide advice on projects, topics, and regional or sub-regional and other issues as determined by the EC. The creation of a SAG can be proposed by the CF or by the Secretariat for approval by the EC. Each SAG serves as an advisory body either to the EC and/or the CF and/or the Secretariat. Specifically, a SAG may:

- Advise on methods and criteria to assess proposals for activities to be supported by TerrAfrica;
- Provide targeted assistance as needed on a project and/or issue specific basis; and
- Assist the Secretariat with developing methods for evaluating activities, monitoring progress toward SLM, and implementing approved activities.

○ **Membership**

SAGs may be comprised of local, national and international stakeholders and experts drawn from civil society, the technical community and cross sector ministries who have the necessary expertise. The EC has the authority to dissolve a SAG at any time. Participation in the SAG is by invitation from the EC. Applications to participate in the SAG are received by the Secretariat.

○ **Chair**

The EC will appoint a chair of a SAG among that SAG members. The Chair will be responsible for convening meetings, organizing the workload, and communicating the findings and conclusions of the SAG within the time frame set by the supervising body (EC, CF or Secretariat).

¹¹ Initially, the Secretariat will be hosted by the World Bank, and the responsibilities will be shared between the NEPAD Secretariat and the World Bank and other partners based on comparative advantages.

Work Program Development

The Secretariat, in close consultation with the EC, prepares the annual work program. The work program includes proposals for allocating resources from the TLF. The draft work program clearly delineates those categories of activities supported by the TLF and those supported by other sources, as well as responsibilities for implementing these activities. The annual work program is based on a multi-year business planning document and includes, *inter alia*:

- a description of on-going activities and a description and justification of proposed new activities, their respective costs, projected outputs and expected sources of funding;
- an annual budget to implement the work program.

The annual draft work program must be submitted to the EC members at least 15 days in advance of the EC Annual Meeting where it is considered and approved.

Recognizing the need for flexibility due to changing circumstances, when necessary, the Secretariat will propose modifications to the work program, and if they are major changes, they will be subject to consideration and approval at the EC Interim Meetings.

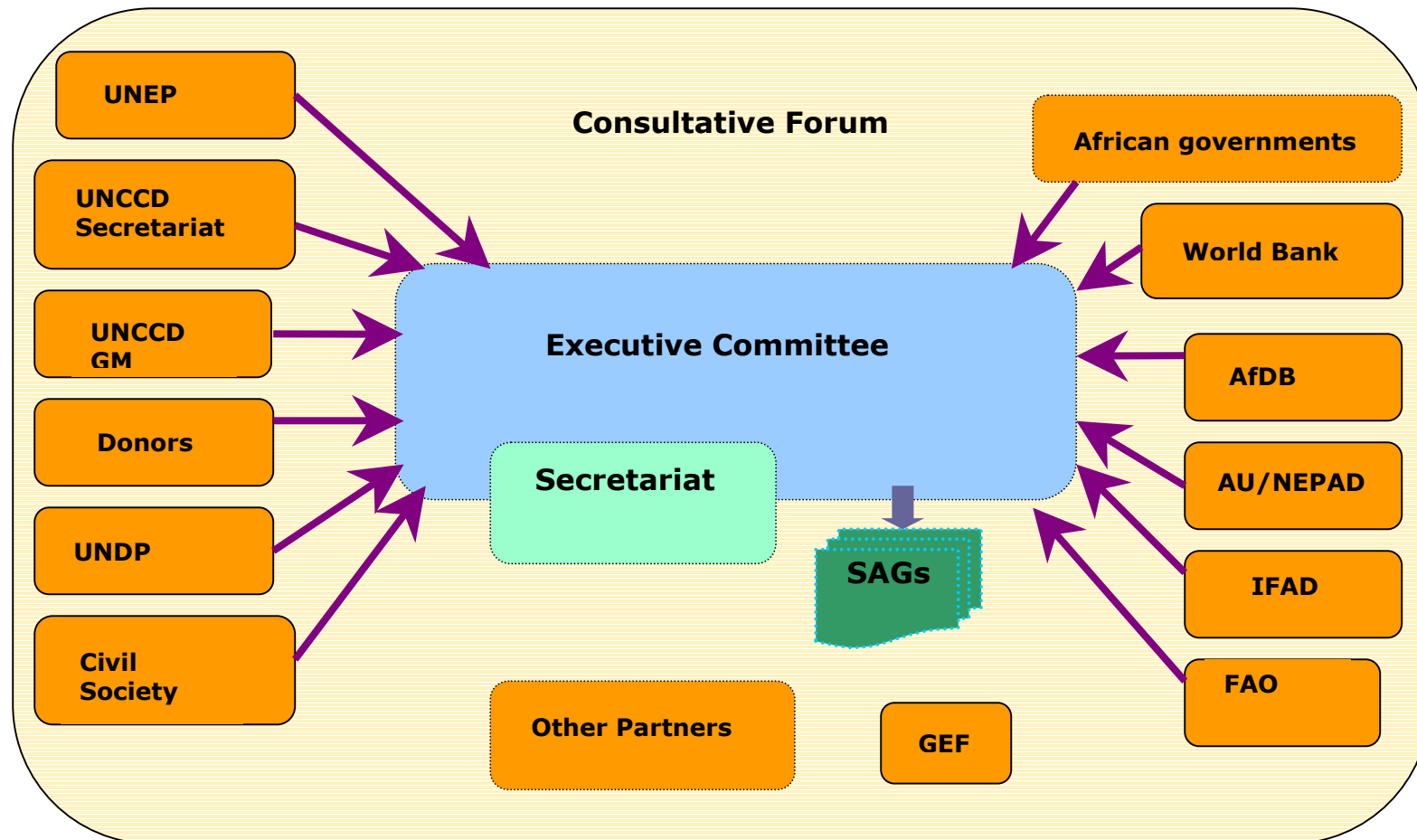
Reporting

For the EC and other partners, the Secretariat prepares:

- a semi-annual status report on on-going activities of TerrAfrica, and progress toward implementing the work plan;
- an annual substantive and financial report with an assessment of SLM in Sub-Saharan Africa to be submitted to the annual meeting of the CF; and
- on-line and other reports to inform partners and share knowledge.

As the trustee of the TLF, the Secretariat will prepare a report to donors on the status of their contributions, as required by administrative agreements.

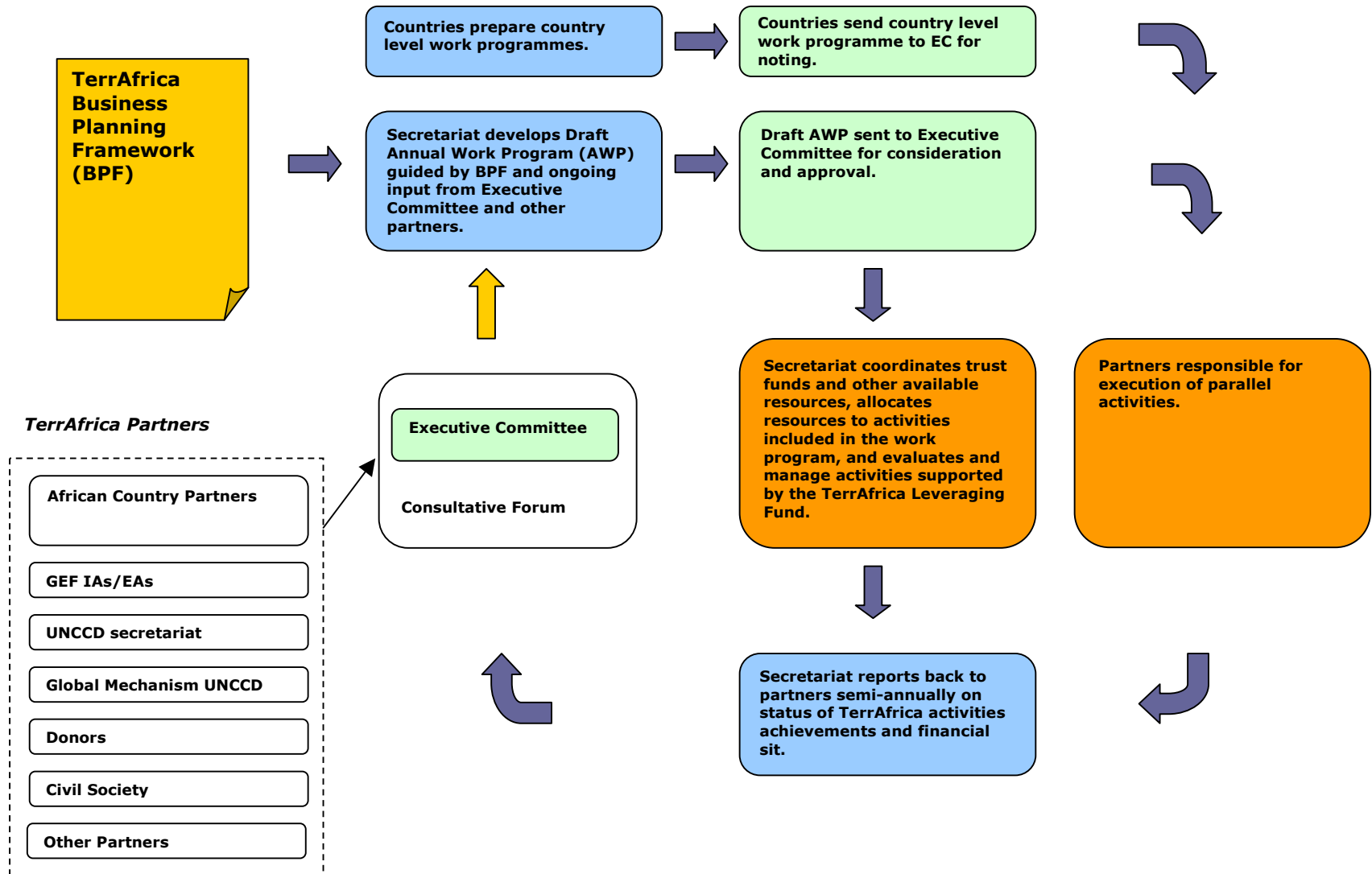
TerrAfrica Organization Chart



Annex 1 - Table of Acronyms

AAPP	African Agricultural Productivity Programme
AL	Activity Lines
BPF	Business Planning Framework
CAADP	Comprehensive Africa Agriculture Development Programme
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 Public Partnership
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
PRSP	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
TLF	TerrAfrica Leveraging Fund
UNCBD	United Nations Convention on Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNCFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
WAAPP	West Africa Agricultural Productivity Program

Annex 2 - Development of TerrAfrica Annual Work Program (AWP)



**Annex 3 TerrAfrica: Regional Sustainable Land Management
Key Documentation**

