



Module 4

GOVERNANCE NOTE (Final version)

March 2011

This document presents the governance principles, the structure of the TerrAfrica partnership and the respective roles of the Consultative Forum, Executive Committee, Secretariat and the Special Advisory Groups (SAGs), which constitute the governance structures at the regional platform level. It also summarizes the process for preparing TerrAfrica work program and for reporting to partners.

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.

Mission and objectives

TerrAfrica's mission is to work towards unlocking critical bottlenecks to achieving 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/strengthen African-owned coalitions and strategic partnerships for SLM at all levels
- Support country and regional initiatives to develop and use desired knowledge products, analytical and decision making tools and M&E in designing and implementing SLM programmes
- Stimulate and facilitate inclusive dialogue and advocacy on integrating SLM in development strategies, policies and plans at regional and country levels
- mobilize and harmonize investments into programmes to scale up SLM practices

Introduction

TerrAfrica is an initiative to enable Governments, international development community and other global, regional and national stakeholders to work together under shared vision and collective responsibility to stimulate and rally increased financing and knowledge-information support to country-led initiatives and programmes to scale up SLM in Sub-Saharan Africa. TerrAfrica has emerged as an important "instrument" supporting implementation of the objectives set under the UNCCD and Sustainable Land and Water Management / Land Degradation objectives

in the AU-NEPAD's Comprehensive Africa Agriculture Development Programme (CAADP) and Environment Action Plan (EAP).

The collaborative efforts on Sustainable Land Management (SLM) in Sub-Saharan Africa under TerrAfrica need to be framed in a coherent, inclusive, accountable and responsive governance structure. This structure should therefore engage stakeholders from all interested sectors and inherently help address weaknesses and gaps identified in the past. It should also function in recording, promoting and coordinating emerging SLM priorities and activities to achieve the TerrAfrica mission.

TerrAfrica's primary focus is 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 constraining increased adoption of SLM practices. TerrAfrica also offers a framework for increased regional coordination and harmonization that exploits synergies and complementarities. TerrAfrica's approach takes into account country specific circumstances and needs and fosters practices and systems best adapted to those country specific conditions.

Governance Principles

The following principles guide the governance of the TerrAfrica Partnership:

- African country-driven agenda and ownership
- Transparency and accountability
- Action based on partnership and mutual responsibility
- 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.

Governance Structure

TerrAfrica decision-making structures begin with country level set-up which then runs all the way to a regional (Sub-Saharan Africa) 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 Sub-Saharan Africa regional platform.

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 within the context of related national strategies and plans such as National Action Programmes (NAP), Poverty Reduction Strategy Papers (PRSP), National Action Programmes of Adaptation (NAPA), EAP and CAADP. The Governance Structure at country level is based on the TerrAfrica governance principles and takes 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.

SUB-SAHARAN AFRICA REGIONAL PLATFORM LEVEL

At the platform level, the TerrAfrica governance structure includes a **Consultative Forum**, **Executive Committee** 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. SLM Activities, led at country level, are the main drivers for harmonization and consultation mechanisms of the governance at the Sub-Saharan Africa/regional level¹. This structure carefully builds on and

¹ For example, the World Bank will seek to ensure that SLM is

benefits from activities led under existing mechanisms at Sub-Saharan Africa regional (notably the UNCCD and AU-NEPAD Agency) and country levels (national action programmes to combat desertification, PRSP, CAADP and EAP). 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 efficiency and effectiveness in advancing SLM

Through the Consultative Forum, the TerrAfrica Governance arrangement allows "space" for wider consultation and dialogue. For this purpose, the TerrAfrica Partnership exploits existing fora and platforms (such as the CAADP Partnership Platform; the UNCCD COP, the CAADP Africa Forum, AMCEN, etc...) for widespread and inclusive consultations and/or dialogue including

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.

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 has a strong leveraging and cost effective impact. The GEF has pioneered the Strategic Investment Plan which is one of the major investment programs of the TerrAfrica multi-partner platform. The approval the largest ever in GEF history— earmarked a \$150 million grant to support 28 countries in advancing nearly 40 operations that promote the uptake of climate resilient SLM practices.

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.

exchange of information and technical discussions between, *inter alia*, representatives from SLM practitioners and policy makers from African countries, sub regional organizations, donors, civil society groups, private sector and representatives from communities and professional organizations, knowledge networks, research institutions and multilateral institutions. This level of consultations and dialogue is intended to provide substantive inputs to guide the strengthening of an enabling environment to achieve TerrAfrica's mission, take stock of progress achieved and envisage possible future activities.

Membership

The Consultative Forum is open to all interested stakeholders, particularly those involved in implementing the TerrAfrica approach at the country level. The consultations and dialogue will be organized with the primary purpose to:

- Contribute to agenda setting for the TerrAfrica work programme;
- Exchange information on SLM practices and lessons learned;
- Discuss the TerrAfrica agenda
- Rally alignment and harmonization of development partners' strategies towards country driven initiatives
- Develop partnerships

The TerrAfrica Secretariat in consultation with the TerrAfrica Executive Committee will aim to organize at least one Consultative Forum once every year. This will normally be organized as a dedicated session within any of the appropriate fora and platforms.

The TerrAfrica Executive Committee³

Responsibilities⁴

The Executive Committee is charged with:

- Facilitating partner/country partnership building;
- 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 Sub-Saharan Africa 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 Executive Committee endorses such parallel activities as part of the TerrAfrica work program;
- 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 Executive Committee is based on engagement and contributions of partners. In principle, all countries and international or Sub-Saharan Africa organizations contributing resources to achieving the objectives of TerrAfrica may be members of the Executive Committee. To remain efficient and decision-making oriented, the membership of the Executive Committee shall not exceed 18⁶. It includes representatives from:

- Four African governments according to sub-regional groupings⁷ (Central, Eastern, Southern and Western Africa), selected according to criteria agreed by the Executive Committee).
- Two representatives from civil society.⁸
- NEPAD Agency
- One Regional Economic Community (REC)
- the African Development Bank,
- IFAD
- The World Bank.
- the European Commission,
- two bilateral development partner Governments
- FAO,
- UNDP,
- UNEP,

⁵ See TLF Presentation Note

⁶ Other TerrAfrica countries, donors or Civil Society Organisations may attend the Executive Committee meetings as observers.

⁷ AU-NEPAD Agency Annex? for the criteria and details on the rotation process. The four countries represent the other TerrAfrica countries of their sub-region and therefore consult with them before attending the Executive Committee meetings.

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

³ The acronym TAEC may be used for TerrAfrica Executive Committee

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

- the UNCCD Secretariat, and
- The Global Mechanism.

Executive Committee members representing African governments, the RECs, bilateral donors and civil society serve on a two-year rotational and rolling basis.

Accountability of the members

The members of the Executive Committee are responsible for:

- Providing feedback, usually via e-mail or via a website, on final drafts of regional knowledge products, on-line discussions and meetings.
- Consulting with partners they represent on the proposed agenda of the TerrAfrica Executive Committee meetings and other events, and coordinating with them to provide inputs.
- Participating in the Executive Committee meetings and other events, and reporting back to the partners they represent on Executive Committee decisions.
- Participating in the preparation of the Executive Committee meetings and other important events by providing inputs and comments as requested by the Secretariat.
- Reporting on planning and activities of the partners they represent once a year to the Executive Committee meeting and as part of the annual reporting process.
- Informing the partners they represent on implementation of the activities in the TerrAfrica Work Programme – circulating the Work Programme and the Annual Report to the partners they represent when delivered by the Secretariat.
- Maintaining regular and sustained information flow to partners they represent through the Internet (or other channels) on all matters related to TerrAfrica; this includes compiling information on SLM/TerrAfrica related activities from Partner Institutions. This could be disseminated through the TerrAfrica website and the newsletter.

Chair

The Executive Committee has initially been co-chaired by the NEPAD Agency and the World Bank. This will transform to an arrangement whereby the Chair function will rotate among the TerrAfrica Executive Committee on an annual basis. The TerrAfrica Secretariat will nominate the Chair and appointed by the Executive Committee.

Meetings

The Executive Committee will meet at least twice a year. One of these meetings will be in person (Annual Meeting) and any additional meetings (Interim Meetings) could be in person or virtual. Minutes of the Executive Committee 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 (agreed) period of review. The Executive Committee will make decisions by email or video conference between in-person meetings.

The Chair of the Executive Committee will convene the Executive Committee meetings and liaise with the Secretariat on agenda.

Secretariat

Responsibilities

The responsibilities of the Secretariat are to:

- Support the activities of the Consultative Forum, the Technical Review Committee and the Executive Committee, 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 Executive Committee and for approval by the Executive Committee. The approval of the work program and related budget should be linked to the approval of progress reports related to these activities;
- Make proposals to the Executive Committee 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 fora as needed, facilitate such promotion by other partners and maintain a TerrAfrica web presence as a dissemination tool available to all stakeholders;
- Develop a fundraising plan to support the implementation of the TerrAfrica Business Plan and annual Work Programs;
- Ensure budget monitoring and reporting for the activities managed by the Secretariat⁹; and

⁹ From the 2008 Executive Committee meeting, the Secretariat functions have been carried out by NEPAD. During two years, the World Bank still continued to provide support and build capacity at NEPAD. The Executive Committee agreed that the management of the TLF would stay with the World Bank until further notice.

- Mobilize resources within and according to agreed terms and condition of the TerrAfrica Leverage Fund (TLF).

Set-up of the TerrAfrica Secretariat

Functions of the TerrAfrica Secretariat shall be hosted by the NEPAD Agency, as lead African Institution¹⁰ Partner members of the Executive Committee will be expected to designate focal point person to particularly liaise and support the Secretariat in partnership coordination functions including management of the Joint Work Programme. The organization hosting the central unit of the Secretariat appoints a Head of the Secretariat. 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 Executive Committee, purpose-specific Special Advisory Groups (SAGs) are established. SAGs are established to deliver on a specified deliverable, function or target. Upon completion of the task, the SAG will disband or be transformed for other functions.

Establishing a SAG can be proposed by the Executive Committee Members (i.e. TerrAfrica Partners). The Executive Committee will approve the proposal including endorsing the Terms of reference and appointment of the lead institution (Chair) to coordinate the operations of the SAG.

The SAGs serve as advisory bodies to the Executive Committee and the Secretariat and will require submitting to the Secretariat regular reports.

SAGs functions will ideally relate to developing and providing advice/information on technical issues regarding the TerrAfrica/ SLM strategic considerations including projects, topics and policies. Specifically, SAGs will:

- Advise on methods and criteria to assess proposals for activities to be supported by TerrAfrica;

¹⁰ Initially, the Secretariat was hosted by the World Bank, and the responsibilities were shared between the AU-NEPAD Secretariat and the World Bank and other partners based on comparative advantages. The Secretariat functions have been transferred to what is now the NEPAD Agency during the 2008 Executive Committee Meeting.

- 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 membership will not be restricted to the TerrAfrica Executive Committee members. Membership will be developed from local, national and international stakeholders and experts in the civil society, technical community, government and other specialized institutions. The membership will consider relevant experience and capacity in relation to the specific task/issue and Terms of reference for the SAG. The Executive Committee has the authority to dissolve a SAG.

Chair: The SAG Chair, appointed by Executive Committee, will be responsible for convening meetings, organizing the workload, and communicating the findings and conclusions of the SAG within the Terms of reference and time frame set by the Executive Committee

The Secretariat will coordinate the functions of the SAGs including receiving and as necessary processing the SAG reports for the attention of the Steering Committee or Consultative Forum.

Technical Review Committee

The Technical Review Committee is a form of SAG that independently reviews/vets TerrAfrica knowledge products. The Secretariat will accordingly facilitate the establishment of the Technical Committee. A decision of the Executive Committee will be required to formalize the Terms of reference and Committee Member for any Technical Review Team. The committee membership will be selected and appointed according to the requirements of the task at hand. Consideration will include disciplines and field experience relevant to the subject of the knowledge product in question

The Terms of Reference for this Technical Review Committee will be developed by the Secretariat with the support of the Knowledge Management SAG and will be validated by the Executive Committee

The members can be part of the TerrAfrica Executive Committee or SAGs, but can also be from interest groups and institutions through the Consultative Forum.

The committee will provide technical advisory information to the Executive Committee on the quality of the product/s (technical soundness, reflecting best international principles/practices and standards, link to TerrAfrica's priorities and programmes. The Review Committee is also in charge of establishing and organizing, with the support of the Secretariat, the annual scientific conference on sustainable land management¹¹.

Work Program Development

The Secretariat, in close consultation with the Executive Committee, 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*:

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

The annual draft work program must be submitted to the Executive Committee members at least 15 days in advance of the Executive Committee Annual Meeting where it is considered and approved. Recognizing the need for flexibility due to changing circumstances, the Secretariat will, when necessary, propose modifications to the work program, and if they are major changes, they will be subject to consideration and approval by the Executive Committee

Reporting

The Secretariat will prepare:

- a semi-annual status report on ongoing 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 Executive Committee, and
- On-line and other reports to inform partners and share knowledge.

¹¹ The role and objectives of this conference are to be further developed by the Technical Review Committee and agreed upon by the Executive Committee.