



TERRAFRICA

Country Engagement Strategy

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PART I:

INTRODUCTION

1.1 Background

TerrAfrica is a regional initiative promoting sustainable land management (SLM) in Sub-Saharan African (SSA) countries, through a multi-dimensional partnership and collective approach. Partners include bilateral and multilateral donor agencies, SSA governments, researchers, civil society and private sector organizations.

The TerrAfrica approach aims to provide the know-how, policies, advocacy, and investment packages required to place SLM at the centre of Government development priorities (and those of other stakeholders), attract new investment, and scale-up successful programmes. Its framework is based on a new business model, which includes a focus on overcoming bottlenecks and improving cooperation and harmonization among the partners

TerrAfrica involves partners who have legitimately different interests, priorities, expectations and operational modalities, but who nevertheless agree on the need to work together more effectively to address the problem of land degradation on a larger and more effective scale.

In order to effectively render the TerrAfrica agenda operational, a systematic and harmonized approach to country-level engagement is needed. This is particularly important in light of current trends in development financing, which place emphasis on alignment with Government priorities and on harmonization of aid delivery mechanisms.

In this context, the objectives of the TerrAfrica Country Engagement Strategy (CES) are: (i) to promote a common understanding of the principles of and modalities for partners' engagement in a given country; (ii) to establish the modalities for partners' in-country collaboration on SLM; and (iii) to improve coordination amongst partners, in order to avoid duplication and high transaction costs.

Engagement and dialogue with countries are the primary means through which TerrAfrica will work to ensure the mainstreaming of SLM principles into agriculture, natural resource management and more broadly, into rural development.

Balancing the need to address immediate problems or to seek more efficient ways of maintaining established practice, with the challenges of complexity and change required to promote the SLM agenda, is increasingly problematic. TerrAfrica should therefore encourage a kind of "futures thinking" that brings with it a longer-term perspective for land management. A "futures thinking" approach would enable parties to look beyond the immediate constraints in land management, promoting strategies that ensure longer-term sustainability.

The CES is written not as a step-by-step prescription for engagement at the country level, but as a broad guide on how the engagement process should be conducted. It will be supported by an operational Country SLM Investment Framework (CSIF), dealing with and adapted to country-specific situations.

1.2 Definition of Terminology

The following definitions are provided to clarify usage in this context:

Country engagement refers to the processes and actions that must be implemented at the country level, in order to consult, hold discussions, exchange information, negotiate with and inform various stakeholders of the goals and objectives of the TerrAfrica initiative and its business model, and to plan, provide services, and develop/implement SLM programmes. Country engagement should be seen as a broader process of strategic management and therefore as an integral part of informed decision-making.

Sustainable Land Management (SLM) means the adoption of land-use systems that, through appropriate management practices, enable land-users to maximize the economic and social benefits of the land, while maintaining or enhancing the ecological support functions of the land resources¹. Given that SLM is the foundation for sustainable agriculture and a strategic component of poverty reduction efforts in SSA, it must be emphasized that SLM can only be addressed effectively in the broader context of agriculture and rural development – and not as a stand-alone initiative.

The TerrAfrica Partnership refers to the arrangements put in place whereby organizations, Governments and NGOs, etc. agree to work together for the joint purpose of promoting SLM in SSA.

Partners or parties (used inter-changeably) are members of the TerrAfrica Partnership that have committed (or willing to commit) resources to promote the principles and business model of the initiative.

Stakeholders comprise all those interested in SLM, including Governments, development partners, NGOs, and civil society organizations. Interest may derive from the fact that the stakeholder concerned is affected by the SLM agenda or has an influence upon it. A stakeholder may participate in the implementation of TerrAfrica or may simply observe how it evolves and its outcomes. When a stakeholder commits resources on a consistent basis to supporting implementation of the TerrAfrica initiative that stakeholder is considered a partner.

Based on the above, TerrAfrica will have two intertwined levels of partnership: (i) partners operating at the international level to ensure that the initiative is well developed, successfully promoted and adequately resourced; and (ii) in-country

¹ A more detailed definition of SLM is provided in the **Background Note** on TerrAfrica

partners that are tasked to support Government in implementing SLM initiatives in the country.

1.3 Principles of Engagement

TerrAfrica partners have undertaken to adhere to the principles and approach outlined in the TerrAfrica Strategy Note, Business Planning Framework, and Governance Note.

Nonetheless, it is the responsibility of all partners to enhance the relevance, effectiveness, accountability and credibility of TerrAfrica. In this regard, it is suggested that TerrAfrica partners define, agree upon and administer a **Code of Conduct** to guide the manner in which they conduct themselves and conduct business under the TerrAfrica banner.

Further to this, as TerrAfrica partners undertake to engage with countries as part of Activity Line 3 of the Joint (TerrAfrica) Work Programme, it is suggested that they further abide by the following six principles (discussed in sections 1.3.1 to 1.3.6), in developing country-level partnerships.

1.3.1 Horizontal Relationships

Partnerships are the cornerstone of the TerrAfrica initiative. However, simply setting up a partnership structure is not enough to guarantee success. Partnerships should be based on the principle of *horizontal relationships*. In other words, while institutional differences are recognized and while the comparative advantages of partners will be drawn upon, no individual partner (or group of partners) should claim supremacy over the others in promoting the common agenda. In this regard, TerrAfrica partnerships should be founded on the basis of equality, trust, accountability, inclusion and mutual capacity (see TerrAfrica Strategy and Governance Modules).

1.3.2 Commitment and Inclusiveness

Gaining commitment is central to partnership-building. Parties to TerrAfrica must demonstrate commitment to the success of the partnership by honouring their obligations and contributing to the implementation of the objectives agreed upon. Commitment depends on a shared vision and some ownership of the ideas to be put into practice. No individual partner or group of partners must monopolize any process and/or activity at the country-level.

It is envisaged that not all TerrAfrica partners will be able to engage in a selected country at the same time. However, in order for a country programme to fall under the TerrAfrica banner, it must be initiated jointly by at least two of the partners, with the flexibility to allow others to join at a later stage (see section 2.2.5 on Coalition Building). The decision as to who the initial partners are, will depend on the Government, as well as on the readiness of the partner(s) to engage in the country.

1.3.3 Adding Value

TerrAfrica is designed to limit duplication and overlap at the county-level. One of the partnership's main priorities is therefore to generate mutually-added value at the country-level. For this reason, TerrAfrica should tap into and add value to ongoing national-level processes, partnerships and initiatives (e.g. PRSP processes; GEF and other relevant country dialogues and operations; GM mainstreaming and other UNCCD-based processes; as well as processes associated with the CAADP and Environment Action Plan of NEPAD). The goal should be to optimize and rationalize resource use and build synergies based on solid joint programming and implementation monitoring. Knowing what exists in the area of SLM in any given country (e.g. best practices, key stakeholders and lessons learned) – upon which TerrAfrica can build (including replication/up-scaling), is essential for value addition.

1.3.4 Subsidiarity and Complementarity

In developing the national platform, TerrAfrica partners should build on the comparative advantages, assets and competencies of the individual partners and ensure that partners play complementary roles. This requires pro-activeness and joint planning on the part of all partners, in the annual TerrAfrica work programming processes.

TerrAfrica should also ensure that planned activities are implemented at the appropriate levels of Government, communities and within decentralized administration. Activities that due to their nature and/or scope can be better performed at one particular level (e.g. national or district), should be implemented at that level by the appropriate institution(s) and/or stakeholder(s), provided they contribute directly to the achievement of TerrAfrica objectives. Outcomes of actions taken at any one level should inform the TerrAfrica learning process, through knowledge management.

1.3.5 Transparency and Accountability

Since partners are accountable to the partnership as well as to a larger constituency, no single partner should take credit for a collaborative initiative. Open and accessible communication and planning are encouraged at all times.

1.3.6 Country Ownership

Developments at the international level and the evolving world of development financing emphasize country ownership, alignment with Government priorities, harmonization of aid delivery mechanisms, managing for results and mutual accountability. TerrAfrica has been designed to support the implementation of these principles and should work within these modalities. Although country ownership is strongly emphasised in the TerrAfrica foundation documents (i.e. the TerrAfrica Background Note, Strategy Note and Business Planning Framework), it is still important to remind partners of the need to work within country parameters in order to align their activities with Government priorities and secure the support of relevant Government ministries and focal sectors.

PART II:

MODALITIES FOR COUNTRY ENGAGEMENT

2.1 Forms of Engagement

It is expected that TerrAfrica will make use of three principal forms of engagement at the country level, namely: communication, consultation and cooperation (i.e. the 3Cs).

Communication will, in general, involve the transfer of information on TerrAfrica to stakeholders, in order to promote a common understanding of what the initiative aims to achieve.

Consultations will provide opportunity for a two-way relationship in which stakeholders provide feedback on particular TerrAfrica issues and thus make their voices heard and get their views taken into account in the planning, implementation and monitoring of SLM-related activities at country-level.

In cooperation with each other, national stakeholders and TerrAfrica partners will participate actively in the initiative, committed to win-win outcomes.

An effective engagement process (involving the 3Cs) will improve the quality of relations between the various national stakeholders and TerrAfrica partners. At the country level, it is also expected that an effective engagement process will lead to improved coordination – among partners and programmes, and among the national stakeholders.

2.2 The Engagement Process

Country-level engagement is a process that requires careful planning. Its implementation must be effectively managed and continuously monitored to ensure that the partners involved are contented and that the goals and objectives of engagement are achieved.

Table 1 summarises the proposed country engagement process, which will also take the country situation into account:

- Country selection
- Identification of stakeholders
- Creating common understanding
- Country diagnostic work (e.g. stocktaking and gap analysis; stakeholder analysis; public expenditure reviews; cost-benefit analysis; and land degradation assessment)
- Identifying entry points and defining country programme/support measures
- Coalition-building
- Managing implementation
- Monitoring and evaluation

Each of the above components is schematically presented in Figure 1 and discussed below

2.2.1 Country Selection

Although all SSA countries qualify to participate in the TerrAfrica initiative, tactful selection of a limited number of countries is essential for success. The selection will be done by the Executive Committee, with the aim of concentrating efforts to support country programmes as defined under AL 3 of the Business Planning Framework during the initial learning phase of TerrAfrica.

It is important that country selection is based on minimum requirements such as:

- (a) Evidence of political will to address land degradation, e.g. planning and policy frameworks (such as PRSPs) which are amenable to addressing land degradation
- (b) Existence of institutional frameworks to enable programme coordination
- (c) Upfront interest of donors to provide assistance to address land degradation
- (d) NGO/CBO institutions are able to engage in dialogue on SLM,
- (e) Mechanisms are available for ensuring sustainability of actions.

As part of its transparency and accountability principle, the Executive Committee must make public its country selection criteria.

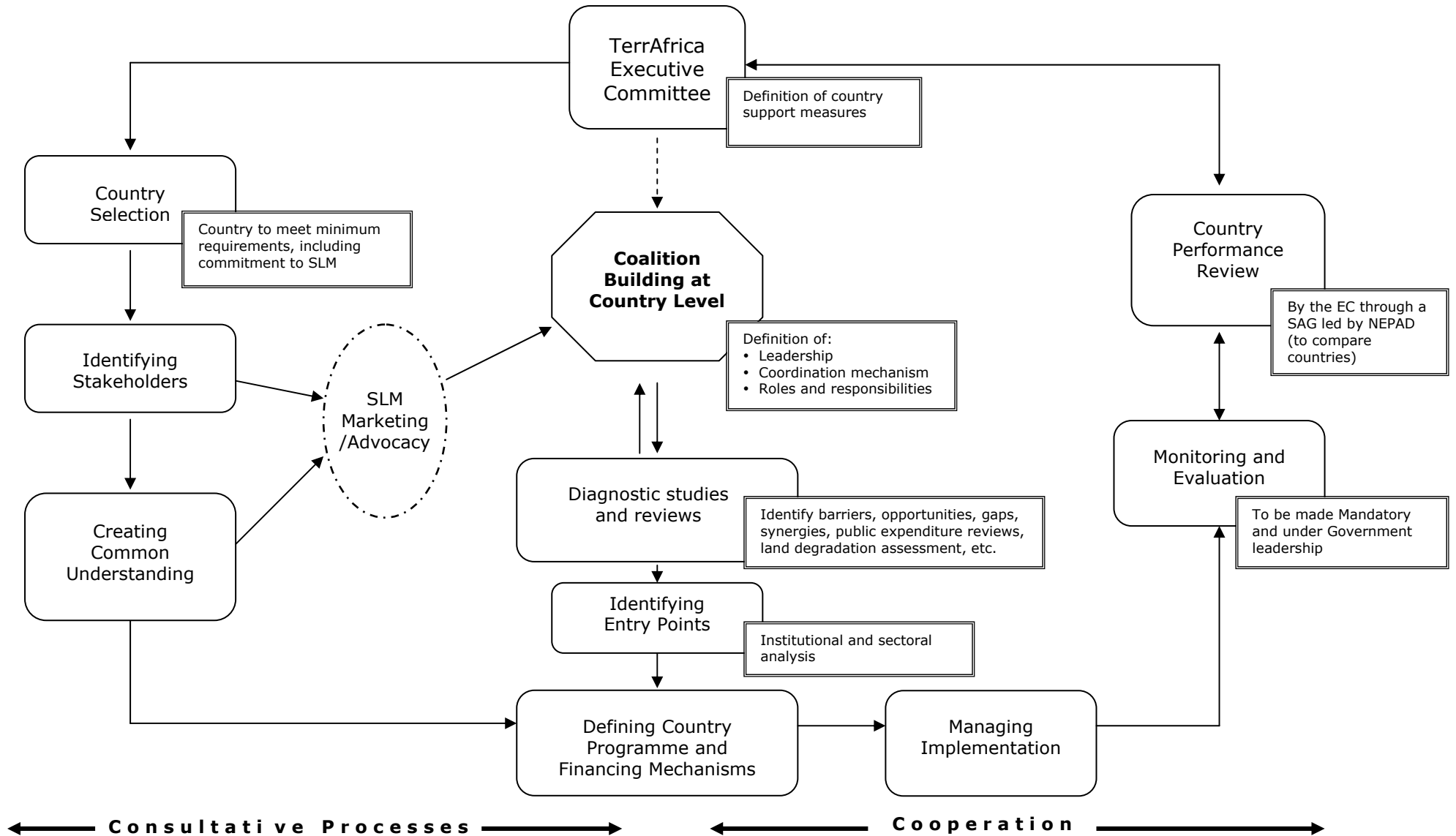
2.2.2 Identification of Stakeholders

Considerable participation by an array of stakeholders is needed at the country level (and also at the regional/sub-regional levels) in order to realize the TerrAfrica vision.

Country-level engagement will usually involve four groups of stakeholders - Government (and its institutions); bilateral and multilateral development partners, the private sector (i.e. the business community), and civil society organizations (CSOs), including relevant NGOs. The rationale for engaging each stakeholder must be established in advance.

Fig. 1

TerrAfrica: Schematic Representation of the Country Engagement Process



The focus of engagement with each of the identified groups is as follows:

(i) Government and its Institutions:

Although all SSA Governments are key partners in TerrAfrica, Governments should commit: (a) to ensure national ownership of the initiative; (b) to mainstream SLM in national development; and (c) to allocate budget to finance SLM-based initiatives.

(ii) Bi-/Multi-lateral Partners

The evolving aid architecture at the international level, embodied in new and emerging policies and procedures for delivering development assistance, means the country offices of bilateral and multilateral partners could play a major role in donor engagement. These new aid delivery mechanisms –in line with the MDGs - also place emphasis on poverty reduction and shared growth.

Thus, development partner agencies, in-country offices are essential stakeholders that must be mobilized and included – under Government leadership - in national platforms, in order to mainstream the SLM agenda into appropriate policies and strategies and to ensure the allocation of adequate resources for SLM.

However, as indicated in Section 1.2, SLM can only be addressed effectively in the broader context of agriculture and rural development. As a principle, investments in these areas should include SLM as appropriate (see TerrAfrica Modules).

(iii) The Private Sector

The in-country private sector is wide-ranging and diverse, covering “for-profit” and “not-for-profit”, formal and informal institutions and enterprises. For this reason, it is suggested that TerrAfrica focus its country engagement on the for-profit formal enterprises² (i.e. corporate businesses). The rationale for this approach is to seize the opportunity to mainstream SLM into corporate businesses.

Thus, private sector engagement may be based on corporate social responsibility, and to increase investments in SLM, encourage philanthropic giving to co-finance SLM initiatives. The private sector may also contribute through appropriate/attractive for-profit business opportunities at the community level and it is Government’s responsibility to encourage such investments.

(iv) Civil Society Organizations

Engagement with civil society at the country level should provide opportunities for people who are affected by land degradation, and/or interested in SLM, to participate in decision-making processes that will enhance implementation of the SLM agenda. The target audience may

² Most of the not-for-profit, informal institutions could be engaged through the civil society process.

include farmers associations and NGOs. Engagement in this regard should aim to facilitate dialogue and advocacy for SLM and to ensure that aspirations of the poor, the disadvantaged and marginalized, are taken into account in programmes initiated under TerrAfrica.

(v) Terms of Reference for Key Partners

The NEPAD Secretariat (already a key TerrAfrica partner and co-Chair of the TerrAfrica Executive Committee) and the sub-regional economic groups (for example ECOWAS³, ECCAS⁴, IGAD⁵ and SADC⁶) must play a major role in convincing SSA Governments to endorse and implement the initiative. The Terms of Reference of the partners – NEPAD, Governments and the bi/multi-lateral agencies - are contained in Annex 1.

2.2.3 Creating Common Understanding

Once stakeholders have been identified, the next step is to create a common understanding of TerrAfrica (its objectives, business model, etc), NEPAD CAADP and the Environment Action Plan, and the UNCCD (especially its cross-cutting nature and its potential to promote the sustainable development of drylands). This may best be done through focused communication activities and consultation that targets each of the four groups of stakeholders (see section 2.2.2), based on thorough stakeholder analysis and networking.

(i) Stakeholder Analysis

A thorough stakeholder analysis to identify potential partners and to design a corresponding strategy to engage them in supporting a national platform for SLM, is a first, necessary step. Stakeholder analysis could consist of a simple institutional scan, to identify organizations or groups working on SLM in a given country, or could involve a complex analysis of institutional capacities, comparative advantages, existing coordination mechanisms, SLM activities in the country concerned and risk analysis, as necessary. Whatever the case, the analysis should lead to compilation of profiles of the potential stakeholders including evidence of their involvement in SLM, or interest in investing in SLM-related activities.

Sector leaders including those in agriculture and natural resource management (NRM) either under the PRSP or related processes may be targeted as the most likely candidates to participate in TerrAfrica. Once a credible list of potential partners has been developed, a consultation plan must be put in place to guide the “recruitment” process.

³ ECOWAS – Economic Community of West African States (15 member countries) – often represented by CILLS in issues of UNCCD and SLM in general

⁴ ECCAS - Economic Community of Central African States (11 member countries)

⁵ IGAD – Inter-governmental Authority on Development (7 member countries)

⁶ SADC – Southern African Development Community (14 member countries)

(ii) Networking

The “recruitment” of stakeholders should be performed through networking, communication and systematic consultations. It will be helpful for each TerrAfrica partner to appoint a contact person to serve as the operational focal point for networking. In addition, partners may have to consolidate common interests and demonstrate existing commitments to the initiative, in order to attract other partners.

Where a UNCCD *chef de file* or another platform *exists*, efforts must be made to maintain and strengthen (build upon) the existing arrangement. Where there is no *chef de file*, a champion or lead agency may be sought, for instance, from among existing in-country platforms for donor coordination on environment and natural resources.

(iii) Defining Roles and Responsibilities

To facilitate partnership building, the roles and responsibilities of Government, TerrAfrica members and lead agency or champion, need to be defined (see Annex 2 for Terms of Reference).

To establish a common understanding, materials on TerrAfrica need to be packaged into simple, clear messages, tailored to the information needs of the different stakeholders. Moreover, it will be vital to organize a meeting with national Governments, to launch TerrAfrica and introduce its goals and objectives to key stakeholders, such as the donor community, major groups of NGOs and CBOs, research institutions and academia. This initial meeting must take place early on in the process, and at the same time be clearly linked to country processes.

2.2.4 Country Diagnostic Work

In-country coalition building and the definition of a TerrAfrica country programme will be based on facts and figures obtained through reviews and diagnostic work, aimed at identifying barriers to and opportunities for promoting the SLM agenda in the country concerned. The type and nature of analysis will be determined on a country-by-country basis, but may include stocktaking and gap analysis to document the status of SLM work in the country and the gaps to be addressed, stakeholder analysis to determine the capacities/assets/comparative advantages of the various stakeholders (see Section 2.2.2) and how they could be tapped to support the SLM agenda. Other possible reviews/analyses may include; (a) public expenditure reviews to assess the alignment of Government expenditure patterns as regards SLM and to guide potential budget allocation reforms; and (b) land degradation assessment to determine the extent and type of land degradation in the country and hence the mitigation measures to be implemented.

The methodologies for the various diagnostic/analytical work in each country is beyond the scope of the CES and will be determined and agreed upon/harmonized before such reviews are undertaken – in order to allow comparison between the findings in different countries.

2.2.5 Identifying Entry Points

TerrAfrica must define highly operational entry points for its activities in each country. In so doing, partners should recall that SLM cannot be presented as a stand alone agenda but must build on a strong, well-designed stocktaking analysis, plus additional targeted analytical work. SLM needs to be linked with priority national development processes (especially those associated with agriculture, livestock and rural development). This implies that SLM and related activities must be mainstreamed in the national planning and budgetary frameworks, such as the PRSP, as well as into sector plans and strategies. In this context, TerrAfrica activities must be oriented towards contributing to priority national agendas such as food security, growth stimulation and the eradication of poverty. Here too, a quick institutional scan or review of the PRSP and relevant sector plans should provide the basis for defining entry points.

2.2.6 Defining a Country Programme

A TerrAfrica country programme will typically include three broad components, namely; (i) coalition building - aimed at mobilizing partners and defining a structure to promote SLM, (ii) mainstreaming SLM in development strategies and policy dialogues, and (iii) "on the ground" investments in SLM to address the problem of land degradation. Each of the components will involve a number of activities as indicated in Activity Line 3 of the TerrAfrica Business Plan.

From the issues raised in Section 2.2.2(ii), it becomes apparent that the "real money" for investments is at the country level. It is therefore important to define in advance the various support measures that TerrAfrica would put at the disposal of countries to implement the various activities under the three components.. Support measures should include catalytic funding to support activities aimed at unlocking national and international resources for investments in SLM.

2.2.7 Managing Implementation

The commitment and conduct of each partner in terms of responsibilities and obligations e.g. who does what? Who provides what resources/ information and when?) will be vital for successful implementation of the country programme.

The development of a SLM country dialogue and the related implementation of analytical tasks and investment programmes linked to the TerrAfrica process will, of course, be country driven. The partnership will support alignment, harmonization and the pooling of efforts to sustainably achieve these goals.

PART III

INFORMATION AND KNOWLEDGE MANAGEMENT

3.1 Introduction

TerrAfrica recognizes under AL 2 the importance of information and knowledge management (I&KM), and seeks to support high quality regional-based knowledge mechanisms with the objective of: (i) creating a learning partnership; (ii) maximising corporate learning through mainstreaming of innovation into the partnership process; and (iii) disseminating information to TerrAfrica members working in a particular country.

3.1 Monitoring and Evaluation

In order for TerrAfrica to lay firm foundations for knowledge creation and management, a monitoring and evaluation (M&E) system to allow comprehensive assessment and management of results and performance at the country level, will be developed as part of country-level activities.

The M&E system should enable partners identify and correct weaknesses, to learn what works and does not, to demonstrate achievements and record experience. In addition to managing performance, the M&E system will contribute to the development of a culture of excellence which will enable TerrAfrica strengthen its visibility both nationally and on the global stage.

The objectives of the M&E system should therefore be to: (i) specify the desired results of key TerrAfrica activities and processes at the country level; (ii) measure achievements against the desired results (i.e. performance); and (iii) use this information to manage operations and resources with the view to improving performance.

For each intervention, a simple results chain (inputs, activities, outputs, outcomes and impact) should be designed along which progress can be measured. A set of simple, user-friendly indicators should also be defined, to assess the various results.

3.2 Quality Policy

As part of the CES, TerrAfrica will develop and implement a quality policy to sharpen focus and improve delivery at the country level. This policy will also enable TerrAfrica become a more effective actor in supporting countries' efforts and in developing procedures, practices, and behaviour models, based on results and performance. The implementation of the Quality Policy will require the full engagement of all TerrAfrica partners.

Benchmarking will be the backbone of the TerrAfrica Quality Policy. It will allow coordinated, consistent and systemic analysis of performance. Beyond analysing performance, benchmarking will also help identify the most effective

interventions for achieving the targets and will transfer good practices into a variety of situations. Finally, benchmarking will provide inputs to the decision-making process, and in particular, to the conditions and priorities for TerrAfrica intervention.

Table 1
TerrAfrica
Summary of the Country Engagement Process

ENGAGEMENT PROCESS COMPONENT	RECOMMENDED ACTION	PRICIPAL RESPONSIBLE PARTNER				
		TerrAfrica Member Agencies ⁷	National Government	Other National Partners (e.g. NGOs)	NEPAD Secretariat	Regional Economic Groups ⁸
1. Country Selection	<ul style="list-style-type: none"> • Inform governments of country selection criteria • Apply criteria (see Annex 1) • Approval of TerrAfrica Executive Committee 	✓				
Coalition building						
2. Identification of Stakeholders	<ul style="list-style-type: none"> • Stakeholder Analysis – including institutional mapping • Stocktaking to identify existing platforms & mechanisms • Networking to obtain information on potential partners 		✓	✓		
3. Selection of Leadership	<ul style="list-style-type: none"> • Identify champions in natural resources management • Evaluate the UNCCD “Chef de File” where present • Review existing donor coordination mechanisms • Hold targeted consultations to assess partner interest 		✓	✓		
4. Definition of Roles and Responsibilities	<ul style="list-style-type: none"> • Assess institutional capacities and competencies • Develop Terms of Reference for different responsibilities • Establish reporting and information-sharing mechanisms 		✓	✓		
5. Generating Common Understanding	<ul style="list-style-type: none"> • Develop advocacy material on TerrAfrica and UNCCD • Organize in-country launch of TerrAfrica 	✓	✓	✓	✓	✓
6. Marketing SLM	<ul style="list-style-type: none"> • Develop communications strategy • Hold focused consultative meetings on TerrAfrica • Disseminate information to target audiences 	✓			✓	✓

⁷ These are the partners taking the lead in providing country support (see Sections 1.3.2 and 2.2.4)

⁸ See Footnotes 1, 2, 3 and 4

ENGAGEMENT PROCESS COMPONENT	RECOMMENDED ACTION	PRICIPAL RESPONSIBLE PARTNER				
		TerrAfrica Member Agencies ⁷	National Government	Other National Partners (e.g. NGOs)	NEPAD Secretariat	Regional Economic Groups ⁸
National Programme Development						
7. Development of Coalition's Common Workplan	<ul style="list-style-type: none"> • Lead partners to develop country-specific workplan in accordance with TerrAfrica Business Plan • Obtain partners' consensus on objectives, results expected and role of each partner • Agree on implementation and monitoring plan • Secure Executive Committee endorsement 	✓				
8. Identification of Entry Points for SLM	<ul style="list-style-type: none"> • Institutional mapping to identify those involved in SLM and related (NRM) activities in the country • Study in-country organizational structures (e.g. NEPAD, UNCCD and GEF focal points, various platforms associated with the PRSP process), align with existing structures, do not reinvent the wheel. • Review the PRSP and various sector policies, plans and programmes for comparative advantages, strengths and opportunities for mainstreaming SLM • Review financing strategies and assess potential for co-financing SLM and related activities • Build on and add value to relevant existing/ongoing country processes 	✓	✓	✓		

Annex 1

TerrAfrica Country Engagement Strategy

Terms of References for Selected Stakeholders

A. Government

1. Take primary responsibility for implementation of the SLM agenda and the defined country programme as integral parts (*mainstream*) of its own development agenda.
2. Create the enabling environment necessary for mobilizing domestic resources (both public and private), sustaining adequate levels of investment, increasing human capacity and donor coordination.
3. Provide the institutional framework and human resources to undertake identified analytical work, (including economic/sector reviews and analysis of the country's planning and budgetary frameworks) to support/inform the national SLM agenda.
4. Provide effective mechanisms for donor coordination with regard to the SLM agenda.

B. TerrAfrica Partners (Bilateral and Multilateral)

1. Ensure effective implementation of the TerrAfrica Business Plan. In so doing:
 - (i) Provide financial and technical support to Governments, to enable them to implement national programmes and processes agreed upon.
 - (ii) Align resources to ensure a coordinated approach to addressing land degradation, especially within the framework of poverty eradication and promoting food security.
2. Advocate for the mainstreaming of SLM into their respective national or agency development aid policies.
3. Mobilize other agencies (bilateral and multi-lateral development partners) and build coalitions in support of the national TerrAfrica programme.
4. Facilitate processes (and stakeholders) towards achieving the goals and objectives of TerrAfrica in Sub-Saharan African countries.
5. Support the Chef de File (or champions) in each to country, to facilitate donor coordination in support of the Government's programmes

C. NEPAD Secretariat/Sub-Regional Economic Communities

1. Support countries access technical and investment resources for SLM (i.e. resource mobilization), within the framework of the Comprehensive Africa Agriculture Development Programme (CAADP) and the NEPAD Action Plan for the Environment.
2. Give political visibility to SLM, by providing leadership and advocacy, and in so doing, create operational linkages between TerrAfrica and the CAADP as well as the NEPAD Action Plan for the Environment.
3. In collaboration with the regional economic groups (ECOWAS, ECCAS, IGAD, SADC, etc.), facilitate the development and implementation of regional or sub-regional investment programmes on SLM.
4. In collaboration with the regional economic groups, coordinate regional and sub-regional consultations on knowledge generation and management in support of the SLM agenda.

Note: The above Terms of References are initial proposals. As such, partners are invited to add to or subtract from the list, as necessary.