



**TERRAFRICA:
COUNTRY ENGAGEMENT STRATEGY**

This document was prepared by the Global Mechanism of the UNCCD for the TerrAfrica Executive Committee.

Please send your comments to:

Christian Mersmann
Managing Director
Global Mechanism
Via del Serafico, 107
Rome, 00142
Tel: +390654592129
Fax: +390654592135
Email: c.mersmann@ifad.org

with copy to:

Kwame Awere-Gyekye
Programme Manager
Global Mechanism
Via del Serafico, 107
Rome, 00142
Tel: +390654592199
Fax: +390654592135
Email: k.awere@ifad.org

PART I: INTRODUCTION

1.1 Background

TerrAfrica is a regional initiative intended to promote a multi-dimensional partnership that will provide a collective approach to promote sustainable land management (SLM) in Sub-Saharan African (SSA) countries. Its framework is based on a new business model which includes a focus on overcoming identified bottlenecks and improved cooperation and harmonization among the partners - i.e. bilateral and multilateral donor agencies, SSA governments, researchers, civil society and private sector organizations. The TerrAfrica approach is intended to provide the know-how, policies, advocacy, and investment packages to put SLM at the centre of government development priorities (and those of other stakeholders), attract new investment, and scale-up successful programmes.

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

Therefore, in order to effectively operationalize the TerrAfrica agenda, there is a need for a systematic and harmonised approach for engaging at the country level. This is particularly important because of current trends in development financing which lay emphasis on alignment with the priorities of governments and harmonization of aid delivery mechanisms.

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

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

The pressure to attend to pressing immediate problems or simply seeking more efficient ways of maintaining established practice is increasingly problematic in meeting the challenges of complexity and change necessary for promoting the SLM agenda. Therefore, TerrAfrica should encourage a kind of “futures thinking” that brings with it longer-term perspective in land management.

A “futures thinking” approach will enable parties to look beyond the straitjackets of immediate constraints in land management to promoting strategies that will 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) which will deal with and adapt to country-specific situations.

1.2 Definition of Terminologies

Country engagement, as presented here, 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, as well as plan, provide services, and develop/implement programmes on SLM. The country engagement should be seen as a wider process of strategic management and therefore an integral part of informed decision-making.

Definitions of the following terms are provided to clarify their usage:

- Sustainable Land Management (SLM) is used here to mean the adoption of land use systems that, through appropriate management practices, enables land users to maximise the economic and social benefits from the land while maintaining or enhancing the ecological support functions of the land resources¹.

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

Noting that SLM is the foundation for sustainable agriculture and a strategic component of poverty reduction efforts in SSA, it must be emphasised that SLM can only be addressed effectively in the broader context of agriculture and rural development – and not as a stand alone initiative.

- TerrAfrica Partnership refers to the arrangements put in place whereby organizations, governments and NGOs, etc. agree to work together to the joint purpose of promoting SLM in SSA.
- Partners or parties (used inter-changeably) are members of the TerrAfrica Partnership that have committed (or are willing to commit) resources to promote the principles and business model of the initiative.
- Stakeholders comprise all those interested in the subject of SLM. These include the governments, development partners, NGOs, civil society organizations, etc. The interest may be due to the fact that the concerned stakeholder may be affected by the SLM agenda or may have influence over it.

A stakeholder may not necessary participate in the implementation of TerrAfrica but may observe how it evolves and its outcomes.

When a stakeholder commits resources on a consistent basis to support implementation of the TerrAfrica initiative that stakeholder must be considered a partner.

Going by the above, TerrAfrica will have two intertwined levels of partnerships: (i) Partners operating at the international level to ensure that the initiative is well developed, successfully promoted and adequately resourced; and (ii) In-country partners that are targeted 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 should define, agree upon and administer a *Code of Conduct* to guide the manner in which they conduct themselves as well as 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 should 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 Relationship

Partnerships are the cornerstone of the TerrAfrica initiative. But simply setting up a partnership structure is not sufficient for success. Partnership should be based on the principle of *horizontal relationship* meaning that while institutionally different and while harnessing the comparative advantages of partners, no individual partner (or group of partners) should claim supremacy over the others in promoting the common agenda. In this regard, the 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

The centre line of partnership building is gaining commitment. Parties to TerrAfrica must be committed to the success of the partnership by maintaining their obligations and contributing to the implementation of the agreed objectives. Commitment depends on a shared vision and some ownership of the ideas which are 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, for a country programme to fall under the TerrAfrica banner such a programme should be initiated jointly by at least two or three 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 will be should be the decision of the government as well as the readiness of the partner(s) to engage in the country.

1.3.3 Adding Value

TerrAfrica is designed to avoid/limit duplication and overlap at the county-level. Therefore, one of the main priorities of the partnership is to generate mutual added value at the country-level. For that reason, TerrAfrica should tap into, build on 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) that TerrAfrica can build on (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 further ensure that the role of each partner complements that of the others. This requires pro-activeness and joint planning as part of 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 by reason of nature and/or extent can be better performed at a particular level (e.g. national or district) must be executed at that level and by the appropriate institution(s) and/or stakeholder(s) as long as they directly contribute 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 should be encouraged at all times.

1.3.6 Country Ownership

Developments at the international level and the evolving changes in 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 the 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 with government priorities get 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 would in general involve the transfer of information on TerrAfrica to stakeholders (and vice versa) in order to promote a common understanding on what the initiative is set up to do.

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

In cooperation, national stakeholders and TerrAfrica partners are expected to participate actively and be committed to win-win outcomes.

An effective engagement process (involving the 3Cs) will improve the quality of the 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, among 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 the engagement are being achieved.

Table 1 summarises the proposed process for country engagement. Depending on the country situation, the process will involve the following:

- 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
- Reviewing country performance

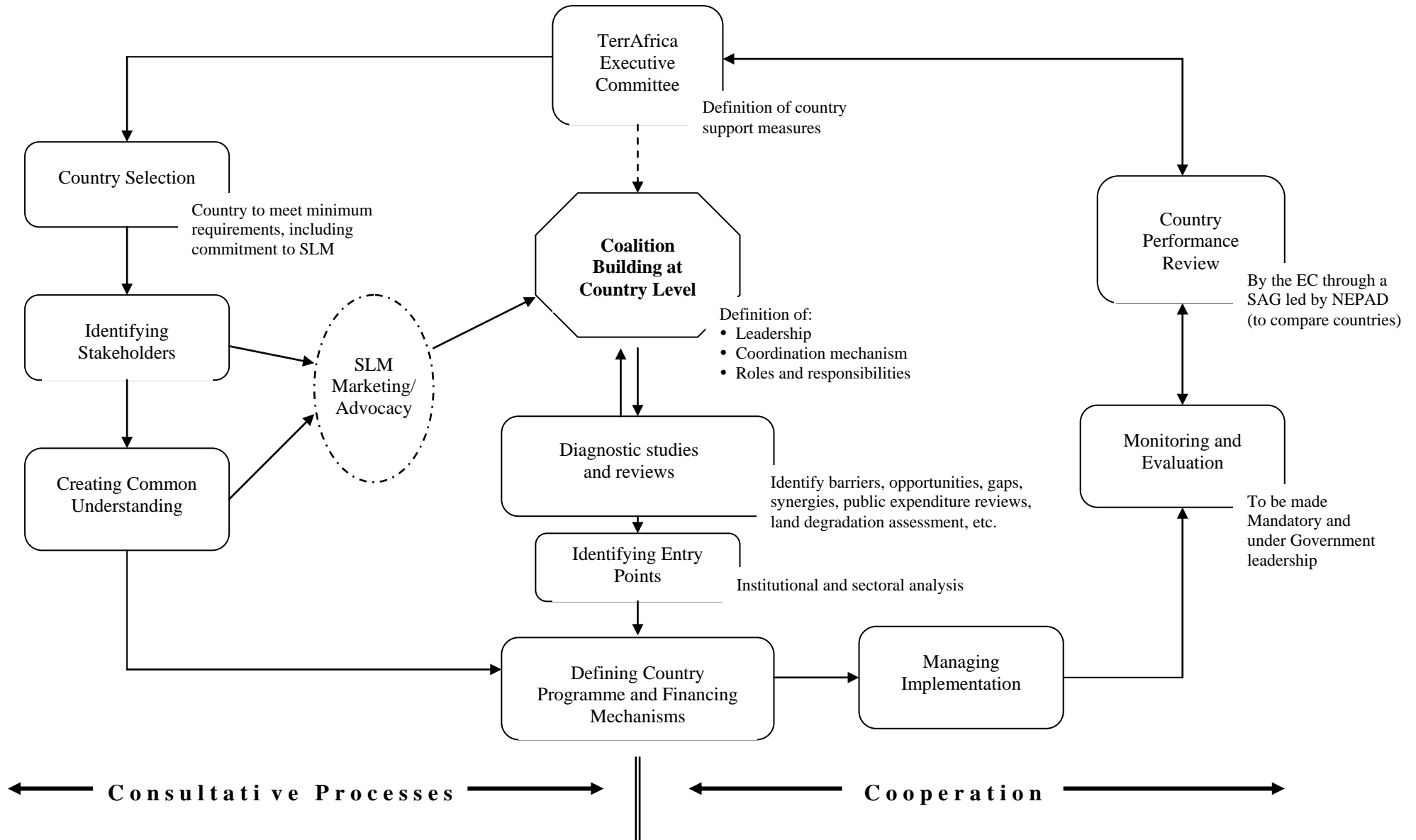
Each of the above components of the process is schematically presented in Figure 1 and process is discussed below

2.2.1 Country Selection

Although all SSA countries qualify to participate in the TerrAfrica initiative, tactful selection of a limited number of countries (by the Executive Committee) to concentrate efforts to support country programs as defined under AL 3 of the Business Planning Framework during the initial learning phase of TerrAfrica is essential for success.

Fig. 1

TerrAfrica: Schematic Representation of the Country Engagement Process



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) are amenable to addressing land degradation,
- (b) Existence of institutional frameworks for coordination of programmes, etc,
- (c) Upfront interest of donor(s) to provide assistance to address land degradation,
- (d) NGO/CBO institutions able to engage in dialogue on SLM,
- (e) Some mechanisms 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 (also at the regional/ sub-regional levels) in order to realize the TerrAfrica vision.

The country-level engagement usually would 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 (CSO) including relevant NGOs). The *raison d'être* for engaging each stakeholder should be established in advance.

The focus of engagement with each of the identified groups is provided below.

(i) Government and its Institution:

All SSA Governments are considered key partners in TerrAfrica. However for the purpose of the CES, government, at the initial stage, is considered a key stakeholder in TerrAfrica until such a time that the government will endorse the initiative and provide leadership for its implementation.

The main reasons for engaging government should be; (a) to get national ownership of the initiative, (b) to mainstream SLM in national development, (c) to achieve policy and institutional reforms, and (d) to get budget allocation to finance SLM-based initiatives. Government should be considered a partner when it commits to these objectives. Government commitment may, in some cases, only be obtained after a series of consultations aimed at creating understanding.

(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 - to be in line with the MDGs - also place emphasis on poverty reduction and shared growth.

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

However, as pointed out 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 should focus its country engagement on the for-

profit formal enterprises² (i.e. corporate businesses). The rationale for taking this approach is that focusing on the corporate sector would provide an 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 given - i.e. to co-finance SLM initiatives. The private sector may also contribute through appropriate/attractive business opportunities, with a profit motive, at the community level and it should be government 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 include farmers associations, NGOs, etc.

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, etc. are taken into consideration 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 getting SSA governments to endorse and to implement the initiative in their respective countries. The Terms of Reference of the partners - NEPAD, governments and the bi/multi-lateral agencies are contained in Annex 1.

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

2.2.3 Creating Common Understanding

The identification of stakeholders should be followed by creating 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) among stakeholders. This may best be done through focused communication and consultation that targets each of the four groups of stakeholders (see section 2.2.2) and 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 be a simple institutional scan to identify organizations or groups working on SLM in the country. It could also be complex and may involve analysis of institutional capacities/comparative advantage, existing coordination mechanisms, SLM activities in the country and risk analysis, as necessary.

In either case, the analysis should lead to compilation of information on the profiles of the potential stakeholders and evidence of their involvement in SLM or interest to invest in 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 is developed, a consultation plan must be put in place to guide the “recruitment” process.

(ii) Networking

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

Where there is a UNCCD *chef de file* or some other existing platform effort must be made to maintain and strengthen (build upon) that arrangement. Where there is no *chef de file* a champion or lead agency may be sought, for example, from existing platforms for donor coordination on environment and natural resources in country.

(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 common understanding, materials on TerrAfrica will have to be packaged into simple clear messages that are tailored to the information needs of the different stakeholders. However it will be vital to organize, with government, a meeting 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 the academia). This initial meeting should take place early in the process but be clearly linked to country processes.

2.2.4 Country Diagnostic Work

In-country coalition building and the definition of a TerrAfrica country programme should be based on facts and figures obtained through reviews and diagnostic work aimed at identifying barriers and opportunities for promoting the SLM agenda in the country. The type and nature of analysis should be determined on a country-by-country basis but may include stocktaking and gap analysis to document what the status of SLM work in the country as well as gaps that must be addressed, stakeholder analysis to determine the capacities/assets/comparative advantages of the various stakeholders (see Section 2.2.2) and how they could support the SLM agenda. Other possible reviews/analysis may include; (a) public expenditure reviews to assess the alignment of government expenditure patterns with regard to SLM and to guide possible reforms in budget allocation; 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 required in each country is beyond the scope of the CES and should be determined and agreed upon/harmonised before such reviews are undertaken - in order to be able to compare findings from different countries.

2.2.5 Identifying Entry Points

TerrAfrica must define very operational entry points for its operations in each country. In doing so, it should be noted that SLM cannot be pushed as a stand alone agenda and needs to build on a strong and well designed stocktaking analysis, as well as additional targeted analytical work. Rather it 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 should be mainstreamed in the national planning and budgetary frameworks, such as the PRSP, as well as sector plans and strategies. In this respect TerrAfrica activities must be oriented to contribute 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 would 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.

Going by the issues raised in Section 2.2.2(ii), it becomes apparent that the “real money” for investments is at the country level. Therefore, it would be important to define in advance and differentiate the support measures that TerrAfrica would put at the disposal of countries to implement the various activities under the three components from the “on the ground” investment resources. The support measures should include the catalytic funding that will finance activities aimed at unlocking national and international resources for investments in SLM.

2.2.7 Managing Implementation

The commitment and conduct of each partner to agree responsibilities and obligations (for example who does what? who provides what kind of resources/ information and when?) will be vital for the successful implementation of the country programme.

The development of a SLM country dialogue and the related implementation of any analytical tasks and investment programmes linked to the TerrAfrica process will of course be country driven, while 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 recognises 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 a firm foundation for knowledge creation and management, a monitoring and evaluation system (M&E) that will enable comprehensive assessment and management of results and performance at the country level will be developed as part of country level activities.

The M&E should enable partners identify and correct weaknesses, to learn what works and does not work, 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 nationally and on the global scene.

Thus the objectives of the M&E system should 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 measurement of progress can be made. A set of simple and user-friendly indicators should also be defined to assess the different 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. A quality policy will also enable TerrAfrica become a more effective actor in support of country's efforts and to develop procedures, practices, and behaviour based on results and performance. The implementation of the Quality Policy will require the full engagement of all TerrAfrica partners.

Benchmarking stands as the backbone of the TerrAfrica Quality Policy. It will allow a coordinated, consistent and systemic analysis of performance. Beyond analysing performance, benchmarking will also help identify the most effective interventions for achieving the targets and transfer good practices into a variety of situations. Finally benchmarking will provide inputs to the decision-making process regarding in particular the conditions and priorities for TerrAfrica intervention.

Table 1
TerrAfrica
Summary of the Country Engagement Process

COMPONENT OF THE ENGAGEMENT PROCESS	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 available ● Review existing donor coordination mechanisms ● 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 communication strategy ● Hold focused consultative meetings on TerrAfrica ● Disseminate information to target audience 	✓			✓	✓

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

COMPONENT OF THE ENGAGEMENT PROCESS	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 the Coalition's Common Workplan	<ul style="list-style-type: none"> • Lead partners to develop country-specific workplan in accordance with TerrAfrica Business Plan • Get partners consensus on objectives, results expected and the role of each partner • Agree on implementation and monitoring plan • Get Executive Committee endorsement 	✓				
8. Identify 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; don't reinvent the wheel. • Review the PRSP and various sector policies, plans and programmes for comparative advantage, strength 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 an 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 investments, 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 mechanism 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 doing so:
 - (i) Provide support to governments (financial and technical) to enable them implement agreed upon national programmes and processes.
 - (ii) Align resources to ensure coordinated approach to address land degradation, especially within the framework of poverty eradication and promoting food security.

2. Advocate for the mainstreaming of SLM in 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 governments 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 for SLM (through 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 the partners are invited to add to it or subtract from it as necessary.

