

MOUNTAIN PARTNERSHIP

DRAFT GOVERNANCE and STRATEGY

2014-2017

I. Background and History

In 1992, the heads of state or government of most of the world's nations at the UN Conference on Environment and Development (UNCED or 'Rio Earth Summit') signed a plan for action, 'Agenda 21'. Its Chapter 13 is entitled 'Managing Fragile Ecosystems: Sustainable Mountain Development'. Sustainable Mountain Development (SMD) was not defined in Chapter 13; however, a widely-used definition is that it is "a regionally-specific process of sustainable development that concerns both mountain regions and populations living downstream or otherwise dependent on these regions in various ways" (Price and Kim, 1999).

Following the inclusion of Chapter 13 in 'Agenda 21', awareness and understanding of these key issues increased, particularly through a series of important global and regional meetings (see Appendix 4) among scientists, development agencies and other key stakeholders. A specific outcome was the declaration of the UN General Assembly, in 1998, that 2002 would be the International Year of Mountains. In that year, many activities recognizing the diverse values of mountains and the importance of SMD took place worldwide. In addition, at the World Summit on Sustainable Development in 2002 in Johannesburg, the International Partnership for Sustainable Development in Mountain Regions was established, with essential support from the governments of Italy and Switzerland, UNEP, and FAO, the UN Lead Agency for mountains. This partnership, now known as the "Mountain Partnership" (MP), is a "Type II" Partnership, i.e., a voluntary trans-national umbrella alliance of mountain actors (governments, inter-governmental organizations, civil society and private organizations) who are committed to collaborating to advance mountain-specific goals. Like other "Type II" Partnerships, the MP is not a legal entity. FAO was tasked with hosting and implementing a Secretariat to support the MP.

The basic elements of the current governance of the MP are defined in the document entitled "*Mountain Partnership – Organization, Membership and Governance*". This document was drafted through a consultative process, finalized in July 2004 and officially endorsed by the MP members during the second Global Meeting in September 2004 in Cuzco. The main principles expressed in the Governance chapter refer to "*participation of all members, accountability, responsiveness, consensus, transparency and flexibility*". The conference of the partners is the supreme governing body of the MP to which the MP Secretariat (MPS) plays a supportive role. The MPS had a specific governance system – advisory committee – which included representatives of the donors and of other key stakeholders such as the United Nations Environment Programme (UNEP), the International Centre for Integrated Mountain Development (ICIMOD), the Consortium for Sustainable Development of the Andean Ecoregion (CONDESAN) and Mountain Forum. Regular meetings of the MPS advisory committee took place until 2009, when the Mountain Partnership Consortium was established by merging the advisory mechanisms of both the MPS and the Mountain Forum in an attempt to better coordinate the work that the main organizations were doing in the context of the MP. Because of a decentralization process of the MPS that had happened in 2008, representatives of the host institutions were also included in the

Consortium jointly with other key organizations. In February 2012 the Consortium decided to modify the governance structure of the MP and MPS.

Over the past decade, the number of members of the MP has grown to 212 (as of May 2013), including 50 national governments, 16 inter-governmental organizations, and over 146 other organizations of great diversity in every respect. Many actions in support of SMD have been accomplished at all levels from the global – including three paragraphs in the Outcome Document of the 2012 ‘Rio+20’ UN Conference on Sustainable Development – to the local. The MPS has played an important role in creating an enabling environment for key actors to work together towards joint goals. At the same time, many other valuable joint actions have been accomplished by MP members. Nevertheless, many of the active members of the MP recognize that ten years after its establishment, it is time to redefine the MP goals and revitalize its activities. This document, which is based on the experiences and lessons learned from the last 10 years, presents the MP strategy and governance for the period 2014 to 2017.

II. Vision and Mission

VISION: The members of the MP envision a world with increasing public and private sector attention, commitment, engagement, and investments in sustainable mountain development (SMD) that:

- Maintain and enhance the conservation, health, vitality and stewardship of mountain ecosystems for their inherent value and for the mutual benefit of mountain communities and those who live in the larger geographic regions which include mountains;
- Improve the social and economic well-being and livelihoods of, and opportunities for, both mountain people – particularly the most vulnerable – and those who live in the larger geographic regions which include mountains; and
- Empower mountain people to be fully engaged in the decision-making processes that determine the future of mountain communities and ecosystems, particularly in light of global change and globalization processes.

MISSION: The MP is a vibrant voluntary alliance of interested governments and organizations committed to working together with the common goal of achieving sustainable mountain development around the world. By tapping the wealth and diversity of resources, knowledge, information and expertise of and between its global membership, the MP stimulates concrete initiatives at all levels to improve quality of life and sustain healthy environments in the world’s mountain regions.

III. Guiding Principles

Activities, events and projects that take place under the auspices of the MP are guided by the following principles:

- **Mission-driven** – MP activities focus on achieving the MP's mission;
- **Membership-driven** – MP members determine the MP's goals and objectives;
- **Mutual responsibility and inclusiveness and engagement** – Membership of the MP comes with responsibilities (see Section V.C) and requires reliability in keeping agreed-upon commitments;

- **Balanced and representative participation in governance** – Balanced and representative participation is achieved both geographically in terms of major mountain regions and with regard to the diverse types of organizations that are MP members;
- **Transparency and collaboration** – MP members vow to operate their partnership in an open, transparent and collaborative manner, including transparency on all financial matters related to the MP and collaboration not only between and among MP members but also with entities that are committed to advancing SMD that are not members of the MP;
- **Consensus-based decision making** – MP members strive to make decisions about the future direction of their partnership by consensus (defined in Section VI);
- **Balance of flexibility and focus** – MP members strive to balance the desire to be flexible and result-oriented with the need to stay focused on achieving consensus-based goals and results;
- **Building on existing activities** -- While defining the bi-annual work plans, MP members strive to maximize synergies, building on current activities/initiatives and member strengths.

IV. Functions and objectives (outcomes)

The members of the MP intend their partnership to be an active and critically important platform for advancing the global agenda on sustainable mountain development. As such, membership of the MP should be an added value and not a burden – the MP should support members to implement their specific mountain-related mandate and initiatives more effectively, visibly and collaboratively and to embed them into the global “mountain agenda”. Below, several functions are listed for which the Partnership has a comparative advantage and which require joint action to be achieved. The specific objectives enumerated under each of these functional areas in section VII.A are fulfilled through projects, events and activities that are undertaken in the context of the MP by members acting independently or jointly, either with other MP members or with non-MP entities. These functions include:

- **Advocacy** -- global attention and awareness for SMD raised and tangible commitments from the international community made to achieving SMD and for mainstreaming SMD into policy processes;
- **Joint action** –joint projects which have impact on the ground promoted, and collaborative action among MP members and others on themes of relevance to sustainable mountain development facilitated.
- **Knowledge management and communication** – (a) growing evidence and body of knowledge and experience about SMD, including traditional/indigenous knowledge as well as scientific and technical knowledge generated, validated and shared to support MP members in contributing to decision-making processes that lead to actions that foster SMD; -(b) useful information effectively communicated about activities, events, projects, reports, etc. relevant to SMD and key messages to the relevant target audiences (general public, policy makers, media, private sector, scientists) who have the potential to advance the mountain agenda and the larger goal of SMD.
- **Capacity development and technology transfer** –activities and projects promoted aimed at developing, increasing and sharing the capacity of MP members, mountain communities,

mountain people, and institutions operating within the larger geographic areas that impact mountain regions or are impacted by changes that occur in these regions; activities and projects (such as South-South Cooperation mechanisms) promoted aimed at transferring beneficial technology that can assist other MP members, mountain communities, mountain dwellers, and institutions to achieve SMD;

- **Innovation** –a platform provided for informed and inspiring dialogue, particularly in the face of emerging challenges, so that new ideas can evolve, priorities can be better identified, and innovative solutions can be found and promoted;
- **Resource mobilization** -- critical funding needs, gaps and opportunities related to the mission of the MP and the larger goal of SMD identified, strategic advice provided and potential resource partners such as member countries, donor agencies, private foundations and corporations for financial and in-kind resources actively engaged.

In view of the number and diversity of MP members, the expectations and the perceptions about what the MP should be and should do are equally diverse. It is clear that not all functions have the same importance for all the MP members. This challenge needs to be recognized and requires flexibility and openness for compromise among the MP members.

V. Membership

A. Criteria

The MP is a self-governed voluntary association that is open for membership to governments and inter-governmental, civil society and private organizations that are actively engaged in and committed to achieving SMD. As such, individuals cannot be members. Governments and organizations that are members of MP must be committed to advancing SMD. They must also be willing and able to engage in dialogue and collaboration with representatives of other MP members to further SMD.

The criteria for establishing and maintaining membership of the Mountain Partnership include:

- Endorsement of the vision, mission and guiding principles of the Mountain Partnership;
- Active involvement in sustainable mountain development;
- Being a formal entity with a proven level of stability in terms of funding and organizational capacity, and nominating a Focal Point for regular interaction with members and the MPS;
- Willingness to join forces and cooperate with other MP members;
- Capacity to fulfill the membership roles and responsibilities, as defined below;
- Access to the information and communication technologies (e.g. computer, e-mail and Internet) to participate effectively in Mountain Partnership activities; ; and
- Access to resources (financial, in-kind or both) within the organization to invest in SMD and to play an active role in the MP.

Interested governments and institutions may apply to become members of the MP by submitting a request for membership to the MPS with a brief presentation of the purpose/mission and activities of the government or institution related to SMD, along with a description of the contribution that the organization or governmental unit intends to make for achieving the mission of the MP. The Steering Committee (defined below) will develop procedures for approving applications for membership and for ensuring that all organizations on the membership list are active members. It is suggested that membership in the MP has a duration of four years and can be renewed, based on evidence of engagement and commitment of the government/institution in implementing the mission of the Partnership.

B. Categories

The following is a list of current and potential future categories of MP membership. This list is intended to serve as a guide for ensuring the representativeness of different categories of MP members in the governance and other activities of the Partnership, and not to limit the types of organizations that may apply for membership.

- Governments
 - National
 - Sub-national (Provinces, Municipalities, etc.)
- Intergovernmental Organizations
- Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs)
 - International NGOs
 - Regional Level (Multi-Country) NGOs/CSOs
 - National Level NGOs/CSOs
 - Sub-national Level NGOs/CSOs
 - Foundations
- Private Sector Entities and Associations
 - Large Multi-National Corporations
 - Small and Medium Enterprises (SMEs)
 - Industry Associations
- Research / Education Organizations
 - International Research Organizations
 - National Level Research Organizations
 - Universities / University-based Research Centers
 - Research Networking/Facilitation Organizations
 - Training Organizations

In addition to these different types of organizations, the MP seeks to have representation from all of the major mountainous regions of the world, including but not limited to:

1. North & Central America and the Caribbean;
2. South America ;
3. Europe;
4. Asia and Pacific;

5. Sub-Saharan Africa; and
6. Middle East and North Africa

The clustering of the current members according to the six regions is available in Appendix 5.

C. Responsibilities

The members of the MP contribute collaboratively to the achievement of the functions of the MP (see Section IV). They communicate their foreseen engagements for advancing the mission of the MP among the MP members and ensure, as a matter of solidarity and reliability, the implementation of these engagements. This approach to “accountability” to the overall cause is an essential feature of a self-governing voluntary association, especially one that includes members that are as diverse as those of a “Type II” Partnership such as the MP. In particular, staff/representatives of MP members are expected to fulfill the following core roles and responsibilities:

- Participating, to the extent possible, in national and international fora, dialogues and negotiations related to SMD;
- Raising attention about the importance of prioritizing sustainable mountain development in national policies and international agreements and of making the voices of mountain communities heard;
- Sharing relevant information, expertise and experiences through various channels, including providing links to the Global Mountain Gateway¹ and to the websites of MP members; contributing success stories, case studies, good practices, and/or lessons learned to the MP members and databases; and participating in virtual discussions and electronic conferences;
- Engaging in capacity development activities on SMD in their sphere of influence, both as providers of training and as beneficiaries of capacity development opportunities;
- Engaging in brainstorming events, think-tank processes and dialogues on innovation in sustainable mountain development in response to ongoing changes and in preparation for emerging challenges;
- Engaging in the identification and, whenever possible, the mobilization of funds to promote investments in mountain areas;
- raising awareness about the need to prioritize sustainable mountain development in national budgets;
- Initiating and/or participating in collaborative activities and joint initiatives with other members and engaging in technology transfer.

Since individuals cannot be members of MP, NGOs have a special responsibility in facilitating the participation of informal mountain community groups and ensuring that community voices are heard and receive the required attention.

¹ This is a Mountain Portal being developed by the Mountain Forum

MP members are required to indicate their commitment and contribution to Mountain Partnership activities -- financial, in-kind contributions, or both -- the form of which is at the discretion of each member. Organizations from developed countries are invited to pay a membership fee and are expected, to the extent possible, to make a financial contribution to a Mountain Partnership Facility (see section VII.A) which is being established to provide seed money support to collaborative initiatives by MP members. In-kind contributions can include the costs associated with the participation in MP activities and events, hosting of events by providing local support, providing staff time for capacity development, editorial or translation services, etc. Members are invited to regularly communicate their contributions and engagements to the MPS which in turn will publicise these contributions through the appropriate channels.

VI. Governing Philosophy and Mechanisms

A. Philosophy

As a self-governed voluntary association of governments and organizations committed to SMD, MP members recognize the need for some degree of supporting structure to fulfill the MP's mission. MP members seek to establish the minimum degree of structure that is consistent with the guiding principles, functions and objectives enumerated above, and necessary to effectively and efficiently achieve the outputs and activities described below. The cost associated with establishing and implementing these governance mechanisms are kept to a minimum in order to ensure that resources devoted to SMD are, to the greatest extent possible, directed towards projects and other activities that are of direct benefit to mountain communities and the ecosystems on which they, and many others, depend.

B. Mechanisms

The principal mechanisms for governing MP activities, events, and projects include: meetings of the full membership of the MP, hereafter referred to as the General Assembly (GAs); a Steering Committee (SC) made up of a representative and balanced subset of MP members; and a Secretariat, hereafter referred to as the MP Secretariat (MPS). The roles and functions, composition and lines of accountability of each of these mechanisms are described below.

1. MP General Assembly

Role and Function: GAs serve as the means by which the full membership of the MP develops and expresses its intentions regarding the future direction of the MP. Typically this is accomplished through the ratification of a four year Strategy and a biannual overall agenda for the MP prepared by the MPS under the leadership and guidance of the SC. A GA is held once every two years in person. In case of funding restrictions the GA can also be held virtually. Every effort is made to ensure that a GA includes not only agenda items to ratify governance and planning documents, such as this Strategic Plan and any future updates to it, but also a wide variety of knowledge sharing and networking activities designed to advance the mission of the MP.

Composition: GAs are open to participation from all members of the MP. Consistent with the function of GAs to advance the mission of the MP and SMD in general, as well as the guiding principle of collaboration with entities that are working on SMD who are not MP members, GAs are also open to entities that are not members of the MP. However, only entities that are members of the MP can participate in decisions about the future of the MP.

Funding: Members are encouraged to contribute to the organization of GAs and to mobilize resources to support their own and other members' participation. MPS will also seek resources to ensure that members with financial constraints will be able to participate.

2. Steering Committee

Role and Function: The SC serves as a representative body of MP members that oversees the preparation of a four-year Strategy and a two-year general agenda for the MP. The SC also monitors and oversees the work of the MPS and reviews and approves its specific biennial budget and Work Plan which derives from the general agenda of the MP. The Strategy as well as the general agenda are presented to the full MP membership for ratification at a GA. The members of the SC do not represent their own institutions but their regions and/or electoral groups. In addition they should have the capacity to understand other regions and, accordingly, have a global perspective. The SC meets in person at least once per year and can meet virtually at the discretion of the Chair, or Vice Chair in the absence of the Chair.

Composition: The SC shall include no more than 15 people who are representative of the diverse membership of the MP, both in terms of the types of governments and organizations that are current MP members as well as a balanced representation of the world's numerous mountainous regions (see Section V.B.). The composition of the SC (15 members) is proposed as follows (for the clustering of the current members according to the six regions and electoral groups please refer to Annex 4):

- 1 representative of the national government members from each major mountain region (6 members);
- 1 representative of the civil society from each major mountain region (6 members);
- 1 representative of global organizations (1 member);
- 1 representative of the donor organizations to the MPS (1 member);
- 1 representative of the host institution of the MPS (1 member);

The MPS Coordinator will participate in the SC meetings as Observer. Other Observers (e.g. experts, resource persons) might be invited to SC meetings as required by the agenda of a particular session.

The selection of the SC members takes place in the preparation for the GA and the composition of the SC is approved at the GA. The nomination process is carried out within the different electoral groups and may be facilitated, on request, by the MPS. The members within each electoral group are invited to express their interest in becoming a member of the SC. The selection will then be made through a voting system within each electoral group. The SC members will serve for four years and can be re-elected for a

second four-year term. The SC members select a Chairperson and a Vice-Chair. These positions rotate on a two-year basis to ensure active engagement of new leaders and to avoid extended over-reliance on the willingness of just a few MP Members to commit the time, energy and resources that are required to fulfill these roles. The Chair is responsible for conducting the meetings of the SC. The Vice-Chair will conduct SC meetings in the absence of the Chair. The detailed ToR of the SC are available in Appendix 1.

Accountability: The SC is accountable to the MP members. If any MP Member believes the SC or one of its members is not fulfilling its function, it has an obligation to inform the SC and to state the reasons why they believe the SC is not fulfilling its function. The SC has an obligation to respond to any such communications in a timely manner. The performance of the SC members will be reviewed every two years on the occasion of the GA meeting.

Funding: Members are encouraged to mobilize their own resources to participate in these meetings. The MPS will seek resources to support the participation of those members with financial constraints.

3. MP Secretariat

Role and Function: The MP Secretariat plays an active and supportive role to the MP membership as a whole, and to the SC, providing services that link MP Members and initiatives, fostering synergies and complementarities to promote closer collaboration and achieve greater coherence in MP efforts. In this role, the main tasks of the Secretariat are to promote advocacy and capacity development activities, and provide communication and information services, knowledge management and brokering functions by acting as a networking and liaison point for MP members. In addition, the MPS promotes the identification and mobilization of resources and investments for SMD, providing MP members with information about the availability of funds for SMD from all possible sources on an on-going basis.

Composition: The staff composition of the MPS is reviewed and, if necessary, revised every two years upon approval of its bi-annual work plan. The hosting arrangement of the MPS is revisited every four years during the GA, but an annual appraisal is conducted every year by the SC or its Chairperson. The MPS is managed by a coordinator who will be appointed or re-confirmed by the SC every two years. The detailed ToR of the MPS are available in Appendix 2, the ToRs of the MPS Coordinator in Appendix 3. The MPS is currently hosted by the Food and Agriculture Organization of the United Nations (FAO), building on its formally designated role as the U.N. Lead Agency for mountains and benefiting in particular from support from FAO Technical Departments and extended network of regional, sub-regional and national offices.

Accountability: The MPS is accountable to the SC and ultimately to all MP members. It is funded through financial and in-kind contributions from MP Members. In its current hosting arrangement, the MPS is required to coordinate with FAO with regard to its formal roles.

VII. Putting the Mountain Partnership into practice

A. Outputs and activities

The outputs and activities stated below follow the logic of the functions and objectives of the MP which are presented in section IV. The outputs and activities are for the Mountain Partnership as a whole and are valid for the entire period of this strategy. They provide the key elements for the development of the bi-annual agenda of the MP and the specific work plan of the MPS respectively. The latter typically includes activities and responsibilities for only a subset of the outputs and activities listed below according to the decisions by the MP Steering Committee. Elements which are not covered by the work plan of the MPS might be taken on board by members or group of members who have a particular interest and expertise in those issues. The list of outputs and activities listed below is neither comprehensive nor follows any order of priority.

1. Outputs and activities for function “advocacy”

- a) Develop a succinct, focused and practical advocacy strategy for SMD;
- b) Work towards mainstreaming the principles of SMD contained in Chapter 13 of Agenda 21 and the Rio+20 outcome document in global multilateral environmental agreements and their implementation;
- c) Ensure that aspects of SMD are effectively considered in the further implementation of the MDGs and promote the inclusion of a subset of SMD components in the process of defining the United Nations Sustainable Development Goals (SDGs);
- d) Prepare MP members for active participation in UN processes (especially Conventions) and intergovernmental mechanisms (e.g., World Economic Forum, G20, ASEAN, BRICS, APEC, other relevant forums) and work towards the mainstreaming of SMD issues in these processes;
- e) Develop key messages, briefs, other promotional and advocacy materials, and tools related to SMD and provide them to member countries to use when formulating their positions for important negotiations, e.g. in the context of the UN Conventions or other international processes;
- f) Establish and implement an ongoing worldwide awareness campaign for SMD (a generic and universal campaign to be adapted and implemented by members);
- g) Identify and bring on board well known personalities who are ready to act as “Goodwill ambassadors” or “champions” for SMD; and
- h) Ensure global support to regional advocacy initiatives.

2. Outputs and activities for function “knowledge management and communication”

- a) Develop and implement a comprehensive and well structured knowledge management and communications strategy for the MP;

- b) Undertake analyses and quantitative assessments of mountain natural resource management and conservation issues and of socio-economic development challenges of mountain societies as well as of their interactions and wider linkages (e.g., ecosystem services, climate change, poverty reduction, food security), and design solutions for these challenges;
- c) Facilitate the collection of new and emerging scientific and technical knowledge that can be used to increase the attention to mountains and to work towards SMD, and carry out gap identification and needs assessments;
- d) Prepare, on a regular basis, national or regional reports on the state of sustainable mountain development;
- e) Implement an informative, reliable, and interactive global entry point for mountain-related information (knowledge hub/gateway/portal) to fulfill the needs of MP members from all mountain regions as well as for other users such as the subscribers of the former Mountain Forum lists;
- f) Convene and facilitate exchanges, conferences, fora and other information-sharing mechanisms between MP members and with other stakeholders;
- g) Mobilise contribution of MP members to global processes which FAO is tasked by the UN General Assembly to coordinate, such as the International Mountain Day and the preparation, every two years, of the UN Secretary General report; and
- h) Promote media coverage of sustainable mountain development and key solution-oriented policy messages (e.g. by undertaking targeted campaigns linked to major events highlighting the Mountain Agenda, creating a network of mountain journalists both at global and regional level, tapping into the UN media etc).

3. Outputs and activities for function “capacity development and technology transfer”

- a) Promote the development of curricula on SMD for different stakeholder groups (school children, high school and university students, project managers, government technicians, etc.) by tapping into the vast experience available within the membership of the MP and beyond;
- b) Develop capacity on SMD (scientific, technical, thematic, negotiation, etc.) among MP members and other stakeholders interested in SMD to enhance their effectiveness and impact, e.g. through the organisation of training courses;
- c) Organise education campaigns on SMD for media in order to increase the effectiveness and impact of communication and outreach activities related to SMD;
- d) Organise Youth Forums on how to communicate, how to write, how to approach negotiators, how to network with regard to SMD; and
- e) Identify and share effective technologies and methods (including traditional knowledge) regarding the management of mountain natural resources and environments, e.g. through South-South cooperation.

4. Outputs and activities for function “innovation”

- a) Work towards transforming (evolving) the MP into a recognized and appreciated platform for innovative and unconventional dialogue and reflection and for the development of new approaches and solutions in all aspects of SMD; and
- b) Organise virtual or physical platforms for brainstorming about forecast developments, emerging issues and observed trends of relevance for SMD and for finding innovative solutions to new challenges;

5. Outputs and activities for function “resource mobilization”

- a) Act as a platform to facilitate donor contacts for MP members who require funds for projects and other initiatives related to SMD;
- b) establish a Global Mountain Facility (or similar) to which investors (including from the private sector) can contribute in order to support a diverse portfolio of SMD projects from individual members or by a group of members;
- c) Undertake a campaign to extend the membership of the MP to influential/strategic partners, especially governments from globally important mountainous countries, foundations and the private sector which might be in a position to provide funding for MP activities or to contribute financially to the Global Mountain Facility;
- d) Work toward ensuring that a portion of climate change adaptation funds are used to support SMD (e.g. by promoting the establishment of a program of work on mountains within the UNFCCC and opening a window to the Green Climate Fund);
- e) Advise staff of MP member countries on how to negotiate and earmark national budget allocations for specific mountain-related needs and priorities; and
- f) Develop innovative ways for members to provide in-kind contributions to MP activities, e.g. through the provision of staff time for translations, graphic designs, hosting of events, technical assistance, etc.

6. Outputs and activities for function “joint action”

- a) Develop communities of practice for key mountain challenges (e.g., Climate Change Adaptation and Risk Management) including linkages to existing centers of excellence, networks, etc., to enable MP members to proactively develop and undertake collaborative projects and other activities;
- b) Develop strategies to address the lack of networks in certain regions to work toward MP goals, including fostering regional communities of interest; and
- c) As an alternative to organizing many low profile side meetings, collaborate and join forces in the preparation and implementation of single and powerful mountain-specific events at regional and global meetings (e.g. COPs of conventions) which create visibility and impact.

B. Geographical scale of MP action

The membership of the MP consists of global, regional, national and local stakeholders. Accordingly, the mandate and action of the MP articulates itself at all these geographical scales. An important role of the MP is to ensure dialogue, negotiation, information flow and exchange of experiences within and across these different levels. How dynamic the MP is within and across these scales depends on the willingness and proactivity of the partners to engage in collaborative action and to promote exchange of information and experiences. The role of the MPS is to facilitate this exchange, negotiation and information flow process.

The national level is a key bridging scale for the functioning of the MP. It allows for decentralizing action down to the sub-national and local levels and, at the same time, bringing local and national experience to regional and global attention.

The coordination of MP activities at regional level is very challenging. Each region has to develop its own mechanism, possibly including the establishment of sub-regional structures, which best fits to the specific regional circumstances, needs and institutional “landscape”. Whatever coordination mechanism is developed needs to have maximum legitimacy in convening/building more action, exchange and collaboration among partners. Members in a specific region should be involved in regular coordination, information/experience sharing and mutual support so that the regional representatives in the Steering Committee (the representative of the national government members and the representative of civil society members, see section VI.B) can adequately advocate for the interests and realities of the region as well as of their respective electoral group. Regional or sub-regional structures are not only important for the coordination within the regions but also for the support and reinforcement of the outreach activities of the MPS.

The main focus of work of the MPS is at the global level. However, the MPS provides support, on request, to regional and national level processes and initiatives and, if the human resources allow, also to local level action. As a service provider, the MPS interacts regularly with all members independently of the geographical scale with which they are engaged. In order to ensure high quality support to all these needs and processes, liaison staff (e.g. Junior Professional Officers, seconded staff from national agencies, etc.) may be stationed, on request, in regional, sub-regional or national offices of FAO which offer a neutral and unbiased ground.

C. Monitoring and evaluation

Given the nature of partnerships, the monitoring and evaluation of impacts and the quantification of results are very difficult and challenging. A “light” monitoring and evaluation system will be established for the MP, based on a number of criteria and indicators. The objective of this system will be to ensure that the MP fulfills its mission and that MP members contribute to its achievement. This system will also include templates and guidelines for members for the reporting process on activities and contributions

(in-kind and financial). Finally it will provide for a regular review of the existing membership in order to ensure that the MP includes only partners that wish to actively contribute to its goals.

D. Language policy

At the global level, English is the communication language for the MP. To the extent possible, the MP website, mountain gateway and key communication products will be made available in French, Spanish, Russian and, eventually, also in Chinese. At the regional level the most commonly understood language will be used. At the national level members are encouraged to reach out to members and other stakeholders as much as possible in local languages.

E. Use of the Mountain Partnership brand

Not every mountain-related initiative of MP members is automatically a MP activity. As a general principle, an initiative should only be marked with the MP brand if it clearly derived from the MP. More specifically, an activity or initiative can be labeled as being implemented within the MP if the following criteria are met:

- At least two partners are involved in or contribute to the initiative;
- The initiative is clearly related to SMD and contributes to the MP mission and objectives;

It is important that all initiatives which are being implemented under the MP label are reported to the MPS in order to ensure proper communication to the entire membership. Simple visual brand guidelines will be provided in the communication strategy.

List of Appendices

Appendix 1: ToR Steering Committee

Appendix 2: ToR MP Secretariat

Appendix 3: ToR Coordinator of the MPS

Appendix 4: Key milestones in the history of the MP

Appendix 5: List of MP members

Appendix 1
Terms of Reference
Steering Committee of the Mountain Partnership

The Steering Committee provides programmatic orientation to the Mountain Partnership and serves as a representative body of its members. Each member of the Steering Committee represents a larger group of members and, accordingly, they are responsible for providing well prepared and consolidated input to the work of the Steering Committee – input which is based on a thorough consultation process. Whenever possible, the SC will make decisions on the basis of consensus. However, if needed, the Steering Committee will vote and decisions will be approved by a simple majority. The Steering Committee carries out the following main responsibilities and tasks:

- Elect a Chair and a Vice-Chair of the Steering Committee with a two year mandate;
- Oversee the preparation of a four-year Strategy and a two-year general agenda for the MP;
- Monitor the implementation of the MP agenda, the achievements and the impacts of MP activities;
- Monitor and oversee the work of the MPS (technical, administrative, financial) and approve its specific biennial Work Plan which derives from the general agenda of the MP;
- Select and recruit the Coordinator of the Mountain Partnership Secretariat (See appendix 3);
- Oversee the recruitment of officers at the Mountain Partnership Secretariat at all levels;
- Meet in person at least once a year, preferably in conjunction with any other suitable event to increase synergies, and interact on a regular basis through electronic communication as needed and requested by the Chair;
- Define criteria for new membership and review, on a regular basis and with support from the MPS, the current members;
- Address commitment issues of MP members and accountability matters of MPS if and when such issues arise.

Appendix 2

Terms of Reference

Mountain Partnership Secretariat

The MPS plays an active and supportive role to the MP membership as a whole, and to the SC, providing services that link MP Members and foster synergies and complementarities to promote closer collaboration, avoid duplication, and achieve greater coherence in MP efforts. The work plan of the MPS, which is being developed on a bi-annual basis, derives from the general agenda of the MP and is approved by the Steering Committee. The Secretariat is led by a Coordinator who ensures the functioning of the Secretariat. The Coordinator participates in the meetings of the Mountain Partnership Steering Committee as an observer and supports the Chair of the SC in the organization of the respective meetings. The staff composition in the MPS is reviewed and, if necessary, revised every two years upon approval of its bi-annual work plan. The MPS carries out the following main responsibilities and tasks:

- Develop and maintain linkages and provide a supportive structure for MP members and regional initiatives and act as a networking and liaison point for them;
- Provide conceptual input to the MP and coordinate and facilitate its activities;
- Provide brokerage, capacity development, knowledge management, communication and information services in complement with other MP member's efforts;
- Promote the identification and mobilization of resources for SMD and provide MP members with information about the availability of funds from all possible sources on an on-going basis;
- Prepare bi-annual/annual work plans and progress reports as required by the Steering Committee and by donor organizations to the MPS;
- Provide technical, administrative and logistical support to the preparation and implementation of meetings (including the meetings of the Steering Committee);
- Promote and provide advocacy for SMD and support the representation of MP at key events;
- Analyse, on a regular basis, the commitment of MP members and communicate the results to the SC; review new applications for membership and process them according to the criteria defined by the Steering Committee;
- Solicit contributions from MP members to the reporting to UN General Assembly (UNGA), the UN Secretary-General, and the UN Commission on Sustainable Development regarding SMD;
- Provide inputs, as requested, to UNGA resolutions on SMD;
- Engage MP members in International Mountain Day celebrations;
- Liaise with Secretariats of global conventions (e.g. United Nations Convention on Biological Diversity (UNCBD), United Nations Framework Convention on Climate Change (UNFCCC), United

Nations Convention to Combat Desertification (UNCCD)) and other global initiatives (e.g. in relation to natural disasters, water, forests, etc.); and

- Engage MP members in following up actions on the RIO+20 process regarding the mountain paragraphs.

Appendix 3
Terms of Reference
Coordinator of the Mountain Partnership Secretariat

The MPS is managed by a coordinator provided to the MP as an in-kind contribution by the host organisation. The Coordinator will be appointed or re-confirmed jointly by the SC every two years and will be recruited under the rules and procedures of the host organisation. The Coordinator plans and supervises the implementation of the work of the MPS by carrying out the following main responsibilities and tasks:

- Provide leadership to the MPS staff and conceptual input and support on SMD to the MP as a whole;
- Participate in developing Terms of Reference for MPS staff and in their selection process;
- Coordinate and supervise the work of MPS staff;
- Guide the preparation of bi-annual/annual work plans and progress reports in support of the SC
- Provide financial and budgetary oversight for the funds which are established to fund the MPS or which are channeled through the MPS, including carrying out budget holder responsibilities;
- In consultation with the Chair of the SC, organize, convene and ensure reporting for regular meetings of the Steering Committee;
- Lead resource mobilization activities within the Secretariat, including developing and maintaining linkages with potential donors of Mountain Partnership activities;
- Promote, provide advocacy for and support the representation of the MP at key events by MP members;
- Provide liaison functions services within the host organisation and ensure full collaboration and integration with related technical services.

Appendix 4

Key Milestones in the History of the MP

1992: UN Conference on Environment and Development (UNCED) or Rio Earth Summit includes Chapter 13, '[Managing Fragile Ecosystems: Sustainable Mountain Development](#)' in 'Agenda 21', which is signed by heads of state or government of most of the world's nations.

1993: FAO designated as the Task Manager of Chapter 13 of Agenda 21 and, accordingly, as the UN 'Lead Agency for mountains.'

1994-96: Inter-governmental consultations held in Africa, Asia/Pacific, Europe, Latin America, involving representatives of 62 countries and the European Union.

1995: International non-governmental consultation in Lima, Peru, leading to establishment of the [Mountain Forum](#) (MF) in 1996.

1998: [Resolution for an International Year of Mountains](#) supported by 130 countries in the UN General Assembly (the largest number ever to support such a resolution).

2002: International Year of the Mountains includes national committees in 78 countries and numerous events and other activities worldwide. The Plan of Implementation of the World Summit for Sustainable Development (WSSD) includes [Paragraph 42](#) which is focused on sustainable mountain development. The [Mountain Partnership](#)² established as a "[Type II](#)" [partnership](#), with an Interim Secretariat housed at FAO.

2003: [First Global Meeting of the MP](#) (Merano, Italy); Interim MPS established at FAO.

2004: [Second Global Meeting of the MP](#) (Cusco, Peru) with establishment of various thematic and regional 'Partnership Initiatives.'

2005: MP Secretariat (MPS) established at FAO.

2007: tri-partite external evaluation of the MPS.

2008: MPS regional hub for Latin America established at CONDESAN; MPS regional hub for Asia/Pacific established at ICIMOD (until 2009)

2010: MPS regional hub for Central Asia established at University of Central Asia (UCA)

2011: [Lucerne World Mountain Conference](#) (Lucerne, Switzerland)

2012: Rio+20 UN Conference on Sustainable Development: [paragraphs 210-212 of 'The Future We Want](#),' the outcome document, focus on sustainable mountain development. The [third Global Meeting of the MP](#) is held on the margins of Rio+20.

² Initially called the International Partnership for Sustainable Development in Mountain Regions; the shorter name has been used since 2004.

Appendix 5

MOUNTAIN PARTNERSHIP MEMBERS (211)

Governments (51)

North & Central America and the Caribbean (4)

Cuba
Guatemala
Jamaica
Mexico

South America (7)

Argentina
Bolivia
Chile
Colombia
Ecuador
Peru
Venezuela

Europe (16)

Andorra
Armenia
Austria
France
Georgia
Italy
Liechtenstein
Monaco
Romania
Serbia
Slovakia
Slovenia
Spain
Switzerland
The Former Yugoslav Republic of Macedonia
Turkey

Asia and Pacific (10)

Afghanistan
Altai Republic of the Russian Federation
Bhutan
Indonesia
Iran
Kyrgyzstan
Nepal
Pakistan
Sri Lanka
Ukraine

Sub-Saharan Africa (9)

Cameroon
Congo (Democratic Republic of)
Ethiopia
Ghana
Guinea
Kenya
Lesotho
Madagascar
Uganda

Middle East and North Africa (5)

Algeria
Jordan
Morocco
Tunisia
Yemen

Global Organizations (21)

Food and Agriculture Organization of the United Nations (FAO)
Global Mountain Action
HELP International
International Council for Game and Wildlife Conservation
International Livestock Research Institute (ILRI)

International Mountaineering and Climbing Federation (UIAA)
International Union for the Conservation of Nature (IUCN)
PlaNet Finance
Secretariat of the Convention on Biological Diversity (CBD)
Secretariat for the Convention to Combat Desertification (CCD)
The Mountain Institute (TMI)
United Nations Development Programme (UNDP)
United Nations Educational, Scientific and Cultural Organization (UNESCO)
United Nations Environment Programme (UNEP)
United Nations Population Fund (UNFPA)
United Nations University (UNU)
World Bank (WB)
Women Organizing for Change in Agriculture and NRM (WOCAN)
World Economic Forum
World Mountain People Association (WMPA)
World Wildlife Fund International (WWF-International)

Civil Society Members (139)

North and Central America (16)

American Councils for International Education (ACTR/ACCELS)
Aspen (City of)
Aspen International Mountain Foundation (AIMF)
Basalt (Town of, USA)
Dean's Beans Organic Coffee Company
Gruppman International Violin Institute
International Development Research Centre (IDRC)
Mountain Studies Institute
National Meteorological Institute of Costa Rica
Orem (City of)
Park City
Salt Lake City
Telluride Institute
Tropical Science Center
Utah Valley State College and Utah-Russia Institute
Vista 360°

South America (21)

Ancash Association
Andean Mountain Association
Argentinean Environmental Centre (CAMBIAR)
Association for Social Development (ADESO)
Bolivian Mountain Institute
Consortium for Sustainable Development of the Andean Ecoregion (CONDESAN)
Crescente Fértil
Fundación Fundepáramos
Foundation Agreste
Foundation Ecohabitats
Foundation Pangea

Foundation ProYungas
Foundation Sendero of Chile
Fundación CoMunidad (Panama)
Fundación Cordillera Tropical
Huayhuash Peru
International Potato Center (CIP)
Mountain Forum
Practical Action
Red de Agroindustria Rural del Peru
Yachay Wasi

Europe (42)

Active Remedy Ltd.
Agriculture Research Council of Italy- Department of Agronomy, Forestry and Land Use (CRA-DAF)
Aleevee8
Alpine Convention
Association Ardito Desio
Association for the Development of Mountain Regions in the Republic of Macedonia (MAKMONTANA)
Balkan Foundation for Sustainable Development (BFSD)
Bulgarian Association for Development of Mountain Regions (BULMONTANA)
Carpathian Convention
Centre for Development and Environment (CDE)
Centre for Mountain Studies (CMS)
CIHEAM-IAMM
Club Arc Alpin (CAA)
Courmayeur Foundation
Department of Development and Protection of Agroforestry Resources (DIVAPRA) - University of Turin
Ecological Tourism in Europe (ETE)
Euromontana
European Academy (EURAC)
European Association of Elected Representatives from Mountain Areas (AEM) - Belgium
European Association of Elected Representatives from Mountain Areas (AEM) - Poland
European Mountain Forum (EMF)
Ev-K2-CNR Committee
Federal Institute for Less-Favoured and Mountainous Areas (BABF)
Foundation for Sustainable Development in Mountain Regions (FDDM)
Global Mountain Biodiversity Assessment
International Commission for the Protection of the Alps (CIPRA)
International Scientific Committee on Research in the Alps (ISCAR)
Kavala Institute of Technology (KavTech)
MAB-6 Center
Metsovion Interdisciplinary Research Center (M.I.R.C)
Mountain Research and Development
Mountain Research Initiative (MRI)
Mountain Research: Man & Environment - Austrian Academy of Sciences
Mountain Wilderness
Municipality of Dénia (Spain)
National Association for the Rural Development of Romanian Mountains
National Organization of Mountain Municipalities, Communities and Bodies (UNCCEM)
ProMONT-BLANC

Romanian Mountain Forum
Sports Medicine School
Tatra Agency for Development Promotion and Culture
UNESCO Club of Serres

Asia and Pacific (41)

Agency of Development Initiatives (ADI)
Agrarian Platform
Aigine Cultural Research Center
Alliance of Central Asian Mountain Communities (AGOCA)
Asian Development Bank (ADB)
Association of Forest and Land Users of Kyrgyzstan (AFLU Kyrgyzstan)
Association of Forest and Land Users of Tajikistan (AFLU Tajikistan)
Broad Initiatives for Negros Development (BIND)
CAMP Alattoo
CAMP Kuhiston
CarbonLab, University of Queensland
Centre for Climate Change and Disaster Reduction
Centre for Environment Education (CEE Himalaya)
Ecoforum
Ecological Movement BIOM
EKOIS
Environmental Research Center of the Khazar University (ERCKU)
Foundation for Sustainable Development of Altai (FSDA)
Guizhou University of Finance and Economics (GUFE)
Indigenous Peoples' International Centre for Policy Research and Education (TEBTEBBA)
International Centre for Integrated Mountain Development (ICIMOD)
Mountain Areas Conservation and Development Services
Mountain Societies Development Support Programme
Mountain territories of Dagestan
Nepal Development Research Institute
New World Hope Organization
Nilgiri Documentation Centre
Non-Timber Forest Products Exchange Programme (NTFP)
Pan Himalayan Grassroots Development Foundation
Pendeba Society
Prakriti, a mountain environment group
Public Foundation "Ergene"
Public Foundation Kyrgyzstan Mountain Societies
Regional Environmental Centre for Central Asia
Resources Himalaya Foundation
Rural Development Fund
Society for Conserving Planet and Life (COPAL)
Suldoz Kouhyaran Institute
Swat Youth Front
UNISON
University of Central Asia

Sub-Saharan Africa (13)

African Conservation Foundation

African Ministerial Conference on the Environment (AMCEN)
Akwapim Mountain Women's Forum (AMWF)
Albertine Rift Conservation Society
Cameroon National Network of Associations and NGOs of the Mountain Partnership
Environment and Tourism Support (EATS)
Ethiopian Institute of Agricultural Research (EIAR)
Foundation for Environment and Development
Ghana Wildlife Society (GWS)
International Centre of Insect Physiology and Ecology (ICIPE)
Makerere University
Soraine Uganda
Volunteers for Africa / ECODECO Partnership

Middle East and North Africa (6)

Lebanon Mountain Trail
Migration and Development
Mountain Environment Protection Society
Nile Basin Society
Regional Environmental Centre for the Caucasus
Sultan Qaboos University