



REDAA Programme Governance Plan

June 2023

About the REDAA programme

Reversing Environmental Degradation in Africa and Asia (REDAA) is a programme that catalyses research, innovation and action across sub-Saharan Africa and South and Southeast Asia, by offering grants and technical support. For more information about the programme, contact: enquiries@redaa.org

www.redaa.org



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REDAA is funded by UK International Development from the Foreign, Commonwealth and Development Office and managed by the International Institute for Environment and Development (IIED)



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Abbreviations

AHRC	Arts and Humanities Research Council (UK Research & Innovation)
DEFRA	The UK government's Department for Environment, Food & Rural Affairs
ESPA	Ecosystem Services for Poverty Alleviation
ESRC	Economic and Social Research Council (UK Research & Innovation)
FCDO	The UK government's Foreign, Commonwealth and Development Office
GESI	Gender equality and social inclusion
IIED	International Institute for Environment and Development
ILO	International Labour Organization
IPLC	Indigenous Peoples and local communities
ITAP	Independent Technical Advisory Panel
MEL	Monitoring, evaluation and learning
NERC	Natural Environment Research Council (UK Research & Innovation)
PrOF	The FCDO's Programme Operating Framework
REDAA	Reversing Environmental Degradation in Africa and Asia
SMU	Scientific & Management Unit

The REDAA programme

Reversing Environmental Degradation in Africa and Asia (REDAA) is a programme catalysing research, innovation and action across sub-Saharan Africa and South and Southeast Asia, through a series of competitive grant calls. It is funded by UK Aid from the UK Foreign, Commonwealth and Development Office (FCDO) and managed by the International Institute for Environment and Development (IIED).

The REDAA programme will address the challenge of environmental degradation in Africa and Asia – seeking to improve the condition of natural landscapes. REDAA's mission statement is to catalyse demand-responsive and locally led research, innovation and action to help people and nature thrive together in times of climate, resource and fiscal insecurity. To achieve this, REDAA has three core components:

- Generating evidence on key ecosystems, their status from degradation to restoration, and their links to livelihoods, plus actionable information to improve their restoration and management;
- Developing innovative and appropriate technical approaches and tools for environmental management, conservation and restoration that are nature-positive, benefit local livelihoods and tackle climate change;
- Strengthening capacity and institutional arrangements, including finance and support mechanisms, supporting gender-equal and socially inclusive, long-term decisions and actions that are nature-positive, benefit local livelihoods and tackle climate change.

REDAA-funded work will often be locally led, but also globally coherent; it will be both interdisciplinary and multidisciplinary; there will be competition between grantees but also collaboration and shared learning; the research must be managed efficiently but also enable the time and space to innovate; the process and results must be credible to both development and environment communities; and a balance will be sought across regions and themes for solutions. Effective governance is therefore required to handle the many possible trade-offs and synergies inherent in the programme. The following sections describe the proposed governance structure and operations, and reflect learning from the Ecosystem Services for Poverty Alleviation (ESPA) programme and other similar programmes.

Governance and management structure

Overview

This document sets out the governance plans for the REDAA programme.

The REDAA programme will adopt a 'distributed' management and governance structure, which will see FCDO as the main financial contributor for the programme. Other funders may join the programme.

IIED was selected to fulfil the dual roles of scientific coordination and management of the programme, including quality assurance and coherence of results and outputs, Monitoring, Evaluation and Learning (MEL), research synthesis, dissemination of results and evidence, and public outreach and evidence uptake; as well as the day-to-day management and



administration of the programme, including financial monitoring and compliance, grants management and administration, commercial procurement, risk management, and due diligence and safeguarding. IIED will therefore fulfil the role of 'Scientific & Management Unit' (SMU).

Figure 1 provides an illustration of the governance and management structure for the REDAA programme, which is described in more detail further below.

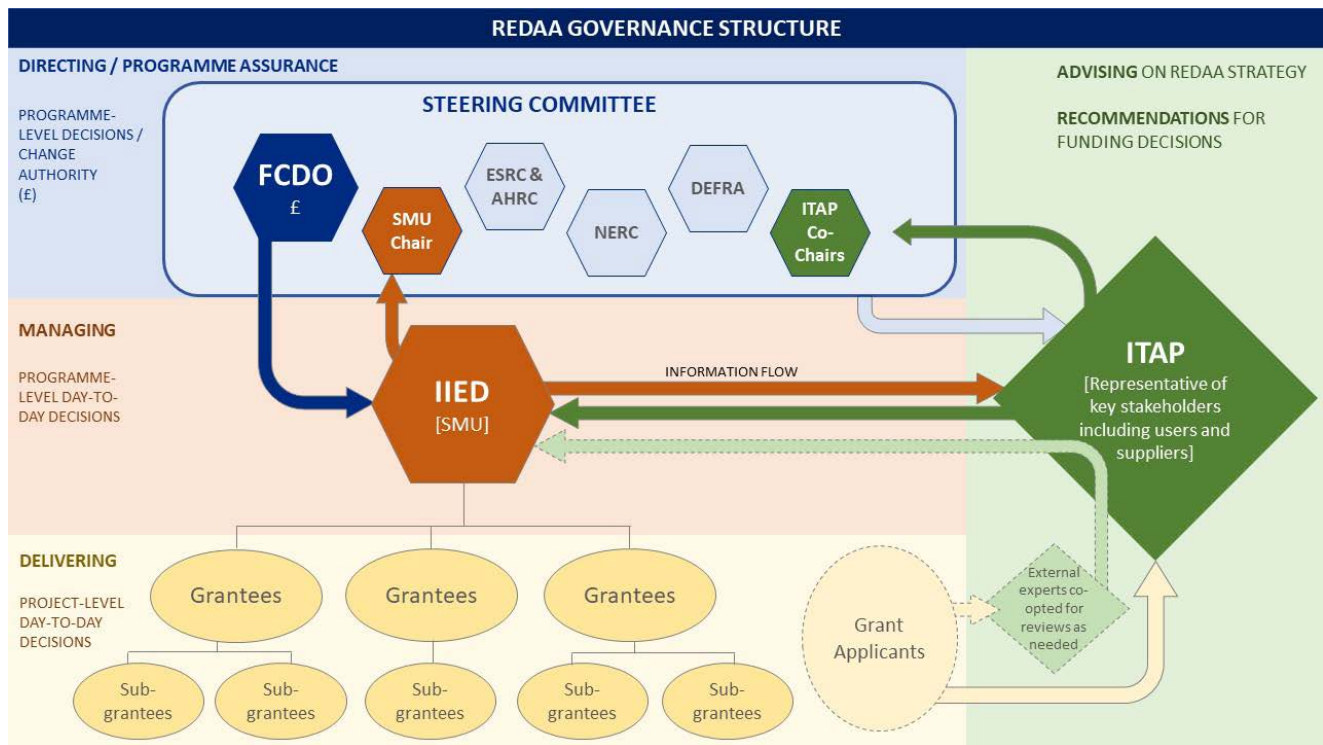


Figure 1. Governance and management structure for the REDAA programme

The governance structure of the programme will consist of three main elements:

- The Steering Committee;
- The Independent Technical Advisory Panel (ITAP); and
- The Scientific & Management Unit (SMU).

The REDAA research-to-action activities will be delivered by grantees and their downstream partners (sub-grantees) – that is, recipients of REDAA grant funding.

Steering Committee

Role

The Steering Committee serves as the highest governing body for REDAA, responsible for the overall direction of the programme, ensuring quality of process, results and value for money. The Steering Committee will be in charge of setting the strategic direction for the programme (informed by advice from the SMU and ITAP, and informed by grantees via an annual REDAA conference and/or other internal learning activities), considering adjustments in light of results and external context, and making executive decisions at a strategic level.

Membership

The Steering Committee will be chaired by FCDO and membership will include other selected agencies, the Chair of the SMU, and the two Co-Chairs of the ITAP.

Members of the Steering Committee will be nominated and appointed by FCDO, with the following criteria in mind:

- Representative of current or potential funding agency/organisation; or representative of REDAA focal regions and/or Indigenous Peoples and local communities (IPLCs)
- Links to other relevant initiatives and programmes
- Links and potential outreach with key national, regional and international processes
- Technical knowledge of relevant research disciplines and themes relevant to REDAA (for example, environmental governance, environmental economics, climate and environment research, GESI (gender equality and social inclusion), nature-based solutions, technology for nature)

The Chair of the Steering Committee will further aim to ensure that the Steering Committee is gender-balanced and that individuals undertaking these Steering Committee members' roles collectively have strong experience of serving on similar steering committees/ programme boards. The Steering Committee may invite observers to join it where this would help enrich its decisions.

The SMU will be in charge of organising and managing the logistic requirements for all Steering Committee meetings and, in addition to the Chair of the SMU being a member of the Steering Committee, a member of the SMU will be in attendance for note-taking/ secretarial functions. Others may also be invited to attend Steering Committee meetings as observers on a needs basis.

Decision making

The Steering Committee will aim to make decisions by consensus among the members. However, if for any reason consensus cannot be reached, voting will be carried out and, in the case of the organisational members, weighted according to the size of the financial contribution made by each organisation. Quorum will be reached with >50% of members present and must include FCDO.

The Chair of the Steering Committee, the FCDO Senior Responsible Officer for REDAA, will retain the final decision-making power. FCDO will retain the authority to veto any decisions that may contravene FCDO policies and/or procurement regulations. Advisors from across FCDO will provide additional technical input as required.

The SMU will provide technical and operational advice to the Steering Committee, based on its interactions with REDAA grantees and the ITAP.

Remuneration

Individuals undertaking Steering Committee members' roles will be acting on an ex officio basis and will therefore not be remunerated, with the exception of ITAP Co-Chairs who will be remunerated as per agreed arrangements under the ITAP terms of reference.



Meetings and communication

Steering Committee meetings will be held generally every quarter, but twice annually as a minimum, with the option to call ad hoc meetings where a need arises. Meetings will be generally held online (for example, using Teams) but with in-person meetings if the opportunity or need arises. Communication between meetings will be via email or online calls.

Steering Committee

Members:

Organisations
FCDO
DEFRA
ESRC or AHRC (rotating)
NERC
ITAP Co-Chairs
IIED SMU Chair

Chair: FCDO, Senior Responsible Officer for REDAA

Meetings: Every 3-6 months

Reports to: FCDO

Informed by: ITAP; SMU, grantees

Observers:

Organisations
IIED SMU as Steering Committee
Secretary
ILO
Others by invitation on a needs basis

Independent Technical Advisory Panel (ITAP)

Role

The Independent Technical Advisory Panel will provide strategic and technical advice and guidance to the Steering Committee and SMU and, where appropriate, to distinct components of the programme. It will provide specialist technical advice to the Steering Committee on specific issues that will emerge over the lifetime of the programme and/or which will be identified by the Steering Committee as requiring further technical advice. The ITAP will also provide evidence to inform the REDAA programme decision-making process and will provide a challenge function to ensure that all strategic decisions taken by the Steering Committee are relevant to the local/regional context and/or the broader international context as appropriate.

The ITAP will be co-chaired by two of its members and the Co-Chairs will be members of the REDAA Steering Committee. Advice from the ITAP will usually be directed to the Steering Committee via its two Co-Chairs and the SMU, but there may also be direct communication between other ITAP members and the Steering Committee where necessary.

In addition to providing advice on REDAA programme-level strategy, the ITAP will also serve as the core review and selection panel for REDAA research-to-action grant proposals.

Proposals will be reviewed by ITAP sub-committees according to appropriate expertise – in addition to external experts where it is felt that expertise from outside ITAP is necessary to make more informed recommendations (the SMU will suggest names of such experts to the ITAP for its consideration). ITAP will make recommendations (collated/coordinated by the SMU) to the Steering Committee as to which proposals should and should not be funded (supported by clear documentation of review comments and scores against set criteria); the Steering Committee (led by FCDO) will make final funding decisions, taking into account the recommendations of ITAP.

The ITAP will be expected to:

- Advise on REDAA strategy
- Provide specialist technical advice on specific emerging issues
- Facilitate links between evidence, policy and practice and ensure proximity and relevance to issues on the ground
- Facilitate linkages of REDAA to government, civil society, research institutions or the private sector
- Bring about awareness of REDAA, as well as other projects and initiatives, and engage in outreach with key national and international processes
- Participate in quarterly (minimum twice annually) governance meetings to provide advice on the strategic direction of the project
- Participate in annual REDAA grantee learning events
- Guide and contribute to review and evaluation functions
- Review REDAA research-to-action grant proposals and make funding recommendations to the Steering Committee

Membership

Membership of the ITAP will comprise 10-12 external experts from academic, civil society, government and international institutions. Members of the ITAP will be required to have an established track-record in their field and should not be recipients of direct financial support from the REDAA programme.

Membership will include two or three members from each REDAA focal region (sub-Saharan Africa, South Asia, Southeast Asia), to include at least one academic and at least one IPLC representative from each region.

Members will be nominated and appointed (for the first year of implementation, in the first instance) by FCDO and the SMU, with the following criteria in mind:

- Representative of key REDAA stakeholder group/organisation type
- Technical knowledge of research disciplines relevant to REDAA; and/or operational knowledge and experience in managing similar programmes (including in relation to Communications and/or MEL, for example, using research for influencing)
- Balance of gender
- Balance of nationalities / REDAA regional representation
- Personal motivation to participate and contribute
- Links to other relevant initiatives and programmes
- Links and potential outreach with key national, regional and international processes
- Experience serving or chairing similar committees, programme boards and grant selection panels



One of the Co-Chairs of the ITAP will have particularly strong research knowledge while the other Co-Chair will have particularly deep policy and practice connections in one or more of the REDAA focal regions. The Steering Committee will be able to request change in membership of the ITAP for the second year of implementation of the REDAA programme onwards.

Term duration for each member will be set at 12 months in the first instance, with membership being reviewed on an annual basis and directed by the Steering Committee (and informed by advice from the SMU).

Decision making

The ITAP will play an advisory and review role for the Steering Committee. The Steering Committee will make decisions for the REDAA programme, taking into account the advice and recommendations provided by the ITAP. The ITAP Co-Chairs will sit on the Steering Committee.

Time commitment and remuneration

ITAP members will be offered a modest honorarium for their active participation. Claims for this honorarium must be supported by an invoice and timesheets from the individual ITAP member, submitted to the SMU on a quarterly basis.

For advising on REDAA programme strategy via quarterly governance meetings, ITAP members take on an advisory role that will require approximately 21-28 hours of professional time per annum (3-4 days). The time commitments will be pre-arranged subject to members' availability.

For reviewing research-to-action grant proposals, the time required of each individual ITAP member will depend on how their specific expertise matches the proposals received and therefore how many proposals are allocated to them for review. We anticipate that any individual ITAP member would be expected to review no more than 30 concept notes (first stage proposals) and no more than 10 full proposals (second stage proposals) for each funding round, requiring a maximum of 4-5 days' time commitment per funding round.

Any expenses incurred to fulfil the ITAP role may be reimbursed, based on actual costs, reasonably and necessarily incurred, and fully documented with receipts. Such expenses must be discussed and agreed with the SMU prior to expenditure.

Should the programme require a greater time commitment from members, and specifically, should there be a need to cover professional fees, for example to undertake a detailed review of proposals, technical advisory or quality assurance work, this will require separate contracting under a defined scope of work and the programme procurement rules will apply.

Meetings and communication

ITAP quorum will be reached with >50% of members present (that is, 6+ members) and should include at least one member from each focal region.

ITAP meetings will be held every quarter (twice annually as a minimum) prior to the Steering Committee meetings, with the option to call ad hoc meetings where a need arises. Meetings will be generally held online (for example, using Teams) but with in-person meetings if the

opportunity or need arises. Communication between meetings will be via email or online calls. Any costs arising from participation in in-person meetings will be covered by REDAA as stated above.

Members from the SMU may attend ITAP meetings both to inform the meeting and to provide secretarial functions as necessary. SMU members will not attend any part of an ITAP meeting marked as 'closed', to allow the ITAP members to have private discussion without presence of the SMU/core programme team members.

Conflict of interest

Members must declare any Conflict of Interest when allocated proposals to review, and must not be involved in the review of any proposals that they or their affiliated organisation(s) are involved with.

Independent Technical Advisory Panel

<p>Members: Organisations [10-12 experts from academic and civil society institutions]</p> <p>In attendance: Organisations IIED (SMU) Others by invitation on a needs basis</p>	<p>Co-Chairs: TBN</p> <p>Meetings: Every 3-6 months</p> <p>Reports to: Steering Committee; SMU</p> <p>Informed by: SMU; Grant applicants</p>
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Scientific & Management Unit (SMU)

Role

The Scientific & Management Unit will be in charge of the day-to-day leadership, management and administration of programme technical content (including science and strategy), operations and finances. It will also review operational procedures and make any adjustments that may be needed throughout the lifetime of the programme to improve efficiency, value for money and delivery of operations. It has overall accountability for the delivery of the programme in accordance with FCDO's Programme Operating Framework (PrOF). FCDO will oversee the performance of the SMU.

Membership

The SMU role is being delivered by IIED. There are three main points of contact for the SMU:

- Programme Leader
- Lead Technical Advisor
- Programme Manager

These are further supported by experts in Communications and Monitoring, Evaluation & Learning, a Senior Associate, and a team of researchers and project management and coordination staff. See Figure 2 for an organogram of the SMU key staff.



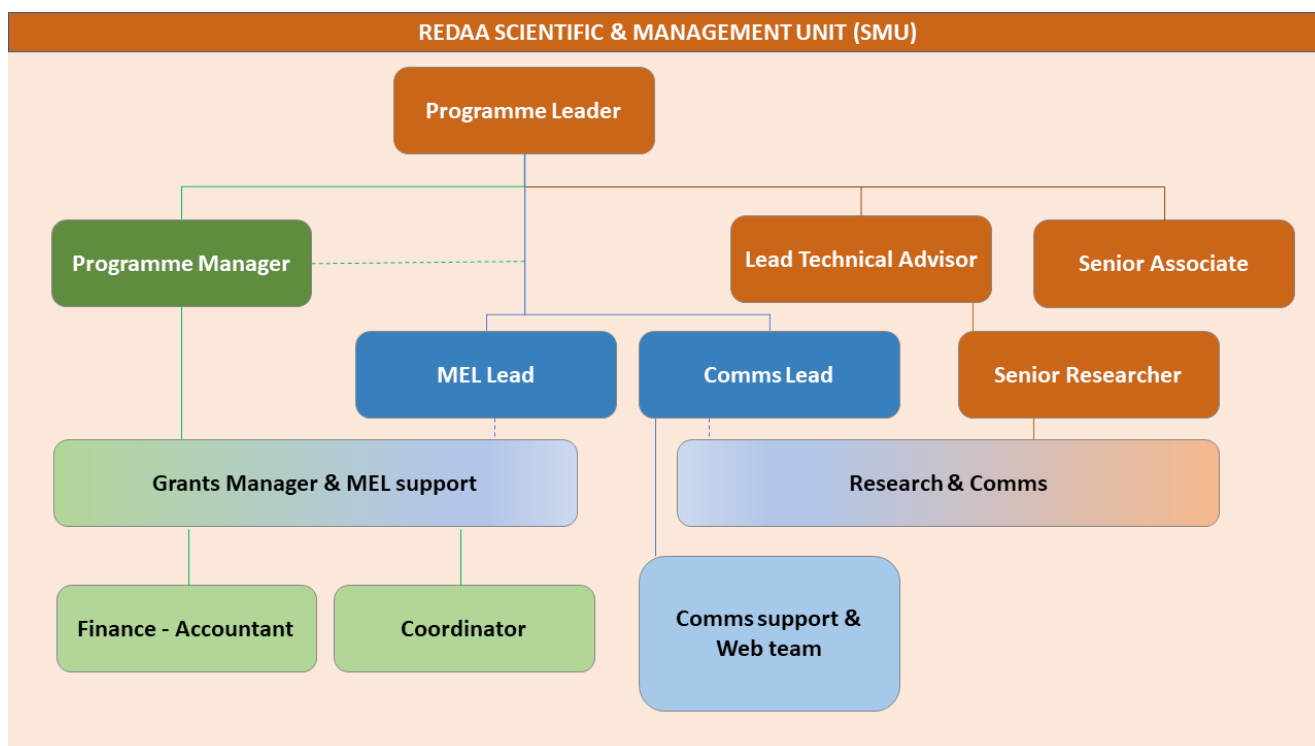


Figure 2. Organogram for the Scientific & Management Unit (SMU) housed at IIED. The different colour boxes represent different job families: orange = technical/research management and strategy; green = operational management, finance and coordination; and blue = MEL and communications

Decision making

The SMU will make day-to-day decisions in carrying out the programme, as delegated by FCDO. Any decisions regarding strategic issues, allocation of financial resources (other than those already agreed in the Accountable Grant from FCDO to IIED), and significant changes to the programme will be submitted to the Steering Committee for their consideration; the Steering Committee will make final decisions, led by FCDO.

Remuneration

Appropriate remuneration of IIED staff time to carry out the SMU role is included in the Accountable Grant issued from FCDO to IIED.

Scientific & Management Unit

Members (all IIED)

Role

Programme Leader
 Lead Technical Advisor
 Programme Manager
 Senior Associate
 Communications Lead
 MEL Lead
 Senior Researcher
 Grants Manager

Chair: Programme Leader

Meetings: Every 2 weeks

Reports to: Steering Committee

Informed by: Communications team; MEL team; Research team; Project management, finance & coordination team; Grantees; ITAP

Grantees

Research-to-action projects/activities will be implemented by research organisations (universities, think-tanks, etc), usually assembled in research consortia as defined in their grant proposals, which will be appointed through open competitive tenders that will be managed by the SMU. The outcome of the tendering process will be decided by the Steering Committee on the recommendations provided by the ITAP, and subject to appropriate due diligence checks on the applicant organisations (carried out by the SMU). FCDO will retain the final decisions and the authority to veto any decisions that may contravene FCDO policies and/or procurement regulations.

Proposal review & selection process

Proposals for research-to-action projects will be received through two-stage REDAA competitive tender processes:

- (1) First stage: concept notes
- (2) Second stage: full project proposals

At each stage, concept notes/proposals will first undergo eligibility screening by the SMU. The SMU will then allocate each eligible concept note/proposal to be reviewed for both technical and operational quality by three reviewers from ITAP (and/or co-opted external experts as necessary). Allocation will be done according to the expertise relevant to the proposal.

At each stage, reviewers will review the concept notes/proposals against predefined funding criteria, scoring each one and providing comments/justification for the scores and a summary recommendation for the Steering Committee.

The SMU will collate the reviewers' scores, comments and recommendations, and pass these to the Steering Committee in a suitable format for their review; the Steering Committee will be responsible for making final award decisions, taking into account the expert advice and recommendations provided by the reviewers. For first stage concept notes, this will entail the Steering Committee making decisions as to which applicants are invited to submit full proposals; for second stage full proposals, it will entail the Steering Committee making decisions as to which proposals are funded.

The number of proposals sent to any one individual ITAP member or external expert will be capped at 30 for concept notes and 10 for full proposals. If the number of proposals received significantly exceeds expectations, the SMU will seek to expand the number of reviewers beyond the core ITAP membership to avoid overburdening individuals. Remuneration for non-ITAP reviewers will be offered on the same basis as for ITAP members.

The proposal review and scoring process will be conducted in an online grants management system (FlexiGrant). Reviewers will receive training and guidance documents (provided by the SMU) on how to use the platform, and on the scoring methods and criteria used, to ensure consistency in approaches and understanding across reviewers.

