



# Country Steering Committees

## Terms of Reference

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To be read in conjunction with the Walk4Africa [Project Plan](#)

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## **What is a Country Steering Committee?**

As the name suggests, the Country Steering Committee (CSC) in each of the participating 40 African coastal countries help to steer the Walk4Africa (W4A) project in its own country from pre-launch, to the start and completion of the walkathon. CSCs are initially made up of W4A founding members, and/or representatives of key organisations who are partners



in the W4A project, and/or volunteers who have particular expertise to lend to the project, and/or government department representatives, and/or sponsors, who have a vested interest in the W4A project.

## The Role of Country Steering Committees

The CSC's role is to provide advice, ensure the delivery of the W4A project outputs and the achievement of the W4A project Mission Statement (see the end of this document). This may include such tasks as:

- Providing input to the development of the project, including the evaluation strategy;
- Providing advice on the budget;
- Defining and helping to achieve the project outcomes;
- Identifying the priorities in the project – where most energy should be directed;
- Identifying potential risks;
- Monitoring risks;
- Monitoring timelines;
- Monitoring the quality of the project as it develops;
- Providing advice (and sometimes making decisions) about changes to the project as it develops.

The CSC provides support, guidance and oversight of progress. Members do not necessarily work on the project themselves. Generally, the Country Project Manager (CPM), and other members of the duly appointed Advance Team, and the Support Team, will actually do the work of implementing the project. The Walking Group will be doing the actual walkathon.

## The Role of the Country Project Manager

The CPM is generally a founding member and/or the CSC Chairman who is actively involved in the country's tourism industry, such as the owner or representative of a Destination Management Company, a Tour Operator business, or a registered Tour Guide in the country. The CPM will normally attend meetings of the CSC to report on progress and answer any questions raised by members. It's useful to have an additional person (such as a volunteer working on the project or an administrative CPM staff member) attend meetings to assist the CPM by recording the minutes and decisions of CSC meetings.

## The Role of the Advance Team

The Advance Team is comprised of contracted suppliers. Members of this team include shuttle transport providers (to bring new walkers from central meeting points to the beach walkathon starting points each day), the mobile camping outfitter, and the catering supplier



who will move ahead of the walkathon to set-up facilities for the walking group's arrival each day and break-camp the following morning for relocation. It also includes the contracted private security team and the medical first-aid team. This team will use the beach camp as their nightly base.

## The Role of the Support Team

The Support Team is comprised of research academics, advisors, teachers, media, film crews, sponsors, etc, who will be fulfilling the actual aims and objectives of the W4A project.

For example, a university or society may want to send academics to conduct local research into marine/beach ecology issues or conduct anthropology research. We'll need tourism advisors to work with local communities to identify and develop new tourism products, or agricultural initiatives, for job creation. We'll need teachers to visit local schools and community halls along the routes and educate about the United Nations' Sustainable Developments Goals (SDGs), why they matter, and what they can do to create a better future for the planet. This team also includes hosted media such as bloggers, vloggers, and journalists to report on progress and raise social media awareness of the W4A project. This team will also use the beach camp as their nightly base.

## The Role of the Walking Group

These are the volunteers and hosted guests actually doing the day-to-day walkathon.

Volunteer walkers will be locals who have registered to walk pre-defined distances/days and who voluntarily elect to raise crowdfunding donations to sponsor their walk.

Hosted guests will be international eco-tourists who have purchased all-inclusive tour packages to participate in pre-defined itinerary distances/days. Hosted guests may also include celebrities or ambassadors, whose presence and support will be beneficial to raising awareness of the W4A project.

## The Number of Walkathon Participants

The number of walkers that participate in the Walking Group on a day-by-day basis will be limited 150 (although this number may be determined by each of the CSCs). This number will include the Advance Team and Support Team member numbers. The reasons for this limitation include; environmental impact (some stretches of coastline may be more sensitive than others), accessibility (some areas may be easier to get to than others, especially for shuttle services), capacity (the number of tents that can be set up at route over-night camping points may differ), and demand (scarcity creates higher demand and perceived value).

## What Roles do Individual CSC Members Perform?

As mentioned previously, individual CSC members are not directly responsible for managing project activities but provide support and guidance for those who do. So, individually, CSC members should:

- Understand the mission, strategy and intended outcomes of the W4A project;
- Appreciate the significance of the project for their own organisation and country;
- Be genuinely interested in the project and the outcomes that are intended;
- Be an advocate for the project by doing what they can to promote its outputs;
- Have a broad understanding of project management issues.

In practice, this means they:

- Ensure the strategy that is planned matches the mission of the project;
- Consider how they will know if the project mission has been achieved;
- Review the progress of the project against the milestones set;
- Consider ideas and issues raised;
- Provide guidance to the project team;
- Help balance conflicting priorities and resources;
- Foster positive communication outside of the CSC regarding the project's progress and outcomes;
- Actively promote the outputs of the project;
- Contribute to the evaluation of the project, both the process of developing and implementing the project and its actual impact on its intended audience.

## How Often Should the CSC Meet?

This is determined by the size (coastal distance and number of days) of each country's W4A project. For smaller, or shorter country coastlines, it's usually sufficient to meet once at the planning stage, then again mid-way through the project to monitor progress, and then once more at the end to assess the outcomes of the project and contribute to the evaluation.

For larger projects (over 1000 km), the CSC should plan their meetings to coincide with milestones achieved in the project. It's a good idea to set dates for the meetings in advance and seek commitment from members of the CSC to attend every meeting, either physically or online via group meeting or chat platforms such as WhatsApp, Skype or Google G-Suite hardware. Again, depending on the size of the project, you might want to invite each CSC member to nominate an alternate representative who can attend in place of the first nominee if required.

## What Happens Before Each CSC Meeting?

At least a week before the meeting the CPM should circulate papers for the meeting to all Committee members. These should include:

- An agenda, indicating the time planned for the meeting so that members can allow sufficient time to attend and participate;
- Minutes of the last meeting, including an action list, ideally updated with any information to hand about actions completed or in progress;
- A progress report on the status of the project since the last meeting;
- Any other documents to be considered at the meeting, if any, particularly drafts of resources that are being developed in the project, if relevant.

## What Happens At The CSC Meetings?

The CPM usually chairs the meetings. The Chair will conduct the meeting according to the agenda, ensuring that all members are encouraged to provide input throughout the meeting and that any decisions or recommendations are adequately resolved and agreed to by the members. It's important to check through the list of action items from the previous meeting, confirming actions taken, issues resolved and agreeing on how to progress any actions that aren't completed.

## What Happens After Each Meeting?

As soon as possible following the meeting, and no later than within a week, a copy of the minutes of the meeting should be circulated to all members. At a minimum, the decisions and action points should be circulated as soon as possible after the meeting. This is important both for ensuring that the minutes accurately reflect the decisions and discussions of the meeting, and to get members moving on the actions they have agreed to implement. Members are more readily able to recall what was discussed at the time and ensure that any important issues or comments raised during the meeting have not been inadvertently overlooked.

The minutes should include a list of the actions agreed at the meeting, clearly labelled with the name of the individual responsible for each action and the expected timeline for implementation. Copies of any additional documentation circulated at the meeting should also be included. Details of the next meeting should be noted clearly.

## The Role of the W4A NPO Governing Body

Once registered as a Non-Profit Organisation (NPO), the Walk4Africa governing body will establish a Correlation Network Office (CNO). The major role of the CNO will be to facilitate the fulfilment of the CSCs objectives by developing policies, strategies and marketing collateral for the overall project. The CSCs report to the CNO, who in turn, report to the NPO governing body.

## Membership and Structure of Country Steering Committees

Ideally, the CSC should consist of the CSC Chairperson, and a minimum of 3 CSC members or their respective representatives, including at least one community representative. The total number of CSC members, representing specific thematic focus and communities is defined by the CSC with guidance provided by the Correlation Network Office (CNO).

### The Correlation Network Office (CNO):

- Is responsible for all matters regarding finance and the maintenance of the W4A network: budgets, website, newsletter, membership promotion and management, active involvement in other initiatives, conferences, promotion activities, development of new initiatives;
- Is responsible for the coordination of all host country activities;
- Assists in organising CNO meetings and provides all kinds of organisational and administrative support to the CSC;
- Is reliant on the guidance of the CSC Chairperson in organizing the CSC meetings, e-mail conferences and teleconferences (including drafting agendas, scheduling, invitations, relevant correspondence etc.);
- Organises the process of CSC members elections.

### Rights and Responsibilities of CSC Members

- CSC members work voluntarily without financial compensation for their time spent working within the CSC.
- Certain expenses, such as CSC related travel or procurement costs, will be covered or compensated, subject to pre-approval by the NPO governing body.
- CSC members will receive all available information, related to the CNO's operation, on their demand.
- CSC members receive regular CNO Progress Reports.

## CSC Member Functions

- To initiate the discussion on specific issues, related to activities and/or critical issues;
- To represent the CSC at regional and national meetings and conferences, including the interaction with multilateral organisations and political bodies;
- To advocate and negotiate on behalf of the CNO in the various working fields on a country-specific level;
- To develop, implement, monitor and evaluate future plans, priorities, projects and activities of the network in consultation with various country stakeholders;
- To review and decide upon the planning and execution of walkathon event action plans;
- To provide technical guidance on CNO priority areas with respect to the specific field of experience or expertise.

## CSC Members are Obligated:

- To participate in at least two CNO meetings annually (face to face or virtual);
- To participate in, and respond to e-mail correspondence, take part in developing and discussing normative papers that regulate CNO operations, including annual plans and budgets;
- To respond to the demands of the Chairperson, other CSC members and the CNO coordination office as soon as possible within 5 working days;
- To represent the interests of CNO in their professional working field.

## The Chairperson:

- Is the nominated Country Project Manager (CPM).
- Represents the interests of the CNO and leads the CSC's decision-making process on issues defining the scope of work and operational policies;
- Serves as a direct manager of the CNO;
- Oversees and monitors the development and implementation of activities of the CSC on behalf of the CNO;
- Is responsible for directing the activities of the CSC including the development of CSC meetings agendas;
- Provides and receives regular progress reports.

## Operational Procedures of Country Steering Committees

- The working language of the CNO and CSCs will be English.

- Where possible, CNO promotional material will be translated into French or Portuguese with assistance provided by the specific CSC.

### CSC Meetings:

- The CSCs convene meetings as required, but no less than at least twice a year, by phone- or Skype conferences or face to face in their country.
- The particular time, place, or online medium of the next meeting is determined at the current meeting and is included in the minutes of the meeting.
- To make a quorum at least half of CSC's full members are to be present at a meeting.
- CSC Members may not delegate their votes for participation in a CSC meeting in absentia.
- The CNO sends draft agenda of a CSC's forthcoming meeting at least one month before the date of the meeting.
- Suggestions and correctives may be sent at least 2 weeks before the date.
- The final version of the agenda is sent by the CNO at least 1 week before the date of the CSC meeting.

### The Chair of the CSC:

- Opens a CSC meeting given the established quorum;
- Calls for the election of the CSC meeting chair and secretary/note-taker;
- Reviews and finalizes the meeting's minutes;

The Chair of CSC meeting:

- Is elected for each meeting either from CSC members or as an invited facilitator;
- Calls for the discussion of and approval of the CSC meeting agenda;
- Facilitates the process of discussing the agenda items and making required decisions;
- Has a right to limit the time for speeches of CSC members on agenda items, on grounds of expedience and considering the overall time of the meeting.

### CSC E-mail & Chat Exchanges:

A number of questions related to CSC work can be discussed via e-mail and mobile chat forums. Each CSC has a dedicated [walk4africa.org](mailto:walk4africa.org) email address that must be used for W4A communications (eg. [algeria@walk4africa.org](mailto:algeria@walk4africa.org)). Additional email addresses may be requested for specific CSC role functions. A special CNO WhatsApp Group has been created to serve as a CSC chat forum. CSCs may create their own country-specific CSC WhatsApp groups to discuss local issues or to ask questions. A Facebook Group has also

been created. Examples of discussions or questions that may arise on these Groups include:

- Discussions of special projects;
- Discussion of current projects;
- Appointment of CSC representatives at various events;
- Decisions about partnerships between CNO and other organizations;
- Urgent procedural decisions;
- Approval of urgent advocacy activity of the CNO, including letters, press releases and public statements.

### CSC Minutes:

- Minutes of the meetings and teleconferences are taken by the CSC Chairman or secretary.
- Minutes of the meetings of the CSC shall be sent to the CNO and to all members of the CSC within 10 days after a meeting and/or a teleconference.
- The minutes shall be considered as accepted if no member objects within 5 working days from the transmittal of the minutes.

### CSC Decision-Making Process

- The CSC takes decisions by a simple majority of votes if the issues are not indicated as particularly important. In case of particularly important issues (such as changes of Membership, CSC Statutes, approval of mission and strategy) decisions require 60% majority of quorum votes.
- In case of a tied vote, the Chair has a second or casting vote.
- The chairperson has a veto in regard to all decisions having direct consequences on the financial impact of activities and/or the mission statement and objectives of CSC activities in accordance with CNO directives.

### Principles of Interaction between the CSCs and the CNO

- The CSC annually evaluates the performance of the CNO deliverables and approves annual reports from the CNO on the CSCs performance.
- The only CSC member authorized to give direct instructions to the CNO is the CSC Chairperson.
- Interventions of particular CSC members in operation of the Secretariat including the delegation of tasks not agreed on by CSC [excluding information requests] to the Secretariat members are not admissible.
- If a CSC member considers it necessary to interpose in the current activity of the Secretariat, he/she appeals to CSC Chairperson with a corresponding suggestion and/or initiates the discussion of the suggestion by other CSC members.

- The CNO is obliged to answer CSC members requests or/and proposals within 5 working days.

## Election of Members of the CSC:

- The CSC consist of the Chairperson and a minimum of 3 appointed or elected CSC members.
- The CSC shall strongly encourage members of diverse communities, especially those actively involved in the tourism industry, conservation, alternative energy, biodiversity and agriculture sectors, and women, in particular, to run for election to ensure representation of various communities.
- At least one of the CSC members should represent one of the various target group communities where possible.
- CSC members are elected by rotation in order to establish succession and consistency of CSC's activity. Thus no more than 2 CSC members may be re-elected at a time.
- The decision of rotation is made by the CSC, which authorizes the CNO to inform network members of the forthcoming election.
- Notification of election and nomination of candidates is to be sent to members at least 1 month before the declaration of a vote.
- Members of the CSC are elected for a 1 year period. CSC members can re-apply for the vacancy, but the extension is not automatically guaranteed.
- The maximum term is 3 years.
- CSC members are free to resign at any time.
- CSC members who re-apply after their term ends will be part of an open election procedure and their qualities will be judged in comparison to possible new candidates.
- The CSC may develop a specific profile for the vacancy in the CSC, in order to ensure a balanced composition of the CSC in terms of experience and expertise.
- Vacancies in the CSC will be announced on the W4A website and social media channels, and all members are informed by e-mail about the vacancy.
- The notification on the vacancy must include:
  - A personal list of all current SC members;
  - A list of SC members subject to rotation;
  - Specific profile/requirements for candidates (if necessary); Schedule of the election, including:
    - The deadline and the procedure for candidates to apply for the vacancy
    - The procedure of the selection
    - The deadline for announcing the selected SC members.
    - The final selection of CSC members is made by the CSC.

- The selection of CSC members and the argumentation is documented and will be published on the W4A website.
- Members of the network will be informed by mail.

### Basic Requirements for CSC Candidates:

- Readiness and ability to contribute actively to the CSC;
- Invest time and expertise to the W4A network;
- Follow the principles listed in this Statute;
- To communicate in English.

Candidate applications must include:

- Full name and contact information (address, phone/fax with a country and city code, email) of a candidate;
- Formal consent of a candidate to participate in election;
- A candidate's last updated CV;
- Motivation letter; description of reasons for his/her affiliation with the CSC and vision of his/her role and function in the CSC.

### Procedure for CSC Nomination and Voting:

- Control over enforcement of the election procedure and confidentiality of voting is exercised by the CNO.
- Candidate applications are taken to the CSC Secretariat within the term determined for nomination.
- Candidates are responsible for timely presenting their applications to the Secretariat, who, in turn, must present the same to the CNO.
- The Secretariat sends a notification to a candidate at the day it receives his/her application.
- If an application is incomplete, the Secretariat immediately demands missing information from a candidate.
- After the end of a nomination period, the Secretariat arranges bulletins (according to the form approved by CNO) and sends them for voting.
- A CSC member is required to fill in the bulletin and send it to the Secretariat via mail, fax or email at a time appointed for voting.
- A voter is responsible for timely presenting his/her bulletin to the Secretariat.
- The Secretariat sends a voter a notification at the day it receives the bulletin, informing of having received it and conforming correctness/informing of mistakes.
- Bulletins which are filled in incorrectly are not counted.
- The list of elected CSC members is sent to all CSC members.
- All CSC members who are members for not less than 1 year have a right to vote at CSC election.

- Supporting members don't have a right to elect CSC candidates.

## Early Re-Election:

The early election takes place in two situations:

- If an elected CSC Member is not able to perform his/her responsibilities, he/she must inform the CSC Chair, who, in turn, may initiate re-election.
- If particular CSC members fail to perform their responsibilities (do not attend conference calls or do not participate in e-mail conferences for a period of 3 months or more), the CSC Chair has a right to initiate re-election of a CSC member within the sub-region or among constituencies.
- The decision of reelection of a CSC representative can be made by 2/3 majority of the current CSC members, excluding the member subject to re-election.
- The member to be re-elected should have an opportunity to gain a hearing personally, via email or through his/her representative.

## Walk4Africa Mission, Vision, and Values

### MISSION

To unite African nations in attaining the United Nations [Sustainable Development Goals](#) (SDGs) objectives by 2030 through:

1. Researching, measuring, enhancing, and educating on the 17 SDGs;
2. Developing partnerships with public and private sector organisations, institutional investors, civil society, and scientific institutions to facilitate actions and responses consistent with limiting global warming to 1.5°C over this decade (refer our [Climate Emergency Declaration](#));
3. Identifying new sustainable tourism product and service opportunities in collaboration with local communities, tourism experts, and governments, to create much-needed jobs in rural areas;
4. Researching the impact of plastic pollution on marine environments along Africa's coastlines and river estuaries;
5. Creating global awareness of Africa's abundant natural beauty, pristine beaches, and cultural heritage to grow inbound tourism numbers (particularly ecotourists) in Africa.

### VISION

To create an African continent-wide public participation multi-stage walkathon that will be recognised and acknowledged as being the longest walkathon in the World.

## VALUES

- We believe in the value of teamwork, undertaken in a spirit of mutual trust and ethical behaviour.
- We believe in delegating responsibility with accountability and strict financial controls.
- We respect the dignity of the individual, support academic advancement and do not discriminate on the grounds of race, sex or religion.