



GFAR

GLOBAL FORUM ON AGRICULTURAL RESEARCH
FORUM MONDIAL DE LA RECHERCHE AGRICOLE
FORO GLOBAL DE INVESTIGACION AGROPECUARIA

GFAR Business Plan & GFAR Secretariat Programme of Work for the period 2001 - 2003

1. Introduction

The Global Forum on Agricultural Research (GFAR) was established in October 1996 but became really operational in the second half of 1998. The Programme of Work 1999-2000 focused on the mobilization of the different stakeholders, in particular the developing NARS and their regional/sub-regional fora, in the preparation of the first Global Forum Conference that took place in May 2000 in Dresden, Germany¹. In 2000, GFAR also went through the process of its first External Review and the report of the Panel² was discussed and endorsed in October 2000 by the GFAR Steering Committee (GFAR-SC), the NARS Steering Committee (NARS-SC) and the GFAR Donor Support Group (GFAR-DSG). In short, while suggesting and recommending ways and means to improve the GFAR organization, management and operationalization, both the Dresden Conference and the External Review Panel confirmed the validity of the original vision and goals of GFAR and endorsed its objectives and priorities.

GFAR can therefore be defined as a neutral and transparent stakeholder-led platform allowing the regional and sub-regional fora and all the stakeholders to:

- ⇒ Share information and communicate in more effective ways.
- ⇒ Discuss global, and often controversial, issues, acknowledging that possible differences of opinions do not preclude the enormous potential for cooperation.
- ⇒ Launch and build research partnerships that could materialize by the design and implementation of global programmes.
- ⇒ Provide institutional support to the different stakeholders, in particular the developing country NARS and their regional and sub-regional fora.

The presentation of this document complies with the recommendation of the Review Panel to clearly “differentiate between the activities of the Secretariat and those of the Stakeholders” and “to prepare a GFAR Business Plan and a detailed Secretariat Work Programme”. An outline of these documents was presented in October 2000 to the GFAR-SC who decided to nominate a Working Group³ to assist the GFAR Secretariat to finalize them.

¹ See: “GFAR-2000 Conference: Highlights and Follow-up Action”, GFAR Secretariat, August 2000.

² See: “GFAR First External Review” by Abbas Kesseba, Tim Dottridge & John Russell, Oct. 2000.

³ The GFAR Working Group was composed of: Enrique Alarcon, Emile Frison, Henri Rouillé d’Orfeuill (Chairman), Adama Traoré, Peter Trutmann, and Jean-Marc Von der Weid.

Before presenting the GFAR Business Plan and the Programme of Work of the GFAR Secretariat, it is important to recall three points:

- When designing and executing the different GFAR activities, the following “guiding principles” - reaffirmed and extended by the Review Panel - have to be constantly kept in mind and applied: subsidiarity, participatory decision-making, complementarity, additionality, adaptability, openness and transparency, partnership, inclusiveness and commitment of all stakeholders.
- GFAR has the vocation to address global issues related to agricultural research for development (ARD). In this respect, it is important to specify that ARD is understood in its broad sense (including for example natural resources management) and that “global” is understood with its two meanings: i) “global” as “worldwide” for a problem, issue or programme that cannot be dealt with effectively at the regional level or is of interest to all regions of the world (e.g. questions related to the environment such as climate changes or water management); and ii) “global” in the sense of “common issues” that are of interest to all stakeholders, but for which a universal answer is not necessarily expected (e.g. sharing of experiences in methodological approaches to address specific issues).
- As GFAR is a stakeholder-led endeavour, the primary function of the GFAR Secretariat is: i) to “facilitate” the emergence of stakeholders’ initiatives; and ii) to propose tools and mechanisms which will allow these individual/decentralized initiatives to be pulled together and to develop progressively into “global” initiatives. This GFAR “globalization” process applies to all types of initiatives, i.e. on strategic thinking as well as for research partnerships or for institutional building. The Business Plan and the Secretariat Program of Work are therefore feeding each other permanently and are much more integrated than it may appear when reading the following two chapters.

2. The GFAR Business Plan 2001 - 2003

The GFAR Business Plan 2001-2003 provides the general framework and guidelines for all activities, programmes and projects that the GFAR stakeholders decide to jointly undertake under the aegis of GFAR. Obviously, as this is the first GFAR Business Plan, this framework and guidelines have to be developed during the period concerned. The basis for this Business Plan has emerged from the work the stakeholders have been doing together in the last two years, during the launching phase of GFAR. During this initial phase and in the preparation process for GFAR-2000, four main lines of action emerged and were adopted by the GFAR Steering Committee, reflecting the four objectives mentioned above. (a) Exchange of information and knowledge among stakeholders; (b) Strategic thinking on ARD issues; (c) Promotion of research partnerships; and (d) Institutional support to the GFAR stakeholders in order to strengthen their capacity to participate in the globalized environment of agricultural research, specially in the case of NARS because of the strategic role they play in achieving development impact.

This first proposed Business Plan should be widely discussed within the constituencies of each category of stakeholders and between the different stakeholders. This process should take place between now and the next GFAR-SC meeting that will take place in South Africa in May 2001, where this document should be approved.

2.1. Towards a Global Information and Communication (I&C) System for ARD

Since its origin the GFAR-SC identified as the first priority for GFAR the establishment of an electronic global forum on agricultural research to serve as the information and communication tool between GFAR stakeholders and between them and their constituencies and partners.

EGFAR has been designed accordingly and is now operational (www.egfar.org). The Review Panel has strongly recommended to open a position within the GFAR Secretariat for a Senior I&C specialist in order to pursue the development of EGFAR and to assist the regional/sub-regional fora (RF/SRF) to develop their own Regional Agricultural Information System (RAIS), in involving all stakeholders.

All regions, with the exception of CAC that has recently joined GFAR, have now started to develop their I&C strategy and to design a regional programme to complement their national and regional efforts in these fields. Some sub-regions have already secured some funds to go ahead in the implementation of their RAIS.

In addition to the regional information systems that have to be developed by the RF/SRF, the other GFAR stakeholders, with the exception of the IARCs of the CGIAR that already have web-enable sites, have still to develop their home-page and gateway function under EGFAR.

The main expected results at the end of the triennium are:

- *All the RAIS strategies have been approved and the RAIS have started to become operational.*
- *All GFAR stakeholders have their interactive home-page in EGFAR and manage it by themselves.*
- *EGFAR has continued to develop and fulfil more effectively its functions.*

In order to achieve this, the GFAR-SC will establish an Advisory Group to guide the GFAR Secretariat, the RF/SRF and the other stakeholders on how to best build this global I&C system, as the first step towards a Global Agricultural Knowledge System. In addition, the GFAR Secretariat will develop, in close collaboration with FAO/WAICENT, a programme proposal to provide all needed assistance in the fields of I&C for submission to the GFAR-DSG.

2.2. Strategic Thinking on ARD Issues

During the eighteen months prior to the GFAR-2000 Conference, extensive discussions took place between the GFAR stakeholders to develop a Global Vision (GV) on ARD. This process led to the adoption of a “Dresden Declaration” in May 2000. This GV is now a good basis for discussion between and among all stakeholder groups. This achievement was only possible because GFAR was recognized as a “neutral” and “transparent” platform. The GFAR stakeholders that have not yet elaborated their own vision on ARD are encouraged to do so, as the process of interaction between stakeholders was considered by many of them as important as the final result.

The dialogue between and among the stakeholders should continue to improve the understanding of the different stakeholders on global themes, often considered as “hot topics”, with the hope that it would lead to positions that can be shared, at least partially, and/or to programmes that can be jointly developed and implemented. The process used to discuss the question of “Plant Genetic Resources for Food and Agriculture” (PGRFA) that led to a PGRFA Dresden Declaration is a good example of what can be achieved by a set of dynamic and committed representatives of the different stakeholders in a relatively short period of time. This “Forum” function is an essential

activity of GFAR and can take different forms such as electronic discussion groups, consultancies to prepare position papers, workshops, etc...

At present, different GFAR stakeholders have expressed interest for topics which can be grouped in five broad sets of issues:

- IPRs in ARD
- Access to genetic resources and benefit sharing
- Biosafety regulations and decision-making
- Sustainable funding strategies for ARD cooperation
- Agricultural R & D policies

Mechanisms and formats have to be developed and put in place in order to allow the different stakeholders to propose global themes, topics or issues that they would like to see openly discussed by GFAR, leaving the responsibility to set priorities to the GFAR-SC according to criteria that still have to be elaborated. It is then expected that some stakeholders will accept to take the lead or, at least, the initiative, of launching the debate.

A third dimension of this strategic thinking that has to be initiated or pursued by the GFAR stakeholders is on regional priority setting. Regional priority-setting has been an important dimension of Regional/Sub-regional Fora since they were established. Most of them have determined research priorities at either the regional or sub-regional level, since this is a basic element for the orientation of regional cooperation. This topic has now become more important, given the decision of the CGIAR to integrate the dimension of regional priorities as an input into their global agenda-setting process. In ICW-2000 the decision was taken to facilitate the regional priority-setting process through a collaboration between GFAR, TAC and the international centres. The Regional/Sub-regional Fora will lead the process, making sure that the various stakeholders are contributing to it and that the different sub-sectors are covered (i.e. agriculture, animal production, forestry, fisheries).

To facilitate the process, the GFAR Secretariat, in close interaction with the RF/SRF, the international centres of the CGIAR and the various stakeholders of agricultural research, will play two important roles: i) to support the RF/SRF in re-visiting and improving their regional priorities; ii) facilitate the inter-regional exchange of past experiences.

The main expected results at the end of the triennium are:

- *Visions on ARD of the different RF/SRF and other stakeholders formulated in the light of the Global Vision adopted in Dresden, widely shared and discussed by all GFAR stakeholders.*
- *Two to three "hot topics" openly discussed by the GFAR stakeholders and publication of their main conclusions and recommendations.*
- *Clear definition of the regional priorities with the positioning of the different stakeholders, in particular the CGIAR, in implementing them.*

2.3. Promotion of Research Partnerships

Another objective of GFAR is to favour the emergence of initiatives from its stakeholders that could lead to the formulation and implementation of Global Programmes (GPs). In order to reach this objective, the stakeholders need to know the priority research themes and, for each of them,

the modalities for building partnerships, the type and characteristics of expected initiatives and the format to submit initiatives.

The first question has already been addressed, given the fact that the four priority research themes for developing partnerships that had been selected by the GFAR Steering Committee were also endorsed by the External Review Panel. They are:

- i) Genetic Resources Management & Biotechnology;
- ii) Natural Resources Management & Agro-ecology;
- iii) International & under-utilized commodity chains; and
- iv) Policy Management & Institutional Development.

Regarding the type and characteristics of initiatives that have the potential to develop into GPs and the format to capture these different initiatives, a draft document on GPs⁴ has recently been prepared by the Secretariat.

It is proposed to establish for each of the four research themes (and eventually for some sub-themes if they are considered relatively independent such as for example GRM and Biotechnology), an Expert Consultative Group (ECG) composed of representatives of different GFAR stakeholders and of a few internationally recognized scientists. These Expert Consultative Groups will have the responsibility to define, for their theme, the broad context in which the research partnerships should develop. As such their primary task will be to elaborate a general “framework” to be discussed and approved by the GFAR-SC. These ECG will also decide on the need to establish a permanent “facilitating” mechanism for the research theme as a whole (e.g. the existing IPGRI/INIBAP – CIRAD team for market/cash crops commodity chains). Interactions between the members of these ECG will mainly take place through electronic communications and the regular GFAR meetings. Each Global Programme will independently decide on its mode of governance.

During and following the GFAR-2000 Conference, innovative partnerships within each of these four research themes have been designed and some have already been launched by different stakeholders. A list of these proposals can be found in Annex 2 of the document: “*Some Thoughts on the Follow-up to GFAR-2000 on Research Partnerships*”.

The main expected results at the end of the triennium are:

- *The establishment of, at least, four Expert Consultative Groups and the adoption by the GFAR stakeholders of the “frameworks” they will have prepared.*
- *Two to three GPs per research theme (i.e. approximately 8 – 10 GPs) launched by some GFAR stakeholders.*

2.4. Institutional Support to the GFAR stakeholders

The objective of this component is twofold: i) to improve the representation and involvement in the decision-making process of the different stakeholders through an increased mobilization of their different constituencies and, as a consequence, the ownership of GFAR by its stakeholders; ii) to strengthen the RF/SRF to better perform the various functions assigned to them.

To address the first challenge, a mode of representation of the different stakeholders as well as mechanisms to facilitate their interactions at all levels (community, national, sub-regional, regional

⁴ See: “Global Framework Programmes”, GFAR Secretariat, October 2000.

and global) are promising ways worth to explore. As each stakeholder has its specificity, strategic papers on how to address this critical question will have to be prepared for each category of stakeholders with the exception of RF/SRF, the situation of which is dealt separately. As highlighted by the Review Panel, the primary responsibility to improve this situation remains with the members of the GFAR-SC and they will therefore be asked to take the lead in formulating these strategies and their related plans of action.

A strategy document for strengthening RF/SRF has already been prepared by the Secretariat⁵ but has not been extensively discussed and formally endorsed by the RF/SRF. This concept note could assist all RF/SRF to identify their main critical functions and their specific needs to be able to perform them. On the basis of the discussion of this document that took place at the Beijing meeting of the GFAR-SC and of the recent experiences of the RF/SRF, the following key functions are starting to emerge: i) the establishment of Regional Agricultural Information Systems (RAIS); ii) Regional Priority Setting; iii) Promotion of Innovative Regional Research Partnerships; iv) Advocacy for agricultural research and development of a Sustainable Funding Strategy for Regional Cooperation; and v) Valorisation of research results and impact assessment.

A comparative assessment of the organizational and institutional arrangements that led to the establishment of the different regional/sub-regional organizations in ARD, as already proposed in 1999, would also allow to learn from each other experience and to identify practical and already tested solutions to develop or strengthen RF/SRF.

The regional strategies and related plans of action prepared by the different RF/SRF would then be submitted to the GFAR Facilitating Agencies and to the GFAR-DSG to explore ways and means to support their implementation.

The main expected results at the end of the triennium are:

- ***Strategies and related plans of action prepared by each GFAR category of stakeholders to improve their representation at all levels (community, national, sub-regional, regional and global) and their ownership of GFAR (with the exception of RF/SRF dealt with separately).***
- ***A comparative assessment of the establishment of the different regional/sub-regional organizations in ARD.***
- ***Regional strategies and related plans of action for strengthening the RF/SRF formulated and submitted to the GFAR-DSG.***

⁵ See “Strengthening Regional/Sub-Regional Organizations of Agricultural Research for Development”, GFAR Secretariat, May 1999.

3. GFAR Secretariat Programme of Work 2001 - 2003

The GFAR Secretariat's main function is to facilitate the implementation of the GFAR Business Plan by favouring dialogue, exchange of information, capacity-building and research partnerships between the different stakeholders. As highlighted by the External Review Panel, the Programme of Work of the GFAR Secretariat has to be clearly differentiated from the Business Plan and should spell out what the Secretariat is expected to deliver under each agenda item.

The formulation, monitoring and evaluation of the Programme of Work of the GFAR Secretariat are clearly under the responsibility of the GFAR-SC members. Two elements are critical before the GFAR Secretariat Programme of Work for 2001-2003 can be fully developed: i) the approval of the Business Plan by the GFAR-SC; and ii) the budget availability for the operations of the GFAR Secretariat. While waiting for these decisions, the GFAR Secretariat will pursue its tasks as the broad lines of actions and sets of activities have already been endorsed by the GFAR-SC and supported by the GFAR External Review.

Three levels of responsibilities may be assigned to the GFAR Secretariat in defining its Programme of Work for the period 2001-2003:

- a) **An institutional memory responsibility** through the collection, monitoring and evaluation of the different activities, programmes and projects initiated by the GFAR stakeholders under the aegis of GFAR. This responsibility will allow the Secretariat to: i) draw the attention of members concerned on possible unnecessary duplications and overlaps; ii) play a broker role between partners sharing the same objectives; and iii) report to the GFAR-SC on progress achieved by the different stakeholders in achieving the GFAR mission, goals and objectives.
- b) **A lead responsibility** in the fields of Information & Communication Technologies (ICT) and of advocacy – public awareness for ARD. GFAR as a “virtual stakeholder-led” initiative has to rely heavily on well performing and compatible information and communication tools. This fully justifies a proactive role of the Secretariat in this area. No other “neutral” platform than GFAR can raise awareness on the importance of the agricultural sector and of agricultural research for the world today and advocate for an increased financial support for ARD. These activities imply an important coordination effort that probably only the Secretariat can perform.
- c) **A facilitating responsibility** for the other three lines of action of the GFAR Business Plan: Strategic Thinking; Research Partnerships; and Institutional Support. The main task of the GFAR Secretariat is then to provide services, tools and a conducive environment for the emergence of global initiatives, programmes and activities.

Concrete actions to be carried out by the GFAR Secretariat are proposed for each of the four components of the GFAR Business Plan plus one for accompanying measures. When formally endorsed by the GFAR-SC, these proposed activities will constitute the GFAR Secretariat Programme of Work 2001-2003. As far as possible, indicative deadlines are mentioned for each activity.

3.1. Towards a Global Information and Communication (I&C) System for ARD

3.1.1. EGFAR

Clearly, the first responsibility of the GFAR Secretariat is to develop an effective and efficient EGFAR. Further information on the roles and functions of EGFAR can be found in the document “*Electronic Global Forum on Agricultural Research (EGFAR): General Structure and Scope*” (Rome, GFAR Secretariat, January 2000).

Deadline: continuous

3.1.2. Development of an I&C Programme Proposal

In the first semester of 2001 the GFAR Secretariat will develop two important documents: (a) A Programme of Work in I&C for the next three years, aimed at developing the global and regional agricultural information systems in support of the activities carried out by the GFAR stakeholders and all their partners. This will be done in very close collaboration with the RAIS and with other interested stakeholders. (b) Secondly, a project proposal will be jointly developed with FAO/WAICENT to be presented to donors, in order to mobilize the necessary funds for the support of the activities to be carried out in this field. In order to strengthen its capacity to carry out this programme, the GFAR Secretariat will explore several options to be able to have a full-time professional (ICT expert) that will be the coordinator of this area. At the same time, the GFAR Secretariat will establish contact with the different global information providers and the RF/SRF to define the composition and establish the GFAR ICT Advisory Group.

Deadline: May 2001 for submission to GFAR-SC and GFAR-DSG.

3.1.3. Support to the RAIS and Stakeholders Webpages

When funded, the execution of the programme will be done by the RF/SRF for the regional dimension with the support of the ICT Expert of the GFAR Secretariat who, at the same time, will take care of the global dimension and of assisting the stakeholders to develop and maintain their webpage.

Deadline: Continuous after the programme has been financially supported.

3.2. Strategic Thinking on ARD Issues

3.2.1. “Stakeholders’ Visions”

This activity is clearly under the responsibility of the different stakeholders, including the RF/SRF. The GFAR Secretariat will make sure that the different visions would be formulated in 2000-2001 and that a special session will be devoted to the lessons learnt during the GFAR-SC meeting of October 2001.

Deadline: October 2001.

3.2.2. “Forum Function”

Upon decision of the GFAR-SC based on requests from at least two stakeholders, the GFAR Secretariat will facilitate the organization and, eventually, the conduct of a “forum” on one or two “hot topics” per year. Some stakeholders have already identified the following topics:

- a) “Genetically-Modified Crops: Raising the Quality of the Global Debate” (follow-up to the dialogue initiated in Dresden between the public and private sectors), for 2000 – 2001.
- b) “Agricultural Development Policies”, for 2001 – 2002.

c) “Biosafety”, for 2002 – 2003.

Another “burning” issue already identified which could well be discussed under the aegis of GFAR is on “IPRs”.

The GFAR Secretariat will design, in a highly participatory manner, a “format” that will assist the interested stakeholders to: i) define the question (s) that they would like to see GFAR taking on board; ii) justify why they consider each one a global and strategic issue; and iii) specify what are their expectations.

Deadline: May 2001.

3.2.3. Regional priority settings

To support the two functions envisaged for GFAR under the Business Plan, namely to i) support the RF/SRF in re-visiting and improving their regional priorities and ii) facilitate the inter-regional exchange of past experiences, the Secretariat will participate and contribute to:

a) Develop a general methodology and a calendar of events with the RF/SRF, in close collaboration with the TAC and CGIAR Secretariats. A clear distinction will be made between regional priority-setting, which is a mandate of the RF/SRF, and the identification of regional priorities that are relevant for the CGIAR. The second one is a sub-set of the first one, and it reflects the fact that the CGIAR and NARS have different mandates, and thus have to respond to a different range of priorities.

Deadline: January 2001.

b) Support activities aimed at improving and strengthening the capacity of regional priority-setting in the RF/SRF. This will be done by supporting consultancies and/or regional workshops on this topic, and by facilitating the inter-regional exchange of experiences and results.

Deadline: May 2001 for one pilot region; May 2002 for the other regions.

3.3. Promotion of Research Partnerships

3.3.1. Methodological support - Establishment of the Advisory Groups

The first task of the GFAR Secretariat will be to discuss with the different stakeholders on how to develop the proposed Expert Consultative Groups and to identify the key members who can serve on them. The GFAR Secretariat will then contribute to the formulation of the respective frameworks by providing a common format, and by facilitating the dialogue as well as the sharing of experiences between the relevant groups. The establishment of a permanent facilitating mechanism for each theme will be an important element of the strategy that these Expert Consultative Groups will have to elaborate.

Deadline: May 2001 for submission to GFAR-SC

3.3.2. GRM & Biotechnology

In 2001, the GFAR Secretariat will:

a) Complete and publish the results of the study on PGRFA.

Deadline: May 2001 for wide distribution during MTM01

b) Pursue the dialogue with the Crucible Group and some donors to facilitate the launching of an initiative on policy research and IPRs

Deadline: May 2001 for having a final proposal submitted to donors

- c) Support, in close collaboration with FAO, the implementation of the Leipzig Plan of Action by the different RF/SRF and other GFAR stakeholders

Deadline: Continuous

In 2002 and 2003, the activities b) and c) will be pursued and one or two new ones will most probably emerge during 2001.

3.3.3. *NRM & Agro-ecology*

For 2001, two main items will be on the agenda of the GFAR Secretariat:

- a) Assistance to the lead stakeholders (NGOs and some ARIs and IARCs) to develop and secure funds for getting a performing tool that integrates local knowledge in the main stream of global knowledge.

Deadline: May 2001

- b) Assistance to the lead stakeholders (NGOs and some ARIs and IARCs) to develop and implement a pilot phase of PROLINNOVA.

Deadline: October 2001

In 2002 and 2003, the GFAR Secretariat intends to facilitate the emergence of one or two new Global Programmes (GPs) on NRM.

3.3.4. *International & Under-Utilized Commodity Chains*

In 2001, four main activities will be carried out by the GFAR Secretariat under this research theme:

- a) Facilitate the establishment of the Task Force for under-utilized commodity chains recommended during GFAR-2000.

Deadline: October 2001

- b) Support the on-going efforts of the IPGRI-INIBAP/CIRAD Facilitating Unit for International Market / Cash crops based in Montpellier, France, to launch the GPs on Coconut and Cocoa and to initiate one or two other GPs.

Deadline: May 2001

- c) Assistance to RF/SRF and to other interested stakeholders to establish networks on “*Agroindustrial Chains for the Development of Peasant Economies*”⁶, based on the experience of the LAC region.

Deadline: May 2002

- d) Collaboration with FAO/AGSI (Agro-Industries and Post-Harvest Management Service) to mobilize the different regions and sub-regions to provide inputs in the agenda of the “Global Post-Harvest Symposium” planned for April 2002, identifying clearly the problems and challenges faced by developing countries.

Deadline: September 2001 for Regional consultations, and April 2002 for further inputs into the Global Initiative in Post-Harvest Technology.

During the triennium, according to the GFAR Business Plan, three to five GPs will be launched and managed by some GFAR stakeholders. The role of the GFAR Secretariat will then be to monitor the work carried out by the Facilitating Unit(s) and the impact of these GPs.

⁶ See “*Final Report: Conclusions of the International Seminar on Agroindustrial Chains for the Development of Peasant Economies*”, Firenze, 12-13 October 2000, GFAR Secretariat, November 2000.

3.3.5. Policy Management & Institutional Development

In 2001, the GFAR Secretariat will study with the NGOs and the Farmers' Organizations how they could increase their involvement in the policy dialogue on agriculture and agricultural research at the different levels (community, national, sub-regional, regional and global). The GFAR Secretariat will also monitor the progress made by some SRF (e.g. PROCISUR) in developing an integrated NARS model and will widely disseminate the preliminary results.

Deadline: Continuous

3.4. Institutional Support to the GFAR stakeholders

3.4.1. Stakeholders' strategies to increase their representation (RF/SRF not included)

The GFAR Secretariat, in consultation with the different stakeholders (RF/SRF not included), will draft the terms of reference for the strategies and plans of action to be prepared by each category of stakeholders.

Deadline: May 2001 for submission of the terms of reference to GFAR-SC and October 2001 for submission of the results to the GFAR-SC

3.4.2. Comparative Assessment of the establishment of the different regional/sub-regional organizations

The GFAR Secretariat will fully develop the project brief prepared in June 1999 and will try to identify a donor to support it. As soon as funds are secured, the study will be implemented by the RF/SRF.

Deadline: October 2002 for submission of the results of the study to GFAR-SC. The TORs and identification of donors will be done in 2001.

3.4.3. Strengthen capacity of RF/SRF to formulate Regional Strategies to implement their Visions

The year 2001 will be devoted to consultations between the RF/SRF and the GFAR Secretariat to define the best ways and means to address this fundamental question of strengthening the RF/SRF to define and promote regional cooperation. This will be done by strengthening their capacity to formulate regional strategies to implement their Visions. This includes the issue of how to involve the various stakeholders in the regional activities, thus strengthening their constituencies and increasing their ownership of the RF/SRF and its programs. The NARS Sub-Committee of the GFAR-SC will serve as the "Advisory Group" for this GFAR agenda item. The GFAR Secretariat will support the exchange of experiences among RF/SRF. If required, consultancies can be supported to assist the RF/SRF.

Deadline: Continuous

3.4.4. Inter-regional consultations and exchange of experience

In addition to the regular meetings of the GFAR-SC which favour interactions between the RF/SRF managers and NARS leaders of the different regions, the GFAR Secretariat will encourage and, as much as possible, support a cross-regional attendance to important regional or sub-regional meetings.

Deadline: Continuous

3.5. Accompanying measures

Two sets of accompanying measures have been identified to support the implementation of the Programme of Work defined above.

3.5.1. *Advocacy role & Public Awareness function*

The advocacy role and public awareness function of the GFAR Secretariat for ARD will be addressed by using different means such as the participation to international and regional conferences or meetings, the preparation of short leaflets, flyers, brochures, the publication of articles in journals and magazines with a wide audience, etc.... To comply with this requirement of the GFAR-SC, the GFAR Secretariat will have to develop with the assistance of a specialist and in close consultation with the GFAR stakeholders a clear strategy.

Deadline: October 2001 for implementation in 2002

3.5.2. *Planning of the GFAR-2003 Conference*

The next GFAR Conference is scheduled for 2003. The GFAR Secretariat has to start planning well in advance three major elements: i) identification and negotiations with a host country and institution; ii) elaboration of a scientific agenda to mobilize the different stakeholders; iii) fund raising to cover the participation of key stakeholders who, without assistance, will be unable to attend the conference.

Deadline: First Progress Report in October 2001

Table 1 summarized the activities of the GFAR Secretariat scheduled for the year 2001, with rough estimates of time and budget allocations⁷.

4. Conclusion

The proposed GFAR Business Plan and GFAR Secretariat Programme of Work for the period 2001 - 2003 have been discussed by the Working Group put in place by the GFAR-SC during ICW00. It is now distributed to the GFAR-SC and GFAR-DSG members for their inputs.

Based on the results of these discussions, the document will be adjusted and the Programme of Work of the GFAR Secretariat fully developed, specifying milestones and monitoring targets, as requested by the Review Panel.

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Subject to confirmation of donor pledges for 2001. See also: "Financial Report 1998 – 2000 and Budget Forecast for 2001-2003", GFAR Secretariat, September 2000.

Proposed Programme of Work of the GFAR Secretariat for the year 2001

THEME/TOPIC	2001	Time Allocation ^{a)}	Budget Allocation	
			Secured	Complementary
1. Towards a Global Information & Communication System for ARD	a) Development of EGFAR b) Design of a Programme Proposal c) Support to RAIS and Stakeholder Webpages	6 m/m (full time SIO as of 1 July)	35,000	25,000
2. Development of a Global Vision (GV) and Strategic Agendas on ARD Issues	a) Stakeholders' Visions b) "Forum" Function c) Regional Priority Setting	8 m/m SO	55,000	20,000
3. Promotion of Research Partnerships			15,000	25,000
3.1. Establishment of Expert Consultative Groups	a) consultation with RF/SRF and other GFAR stakeholders			
3.2. Genetic Resources Management (GRM) & Biotechnology	a) Completion of the study on PGRFA b) Initiative on policy research & IPRs c) Implementation of the Leipzig Plan of Action			
3.3. Natural Resources Management (NRM) and Agroecology	a) Integration of local knowledge in the main stream of global knowledge b) Establishment of a Pilot phase of Prolinnova			
3.4. International and Under-utilized Commodity Chains (CC)	a) Establishment of the Task Force for under-utilized crops b) Support to the CC Facilitating Unit c) Agroindustrial Chains for the Development of Peasant Economies d) Collaboration with FAO/AGSI in preparation of the Global Post-Harvest Symposium	6 m/m SO + 10 m/m APO		
3.5. Policy Management and Institutional Development (PMID)	a) NGOs and FOs' involvement in policy dialogue b) NARS Integration			
4. Institutional Support to the GFAR stakeholders	a) Stakeholders' strategies b) Comparative assessment of the establishment of ROs/SROs c) Strengthening Regional Strategies of RF/SRF d) Inter-regional consultations and exchange of experiences (including GFAR meetings)	6 m/m SO	65,000 ^{b)}	45,000
5. Accompanying Measures	a) Advocacy Role & Public Awareness b) GFAR-2003 Conference		10,000	5,000
TOTAL		26 m/m SO + 10 m/m APO	180,000	120,000

a) Assuming 2 full-time Senior Officers (SO), or 20 m/m; 1 full-time Associate Professional Officer (APO), or 10m/m and 6 m/m of a Senior Information Officer (SIO), i.e. a full-time Senior Officer as of 1 July 2001.

b) Including US\$ 50,000 for the GFAR-SC meetings