



GFAR BUSINESS PLAN 2004-2006

GLOBAL FORUM ON AGRICULTURAL RESEARCH (GFAR)

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ACRONYMS

AARINENA	Association of Agricultural Research Institutions in the Near East and North Africa
APAARI	Asia Pacific Association of Agricultural Research Institutions
ARD	Agricultural Research for Development
ARSD	Agricultural Research for Sustainable Development
ARIs	Advanced Research Institutions
BP	Business Plan
CACAARI	Central Asia and Caucasus Association of Agricultural Research Institutions
CBOs	Community Based Organizations
CGIAR	Consultative Group on International Agricultural Research
CIAT	Centro Internacional de Agricultura Tropical
CIFOR	Center for International Forestry Research
CSOs	Civil Society Organizations
DSG	Donor Support Group
DMC	Direct sowing, Mulch-based systems and Conservation agriculture
EAG	EGFAR Advisory Group
EBO	EGFAR Back Office
EFARD	European Forum on Agricultural Research for Development
EGFAR	Electronic Global Forum on Agricultural Research
EMBRAPA	Empresa Brasileira de Pesquisa Agropecuaria
FAO	Food and Agriculture Organization
FARA	Forum for Agricultural Research for Africa
FOs	Farmers' Organizations
FORAGRO	Foro Regional de Investigación y Desarrollo Tecnológico Agropecuario
GFAR	Global Forum on Agricultural Research
GFAR-SC	GFAR Steering Committee
GLOBAL.RAIS	Global Alliance of the Regional Agricultural Information Systems
GPPs	Global Partnership Programmes
IARCs	International Agricultural Research Centers
ICT	Information and Communication Technologies
ICM	Information and Communication Management

IFAP	International Federation of Agricultural Producers
IFPRI	International Food Policy Research Institute
IFSA	International Farming System Association
ISNAR	International Service for National Agricultural Research
LABEX	Laboratório Virtual da Embrapa no Exterior
MDGs	Millennium Development Goals
MIS	Management Information System
NARS	National Agricultural Research Systems
NGOs	Non-governmental Organizations
PMID	Policy Management and Institutional Development
PoW	Programme of Work
PROLINNOVA	Promotion of Local Innovation
PROMusa	Global Programme for Musa Improvement
RAIS	Regional Agricultural Information System
RF	Regional Forum
SAP	Structural Adjustment Programmes
SARD	Sustainable Agriculture and Rural Development
SRF	Sub-Regional Forum
TAC	Technical Advisory Committee
WAICENT	World Agricultural Information Center (FAO)
WB	World Bank
WEHAB	Water, Energy, Health, Agriculture and Biodiversity
WFS	World Food Summit
WFS-fyl	World Food Summit-five years later
WSSD	World Summit on Sustainable Development
XML	Extensible Markup Language

EXECUTIVE SUMMARY

The Global Forum on Agricultural Research (GFAR) was established in 1996 as an initiative to promote cost-effective partnerships and strategic alliances amongst stakeholders involved in agricultural research. It was designed to provide a forum where these stakeholders could work together and find solutions to the persistent problems of food insecurity, poverty, degradation and loss of natural resources, and became operational in 1998.

The GFAR concept revolves around three key issues all linked to the sustainable development paradigm. Firstly, that in order to respond effectively and efficiently to the triple demand of adequate quality food, good environmental stewardship and poverty alleviation, placed on the agriculture-food sector, the sector would have to be integrated, knowledge driven and innovative. Secondly, that no single research group, institution or individuals working alone and in isolation can generate, utilize or promote the effective utilization of the required knowledge based and integrated approaches. Thirdly, and as a corollary, that the activities, enquiries, innovation and research outputs required to drive this knowledge based integrated agriculture can only be efficiently and effectively produced by stakeholders working together in strategic alliances and cost effective partnerships, in order to benefit from the economies of scale that come from the pooling of knowledge, expertise and resources both human and financial. Researchers would need to work in not only in pluri-disciplinary teams, but also across stakeholder groups inclusive of civil society organizations (CSOs) such as farmers' groups, community based organizations (CBOs), relevant non-governmental organizations (NGOs), private sector groups such as processors, commodity and input traders etc.

Hence the mission of GFAR which is to mobilize and support the scientific community and all other stakeholders involved in Agricultural Research for Development (ARD), in their efforts to alleviate poverty, increase food security and promote sustainable utilization of natural resources. In order to address this mission, GFAR stakeholders will pursue the following objectives in the short to medium term period of the next 10 years:

- Facilitate the participation of all stakeholders in formulating a truly global framework for development-oriented agricultural research.
- Foster cost-effective collaborative partnerships amongst such stakeholders involved in agricultural research for sustainable development (ARSD).
- Promote the emergence of National Agricultural Research Systems (NARS) that are truly representative of the range of stakeholders, and enhance their capacity to respond to users' needs.
- Facilitate and promote information exchange and knowledge sharing amongst its stakeholders.
- Advocate for and sensitise decision-makers to the need for a long-term commitment to, and support for agricultural research.

The GFAR Business Plan (BP) provides a frame work and guidelines to its constituent stakeholders as they pursue these objectives. The current BP, the third in the series covers the period of 2004-2006 and was developed after a number of consultations with stakeholders' representatives in order to ensure a collective ownership of, and commitment to the implementation of the document. It comprises three parts: (i) a strategic document that

briefly describes some of the issues that shaped the vision of GFAR and guided the choice of its priority areas of focus for the immediate and near future of about ten years; (ii) a comprehensive three-year rolling plan that describes not only concrete activities and expected outputs for each of the priority areas of focus identified in the strategic document, but also a phased implementation plan of the activities, key indicators and milestones for monitoring purposes, lead and other stakeholders that will drive the initiatives; and iii) a Programme of Work (PoW) of the GFAR Secretariat, that provides details of what the Secretariat will do on an annual basis, to facilitate the implementation of the rolling plan by the stakeholders.

STRATEGIC DOCUMENT (2004-2013)

The priority areas of focus identified in the strategic document comprise four components or pillars and two cross cutting issues. The pillars are: inter-regional collaboration; collaborative research partnerships; advocacy, public awareness and strategic thinking; and Management Information Systems (MIS). Two issues, full and active involvement of CSOs and private sector engagement in GFAR's activities were thought to be sufficiently important as to be reflected in all of our activities as cross cutting issues.

THE THREE-YEAR ROLLING PLAN (2004-2006)

Inter-regional collaboration: This Pillar represents the value adding contribution of GFAR to the global research system because it fosters strong linkages amongst the various Regional Fora (RF) and facilitates the sharing of knowledge, technology and information across regions. Under this pillar, efforts will be made to ensure that the RFs are truly representative of the range of stakeholders. Regional priorities will be identified or updated and the output will be used to develop collaborative research programmes including networking. Strengths and opportunities of the RF will be analysed and used to form the basis of south-south and north-south collaboration. The RF will drive all of these efforts with support from the Secretariat and other stakeholders such as the International Agricultural Research Centres (IARCs) and Advanced Research Institutions (ARIs). Key indicators and milestones identified are that in another year or two, some two-to-three (2-3) inter-regional networking activities and north-south collaborative activities developed on the basis of regional strengths, opportunities and updated regional priorities would be on-going. Some evidence of a balanced stakeholder representation on RF governing bodies will also be presented.

Collaborative Research Partnerships: Global Partnerships Programmes (GPPs) will continue to be the privileged tool for implementing the collaborative research partnership pillar in the following thematic areas of inquiries: genetic resources management and biotechnology, natural resources management and agro-ecology, commodity chains and under utilized crops species, and policy management and institutional development. Efforts will also be made to examine interactions between these and the WEHAB (water, energy, health, agriculture and biodiversity) themes identified during the World Summit on Sustainable Development (WSSD). While this initiative will be driven by the stakeholders who find common issues of concern to work on, the Secretariat will facilitate the building of such research partnerships including the mobilization of required funds. In addition, an information exchange system will be developed within the Electronic Global Forum on Agricultural Research (EGFAR) to stimulate and encourage the sharing of lessons learnt and outputs as well as networking amongst GPPs tackling similar issues. A comprehensive Cost-Benefit analysis of the

development and implementation of GPPs will be carried out to document good practices for reducing the high transaction costs associated with multiple stakeholder partnerships. Development and/or linkages of websites of on-going GPPs to EGFAR as a means of disseminating information on the GPPs during the first year of the triennium is one of the key indicators identified. Others are the implementation of two-to-three (2-3) new GPPs and follow up phases of another two first generation GPPs now concluding their first phase.

Advocacy, public awareness and strategic thinking: There was consensus amongst stakeholders that GFAR should step up its advocacy and strategic thinking role in order to add its voice and perspective to global debates and initiatives on policy, institutional and other critical emerging issues that shape and affect ARSD. One of the planned activities that will be carried out early in the second year of the triennium is to review some regional and global initiatives and commitments (e.g. Hunger Initiatives, Millennium Development Goals (MDGs)) to determine areas of common interest with GFAR. Partnerships and synergies with such initiatives will then be promoted through active participation of GFAR stakeholders in such initiatives in order to articulate and promote the views, perspective and the cause of GFAR. Another prioritised set of activities designed to address the strategic thinking component is to use a variety of tools such as organized discussion forum, workshops and commissioned research papers to provide information, and shed light on some critical issues of global concern, and appropriately disseminate the outputs. About two (2) of such activities will be carried out by specialized stakeholders groups with support from the secretariat.

Management Information Systems: The development of an information exchange and knowledge sharing system has been one of the enduring elements of GFAR's *modus operandum*, as it provided an effective means of communication amongst the various stakeholders. The hub of the system has been the EGFAR, and it will continue to be the central element of the system during the next triennium. Activities planned to strengthen both this hub and radial components of the GFAR information communication wheel include: improved EGFAR in terms of tools and content; improved EGFAR Back Office (EBO) system to enable stakeholders upload and manage their own information; utilization of EGFAR for e-discussions and debates to address advocacy and strategic thinking components of the BP; establishment and/or improvement of Regional Agricultural Information Systems (RAIS) and their linkages to each other and to EGFAR; and the utilization of a variety of print and other media to complement EGFAR to enhance our reach. The Secretariat will play a proactive role in carrying out many of these activities, with the long term goal of developing a MIS capability for effective decision making processes.

Cross Cutting Activities: In addition to a variety of activities that will be carried under each of the pillars, and under the leadership of farmers organizations (FOs) such as the International Federation of Agricultural Producers (IFAP) and regional NGOs consortia, efforts will be made to develop strategies and approaches to better organize and empower farmer groups and NGOs so that they can contribute more effectively to the development of agricultural research agenda at various levels. Projects based on such strategies will be developed, implemented and evaluated as to their effectiveness.

THE SECRETARIAT PROGRAMME OF WORK

The primary role of the Secretariat is to facilitate the implementation of the BP by Stakeholders. To this end, the Secretariat will facilitate the development and implementation of a number of GPPs in the pipeline using a combination of appropriate tools and approaches including e-discussion, face to face brainstorming sessions and focused workshops for participating stakeholders. It will also support efforts to fund these GPPs as well as for second generation GPPs that require funding for a second phase.

In addition to these catalytic functions, the Secretariat also has the mandate to play a proactive or lead role to ensure implementation of a number of other activities. Firstly, the Secretariat will lead efforts to develop, update and establish EGFAR as a medium of information exchange and knowledge sharing amongst GFAR stakeholders. Secondly, it will also drive initiatives designed to identify critical and emerging issues that shape and affect agricultural research for development, and organize activities that will shed some light on such critical issues leading to better informed and updated stakeholders. Thirdly, it will drive efforts designed to encourage a balanced representation of stakeholders within RF, and to support capacity building efforts directed at organized civil society groups.

Finally, the Secretariat will continue to serve as the glue that binds all of the different stakeholders together, ensuring they function as one whole, planning and implementing statutory meetings to ensure the governance structure functions, and facilitating the implementation of planned evaluations for lessons learned and system improvement.

MAJOR OUTPUTS

The full implementation of this BP will, over the next several years, lead to the achievement of many of the following outputs:

- a well known, and recognized GFAR whose concept is more universally acknowledged, accepted and practised, and whose voice and perspectives are reflected in global events;
- emergence of functional NARS, inclusive of relevant stakeholders, with the necessary competence to provide effective solutions and services to their stakeholders;
- a GFAR whose stakeholders actively promote and practice the concept of working together, and giving a voice, space and opportunity to hitherto marginalized groups to actively participate in all activities, including decision making processes;
- GFAR driven activities, projects and programmes founded on cost-effective partnerships which are repeatedly replicated, scaled out and up by others; and
- concrete, visible, and demonstrable impact of GFAR stakeholder activities on food security, poverty reduction, efficient and competitive production systems and responsible natural resources utilization and conservation.

THE BUDGET (2004-2006)

A total of 6.4 million USD during the triennium to cover the following:

- Catalytic funds to enable stakeholders carry out partnership building, capacity development, as well as preliminary activities leading to the implementation of collaborative research-development programmes;

- Funds for stakeholder connectivity for information sharing and knowledge exchange; and
- Contribution to the global knowledge pool on ARSD and to ensure functional and efficient system governance.

I. GFAR STRATEGIC DOCUMENT (2004-2013)

GFAR stakeholders collectively formulated a vision of the path agriculture should take in the near future, a guiding mission, a set of objectives, and priority areas of activities that will contribute to realizing their vision. These stakeholders comprise: farmers' organizations (FOs), non governmental organizations (NGOs), three groups of research institutions, i.e. the National Agricultural research Systems (NARS) of developing countries through their Regional and Sub-Regional For a (RF/SRF), Advanced Research Institutions (ARIs) of the north, and International Agricultural Research Institutions (IARCs), the agri-business private sector, and a group of donors committed to the concept of collaborative partnerships amongst these stakeholder groups.

The Vision: GFAR stakeholders envision a progressive development of a multi-purpose agriculture that:

- contributes in a cost-effective and competitive manner to feeding the global population and to poverty alleviation, through environmentally sensitive resource-utilization systems and technologies;
- is diversified, innovative and built upon modern and traditional knowledge, systems and technologies;
- thrives on research outputs generated through the participation of different stakeholders, including farmers and producers, working together as equal partners; and
- stimulates long-term policy and public support to the research systems that produce such beneficial research outputs.

Convinced that developing such a multi-purpose competitive agriculture would require sustained collaborative efforts amongst the several stakeholders involved in agriculture and agricultural research for development, GFAR stakeholders envisage in the near future, the scientific community and other stakeholders involved in ARSD collaborating and working together as equal partners to find policy, technical and socio-economic solutions to the triple scourge of poverty, food insecurity and the degradation of natural resources.

The Mission: The mission of GFAR flows directly from this vision statement, as it should do, and this is to mobilize and support the scientific community and all other stakeholders involved in agricultural research for development, in their efforts to alleviate poverty, increase food security and promote sustainable utilization of natural resources.

Objectives: In the short to medium term period of the next 10 years, GFAR stakeholders will pursue the following objectives, which they strongly believe will enable them address their mission and achieve the goals envisioned:

- Facilitate the participation of all stakeholders in formulating a truly global framework for development-oriented agricultural research;
- Foster cost-effective collaborative partnerships amongst such stakeholders involved in agricultural research for sustainable development;
- Promote the emergence of NARS that are truly representative of the range of stakeholders, and enhance their capacity to respond to users' needs;

- Facilitate and promote information exchange and knowledge sharing amongst its stakeholders; and
- Advocate for and sensitise decision-makers to the need for a long-term commitment to, and support for agricultural research.

1. AGRICULTURE, FOOD SECURITY AND SUSTAINABLE DEVELOPMENT IN THE NEXT DECADE

The ominous Malthusian predictions of the early fifties that food production would lag far behind population growth and food demand did not materialize because in the early seventies and eighties, food production on a global basis increased at slightly more than 3 percent, the average rate of population growth, making food available to a large section of the global population. Agricultural research carried out both in developed and developing countries, as well as the invaluable contribution of the Consultative Group on International Agricultural Research (CGIAR) centres to the development of the Green Revolution were to a large extent responsible for side stepping the predicted wide-spread social conflicts directly linked to hunger, malnutrition, and lack of access to food and natural resources. It would appear, however, that we have come back full circle once again to the early fifties, because food security is still precarious and unattained in many parts of the globe, and several statistics constantly remind us of this precarious situation. According to the Food and Agricultural Organization (FAO)¹, although global population will grow on an annual average rate of 1.1 percent compared to 1.7 percent during the past thirty years, the target of the World Food Summit (WFS) 1996 of reducing the number of hungry people by half from the 815 million baseline figure of 1990-1992 by 2015 will not even be met by 2030. The number of hungry people in developing countries is expected to decline from 777 million in 2003 to only about 440 million, 43 percent, in 2030.

As indicated earlier the Green Revolution made significant contributions towards meeting food security goals in many developing countries, particularly in Asia. Unfortunately, old remedies *à la* Green Revolution based exclusively on the cultivation of a limited number of crops with high levels of inputs can no longer come to our rescue because of the associated problems that are now only fully understood and recognized. These include problems related to natural resource degradation, pollution of the environment, and a constricted and constricting food basket base, a direct consequence of research efforts being concentrated only on a small number of crops, and of an inadequate access to required inputs by a large proportion of the targeted beneficiaries. Hence, new concepts and paradigms have emerged, such as the double green revolution, agro-ecological production systems, and intensified (as opposed to intensive) agriculture, and a renewed focus on under-utilized or neglected crop and livestock species, to address these new dimensions of persistent poverty, natural resources degradation and changing nature of food demand. With regards to the latter, it has been suggested that urbanization, whose rhythm is expected to continue to rapidly increase bringing two-thirds of the global population to cities by 2025, and rising incomes even in developing countries, will diversify food demand with an increasing call for more livestock products, processed foods, vegetables and fruits (i.e. a more balanced nutrition).

¹ Food and Agriculture Organization (FAO), 2003 “*World Agriculture: Towards 2015/2030, An FAO Perspective*” Published by Earthscan Ltd.

It is perhaps relevant here to briefly recall that two other events, the Structural Adjustment Programmes (SAP) of the eighties and the current globalisation trends, have come to exacerbate the situation with respect to food security for the most vulnerable. SAP has led not only to a significant decline in support to agricultural research institutions which were encouraged to source for required funds on a competitive basis, but also encouraged a withdrawal and disengagement of governments from the provision of some essential technical services such as extension, veterinary and some essential rural infrastructure (e.g. irrigation systems and rural roads). The latter led to the emergence of a variety of new actors (i.e. NGOs, CBOs, self-help producer groups) ready to fill the vacuum. Some of the vacuum has not been filled, and many of the new actors are not ready to take on the roles that are expected of them.

The phenomenon of globalisation, on the other hand, shows some promise of creating enlarged market opportunities for small and medium scale entrepreneurs in developing countries. In other words, both phenomena have led to the emergence of new actors, which, on the condition that appropriate and accompanying policies are put in place at all levels - national, regional and global - will become stronger and poised to play an increasing role in the definition and implementation of agricultural research agenda at those levels. This dynamic situation reinforces the appropriateness, timeliness and inevitability of the GFAR concept built solidly on strategic alliances and cost-effective partnerships amongst these various stakeholders involved in agriculture and agricultural research for development.

2. A KNOWLEDGE INTENSIVE AGRICULTURE

The two-pronged challenge to agriculture is how to respond to the current demand of adequately (quantitatively and qualitatively) feeding a growing population while keeping an eye on equitable and sustainable development through poverty alleviation and environmental stewardship on the one hand, and how to take advantage of the opportunities identified above on the other hand. To deal with this challenge, the agriculture sector would have to continue to be knowledge intensive, hence the central role of agricultural research.

The required knowledge would come not only from modern science and technologies typified by biotechnologies, agro-ecology and Information Communication Technologies (ICT), but also from traditional knowledge, with adequate and appropriate blending with local innovation and practices. This complementarity of knowledge systems may reconcile the sometimes polarized goals of productivity, growth and natural resource conservation. It may allow an examination and comprehension of the behaviour of farmers as resource users within an ecosystem context, and the circumstances and motivations that determine their expectations and behaviour, going beyond the perception of farmers only as efficient commodity producers. Evidence exist that resource poor farmers readily accept and use resource conserving practices when these contribute to increased productivity, and are also economically viable within the farmer's context of resource constraints and risk management.

These are some of the issues that have shaped the vision of GFAR, and which will guide its activities for the immediate and near future over the next 10 years. They highlight the complex nature of the problems associated with feeding the global population, especially in terms of access at all times to food, or to food producing resources. The complexity of the problem demands complex solutions that can be efficiently and effectively developed only if

all actors work together in cost-effective partnerships, built around the farmer-producer as the central player.

3. PILLARS OF THE BUSINESS PLAN

The following constitute the pillars of the GFAR 2004-2006 BP to which GFAR will devote most of its energy and resources during the next years.

3.1. Inter-Regional Collaboration

GFAR stakeholders are organized into RF and SRF constituted by research institutions, CSOs (mainly FOs, NGOs) and the private sector involved in ARSD. These stakeholders collectively realized and concluded that an important value-adding niche of the Global Forum is the linkage amongst the various fora, which it facilitates in order to promote an exchange of ideas, knowledge, technologies and information across the regions. Over the next ten years, special attention will be paid to promoting this special value adding activity, using a three-pronged approach. Firstly, we will strive to ensure that all RF/SRF are true fora in the context of GFAR, with the various stakeholders adequately represented in governance structures and participating effectively in forum activities including decision making processes, research partnerships and networking. Secondly, we will strive to develop the capacity to address and implement the above where required. Thirdly, efforts will be made to facilitate, promote and actively pursue the exchange of expertise, knowledge, technologies, and information amongst the RF. In order to accomplish this third objective, strengths and opportunities in the various RF will be identified, and needs and resources matched to promote collaboration, including networking along south-south as well as north-south axes.

3.2. Collaborative Research Partnerships

During the indicated period, GFAR will continue to use GPPs as a preferred tool, GPPs to promote and implement productive research. These GPPs will continue to be viewed as collaborative programmes, projects or activities initiated, developed and implemented by recognized GFAR stakeholder groups, and which remain open to participation by other stakeholders as and when they find a suitable niche. They will continue to exploit the comparative advantages of participating stakeholders, and will be implemented at the most effective level – local, regional or global. In order to maximize the potential impact of GPPs, and to remain faithful to the vision of farmers and communities being the central piece, a special effort will be made to ensure that truly functional linkages exist between researchers and CSOs within the research system. This may require specific activities that will lead to the development of better-organized and stronger CSOs, capable of working and collaborating with research institutions on ground level activities, and taking their rightful place in decision-making bodies where they can influence ARSD activities at all levels. It is envisaged that sometime during the strategic plan period, at a time when GFAR would have had a sufficient number of on-going or completed GPPs, an evaluation of this instrument in terms of its impact, management and continued relevance for promoting research partnerships would be carried out.

Research partnerships will be developed around four areas considered to be of global importance by GFAR stakeholders in 2000, and reaffirmed as still being relevant now and likely to remain so in the near future. These thematic areas are:

- genetic resources management and biotechnology;
- natural resources management and agro-ecology;
- commodity chains/under-utilised species; and
- policy management and institutional development.

With regards to Policy Management and Institutional Development (PMID), theme which has hitherto not been given the attention it deserves, a special effort will be made during the plan period, to promote national and regional partnerships between NARS and specialized policy research groups in order to establish policy research priorities, carry out appropriate policy research with the objectives of influencing decision makers. Such partnerships are crucial because the capacity of NARS is particularly weak in this area.

3.3. Advocacy, Public Awareness and Strategic Thinking

One of the key issues on which there was a wide consensus during the GFAR 2003 Conference was that GFAR should pay a special attention to, and step up its advocacy and strategic thinking role. GFAR will therefore focus on the following activities during the current plan period. Firstly, it will endeavour to add its voice and perspective to current global debates on strategic policy and institutional issues of great significance to agriculture and agricultural research. Stakeholders will identify such issues, organize high-level debates and discussions on them, and produce outputs in terms of a basket of options for solutions targeted to the appropriate decision-makers at different levels, i.e. national, regional and global. Secondly, GFAR will contribute to on-going efforts to demonstrate the contribution of the sector to economic growth and human well being and therefore sensitise and convince policy makers of the need for increased and sustained focus and investment in agricultural research in developing countries. Evidence clearly shows that public expenditures in research have steadily declined in the developing regions especially in Sub-Saharan Africa and Latin America.

This trend must be reversed, and investments must be increased from public and other sectors if we are to achieve the sustainable development of rural areas. Thirdly, GFAR will engage in what it describes as reciprocal advocacy focused on activities which, on one hand, will ensure that all RF are truly participatory, open to all stakeholders with equal opportunities to participate in decision making processes, and, on the other hand, will ensure that GFAR is better known through stakeholders promoting the GFAR concept.

3.4. Management Information System (MIS) for ARSD

The roles that new ICT could play in promoting the concept and reality of partnership on which GFAR is founded was recognized very early in its life. Such roles include facilitating access to and the processing of information, the development and operation of networking activities, the promotion of participatory forms of research, and the provision of a convenient forum for the exchange of views and positions either on focused research themes or on more general topical debates. Stakeholders recently reaffirmed the continued importance and relevance of information sharing and knowledge exchange now and for the coming decade. The development and utilization of a MIS for ARSD was therefore identified as one of the essential pillars of the new BP. Activities within this pillar will continue to be focused on: i) the improvement of EGFAR, the Forum's electronic information-communication medium,

which will develop new and more versatile capabilities for knowledge sharing and information exchange amongst stakeholders; ii) the development of RAIS in all of the RF, and the linking of these RAIS within the context of a Global MIS, which will allow stakeholders to know who is doing what, where, for what purpose and with what outputs. A special effort will be made to take advantage of new and emerging ICT to promote ownership and management of GFAR e-communication systems by the various stakeholders in order to adequately reflect our guiding principles of subsidiarity, stakeholder involvement and participation. Efforts will also be made to complement these e-based strategies with other appropriate media (e.g. print, rural radio, etc) in order to reach all of GFAR stakeholders.

3.5. Cross Cutting Activities

In spite of the efforts deployed to date, there is still limited private sector investment in ARSD in developing countries, hence the need to make renewed efforts and develop new strategies to engage the private sector in GFAR stakeholders' activities. Furthermore, a central part of this vision is to make the farmer the central piece of all GFAR activities. A special effort will therefore be made to ensure the active involvement and participation of in GFAR's affairs. These two areas of activity, i.e. private sector engagement as well as a CSOs full and sustained involvement and participation in the ARSD process will be reflected across all of the priority areas of activity, as cross-cutting issues.

4. PRINCIPLE OUTPUTS

The full implementation of this strategic document as described in the accompanying three-year rolling plan and subsequent ones, will make GFAR a relevant initiative over the next 10 years or more, because it will lead to several of the following outputs:

- A well known, and recognized GFAR whose concept is more universally acknowledged, accepted and practised, and whose voice and perspectives are reflected in global events;
- Emergence of true NARS, inclusive of relevant stakeholders, with the necessary competence to provide effective solutions and services to their stakeholders;
- A GFAR whose stakeholders actively promote and practice the concept of working together, and giving a voice, space and opportunity to hitherto marginalized groups to actively participate in all activities, including decision making processes;
- GFAR driven activities, projects and programmes founded on cost-effective partnerships which are repeatedly replicated, scaled out and up by others;
- Concrete, visible, and demonstrable impact of GFAR stakeholder activities on food security, poverty reduction, efficient and competitive production systems and responsible natural resources utilization and conservation.

II. THE THREE-YEAR ROLLING PLAN 2004-2006

This third BP comprises four components, also described as the BP pillars, and two cross-cutting issues. The rationale, objectives to be addressed, expected outputs and activities to be carried out to achieve the outputs for each pillar are described below. In addition, summary tables with information on phased implementation of activities, lead and collaborative stakeholders, indicators and milestones for monitoring purposes, as well as assumptions and risks that could affect output delivery are presented at the end of the document (Annex 1).

1. INTER-REGIONAL COLLABORATION

Linkages between the various RF/SRF have grown stronger since the Dresden 2000 Conference, as demonstrated by a dynamic electronic connection, and now institutionalised regular meetings of RF Executive Secretaries. Stakeholders seem to have come to the collective realization that an important value adding contribution of GFAR to the global research system is the linkage that it fosters amongst the various fora and which facilitates an exchange and sharing of ideas, knowledge, technologies and information. An important contribution for many NARS, which can not in isolation tackle the many problems confronting them, but can benefit from collaborative and joint research activities within and between RF/SRF, activities which are poised to assume important dimensions within GFAR programmes. Inter-regional collaboration was identified as an important component of the GFAR BP 2000-2003, but was embedded under “Institutional Support to all GFAR stakeholders”, and therefore did not receive the high level attention it deserves. GFAR stakeholders have once again reaffirmed the importance of promoting collaborative activities amongst the various fora, hence the importance accorded to inter-regional collaboration in this BP.

1.1. Objective

Three objectives will be addressed in order to promote fruitful and sustained collaboration amongst the various GFAR RF/SRF:

- to promote inclusiveness and participatory decision making within RF/SRF;
- to draw attention to, and address neglected ARSD issues of significant regional importance; and
- to promote inter-regional collaboration through networking and exchange of expertise, knowledge and information.

1.2. Expected Outputs

These objectives should yield the following outputs by the end of the triennium:

- Improved representation of CSOs and the private sector within RF/SRF, accompanied by an effective and functional participation of such stakeholders in ARSD activities and in decision making bodies or governance structures of the RF/SRF. This will foster a deeper sense of ownership of the RF/SRF by these stakeholders, and by implication, should lead to the emergence of functional and true NARS;
- Concrete inter-regional collaborative research activities including networking built around dynamic and updated regional priorities; and

- A regular exchange of experiences, expertise, knowledge and know-how based on strengths and opportunities identified in the RF/SRF, paving the way for an improved and strong south-south as well as north-south collaboration.

1.3. Activities

The following set of activities will be carried out to achieve these outputs. With regards to the first output of an inclusive RF/SRF with active involvement of various stakeholders, the current situation in the various fora (representation, participation and sense of ownership) will be determined, followed by advocacy and sensitisation activities to improve inclusiveness as required. The idea is to open up the closed 'research clubs'. Cross regional experiences of successful cases of inclusiveness will be shared, and capacity building and empowerment of CSOs will be carried out so that they can fight their own fight effectively. We believe that inter-regional collaboration amongst the resulting more inclusive and true fora in the GFAR sense, will be much more fruitful. Two other dimensions of this activity are firstly to facilitate the emergence of new SRF where the need is expressed and indicated, and secondly to bring in some strong NARS which are not presently within their corresponding RF/SRF. Examples that may be pursued during this triennium are: the establishment of a SRF in the Asia-Pacific region; and the involvement of China in this same region respectively. These activities will be carried out mainly by the RF/SRF themselves, with appropriate facilitation provided by the GFAR Secretariat.

The second output will be achieved through the implementation of a number of activities built around regional priorities. In 2001, with the support of the then Technical Advisory Committee (TAC) of the CGIAR, and the GFAR Secretariat, all GFAR RF carried out regional priority setting exercises with the objective of identifying problems common to a large number of countries in their respective regions so that these common concerns could be addressed collectively, especially for those issues where required skills and human resources are not available in any one particular country at adequate levels. It was felt that the outputs of such joint endeavours should benefit a larger number of countries within the region and perhaps beyond. Some of these outputs were used as inputs into the research programmes and areas of interest of the CGIAR centres and the European Forum for Agricultural Research (EFARD) to mention two examples. Given the dynamic and changing nature of ARSD issues, these priorities need to be revisited and updated on a regular basis and some RF such as the Asia Pacific Association of Agricultural Research Institutions (APAARI) have already indicated a need and willingness to carry out *gap analyses* exercises to update their regional priorities. Efforts will be made in 2004 and early 2005 to carry out these updates and revision by the RF where there is a felt need. Such RF will receive some support in the form of expertise and funds from such other stakeholders as the Secretariats of the Science Council, and of GFAR, appropriate CGIAR centres, as well as ARIs, and the GFAR Donor Support Group (DSG).

These priorities will form the basis of research collaborative activities within and between RF. During a first of its kind meeting held in October 2003 in Nairobi, and based on the current regional priorities, the Executive Secretaries of the various RF identified a number of thematic areas around which they would like to build concrete inter-regional activities and networking. Among the issues were: i) intellectual property rights and bio-safety legislation, ii) medicinal and herbal plants management and utilization, iii) demand driven networking on commodities such as cotton, olive and date palm, and iv) water use and management. Further consultations will be carried out in 2004, to fine-tune these choices and initiate activities, and we envisage that concrete inter-regional collaborative research activities would have been initiated by October 2005 around at least two of these issues.

Finally and with regards to the third output, it is clear that a regular exchange of experiences, expertise, knowledge and *savoir-faire* amongst the various RF will not only mutually strengthen them, but also contribute to the overall goal of fostering inter-regional collaboration. In order to make these exchanges worthwhile and fruitful, they will be based essentially on the comparative advantages and strengths of the various RF. The first activity that will therefore be carried out will be an assessment of the strengths and opportunities of the RF in order to identify demand and supply of expertise, technology, know-how and knowledge, which would then be cross-matched to foster and enhance south-south as well as north-south collaboration, interactions and linkages. RF will drive the initiative themselves with the support and participation of appropriate institutions and stakeholder groups such as the International Service for National Agricultural Research (ISNAR). The Empresa Brasileira de Pesquisa Agropecuária (EMBRAPA) - Laboratório Virtual da Embrapa no Exterior (LABEX) model of south-north collaboration built on strengths and opportunities of participating partners may serve as an interesting model that could be adapted and built on for this purpose.

It is clear that the development of functional and compatible MIS at the RF would be an indispensable element for the implementation of these activities. Details of relevant activities that would need to be carried out during the triennium in order to develop such functional and compatible systems are provided under the MIS component of this BP. Executive Secretaries of the RF will monitor the implementation of this important inter-regional collaboration pillar of the BP using various tools including the soon to be institutionalised Executive Secretaries meetings.

2. COLLABORATIVE RESEARCH PARTNERSHIPS

One of the outcomes of the two consultative processes used for the development of this BP (GFAR 2003 Conference and the GFAR 2004 Retreat) was the recommendation that GFAR should maintain the implementation of collaborative research activities amongst its various stakeholders, as an important component of the new BP. GPPs will continue to be privileged tools for the implementation of this research partnership building activity, because they adequately reflect GFAR's principles of multi-stakeholder participation (i.e. inclusiveness), subsidiarity, complementarity and additionality. While reaffirming the continued relevance of the four thematic areas of inquiries to which GFAR stakeholders confined themselves over the last three years (Genetic Resources Management and Biotechnology; Natural Resource Management and Agro-Ecology, Commodity Chains/Under-utilised Species and PMID), GFAR stakeholders recommended that efforts should be made to examine interactions between these thematic areas and the WEHAB themes identified during the WSSD. GFAR stakeholders will therefore collectively focus on the following objective in order to respond to these recommendations.

2.1. Objective

To promote, facilitate, develop and implement research partnerships on key ARSD issues that are of regional and/or global concerns and identified by stakeholders in a participatory manner.

2.2. Expected Outputs

This objective will yield the following outputs by the end of the triennium:

- Up-to-date and useful information on on-going and pipelined GPPs made available to all stakeholders via EGFAR and other appropriate communication media;
- Two or three new GPPs ideas, already in the pipeline, developed and being implemented by stakeholders;
- Implementation of Phase 2 of one or two on-going GPPs started, with full or partial funding secured;
- A number of new GPPs ideas that respond to stakeholders' demands featured in the pipeline; and
- Recommendation on the continued relevance and adequacy or otherwise of GPPs as a tool for partnership building.

2.3. Activities

With regards to the first output, the Secretariat, in response to the mandate given to it, will set up an information management system that will facilitate a regular information exchange amongst all GPPs including on-going first generation GPPs, such as the Direct Sowing, Mulch-based Systems and Conservation Agriculture (DMC), Promotion of Local Innovation (PROLINNOVA), Under-utilized Crops Species and newer ones still in the pipeline. The system will be designed to: stimulate and encourage the sharing of lessons learnt by each group of stakeholders; facilitate networking arrangements amongst GPPs tackling similar issues; facilitate monitoring and the preparation of progress updates on the GPPs for the information of GFAR stakeholders at large. An important component of the system that will be developed by the Secretariat will be the linkage of the web-sites of the facilitation units of the GPPs where they already exist, to EGFAR, or to facilitate their development and subsequent linkages where they do not exist. With regards to GPPs in the pipeline, specific web-sites on EGFAR will be developed and devoted to providing up to date information on the development and implementation status of these partnership programmes. This information sharing system should be functional and running by the end of the first year of the triennium (2004).

Guided by the GFAR concept of multi-stakeholder participation, additionality and subsidiarity, the Secretariat is currently facilitating consultative processes amongst a number of different stakeholder groups that have indicated the desire to work together on issues of common concern, with the expectation that these consultations will lead to the development and implementation of GPPs. Strategies and activities being used and that will be used to realize these expectations are: electronic discussions, face-to-face brain storming sessions, focused workshops and pilot phase experimentation with the active participation of interested groups. Potential candidates currently being nurtured include: i) putting knowledge to work which is focussed on how to reconcile modern and traditional knowledge in order to find lasting solutions to natural resources management issues; ii) global post harvest systems: linking farmers to markets, a cross cutting issue that will address several elements within all of the four priority research areas; iii) multi-regional programme on information communication management systems for ARSD; and iv) strengthening policy and institutional strategies for Sustainable Agriculture and Rural Development (SARD): which will focus exclusively on the policy management and institutional development area. The plan is to move two-to-three (2-3) of these and other ideas to the status of on-going GPPs by the end of the triennium, thus achieving the second output.

A number of the first generation GPPs are either at the end of a first phase or moving rapidly towards it. These include GPPs such as the Under-utilized Crop Species, PROLINNOVA, DMC and PROMusa. The facilitating units of these GPPs have indicated the desire to continue with a second phase of activities, and efforts need to be made to make this a reality and achieve the third expected output of this BP pillar. The facilitating units of the various GPPs will play the major role in the implementation of the required activities. Firstly they will prepare comprehensive reports on the first phase of the GPP, to indicate outputs and impacts of the first phase, and what would be scenarios for the second phase. Secondly, they will lead efforts to develop a second phase in a participatory manner, taking care to ensure early donor agencies involvement in order to facilitate subsequent funding. It is planned that phase 1 reports would be completed by the end of 2004, and funding secured for Phase 2 by mid 2005.

As indicated earlier, stakeholders identified and suggested new thematic areas of research, new ideas, issues and problematique that GFAR should tackle and incorporate into its programme. Moreover, we expect a number of other issues of regional and global concerns to be identified by stakeholders as being worthy of attention from the GFAR group during the implementation of a number of activities described under the various pillars. With adequate support from appropriate stakeholders, the Secretariat will facilitate a synthesis of these ideas, with the objective of transforming them into new GPPs that respond to stakeholders' demands, and will ensure that they are featured in the pipeline of potential GPPs and subsequently addressed by interested stakeholders.

The adequacy of GPPs as tools with which to effectively and efficiently address stakeholder concerns was raised during the GFAR 2003 Conference. Empirical evidence suggests that the development of GPPs carries with it high transaction costs, although their implementation also comes with many benefits. The issue therefore is to balance costs against benefits. The Secretariat plans, therefore, to carry out a comprehensive Cost-Benefit analysis of the development and implementation of GPPs in 2006, taking the necessary care to factor both process (qualitative) and product outputs into the analysis. This type of analysis should help in documenting good practice for reducing the high transaction costs associated with multiple stakeholder partnerships. Outputs will be presented during the GFAR 2006 general Conference.

3. ADVOCACY, PUBLIC AWARENESS AND STRATEGIC THINKING

All GFAR stakeholder groups that consulted during the GFAR 2003 Conference unanimously recommended that GFAR needed to step up its advocacy and strategic thinking activities during the next triennium. NARS, speaking through their RF/SRF recommended that GFAR should develop itself as an effective and strong advocacy body for voicing ARSD issues at the global level, while ARIs see GFAR playing an important role in the field of policy advocacy for ARSD given its philosophy of inclusiveness and active stakeholder participation. Farmers on the one hand highlighted the need for GFAR to assist their own constituency in building a strong capacity for advocacy to ensure they are effectively represented at various fora, while IARCs on the other hand not only confirmed that these were important issues for GFAR to address, but also offered to play a leading role in addressing them through their networks and the Future Harvest Foundation. Finally, NGOs and the Donor Support Group (DSG) identified a number of global and regional initiatives and commitments such as the WSSD, MDGs, the World Food Summit-*five years latter* (WFS-*fyI*) and the Group of 8 (G-8) Evian Declaration (this latter specifically mentioned support to GFAR), as

vehicles GFAR could use for its advocacy activities. Representatives of these groups who participated in the GFAR 2004 Retreat reaffirmed this recommendation.

3.1. Objectives

In order to respond to this felt need, the following objectives will be addressed during the course of this triennium:

- to raise the profile of agriculture and ARSD by adding the voice and perspectives of GFAR to global debates and initiatives on relevant policy and institutional issues;
- to promote holistic, integrative approaches to ARSD within the context of rural development, with emphasis on small and medium enterprises using the agribusiness systems approach; and
- to identify and draw attention to critical emerging issues that shape and affect ARSD and that are of concern to GFAR stakeholders.

3.2. Expected Outputs

Commitment to these objectives would lead to the following outputs:

- Increased recognition of the contribution of agriculture and ARSD to poverty alleviation and food security, which should lead to increased policy support and funding to agricultural research;
- New liaison, linkages and functional collaboration established between GFAR and other global/regional initiatives;
- Stakeholder ownership of GFAR reinforced;
- Strengthened demand-driven research for the benefit of small-scale producers and entrepreneurs, and problems of marginal producing areas addressed with priority; and
- A number of issues, two-to-three (2-3), of global concern identified and discussed leading to informed and updated stakeholders capable of making enabling policy decisions and/or taking appropriate actions.

3.3. Activities

Some of the activities that will need to be carried out in order to achieve the above outputs are summarised below.

With regards to the first output, the Secretariat will facilitate a review of some of the regional and global initiatives and commitments identified earlier to determine their relevance to GFAR. Where convergence is evident, efforts will be made to promote partnerships and synergies with such initiatives through the active participation of GFAR stakeholders in planned events of these initiatives in order to articulate and promote the views, perspectives and cause of GFAR. We envisage participation in no more than two of such events during the triennium. In addition to developing such linkages, liaison and functional collaboration with other initiatives and using them as vehicles for advocacy, stakeholders will organize specific activities that will lead to the formulation and dissemination of GFAR perspectives to targeted decision makers at various levels.

Such activities will include seminars, and workshops to engage multilateral institutions and national coordinating bodies on the one hand, and sensitisation meetings with decision makers such as Ministers of Finance, Agriculture, Economic Planning and Development taking advantage of meetings scheduled by other bodies on the other hand. We envisage no more than one-to-two (1-2) such meetings during the triennium.

GFAR stakeholders with the required expertise will be encouraged to carry out case studies to demonstrate the contributions of agriculture to economic development, food security, cultural, environmental and social well being and the outcome will be documented and strategically disseminated to sensitise targeted decision makers at various levels. An innovative approach recommended during the GFAR 2004 Retreat and described as 'reciprocal advocacy' is to encourage the various GFAR stakeholders to seize all available opportunities presented to them to promote the GFAR concept and lobby for support to GFAR activities and its Secretariat. An output of this activity would be a reinforced stakeholder ownership of GFAR.

GFAR stakeholders strongly believe that agriculture and agricultural research will receive policy support and budgetary allocation more commensurate with their contribution to national economies and human well being, if agricultural research was carried out in a more holistic and an integrated manner, with a bias for rural development and a focus on small and medium enterprises using the agri-business systems approach. This approach they believe will lead to more demand driven research for the benefit of small scale producers, and enhanced contribution to rural development. In order to achieve these outputs, stakeholders will be encouraged to develop and implement initiatives and activities that address rural development issues and which clearly highlight research contribution to these issues in a holistic manner that responds to the demand to tackle the various sub-sectors (forestry, livestock, fisheries, and crops) in an integrated manner as appropriate.

Finally with regards to contributing to debates on critical issues of global concern, the Secretariat will request stakeholders to identify and suggests issues and topics they consider of global concern, and to which they would want to contribute a stakeholder perspective. The list of topics will enrich and update those suggested by stakeholders a few years ago. Using a variety of appropriate tools such as debates, dialogues, organized discussion fora workshops and commissioned research papers, various stakeholders supported by the Secretariat will tackle these issues, with the objective of providing information and knowledge that shed some light where the issues are unclear or controversial. The outputs will be documented and widely disseminated through appropriate media including electronically on EGFAR, published proceedings, leaflets, policy briefings and the GFAR newsletter etc., depending on the target audience. The expectation being that ordinary people, researchers, decision makers at all levels of government are better informed, and are equipped to take informed decisions, take or change a position, adopt new approaches, methods and way of doing business, formulate, improve and implement policies. We do not envisage carrying out more than one-to-two (1-2) of such activities during the last two years of the triennium.

4. MANAGEMENT INFORMATION SYSTEMS (MIS)

The development of a MIS has been one of the enduring elements of GFAR's programme. It featured prominently in the second BP (2001-2003), was recommended as an important activity by the first external review team, and reaffirmed as an important element by both the GFAR 2003 Conference and the GFAR 2004 Retreat. This emphasis on the development of a MIS reflects the commitment of GFAR stakeholders to exchange information and share knowledge on various issues

related to ARSD, and the GFAR Secretariat was explicitly mandated to facilitate this knowledge flow and information sharing.

The approach taken by the Secretariat to fulfil this mandate has been to develop and establish EGFAR as a gateway and medium of information exchange and knowledge sharing, in addition to developing RAIS for each of the five RF, and linking them together. Recent consultations and needs assessment of the RF/SRF in the area of MIS led to the idea of developing a system capable of providing answers to the questions of who is doing what, where and with what results and lessons learned? Hence the notion of a MIS, which through a set of relational databases on the skills, expertise and current activities of stakeholders responds to these questions. Even when fully functional, this system of information flow via internet technology will need to be supplemented with more traditional knowledge sharing media in order to effectively reach stakeholders who may not have easy or efficient access to new ICT.

4.1. Objectives

The objectives that will be pursued under this pillar are three fold:

- to improve, regularly update the GFAR web-site EGFAR (www.egfar.org) and establish it as a medium of information exchange and knowledge sharing amongst GFAR stakeholder groups and with others;
- to establish a global MIS on ARSD stakeholders, their expertise and activities; and
- to complement these e-media of exchange with other appropriate media.

4.2. Expected Outputs

Expected associated outputs are:

- Knowledge and information generated by GFAR stakeholders are owned and used by them, and shared with other external actors;
- Functional regional and inter-regional MIS are established; and
- Improved access of stakeholders to GFAR generated information through the most appropriate means.

4.3. Activities

Some of the activities that will be carried out in order to address the objectives and achieve the outputs indicated above are as follows.

Taking advantage of available expertise, an EGFAR Advisory Group (EAG) composed of RAIS managers and other persons with appropriate expertise will be established. The group will provide guidance and input into the continuous development of EGFAR, in terms of technical tools to be used, content, monitoring and follow up activities. With such inputs from the group, and under the guidance of the Secretariat, a strategic plan will be developed by the end of the first year of the triennium (2004), to provide details of activities to be carried out. Some of the envisaged activities which should lead to the establishment of EGFAR as a tool for information exchange and knowledge sharing, and which is regularly used and updated by the stakeholders themselves are: (i) establishment of a pool of knowledge enabling the building up of a community of practice, (ii) publicizing EGFAR to make it better known and utilized by stakeholder groups, (iii) regular updates and maintenance of the contents of EGFAR, (iv) improving the EBO system, which will

enable GFAR stakeholders to upload their own information on the web-site, and (v) promote and stimulate the utilization of EBO by stakeholder groups.

One additional dimension and a novel activity that will be pursued during the triennium is to use EGFAR as a medium for e-conferences and debates on topical issues of global concern to address the advocacy and strategic thinking components of the BP. The outputs of such debates and conferences will be packaged and disseminated to enrich available pool of knowledge and add the voice and perspectives of GFAR to the relevant global issues. We envisage at least one such event every year.

With regards to the establishment of functional regional and inter-regional MIS, a series of studies will be carried out by each of the RF, to determine gaps, strengths and weaknesses of the respective national information systems, and then use the outputs which should be available latest towards the last quarter of 2004, to develop a plan of action that will lead to the development of functional regional agricultural information management systems. The content of such a plan will of course depend on the outcome of the initial diagnosis, but we envisage it will contain the following elements: (i) strengthening of available web resources and ICT capacity of national focal points, (ii) establishment of a gateway function at the regional level on the web-sites of the five RF/SRF accompanied by capacity development of the RF/SRF, (iii) definition of a global ICM agenda for ARSD, and (iv) implementation of the XML based engine for EGFAR gateway function to enable access to the web information resources of the five RF/SRF. This process will be led by RF/RSF with the support of GFAR Secretariat. We envisage that the various systems will be in place and fully functional by the end of the triennium, with the full commitment of national focal points, and the RF and their SRF.

Finally, because GFAR stakeholders have different levels of access to the electronic medium, and also because even those stakeholders with full access sometimes need to be reached and sensitised using a variety of other communication media, EGFAR will be complemented with a variety of other appropriate communication tools such as printed annual reports, workshop proceedings, flyers, policy briefs, rural radio and television programmes. In this way, we will increase stakeholder access to GFAR generated information and enhance our reach. The Secretariat plans to develop a communications and publication strategy that will include the identification of appropriate media for specific purposes and target stakeholders.

5. CROSS CUTTING ISSUES

As indicated earlier, two issues were considered sufficiently important as to be included in all of our activities, and were therefore described as cross cutting issues. These were private sector engagement and CSOs involvement and participation. GFAR stakeholders are fully aware that CSOs represented mainly by FOs, CBOs and NGOs constitute the weakest links in the GFAR partnership chain, and that a functional linkage between these groups and the research institutions need to be established and enabled if the outputs of research endeavours are to be relevant to these user groups. They also recognize that any linkages between these two large groups of actors cannot be functional, if one or the other does not have the capacity to effectively make its own vision, expectations and requirements known so that these can be meaningfully addressed by the alliance.

Moreover, past observations and recent data indicate that private sector investment in agricultural research is rather low in developing countries where it accounts for only about 10-15 percent of all ARD expenditure in comparison to up to 50 percent in industrialised countries. It is clear that without the support and participation of the private sector in agricultural research initiatives, ARSD

contributions will not have that much of an impact on food security issues. Hence the importance of ensuring that these two stakeholder groups become more fully engaged in GFAR activities and why these are considered as cross cutting issues. In addition to a number of activities already described under other pillars and in which provisions were made to ensure active participation of these two stakeholder groups, the following specific activities will also be carried out during the triennium.

IFAP (an umbrella organization of some 100 national FOs in 70 countries), International Farming System Association (IFSA), an NGO group and the GFAR Secretariat will conclude on-going discussions on appropriate strategies and approaches to better organize and empower FOs and NGOs so that they contribute more effectively to setting agricultural research agenda at various levels (local, regional or global). Projects and concrete activities based on such strategies will be developed and implemented in selected settings, and evaluated as to their effectiveness.

One of such planned projects is focussed on Sub-Saharan Africa and may be funded by the European Commission. This project, which will start in the last quarter of 2004, could be used as a model for similar projects in other regions. The lead stakeholders will be participating CSOs, Forum for Agricultural Research in Africa (FARA) and SRF in the region. Efforts will be made to replicate this activity in other regions under the leadership of concerned CSOs and RF.

IFAP has indicated its desire to reactivate its Science and Technology Committee so that it can contribute effectively to the definition and implementation of the global research agenda. The Secretariat, with the support of relevant stakeholders, will work with IFAP to achieve this objective. With regards to private sector engagement and as a first step, the Secretariat will ensure that the vacant position reserved for the private sector on the GFAR Steering Committee (GFAR-SC) is filled in time for the GFAR statutory meetings in October of 2004.

In addition, the Secretariat, with the support of stakeholders such as International Food Policy Research Institute-International Service for National Agricultural Research (IFPRI-ISNAR) who are currently tackling the issue, will organize further debates, and case studies on public-private partnerships. The objective being to identify bottlenecks and recommend policy and institutional reforms that will promote such partnerships, and which can then be used by relevant stakeholders to attract the private sector and ensure their active participation. We envisage two-to-three (2-3) of such activities during the triennium.

Finally, all RF will continue efforts currently being made to involve the relevant and appropriate private sector enterprises in RF activities. An on-going effort, which may serve as a model for others, is the initiative to set up the Asian Pacific Consortium on Agricultural Biotechnology (APCoAB) led by the Asia-Pacific Association of Agricultural Research Institutes (APAARI). Private regional as well as multi-national organizations were involved in the initiative from its conceptual phase, and have continued to show interest in full engagement as it enters the implementation phase. The Secretariat will ensure that the various RF share experiences and knowledge in this regard within the inter-regional collaboration pillar of the BP.

6. SECOND EXTERNAL EVALUATION & THIRD GENERAL CONFERENCE

6.1. Second External Evaluation

The first GFAR external review was carried out in 2000, and the next one will be due in 2006. The GFAR-SC will develop the form and format of this evaluation, and the Secretariat will facilitate its

implementation. Preparations for this activity will start in mid 2005, for implementation in early in 2006.

6.2. Third GFAR Conference

The third conference will be held in 2006. The exact dates, venue and conference theme will be determined by the GFAR-SC and preparations for the conference will start in 2005.

III. GFAR SECRETARIAT PROGRAMME OF WORK

According to the GFAR charter, one of the main task and responsibility of the Secretariat is to assist GFAR stakeholders in the formulation of the GFAR BP, and its implementation through an annual Programme of Work (PoW), which according to the first external review panel of GFAR should clearly indicate what the secretariat will do to facilitate the implementation of the BP by the stakeholders. The role of the Secretariat is therefore mainly one of facilitation, except perhaps in two areas where it is expected to play a lead role and take responsibility for implementation. These are firstly the development of EGFAR in order to facilitate communication amongst the geographically widespread stakeholders. The other area where it can play a pro-active and lead role is under the advocacy pillar, where it can on one hand drive initiatives to encourage a balanced representation of stakeholders within the regional fora, and on the other hand stimulate debate and discussion on controversial issues of global importance and relevance to ARD, for the purposes of contributing to their resolution. Concrete actions that the Secretariat will carry out under each of the pillars to facilitate their implementation or proactively drive their implementation as the case may be are described below.

1. INTER-REGIONAL COLLABORATION

Empowering and involving CSOs in the ARD agenda: In order to contribute to the realisation of a more balanced representation and active participation of CSOs within RF, the Secretariat will undertake an evaluation of the current situation in the various fora, and share the outputs, using them to sensitize stakeholders concerned for the need to improve. This activity will be carried out in the first quarter of 2005, followed immediately by capacity building efforts of selected CSOs to empower them to actively participate in RF activities. These capacity building efforts will be in the form of discrete projects that will be implemented by the stakeholders themselves, with the Secretariat playing a facilitating and coordinating role.

Institutional support for RF: With the objective of further strengthening the Asia-Pacific RF (i.e. APAARI), the Secretariat will facilitate on-going efforts in that region to establish a new SRF, and in accordance with the recommendation of the GFAR-SC will facilitate on-going efforts to offer China a seat on the GFAR-SC as an observer. The plan is for this to be realised in time for the October 2004 statutory meetings.

Development of inter-regional research networking built around dynamic and updated regional priorities: All of the five RF carried out regional priority setting exercises in 2001. The Secretariat will facilitate and provide support to the RF where there is a felt need to update such priorities, and carry out gap analyses given the dynamic nature of ARSD issues. One or two such activities will be facilitated by the Secretariat during the first half of 2005, and the outputs used as basis for collaborative activities within and between RF.

Fostering south-south collaboration: An assessment of strength and opportunities in RF facilitated by the Secretariat will be carried out towards the latter part (October) of 2005 in order to identify demand and supply of expertise and know-how that could be exchanged on a south-south basis.

Facilitate regular information exchange among RF: The Secretariat will facilitate regular semi-annual meetings of the Executive Secretaries of the RF so that they can collectively monitor progress of the inter-regional pillar and suggest modifications and improvement as the plan is implemented.

2. DEVELOPMENT OF COLLABORATIVE RESEARCH PARTNERSHIPS

There are a number of GPPs at different stages of development in the system. Some are on-going, others are still being developed, while yet others are in the idea stage. Activities that the Secretariat will carry out under this pillar during the triennium will vary according to the stage of development of this instrument used to foster research activities.

A first set of activities that the Secretariat will carry out is to set up an information sharing system designed to stimulate and encourage the sharing of lessons learnt by each group of stakeholders implementing a GPP, and facilitate networking arrangements amongst GPPs focused on similar issues. The web-sites of each of the GPPs will be linked to EGFAR where they exist, or be developed and subsequently linked where they do not already exist. The system should be fully functional by the end of 2004.

The Secretariat will work with the facilitation units of first generation GPPs close to the end or at the end of the first phase to develop a second phase including resource mobilization. Examples of such GPPs are: PROLINNOVA, Under-utilized Crop Species and DMC. The target is to secure full funding for the second phase by mid 2005.

The Secretariat has been working with a number of stakeholders and their partners to develop new GPPs, and will continue to do so during this triennium. Some of the potential GPPs being nurtured are: i) putting knowledge to work which is focussed on how to reconcile modern and traditional knowledge in order to find lasting solutions to natural resources management issues; ii) global post harvest systems: linking farmers to markets, a cross cutting issue that will address several elements within all of the four priority research areas; iii) multi-regional programme on information communication management systems for ARSD; iv) strengthening policy and institutional strategies for SARD; and v) organizational partnerships for agricultural research. A combination of appropriate tools including e-discussion, face-to-face brainstorming sessions and focused workshops will be used to develop two-to-three (2-3) of these into full fledged GPPs by the end of the triennium.

Towards the end of the triennium, in mid 2006, the Secretariat will commission a study on the costs and benefits of GPPs as a tool for collaborative research partnerships, in order to document lessons and practices for reducing associated transaction costs.

3. ADVOCACY, PUBLIC AWARENESS AND STRATEGIC THINKING

Towards the end of 2004, the Secretariat will carry out a review of a number of global initiatives and commitments, with the goal of determining their relevance to GFAR, and will then facilitate the participation of GFAR stakeholders in the planned activities of relevant ones, in order to articulate and promote GFAR's cause as the opportunity presents itself. As appropriate, the Secretariat will represent GFAR and/or support the participation of appropriate stakeholder representatives at workshops, seminars or meetings of global or regional institutions, societies and national policy coordinating bodies to advocate GFAR's philosophy and support to agricultural research, once or twice every year during the triennium.

With inputs from stakeholders, the Secretariat will compile and prioritize a list of issues of critical importance to ARD, and organize debates, e-discussions/forums, focused workshops or commissioned research papers, with the objective of contributing some solutions towards resolving such issues. The Secretariat will also ensure that the outputs are documented and appropriately disseminated to target audiences. We plan to carry out one such event per year, starting from 2005. The Secretariat will look out for opportunities where it can facilitate the participation of relevant GFAR stakeholders in high level Ministerial meetings, where it is appropriate to sensitize such policy makers and senior officials to the need to increase support and commitment to agricultural research in developing countries. We do not foresee more than one such event during the triennium.

4. MANAGEMENT INFORMATION SYSTEMS (MIS)

The Secretariat will proactively pursue the objective of establishing EGFAR as a medium of information exchange and knowledge sharing amongst GFAR stakeholders. In order to rapidly achieve this objective, the Secretariat will constitute EAG, made up of RAIS managers from the regions, as well as other experts from outside the GFAR group. The EAG will be constituted towards the last quarter of 2004. The role of EAG will be to provide advice and input for the continuous development of the EGFAR in terms of tools, content and monitoring activities. Taking advantage of such contributions, the Secretariat will, on a continuous basis throughout the triennium, work on improving EGFAR in order to make it a dynamic, regularly updated, user-friendly and informative web-site. Some of the novel features envisaged include: (i) the establishment of web pages where information on GPPs could be shared; (ii) publication of a feature article by in each edition of the EGFAR newsletter on topical issues on ARD; (iii) messages from the less visible stakeholders such as FOs and NGOs, to give them more visibility and an airing of their concerns, ideas and plans; and (iv) periodic e-discussion sessions on topical issues.

The development of RAIS which started during the last BP period (2001-2003) will be vigorously pursued and rapidly completed with the establishment of RAIS in all of the

RF, by mid 2004. One of the tasks that will be assigned to the EAG is to help develop a strategic plan for the development of a MIS that will be implemented across the RAIS for an effective management of their information systems expected to be realised in many of the RAIS towards the end of the triennium. A novel idea whose implementation will start in early 2005 is to develop and implement a communication and publication strategy that will use a variety of media other than EGFAR. Examples of such media are annual reports, workshop proceedings, policy briefs and occasional publications on specific issues. This approach will improve stakeholder access to GFAR generated information and enhance our reach.

5. CROSS CUTTING ISSUES

A number of activities will be pursued to specifically address some important issues under the cross cutting pillars. Firstly, the private seat on the GFAR-SC now vacant will be filled before the statutory meetings scheduled for October 2004. Secondly, the Secretariat will support and facilitate on-going efforts that RFs are currently making to better engage the private sector in their activities. Thirdly, the Secretariat will work more closely with farmers groups such as IFAP, NGO consortia such as IFSA and other stakeholders to develop a strategy and a model approach for strengthening the functional linkages between CSOs and research institutions. To this end, on-going negotiations with a number of donors for support to specific projects on this issue will be pursued for implementation to start in late 2004.

6. SECOND EXTERNAL EVALUATION & THIRD GENERAL CONFERENCE

Finally, early in 2005, the Secretariat will start planning for two major events scheduled for the final year of the triennium, the second GFAR evaluation, and the third GFAR Conference.

IV. SECRETARIAT STAFFING PLAN AND BUDGET

The budget for the implementation of some of the specific activities described earlier including: specific GPPs, inter-regional networking on specific commodities, the GFAR triennial general meeting etc. will be prepared as and when required to reflect the complexity of the activity. The budget presented in this document (Table 2) will provide resources for:

- Facilitation and catalytic funds for preparatory activities leading to implementation of these special and specific activities
- Development and implementation of other activities described under the pillars
- Servicing the governance structure including system evaluation
- Maintenance, update and improvement of information communication system
- Operating costs of the Secretariat

Table 1: Targeted Staffing level at the GFAR Secretariat

Position	Functions	Comments
Executive Secretary	Providing leadership and overall coordination and management of the Secretariat team, liaison with donors, representation of GFAR, and secretary to GFAR governing structures.	In place
Senior Programme Specialist	Liaison between GPP coordinating units and Secretariat, facilitate development of GPPs, facilitate development and implementation of private sector engagement pillar of BP, work as a team member of the Secretariat	To be seconded to the Secretariat by CIAT, on a cost sharing basis (Sept. 2004)
Senior Information Communication Specialist	Liaison between RAIS coordinators and Secretariat, facilitate the implementation of MIS component of BP, develop and implement a communication publication programme for the Secretariat, work as a team member of the Secretariat.	In place and currently seconded from CIRAD, may evolve to cost sharing basis from 2005
Senior NARS Expert	To serve as liaison between NARS through their RF/SRF and the Secretariat, to facilitate implementation of Inter-regional collaboration and the involvement of CSO components of the BP, work as a team member of the Secretariat.	To be recruited
Policy Analyst	Liaison between IARCS, ARIS and international initiatives such as MDG, WSSD and SARD, facilitate implementation of advocacy and strategic thinking components of BP, work as a team member of the Secretariat.	To be recruited
Web master and ICM junior officer	To maintain EGFAR, and provide support to Senior Information Communication Specialist, work as a team member of the Secretariat.	In place as an Associate Professional Officer (APO) from Italy on a cost sharing basis until April 2004)
Junior Professional Officer	To support Senior NARs expert with a focus on support to CSOs, work as a team member of the Secretariat.	Currently seconded from Canadian Federation of Agriculture (CFA) on a cost sharing basis for until Sept.2004
Junior Professional Officer	To provide support to Senior Programme Specialist, work as a team member of the Secretariat.	In place with funding from Italy
Senior Secretary	Administrative support to Executive Secretary and professional officers, work as a team member of the Secretariat.	In place
Secretary	Administrative support to professional officers, work as a team member of the Secretariat.	In place

Table 2: Triennium Budget for 2004-2006 (USD)²

ITEMS	YEAR			
	2004	2005	2006	Total triennium
Staff Costs	557,000	596,700	606,100	1,759,800
<i>Inter-regional collaboration</i>	289,000	291,100	313,900	894,000
<i>Research Partnerships</i>	253,000	434,400	316,500	1,003,900
<i>Advocacy and strategic thinking</i>	172,000	263,400	264,800	700,200
<i>Management Information Systems</i>	227,000	390,700	342,800	960,500
Subtotal 1	1,498,000	1,976,300	1,844,100	5,318,400
<i>Working with CSOs</i>	50,000	200,000	150,000	400,000
<i>System evaluation</i>			65,000	65,000
<i>Contracted services and consultancies</i>	10,000	10,000	10,000	30,000
<i>Staff Duty travel</i>	80,000	120,000	150,000	350,000
<i>Non-staff duty travel (statutory meetings)</i>	60,000	70,000	80,000	210,000
<i>Equipments and expendable supplies</i>	10,000	60,000	15,000	85,000
<i>General operating expenses</i>	1,500	1,500	1,500	4,500
<i>Training</i>	1,000	1,000	1,000	3,000
<i>Hospitality</i>	2,500	2,500	2,500	7,500
Subtotal 2	215,000	465,000	475,000	1,155,000
GRAND TOTAL (Subtotal 1+2)	1,713,000	2,441,300	2,319,100	6,473,400

² Required funds partly secured from multi-year grants and commitments from Canada, European Commission, FAO, France, Italy, and the Netherlands.

ANNEX 1: BUSINESS PLAN 2004-2006 MATRIX

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
1. INTER-REGIONAL COLLABORATION											
1.1. To promote inclusiveness and participatory decision making within RF/SRF	1.1.1. Improved representation of CSOs and the private sector within RF/SRF; an effective and functional participation of such stakeholders in ARSD activities and in decision making bodies or governance structures of the RF/SRF; commitment to and ownership of the RF/SRF by all stakeholders; emergence of functional NARS	1.1.1.1. a) Opening up of RF to new stakeholders b) Support to the less represented stakeholders in governance structures of RF/SRF	1.1.1.1.1. a) Facilitate and support the involvement of weaker stakeholders in RF b) Support and lobby for empowerment of CSOs through specific capacity development activities and training programs	X	X	X	a) Strategies for NGO, FO and PS involvement developed and documented by early 2005. b) Balanced representation of stakeholders in governing bodies of many RF/SRF	FOs, NGOs, private sector (CSOs) and RF/SRF	GFAR-Sec.	Strong linkages and complementarity with the cross cutting issues	Willingness of RF/SRF to fully engage CSOs as partners
			1.1.1.1.2. Facilitate the establishment of SRF where the need is expressed		X	X	New SRF established (e.g. Asia Pacific region)	RF	GFAR-Sec.		
			1.1.1.1.3. Seek the involvement of countries currently not associated with GFAR (e.g. China etc.)	X			1 st contacts established by October 2004	RF	GFAR-Sec.	China has a very strong NARS and could benefit other NARS through south-south collaboration	Willingness of China to engaged with GFAR

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
1.2. To draw attention to, and address neglected ARSD issues of significant regional importance	1.2.1. Concrete inter-regional collaborative research activities including networking built around dynamic and updated regional priorities	1.2.1.1. Strengthen functional relationship of RF through collaborative research efforts based on common interest and built on existing and emerging initiatives	1.2.1.1.1. Revisit/ update regional priorities as required taking into account the need to integrate crops, livestock, forestry and fisheries issues as appropriate through multi-disciplinary approaches that consider and blend the socio-economic, policy and institutional aspects with the traditional technical aspects	X	X		Regional Priorities in 2-3 RF updated and/or revisited by October 2005	RF	GFAR-Sec., CGIAR Science Council and ARIs	This would lead to demand driven research It will, also, shed light on the neglected issues at regional and sub-regional levels	Availability of financial and human resources in RF/SRF
			1.2.1.1.2. Identify common interests which can serve as basis for developing inter-regional collaboration		X		A minimum of 2 concrete inter-regional collaborative research activities based on regional priorities initiated by October 2005	RF	GFAR-Sec., CGIAR Science Council	This could lead to emergence of new GPPs	
			1.2.1.1.3. Implement collaborative programmes and establish research networks (based on the above, 1.1.2.1.2, identified activity)		X	X	One-to-two (1-2) collaborative programs on-going by the end of the triennium	RF	GFAR-Sec. and other appropriate GFAR stakeholders	Potential linkage to the DURAS competitive research funds	

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
			1.2.1.1.4. Promote (a) Scaling up/out local/regional experiences; (b) North-South/South-South collaboration		X	X	Documented success stories at the regional/ sub-regional level and widely shared	RF	GFAR-Sec. and other appropriate GFAR stakeholders	Strong linkage with activities under the Collaborative Research Partnership Pillar	Availability of resources to pursue activities
1.3. To promote inter-regional collaboration through networking and exchange of expertise, knowledge and information	1.3.1. A regular exchange of experiences, expertise, knowledge, and know-how based on strengths and opportunities identified in the RF/SRF, paving the way for an improved and strong south-south collaboration	1.3.1.1. Enhance RF/SRF capacity to respond to regional needs and stakeholders demands	1.3.1.1.1. SWOT analysis of RF and SRF to identify demand and supply of expertise, technology, information		X	X	2-3 Assessments completed (as required) by the end of the triennium	RF	IFPRI-ISNAR; GFAR-Sec., and other appropriate Stakeholder groups	Results can lead to GPP on PMID	
			1.3.1.1.2. Use results and recommendations of the assessment		X	X	South-north and/or south-south collaboration established as appropriate	RF	IFPRI-ISNAR; GFAR-Sec.	These findings will be used to advocate and lobby for policy support and funding for agricultural research	Availability of resources to pursue activities
		1.3.1.2. Exchange of experiences, expertise, knowledge, and know-how, as well as technology transfer and adaptation among RF	1.3.1.2.1. Organize seminar/consultations among RF on key thematic issues	X	X	X	Topical issues are discussed and debated	GFAR-Sec.	RF	May contribute to strategic thinking activities and outputs	
			1.3.1.2.2. Use RAIS as means to exchange information and experience across regions		X	X	All RAIS functional and effectively used as a forum for information exchange and knowledge sharing by 2006	RF	GFAR-Sec.	This is linked to ICM activities (the 4 th component/pillar)	ICT capacity sufficiently developed at the RF

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
			1.3.1.2.3. RF Executive Secretaries to meet regularly to monitor progress made on inter-regional collaboration	X	X	X	Executive Secretaries Meetings held on a semi-annual basis	RF Executive Secretaries	GFAR-Sec.		Committed RF Executive Secretaries
2. COLLABORATIVE RESEARCH PARTNERSHIPS											
2.1. To promote, facilitate, develop and implement research partnerships on key ARSD issues that are of regional and/or global concerns, and identified by stakeholders in a participatory manner	2.1.1. Up to date and useful information on ongoing and pipelined GPPs made available to all stakeholders via EGFAR and other appropriate communication media	2.1.1.1. Create an information system that will allow the exchange of experiences and of lessons learnt	2.1.1.1.1. Link all Facilitation Units websites to EGFAR	X			Links to EGFAR established by end 2004	Facilitation units of GPPs	GFAR-Sec.	Strong linkages with ICM activities	Availability of required expertise at the Secretariat
			2.1.1.1.2. a) Develop web-sites or web pages for Facilitation Units of the GPPs b) Link such sites and/or pages to each other and insert or link them into EGFAR	X			Web-pages/sites created by end 2004	Facilitation Units of GPPs	GFAR-Sec.	Strong linkage with the ICM pillar	Availability of required expertise at the Secretariat

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY MILESTONES INDICATORS AND	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
			2.1.1.1.3. Develop WebPages, on EGFAR, devoted to the pipelined GPPs to provide up to date information on development and implementation status		X		Web pages created by mid 2005 and regularly maintained thereafter	GFAR-Sec.	GFAR Stakeholders	Strong linkage with activities under ICM pillar	Adequate Staffing and funds available at the Secretariat
	2.1.2. Two or three new GPP ideas already in the pipeline developed and being implemented by stakeholders		2.1.2.1.1. a) electronic discussions, b) face-to-face brainstorming sessions c) focused workshops, d) pilot phase experimentation with the active participation of interested groups		X	X	2-3 GPPs on-going by end 2006	GFAR Stakeholders	GFAR-Sec.		Stakeholders willingness and resource availability
	2.1.3. Implementation of Phase 2 of one or two on-going GPPs started, with full or partial funding secured	2.1.3.1. Liaise and plan with Facilitating Units of on-going GPPs that have indicated the desire for a Phase 2	2.1.3.1.1. Prepare and disseminate report of Phase 1	X	X	X	Published reports of phase 1 for first generation GPPs available and disseminated	Facilitation Units	GFAR-Sec.	Some of the on-going GPPs are currently at the final stage of phase1	Willing and active Facilitation Units
			2.1.3.1.2. Develop phase 2 in a participatory manner and coordinate with donors for possible funding support		X		Funding confirmed for Phase 2 by Mid 2005	Facilitation Units	GFAR-Sec.		Active Facilitation Units, and available adequate funding

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
	2.1.4. A number of new GPP ideas that respond to stakeholders demands featured in the pipeline	2.1.4.1. Solicit new ideas and thematic areas from stakeholders	2.1.4 1.1. Synthesize these ideas with the aim of transforming them into new GPPs that would respond to stakeholder needs		X	X	Concept note and potential stakeholder/partners identified by Mid 2005. Full fledged GPP proposal early in 2006	GFAR Stakeholders	GFAR-Sec.	Linkages with activities in Inter-regional Collaboration and Advocacy and Strategic Thinking pillars.	Wiling stakeholders and availability of funds
	2.1.5. Recommendation on the continued relevance and adequacy or otherwise of GPPs as a tool for partnership building		2.1.5 1. Carry out a cost-benefit analysis on GPPs			X	Report on analysis presented at GFAR 2006	GFAR-Sec.	GFAR Stakeholders		Sufficient number of GPPs available for a meaningful analysis
3. ADVOCACY, PUBLIC AWARENESS AND STRATEGIC THINKING											
3.1. To raise the profile of agriculture and ARSD by adding the voice and perspectives of GFAR to global debates and initiatives on relevant policy and institutional issues	3.1.1. Increased recognition of the contribution of agriculture and ARSD to poverty alleviation and food security, leading to increased policy support and funding to agricultural research	3.1.1.1. Use of international and regional initiatives/commitments, e.g. MDGs, WSSD, WFS-fyl, WEHAB, and the G-8 Evian declaration as vehicles for advocacy	3.1.1.1.1. Identify and review some of these global initiatives and commitments to determine areas of common interest to GFAR		X		Review of 2-3 major global initiative completed and relevance to GFAR determined by 1st quarter of 2005	GFAR-Sec.	WB, FAO & other concerned organizations / institutions	GFAR already recognized by G-8 as worthy of support	Appropriate staffing and expertise in GFAR Secretariat, and willingness of such initiatives to collaborate with GFAR

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
		3.1.1.2. Identify priorities and promote synergies and partnerships with such other relevant global and regional initiatives on these priorities	3.1.1.2.1. Active participation in future events of these initiatives to promote the cause of GFAR		X	X	As occasions arise but at least two of such events during the triennium	Appropriate GFAR stakeholder groups & GFAR-Sec.	Relevant organizations and institutions	Also serves the purpose of reciprocal advocacy (see strategy 3.1.3.1)	Willing and cooperating partners of relevant initiatives
		3.1.1.3. Formulate and disseminate GFAR perspectives to targeted decision makers/actors at global and regional levels	3.1.1.3.1. Organize or participate in seminars, workshops engaging relevant bodies such as the WB, regional consortia, national policy coordinating bodies, multilateral institutions and donors	X	X	X	1-2 such meetings during the triennium	GFAR-Sec., RF & GFAR Facilitating Units	Other GFAR stakeholder groups and relevant partner institutions and organizations	Complements similar inter-regional and collaborative research partnership activities	Willingness of external partners Resources available for planning and implementation
			3.1.1.3.2. Focus attention on, highlight and sensitise to new dimensions of ARSD and its contribution to rural development	X	X	X	1-2 sensitisation meetings are held during the course of this triennium engaging decision makers such as ministers of finance, planning and economic development as appropriate	RF/SRF, other GFAR stakeholder groups such as the IARCs and ARIs	GFAR Sec., FAO, and Regional groups of stakeholders such as Farmers' Organizations and NGO consortia		Opportunities to participate in such high level meetings

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
		3.1.1.4. Tap on expertise in international and regional organizations, e.g., CG Centres and IFSA on the basis of comparative advantage	3.1.1.4.1. 2-3 case studies to demonstrate the contribution of agriculture to economic development carried out by the end of the triennium			X	Reports of case studies published and strategically disseminated	Appropriately identified international and regional organizations such as CG centres, and organized stakeholder groups such as IFSA	GFAR-Sec. and other willing organizations /stakeholders		Willing and cooperating stakeholders
	3.1.2. New liaison, linkages and functional collaboration established between GFAR and other global/regional initiatives such as SARD	3.1.2.1. Form strategic alliance by establishing partnerships with such initiatives	3.1.2.1.1. Carry out a number of joint activities of common interest with such other initiatives		X	X	1-2 of such activities that promote the cause of GFAR carried out, documented and disseminated	RF, GFAR-Sec. and concerned initiatives	Appropriate GFAR stakeholder groups		Opportunity to work with such initiatives
	3.1.3. GFAR Stakeholder ownership reinforced	3.1.3.1. Encourage reciprocal advocacy by stakeholders for the GFAR concept and Forum	3.1.3.1.1. Presentations on GFAR at various fora. Lobbying for support for GFAR and its Secretariat by the stakeholder groups	X	X	X	Documented activities by various stakeholder groups, collated and disseminated	Stakeholder groups such as NGO consortia, FOs and IARCs	GFAR-Sec.		Willingness and capacity of various stakeholder groups

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
3.2. To promote holistic, integrated approaches to ARSD within the context of rural development, with emphasis on small and medium enterprises using the agribusiness systems approach	3.2.1. Strengthened demand-driven research for the benefit of small scale producers and enterprises and problems of marginal producing areas addressed with priority	3.2.1.1. Empower and enhance capacity of target stakeholders, so that they can influence rural development and ARSD agenda at all levels	3.2.1.1.1. Develop and implement initiatives and activities that address rural development and show clear linkages to ARSD and its contributions		X	X	A number of rural development targeted stakeholder driven initiatives ongoing. Demand driven research activities documented and shared widely by 2006	CSOs and other stakeholder groups such as CG Centres (e.g. CIAT, ICRAF, CIFOR)	Other relevant stakeholders and institutions, GFAR-Sec.	Strong linkage to CSOs involvement (see cross cutting issues)	Capable partners with required resources
		3.2.1.2. Promote ARSD inclusive of all sub-sectors of agriculture (i.e., forestry, fisheries and livestock)	3.2.1.2.1. Support and encourage these sub-sectors' involvement in ARSD agenda	X	X	X	Documented holistic activities that include Forestry, Livestock and Fisheries dimensions	NARS, IARCs working in such hitherto neglected sub-sectors	RF/SRF, and the GFAR -Sec.		Financial resources and expertise available in the NARS
3.3. To identify and draw attention to critical emerging issues that shape and affect ARSD and are of concern to GFAR stakeholders	3.3.1. Two-to-three (2-3) issues of global concern identified and discussed leading to informed and updated stakeholders able to take appropriate decisions and policy actions	3.3.1.1. Solicit proposals from stakeholders on issues of global concern	3.3.1.1.1. Stimulate debate and dialogue on identified critical issues. Organize discussion fora and share results to influence policies and behaviour		X	X	Documentation of the outcomes of these debates widely shared and made available on EGFAR and other communication media	Stakeholder groups	GFAR-Sec.	EGFAR, GFAR Newsletter and other appropriate media (e.g., printed material will be used to disseminate information)	
			3.3.1.1.2. Facilitate RF/SRF involvement in these discussions		X	X	Discussions and debates taking place at the regional/sub-regional levels	RF/SRF	GFAR-Sec.		

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
			3.5.1.1.3. Publish policy recommendations coming out of the discussions			X	Documentations / publications made available and widely disseminated	GFAR-Sec., RF/SRF	Other appropriate stakeholders		
4. INFORMATION AND COMMUNICATION MANAGEMENT (ICM) SYSTEMS											
4.1. To improve access to and regularly update the GFAR website EGFAR (www.egfar.org)	4.1.1. a) Informative, regularly and widely consulted EGFAR b) Knowledge and information generated by GFAR stakeholders owned and used by them, and shared with other external actors	4.1.1.1. Tap on ICM expertise in both global and regional levels for inputs on technical tools, content monitoring and follow-up activities	4.1.1.1.1. Establish an EGFAR Advisory Group to monitor and follow up with the web site content and technical tools used	X	X	X	Strategic Plan for MIS pillar developed by the end of 2004	GFAR-Sec.	RAIS managers and other global players in ICM	Strategic plan will include technical recommendations for the development of EGFAR	Willingness and commitment of experts to serve
		4.1.1.2. Facilitate ownership and utilization of EGFAR as a tool for information exchange and knowledge sharing by all GFAR stakeholders	4.1.1.2.1. Establish a Pool of Knowledge enabling the building up of a community of practices		X	X	Magnitude of EGFAR consultation as a source of information and knowledge sharing portal monitored and documented	GFAR-Sec. and expertise within and outside EAG	RF (RAIS technical teams)	Pool of Knowledge should include document depository, search engine for data mining, etc. Strong linkage with EBO activity	Adequate human and financial resources at the Secretariat
			4.1.1.2.2. Publicize EGFAR focusing within Stakeholder groups	X	X	X	Regularly used and promoted EGFAR by stakeholders	GFAR-Sec.	RF/SRF and Stakeholders groups	Linkage with the reciprocal advocacy activity under the advocacy and public awareness pillar	Stakeholders ICT capacity

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
			4.1.1.2.3. Regularly update and maintain the contents of EGFAR	X	X	X	a) New and/or continuously updated information available on EGFAR b) CSOs database uploaded by the end of 2004	GFAR-Sec.	Stakeholders groups	Efforts will be made to ensure inputs from all stakeholders	Expertise and financial resources available in the Secretariat
			4.1.1.2.4. Improve EBO enabling GFAR stakeholders to upload their own information on the web-site	X	X	X	User-friendly EBO that is easy to access and upload information to	GFAR-Sec. and external ICM experts	RF (RAIS technical teams)		
			4.1.1.2.5. Promote EBO within Stakeholder groups	X	X	X	Stakeholders use EBO regularly to update their own information on EGFAR	GFAR-Sec.	RAIS Managers	Secretariat will publicise and promote EBO among stakeholders through public awareness activities	Stakeholders ICT capacity
		4.1.1.3. Improve the reach of EGFAR	4.1.1.3.1. Implement recommendations of EAG		X	X	More interactive and user friendly portal in which information is easily retrievable	GFAR-Sec.			Stakeholders ICT capacity
			4.1.1.3.2. Launch e-conferences on ARSD issues		X	X	Outcomes of e-discussions contributing to the pool of knowledge published and disseminated. At least 1 such output during each of the last 2 years of the triennium	GFAR-SC	GFAR-Sec. and Stakeholder groups	Strong linkage with the advocacy and strategic thinking pillar	

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
4.2. To establish a global MIS on ARD stakeholders, their expertise and activities	4.2.1. A functional regional MIS is established	4.2.1.1. Take advantage of existing initiatives and strengths of other groups, programmes and organizations	4.2.1.1.1. Conduct strengths and weaknesses analysis/study on the national information systems existing within the 5 RF/SRF	X			Regional studies completed and outcomes shared by the end of 2004	RF/SRF	GFAR-Sec., FAO / WAICENT and CGIAR		Availability of funds and commitment of RF/SRF
		4.2.1.2. Develop a bottom-up approach and a logical framework	4.2.1.2.1. Develop MIS strategies for RF	X			Regional strategy reports available by the end 2004	RF/SRF	GFAR-Sec.	MIS should include functional requirement definition, information owners' commitment, updating mechanisms, quality control, etc.	Availability of funds and commitment of RF/SRF
			4.2.1.2.2. Define a plan of action to achieve a functional regional MIS		X		Work plan developed and shared by mid 2005	RF/SRF	GFAR-Sec.	A follow-up and monitoring committee will be established	Committed RF/SRF
			4.2.1.2.3. Establish and/or strengthen national web information resources		X	X		NARS	RF/SRF and GFAR-Sec.	This includes ICT capacity development of national stakeholders acting as national focal points	Availability of funds in NARS
			4.2.1.2.4. Establish a gateway function on the web sites of the 5 RF/SRF at the regional level		X	X	RAIS established and functional	RF/SRF in collaboration with NARS	GFAR-Sec.		Committed RF/SRF

COMPONENTS	EXPECTED OUTPUTS	ROAD MAP TO ACHIEVE EXPECTED OUTPUTS		PHASED IMPLEMENTATION OF ACTIVITIES			KEY INDICATORS AND MILESTONES	CHAMPION / LEAD STAKEHOLDER	COLLAB. STAKEHOLDER/ EXTERNAL	COMMENTS AND CROSS REFERENCES (CR)	RISKS / ASSUMPTIONS
		STRATEGIES	PRIORITY ACTIVITIES	Y1	Y2	Y3					
	4.2.2. A functional inter-regional MIS established	4.2.2.1. Link the various levels, (national to Global)	4.2.2.1.1 Definition of a global MIS agenda for ARSD	X			Global agenda in MIS for ARSD developed	GFAR-Sec. with RF/SRF	Global key player in ICT		
			4.2.2.1.2 Improve EGFAE engine (XML based) in order to enable access to the regional web information resources of the 5 RF/SRF gateways (Gateway of gateways)		X	X	At least 2 of 5 RF have a functional MIS	RF/SRF	GFAR-Sec.	RF/SRF MIS capacity will be developed	Committed national focal points and RF/SRF, and available funds
4.3. To complement these e-media of exchange with other appropriate communication media	4.3.1. Improved access of stakeholders to GFAR generated information through the most appropriate means	4.3.1.1. Identify appropriate media, according to the information to be shared and target audience	4.3.1.1.1. Develop and implement a communication strategy for sharing information	X	X	X	Strategic plan for GFAR communication defined	GFAR-Sec.	Stakeholder groups	GFAR's reach will be enhanced	Availability of funds in the Secretariat
			Information/knowledge repackaged in accessible form and widely disseminated	X	X	X	A variety of information sharing activities documented, including workshop proceedings, annual reports, policy briefs, flyers, posters, CDs, etc.	GFAR-Sec.	Stakeholder groups		Funds and required expertise available at the Secretariat