



GFAR

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

GFAR-SM-05-18

16TH GFAR STEERING COMMITTEE MEETING

MARRAKECH, MOROCCO

3RD – 4TH DECEMBER 2005

Terms of Reference for the Second GFAR External Evaluation

**SECOND EXTERNAL EVALUATION OF THE GLOBAL
FORUM ON AGRICULTURAL RESEARCH**

TERMS OF REFERENCE

GLOBAL FORUM ON AGRICULTURAL RESEARCH (GFAR)

ROME, ITALY

OCTOBER 2005

1. BACKGROUND

1.1. The Concept

The Global Forum on Agricultural Research (GFAR) was founded in October 1996, and represents an innovative approach to promote cost effective partnerships among stakeholders involved in agricultural research for development. Its existence is a recognition of, on the one hand, the increasing knowledge intensive nature of agriculture and on the other hand, the increasing complexity of issues agricultural research needs to address, and which requires new ways of working and the involvement of additional stakeholders. Its main purpose is to facilitate the exchange of information, access to knowledge, cooperation and research partnerships among the following seven constituent groups of stakeholders: (i) five regional forums of developing countries National Agricultural Research Systems (NARS), (ii) two regional forums of Advanced Research Institutions (ARIs) of North America and Europe, (iii) the International Agricultural Research Centers (IARCs) mainly of the CGIAR, (iv) non-governmental organizations (NGO), (v) farmers organizations, (vi) the private sector, and (vii) a group of donors and development organizations.

1.2. Organizational Structure

GFAR became operational in 1998, with the establishment of two Secretariats: a GFAR Secretariat based at the World Bank, and a NARS Secretariat based at FAO; the latter charged with coordinating GFAR operations. The two Secretariats were merged into one in 2000 and named the GFAR Secretariat based at FAO. The current organizational structure comprises a Steering Committee that meets twice a year to set policies, and approve programmes, a Management Team to assist the Secretariat in its coordination role, the Programme Committee, whose main purpose is to strengthen the participation of NARS and their RF/SRF and to oversee planning, execution, monitoring and evaluation of agreed upon GFAR programmes.

1.3. Modus Operandi

Constituent stakeholder groups of GFAR meet once every three years at the GFAR Conference, to reflect on past activities, achievements and shortcomings, and to plan for the subsequent three years and recommend in broad terms, a framework that defines what GFAR stakeholders should do and how they should interact. The framework is translated into a 3-year rolling Business Plan by the Secretariat. The current Business Plan which covers the period of 2004-2006 has four pillars: (i) inter-regional collaboration, (ii) collaborative research partnerships, (iii) advocacy, public awareness, and strategic thinking, and (iv) management information systems, as well as two cross-cutting issues: active involvement of Civil Society Organizations, and engagement of the Private Sector.

2. FOCUS OF THE EVALUATION

The first external evaluation of GFAR was carried out in 2000. The evaluation to which this document refers will be the second and will take place 10 years after GFAR's establishment, and can therefore be seen as a '10 years later' (10YL) review. The starting point of this 10YL exercise will be a review of the first evaluation report, to analyze the extent to which recommendations have been addressed, and building on this by asking new questions about how effective GFAR has been in terms of meeting its goals and objectives. Some guiding principles for the review include:

- To focus on the broad aspects of GFAR's mandate and the big picture, rather than the details of project outcomes
- To review the current make up of stakeholders and their continued relevance as constituent parts of GFAR.
- To review and distinguish between the role of the Secretariat and the different stakeholder groups in terms of how the latter contribute to the implementation of the Business Plan, and how the Secretariat facilitates and accompanies the agreed upon activities.

The evaluation should be *a forward looking* and, to the extent possible, a learning exercise that examines the questions of *why* GFAR was created, *what* it is and *what* it should not be and *how* effectively it has functioned to address its mandate, within the context of a changing research and development environment. Without precluding other pertinent areas that the review may cover, these issues can be captured under the following broad areas of enquiry:

- The GFAR concept and its continued relevance within the context of a changing research and development environment
- Governance, organizational and functional structure
- The Business Plan (content, implementation, contribution and effectiveness)

2.1. The GFAR concept and its continued relevance

The underlying concept of GFAR is the promotion of partnerships among the various stakeholders involved in agricultural research for development (ARD). The rational and legitimacy of all of the activities of GFAR are based on this concept and a set of associated guiding principles.

The team will review the concept and guiding principles in terms of their continued relevance 10YL and within the context of a changing research for development environment. It will ascertain the degree and level of commitment of stakeholders to the GFAR concept and its guiding principles.

2.2. Governance, organizational and functional structures

2.2.1. Governance

The decision-making bodies of GFAR currently comprise the Steering Committee and the Programme Committee. The composition and functions of the two bodies are described in the GFAR Charter¹.

The team will review the composition and functions of the two committees as well as how these functions are carried out, and make suggestions for improvement, including alternate governance models for a multi-stakeholder groups such as GFAR.

¹ In 2005 the GFAR Charter was modified, creating the Programme Committee in place of the NARS Sub-Committee. The functions of the committee were also modified at this time.

2.2.2. Organizational and functional structures

The Secretariat performs a service role within GFAR and is mandated to ensure the smooth functioning of the governance system and the implementation of GFAR activities by the stakeholders. It is assisted in this task by a Management Team which comprise the Chair, the vice chair of GFAR, and one representative from each of the two GFAR Facilitating Agencies (the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development) whose roles and functions are described in the GFAR Charter. The Regional Forums play a prominent role in the execution of GFAR's programmes. Their Executive Secretaries meet twice a year with GFAR Secretariat personnel to review and plan activities. A Donor Support Group helps to advocate GFAR principles and mobilize financial support for the Forum.

The review team should address the following aspects of the organizational and functional structures:

- *The Management Team: its composition and role*
- *The Facilitating Agencies: their role and contribution to GFAR*
- *The Donor Support Group: its role and contribution to GFAR*
- *The Regional Forums: their role and contribution to GFAR*
- *The Secretariat*
 - *Its role and mandate in terms of appropriateness and comprehensiveness*
 - *The management and operating procedures within the Secretariat*
 - *Relationship and communication with, as well a reporting to, GFAR stakeholders including supporting donors.*
 - *Staffing profile in terms of competencies and the capacity to undertake the tasks expected of it.*

2.3. Business Plan

The programmes, projects and activities carried out by GFAR stakeholders in pursuance of its goal, mission and objectives are described in its triennial Business Plan. The Business Plan also indicates the roles of the various stakeholders, as well as expected outputs and milestones to measure progress. It is accompanied by a work plan of the Secretariat prepared on a yearly basis and which also contains expected outputs and milestones.

The review team should address the following aspects related to the Business Plan:

- *The Business Plan: A review in terms of:*
 - *The process employed for its development*
 - *Its content, relevance and adequacy vis-a-vis current ARD issues*
 - *Degree, level and effectiveness of implementation*

2.4. Conclusion and Recommendations

The review team will draw overall conclusions and make recommendations on the above points, as well as any other important issues that stakeholders may have identified and which require addressing to improve the effectiveness and efficiency of GFAR in reaching its espoused goals and objectives.

3. COMPOSITION OF THE REVIEW TEAM

The team will comprise three persons with complementary skills and experience so as to provide a comprehensive analysis of GFAR's different facets. The selected team will elect their own chairperson. Members will be chosen from the following list:

- Lindsay Falvey
- Julian Gonsalves
- María Fernández
- Abdelmajid Slama
- Douglas Horton
- Terry Smutylo
- Dominique Hounkonnou

4. REVIEW TIMETABLE

4.1. Preparatory desk studies (January –February 2006)

The review will start in January 2006 with the selected team undertaking a desk study that will be carried out in Rome. Full documentation will be provided to the review team, who will use the opportunity to interact with each other, with GFAR Secretariat staff, IFAD and FAO as facilitating Agencies, and the GFAR Donor Group Chair. One of the outputs of this preparatory phase will be the development of a plan of work including indicative directions the review team plans to take. This output will be shared with the Management Team for comments and suggestions.

4.2. Consultations with stakeholders (March – May 2006)

After the endorsement of the plan of work and inclusion of suggestions made by the Management Team, the review team will implement the second phase of visit to consult with and gather information from stakeholders. Provision is made for review team members to visit all GFAR regions. The outcome of this second phase in the form of an interim report will be shared with the Steering Committee during its mid-year meeting in June 2006. The Chair of the Review Team will have opportunity of consulting with more stakeholders during this meeting.

4.3. Report preparation and delivery (June – November 2006)

The draft report will be submitted on 31 July to the GFAR Chair who will circulate to the Steering Committee for their comments, which should be received before 20 August. The Review Team will finalize the document based on the comments received and deliver the final version by 30 September 2006. The Chair of GFAR will report the findings of the Evaluation to stakeholders at the GFAR 2006 Conference in New Delhi in November. The GFAR Secretariat will prepare a commentary on the conclusions and recommendations, including proposals for implementing the recommendations where appropriate, and present these to the Steering Committee at their meeting in New Delhi.

5. MANAGEMENT OF THE EVALUATION AND BUDGET

As a means of ensuring the external nature of the Evaluation, the Chair of the Donor Support Group will be requested that IFAD provide the secretariat for the evaluation process.

An estimated budget is shown in Table 1 below. The approximate total cost is US\$ 93,748.

Table 1. Budget for GFAR Evaluation

	Tickets	DSA	Fees	Other	Total
Activity	US\$	US\$	US\$	US\$	US\$
Desk study	9,000	5,184	8,100		22,284
Consultations with stakeholders					
AARINENA and FARA regions	5,500	2,100	6,300		13,900
APAARI and CACAARI regions	5,500	2,100	6,300		13,900
FORAGRO and NAFAR regions	5,500	2,100	6,300		13,900
EFARD region	3,500	1,500	4,500		9,500
Reporting					
Report writing			8,100		8,100
SC meeting, June 2006	3,000	864	1,350		5,214
GFAR Conference, N. Delhi	3,000	600	1,350		4,950
Publishing report				2,000	2,000
Total	35,000	14,448	42,300	2,000	93,748