



GFAR

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

GFAR RETREAT
Towards the Business Plan 2004-2006

Held in Florence-Italy, 1-3 February 2004

Workshop Documentation



Documentation compiled by: Hlami Ngwenya and Dr. Jürgen Hagmann

Workshop Facilitation and Process Design: Dr. Jürgen Hagmann

February 2004

This report documents the workshop that took place in February 1-3, 2004. This report is not a final synthesized report, but tries to capture the output of the workshop in a direct, non-interpreted way as a base for shaping the final report.

THIS DOCUMENTATION IS MEANT TO BE A REFERENCE DOCUMENT for all participants and intends to provide the desired transparency. Almost all results of the working groups and plenary sessions are documented here. In addition, it includes the summary reports of the synthesisers.

Table of Contents

Acronyms	iii
Foreword by the Organisers	iv
Executive Summary.....	v
1 Workshop Opening And Introduction	1
1.1 OPENING BY MOHAMMED ROOZITALAB AND OLA SMITH	1
1.2 GETTING TO KNOW EACH OTHER	1
1.3 EXPECTATIONS AND FEARS.....	3
1.4 ANTICIPATED OUTPUTS, THE FLOW AND PROGRAMME OF THE WORKSHOP.....	3
1.5 FACILITATION PRINCIPLES.....	5
1.6 WORD BY THE DIRECTOR OF THE IAO	6
2 Levelling The Ground: Background Of GFAR by Ola Smith	7
2.1 IMPLICATIONS FOR THE NEW BUSINESS PLAN.....	9
3 Agreement on the Role and format of GFAR business Plan	11
3.1 SYNTHESIS ON ROLE AND FORMAT OF GFAR'S BUSINESS PLAN	12
4 Developing the content of the strategic and business plan.....	14
4.1 PRESENTATION OF PREVIOUS BUSINESS PLAN AND STAKEHOLDERS INPUT BY OLIVER OLIVEROS	14
4.2 TOWARDS A PRIORITISATION OF THRUSTS:	23
4.3 CLARIFYING THE STRATEGIC FRAMEWORK	24
<i>Working Group 1. Advocacy & Strategic Thinking.....</i>	<i>25</i>
4.3.1 <i>Working group 2: Interregional collaboration and Research partnership.....</i>	<i>27</i>
4.3.2 <i>Working group 3: Information and communication system.....</i>	<i>34</i>
4.3.3 <i>Issues emerging from the 3 groupwork presentations</i>	<i>36</i>
4.4 FROM PILLARS AND STRATEGIES TO PRIORITY ACTIVITIES OF THE BUSINESS PLAN	37
4.4.1 <i>Group work 1- Activities in 'Advocacy' and 'Strategic Thinking'</i>	<i>38</i>
4.4.2 <i>Group work 2- Activities in 'Research partnership and collaboration'</i>	<i>39</i>
4.4.3 <i>Group work 3- Activities in 'Information and communication system'</i>	<i>41</i>
4.5 THE FINAL OUTCOME: THE ELEMENTS, STRATEGIES, ACTIVITIES AND RESPONSIBILITIES COMBINED.....	43
4.6 SYNTHESIS OF THE BUSINESS PLAN 2004-2006	49
5 Emerging Messages from this meeting: - What is new/what is different?	51
6 Next Steps And Workshop Evaluation.....	52
6.1 IMMEDIATE NEXT STEPS.....	52
6.2 WORKSHOP EVALUATION AND CLOSURE	52
7 Annex	54
7.1 LIST OF PARTICIPANTS	54

ACRONYMS

APAARI:	Asia Pacific Association of Agricultural Research Institutions
APO:	Associate Professional Officer
ARD:	Agricultural Research and Development
ARIs:	Advanced Research Institutions
CAC Forum:	Central Asia and Caucasus Agricultural Research Forum
CFA:	Canadian Federation of Agriculture
CGIAR:	Consultative Group on International Agricultural Research
CSOs:	Civil Society Organizations
EGFAR:	Electronic Global Forum on Agricultural Research
FAO:	Food and Agriculture Organization of the United Nations
FARA:	Forum for Agricultural Research in Africa
FOs:	Farmers' Organizations
GFAR:	Global Forum on Agricultural Research
GFAR-DSG:	GFAR Donor Support Group
GFAR-SC:	GFAR Steering Committee
GPPs:	Global Partnership Programmes
IAO:	Istituto Agronomico d'Oltremare
IARCs:	International Agricultural Research Centers
ICM:	Information and Communication Management
ICT:	Information and Communication Technology
IDRC:	International Development Research Center
ISNAR:	International Service for National Agricultural Research
NARI:	National Agricultural Research Institute
NARS:	National Agricultural Research System
NARS-SC:	NARS Steering Committee
NGOs:	Non-Governmental Organizations
NRM:	Natural Resource Management
RAIS:	Regional Agricultural Information System
RF/SRF:	Regional Fora/Sub-regional Fora
SMEs:	Small and Medium Enterprises

FOREWORD BY THE ORGANISERS

GFAR RETREAT: TOWARDS THE BUSINESS PLAN 2004-2006

The Global Forum on Agricultural Research (GFAR) epitomizes a new and evolving paradigm for ARD, that of building a diversified range of research partnerships around the complex problem of adequately feeding a growing global population while keeping an eye on equitable and sustainable development. In addressing their mission of promoting strategic alliances and cost-effective partnerships amongst all stakeholders involved in agricultural research for development, GFAR stakeholders are guided by a business plan, which defines specific areas of activities the group would focus on over a period of time. The first GFAR business plan covered the triennium of 2001-2003, and now needs to be replaced by a new one for the period 2004-2006.

In accordance with one of its principle of participatory decision-making, GFAR stakeholders engaged in a process of consultation, which started during its general meeting in May 2003, in order to design the new business plan in terms of its form and content. A two and a half -day workshop - the last formal consultative process designed to finalize the business plan was held in February 2004, and was attended by 21 persons representing the various stakeholder groups of GFAR.

This report comprehensively captures the rich interaction that took place amongst the participants during the workshop, as well as the processes and approaches they used to digest, analyze, enrich and transform available information into a coherent, comprehensible and updated business plan with well defined components, activities and milestones.

One of the objectives of using a consultative approach to develop the business plan is to ensure that the views, interests and perspectives of the various stakeholders are captured and reflected in the business plan. We believe this objective was achieved. Another objective, and a corollary of the first one, is to ensure a commitment of the stakeholders to the implementation of the business plan. We hope this objective will be fully realized during the next three years, as the business plan is implemented.

Ola Smith
GFAR Executive Secretary

EXECUTIVE SUMMARY

By Ola Smith

A total of 21 persons, representing the 7 stakeholder groups of GFAR, attended this two and a half day retreat, with GFAR Secretariat staff participating as resource persons providing information as and when required. An experienced facilitator successfully guided this group of participants, with different levels of knowledge of GFAR and its modus operandi, and representing different stakeholder groups with different and sometimes opposing perspectives, through the choppy waters of consensus building that culminated in the development of a set of shared and sharable outputs in the form of a triennium business plan.

Some of the tools and approaches used ensured the active involvement of all participants, and which contributed to successful outcome were:

- Focus on a clear and feasible workshop objective, which to paraphrase was: to tap on the knowledge, expertise of the individuals as well as views and perspectives of the group they represent to complete the development of the second triennium Business plan for the period of 2004-2006
- Formulation of a clear set of anticipated workshop outputs which were: to develop a shared perspective and understanding of GFAR, its role, mandate, vision and mode of operation; to reach a shared understanding of the scope of the GFAR business plan; a consolidated and agreed upon pillars, components and strategies within them (content); a tentative phasing of strategies and activities within the pillars; and a shared perspective of the Governance of GFAR and the role of the GFAR secretariat.
- Judicious use of plenary and small working group sessions and visualisation aids such as colour coded cards
- A shared and accepted set of guiding principles that included the following elements: inclusiveness, appreciation of all contributions, informal but structured discussions, feedback, and thinking beyond the box.

Activities carried out during the workshop could be grouped under three headings: getting to know each other and setting the scene, sharing information, processing information and thinking beyond the box.

Getting to know each other and setting the scene: An innovative getting to know each other exercise effectively and rapidly broke the ice, and allowed participants to relate to each other, and rapidly come to a consensus on the objective and expected outputs of the retreat, as described above. In addition, expectations and fears were freely discussed and factored into subsequent interactions. An important issue that emerged from these first sets of interaction amongst the participants was the concept of shared and sharable outputs. In other words, that the outputs should not only reflect a consensus amongst the participants (shared), but also acceptable to other GFAR members not present at the retreat (sharable).

Sharing information: In addition to the documentation provided to the participants before the retreat, the Secretariat staff made two presentations. The first one was designed to bring all participants to about the same level of comprehension of what GFAR is, its vision, mission, objectives and modus operandi in which the Business Plan plays a central role. A special emphasis was put on clarifying the distinction between GFAR - the stakeholder groups, and the

GFAR Secretariat whose role and functions were clearly described. The second presentation was designed to emphasize the point that the retreat was not the first, and indeed was the last in a series of stakeholder consultations carried out to ensure ownership of the Business Plan. Information provided included an analysis of the level of implementation of the current Business Plan, and what could therefore be rolled over to the next one, as well as a summary of stakeholders' recommendations during the GFAR 2003 conference for the new Business Plan.

Processing information: Armed with this information and knowledge as well as their own stakeholder group perspectives, personal experience, expertise and interests, the participants made full use of the group dynamics created during the several small group discussions and plenary feedback sessions to come up with the following outputs.

1 Outputs

1. That the new Business Plan should consist of three separate but linked documents: a strategic plan document to provide the overall vision, goals and implementing strategies that will continue to make GFAR a relevant initiative over the long term of 6 years or more; a flexible 3 year rolling Business Plan that could be updated as the needs arise; and a GFAR secretariat annual work plan.
2. A prioritized list of the main pillars or elements of the 3-year rolling Business Plan. Criteria used for the prioritization were: added value of GFAR, constraints of the past, demands and priorities of stakeholders, new opportunities and challenges with potential positive impact, and likelihood of resource mobilization.
3. The development of objectives (what do stakeholders want to achieve), expected outputs (what would stakeholders do different), strategies and activities (strategies to operationalize) for each of the main elements of the plan. In addition, key milestones for monitoring and evaluation purposes and champion or lead stakeholders to drive particular sets of activities were identified.
4. The main Business Plan Pillars were: advocacy, research partnerships, inter-regional collaboration, and information and communication systems. Two other pillars - capacity building of Civil Society Organizations and private sector engagement were considered to be sufficiently important as to be considered within each of the four pillars above, in other words, as cross cutting issues.
5. Follow up or next steps that culminate in the publication of the Business plan by May 1st 2004.

Concluding remarks. A number of new or reinforced lessons learnt and/or messages came out strongly from this exercise, and they need to be constantly kept in mind as the GFAR pursues its business:

- The concept of shared and sharable outputs
- The concept of reciprocal advocacy - stakeholders advocating the concept of GFAR
- Reinforced distinction between GFAR and its Secretariat, and their respective roles
- The need to provide the Secretariat with the required human and financial resources so that it can effectively play its role
- The central position of regional fora, within GFAR, and the need for them to assume a more proactive role and share the burden

2 Workshop Opening And Introduction

2.1 Opening by Mohammed Roozitalab and Ola Smith

The chairperson of GFAR secretariat (Mohammed Roozitalab) welcomed the participants on behalf of GFAR secretariat. He appreciated the presence and the commitment of the participants. He indicated that this was an important meeting for GFAR and he was looking forward to the intergration of inputs from the wide range of stakeholder groups, which will help in the development of a business plan for the coming three years.

After an opening, he handed over to Ola Smith (the secretary general) who also appreciated that all the invited participants had come. Ola highlighted that agricultural problems are so complex and cannot be addressed by a single group or in isolation, but rather calls for a collective wisdom of multi-stakeholders. He pointed out that he believes that this meeting will provide a platform for collaboration. He concluded by introducing the facilitator of the workshop (Dr Jürgen Hagmann) and his assistant (Ms Hlami Ngwenya).

The facilitator highlighted his position as a facilitator who has no stake in the whole process but rather be there to guide the process with integrity. He also indicated that he has a mandate from GFAR secretariat and then seeks a mandate from the participants. He then took an opportunity to introduce the process steering group (participants representing a cross-section of all stakeholders), which was to play a very important role. Together with the facilitator they were to collect feedback from participants. In the evening, they were to review what went well and did not go well each day and to suggest modifications. Based

on that assessment, they elaborate on the detailed agenda for the following day. This was to ensure that the process fully considers the needs and concerns of all participants.

Workshop Process Group

Task

- To get feedback from participants on the contents and workshop process
- To plan together with the facilitator in the evenings, the next day, based on the desired outputs and participants feedback.

Members

Nur Abdi	Kwesi Atta-Krah
Antonio Schavone	Mohammad Roozitalab
Fulvia Boniauti	Ibrahim Hamdam
Oliver Oliveros	Jean François Giovannetti
Ola Smith	
Hlami Ngwenya	Jürgen Hagmann

2.2 Getting to know each other

The facilitator introduced a task for participants to introduce each other. They were requested to form sub-groups of three and make a joint poster, which they will later present in plenary. (See the box below for the task): The participants introduced themselves in the foreseen manner. This exercise created a relaxed atmosphere and a conducive platform for free interaction.

Getting to know each other:**1. Find out from each other and come up with a joint poster stating:**

1. Who are you and where are your roots?
2. Where and what you want to be in 10 years from now
3. What was and / is your nickname and why was it given to you?

2. Come up with 3 cards for the following questions:

- What should not happen at this workshop?
- What I would like to see happening in this workshop?

3. Present the joint poster to the plenary in less than 3 minutes.

(A presenting B; B-C and C-A)

Differentiation of the group composition

The "Differentiation Exercise" is a method for allowing the participants to perceive themselves as a group. It consists of forming bulks of persons within the room according to given criteria. This exercise revealed a number of key issues in terms of representation in the workshop.

Total number = ± 25

Stakeholder Representation

GFAR Secretariat	NARs	Farmer Organisations	NGO's	Donors	Private sector
07	04	02	03	02	03

Female	Male
04	21

Old friends (Those who started with GFAR in 1996)	Middle age generation (Those who joined GFAR last year)	New friends (young generation) (Those who are new to GFAR meetings)
04	15	06

The analysis of the stakeholder representation revealed that there was weak farmer representation in this meeting. It also became apparent that gender balance was of great concern. Like in many other meetings, the representation of women was far lower than that of men.

Based on these representations, it was then agreed that during the workshop, the following should be considered:

- The voices of those less represented (e.g. women and farmers) should be given a priority

- Increase exchange of information among different stakeholder of participants (old and new friends)
- Share information to benefit the new members
- Tap from those who have been with GFAR for a long time
- Give enough voice to the new members

2.3 Expectations and fears

During the participant introduction exercise, participants were requested to come up with a maximum of three cards on what they expect should and should not happen during this workshop. This session was to present and cluster the participants' outcomes on expectations and fears. In the table below, is what emerged to be their expectations and fears:

<i>What should happen in this workshop is:</i>	
<ul style="list-style-type: none"> • Clearly defined business plan • A developed business plan with clear target and indicators • Business plan to help CACARI • Business elements outlined • Elements of business outlined • Building on previous outputs/ outcomes • See impact in CACARI in 3 years 	<ul style="list-style-type: none"> • All regional issues captured • Learn from each other • Exchange experience • Good knowledge of each other for the • Mechanism for inter-regional • Meeting of technology providers and users
<ul style="list-style-type: none"> • Clarify the meaning of centrality of partnership • Farmer organisations more involved in setting priorities 	<ul style="list-style-type: none"> • Transparency • Interaction • Horizontal communication
<ul style="list-style-type: none"> • Commitment 	<ul style="list-style-type: none"> • Research must help farmers to move to more sustainable production system
<ul style="list-style-type: none"> • Clear definition of activities and clarification about resources needed 	
<i>What should not happen in this workshop is:</i>	
<ul style="list-style-type: none"> • Fight • Fighting for their own priorities • Not to be too much influenced by our own agenda 	<ul style="list-style-type: none"> • No marginalised participants • Shy away • No Domination by few participants • Quiet
<ul style="list-style-type: none"> • GFAR not a bureaucratic structure 	<ul style="list-style-type: none"> • Not to loose focus
<ul style="list-style-type: none"> • Disrespect • Resentment 	<ul style="list-style-type: none"> • Too much bla-bla-bla • Not too much talking, make sure implementable
<ul style="list-style-type: none"> • No long shopping list of activities 	<ul style="list-style-type: none"> • No questioning vision and mandate
<ul style="list-style-type: none"> • We don't want small and poor farmers to be obliged to leave agriculture 	

Expectations and fears revealed some of the key concerns of the participants and issues to be discussed. Some of the warnings that came out of the expectations and fears served as reminders for the group.

2.4 Anticipated Outputs, the Flow and Programme of the Workshop

After the expectations and fears session, the facilitator presented the workshop's anticipated outputs/ objectives as agreed by the workshop process steering group: The facilitator made a comparison of the anticipated output to participants' expectations. There

were not major discrepancies and participants endorsed the anticipated outputs as presented below:

Anticipated workshop outputs:

- To develop a shared perspective and understanding of GFAR, its role, mandate, vision and mode of operation.
- To reach a shared understanding of the scope of GFAR business Plan
- A consolidated and agreed upon pillars and components and strategies within them (content of business plan)
- A tentative “phasing” of activities and strategies within the pillars
- A shared perspective on the governance of GFAR and the role of GFAR secretariat

Issues emerging

After the presentation of the anticipated outcomes, the facilitator invited some comments from the participants. The need for having '**SHARABLE**' output was raised.

The assumption is that what we share here should be sharable with others who are not represented in this meeting. The outcome of this meeting should be in a format or language that can be understood by the members who are not represented. Sharing has two sides, the willingness to give and the willingness to receive. There is a need to integrate both sides. Sharing does not mean agreeing on everything, but give a room for diversity.

How we will get there-the flow

Then the basic steps and logical flow of the workshop were explained in the form of a 'funnel' and an overview programme was presented and discussed.

How we will get there? Workshop flow

- What do we want to achieve together?
- Where do we come from? GFAR process?
- How does the business plan have to look like?
- What are the 'pillars' and components GFAR should focus on in the next three years?
- How should these activities and strategies be phased or sequenced?
- How to organise ourselves to make this happen?
- What is then the expected role of the secretariat and mode of operation?

The facilitator again called for additions or/and subtraction, clarities in connection with the flow of the workshop. A number of points for clarity emerged, such who is 'ourselves' that is

mentioned in point 6 in the flow of the workshop. After a short deliberation, it was agreed that that refers to GFAR stakeholders.

Anticipated Workshop Programme

The facilitator presented an overview programme based on the objectives and the road map. However, it was stressed that the workshop process might require adaptations that will be done flexibly from day to day.

	Sunday	Monday	Tuesday
SESSION 1	Preparation by the process steering group	<ul style="list-style-type: none"> Opening by the director Presentation by GFAR (Common understanding) 	<ul style="list-style-type: none"> Possible phasing Group work and plenary presentation
SESSION 2		<ul style="list-style-type: none"> Business Plan format Presentation of key pillars Group work 	<ul style="list-style-type: none"> How to organise ourselves + role of secretariat
SESSION 3		<ul style="list-style-type: none"> Group work 	
SESSION 4		<ul style="list-style-type: none"> Presentation and discussion 	<ul style="list-style-type: none"> Next steps Workshop evaluation
EVENING SESSION	<ul style="list-style-type: none"> Welcome Setting the scene 		

Participants agreed on this broad outline and on the fact that the programme will be handled flexibly and adapted according to the flow of the discussions.

2.5 Facilitation Principles

The facilitator took the participants through a short excursion in order to reflect on the activities of the previous day. He took them through the anticipated workshop outputs as they were presented in the previous day. He also highlighted key issues that emerged from the differentiation exercise and the presentation on expectations and fear. Some issues among others were:

- A need for sharable output.
- A need for giving those less represented a voice
- A need for equal sharing opportunities
- Less domination

Based on these concerns, the facilitator presented some basic principles of facilitation, which will ensure that these concerns are taken care of. The principles include; core values, main facilitation methods and rules for interaction.

Core value

- Ownership by participants
- Inclusiveness
- Informality, relaxed atmosphere
- Adaptive learning and management
- Open dialogue “multilog”
- Appreciation of any contributions
- Integrity, not taking sides
- Transparency

Main methods

- Visualisation
- Informal and structural discussions
- Small group discussions
- Group dynamics
- Open space
- Information bazaar
- Feedback, process steering group

Rules for interaction in small groups

- Sit at different chair near different people after every half day
- Observe the group: look at who is not contributing
- Encourage the quiet ones
- Always think: how would you feel in the shoes of other group members
- Self control: check if you talk too much, denying others to come in

The participants endorsed these principles as the values that will govern this workshop proceeding.

**If you do what you always
did, you will get what you
always got**

**Let us think
beyond the box**

These were simple but deep statement that the facilitator used to challenge the participants creativity/ innovativeness during the workshop.

2.6 Word by the Director of the IAO

Since the workshop was held in Istituto Agronomico d'Oltremare (IAO), the GFAR secretariat felt it appropriate to invite the director of the institute to say a few words to the participants. In her welcoming remarks, the director indicated that the institution is please to host this GFAR meeting. This is important in increasing the collaboration between the institution and GFAR. She wished the participants to have fruitful discussions during this workshop.

3 **Levelling The Ground: Background Of GFAR** BY OLA SMITH

To bring the workshop participants on board on how GFAR got started and in order to highlight the road travelled, which led to this workshop. Ola Smith made a presentation on the overview of GFAR the forum, its genesis, vision, mission and mode of operation. To start his presentation, he gave a short history of how the agriculture sector underwent paradigm shifts over the last two to three decades, shifting from focus on self-sufficiency to food security, poverty alleviation and environment. He highlighted that food security is a complex issue, which cannot be addresses successfully in isolation. Hence, the birth of GFAR with the key concept of stakeholder collaboration. The presentation also highlighted the mission and vision of GFAR, the stakeholders and the mode of operation. After the presentation, participants were given a platform to ask questions of clarity and to give their inputs. Below is the power point presentation, which is converted into word.

GFAR: A model for partnerships in International Agricultural Research for Sustainable Development

Presentation outline

- GFAR: raison d'être and history
- Mission and vision
- Stakeholders
- Modus operandi

Raison d'être and History

- First was the concept of food self-sufficiency
- Food security: providing access at all times to adequate and quality food to a rapidly growing population

GFAR is a concept.

- Agriculture-food sector has to be integrated and knowledge-based
- 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
- Stakeholders must work together in strategic alliances and cost effective partnerships, in order to benefit from the economies of scale that comes from pooling of knowledge, expertise and resources both human and financial.

Mission

To mobilize the scientific community and all stakeholders in agricultural research for development (ARD) in an effort to alleviate poverty, increase food security and promote the sustainable use of natural resources

Vision

To see the scientific community and other stakeholders involved in ARD collaborate and work together as equal partners in an effort to find policy, technical and socio-economic solutions to the triple scourge of poverty, food insecurity and the degradation of natural resources.

GFAR Objectives

- To foster cost effective collaborative partnerships among stakeholders involved in ARD
- To facilitate information exchange and knowledge sharing
- To sensitize and increase awareness of the need for long term commitment and investment in agricultural research

The 7 GFAR Stakeholders



MODUS OPERANDI

GFAR Business Plan

1. Foster research partnerships around problems of critical importance to its mission
2. Identify and facilitate discussion on issues critical to the development of a global research agenda
3. Provide institutional support to needy and deserving GFAR stakeholders
4. Contribute to a global information exchange and knowledge sharing system for ARD, and network its stakeholders

Thematic Research Areas

- Genetic resources management and biotechnology Natural resources management and agro-ecology Commodity chains and under utilized Species
- Policy Management and Institutional Development

Foster research partnerships

GPPs under development

- Rural Innovation and Knowledge Systems
 - *Exploring ways of incorporating knowledge management into agricultural research*
- Linking Farmers to Markets
 - *Exploring various market approaches that can play a role in fostering agricultural development through SMEs*

Provide institutional support to needy and deserving GFAR stakeholders

Civil Society Organizations (CSOs):

- Promote and facilitate their involvement and participation in decision making processes on research agenda and policy formulation at the regional and sub-regional fora
- Contribute to a global information exchange and knowledge sharing system for ARD, and network its stakeholders
- User friendly and iterative eGFAR www.egfar.org
- Regional Agricultural Information Systems (RAIS)
- Global RAIS

THE SECRETARIAT

- Maintains the institutional memory of GFAR, serving as the glue that keeps the components together and keeps the communication channels open, including maintaining the IC gate way to the outside world
- Plays a lead role in the identification of strategic issues for discussion
- Facilitates the development of partnerships around stakeholder common interests
- Plays a lead role in the strengthening of the weaker links of the GFAR chain.

CONCLUSION

- Brief overview of the raison d'être, history etc
- Touched on the four pillars of the current BP
- Analysis of how well the BP was addressed
- A synthesis of recommendations from GFAR 2003
- Building blocks for the next BP

Discussion points emerging from Ola Smith presentation

The key issues that emerged from this presentation

Comment: If the primary goal of GAFR is to link with farmers, is it working?, Are we doing enough to involve farmers that we are claiming to serve?

Response: GFAR did not get any funding from the World Bank to link with farmers. The way GFAR functions, it does not have funds put aside for activities, but rather able to attract funding based on identified issues and developed business plan. It is not a project but a concept within which a number of projects can be initiated.

It is the mission of GAFR to source funds to allow group of farmers in a specific area to get organised or to strengthen existing FO's and CBO's linkages with their local research institutions

The link with the farmer organisation is the weakest link of the chain. What are the implications for addressing this issue?

How to strengthen the links between different stakeholders

It was indicated that there exist successful cases on CBO linkages (Latin America, for example), which we can learn from.

3.1 Implications for the new business Plan

Based on the presentation on the background of GFAR presented by Ola and the issues that emerged in the discussion. The facilitator requested the participants to discuss what they think will be the implication for the new business plan for 2004-2006. The implications were visualised, presented and clustered as follows:

What are the major implications for development of the new GFAR business plan?	
<p>The pillars-Scope and sequence</p> <p>Pillars need be prioritised and sequences properly</p> <p>Suggest a functional linkages among the 4 pillars</p> <p>Do we need to go beyond the 4 pillars (We need to think beyond the box, the existing pillars should not block us)</p>	<p>What worked, what not in the past?</p> <p>How well is GFAR doing?</p> <p>Analysis of the past accomplishment, constrains, capacity building, partnership, in order to be able to define the gaps</p> <p>The new Business plan should build on the outcome of GFAR</p>

<p>Partnership- horizontal and vertical Strengthening weak links</p> <p>The strengthening of horizontal (inter-regional fora) and vertical connections among stakeholders.</p> <p>Strengthening partnership as a component</p> <p>Equal partnership</p>	<p>Develop Concrete activities to link current and future initiatives to food security of the poor</p>
<p>GFAR Support regional sensitization of policy makers towards for more funding to Agricultural Research</p> <p>Define regional and sub-regional priorities</p>	<p>Adding value by GFAR</p> <p>How is GFAR adding value to the existing structure</p> <p>We should not duplicate the existing institutions of stakeholders</p>
<p>Global≠ accumulation of regional</p> <p>Elevate GFAR to global strategy issues</p> <p>Global plan</p>	

Issues emerging

The key issue that emerged from this presentation was: Global does not necessarily mean accumulation of regional. There was a concern that although there exist a number regional and sub-regional fora. They focus on other activities NOT Agricultural Research for Development. There is therefore a need to establish a forum, which will specifically look at ARD.

Another key issue was that of '**weak partnership**'.

4 AGREEMENT ON THE ROLE AND FORMAT OF GFAR BUSINESS PLAN

The facilitator indicated that they had a long discussion with the steering committee about how this new GFAR business plan should look like. To clarify this and reach a common understanding how a business plan should look like under the conditions of GFAR's mode of operation, participants were sent into groups. The task was given as indicated in the box below:

Role and format of GFAR's Business Plan

Task:
Looking at GFAR's role, mandate and mode of operation, what should be the role and function of the business plan?

- a) What should be the role and functions of the BP?
- b) What are the guiding principles/ characteristics and format of the BP?

<i>What are the major implications for development of the new GFAR business plan?</i>	
Roles and the functions Plan should have defined and priorities (should have a clear focus and objectives) Identify the roles of all the GFAR stakeholders including C Definition of responsibilities and resources Define roles, functions and funding means General costing of activities that we can use to shop around to donors Monitoring and evaluation Identify GFAR and donors Annual work plan for secretariat	Principle/ characteristics Should be a realistic Achievable, doable Accountable in terms of stakeholders and to who we are making Involves a combination of stakeholder Relevant globally Supremacy of regional and Global needs association/ priority Adaptability Subsidiarity Allow for monitoring and evaluation Have milestone and indicators • How to mobilise resource- Financial rationale

The definition of Business Plan-

- It should be framework with set of window that will clearly
- Think globally, but have impact at local level
- Three years strategic
- Define funding needs
- Define prioritize sub-regional demands
- Identify roles for GFAR secretariat
- Should have different document-

Key issues:

A need to have a sequence of document one leading another

Strategic document (6 years): This document will have the overall vision, goals, and strategies and will undertake over a long period.

Rolling business plan (3 years): This will be a flexible document out which we have specific work plans (more concrete activities). This rolling business plan can continually be updated as needs arise. This will highlight the dollar figures and how the identified activities will be carried out.

GFAR secretariat work plan:**4.1 Synthesis on role and format of GFAR's Business Plan**

The synthesis by Jack, Samuel and Henry is based of the contributions made by all participants during group discussions and the outcome as visualised on cards. In their synthesis, they distilled the following:

It is very important for GFAR to have a multi year plan that not only defines the overall strategic direction of GFAR, but also defines the allocation of resources of the secretariat and also the multi year plan.

By all devoting this time and energy into a well thought out business plan this will help to commit the stakeholders to the priorities of GFAR with the hard choices of narrowing down the work of GFAR and allocating the resources to meet the priorities and vice versa.

The discussion of the stakeholders sees benefit in a long-term strategic plan that gives overall direction to GAFR backed up with a rolling three-year business plan. It is important that the business plan not only reflects the priorities of GFAR but the priorities would be drawn from the priorities at sub-regional meetings. Within the business plan, the priority issues would not only define the activities of GFAR secretariat, but would possible include the activities of the various stakeholders who would be partnering with GFAR on each specific issue.

The business plan will be flexible within the framework of a rolling plan. Topics could be dropped when completed and the ability to add new and timely priorities would be available. The plan should make an honest attempt to cost out the various initiatives so donors would have a sense of the cost, and this will help to discipline stakeholders' expectations.

The plan will also be realistic and accountable hence there would be a need to have milestones so that close monitoring and evaluation would reflect the progress and also display the need to amend the plan to adapt to an evolving environment.

If we expect to mobilise more research dollars, it is GFAR's responsibility to clearly articulate its vision, costing mechanism and work plan to the greatest extent possible to a clear and concise business plan.

We are working in the world where national governments have been cutting all programs nationally from research, education and health care. International research is clearly not their priority so we must help them in a national benefit from the work done by GFAR in a well-articulated business plan.

The final suggestions are:

- The **strategic plan** / document should be a separate piece
- The **business plan** will also be a stand-alone piece, which will be consistent with and refer to both to the strategic plan and work plan.
- The **work plan** would be a separate document, which would define the activities of the secretariat on a yearly basis.

5 DEVELOPING THE CONTENT OF THE STRATEGIC AND BUSINESS PLAN

5.1 Presentation of Previous Business Plan and Stakeholders Input by OLIVER OLIVEROS

This presentation was based on the previous business plan 2000-2003, as it was implemented by GFAR secretariat. It was based on a rapid assessment of the extent of implementation of the current Business Plan and the recommendations from GFAR 2003 Conference for the next Business Plan (2004-2006). The presentation revealed to what extent did GFAR secretariat facilitate various activities. The review of the previous business plan laid a foundation for the participants to develop the content for the new business plan. Below is the power point presentation translated to word as presented by Oliver Oliveros.

GFAR's Four main lines of action Exchange of information and knowledge among stakeholders
Strategic thinking on ARD issues
Promotion of research partnerships
Institutional support to the GFAR stakeholders

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

Expected Outputs:

- All the RAIS strategies have been approved and the RAIS have started to become operational
- All GFAR stakeholders have their interactive home page in EGFAR and manage it by themselves
- EGFAR has continued to develop and fulfil more effectively its functions
- Establish an ICM Advisory Group
- GFAR Secretariat will develop, in close collaboration with FAO/WAICENT, a programme proposal to provide all needed assistance in the fields of I&C

Strategic Thinking on ARD Issues

Expected outputs:

- Visions on ARD of the different RF/SRF and other stakeholders formulated in the light of the Global Vision adopted in Dresden, widely shared and discussed by all GFAR stakeholders.
- Two to three "hot topics" openly discussed by the GFAR stakeholders and publication of their main conclusions and recommendations.
- Clear definition of the regional priorities with the positioning of the different stakeholders, in particular the CGIAR, in implementing them.
- GFAR Secretariat, in close interaction with RF/SRF, CGIAR centers and various ARD stakeholders, will (i) support the RF/SRF in re-visiting and improving their regional priorities; and (ii) facilitate the inter-regional exchange of past experiences

Promotion of Research Partnerships

Four priority research themes:

- Genetic Resources Management & Biotechnology
- Natural Resources Management & Agro-ecology
- International & under-utilized commodity chains
- Policy Management & Institutional Development

Promotion of Research Partnerships

Expected outputs

Establishment of, at least, 4 Expert Consultative Groups and the adoption by the GFAR stakeholders of the “frameworks” they will have prepared

2 to 3 GPs per research theme (i.e. approximately 8 – 10 GPs) launched by some GFAR stakeholders

Establish for each of the four research themes an Expert Consultative Group (ECG)

Institutional Support to the GFAR stakeholders


Expected outputs

Strategies and related plans of action prepared by each GFAR stakeholder group to improve their representation at all levels (community, national, sub-regional, regional and global) and their ownership of GFAR













Comparative assessment of the establishment of the different regional/sub-regional organizations in ARD.

Regional strategies and related plans of action for strengthening the RF/SRF formulated and submitted to the GFAR-DSG

GFAR BP, 2000-2003 Implementation: Score sheet



GFAR BP, 2000-2003 Implementation: Score sheet

ISSUES	OUTCOMES			
				
Research Partnerships				
Contribution to Global knowledge				
CSO strengthening				
RF/SRF strengthening				
Information flows				
Responding to stakeholders				
“Bilan”				
Future				

Recommendations from GFAR 2003 Conference

From Roundtable Discussion

- Consensus on the potential value-adding role that can and should be played by GFAR in supporting ARD and in facilitating the development of NARS through their RF/SRF so that they may in turn develop quality, integrated research and development programmes and projects.
- Need to clearly define and separate the roles of GFAR as a global entity along with its secretariat vis-à-vis those of the RF/SRF in order to avoid duplication and confusion
- GFAR should serve as a global platform for advocacy, policy dialogue, information-sharing and communication amongst its stakeholders, fund-raising political support, and facilitating implementation of issues of global concern in ARD
- GFAR should promote participatory action research mechanisms through coordination, facilitation and supporting capacity-building for all of its stakeholders at community, national, regional and international levels
- GFAR should establish linkages with other important partners in development
- GFAR should engage the civil society, and facilitate the integration of agricultural innovation and participatory research into ARD.
- ARD activities undertaken by GFAR should integrate crops, livestock, forestry and fisheries issues as appropriate using multi-disciplinary systems approaches that consider and blend the socio-economic, policy and institutional aspects with the traditional technical aspects
- In addition to current thematic areas, GFAR should consider focusing on interactions between WEHAB and its current thematic areas. Some programme or project-level ideas were identified:
 - Mechanisms that promote participatory planning
 - Focus on research in neglected aspects of ARD
 - More active engagement with disadvantaged actors
 - Reassessment of current research focus with due consideration of the difficulties developing countries faced with new treaties, standards and subsidies,
 - Linking smallholder farmers to markets, from local to global
 - * GFAR should avoid getting directly involved in the implementation of research projects or focusing on single-component issues.
- The top five priority ARD issues that GFAR should concentrate on were identified as:
 - a) Genetic resource management, biotechnology bio safety, and intellectual property rights (IPRs)
 - b) Natural resource management and agro-ecology

Commodity chains and under utilized species from production to consumption with more attention to socio-economic research
Policy analysis and management institutional development
Sustainable financing mechanisms.
Further enhance efforts to build the capacity of RF/SRF and CSOs. GFAR should be more proactive in creating the necessary environment for stakeholder involvement in its activities and should especially aim to foster partnerships inclusive of CSOs and the private sector.

GFAR should focus more on facilitating access to telecommunications in different regions of the world, e.g., by using EGFAR as a tool to strengthen links between all the regional and sub-regional organizations; and by building Regional Agricultural Information Systems (RAIS).

Strive for equitable focus and attention across regions with due consideration for language and the recognition of distinct regional context, and that special attention should be given to capacity-building with particular attention to:

Addressing the need for a new paradigm for capacity-building, strengthening both the demand and supply side

Promoting regional collaboration

Facilitating access to advanced research facilities

Reducing the brain drain while improving the skills of local experts

Sharing of information across Regional Fora, Sub-Regional Fora and NARS.

From Stakeholder Consultation: NARS and RF/SRF

To achieve a strong and relevant GFAR, there must be strong NARS and strong RF/SRF, and vice-versa. Through reinforcing the role of the NARS Committee, it will become more proactive and increasingly involved in strengthening the stakeholder group and enable them to better contribute to the effectiveness of GFAR.

GFAR should develop its capacity to be an effective and strong advocacy and advisory body for pushing ARD issues at the global level. It should promote and strengthen inter-regional cooperation on institutional innovations, to serve as the venue for information exchange, and sharing of experiences among NARS and RF/SRF in priority setting.

For NARS to achieve relevance and effectiveness, GFAR give emphasis and priority attention to addressing both weak research and extension, and impact assessment of ARD outputs.

From Stakeholder Consultation: NARS and RF/SRF

Extension agents/workers and representatives from national extension systems and experts should be better represented in GFAR undertakings as well as in RF/SRF activities to be able to bridge the gap between research and extension.

NARS and RF/SRF felt they were in various stages of development of capacity building. However, one commonality was that they all need strengthening in one way or another and in various aspects, e.g. (a) establishment of functional information systems at the national and local levels to provide easy access to technologies and important information for farmers and scientists; (b) to have a more systematic and effective priority-setting methodologies and decision support tools.

NARS expressed their commitment to work closely with other GFAR stakeholders for a stronger partnership and strategic alliance and more effectiveness in tackling global issues and concerns related to alleviation of poverty, increased food security and promotion of sustainable use of natural resources.

From Stakeholder Consultation: Farmers' Organizations (FOs)

Importance of farmer participation in priority-setting and decision-making processes, particularly at the grassroots level. Extra efforts need to be made to ensure legitimacy of representation and accountability to the constituents. Representatives must be chosen by FOs themselves and not simply appointed by other stakeholders, governments or research bodies.

Extension needs to be more effective, and the results of agricultural research need to be more accessible and user-friendly to the average farmer. GFAR can play an important role in facilitating information exchanges between researchers and farmers, and between farmers themselves.

Farmers want better access to research results and to build on local knowledge. It can be achieved by coordinating activities of national research institutes and exchange visits/study tours for farmers at the sub-regional level.

From Stakeholder Consultation: Farmers' Organizations (FOs)

Farmers requested assistance in building their leadership skills to ensure effective representation, advocacy and policy formation, and improving their communication and information-dissemination capacities.

Regional and sub-regional farmer focal points were nominated at the Pre-GFAR 2003 Workshop, and they will endeavour to work closely with GFAR in the future on issues of importance to farmers. Their status as representatives will be confirmed at the Mid-Term Meeting next October.

From Stakeholder Consultation: Farmers' Organizations (FOs)

The FOs proposed that in its next business plan GFAR take into account issues related to:

Agriculture and energy

Agriculture and globalization, especially on the impact of globalization on the livelihood of small farmers

Agriculture and health, e.g. sanitary and phytosanitary and traceability requirements for export for food and farm products.

FO stakeholder group urged GFAR to endorse and promote the declaration of the side event on the Convention on Plant Genetic Resources.

From Stakeholder Consultation: NGOs

NGO's vision of ARD as one that is led by small farmers and characterized by a stronger focus on household food security, poverty reduction and sustainable use of agriculture.

Small-scale farmers include crop and mixed farmers, livestock keepers, fisher folk, and forest communities. They also defined farming as having multiple functions, including an ecosystems function, a production function and a social services function.

ARD should also be geared towards the management and conservation of natural resources and biodiversity in a way that is sustainable and that minimizes conflicts over these resources. This type of ARD should be anchored on effective and inclusive partnerships that are socially viable, gender sensitive and promote local empowerment.

NGOs also underscored the need for an enhanced social science dimension of ARD.

Research areas which GFAR should take into account in formulating the 2004-2006 Business Plan:

Support to participatory systems research

Research governance and management

Institutional change

Conflict resolution over resources

Research on multiple-stakeholder collaboration processes

Inclusion of minority groups in the research process, gender equity, and democratisation.

Market linkages and rural micro-finance

From Stakeholder Consultation: Advanced Research Institutions (ARIs)

Notion of 'Advanced Research Institutions' has become redundant, and that the industrialized North should participate in GFAR through Regional Fora composed of a similar broad group of stakeholders.

GFAR should seek ways to actively involve China, as well as to strengthen involvement from the Asia-Pacific region, for example by promoting the creation of Sub-Regional Fora.

As to focus on ARD issues, the Northern fora see their primary responsibility in the fields of information exchange, capacity-building and scientific partnerships.

ARIs encouraged the exchange of information that can lead to the development of 'Centers of Excellence' through the formation of inter-institutional research and education units.

From Stakeholder Consultation: Advanced Research Institutions (ARIs)

Monitor the experience of LABEX and see how this model can be further developed and promoted.

This approach could be a first step in the development of inter-institutional research and education units as previously suggested.

ARI stakeholder group sees the role of GFAR as:

Engaging in policy advocacy for ARD

Engaging information and capacity-building for more effective and efficient collaboration between southern and northern stakeholders

Being a leading mechanism through which Regional For a interact for the purpose of priority-setting

From Stakeholder Consultation: IARCs

GFAR should play an advocacy role in ARD, in addition to its traditional facilitation and catalytic functions.

While IARCs could provide information by sharing research results and data, and form partnerships to support the advocacy role of GFAR through their networks and the Future Harvest Foundation.

GFAR should facilitate the establishment of partnerships around sectorally issues relevant to rural development (e. g. water, health, energy)

GFAR should facilitate further improvements in IARCs' interaction with RF/SRF and with GFAR. They will accordingly explore avenues for this and will enhance internal mechanisms to inform IARC staff.

RF/SRF are becoming increasingly strong and effective and that GFAR will need to identify its niche to add value as this process evolves.

From Stakeholder Consultation: IARCs

IARCs recognized some of the issues raised by FOs. Additional research is required to address these issues and the IARCs can contribute in several areas in which they have a comparative advantage, namely:

Strategic research on broad global issues

Capacity to implement complex research and development programmes

Substantive knowledge in specific areas

Experience in capacity building at institutional and individual levels.

From Stakeholder Consultation: Donor Group

Reiterated its interest in and commitment to the underlying principle of GFAR, built around innovative programmes that foster collaboration amongst different stakeholders involved in ARD.

Identified a number of recent global events, e.g. WSSD, NEPAD, G8 Summit, which offer real opportunities for collaboration and which GFAR needs to explore to further its own development and

Note
hum

From Sta

adva

Orga

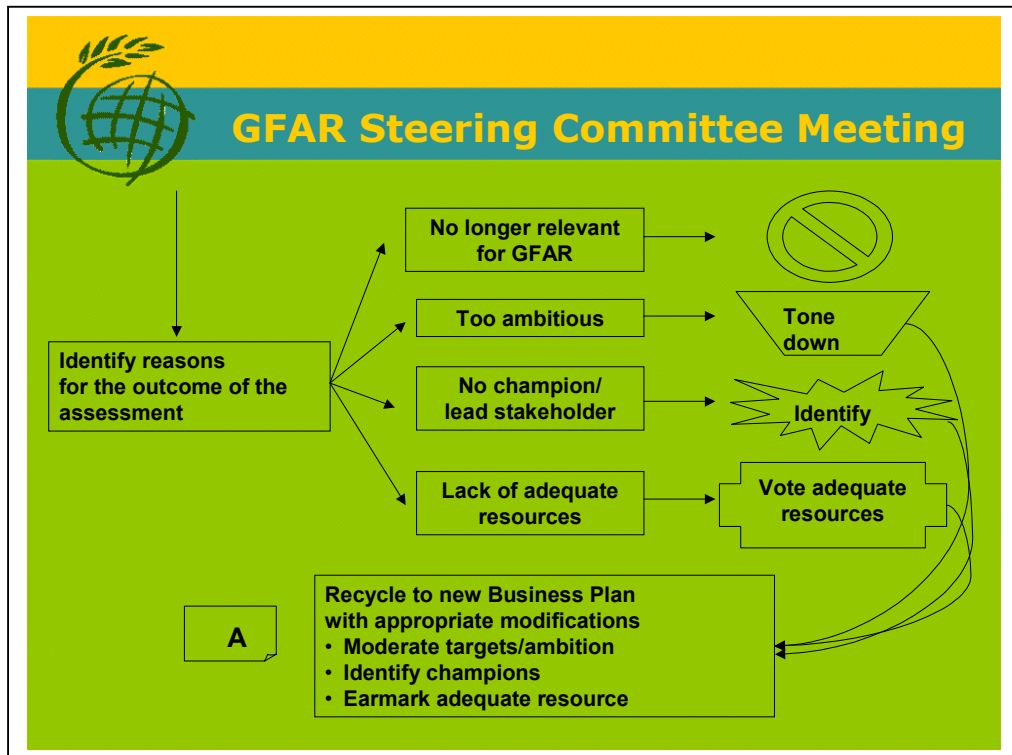
toget

and

* From FAO

BUSINE

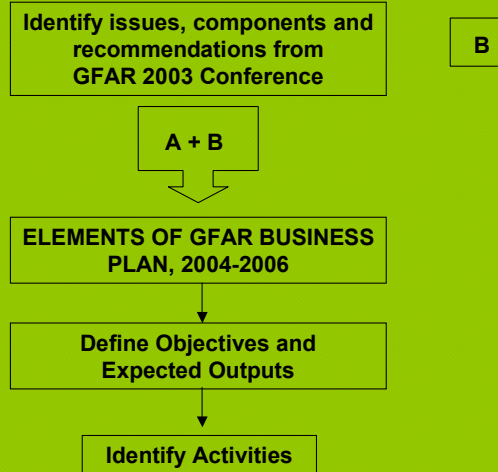




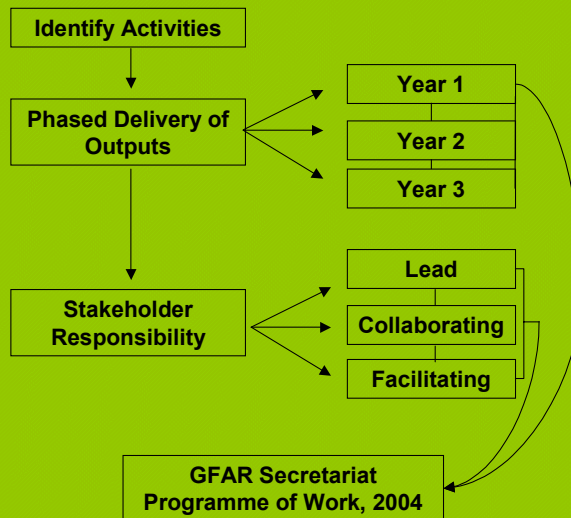


GFAR Steering Committee Meeting

2) Formulation of GFAR Business Plan, 2004-2006



GFAR Steering Committee Meeting



GFAR Steering Committee Meeting

Key Components of the BP:

- a) Advocacy, liaison and public awareness
- b) Development of Information Communication Management Systems
- c) Promoting Research Partnership Development
- d) Inter-regional Collaboration
- e) Institutional Support /Capacity building of the CSOs
- f) Private Sector engagement
- g) Strategic thinking (contribution to the global knowledge pool on ARD)
- h) Strengthening the GFAR Secretariat
- i) Second GFAR external review
- j) GFAR 2006 general meeting

Issues emerging from the presentation

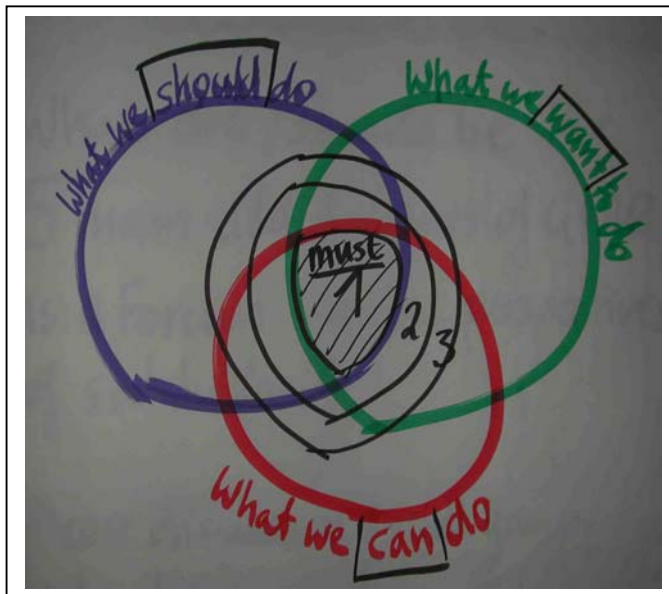
- The score sheet is an internal self-assessment effort
- A need to come up with a long-term strategy
- Link between GFAR was not clearly defined (relationship between bottom-up and top-down???)
- Need to strengthen secretariat
- No funding component
- 'Partnership' was regarded as a weakness by other stakeholders.

5.2 Towards A Prioritisation of Thrusts:

There was a general consensus that GFAR requires to define their comparative / collaborative advantage and added value very clearly and prioritise their actions accordingly. The facilitator introduced a simple framework which helped to understand the prioritisation process not as an strict exclusion of topics, but rather as an accommodative way of setting priorities according to urgency and the following criteria:

- Value added considering mandate
- Constrains of the past
- Demands and priorities of stakeholders
- New strategies, opportunities and challenges that can make a significant impact
- Likelihood of resource mobilisation

In the way the GFAR 'business plan of options' needs to take into account of a range of possible topics which will not be implemented in their totality such s 'soft' prioritisation is required.



The framework tries to triangulate between 'what should be done', 'what we want to do' and 'what we can do.'

This model was used to set priorities in the first circle, and those not so urgent in the second circle.

To come up with a common understanding of the value added and priorities by GFAR as a forum in the perspective of stakeholders, the facilitator requested the participants to form small groups to discuss their perceptions and visualise the results on cards. Below is the outcome of the small group discussion as presented by the participants.

Main added value of GFAR	
<p>Advocacy GFAR provides a global voice in ARD Advocacy in ARD-priorities neglected at regional fora Advocacy and awareness for policy making level Advocacy based on experience Advocacy within the stakeholders Constituency building</p>	<p>Interregional collaboration and partnerships Facilitate and promote Interregional collaboration Interregional collaboration and learning Develop Inter-stakeholder Promotion of interregional collaboration Sub-regional forum Providing neutral platform for stakeholders to exchange ideas</p>
<p>Information and communication System Develop Information and communication System ICS. Value added considering mandate Constrains of the past Demands and priorities of stakeholders New strategies, opportunities and challenges that can make a significant impact Likelihood of resource mobilisation Strengthening stakeholder group ICT system</p>	<p>Strategic thinking at global level</p>

General comments

After the presentation and clustering of cards, the facilitator triggered a debate on the value added:

By looking at the cards it is clear that the key notion of GFAR of collaboration is an added value. The integration of Agriculture research, integration of actors, integration of disciplines

A debate emerged on 'Advocacy'. The concern was that there are a number of organisations world wide, which are dealing with advocacy. Is this task not fulfilled by other organisations? Should GFAR make advocacy its focal point? What should then be the advocacy role of GFAR? What is the competitive advantage? Should it only focus on addressing more specific issues such as global problems that affect ARD? Should it be advocacy for constituency and partnership building? Should it be advocacy among its stakeholders only?

After some deliberation, it came out that although there are a number of organisations dealing with advocacy, the problem still exist. The issue is not what is done, but how it is done. Advocacy in the perspective of GFAR is more of a process than a tool. What will then be the value added within the limited resources? What is the 'Niche'?

5.3 Clarifying the Strategic Framework

Once there was a consent on the priority areas / pillars to be included in the business plan, participants were to develop strategies for operationalising the pillars that were identified in the previous session. The participants were grouped into three and they had to choose the pillars they would like to tackle. The groups were grouped as follows:

Group 1: Advocacy and strategic thinking

Group 2: Research partnership and collaboration

Group 3: Information and communication management

The suggested task to guide the group discussion is in the box below:

Group work on pillars and strategies

1. What exactly do you want to achieve within the chosen pillar (realistically, achievable and niche for GFAR)?
2. If the 'pillar' is successful, what would the main stakeholders do differently and what impacts will manifest?
3. How do you think you (GFAR) can achieve it- what are the promising strategies to operationalise?

• **Consider the criteria in the discussion:**

- Value added by GFAR (Niche)
- Experiences of the past
- New opportunities and challenges
- Demands of stakeholders
- Resource mobilisation

Please nominate a facilitator, visualize your discussion and results and choose a presenter who presents the results in 10 minutes. Please nominate a rapporteur, who summarizes the discussion on 2-3 pages

Working Group 1. Advocacy & Strategic Thinking

Participants:

Michael Bosch (Facilitator)	Marcelino Avila (rapporteur)
Claudio Barriga (Presenter)	Mercy Karanja
Nur Abdi	Sam Bruce-Oliver
Dominique Hounkonnou	Mohammad Roozitalab
Ola Smith	

The Group accepted the following considerations:

The objectives of the Global Forum on Agricultural Research (GFAR) facilitates and promotes cost effective partnerships and strategic alliances among all ARD stakeholders in addressing the quintessential objectives of alleviating poverty, increasing food security and promoting sustainable use of natural resources.

At the 2003 Conference in Dakar, all the stakeholder groups indicated that the component of advocacy, liaison and public awareness should be a GFAR role and priority to reposition agriculture, ARD and rural development issues at the center of the national, regional and global development agenda and initiatives.

The previous exercise on GFAR's value-adding roles identified the critical importance of specific issues, i.e. advocacy for ARD neglected priorities at the regional level, awareness for policy making, GFAR's global voice in ARD (also for fund raising), addressing global issues within stakeholders, and constituency building (also for partnerships).

In elaborating its proposals, the Working Group was requested to assess their importance in terms of 5 criteria which are: value adding of GFAR, implementation constraints of the past, demand priorities of stakeholders, future strategic challenges and opportunities, and potential for resource mobilization.

The Group was also requested to consider two additional issues raised in the previous exercise which are a) strategic thinking at the global level, and b) strategic thinking in general.

The Group was also requested to analyse the vertical and horizontal linkages between its topic with the other topics (a) partnerships and collaboration, and b) information and communication, being addressed by the Working Groups 2 and 3.

The Working Group came up with the results and recommendations as presented in the following table, based on the above considerations:

What does GFAR want to achieve?	What stakeholders would do differently?	What are the promising strategies?
<p>1. Adding voice and GFAR perspectives to global debate and initiatives on relevant policy and institutional issues</p> <p>2. Promotion of holistic, integrative approach to ARD within the context of rural development, with emphasis on small and medium-size enterprises using the agribusiness systems approach</p> <p>3. Identification of priorities for synergy and partnerships globally and regionally</p> <p>4. Focus on neglected issues at regional level</p> <p>5. Promotion and support for regional fora on relevant issues for advocacy for strengthened ARD</p> <p>6. Reciprocal advocacy by stakeholders for GFAR concept and Forum</p>	<p>1. More priority and support for ARD from policy makers</p> <p>2. Strengthened demand-driven research</p> <p>3. More participation and empowerment of key stakeholders at regional and national levels , e.g. farmers, CSOs and private sector</p> <p>4. Emergence of functional NARS</p> <p>5. Definition of priorities for policy directions and institutional development at global level</p> <p>6. Greater regional (and national) institutional capacity for planning, implementing and evaluating policy and institutional issues</p> <p>7. Stakeholder ownership reinforced</p>	<p>1. Use of international initiatives/commitments, e.g. MDGs, WSSD, WFS-fyl, and WMD threat, as vehicles for its advocacy role.</p> <p>2. Opportunity to form strategic alliances and partnerships with international/multilateral orgs. (e.g. WB, IFAD, FAO, etc)</p> <p>3. Tapping of expertise of international and regional organizations, i.e. CGIAR centers, IFSA, on principle of comparative advantage</p> <p>4. Dissemination of GFAR perspectives to targeted decision makers/actors at global and regional levels</p> <p>5. Enhanced institutional capacity of regional fora and stakeholders</p> <p>6. Exchange of available experiences across regions of GFAR</p> <p>7. Publication/documentation of case studies, best practices and lessons learnt</p> <p>8. Empowerment and capacity enhancement of stakeholders.</p>
<p>Strategic thinking Drawing attention to emerging issues of relevance to GFAR stakeholders</p>	<p>Updated and informed stakeholders for appropriate actions and policy options.</p>	<p>Exploration of possible actions by GFAR stakeholders to address them</p>
<p>Synergy with WGs 2 and 3: Very important for 1-3</p>		<p>Very important for topics 2, 3, 4 and 5.</p>

With respect to the priority setting criteria, the last one (potential for resource mobilization) was not properly completed due to the lack of additional information on this stage.

Issues emerging from the discussion

GFAR has much broader group (Stakeholder) as compared to CGIAR; therefore GFAR has much better possibility or is in a better position to reach further

5.3.1 Working group 2: Interregional collaboration and Research partnership

RESEARCH PARTNERSHIP

Q1: What exactly do we want to achieve?

To promote, encourage, and develop research partnerships around key strategic issues jointly recognized and identified by stakeholders in a participatory manner (co-research).

These research partnerships should be...

- Socially sustainable
- Address research gaps, i.e. in themes/areas where no specific activity/research partnership is taking place
- Build on existing initiatives

... and should be based on the following principles:

- Equity
- Compatibility
- Willingness of partners to enter into partnership
- Complementarity of partners
- Reciprocity
- Mutuality (win-win)

Sources of strategic issues:

- Grassroots level
- Regional priorities
- Globally/commonly recognized issues

Q2: If the “pillar” is successful, what do the main stakeholders do differently and what impacts would manifest?

Identification and development of research partnership should be based on

- Analysis of what worked and what did not work (lessons learnt from previous experience)
- Capacity and role identification of stakeholders (i.e., partnerships that will bring in and/or harness the comparative advantage(s) of stakeholders involved to achieve value addition and impact)

Impact

- Strengthened partnerships in strategic areas
- Scaled-out local/regional experiences

Q3: How do you (GFAR) think can achieve it? What are the promising strategies to operationalize?

- Programme-based collaboration
- Inter-regional collaboration

INTER-REGIONAL COLLABORATION

Q1: What exactly do we want to achieve?

To strengthen inter-regional collaboration based on regional priorities and analysis of their strengths, weaknesses and opportunities.

Q2: If the "pillar" is successful, what do the main stakeholders do differently and what impacts would manifest?

Impacts/Outcomes

1. Broadened common interest
2. Joint endeavor/activities
3. Regular communication system
4. Greater resources mobilized

Q3: How do you (GFAR) think can achieve it? What are the promising strategies to operationalise?

Strengthen functional relationships of RFs by

1. Facilitate inter-regional interaction through
 - Joint research collaboration based on common interests and building on existing and emerging regional initiatives
 - Mutual exchange of information and experiences
 - Regional agricultural information systems
 - N/S and S/S Collaboration (which validates issues across regions, and which leads to joint capacity building)
2. Capacity building
 - Joint programme development
 - Partnership
 - Conflict resolution and negotiation
 - Resource mobilization
3. Opening up of regional fora
 - Involvement of stakeholders in the RF
 - Involvement of China, North America, Russia in the process
 - RF subscribing to/buying into the pillars

Role of the GFAR Secretariat

1. To provide a neutral platform where various stakeholders can discuss and identify strategic issues around which research partnerships can be built
2. To ensure that this process is observed in a participatory way
3. To define/propose/systematize (?) procedures/methodologies, including selection criteria, in developing research partnerships
4. To assume a process documentation and (light) monitoring role of as research partnerships develop/unfold

Process

- Co-research in key strategic issues/areas at the global level
- Conditions of research: socially sustainable

Content

- Research partnerships should address strategic issues
 - Identification
 - Mechanisms to address the issues
 - Exchange/share ideas
 - E.g. GPP: strategic and global
 - Who decides which issues are strategic?
 - Mix of stakeholders
 - GFAR to identify gaps; i.e., areas where no specific activity/research partnership is taking place
 - Use of co-research in identification of strategic issues

- Partnership at which level?
 - Selection of themes does not necessarily have to start from the grassroots.
 - It can be from regional or global level but in itself will have a value
 - Should build on what is already existing

Some essentials

- Minimum level of analysis is needed for the research partnership
- A platform is needed for the Secretariat to ensure that the identification of research partnership is done in a participatory way
- Identify the role of each partner and what they can contribute in the partnership (capacity, comparative advantage)

Points to consider in building partnership

1. Willingness of partners
2. Role of GFAR is to ensure that partners come together and assess themselves whether there is merit in building partnership on a commonly identified issue
3. Need to have an external eye (process management/observation) – strengthening the role of the Secretariat
4. Process documentation in order to look for lessons learned
5. Stakeholder analysis will have to be done
6. Each partners to write GFAR
7. GFAR given its limited capacity to do some light monitoring/process documentation of partnerships
8. Partners should be willing to partner
9. Articulation by stakeholders for partnerships

Roles of the GFAR Secretariat

1. Facilitate the emergence of an enabling environment conducive for the surfacing of strategic issues around which strategic issues can be identified
 2. Define procedures in identifying themes for research partnerships
 3. Spell out set of criteria in developing research partnerships
 - a. Where there is value for people working together
 - b. Where there is something useful can be achieved
 4. To have a mechanism to analyze the comparative advantage of stakeholders in developing research partnership
 5. Documentation/(light) monitoring of unfolding of partnership (process documentation)
 6. Should bring together partners and facilitate dialogue amongst themselves
-
- Partners
 - Multiple partners
 - Strategic partners
 - Willingness of partners
 - Compatible partners

- Complementarity
- Mutuality (win-win)
- Unfolding partnership
- Partnerships at different levels within GFAR system guided by multiple perspectives
- Defined criteria in selecting GPPs

If the “pillar” is successful, what do the main stakeholders do differently and what impacts would manifest?

	Impact
<i>Platform for</i> Partnership building Stakeholder analysis Partnership analysis Capacity and role identification Levels of partnership: <ul style="list-style-type: none"> ● Project ● Programme Process documentation	Strengthened partnerships in strategic areas Scaled-up local/regional experiences; Scaling out
<i>Articulation by</i> Stakeholders for partnerships	

How do you (GFAR) think can achieve it? What are the promising strategies to operationalise?

- Build partnership before \$ comes in
- Programme-based collaboration
- Inter-regional collaboration
 - Build on regional initiatives (existing and emerging)
 - Based on common interests
 - Mutual exchange of information and experiences
 - N-S and S-S collaboration
 - Validates issues across regions, joint capacity building
 - Challenge Program

It should also be developed with an “external eye” which observes and documents and the process by which the partnership is taking place (process documentation) . This is deemed important in order to capture, i.e., document, the dynamics of multi-stakeholder interaction in partnership building which, in itself, is part of the learning process.

Role of the GFAR Secretariat

- To provide a neutral platform that will ensure that the identification of research partnership is done in a participatory way
- Identify the role of each partner and what they can contribute in the partnership (capacity, comparative advantage)
- GFAR given its limited capacity to do some light monitoring/process documentation of partnerships

Role of GFAR is to ensure that partners come together and assess themselves whether there is merit in building partnership on a commonly identified issue

Facilitate the emergence of an enabling environment conducive for the surfacing of strategic issues around which strategic issues can be identified

Define procedures in identifying themes for research partnerships

Spell out set of criteria in developing research partnerships

- a. Where there is value for people working together
- b. Where there is something useful can be achieved

To have a mechanism to analyse the comparative advantage of stakeholders in developing research partnership

Documentation/(light) monitoring of unfolding of partnership (process documentation)

Should bring together partners and facilitate dialogue amongst themselves.

RESEARCH PARTNERHSIP			
What do we want to achieve?	Impacts	What do stakeholders do differently	Strategies
<p>To promote, encourage, and develop research partnerships around key strategic issues jointly recognized and identified by stakeholders in a participatory manner (co-research).</p> <p>These research partnerships should be socially sustainable, address research gaps, i.e. in themes/areas where no specific activity/research partnership is taking place, build on existing initiatives, dynamic and evolving.</p> <p>It should be based on the following principles: equity, compatibility, willingness of partners to enter into partnership, Complementarity of partners, reciprocity, mutuality (win-win).</p> <p>Sources of strategic issues: Grassroots level, regional priorities, and globally/commonly recognized issues.</p>	<p>Strengthened partnerships in strategic areas</p> <p>Scaled-out and scaled up local/regional experiences</p>	<p>Identification and development of research partnership should be based on</p> <ul style="list-style-type: none"> • Analysis of what worked and what did not work (lessons learnt from previous experience) • Capacity and role identification of stakeholders (i.e., partnerships that will bring in and/or harness the comparative advantage(s) of stakeholders involved to achieve value addition and impact) 	<ul style="list-style-type: none"> • Programme-based collaboration • Inter-regional collaboration/cross-fertilization of experience • Learning process in developing partnership • Proactively engage stakeholders/partners in building partnerships, tapping their comparative advantages • Ensure relevance of research partnerships

INTER-REGIONAL COLLABORATION			
What do we want to achieve?	Impacts	What do stakeholders do differently	Strategies
<p>To strengthen inter-regional collaboration based on regional priorities and analysis of their strengths, weaknesses and opportunities.</p>	<ul style="list-style-type: none"> • Broadened common interest • Joint endeavour/activities • Regular communication system • Greater resources mobilized 		<ul style="list-style-type: none"> • Strengthen functional relationships of RFs by • Facilitate inter-regional interaction through • Joint research collaboration based on common interests and building on existing and emerging regional initiatives • Mutual exchange of information and experiences • Regional agricultural information systems • N/S and S/S Collaboration (which validates issues across regions, and which leads to joint capacity building) <p>4. Capacity building</p> <ul style="list-style-type: none"> • Joint programme development

INTER-REGIONAL COLLABORATION

What do we want to achieve?	Impacts	What do stakeholders do differently	Strategies
			<ul style="list-style-type: none">• Partnership• Conflict resolution and negotiation• Resource mobilization <p>5. Opening up of RF</p> <ul style="list-style-type: none">• Involvement of stakeholders in the RF• Involvement of China, North America, Russia in the process• RF subscribing to/buying into the pillars

5.3.2 Working group 3: Information and communication system

Participants

Monica Kaporiri (rapporteur & facilitator)	Asanbek Ajibekov
Monty Jones	Samuel Avetisyan
Jack Wilkinson	Seydou Koala
Zakir Khalikulov	Fulvia Bonaiuti
Jean-François Giovannetti	

The Group made the following statements:

Since its origin, the first priority for GFAR was to establish an electronic forum, E-GFAR, as an electronic forum on agricultural research for development to serve as the information and communication tool between and among all the GFAR stakeholders as well as an information and communication tool with the external world.

In addition, the support to the development and/or strengthening of Regional Agricultural Information Systems (RAIS) managed by the various Regional Fora was endorsed as fully consistent with E- GFAR.

The three following objectives for the ICM policy of GFAR were therefore endorsed: (i) to access to ARD information within all the GFAR stakeholders and with the outside world through a web enable information system, (ii) to share knowledge within the GFAR stakeholders, and (iii) to debate electronically on ARD issues relevant at a global level, considering that controversial issues do not preclude of collaborative activities.

The ICM activities do not start from scratch considering the launching of the Global. RAIS project, funded by the E.C., DG Research. This project aims at defining the national and regional ICM priorities and needs, in order to establish a global agenda for the launching of an inter-regional information and communication system, involving all the GFAR stakeholders. As of now three regional workshops were achieved under the umbrella of the following regional Fora: AARINENA for the WANA region, APAARI for Asia and Pacific and CACAARI for Central Asia and Caucasus.

The main outcome of these three regional workshops is:

- (1) The willingness to share information on
 - (i) Institutions relevant for ARD activities,
 - (ii) Available expertise and
 - (iii) Ongoing research activities;
- (2) To promote e-discussion through a various For a and
- (3) To better exchange on success stories.

INFORMATION and COMMUNICATION SYSTEM

What does GFAR want to achieve?	What would be the main outcomes (impact)?	What are the promising strategies?
<p>1. A functional management information system (MIS) ensuring a relevant information flow within all the ARD stakeholders</p> <ul style="list-style-type: none"> • To complete the establishment of Regional MIS • To link all the established regional MIS all together <p>2. To ensure that all the various stakeholders groups are linked to the regional MIS,</p> <ul style="list-style-type: none"> • Enabling exchange of information on the following contents: relevant bodies in ARD, expertise and ongoing activities; • and enabling an interactive exchange on key ARD issues between Regions and stakeholders 	<p>1. Partnerships and common projects are happening, through information sharing and exchange of knowledge</p> <p>2. ICM requirements of the Regional For a are assessed, the priorities are defined and being addressed</p> <p>3. All the five regional (MIS) are in place, active and regularly updated</p> <p>4. A global tool is available and facilitating the access to the regional information resources. (Related issues of compatibility and data structure definition)</p> <p>5. A global facility / tool managed taking into account the collaborative advantages of various stakeholders, within which the regional fora,</p> <p>6. The regular interaction between regions and various stakeholders lead to a “community of practices”</p> <p>7. Information of all stakeholders is regularly updated from ongoing activities</p> <p>8. More stakeholders groups will be searching the site,</p> <p>Increased use for e-discussions</p>	<p>1. To achieve the regional and inter-regional set of workshops / consultations with all stakeholders groups in order to achieve:</p> <ul style="list-style-type: none"> • Needs assessment • Priority setting • Experts connectivity • Quality requirements • Mobilisation and commitment of the concerned stakeholders <p>2. Inventory and assessment of relevant existing ICM systems at the regional and global levels</p> <p>3. Develop a resource mobilisation plan</p>

5.3.3 Issues emerging from the 3 groupwork presentations

There were a numbers of issues that emerged from the three presentations.

Advocacy:

Although it was mentioned that there are number of organisations that are dealing with advocacy, the **NICHE** for GFAR is its much broader stakeholder group, which makes it have a better position to reach further than CGIAR can.

Research Partnership and collaboration:

This pillar serves as a platform that brings stakeholders with common areas of focus together. It is basis of cross-fertilization and sharing of lessons among stakeholders.

Existing partnerships in the regions need to be analysed (Weaknesses, strength and lessons)

Information and communication system

It was highlighted that this is one pillar, which have activities that have already started. Therefore, anything discussed here builds on ongoing activities.

The main objective of this pillar is not to link to scientific information, but rather link stakeholders together and link them to the outside world.

The category of information made available by this system could be related to sharing info about:

- Who is doing what?
- Research program
- Institutional capacity

It was emphasised that the capacity of some regions with regard to IMS should not be underestimated. There is need for cross capacity building process with regions.

Pillars not addressed

There was a concern from the GFAR secretariat that pillars like capacity building of CSO's was not given a priority during this meeting, yet it is one of the crucial issues GFAR aims at addressing. The meeting then agreed to look at this issue during the next sessions.

5.4 From Pillars and Strategies to Priority Activities of the Business Plan

The next step is two fold. Referred back to the circles of what should we do, what we want to do and what we can do. . What we have so far is a basket of what we should do.

Extract from the key pillars and strategies, then break it down to one level further to define priority activities for the rolling business plan.

Group work on activities

1. Extract priority activities to be implemented in the 'Rolling business plan' 2004-2006 from the strategies developed in each pillar. Use the following criteria:
 - Demands of stakeholders
 - Opportunities for success
 - Experiences of the past
 - Likelihood of Resource mobilisation
2. Define who should and can do these activities- Champion and collaborating stakeholders
3. Develop some key milestones for the activities (2004-2006)

Please nominate a facilitator

Please visualize your discussion and results

Please choose a presenter who presents the results in 10 minutes

Please nominate a rapporteur, who summarizes the discussion on 2-3 pages

5.4.1 Group work 1- Activities in 'Advocacy' and 'Strategic Thinking'

PRIORITY ACTIVITIES (No. Achievement referred to)	CHAMPIONS and COLLABORATORS	KEY MILESTONES 2004-2006
Identify and review global initiatives and commitments to determine relevance to GFAR (1)	GFAR-S IFSA, FAO and IFAP	Published position paper of GFAR Feb 2005
Identify opportunities and participate and lobby in future events of each GI/C (1)	GFAR-S IFSA, FAO and IFAP	To be defined.
Hold conference in each region to identify major issues (2,3,4,5 &7)	RF GFAR, FAO, CGIAR, Reg Org.	5 regional conferences/ meetings
Implement 2-3 case studies (3-7)	IFPRI, FAO, RF GFAR-S	2-3 case studies publications in 2005 (FORAGRO 2004, APAARI 2005 and FARA 2006)
Hold consultations with WB, IFAD, FAO, CGIAR, etc.(4)	GFAR-S WB, IFAD, FAO, CGIAR	1 meeting by end 2004
Insert policy and institutional issues in ICM (4)	GFAR-S RF	Operational by Dec 2004
Sensitize on GFAR issues at regional policy makers' meetings (4)	RF GFAR-S, IFAP, IFAD, FAO,IICA, NEPAD	1 LA 2004 1 Africa 2005 1 Asia 2005 1 WANA 2006 1 CAC 2006
Organise exchange visits of specific stakeholders across regions (6&8)	RF GFAR-S	More than 2 visits by 2006 (successful cases in ARD)
GFAR NARS-SC meetings & ES-RF to explore the necessary actions (5-6)	GFAR-S RF	To explore at SC meeting 10/2004
Demonstrate new dimensions of agriculture and rural development to Ministers of Finance, Econ. Dev. and Planning	RF FAO, IICA, NEAPD, ASEAN, CGIAR	Sensitisation meetings with Finance and Econ Dev Ministers of Regions by Dec 2006

5.4.2 Group work 2- Activities in 'Research partnership and collaboration'

RESEARCH PARTNERSHIPS

Priority Activities	Key Milestones	Champion/Lead
<ul style="list-style-type: none"> • Capitalize lessons learned from successful partnerships (select case studies) 	<ul style="list-style-type: none"> • Documentation of experiences & lessons learned in a shareable form 	Proponent stakeholder/s Gfar Sect to facilitate
<ul style="list-style-type: none"> • Analysis of GFAR experience in the development of GPPs 	<ul style="list-style-type: none"> • Evaluation document 	Gfar Sect to facilitate
<ul style="list-style-type: none"> • Support stakeholders to build GPPs 	<ul style="list-style-type: none"> • No. of GPPs in the pipeline • Operating GPPs 	Proponent stakeholder/s Gfar Sect to facilitate
<ul style="list-style-type: none"> • Compare partnerships across regional fora 	<ul style="list-style-type: none"> • Comparative analysis document (thru workshops, mtgs) 	RF involved
<ul style="list-style-type: none"> • Motivate NGOs and FOs to participate 	<ul style="list-style-type: none"> • Seed money and rationale for participation 	Gfar Sect to facilitate
<ul style="list-style-type: none"> • Motivate private sector to participate 	<ul style="list-style-type: none"> • Linkage with existing PS networks established • Rationale document for participation • Negotiated objectives 	Gfar Sect to facilitate

INTER-REGIONAL COLLABORATION

Priority Activities	Key Milestones	Champion/Lead
Identify common issues on regional priorities	List of common regional issues/priorities	Gfar Sect.
SWOT analysis by regional fora	Data/information on the ability of RF to collaborate	RF, Gfar Sect.
Formulate joint programmes	Action point/list of opportunities	RF, Gfar Sect.
Organize seminar/consultations among RF (2 or more RF)	RF 3-year Plans	
Support RF to reinforce weak/neglected pillar(s)	Plan to strengthen the pillars Strategic plans	RF, Gfar Sect.
Capacity development <ul style="list-style-type: none"> • Strategic planning • Institution/constituency building 	Improved human resources/fora	RF, Gfar Sect.
Proactive actions to open up regional fora	Participation to RF activities and programs	RF, Gfar Sect.

5.4.3 Group work 3- Activities in 'Information and communication system'

Actions & Activities	Players (Collaborative advantages)	Milestones (t0)
Outcome 1: a functional regional MIS is established		
Carry out study of national information systems existing within the Region (including strengths and weaknesses)	Regional Fora (Sec.) are leaders, GFAR Secretariat is supporting, FAO and CGIAR can facilitate	SWOT document available (t0 + 12 months)
Define of the regional strategy for the MIS (including: functional requirement definition, information owners' commitment, updating mechanisms, quality control, etc.)	Regional Fora (Sec.) are leaders, GFAR Secretariat is supporting,	Strategy document shared and owned
Define of a plan of action to achieve a functional regional MIS (including the launching of a committee in charge of the follow up and monitoring activities)	Regional Fora (Sec.) are leaders, GFAR Secretariat is supporting,	Work plan developed, shared and owned Stakeholders committed
Establish the national web information resources (including ICT capacity development for the stakeholders at the national level, acting as national information focal points)	NARS backstopped by RF/SRF and GFAR	NAIS (National Agricultural Information System)
Establish of the gateway function at the regional level	Regional Fora in collaboration with NARS, backstopped by GFAR Secretariat	RAIS (Regional Agricultural Information Systems) is functional
Outcome 2 : a functional inter-regional MIS is established		
Definition of a global agenda in ICM for ARD (including the definition of the strengths and weaknesses of the RF/SRF in the area of ICM)	GFAR Secretariat with RF/SRF	Global agenda in place, shared and owned
Implementation of the engine enabling access to the Regional Fora web information resources (including capacity development of the Regional Fora)	Fora with capacity under the coordination of the GFAR Secretariat	EGFAR web ring is functional
Outcome 3 : Knowledge is shared within all the GFAR stakeholders		
Establish a "community of practices" (documents depository, search engine, data mining, etc.)	ARD stakeholders with capacity	Groupware are functioning
Publicise the tool (best practices in information, newsletters, etc.)	NARS and RF/SRF Other stakeholder groups	Information widely disseminated

Establish a tool for monitoring and evaluation of the social use of these tools	NARS and RF/SRF GFAR Secretariat	Statistics
Outcome 4: Debates are taking place		
Launch e-conferences on various topics consistent with advocacy and strategic thinking issues at a global level (including discussion paper production, dissemination of the outlines of the e-discussion)	GFAR Secretariat NARS and their RF/SRF Other stakeholders	Effective discussion
Workshops and Conferences	GFAR Secretariat NARS and their RF/SRF Other stakeholders	Effective discussion
Capacity Development		
All Outputs	NARS and their RF/SRFs All appropriate stakeholders	Capacity developed
Needs identified		
Specific activities developed to address needs		
Monitoring and evaluation		

5.5 The final outcome: the elements, strategies, activities and responsibilities combined

The final outcome is based on the amalgamation of all the group work on strategic framework: What we to achieve, what stakeholders would do differently (impact), possible strategies, priority activities, key milestones and champions.

ADVOCACY

What do we want to achieve?	What do stakeholders do differently	Strategies	Priority Activities	Key Milestones	Champion/Lead
1. Adding voice and GFAR perspectives to global debate and initiatives on relevant policy and institutional issues	1. More priority and support for ARD from policy makers	1. Use of international initiatives/commitments, e.g. MDGs, WSSD, WFS-fyl, and WMD threat, as vehicles for its advocacy role.	Identify and review global initiatives and commitments to determine relevance to GFAR (1)	Published position paper of GFAR Feb 2005	GFAR-S IFSA, FAO and IFAP
2. Promotion of holistic, integrative approach to ARD within the context of rural development, with emphasis on small and medium-size enterprises using the agribusiness systems approach	2. Strengthened demand-driven research	2. Opportunity to form strategic alliances and partnerships with international/multilateral orgs. (e.g. WB, IFAD, FAO, etc)	Identify opportunities and participate and lobby in future events of each GI/C (1)	To be defined.	GFAR-S IFSA, FAO and IFAP
3. Identification of priorities for synergy and partnerships globally and regionally	3. More participation and empowerment of key stakeholders at regional and national levels, e.g. farmers, CSOs and private sector	3. Tapping of expertise of international and regional organizations, i.e. CGIAR centers, IFSA, on principle of comparative advantage	Hold conference in each region to identify major issues (2,3,4,5 &7)	5 regional conferences/ meetings	RF GFAR, FAO, CGIAR, Reg Org.
4. Focus on neglected issues at regional level	4. Emergence of functional NARS	4. Dissemination of	Implement 2-3 case studies (3-7)	2-3 case studies publications in 2005 (FORAGRO 2004, APAARI 2005 and FARA 2006)	IFPRI, FAO, RF GFAR-S
5. Promotion and support for regional fora on relevant issues for advocacy for			Hold consultations with WB, IFAD, FAO, CGIAR, etc. (4)	1 meeting by end 2004	GFAR-S WB, IFAD, FAO, CGIAR

What do we want to achieve?	What do stakeholders do differently	Strategies	Priority Activities	Key Milestones	Champion/Lead
strengthened ARD 6. Reciprocal advocacy by stakeholders for GFAR concept and Forum	5. Definition of priorities for policy directions and institutional development at global level 6. Greater regional (and national) institutional capacity for planning, implementing and evaluating policy and institutional issues 7. Stakeholder ownership reinforced .	GFAR perspectives to targeted decision makers/actors at global and regional levels	Insert policy and institutional issues in ICM (4)	Operational by Dec 2004	GFAR-S RF
		5. Enhanced institutional capacity of regional fora and stakeholders	Sensitize on GFAR issues at regional policy makers' meetings (4)	1 LA 2004 1 Africa 2005 1 Asia 2005 1 WANA 2006 1 CAC 2006	RF GFAR-S, IFAP, IFAD, FAO, IICA, NEPAD
		6. Exchange of available experiences across regions of GFAR	Organise exchange visits of specific stakeholders across regions (6&8)	More than 2 visits by 2006 (successful cases in ARD)	RF GFAR-S
		7. Publication/documentation of case studies, best practices and lessons learnt	GFAR NARS-SC meetings & ES-RF to explore the necessary actions (5-6)	To explore at SC meeting 10/2004	GFAR-S RF
		8. Empowerment and capacity enhancement of stakeholders.			
			Demonstrate new dimensions of agriculture and rural development to Ministers of Finance, Econ. Dev. and Planning	Sensitisation meetings with Finance and Econ Dev Ministers of Regions by Dec 2006	RF FAO, IICA, NEAPD, ASEAN, CGIAR

RESEARCH PARTNERSHIPS

What do we want to achieve?	Impacts	What do stakeholders do differently	Strategies	Priority Activities	Key Milestones	Champion/Lead
<p>To promote, encourage, and develop research partnerships around key strategic issues jointly recognized and identified by stakeholders in a participatory manner (co-research).</p> <p>These research partnerships should be socially sustainable, address research gaps, i.e. in themes/areas where no specific activity/research partnership is taking place, build on existing initiatives, dynamic and evolving.</p> <p>It should be based on the following principles: equity, compatibility, willingness of partners to enter into partnership, Complementarity of partners, reciprocity, mutuality (win-win).</p> <p>Sources of strategic issues: Grassroots level, regional priorities, and globally/commonly recognized issues.</p>	<p>Strengthened partnerships in strategic areas</p> <p>Scaled-out and scaled up local/regional experiences</p>	<p>Identification and development of research partnership should be based on</p> <ul style="list-style-type: none"> • Analysis of what worked and what did not work (lessons learnt from previous experience) • Capacity and role identification of stakeholders (i.e., partnerships that will bring in and/or harness the comparative advantage(s) of stakeholders involved to achieve value addition and impact) 	<ul style="list-style-type: none"> • Programme-based collaboration • Inter-regional collaboration/cross-fertilization of experience • Learning process in developing partnership • Proactively engage stakeholders/partners in building partnerships, tapping their comparative advantages • Ensure relevance of research partnerships 	<ol style="list-style-type: none"> 1. Capitalize lessons learned from successful partnerships (select case studies) 2. Analysis of GFAR experience in the development of GPPs 3. Support stakeholders to build GPPs 4. Compare partnerships across regional fora 5. Motivate NGOs and FOs to participate 6. Motivate private sector to participate 	<p>Documentation of experiences & lessons learned in a shareable form</p> <p>Evaluation document</p> <p>No. of GPPs in the pipeline Operating GPPs</p> <p>Comparative analysis document (thru workshops, mtgs)</p> <p>Seed money and rationale for participation</p> <p>Linkage with existing PS networks established</p> <p>Rationale document for participation</p> <p>Negotiated objectives</p>	<p>Proponent stakeholder/s Gfar Sec to facilitate</p> <p>Gfar Sect to facilitate</p> <p>Proponent stakeholder/s Gfar Sec to facilitate</p> <p>RF involved</p> <p>Gfar Sect to facilitate</p> <p>Gfar Sect to facilitate</p>

INFORMATION and COMMUNICATION SYSTEM

Actions & Activities	Players (Collaborative advantages)	Milestones (t0)
Outcome 1 : a functional regional MIS is established		
Carry out study of national information systems existing within the Region (including strengths and weaknesses)	Regional Fora (Sec.) are leaders, GFAR Secretariat is supporting, FAO and CGIAR can facilitate	SWOT document available (t0 + 12 months)
Define of the regional strategy for the MIS (including: functional requirement definition, information owners' commitment, updating mechanisms, quality control, etc.)	Regional Fora (Sec.) are leaders, GFAR Secretariat is supporting,	Strategy document shared and owned
Define of a plan of action to achieve a functional regional MIS (including the launching of a committee in charge of the follow up and monitoring activities)	Regional Fora (Sec.) are leaders, GFAR Secretariat is supporting,	Work plan developed, shared and owned Stakeholders committed
Establish the national web information resources (including ICT capacity development for the stakeholders at the national level, acting as national information focal points)	NARS backstopped by RF/SRF and GFAR	NAIS (National Agricultural Information System)
Establish of the gateway function at the regional level	Regional Fora in collaboration with NARS, backstopped by GFAR Secretariat	RAIS (Regional Agricultural Information Systems) is functional
Outcome 2: a functional inter-regional MIS is established		
Definition of a global agenda in ICM for ARD (including the definition of the strengths and weaknesses of the RF/SRF in the area of ICM)	GFAR Secretariat with RF/SRF	Global agenda in place, shared and owned
Implementation of the engine enabling access to the Regional Fora web information resources (including capacity development of the Regional Fora)	Fora with capacity under the coordination of the GFAR Secretariat	EGFAR web ring is functional
Outcome 3: Knowledge is shared within all the GFAR stakeholders		
Establish a "community of practices" (documents depository, search engine, data mining, etc.)	ARD stakeholders with capacity	Groupware are functioning

Publicize the tool (best practices in information, newsletters, etc.)	NARS and RF/SRF Other stakeholder groups	Information widely disseminated
Establish a tool for monitoring and evaluation of the social use of these tools	NARS and RF/SRF GFAR Secretariat	Statistics
Outcome 4: Debates are taking place		
Launch e-conferences on various topics consistent with advocacy and strategic thinking issues at a global level (including discussion paper production, dissemination of the outlines of the e-discussion)	GFAR Secretariat NARS and their RF/SRF Other stakeholders	Effective discussion
Workshops and Conferences	GFAR Secretariat NARS and their RF/SRF Other stakeholders	Effective discussion
Capacity Development		
All Outputs	NARS and their RF/SRFs All appropriate stakeholders	Capacity developed
Needs identified		
Specific activities developed to address needs		
Monitoring and evaluation		

5.6 Synthesis of the Business Plan 2004-2006

by Avila, Koala, Attah-Kra, Eduardo

The overall objective of the Global Forum on Agricultural Research (GFAR) is to facilitate and promote cost-effective partnerships and strategic alliances among all agricultural research for development (ARD) stakeholders in addressing the quintessential objectives of alleviating poverty, increasing food security and promoting sustainable use of natural resources.

To begin to develop the 2004-2006 business plan, some thirty representatives of the GFAR stakeholders analysed systematically and integrally: a) the main results and constraints of GFAR programmes in achieving its overall objective, b) the demand priorities of its stakeholders as articulated at the 2003 Conference and contained in post-conference proposals, c) the future strategic challenges and opportunities for GFAR, and most importantly, d) the specific value-adding niches for GFAR in the global arena as well as e) the potential for mobilising collaboration and resources from its stakeholders and partners. The complementary, inter-related pillars and strategies crafted for the business plan constitute a timely, relevant and results-oriented agenda for the benefit of all GFAR stakeholders.

Pillar 1. Advocacy, Liaison and Public Awareness

Although new for GFAR, all stakeholders consider this strategic pillar as a very high priority for immediate implementation. By focusing on the use of key international initiatives and commitments (MDGs, WSSD, WFSs, WMD threat, etc), forming alliances and partnerships with regional and international organisations (WB, FAO, IFAD, IFAP, NEPAD, ASEAN, etc), and tapping the expertise of international organisations (FAO, CGIAR centers, IICA, IFSA and others), the proposed "advocacy" strategies and activities will add voice and GFAR perspectives to the global debate and initiatives on policy and institutional issues of critical importance to GFAR. Specifically, this pillar is expected to produce 7 achievable outcomes:

- a) More participation and empowerment of key stakeholders at regional and national levels, e.g. farmers, NGOs and the private sector.
- b) Definition of priorities for policy directions and institutional development at global level.
- c) Strengthening of demand-driven research.
- d) Reinforcement of stakeholder ownership.
- e) Enhancement of regional and national institutional capacity for planning, implementing and evaluating policy, institutional strategies and performance.
- f) Emergence of functional national agricultural research systems (NARS) inclusive of the participation of its stakeholders.
- g) Enhanced priority and support for ARD from policy makers at national, regional and global levels.

Essentially GFAR will employ reviews, case studies, regional conferences, participation in global fora, and sensitisation meetings with national, regional and global policy makers (those in finance and economic planning), to make the case for more effective policies, institutional strategies and financial support.

Pillar 2. Development of Research Partnerships

Research partnerships aim to promote, support and develop co-research on strategic priorities jointly recognized and identified through multi-stakeholders' participation. Through filtering/distilling process, strategic issues will be defined by and be responsive to stakeholders at all levels (grassroots, national, RFS and global partners). The emergent partnerships will be socially sustainable, will address research gaps (where no specific or research partnership is taking place), and will, while building on existing initiatives, be evolving to respond to changing events and new

opportunities. It was agreed that the operational principles of partnerships will include equity, compatibility, complementarity, reciprocity, subsidiarity, and mutuality, among all its stakeholders. This GFAR pillar is expected to produce two achievable outputs, which are:

- a) Strengthening of partnerships in strategic areas of interest.
- b) Scaling- out and - up of successful experiences and lessons learnt at the local, national and regional levels.

After analysing its present Global Partnership Programmes (GPPs) to determine what worked, how they worked and why, GFAR stakeholders will do things differently, for example, clarifying and refining partnership roles, and building the necessary capacity to absorb and harness comparative advantages among its stakeholders, to generate added value and impact where they count. Five operational strategies will be employed to achieve the impacts:

- 1) Program-based collaboration
- 2) Inter-regional collaboration and cross-fertilization of experiences
- 3) Learning process in developing partnerships
- 4) Proactive engagement of partners in partnerships building capitalizing on comparative advantages
- 5) Ensuring relevance of research partnerships.

Specific activities will focus on analyzing experience in partnerships, capitalizing on lessons learned, and supporting growth of GPPs at the regional and inter-regional levels. The FOs, NGOs and private sector will also be encouraged and supported to pro-actively participate in GFAR initiatives.

Pillar 3. Inter-Regional Collaboration

This third pillar **aims** to strengthen collaboration across regions on their regional priorities. Collaborative programmes and projects are defined mutually on the basis of comparative strengths, weaknesses and opportunities. This third pillar will flourish significantly in this planning period as GFAR stakeholders are intent on sharing their expertise and thus producing four achievable outcomes, which are:

- a) Broadened common interests.
- b) Joint endeavours and activities.
- c) Regular communication system.
- d) Greater resources mobilized.

To achieve these impacts, the first **strategy** involves facilitating inter-regional interaction through joint research, mutual exchange of information and experiences, regional agricultural information systems, and north-south and south-south collaboration validating issues across regions, which lead to joint capacity building. This development of capacity forms part of the second strategy through joint program development, experiential learning on building partnership, managing conflict and negotiations, and mobilising resources. GFAR will open up the regional fora to the greater involvement of other stakeholders, such as China, North America and Russia.

Pillar 4. Development of Information and Communication Systems

This ICM pillar has received favourable reviews for its performance in the past, hence the recommendation to continue work on achieving four important outcomes which are:

- a) Establishment of a functional regional agricultural information system (RAIS), after determining strengths and weaknesses of national information systems and defining an appropriate regional strategy and plan of action.

- b) Establishment of an inter-regional MIS, which requires defining the global agenda for ICM and implementing the engine enabling access.
- c) Sharing of knowledge among all GFAR stakeholders on “community of practices”, best practices and tools, and M&E of social use of the ICM operations.
- d) Holding of debates among stakeholders by e-conferencing globally on topics and issues of strategic relevance under each GFAR pillar.

Concluding comment:

The strategies and linkages among these four pillars of the 2004-2006 business plan will be updated, strengthened and refined on an ongoing basis as a result of key GFAR activities such as strategic thinking, capacity building, resource mobilisation, and monitoring & evaluation of the operations and milestones as defined for each outcome by the Retreat.

6 EMERGING MESSAGES FROM THIS MEETING: - WHAT IS NEW/WHAT IS DIFFERENT?

As it has been stated in the beginning that the outcomes of this meeting should be sharable, there was a general consensus that there are some key messages that have emerged in this meeting, which need to be communicated either to the GFAR steering group or to other stakeholder groups. These key messages which small groups had distilled were:

What needs to be communicated- What is new/what is different?	
<ul style="list-style-type: none"> • The GFAR steering group should commission a review of the secretariat staff and tenure • The staffing should be consistent with the rolling business plan • To appropriate of expertise and skills of sec • Maximize opportunities for secondment of staff for a longer period • The need for resources & human in the secretariat to be able to accomplish the task 	
<ul style="list-style-type: none"> • Seek commitment from RF and others GFAR stakeholders to BP and make visible within 3 months • RF to be lead champion of particular issues • Encourage the stakeholders to be owners 	
<ul style="list-style-type: none"> • The need for awareness creation about the added value-ness of GFAR among stakeholder group • Raise awareness about the GFAR and communicate the BP 	<ul style="list-style-type: none"> • Make a distinction between core activities for GFAR sec and stakeholders activities
<ul style="list-style-type: none"> • The facilitative role of the secretariat has been re-confirmed 	<ul style="list-style-type: none"> • New emphasis on advocacy and partnership
<ul style="list-style-type: none"> • To identify the role international bodies 	<ul style="list-style-type: none"> • Very interactive and constructive meeting of stakeholders
<ul style="list-style-type: none"> • GFAR Sec enhance its communication, particularly the private sectors and SCO 	<ul style="list-style-type: none"> • As owners RF should share GFAR 'load'

7 Next Steps And Workshop Evaluation

At the end of the workshop, Jürgen tried to compile a list of activities suggested by participants towards the finalisation of the business plan.

7.1 Immediate Next Steps

What	Who	When
Workshop doc	Jürgen and Hlami	10 th Feb 2004
Draft strategic plan and business plan circulated	Secretariat	1 st March 2004
Feedback	Stakeholders	15 th March 2004
Finalisation of BP	Secretariat	15 th April 2004
Approval by Steering Committee	Secretariat	End of April 2004
Work Plan	Secretariat	15 th April 2004
Publication of BP	Secretariat	1 st May 2004

The group agreed that the business plan should be finalised in May and implementation should start. The workshop evaluation was short, by asking 3 question to which participant were asked to write cards:

7.2 Workshop Evaluation And Closure

Looking at the future of GFAR, I feel...	
<ul style="list-style-type: none"> • It has a relevant role provided FR become more active, • it has more stakeholders and accountability is clear 	
<ul style="list-style-type: none"> • Very Optimistic about its contribution • Optimistic • Future is very bright 	<ul style="list-style-type: none"> • Happy with the outcomes • Positive • Stronger
<ul style="list-style-type: none"> • More familiar with GFAR 	<ul style="list-style-type: none"> • Inspired ('cos the concept is still alive)
<ul style="list-style-type: none"> • Knowledgeable about the actors, issues & future 	<ul style="list-style-type: none"> • There is great future for GFAR
<ul style="list-style-type: none"> • The challenge is great, the opportunities are greater 	<ul style="list-style-type: none"> • Contributing to ARD
<ul style="list-style-type: none"> • More still need to be done and should be shared with others 	<ul style="list-style-type: none"> • Greater awareness needed
<ul style="list-style-type: none"> • Optimistic for the future of the less developed countries 	<ul style="list-style-type: none"> • Expectant

What I did not like in this workshop was...

- | | |
|---|--|
| <ul style="list-style-type: none"> • For such short workshop-accommodation and work in different places • No time to think of anything else-All good • Limited time to analyse strategic decisions • Varying expectations and knowledge of some participants dragged the flow of the process • A need for more regular statements on where are we, what still has to be done? • Poor number of real innovative ideas • Hotel bed- I fell on my bed last night • End product not entirely what was expected • Meeting room- difficult to hear • The level of abstraction | <ul style="list-style-type: none"> • Dancing • Walking down the hill • None • The logistics • No free time • Repetition • Bla-bla-bla • Tight schedule • Time was limited |
|---|--|

What I liked at lot in this workshop was...

- | | |
|---|--|
| <ul style="list-style-type: none"> • Brainstorming-greater interactions and small group discussions • Seriousness and genuinity • Halala and the friendly atmosphere • Working in small groups and halala • Less taking and more action • Universal participation (e.g. Jack even distributed cards) • The interaction among participants • Friendly, team like approach (moderators) • Participatory approach, facilitator and halala • Greater understanding of GFAR and many new friends • To learn from other colleagues | <ul style="list-style-type: none"> • Evolving process • Workshop organisation • Discussions • Hard work • Interactive • Facilitation • Good interaction and group work • Efficient interaction • Focused and interactive • Hlami Ngwenya |
|---|--|

After the workshop evaluation, Jürgen Haggmann thanked the participants for their active and lively participation, particularly also to the process steering group and finally to Hlami Ngwenya for the demanding work of capturing all the outputs. Then he handed over to the organisers.

Ola Smith showed his appreciation for the wisdom and inputs of the participants. He also commended the facilitators for ensuring active participation, which was essential for the success of the workshop. He closed the workshop by wishing all the participants a safe journey back home.

8 ANNEX

8.1 List of participants

GFAR Stakeholder Group	Name	Contacts
AARINENA	Ibrahim HAMDAN	c/o NCARTT - National Centre for Agricultural Research & Technology Transfer Baqrrooziaa P.O. Box 639 19381 Amman, Jordan Tel: +20 (2) 516-6605/+962 (6) 472-6674 Fax: +20 (2) 749-5981/+962 (6) 4726099 Email: ihamdan@link.net
CACAARI	Asanbek AJIBEKOV	Center of Agrarian Science and Consulting Services prospect Lenina, 354a selo Lebedinovka, Alamudunskiy rayon, 722126 Bishkek, Kyrgyz Republic Tel: +996 (312) 631342 Fax: +996 (312) 630487 Email: caniks@elkat.kg
CACAARI	Samvel AVETISYAN	Ministry of Agriculture of Armenia 48 Nalbandian Str. 375010 Yerevan, Armenia Tel: +374 (1) 526695 /524860/524834 Fax: +374 (1) 523793 Email: frdmoa@agrounit.am
CACAARI	Zakir KHALIKULOV	ICARDA - International Center for Agricultural Research in the Dry Areas Central Asia and the Caucasus Regional Program P.O. Box 4564 700 000 Tashkent, Uzbekistan Tel: +998 (71) 1375259 /1375270 Fax: +998 (71) 1207125 Email: tashkent-CAC@icarda.org.uz
FARA	Monty JONES	FARA Secretariat PMB CT 173 Cantonments 2 Gowa Close, Roman Ridge Accra, Ghana Tel: +233 (21) 772823 Fax: +233 (21) 779421 Email: mjones@fara-africa.org
NGOs	Eduardo SABIO	IIRR - International Institute of Rural Reconstruction Regional Center for Asia Km. 39, YC James Yen Center Biga, Silang 4118 Cavite, Philippines Tel: +63 (46) 414-2417 Fax: +63 (46) 414-2420 Email: ed.sabio@iirr.org

NGOs	Dominique HOUNKONNOU	IFSA - International Farming Systems Association 03 BP 3030 Cotonou, Benin Tel: +229 332284 Email: dhounk@intnet.bj
FOs	Mercy KARANJA	ARCC -Kenya National Farmers Union Family Health Plaza Mbagathi Way OffLangat Road PO Box 43148 00100 Nairobi, Kenya Tel: +254 (2) 608324 Fax: +254 (2) 608325 Email: knfu@arcc.or.ke
FOs	Jack WILKINSON	IFAP - International Federation of Agricultural Producers RR 1, Belle Vallée Ontario T0J 1A0, Canada Tel: +1 (705) 647-3623 Fax: +1 (705) 647-3623 Email: president@ifap.org
Private Sector	Jagveer SINDHU	APSA - Asia Pacific Seed Association 726 & 731 (7th floor) Food Research Institute Bldg Kasetsart University Campus Bangkok 10903, Thailand Tel: +66 (2) 940-5464 Fax: +66 (2) 940-5467 Email: director@apsaseed.com
Private Sector	Vinich CHUANCHAI	APSA - Asia Pacific Seed Association 726 & 731 (7th floor) Food Research Institute Bldg Kasetsart University Campus Bangkok 10903, Thailand Tel: +66 (2) 940-5464 Fax: +66 (2) 940-5467 Email: director@apsaseed.com
Private Sector	Claudio BARRIGA	Chacra La Esperanza Casilla 42 Talagante, Chile Tel: +56 (2) 855 7269 Fax: +56 (2) 817 2382 Email: cbarriga@entelchile.net
ARIs	Michael BOSCH	Advisory Service on Agricultural Research for Development (BEAF) Deutsche Gesellschaft fuer Technische Zusammenarbeit (GTZ) GmbH Postfach 5180 65726 Eschborn, Germany Tel: + 49 6196 79-1434 Fax: + 49 6196 79-7137 Email: Michael.Bosch@gtz.de

IARCs	Saidou KOALA	ICRISAT - International Crop Research Institute for the Semi-arid Tropics Programme sur les Zones en Marge du Desert (DMP) B.P. 12404 Niamey, Niger Tel: +227 722 626 / 722 529 Fax: +227 734 329 Email: s.koala@cgiar.org
IARCs	Kwesi ATTA-KRAH	IPGRI sub-Saharan Africa Office c/o ICRAF P.O. Box 30677 Nairobi, Kenya Tel: +254 (2) 524509 Fax: +254 (2) 524501 Email: ipgri-kenya@cgiar.org
Donors	Alessandro MESCHINELLI	IFAD - International Fund for Agricultural Development Via del Serafico, 107 00142 Rome, Italy Tel: +39 (06) 5459-2463 Fax: +39 (06) 5459 2018 Email: a.meschinelli@ifad.org
GFAR Management Team	Mohammad ROOZITALAB	AREO - Agricultural Research and Education Organization P.O. Box 19835-faw111 Tabnak Ave. Evin Tehran, Iran Tel: +98 (21) 240-2483 / 0094 Fax: +98 (21) 240-0568 / 240-1855 Email: areeo@dpimail.net
GFAR Management Team	Monica KAPIRIRI	Aga Khan Foundation P.O. Box 125 Dar-es-Salaam, Tanzania Tel: +255 (22) 266 7923 Fax: +255 (22) 266 8527 Email: mkapiriri@yahoo.co.uk
GFAR/FAO WG	Marcelino AVILA	FAO/SDAR Viale delle Terme di Caracalla 00100 Rome, Italy Tel: +39 (06) 57056077 Fax: Email: marcelino.avila@fao.org
GFAR old friends	Samuel BRUCE-OLIVER	WARDA - The Africa Rice Center B.P. 4029 01 Abidjan, Cote d'Ivoire Tel: +225 (22) 414436 / 413019 /225 22 41 0606 Fax: +225 (22) 411807 Email: s.bruce-oliver@cgiar.org
GFAR old friends	Henri ROUILLE D'ORFEUIL	CIRAD 42, rue Scheffer 75116 Paris, France Tel: +33 (1) 5370-2028 Fax: +33 (1) 5370-2142 / 5370-2034 Email: rouille@cirad.fr

GFAR Secretariat	Ola SMITH	GFAR Secretariat c/o FAO Viale delle Terme di Caracalla 00100 Rome, Italy Tel: +39 (06) 570 55047 Fax: +39 (06) 570 53898 Email: ola.smith@fao.org
GFAR Secretariat	Jean-François GIOVANNETTI	GFAR Secretariat c/o FAO Viale delle Terme di Caracalla 00100 Rome, Italy Tel: +39 (06) 5705-5698 Fax: +39 (06) 570 53898 Email: JeanFrancois.Giovannetti@fao.org
GFAR Secretariat	Fulvia BONAIUTI	GFAR Secretariat c/o FAO Viale delle Terme di Caracalla 00100 Rome, Italy Tel: +39 (06) 5705-3584 Fax: +39 (06) 570 53898 Email: Fulvia.Bonaiuti@fao.org
GFAR Secretariat	Nur ABDI	GFAR Secretariat c/o FAO Viale delle Terme di Caracalla 00100 Rome, Italy Tel: +39 (06) 570-55084 Fax: +39 (06) 570 53898 Email: Nur.Abdi@fao.org
GFAR Secretariat	Oliver OLIVEROS	GFAR Secretariat c/o FAO Viale delle Terme di Caracalla 00100 Rome, Italy Tel: +39 (06) 5705-5083 Fax: +39 (06) 570 53898 Email: Oliver.Oliveros@fao.org
GFAR Secretariat	Antonio SCHIAVONE	GFAR Secretariat c/o FAO Viale delle Terme di Caracalla 00100 Rome, Italy Tel: +39 (06) 570-54505 Fax: +39 (06) 570 53898 Email: Antonio.Schiavone@fao.org
Workshop facilitator	Jürgen Hagmann	Independent process consultant/ facilitator Talstrasse 129 D-79194 Gundelfingen, Germany Tel: +49 (761) 54762 Fax: +49 (761) 54775 Email: JHagmann@aol.com

Workshop Co-facilitator	Hlami Ngwenya	Wageningen University Dept of Agrarian Technology Netherlands Tel: Fax: Email: HlamiNgwenya@mweb.co.za
----------------------------	---------------	---