



GFAR

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

GFAR-SM-05-13a

16TH GFAR STEERING COMMITTEE MEETING
MARRAKECH, MOROCCO
3RD – 4TH DECEMBER 2005

Minutes of the 15th GFAR Steering Committee



GFAR

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

15TH GFAR STEERING COMMITTEE

ENTEBBE, UGANDA

JUNE 08, 2005

MINUTES OF THE MEETING

OPEN SESSION

WELCOME ADDRESS

The chair, Mohammad Roozitalab welcomed the participants and thanked each and everyone present for the efforts made to take part in the meeting. He then introduced a number of alternate members and observers present at the meeting who were: Alessandro Meschinelli representing Rodney Cooke (IFAD), Hamid Narjisse representing Abdel-Nabie Fardous (AARINENA), Campbell Davidson (NAFAR), Marcio Porto representing Dietrich Leihner (FAO), Aissetou Kanute (NGO), Leonard Msemakweli and Chebet Maikut representing Jack Wilkinson (IFAP), and Marc Debois (European Commission). The chair paid a special tribute to Philippe Vialatte who for many years represented the Donor Support Group on the Steering Committee (SC) and who was now going to be replaced by another DSG representative. He requested Marc Debois from the European Commission to convey the best wishes and gratitude of the SC to Philippe Vialatte.

ADOPTION OF THE AGENDA AND APPROVAL OF THE DECEMBER 2004 EXTRA-ORDINARY MEETING OF THE COMMITTEE

The Chair presented the provisional agenda and the minutes of the December 2004 meeting for comments and adoption. It was suggested that perhaps future agenda should contain an item on action taken report although it was admitted that many of such issues usually feature in the progress report presented by the Executive Secretary. It was also suggested to reorganize the agenda in order to give some time to Regional Fora representatives and other stakeholders to provide some update on their activities during the open session just after the report from the secretariat, and that the agenda item on the charter review be moved to the closed session since it might not be of much interest to the observers. The final agenda adopted is presented in annex 1. The minutes of the December 2004 meeting were approved without modifications.

SECRETARIAT MID-TERM PROGRESS REPORT

The Executive Secretary presented a brief report on activities carried out since the beginning of the year. The report was prepared and presented following the output-oriented format of the programme of work and budget. Some of the outputs he highlighted under each of the pillars of the Business Plan are summarised below.

i) Support to RF to promote inclusiveness and inter-regional collaboration

Outputs achieved or targeted through advocacy and capacity building of CSOs are:

- Observer status on AARINENA Executive Committee granted to farmers representatives.
- IFAP's committee on ARD established
- Process for the establishment of SSA NGO Consortium initiated
- Facilitated information exchange and knowledge sharing among RF during two important regional fora events (FORAGRO 2005, EFARD 2005) with emphasis on building collaborative research programmes around regional priorities.

ii) Promotion of Collaborative Research Partnerships

- Significant progress made towards the development and implementation of concrete projects and activities within two GFAR promoted activities – the Global Post Harvest and the ICM4ARD initiatives.
- Promotion of south–north partnerships through the second call of the DURAS competitive research funding mechanism, with an increased response rate, and improved participation of CSO.

iii) Advocacy and public awareness

The activities of the GFAR Stakeholder Committee for the Generation Challenge Programme (GCP) was used to illustrate some of the activities carried out to contribute to the targeted output of informed updated stakeholders able to take appropriate decisions and policy actions. The committee made strong recommendations to the governing body of the Challenge Programme on such important issues as: the central role NARS should play in the GCP and the need to develop a product delivery mechanism targeted towards end users.

iv) Management Information Systems

Under this pillar, he highlighted the efforts made for the continued development of EGFAR to make it user-friendlier, versatile and an important source of information.

v) Management Related Activities

He reported that the recruitment process for the two P-2 positions had been concluded, and that for the P-4 position should be concluded by July. Finally he indicated that with regards to resource mobilization, Canada, the European Commission (DG/DEV), FAO, France and Italy had all confirmed pledged support for 2005, while DFID, IDRC, IFAD, Rockefeller, and WB/CGIAR had requested for specific project based proposals.

Discussion centred mainly around the issues of more effective CSO participation in RF activities, and the need to move more rapidly with the identification and implementation of concrete inter-regional activities. With regards to the former, a plea was made to ensure a more effective presence of CSO in RF although the issue of legitimate representation of the CSO was raised again, and that efforts should be made to avoid handpicking of CSO

representatives. Related to this issue, a request for an update on the status of the CSO project submitted for funding to the EC (DG/DEV) was made, and was provided by the Executive Secretary who indicated that the official request to be prepared by the ACP Secretariat is still pending, and described efforts being made to ensure the request is sent to the EC, so that pledged funds could be released. It was suggested that more political lobbying of the ACP Secretariat might be required and Marc Debois from EC offered to help along these lines. With regards to the implementation of concrete inter-regional activities, it was indicated that this will necessarily take some time, given that RF have to take the lead and come to a common agreement. Additional comments were provided by Jean-Francois Giovannetti who brought to the attention of the Committee the recent activities on the development of the ICM4ARD programme, highlighting how the programme was characterised among others by a strong inter-regional dimension.

UPDATES FROM REGIONAL FORA (RF) AND OTHER STAKEHOLDERS

AARINENA

Hamid Narjise, Director of INRA, Morocco, representing AARINENA presented the progress so far made by the RF on its Work Plan (2004-2005). The activities reported are summarised below:

1. *Strengthening of Agricultural Information System (RAIS) through:*

- a) Enhancing AARINENA Website: the web-site which was developed in July 2002 was recently enhanced and re-launched in order to make it more interactive and user friendlier.
- b) Strengthening of WANA- RAIS: the RF facilitated and supported the second meeting of the AARIENA ICT Committee that was held in September 2004 in Iran, during which the committee reviewed & approved the RF ICT strategy which consists of the following:
 - Framework of Action to develop the WANA-RAIS
 - Implementation Plan
 - Collaborative Programs
- c) AARINENA Newsletter and other publications: it was reported that during the period under review the RF produced and widely distributed 4 biannual newsletter issues, proceedings of RF meetings, workshops and number of training manuals

2. ***Establishing and supporting Commodity Crop Networks:*** it was reported that the RF networks have become a generic model for the establishment of functional mechanisms for collaboration and enhancement of communication and exchange of experiences among different countries in one region and/or different regions of the world. The RF currently has four commodity networks, namely cotton, olives, date palm, and medicinal and herbal plants.

3. ***Implementation of the Global Post Harvest Initiative (GPhI):*** In collaboration with GFAR Secretariat the RF convened a two-day planning meeting on the GPhI in Antalya, Turkey in March 2005. The meeting was attended by all the coordinators of the RF commodity networks and the leaders of the respective post harvest working groups of these networks. It was reported that the principal outcome of the two-day meeting was

the prioritisation of three project ideas, out of a total of 9 that were considered to be of importance for the networks and these include:

- Market-orientation for the AARINENA networks and their members, convened by the Coordinator of the Date Palm Global Network;
- Innovative and effective market-oriented and demand-driven extension services, convened by representative of farmers' organisations; Organic production of olive, cotton, dates and medicinal and herbal plants, convened by NGO sector representative.

4. ***Strengthening intra and inter-regional collaboration:*** The AARINENA representative briefly highlighted efforts of the RF in forging links amongst its sub-regional fora through organizing intraregional workshops, meeting and seminars. The significant contribution and support of GFAR Secretariat in convening these events was noted and appreciated. At the global level, it was reported that AARINENA actively participated in all of GFAR and other RF activities in order to strengthen inter-regional collaboration and contribute to the implementation of GFAR 2004-2006 Business Plan.

APAARI

Raj Paroda, the RF Executive Secretary, presented APAARI's progress report. His presentation highlighted the strategic areas developed for the APAARI 2025 vision, which include:

- Thematic Research Networks for Crop, Livestock and Fisheries sectors:
- Information and Communication Technology
- Agricultural Biotechnology
- Post-harvest Technology

The Executive Secretary also reported briefly on two major activities the RF is working on:

1. **Asia-Pacific Agricultural Research Information System (APARIS):** In his presentation, the Executive Secretary described some of the activities contained in the APARIS program of work for 2005-2007 including:
 - Regional Workshop for Integrating National Agricultural Information Systems – Development of Training Materials (2005)
 - Three Sub-regional Training Workshops - Training of NAIS Trainers – (2005 & 2006)
 - APAARI facilitated e-Learning module for National Workshops to Train at least One Information Officer from each National Institute (2006 & 2007)
2. **Asia-Pacific Consortium of Agricultural Biodiversity (APCoAB):** This initiative succeeded in bringing civil society organizations in the region on board with the active participation of the Asia Farmers Network (ASFARNET) and Asian NGO Coalition, this latter also serving as a member of the Steering Committee of APCoAB.

The presentation also briefed the participants on the recent workshops, seminars and expert consultation meetings convened by the RF as well as on recent publications.

CACAARI

Raj Paroda provided some update on behalf of CACAARI whose representatives could not attend the meeting. He informed the SC that the former chair of Forum, Dr. Sherali Nurmatov of Uzbek had relinquished his position as chair, following some new government assignment, and has been replaced by Dr Abdushukur Khanazarov from Uzbekistan. He indicated that the Forum is new and young and needs some support to be better organized and functional, and that some support is currently being provided through the PFU in ICARDA. Some recent activities carried out in the Forum include: the development of a Regional Agricultural Information System (RAIS) and the organization of a cotton network (INCANA) meeting. With some support from GFAR, the Forum will go ahead with the planning workshop for a needs assessment as indicated in the GFAR PWB. He called for some support to enable the Forum interact with and be integrated with other Fora, and to carry out a number of important activities such as the development of the website and the preparation of a directory of research institutes.

FARA

Monty Jones, the Executive Secretary of the RF, presented the progress report of the RF. He started with brief description of the strategic agenda of the RF: to develop an African agenda with clear focus to effectively use limited resources; and catalyze innovation and change in AR4D in the region. He then focused his presentation on three areas/activities in which FARA is currently involved, these include:

1. ***Advocacy and constituency building***: current activities reported include;
 - acting as the technical arm of NEPAD to implement CAADP pillar 4
 - developing partnership with African Union to strengthen agricultural research for development
 - Strengthening working relationship with SROs through annual retreats, regular consultations, etc.
 - Strengthening coordination and participation of Southern Africa through SADC-FANR
 - Expanding FARA's mandate to Northern African countries
 - Actively participating in major strategic meetings to highlight the role of agricultural research for increased economic development in Africa
 - Soliciting sustainable support on investments for agricultural research by the African governments and development partners

2. ***Promoting partnership and the dissemination of agricultural technology and knowledge***

The Executive Secretary briefly described some of the programmes and initiatives that the Forum developed to address these two areas of interest. These were:

- The Comprehensive African Agricultural Development Programme (CAADP) developed to tackle African Agricultural problems

- The Frame work for African Agricultural Productivity (FAAP) which through Science and Technology will focus on improving productivity

- The BASIC or Building African Scientific and Institutional Capacity designed to raise the quality and relevance of African tertiary agricultural education and produce new cadres of professionals
- The DONATA or Dissemination of New Agricultural Technologies designed to achieve early impacts by accelerating dissemination and uptake of new technologies
- The SSA CP, a new IAR4D paradigm designed to address constraints to reviving agriculture and for which pilot sites has been identified and teams and lead institutions are now being assembled
- And the FARA RAIS which is being implemented in collaboration with other RAIS within GFAR, and is designed to improve access and contribution of African scientists to agricultural science and development knowledge.

He concluded his presentation by noting that regular consultations are held with all of the three Sub-Regional Organizations in FARA, and that FARA strives to maintain a high profile within the African political stage including at the level of the African Union. He commented on the fact that North African countries are now full fledged members of FARA, which continues to maintain close ties with AARINENA.

FORAGRO

In his presentation, the Executive Secretary of FORAGRO identified two major activities on which he wanted to concentrate. The first was the biannual study on sector performance, carried out in order to identify and set priorities for the sector. He indicated that the outputs of the study are available on the FORAGRO website. The second activity on which he spent more time was efforts made to show and maintain some presence in political and technical fora for advocacy and information sharing. Some of the activities he presented with regards to the latter were:

- Presence and active participation of FORAGRO in the EFARD 2005 conference in Zurich
- Participation in the on-going FARA General Assembly in Entebbe Uganda
- Participation in the World Bank LAC design meeting in Costa Rica, and the on-going IAASTD Impact evaluation of Agricultural S&T on Poverty
- Participating in the IICA Inter-American Board of Agriculture.

A very important activity that he dwelt on a bit more was the organization of the 4th International Meeting of FORAGRO held in Panama from the 13th to the 15th of April 2005. The meeting attended by about 130 participants including representatives from other RF provided an opportunity to foster networking and the exchange of knowledge and information amongst the various participants from various institutions. He particularly highlighted the participation of Latin American Parliamentarians involved in agricultural and finance commissions (PARLATINO), which signalled the beginnings of a strong tie and collaboration with an important political body in the region. This participation led to the signing of an agreement between FOARAGRO and the PARLATINO. On the other hand the PANAMA Declaration, identified some priority areas of activities for FORAGRO. Such priorities were:

- Conservation, characterization and use of genetic resources

- Sustainable management of natural resources: soil, water and biodiversity
- Development and use of new agricultural biotechnologies
- Development of Scientific and Technological information systems
- Promotion of innovations aimed at the development of agribusiness
- Promotion and development of innovations applicable to family agriculture
- To make the regional innovation system more efficient, promoting, through FORAGRO, the necessary changes.
- To position technological and institutional innovation at the center of policy discussions in the countries and in regional and hemispheric economic integration processes.
- To undertake a hemisphere-wide effort at the highest levels aimed at securing greater levels of public and private investment, in order to reverse the alarming trend toward the under investment of S&T
- To foster the development and modernization of education, with a view to incorporating more knowledge and technology into rural

Taking inspiration from these priorities, the ES of FORAGRO suggested that inter-regional collaborative efforts and sharing of information under GFAR could be built around some of the following ideas; some of them cut across themes: prospective visioning looking at trends, priorities and perspectives of agriculture; and management and organization of information. Regarding thematic areas, the following are suggested: natural resources management, genetic resources utilization, biotechnology and institutional innovations and management.

EUROPEAN FORUM ON AGRICULTURAL RESEARCH FOR DEVELOPMENT (EFARD)

On behalf of EFARD, Christian Hoste acknowledged the active participation of GFAR in the third EFARD conference held in Zurich from the 27th to the 30th of April 2005. He highlighted the fact that the issue of institutional and capacity building featured prominently during the conference. He went on briefly to describe the ERANET, which involves 11 member-states, and whose primary objective is to improve cooperation and coordination in the field of ARD in Europe and to put European ARD on the international ARD map effectively. He also briefly highlighted another initiative, the European Consortium for Agricultural Research in the Tropics, ECART, which has been recently constituted as a European Economic Interest Grouping (EEIG) to serve as a nucleus of the European Executing Agency in ARD.

NORTH AMERICAN FORUM ON AGRICULTURAL RESEARCH (NAFAR)

Brian Harvey informed the SC that he has taken over from Russ Freed as the substantive representative of NAFAR on the SC and that David Saumons from the United States will serve as the alternate member, while Campbell Davidson from Canada will serve as a back up for him, Bryan. He indicated that he has been and will continue to consult with a number of organizations in North America, willing to interact with the international system that GFAR represents. He concluded that like the NGOs NAFAR has no resources as of now to support its effort to function as a RF.

INTERNATIONAL AGRICULTURAL RESEARCH CENTRES (IARCS)

Emile Frison, on behalf of IARCs made a short presentation in which he called attention to the fact that many CGIAR Centres are actively involved with Regional Fora, and participate in many of their activities. He indicated that the Centres are striving to build various forms of partnerships in a bottom up manner in the spirit of GFAR. He then gave an update on the creation of the Alliance of Future Harvest Centres, a recent initiative of the Centres, aiming at

improving the capacity of Centres to engage in collective action and at ensuring a gain in efficiency. The Alliance is currently carrying out activities that lead towards better programmatic integration and rationalization of infrastructures, including the development of a sub-regional medium term plans to be started in Africa and which may be developed for other regions in the future. Furthermore he indicated that discussions are ongoing between CIMMYT and IRRI with the objective of moving towards a closer integration. He cautioned that such issues are complex and hence the need to move without precipitation. Regarding the recommendations of the SSA Task Forces for West and Central Africa, he indicated that the Centres concerned will explore the idea of a joint Board for IITA and WARDA. He concluded that while the Task Force process certainly put some pressure on the Alliance initiative, the latter is a not a reaction to the report, as it started well before the Task Force's report was completed. The creation of the Alliance represents a constructive step taken by the Centres towards improving the systems' efficiency.

NON-GOVERNMENTAL ORGANIZATIONS (NGOS)

On behalf of the NGO community, Monica Kapiriri presented a short update in which she went back to the Mexico meeting in 2004 when the NGOs had an important meeting during which the idea of organizing NGOs active in the area of ARD into an International Consortium so that this group of stakeholders could participate more effectively in the global agricultural research system. Following an intensive interaction with the Secretariat, the group decided to pursue the initiative in a stepwise manner, starting with the organization of a sub-Saharan NGO consortium. She informed the SC that representatives of NGOS met over a two-day period in Entebbe before the SC meeting to move this idea forward, and succeeded in drafting the vision, mission, objectives, and governance structure for the consortium. Terms of Reference that will define functions and activities were currently being developed she indicated. She hoped that with this reorganization, NGO will be in a position to address the legitimacy issues that is always raised and which have caused some RF not to welcome them with open arms. She noted also that the Consortium would require some funding support to get it going. She concluded by indicating that one of the first set of activities the Consortium will be carrying out is to develop and implement a strategy that will enable it participate actively in the SSA Challenge Programme which is still in the planning stage, and thanked the SC for the opportunity to present the update.

FARMERS' ORGANIZATIONS

Chebet Maikut, from IFAP informed the SC that IFAP's committee on ARD has now been established with some support from the Secretariat, and will hold its first meeting in Paris at the IFAP Secretariat in September. He also reiterated the wish of IFAP to see the CSO project, which has been in the pipeline for so long concluded and funded soon so that it could contribute to strengthening Farmers' Organizations.

GFAR 2006

The Executive Secretary presented a short report on activities carried out so far towards the organisation of the 2006 GFAR Conference, and based mainly on the outcome of a recent meeting with the Director General of the Indian Council of Agricultural Research (ICAR), Dr Mangal Rai. He indicated that he had presented the report to the Management Committee, which endorsed the following recommendations that he made following a reconfirmation of the willingness of the Indian authorities to host the event, and requested the SC to discuss, comment and approve the recommendations.

Venue: New Delhi

Dates: the 9th to the 11th of November just after the APAARI General Assembly meeting to be held at the same venue from 6-8th November, 2006

Site: National Agricultural Science Centre of the Indian Council for Agricultural Research

Organizational Processes:

- i) Establish a Conference Working Group (CWG) to carryout the following functions:
 - Decide on conference theme, sub-themes
 - Structure conference program
 - Identify speakers
 - Elaborate conference participation guidelines
 - Oversee preparatory activities

- ii) Establish a Prep COM to handle local logistical aspects of Conference
 - Liaison with local authorities
 - Issue of letters of invitation for visa purposes
 - Airport reception, field visits,
 - Accommodation, equipment, refreshments etc

The following recommendations were made following a discussion of the report.

- The PREPCOM should comprise only people living in India to facilitate communication and participation, and its composition should be left in the hands of our host
- The composition of the CWG was approved as presented
- Efforts should be made to secure a full or part time person to work on the preparatory activities
- All the statutory meetings including the DSG meeting should be held during the conference in order to maximise the use of time and reduce costs

Conference theme: Following a short brainstorming session a number of potential themes were suggested including

Innovations in ARD to link farmers to markets;
Agriculture-nutrition linkages;
Millennium development goals and sustainable environment;
Inter-regional partnerships make a difference;
Partnerships in ARD for food security, nutrition and the environment;
Globalisation and treaties: constraints or opportunities for ARD;
Training scientists for R&D;
Indigenous knowledge and agricultural research;
Knowledge systems in ARD.

It was finally decide that the Secretariat should prepare a short paper tracing the history of the conference from Dresden to New Delhi, to highlight topical issues that influence or could influence the choice of themes, and make some appropriate suggestions to the SC latest by September 2005.

GPP ASSESSMENT AND EVALUATION

Rupert Best presented a comprehensive paper on the preparatory activities that have been carried out and planned towards the assessment and evaluation of Global Partnership Programmes (GPP) as an effective tool for promoting multi-stakeholder partnerships. The presentation covered the following issues:

- Rationale and genesis of the initiative
- GPP to be evaluated (PROMUSA, Direct Sowing Mulch-based and Conservation Agriculture, PROLINNOVA, Under-utilized Species, and ICM4ARD).
- Key questions and issues to be probed
- The process to be carried out by an evaluation team of three persons from the South, the North and from the GFAR Steering Committee, with a member of the Secretariat providing service support to the team. A list of potential candidates was proposed. The process itself will comprise both field visits and a workshop, designed to stimulate ownership among those involved with the GPP implementation and build on the collective knowledge of those that have been involved in the GPP process. A two-day workshop that will involve a maximum of 15 participants (3 from the evaluation team, 3 from the conveners of on-going GPP, 2 from conveners or key informants of previous and pipe-line GPP, 5 from key stakeholders, partners or beneficiaries, and 2 from GFAR Secretariat) and designed to collect and discuss information.
- Expected outcomes which included: a more robust GPP identification, design and implementation process; insight into the costs and benefits associated with GPP design and implementation; documentation of the lessons learned from the GPP process to date; concrete recommendations that feed into the overall GFAR Evaluation in 2006
- A timetable with a schedule that culminated in the submission of the outcome to the SC meeting of December 2005.

The presentation stimulated some discussion and the following issues were raised.

- i) The assessment is an important strategic exercise, and given that a number of agencies such as IFAD support multi-stakeholder initiatives why not consider including other persons with some knowledge of similar initiatives. Secondly, beyond the issues of concept and operationalisation, it might be important to also identify skills and profiles needed for proponents of such programs.
- ii) Since not all RF are or will be involved in the exercise, it will be important to share the lessons learnt with those not directly involved
- iii) The frame work for understanding the evaluation should be such as to also capture the views of farmers involved with the GPP
- iv) The member of the SC (Christian Hoste) identified to take part in the exercise will do so as a resource person so that we could benefit from his wealth of corporate memory and not as a member of the evaluation team.
- v) The pros and cons of holding a workshop or just focusing on field visits by the consultants was debated. In the end it was decided that the workshop will provide some added value in terms of stimulating a sense of ownership of the process by participants, and the rich exchange of information and ideas it will stimulate.

The committee endorsed and approved the activity as presented.

CLOSED SESSION

GFAR CHARTER REVIEW

The Executive Secretary introduced this agenda item with a short presentation on the history of the Charter from its beginning in 1998 when the first version that guided the operations of GFAR for two years was approved, through the second version that was revised and approved in 2000. He identified a number of factors and issues that led to the decision to review this second version and the process taken to undertake the revision when the SC gave the green light to do so during the Nairobi meeting in October 2003. The process involved a preliminary revision by a three-person team made up of two that were familiar with agricultural research for development and organizational management as well as an in-depth knowledge of and familiarity with GFAR, and a third person with a legal background to advice on relationship issues with FAO. The team presented the outputs of the exercise to the Management Team and SC on several occasions, and the SC took over the responsibility of completing the exercise after the 4th revision. He indicated that the Management Team made comments on a 5th version and that the 6th version now before the SC contained comments, recommendations and suggestions from the Management Team.

In order to facilitate the review and discussion he presented three documents to the SC. The current Charter, the 6th version- the output of Management Team review, and a matrix table that presented these two versions side by side so that suggested changes could be easily followed and discussed. He also drew the attention of the MT to the fact that while there were minor editorial changes recommend in some sections of the charter, no changes were recommended in many other sections, and suggested that perhaps more attention should be focussed on those parts of the charter where substantial changes were recommended. He identified these latter as sections that deal with:

- Mission and Principles
- Governance (GFAR-SC and NARS sub-Committee)
- Constituency Working Groups
- Secretariat (staffing, tenure of Executive Secretary)
- Facilitating Agencies

The outcome of the section-by-section and page-by-page review carried out by the SC is reflected in final draft of the charter attached to the minutes, and which will now guide the activities of GFAR over the immediate future.

FINANCIAL UPDATE

The Executive Secretary presented an update that showed the budget, expenditure during the first 4 months of the year, and the balance. It was suggested that in future presentations it might be worthwhile to also indicate pledged contributions and when expected, the reserve,

and a projected outcome to the end of the year, and that the FAO oracle system might be a useful tool for this projection. It was also suggested that efforts should be redoubled to look for additional sources of funding. The IFAP representative (Jack Wilkinson) offered to support efforts to be made to ensure continued support of Canada to the GFAR. Following these comments, the update was approved.

GFAR CHAIR FOR 2006-2008

The term of the current chair expires in December 2005, and the process for the selection of a new chair was discussed. The following decisions were taken with regards to this issue.

- The principle of the chair coming from a NARS and the Vice-chair from any other stakeholder group was maintained.
- The principle of a regional rotation for the chair was not accepted, rather it was agreed that efforts should be made to identify suitable persons who have the time and inclination to serve as the chair,
- Consultation for suitable nominations should start soon, and the Secretariat should send a written statement including the Terms of Reference and functions of the chair to all RF for nominations, which should be accompanied by CVs.
- The SC did not come to a decision on whom the nominations should be sent to, and passed the decision to the Management Team
- Nominations received should be sent to the SC three weeks before the next SC meeting in December 2005 when the new chair should be selected.

ANNEX 1

AGENDA
15th GFAR Steering Committee Meeting
Entebbe, Uganda
Tuesday 8th June 2005

OPEN SESSION

Welcome Address: Mohammad Roozitalab, *Chair of GFAR*

Adoption of the agenda

Approval of minutes of the 14th GFAR Steering Committee meeting

Progress report from Executive Secretary and updates Regional Fora and other stakeholders.

Coffee/Tea break

GFAR 2006

Global Partnership Programmes assessments and evaluation

Lunch Break

CLOSED SESSION

Charter Review

Financial update

GFAR Chair for 2006-2008

Executive Secretary Assessment

Closing remarks by GFAR Vice-Chair

ANNEX 2
LIST OF PARTICIPANTS

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ANNEX 1**THE GFAR CHARTER**

The **GFAR Charter** defines the rules and regulations of the **Global Forum on Agricultural Research (GFAR)**. The GFAR Charter was approved by the GFAR Steering Committee (GFAR-SC) in October 1998 and was first revised following the *First GFAR External Review* that took place in mid-2000. This second revision, the principle of which was endorsed during the 12th GFAR-SC Meeting, takes into account various changes that have taken place since then and in the wake of globalization of agriculture, and the recognition that the NARS sub-Committee (NARS-SC) needs to assume a programmatic role in future to meet emerging challenges.

1. BACKGROUND

The *Global Forum on Agricultural Research (GFAR)* was formally established in Washington in October 1996, on the basis of an agreement between the stakeholders of agricultural research for development (ARD), a group of donors who supported the initiative and four facilitating agencies (Food and Agriculture Organization, International Fund for Agricultural Development, International Service for National Agricultural Research, and the World Bank) who played a key role in this process. A *GFAR Steering Committee* (GFAR-SC) and a *NARS Steering Committee* (NARS-SC) were formally established in May 1997 and since then have regularly met twice a year. Two Secretariats, the GFAR Secretariat and the NARS Secretariat were established to provide support to the GFAR-SC and the NARS-SC respectively. The GFAR Secretariat was hosted by the World Bank in Washington DC, while the FAO hosted the NARS-SC. In February 1998, at the request of GFAR-SC, some donors led by IFAD met in Rome and decided to establish a *GFAR Donor Support Group* which since then meets regularly. In October 1999, a decision was taken to merge the two secretariats into a single *unified GFAR Secretariat*, based in FAO, Rome, and this took effect in June 2000.

The first triennial meeting of GFAR was held in Dresden in May 2000; and the *First External Review of GFAR* took place later that year. The majority of its recommendations were accepted and implemented by the GFAR-SC. The second Triennial Meeting was held in Dakar in May 2003 and one of the outputs of that meeting was the decision to once again review the Charter in order to take account of new issues such as the request of the Advanced Research Institutions (ARIS) constituency to operate as regional fora within the context of GFAR.

This document aims at describing more precisely the different mechanisms of governance of GFAR, namely: (i) the Steering Committee, (ii) the Management Team, (iii) the NARS Program Committee; (iv) the Executive Secretariat, (v) the Donor Support Group; and (vi) the Facilitating Agencies. The respective responsibilities of these bodies are presented, as are their Terms of Reference contained in separate Annexure to this Charter. However, before doing so, it is important to reaffirm the GFAR mission statement and the guiding principles that GFAR stakeholders have agreed to adhere to (see boxes 1 and 2).

GFAR mission statement

To mobilize all the stakeholders involved in agricultural research for development and support their efforts to alleviate poverty, increase food security, and promote a more sustainable use of natural resources.

Guiding principles of GFAR's mode of operation

Subsidiarity

Programs and projects are planned and managed at the lowest level at which they can be effectively executed.

Complementarity

GFAR strives to develop a global agricultural research system by drawing on the complementary strengths of all stakeholders involved.

Additionality

GFAR supports programs and projects that aim specifically to add value to what each stakeholder is able to do on its own.

Partnership

The NARS of all countries, both developed and developing, along with their regional and sub-regional fora are the cornerstones of the global agricultural research system that GFAR aims to create for effective and mutually beneficial partnership.

Involvement of all stakeholders

GFAR operates through all its stakeholders and mobilizes them in the planning and execution of its programs and activities.

2. GOVERNANCE

2.1. The GFAR Steering Committee (GFAR-SC)

2.1.1. Categories of stakeholders

The stakeholder constituents of GFAR comprise the following categories. the National Agricultural Research Systems (NARS) through their Regional Fora, the European Regional forum, the North American Regional Forum, the International Agricultural Research Centres, Non-Governmental Organizations, Farmer's organizations, the Private Sector, the Donors' Community, and the Facilitating Agencies

2.1 2. Committee Composition

Each category of stakeholders will have one representative¹, on the committee, and an alternate who will serve as an observer:

- 5 seats for NARS of southern regional fora (RF)²,
- 1 seat for the regional forum of North America
- 1 seat for the regional forum of Europe

¹ For the NARS representatives, the Chairperson of each Regional Forum becomes "de facto" the GFAR-SC member, unless otherwise specified by the Regional Forum. The alternate should be a recognized leader of agricultural research or rural development of the region

² Asia Pacific (AP); Central Asia and the Caucasus (CAC); Latin America and the Caribbean (LAC); Sub-Saharan Africa (SSA), and West Asia and North Africa (WANA).

- 1 seat for the IARCs
- 1 seat for NGOs
- 1 seat for Farmers' Organizations
- 1 seat for the Private Sector,
- 1 seat for the Donor Support Group
- 2 seats for the facilitating agencies (FAO and IFAD)

Each member of the committee will serve for a period of 3 years, renewable once for another three years, to coincide with the GFAR General Meeting, for a total of 6 years, except for the southern RF chairs who will serve on the committee for the period of their mandate as RF chair.

2.1.3. Nomination, legitimacy and accountability of members

The GFAR-SC considers that it is the responsibility of its different categories of stakeholders and of their constituencies to nominate and ensure the legitimacy of their representatives to the GFAR-SC as a basic condition for having an overall legitimacy for the GFAR-SC and for the decisions it takes. To facilitate the process, the GFAR-SC has adopted the following guiding principles for its stakeholders:

- Each constituency should establish a transparent nomination process and the nominees should be endorsed by their respective Stakeholder Committee/Group.
- If a GFAR-SC regular member has to leave his/her position, for any reason, the alternate representative should take over immediately for the remaining period of the on-going mandate, and a new alternate member should be nominated by the stakeholder group concerned.

The mandate and responsibilities of the GFAR-SC members and those of the Chairperson, and Vice-Chairperson, are detailed in Annexure 1.

2.1.4. Functions of the GFAR Steering Committee

The GFAR-SC is the governing body of the Global Forum. To perform its duties it is assisted by the GFAR Secretariat that is described in section 5 of this Charter. The GFAR-SC has the following functions:

- Approve the general policy and strategy of the Global Forum, making sure they are consistent with the mission of GFAR, with its objectives and with the recommendations of the *General Meeting of the GFAR*, the latter playing the role of a General Assembly.
- Approve the rules and regulations of GFAR.
- Elect the Chairperson and Vice-Chairperson of GFAR.
- Appoint the GFAR Executive Secretary and make sure the GFAR Secretariat is staffed with highly competent persons that can contribute to the objectives of GFAR, including the approval of the staffing profile of the the GFAR Secretariat, the persons that are posted to the Secretariat and the Agreement with the Host Institution for the functioning of the secretariat.
- Discuss and approve the GFAR Business Plan and the Program of Work of the GFAR Secretariat.
- Approve the annual budget of GFAR as well as the three-year budget forecast that are prepared by the GFAR Secretariat.

- Approve the annual Technical Reports and the annual Financial Reports presented by the GFAR Secretariat, making sure that the funds provided by donors are being judiciously utilized.
- Facilitate the flow of information and the exchange of experiences among stakeholders of agricultural research.
- Discuss and endorse the various initiatives the stakeholders want to carry out in strengthening their own constituencies or in carrying out joint activities among them.
- Promote those activities or initiatives it considers appropriate for achieving the objectives of GFAR and organize the GFAR General Meeting every three years or with the periodicity as determined by it.
- Commission an external evaluation every five years to assess the progress being made in the direction of the objectives and goals of GFAR.
- Establish the sub-committees or working groups that may be deemed necessary to accomplish its mandate in an efficient and effective manner.
- Take any other decision that the GFAR-SC members feel necessary in the overall interest of GFAR.
- Assess at least every 2 years the performance of the Executive Secretary, and can delegate as appropriate.

The Chairperson and the Vice-Chairperson are to be elected, preferably by consensus, for a three-year term only. If, for any reason, no consensus is reached, then they will be elected by a majority secret vote. The Chairperson would continue to come from a southern NARS and the Vice-Chairperson would come from any other category of stakeholders, so as to ensure that two different groups of stakeholders are represented.

Elections should, as far as possible, coincide with the organization of the GFAR General Meeting, allowing the Chair and Vice-Chair to implement the conclusions and recommendations made by one GFAR General Meeting and to report on their actions to the next GFAR plenary meeting.

If the Chairperson has to resign before the normal term of his/her mandate, the Vice-Chairperson should take over as interim Chair until a new Chair is elected by the GFAR-SC during its next meeting. If the Vice-Chairperson resigns from his/her mandate, a new Vice-Chairperson should be elected during the next GFAR-SC meeting.

The mandate and responsibilities of the GFAR-SC members and those of the Chairperson, and Vice-Chairperson, are detailed in Annexures 1 and 2 respectively.

2.2. The GFAR Management Team (GFAR-MT)

2.2.1. Nature and Justification

Given the nature of GFAR as a stakeholder-led organization, it is considered important to have an interface between the GFAR-SC and the GFAR Secretariat. In order to facilitate the continuous interaction between these two bodies and to strengthen the management capacity of GFAR Secretariat, and to have an oversight with regard to the implementation of the decisions taken by the GFAR-SC, the **GFAR Management Team** has been established.

2.2.2. Composition

The GFAR-MT consists of the Chair and Vice-Chair of GFAR, the two members of the GFAR facilitating agencies (FAO and IFAD) who are members of the GFAR Steering Committee, the Chair of the GFAR-DSG, and the Executive Secretary of GFAR who acts as Member Secretary of this Team.

The GFAR-MT can invite to any of its meetings specific members of the GFAR-SC when the topics covered relate to the specific constituency of this GFAR-SC member, or any staff of the GFAR Secretariat when his/her support is required. The Chairperson can also invite any expert as an observer to give valuable inputs into the decision-making process.

2.2.3. Functions of the GFAR Management Team

The functions of the GFAR-MT are to:

- Review the progress made by the GFAR Stakeholders and the GFAR Secretariat since the last GFAR-SC meeting as well as the contacts that the Chairperson and the Vice-Chairperson have had over the period under review.
- Discuss and agree on the draft GFAR Secretariat Program of Work before its submission to the GFAR-SC.
- Review the financial situation and suggest the necessary budgetary adjustments, when needed.
- Advise on the agenda for the next GFAR-SC meeting.
- Examine and approve financial contributions provided by GFAR within the annual budget approved by the GFAR-SC.
- Serve as an advisory body to the Secretariat as to how best to orient its efforts.

2.2.4. Mode of Operation

The GFAR-MT will meet at least two times a year. Additional meetings could be held as required. The meetings may normally last for one or two days, according to the need. Opportunities of organizing these meetings at the time of other planned meetings at which some of the members are to participate may also be explored in order to reduce costs. *Ad hoc* meetings can be called by the GFAR Chairperson if urgent matters have to be addressed. The minutes of the GFAR-MT meetings must be distributed immediately to the GFAR-SC members by the GFAR Secretariat. The meetings will be chaired by the GFAR chair.

3. THE GFAR COMMITTEES

The GFAR-SC can establish sub-committees or specialized committees when it deems appropriate to help in carrying out its multiple tasks. There presently exist: the Program Committee (PC), the GFAR-MT, and stakeholder constituency working groups.

3.1 The Program Committee (PC)

3.1.1. Composition

The PC is composed of two representatives from each of the five southern RF and one representative from each of the northern fora. One of the representatives from the southern fora should be the Executive Secretary of the fora, and the other from a stakeholder group other than that of the Executive Secretary for a total number of 12 members.

3.1.2. Functions

The main purpose of the PC is to strengthen the participation of the NARS and their RF/SRF in the Global Forum, given the key role they play in agricultural research for development (ARD). It should be pointed out that similar mechanisms are being established to strengthen the participation of the other stakeholders as well, which are analyzed in section 3.2. The PC has the following functions:

- To oversee planning, execution, monitoring and evaluation of agreed GFAR programs at global, regional and/or sub-regional level
- To review all GFAR plans and activities specifically related to the GFAR lines of action: “Strengthening of the NARS and of their RF/SRF”.
- To discuss the overall agenda of GFAR from a NARS perspectives in order to develop common positions and ensure that the NARS priorities are fully taken into consideration.
- To promote inter-regional cooperation and collaboration both South-South and South-North, as well as the exchange of experiences in how to promote regional/sub-regional cooperation in agricultural research.
- To provide a forum where NARS can discuss topics of common interest at the global level, such as develop common positions in Consultative Group on International Agricultural Research (CGIAR)-related issues as well as in other fora related to ARD.

The Chairperson and the Vice-Chairperson will be elected by consensus, for a three-year term. The chair will report to the GFAR-SC on progress made by the NARS specifically regarding these different functions and convey to the GFAR-SC the specific requests and needs of the NARS. The members of the PC are elected for a three year tem renewable once for another period of three years.

3.2. Constituency Working Groups

Stakeholders should consider organizing mechanisms to strengthen the participation of their constituency in the GFAR (as several have already done) or they may use an existing relevant mechanism for this purpose. In order to reduce costs, and take full advantage of the information communication technology (ICT), these *Constituency Working Groups* need not necessarily have periodic face-to-face meetings, instead they could operate in a decentralized mode through continuous electronic interaction. They must, however, meet face-to-face in the GFAR General Meetings every three years, or when they can organize a meeting among them taking advantage of other scheduled meetings where their members may be present.

4. GFAR MEETINGS

4.1. Global Forum

GFAR will convene a General Meeting every three-years. The location has to be agreed by the GFAR-SC at least one year before the meeting. The agenda has also to be set up well in advance in order to allow a bottom up process and the preparation by the different stakeholders of their contributions in order to facilitate effective participation. The budget of these meetings has to be elaborated as a special project, outside the regular core budget as agreed upon by the GFAR-SC and the GFAR-DSG.

4.2. GFAR Steering Committee (GFAR-SC)

The GFAR-SC shall meet regularly once a year (preferably linked to the CGIAR Annual General Meeting), in order to facilitate good interaction between the CGIAR and other GFAR stakeholders. The planning of the GFAR meetings should be done in close collaboration with the CGIAR Secretariat in order to ensure sufficient time for GFAR-related meetings and to avoid, as much as possible, conflicting agendas. When required, extraordinary meetings should be convened by the Chairperson in consultation with all or a majority of members

The agenda of the meetings should be prepared by the GFAR Secretariat in consultation with the GFAR MT. The draft agendas and important documents to be tabled are circulated at least three weeks in advance to allow the GFAR-SC members sufficient time to consult their respective constituencies.

The meetings will be in two sessions: (i) an *open session* to give an opportunity to all GFAR members and supporters to participate, exchange views and share experiences; and (ii) a *close session* for GFAR-SC members to discuss GFAR business matters and take decisions.

4.3. Meetings of the Programme Committee (PC)

The PC will meet twice a year at the time of the Annual Meeting of GFAR-SC, and once in between preferably linked to some RF meeting. If required, extraordinary meetings can also be called at the initiative of the Chairperson in consultation with the members.

5. THE GFAR SECRETARIAT

The GFAR Secretariat provides support to the GFAR-SC and to all stakeholders in their active involvement in the Global Forum. It assists in the convening of the various types of meetings of the GFAR, in the formulation of the GFAR Business Plan, in its implementation through an annual Program of Work, and in the preparation and organization of the triennial General Meetings of the Global Forum.

From its inception, the GFAR Secretariat was conceived as a small unit with one Executive Secretary plus secretarial assistance directly supported by GFAR funds. The size and composition of this small unit as well as the specific functions of its members will be periodically reviewed by the Management Team for required modifications to be approved by the Steering Committee. Additional human resources could also be added as required through specific collaborative agreements negotiated with different stakeholders.

5.1. Specific Goals

The goals of the GFAR Secretariat are the following:

Communication: To develop a far-reaching, multi-channel system for the exchange of information among all GFAR constituents.

Dialogue: To facilitate discussion on critical strategic issues and to contribute to the emergence of a global research agenda.

Partnership: To build a healthy environment for improved research partnerships, essential for the achievement of a global research agenda. South–South, South-North and inter-regional cooperation has to be actively promoted.

Research: As a consequence of the above three, to foster the development of a global agricultural research system and to enhance, through sub-regional and regional fora, the capacity building of NARS to generate and transfer, in a participatory manner, appropriate technologies that are suitable to end-users.

5.2. Functions

The GFAR Secretariat assists the GFAR community in reaching these goals in various ways. The functions of the GFAR Secretariat are to:

- a) Prepare a three year Business Plan and an annual Program of Work and Budget for approval by the GFAR-SC.
- b) Assist the various stakeholders to become active partners of GFAR in the implementation of the activities that are included in the Program of Work and in achieving their goals and objectives as a stakeholder group.
- c) Organize the GFAR-SC meetings and the triennial Global Forum plenary meetings, and help the various constituencies to prepare, participate and make their contributions to these meetings.
- d) Facilitate communication among GFAR constituencies, in particular through the development of an Electronic Global Forum on Agricultural Research (EGFAR).
- e) Assist the RF/SRF of the developing countries to:
 - Translate the broad concept of NARS into an operational reality to increase the effectiveness of agricultural research at the national level.
 - Set regional and sub-regional priorities and develop appropriate research agendas.
 - Promote NARS-NARS cooperative research initiatives and strengthen partnerships between the NARS and other GFAR stakeholders.
- f) Promote inter-regional and sub-regional linkages through improved information exchange and the formulation and implementation of inter-regional or sub-regional partnerships.
- g) Commission studies and organize workshops and meetings when necessary to facilitate the discussion on strategic issues or to develop the global and regional research agendas.
- h) Maintain an active contact with all donors and assist the GFAR-DSG in mobilizing financial resources.
- i) Assist all stakeholders in achieving their goals and objectives and to become active partners of GFAR

j) Assist the Donor Support Group to mobilize resources

5.3. Duties and Responsibilities of Executive Secretary

The GFAR Secretariat will be headed by the Executive Secretary, to be appointed by the GFAR-SC in consultation with the Director General of FAO the host institution, for an initial period of three years renewable in line with FAO rules and regulations, and based on an assessment by the GFAR-SC for a maximum of 9 years. The Terms of Reference of the Executive Secretary are provided in Annexure 3.

6. THE GFAR DONOR SUPPORT GROUP (GFAR-DSG)

The GFAR-DSG mobilizes financial support for GFAR and helps to coordinate the donor community's support for the GFAR's activities. Its specific goals are to:

- facilitate consultation among donors on GFAR-related issues to forge and strengthen consensus, synergies, and complementarity in agricultural research at every level - national, sub-regional, regional, and global;
- organize donor representation and active participation in the GFAR-SC;
- support the activities of the GFAR-SC, especially mechanisms for interaction and institutional arrangements that foster collaboration among NARS and the various components of the GFAR.

The GFAR-DSG usually meets immediately after the GFAR-SC meetings. Extraordinary meetings can be convened at the initiative of the Chairperson of the DSG in consultation with all GFAR-DSG members.

The GFAR-DSG will be chaired by IFAD as indicated in the Memorandum of Understanding (MoU) between the two facilitating agencies of GFAR (FAO and IFAD). The Vice-Chairperson will be selected among the DSG members for a three-year term, renewable as decided by the GFAR-DSG.

The GFAR Chair and Vice-Chair and the Executive Secretary are to represent GFAR-SC in these meetings and assists in its conduct of business.

The GFAR-DSG members agree to the following "Guiding Principles":

Voluntary support: The DSG is voluntary. It is open to all donors who actively support agricultural research activities, whether global, regional or national. The GFAR Business Plan covers a broad range of activities, and donors may selectively support those that they consider relevant to their objectives and policies.

Transparency: The DSG works in a transparent manner. Information on its evolving policies and on the activities it supports is made available to all GFAR stakeholders.

Pledging: Pledging of funds is to the GFAR-SC, based on the approved GFAR triennial Business Plan and the program of work of the Secretariat.

7. THE GFAR FACILITATING AGENCIES

The GFAR-SC recognizes the critical role played by some of the international organizations in the launching of GFAR and hence considers a specific category of stakeholders called the “*GFAR Facilitating Agencies*”. The following institutions are to be considered under this category:

- Food and Agricultural Organization of the UN (FAO), which is hosting the GFAR Secretariat;
- International Fund for Agricultural Development (IFAD);

The GFAR facilitating agencies play three roles :

- Facilitate the link between GFAR activities and development programs, given the importance of this objective in achieving their common mission of poverty alleviation, food security and environmental sustainability.
- Sensitize and mobilize all GFAR stakeholders and donor community towards achieving its goals and objectives.
- Support, directly or indirectly, the GFAR stakeholders and the GFAR Secretariat in implementing the agreed GFAR strategic agenda.

ANNEX 1

Mandate and Responsibilities of the GFAR-SC Members

The members of the GFAR Steering Committee play a critical role given the fact that the Steering Committee is the governing body of GFAR, and given the *nature of GFAR as a stakeholder-led organization*. Thus the members of the Steering Committee have a responsibility that goes beyond the participation in the GFAR-SC meetings and in its decisions. The Steering Committee members also play a major role in the functioning of the Global Forum as such, and in assuring the active participation of the constituency that he/she represents in the committee.

The GFAR-SC members have two types of functions:

1. Participate in the deliberations of the GFAR-SC covering the various functions of this committee that are described in section 2.1.4 of this Charter, and in the decisions and follow-up actions that this may imply.
2. Each SC member has a very important *liaison function with the constituency* he/she represents. This implies:
 - Play a proactive role in seeking to organize and further develop his/her constituency (this is related to the development of “*constituency working groups*” or other types of mechanisms that are discussed in section 3.2 of this Charter).
 - Ensure that adequate information is fed back to all interested members of their constituencies.
 - Bring forward strategic issues in agricultural research and rural development that are of interest to their constituencies that they consider should be brought to the attention of the Steering Committee and of the international community.
 - Promote the involvement of his/her constituency in the discussion of the strategic issues that are addressed by GFAR and in the research partnerships that are being developed.

The GFAR-SC members play a key role in developing in GFAR the capacity to strengthen the interaction between the local/national level, the regional/sub-regional level, and the global level. The interaction between these three levels is essential for making of GFAR a dynamic and agile framework involving its stakeholders in a real dialogue on key policy issues, and in facilitating their participation in important research partnerships.

Considering the importance and the diversity of the tasks to be accomplished by the Steering Committee members, the “alternates” also have a major role to play, going beyond attending meetings on behalf of the member. In fact, the proposed approach is more that of building a binome to fulfill the functions mentioned above and a real sharing of responsibilities between the two representatives of a given category of stakeholders.

ANNEX 2

Terms of Reference for the GFAR-SC Chair and Vice-Chair

The **Chairperson**, who is chosen from the members and alternates of the GFAR Steering Committee (GFAR-SC) as described in section 2.1.4, has the following functions:

- a) Preside at all meetings of the GFAR-SC and of the Plenary Meetings of the Global Forum every three years.
- b) Assure that the Steering Committee is adequately addressing the various functions it has, as described in section 2.1.4 of this Charter.
- c) The Chairperson is ex-officio member of all standing committees of the SC.
- d) The Chairperson is responsible for providing leadership to the SC in determining the policies under which the Executive Secretary operates the Secretariat and the annual Programme of Work.
- e) The Chairperson is concerned with both internal and external GFAR matters. In internal matters he/she will interact closely with the Executive Secretary to monitor the development of GFAR programmes.
- f) In the external dimension, the Chairperson may represent GFAR as appropriate. The Chairperson is also expected to assist the Executive Secretary in developing and maintaining relations with donors and with all the GFAR constituencies.
- g) Preside over the GFAR Management Team whose functions are described in section 2.2.3 of this Charter.

The **Vice-Chairperson** has the following functions:

- a) Assist the Chairperson in his/her tasks and also represent GFAR at the Chairperson's request.
- b) Preside over the Steering Committee when the Chairperson cannot be present.
- c) He/she may be assigned special responsibilities by the Steering Committee or in the follow-up to its decisions.
- d) As member of the GFAR Management Team, the Vice-Chair is involved in the monitoring of the development of GFAR programmes as described under functions of the GFAR-MT (section 2.2.3 of this Charter).

ANNEX 3

Terms of Reference of the GFAR Executive Secretary

The Executive Secretary is responsible for the efficient functioning of the GFAR secretariat and for coordinating the implementation of administrative, institutional and operational activities approved by the GFAR Steering Committee. The Executive Secretary:

- reports to the Chairperson of the GFAR Steering Committee on GFAR matters and in the implementation of the Programme of Work and budget of the GFAR Secretariat;
- reports at an appropriate level within FAO on matters regarding the host institution;
- acts as Secretary to all GFAR Committees;

The Executive Secretary should establish and/or maintain close contact with the CGIAR and Science Council Secretariats as well as with the representative bodies (secretariat, committees, representatives) of all the constituencies of the GFAR, in particular the NARS Regional/Sub-regional Fora and other relevant regional organizations.

The tasks to perform are as follows:

- a) Management and supervision of the GFAR Secretariat and of the staff that is posted to it, in order to assure that it effectively carries out the functions described in section 5 of this Charter;
- b) Preparation and monitoring of a 3-year rolling work plan and corresponding budget.
- c) Implementation of the annual Programme of Work as approved by the GFAR Steering Committee and financed by the GFAR Donor Support Group. When implementing it, a special attention will be given to the joint activities developed with FAO in support of the regional and sub-regional fora;
- d) Management, reporting and accountability of the budgets allocated to the GFAR Secretariat;
- e) Assist in the development of mechanisms for systematic and improved interaction between the GFAR stakeholders, in particular between and within the regional and sub-regional fora;
- f) Assist the Regional/Sub-regional Fora in developing programmes aimed at strengthening NARS and regional/sub-regional cooperation in agricultural research;
- g) Organization and support of all GFAR Steering Committee meetings;
- h) Organization of the Plenary Meetings of the GFAR every 3 years;
- i) Maintain close interaction with all the institutions that GFAR has to relate to, in carrying out its mandate;
- j) Supervision of all GFAR publications: annual reports, working papers, brochures, studies and workshop proceedings, etc;

- k) Participation in meetings of the various constituencies (NARS, ARIs, CGIAR, Private Sector, NGOs, Farmers' Organisations) that are of importance for the overall coordination of GFAR activities;
- l) Advise the Chairperson, as need arises, on the formation of ad hoc technical committees and Working Groups;
- m) Dissemination of all GFAR Steering Committee decisions to all partners;
- n) Raises funds for the operation of GFAR
- o) Any other task assigned by the GFAR Steering Committee or the Chairperson.

In order to carry out the above tasks the Executive Secretary will have the support of a small team of professional staff that will be posted to the GFAR Secretariat by various stakeholders, on the basis of specific collaborative agreements that will be negotiated with them. Since the activities GFAR carries out are basically in the hands of the stakeholders, the above tasks refer to a role of facilitation or a role of assisting the respective stakeholders to carry out the agreed collaborative activities.