

The Charter of the Global Forum on Agricultural Research

January 2006

The **GFAR Charter** defines the rules and regulations of the **Global Forum on Agricultural Research (GFAR)**. The 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 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.
- Select and propose a ranked shortlist of up to three candidates for the post of Executive Secretary of GFAR to FAO's Director General for appointment. The appointment will be made from this shortlist, unless a legal impediment intervenes, or the proposed appointment is not consistent with the provisions of FAO's Administrative manual.
- Ensure that 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 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 once every two years the performance of the Executive Secretary, and can delegate as appropriate. This will be done with inputs from the Management Team

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 will 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, with at least one from each of the non-research groups (NGO, Farmers' Organization and the private sector), 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 organize 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 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 an Executive Secretary. . 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 fulfil 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 NARS constituency of GFAR, will perform 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) Ensure that the Steering Committee is adequately addressing its various functions as described in section 2.1.4 of this Charter.
- c) Serve as an 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** will perform 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 will serve for an initial period of three years renewable in line with the host institution's rules and regulations, and based on an assessment and decision of the GFAR Steering Committee for up to a maximum of 9 years. 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.