

GFAR Partners' Assembly, 2016



GFAR Partners' Assembly

Tuesday 5 April, 2016



Birchwood Hotel, Johannesburg
South Africa

REPORT OF PROCEEDINGS



This report of the GFAR Partners' Assembly proceedings was compiled by Jürgen Haggmann and Joe Ramaru of PicoTeam, consultant facilitators to the Partners' Assembly process and was edited by GFAR Secretariat.

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Funded by the European Union

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	IV
FOREWORD BY THE ASSEMBLY ORGANIZERS.....	VI
FOREWORD BY THE ASSEMBLY FACILITATORS.....	VII
ACRONYMS	VIII
1. OPENING AND SETTING THE SCENE	1
1.1. OPENING AND WELCOMING REMARKS	1
1.2. INTRODUCTION OF THE FACILITATION TEAM	2
1.3. UNDERSTANDING THE AGENDA OF THE GFAR PARTNERS' ASSEMBLY.....	3
1.3.1 <i>Anticipated objectives</i>	3
1.3.2 <i>Programme overview</i>	3
1.4. FACILITATION PRINCIPLES	3
1.5. PARTICIPANTS' COMPOSITION	5
2. COMMON UNDERSTANDING ON THE DRAFT 2016 CHARTER : COLLECTIVE ACTIONS AND WAYFORWARD	7
2.1 PRESENTATION OF THE DRAFT GFAR CHARTER - FOCUS ON COLLECTIVE ACTION.....	7
2.2 CLARIFICATION POINTS ON COLLECTIVE ACTION	10
2.3 ANALYSIS OF THE EXPERIENCES IN ORGANISING AND MANGING COLLECTIVE ACTIONS.....	11
2.3.1 <i>Panel discussion: Sharing of experiences, reactions and comments on issues related to collective action</i>	11
2.3.2 <i>Roles of the constituencies and GFAR on the way collective action should be deone in the future</i>	18
3. COMMON UNDERSTANDING ON THE DRAFT 2016 CHARTER : GOVERNANCE ARRANGEMENTS FOR REPRESENTATION AND RESPONSIBILITIES	23
3.1 PRESENTATION OF THE DRAFT CHARTER - FOCUS ON ORGANISING GOVERNANCE	23
3.2 WAY FORWARD ON THE GOVERNANCE OF THE GLOBAL FORUM.....	27
4. WRAP - UP / NEXT STEPS	32
5. ENDORSEMENT AND MANDATE TO MOVE FORWARD	34
6. CLOSING REMARKS.....	36
7. ANNEXES.....	37
ANNEX 1: LIST OF PARTICIPANTS.....	37

EXECUTIVE SUMMARY

The GFAR Partners' Assembly, held in Johannesburg South Africa on the 5th April, 2016 was attended by 79 participants identified as representative from all sectors and all regions. The participants represented different constituencies: Private sector, farmers, CSOs/NGOs, consumers, advisory services, national and international public research, regional fora, education, women and youth organizations, donors and investors, multilateral organizations and the GFAR Secretariat.

The objectives of the GFAR Partners' Assembly were:

1. To understand and agree on the Charter.
2. To understand challenges in collective actions and GFAR's role.
3. To agree on governance arrangements of the Global Forum.
4. To endorse the way forward.

A number of the participants had not been part of the development of the GFAR Charter or had not been able to study the documents in depth. Therefore, a presentation of the draft 2016 Charter was made in two parts to bring them up to speed. The first part focused on the context of the new Charter agreed in the GFAR Constituent Assembly (Bangkok 2015) and on collective actions, while the second focused on the sections of the Charter dealing with specific governance arrangements.

Following the presentation of the draft 2016 Charter, participants analysed collective action and explored what it meant to their constituencies in practice. Their inputs were clustered as follows:

- How does GFAR prioritise collective action?
- How does GFAR operationalize and implement collective action?
- How to legitimize governance of such actions and ensure inclusive action and impact on the ground?
- How to measure progress based on defined outcomes?

The principles of catalysing collective actions through the mechanisms and Partners in GFAR were very much welcomed. To provide some examples of collective action, a panel discussion was organized, with some selected resource people sharing their practical experiences and exploring further what these experiences implied for GFAR collective actions. The panel members described their case studies, and gave their opinions on several questions that were asked by the participants: How do we institutionalize collective action in the national systems; how farmer organizations were organized; what are the contributions of research organizations; and what is the role of the Global Forum in catalyzing collective actions?

To wrap up the discussion on collective action, participants went into group work and extracted the challenges that their constituencies are facing in doing collective actions and how they would go about addressing them with the support of GFAR as a mechanism and collective movement and as facilitated by the Secretariat. A summary of the challenges and the role of the constituencies and of their expectations of work through the Global Forum is documented in the text.

The second part of the draft 2016 Charter, which focused on specific governance arrangements, was also presented to the participants. As with Collective Action, constituencies reflected on the “pros” and “cons” of the new governance arrangement, gave ideas on how they will ensure that they are themselves genuinely and legitimately represented in the Steering Committee and Partner Assembly, and suggested the process of nomination and accountability to their particular constituency. The product of the group work is summarised in the text.

To map out immediate future actions, the Chair summarised what would be done. The next steps (not in order of priority) proposed were:

Collective Actions

- The Secretariat and the team will synthesize the discussions on collective actions and they will put the extracts in the form of an annex in the Charter. This will illustrate experience, practices and the criteria that are important for facilitating collective action.
- The Secretariat will give more input to partners on selection mechanisms for representatives etc.

Governance

- The bigger size of the Steering Committee is needed to manage the transitional period
- There is a need to ensure the continuity of GFAR governance for the coming three years - so the steering committee needs to now be revised from its previous structure.
- There is a need to ensure legitimate governance in between meetings of the Steering Committee. This could be done by having an Executive Committee, whose role will be to take forward the implementation of strategic decisions made by the Partners' Assembly and Steering Committee.

At the end of the Assembly, anonymous voting technology was used to gauge acceptance of the reformed Charter and new governance arrangements. The results were very positive: 90% of the people in the room gave a clear mandate to go ahead with the finalization and implementation of the new Charter and around 80% directly approved the new governance arrangement. The reason why the governance was slightly less supported was explored - this related mostly to the need for further clarification within different sectors on how they would wish to actually be represented.

FOREWORD BY THE ASSEMBLY ORGANIZERS

This first ever GFAR Partners Assembly brings to fruition a long process of reflection and reform of this truly global forum on agri-food research and innovation. Over its 20-year history, GFAR has progressively evolved, from its early beginnings as a means for national research bodies to work together more effectively and to engage more effectively with other stakeholders, to the GFAR of today, the unique global forum that now truly encompasses all actors involved in the generation, access, transformation and use of knowledge in agriculture and food systems, addressing the vital role they play in sustainable development.

In the world of today, faced with complex 'wicked' challenges to our sustainable future, the only way to meet these challenges is by working together. No single organization or entity can resolve our common challenges by themselves and partnership and collective action are key. GFAR works to make sure that the processes by which research and innovation operate are effective, equitable and responsive to the development needs of the poor, in particular rural women and youth. To do so effectively has also meant a radical reform of our governance, to create a forum owned and driven by all, one in which all involved, from smallholder farmers to upstream research and across public, private and civil society sectors can each find space for their opinions to be heard, to lend their voices to a collective movement for change and to find new ways to work together in practical, grounded actions and networks that can achieve synergies and impacts well beyond the capabilities of any single institution.

Collective action is the new mantra and mode of action for the world, not just in agriculture, but in business, IT, accommodation, transport and many other sectors. Our agriculture and food systems are struggling to meet today's challenges, let alone those of tomorrow. Meeting the huge challenges ahead in realizing truly sustainable development: an end to poverty and hunger, managing the threats from climate change, ensuring women's economic empowerment, long term peace and security, giving our youth a viable future etc. means changing the way we work and the way we think. We need to break through the blockages and bottlenecks that prevent knowledge and innovation from benefiting those they are intended to reach, create more equitable systems that truly reconnect science and society and recognize farmers and rural households as key actors and innovators themselves, not as just the recipients of technologies and innovations. This also means delivering on the changes set out through the inputs of 2,000 stakeholders in the GCARD Roadmap, a framework for change endorsed by all stakeholder sectors and by the G20 and G8.

This Partners' Assembly is not just the first of a series, but also an unprecedented meeting, whereby a wide range of representatives from all sectors and all regions of the world have come together, owned the challenges themselves and discussed and agreed very constructively on how they want to work together and how they want to be represented. Through this, we have all now truly *become* the forum and have each been able to set out how we want to work together, in order to achieve the changes we all wish to see. The remarkable degree of consensus we have achieved, among sectors whose interests are often portrayed as competing or even opposed, bodes very well for the future of this forum and its ability to deliver and sustain new ways of working that can really make a difference. Innovation fuels the engine of development and this global forum on agricultural research and innovation, this unique meeting of minds, provides the creative sparks and the coordinated actions required to make vital change happen.

Mark Holderness
GFAR Executive Secretary

FOREWORD BY THE ASSEMBLY FACILITATORS

PICOTEAM was honored to facilitate the GFAR Partners' Assembly. We hope that we managed to help participants to achieve the objective of the assembly and to articulate clear processes towards implementing the Charter.

We would like to thank all the participants for their active participation throughout the one day of the assembly. We are grateful to GFAR staff for entrusting us with facilitating the assembly and the confidence they have shown in us- thank you!

It was really a privilege to work with all of you and we wish you success as you implement your next steps.

Jürgen Hagmann and Joe Ramaru



PICOTEAM

Institute for People, Innovation and Change in Organisations

Facilitation - Coaching - Research for Change

ACRONYMS USED IN THIS REPORT

AARINENA	Association of Agricultural Research Institutions for the Near East and North Africa
AIRCA	Association of International Research and Development Centres for Agriculture
APAARI	Asia-Pacific Association of Agricultural Research Institutions
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
CACAARI	Central Asia & Caucasus Association of Agricultural Research Institutions
CCARDESA	Center for Coordination of Agricultural Research and Development for Southern Africa
CGIAR	Consultative Group on International Agricultural Research
CORAF	West and Central Africa Council for Agricultural Research and Development
EFARD	European Forum on Agricultural Research for Development
FAO	Food and Agriculture Organization of the UN
FARA	Forum for Agricultural Research in Africa
FORAGRO	Forum for the Americas on Agricultural Research and Technology Development
GCHERA	Global Confederation for Higher Education and Research in Agriculture
GFAR	Global Forum on Agricultural Research
GFRAS	Global Forum for Rural Advisory Services
IFAD	International Fund for Agricultural Development
PICO Team	Institute for People Innovation and Change in Organizations
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SGWG	Strategic Governance Working Group
SROs	Sub - Regional Organizations
TAP	Tropical Agriculture Platform
YPARD	Young Professionals for Agricultural Development

1. OPENING AND SETTING THE SCENE

1.1. Opening and Welcoming Remarks



Speakers at the opening ceremony of the GFAR assembly:

a) **Mark Holderness - Executive Secretary of the Global Forum**

Mark Holderness welcomed all the participants to the Assembly and said that he hoped they were aware that they are, themselves, the Global Forum. This meant that they are the composition, drivers and agents of the Global Forum on Agricultural Research (GFAR). It also meant that the day belonged to them to define how they would like to see their role in the Global Forum, to make a huge difference for the farmers and to make agricultural research and innovation more effective, accountable and impactful.

Mark introduced the other speakers and welcomed them on stage to give their opening and welcoming remarks:

b) **Ren Wang – FAO Assistant Director-General, Agriculture and Consumer Protection**

Ren said he was happy to represent FAO at the Assembly and welcomed everyone present. He indicated that FAO was a Facilitating Agency for GFAR and was pleased to host the Secretariat of GFAR. Ren highlighted that agriculture has been made more prominent by the challenges of the new Sustainable Development Goals (SDGs) and from the COP 21 on climate change. As a result, FAO's work is related to all the 17 SDGs. In particular, FAO is playing a leading role in 14 of the SDGs in terms of agriculture.

Ren shared with the participants that in February 2016, FAO organized an international symposium on the role of agricultural biotechnologies in sustainable food and nutrition. The symposium was attended by 400 people, including multiple stakeholders. One of the outcomes of the symposium was an emphasis on the delivery mechanisms and linkages between innovation, research and applications, with the aim of helping family farmers (especially smallholder farmers). In this context, FAO is able to see challenges that it needs to explore in order to get all possible solutions. Secondly, there is a need to emphasize the continuum from innovation to problem solving in helping farmers to solve their challenges.

This is where FAO see the importance of GFAR. FAO sees GFAR as a unique platform to bring multiple stakeholders together. GFAR is also seen as the “think tank” that attracts wisdom from all the stakeholders, especially from different regions and their organizations. It is also a platform for sharing ideas and networking so that stakeholders can engage towards common goals.

Ren ended his presentation by reinforcing FAO's committed to supporting GFAR and the Partners' Assembly. He wished participants well in their discussion around the new Charter, and on issues relating to the governance and management of the Global Forum, to ensure the sustainability and future role and value of GFAR.

c) Shantanu Mathur- IFAD - Responsible for the inter - agency relationships in Rome between the UN agencies

Shantanu extended a warm welcome to the participants on behalf of IFAD, the other of the two Facilitating Agencies of GFAR. He reminisced that in 1996, he and other people started a small movement which became institutionalized as GFAR. At that time, the idea was a modest contribution to reforms of the global agricultural research system, to promote meaningful partnerships based on certain principles - very importantly, the principle of subsidiarity. The whole thing was then about the relationship between international agricultural research and national agricultural research systems in developing countries. The idea was to bring together other stakeholders such as NGOs and private sector and involve them in research and innovation partnerships that have great potential and much higher impact prospects. Twenty years on, the understanding of agricultural innovation systems has also improved considerably. What is called the “missing middle” is not missing at all, but is in people's minds. These are extension systems, education, and enterprise development. These are very important component parts of the overall research in development continuum covered by GFAR. IFAD, with its instruments of development and finance, loans and grants is trying to address some of these gaps.

Shantanu wished the participants all success as they reviewed and updated the Charter.

d) Juan Lucas Restrepo Ibiza - Chair of GFAR and Head of Corpoica

Juan Lucas highlighted that the moment was very relevant to make sure that GFAR governance is right. This is because better livelihoods for many people may depend on how different stakeholders work and interact. Juan Lucas indicated that he would not say much because participants were going to hear a lot from him during the course of the day. He would be explaining how the process had evolved to the day of the Assembly. He would elaborate how the new Charter and new governance framework came about. He urged participants to fully participate in order to have discussions that would enable decision making around these important issues of governance and collective action. He then welcomed everybody to the Partners' Assembly and wished them fruitful discussions.

1.2. Introduction of the facilitation team

Mark Holderness thanked all the speakers who participated in the opening session. He confirmed that no formal membership is required to be a partner in the Global Forum, nor any legal undertaking. Being a partner in GFAR is simply about showing publicly that the institutions involved are aligned with the purpose of the Forum and want to work together to make agricultural research and innovation more effective in development. He emphasised that GFAR, by its nature, is multi-sectoral, which means that all

stakeholders have an equal voice, each as part of the Forum. Mark invited Jürgen Hagmann as facilitator of the Assembly to now lead the discussion.

Jürgen introduced himself as a leader of a group called PICOTEAM (“People Innovation and Change in Organizations”). The company has been involved a lot in facilitation, particularly in agricultural research and development. He also introduced his colleague, Joe Ramaru, who was invited to document the discussions and produce a report from the proceedings of the GFAR Partners’ Assembly.

1.3. Understanding the Agenda of the GFAR Partners’ Assembly

Jürgen indicated his key role would be to help the participants think, communicate and clarify what the new Charter is all about. To come to a common understanding on the agenda of the Partners’ Assembly, Jürgen presented the anticipated objectives and the program overview.

1.3.1 Anticipated objectives

The objectives of the GFAR Partners’ Assembly were:

1. To understand and agree on the Charter.
2. To understand challenges in collective action and GFAR’s role.
3. To agree on governance arrangements of the global forum.
4. To endorse the way forward.

1.3.2 Programme overview

In line with the objectives of the Partners’ Assembly, Jürgen presented the programme of the day.

Timer	Session
8:30 Session 1 10:30	<ul style="list-style-type: none"> • <i>Opening and setting the scene</i> • <i>Presentation of the Charter</i>
	Tea/ coffee break
11:00 Session 2 13:00	<ul style="list-style-type: none"> • Lesson learnt in collective action • Discussion on the challenges and role
	Lunch break
14:00 Session 3 15:30	<ul style="list-style-type: none"> • Governance arrangements
	Tea/ coffee break
16:00 Session 4 17h00	<ul style="list-style-type: none"> • Wrap - up/ synthesis • Endorsement • Closing at 17h00

1.4. Facilitation principles

Jürgen introduced some key facilitation principles to the participants that would ensure an atmosphere that allow free interaction by the participants and the facilitator. He also suggested some core values and rules for the interaction at the tables to the participants:

The core values include:

Informality – relaxed atmosphere with discipline: Jürgen requested participants to leave their titles outside the room and call each other by their first names. Moreover, what was being discussed was not about hierarchy, but about the realities as experience by the participants in their professional life.

Inclusiveness - no hierarchy: Jürgen wanted everybody to participate effectively. But, he also realized that there were different constituencies and also language issues. Jürgen promised that he would try to make everybody contribute and to give priority to the quiet ones when he sees that they have raised their hands.

Openness and transparency: Jürgen wanted the Partners' Assembly to have an open dialogue because the process was important for the participants make the most of it. He urged participants to bring their issues to the table to be discussed.

No defensiveness: Jürgen indicated that the Charter would be discussed during the Partners' Assembly, and ideas were invited. The aim was about sharing of experiences and learning from each other – and learning meant that people were to learn as much from failures as successes.

No Jargon: Jürgen noted that participants were coming from different backgrounds. He urged them to use the language which everybody would understand- not too many abbreviations, which may be normal to some but not to the others. He asked participants to use words and statements that were going to create a common understanding and be easy to comprehend.

Accepting reality: Jürgen warned participants that when it comes to collective actions, things may not be as easy it is thought. He requested them to accept reality, as messy as it is, and bring ideas during the Partners' Assembly that would show reality as it happen.

Constructive controversy: The facilitator urged participants to be controversial and criticize things in a constructive manner. The aim was to create a debate and let the people come up with controversial ideas that would challenge their thinking and also trigger double thinking.

Honesty and political incorrectness: –Jürgen invited participants to put their issues on the table - “call a spade a spade” in a constructive, positive and forward looking way during the course of the Partners' Assembly. He said that people often sugar-coat things and put the real issues under the carpet. He challenged participants to bring out the issues and let the people in the room deal with them.

Rules for the interaction at tables were:

- **New people – new table every half day.** This was meant to make people to sit at different tables when they come back from each of the breaks. At the end of the Partners' Assembly, one would have talked to everybody in the room.
- **No speeches, be to the point.** The facilitator urged participants to share their ideas and opinions in a maximum of 2 minutes.
- **No computers during sessions.** Jürgen said that participants have the luxury to be at the face-to-face meeting. With the Partners' Assembly organised for only one day, the facilitators needed 100% of everybody and not 5%. He encouraged participants to only open their computers and do their emails during the breaks.

1.5. Participants' composition



Jürgen noted that at the end of the Partners' Assembly, there would be an endorsement of the Charter, therefore, who was represented did matter. To get a feel of who was represented in the meeting and the implications for discussions and endorsement of the Charter, participants were asked to stand in a large open space in the room. They were then asked to group themselves according to different categories.

a) Representation from different sectors:

Category of the participants	Numbers
Private sector	5
Farmers	8
NGOs	6
Consumers	1
Advisory services	3
Research*	22
Education	6
Womens' organizations	5
Youth	5
Donors and investors/ facilitating agencies	12
Executive	6
	79

*NB While asked to group as research, this group actually comprised a combination of international agricultural research, national research institutions, national Ministry technical departments and multi-stakeholder regional and sub-regional research fora.

Comments on composition

- Participants observed that there should have been more representation from farmer organizations, NGOs and the consumers. In addition, some felt there were not enough representatives from the Ministries and regions.
- In reply, it was pointed out that the formula used for the meeting composition was balanced between sectors and had been determined by the Constituent Assembly to bring equivalent

representation from each region. However, some farmers, NGOs and consumers had problems with their visas and so had not been able to attend.

- There was also an observation that the youth group was largely derived from Young Professionals for Agricultural Development (YPARD), however, YPARD is an open platform from all sectors so is strongly placed to bring a broad perspective from its 14,000 members in different regions.
- It was clarified that Regional Fora vary in composition but are aiming to evolve to be inclusive of all sectors (farmers, consumers, NGOs, etc.) and so not only represent public research institutions.
- It was also shared with everyone that those who were in the room were those invitees who had been available on these dates and were able to get visas and tickets to attend the Partners' Assembly. The Bangkok Constituent Assembly identified about 150 representational boxes, but those who had not been able to come to the Johannesburg Partners' Assembly, due to various reasons, were not excluded from being part of the Forum.
- Participants were requested to make sure that they sat at different tables through the day, so that the different constituencies would learn from each other and strategize together.

Key message: The different groups/ constituencies were encouraged to bring their points and ideas forward during the meeting. The purpose of the exercise was for the people to know each other and see the compositions of the types of organizations represented at the meeting.

b) Involvement in the process of the development of the Charter, before and during Bangkok meeting

Category of the participants	Numbers
Actively participated in development of the new Charter	37
Not part of the development of the Charter	42

Comments

- The facilitator mentioned that there would be a session during which a presentation of the GFAR Charter would be made to take those who have not been involved in the development of the Charter on board and clarify some issues related to collective action and governance.
- Those who have been involved in the process to develop the Charter were asked to distribute themselves in the room and occupy the different tables for everybody to internalize the Charter and have a common understanding about it and what it means to GFAR.
- It was indicated to the participants that the Charter had already been generally accepted (before the Partners' Assembly) because it derived from the Constituent Assembly and had already been circulated widely: people's comments had already been taken on board. Therefore, the Partners' Assembly provided an opportunity for the people to make further amendments and comments to polish the Charter.

Key message. It was important for the participants to understand and refine the Charter (not to re-open the whole issues that have been dealt with again in the past two years) and see what it meant in terms of moving forward.

c) Those who had studied / browsed and not studied the Charter

Category of the participants	Numbers
Those who studied the Charter	12
Those who browsed the Charter	44
Those who have not looked at the Charter	23

2. COMMON UNDERSTANDING ON THE DRAFT 2016 CHARTER: COLLECTIVE ACTIONS AND WAY FORWARD



From these introductions, it was apparent that many of the participants had not previously been part of the development of the GFAR Charter. Therefore, it was important that participants understood the process leading to development of the Charter and consensus reached on GFAR collective actions. Juan Lucas was invited to present the draft Charter in two parts. The first part focused on collective action and the other part, presented after the discussions on collective action, dealt with governance mechanisms. Participants were encouraged to take some few minutes to look at the Charter during the discussions in their table groups.

2.1 Presentation of the draft GFAR Charter - focus on collective action

Presentation by Juan Lucas Restrepo Ibiza, the Chair of GFAR

This session looked at what has been achieved in Bangkok in terms of vision, mission and collective action and what that meant for reforms and what could be done.

Juan Lucas indicated that the aims were to:

- Reach general agreement in the Partners' Assembly on the Global Forum's:
 - New Charter
 - Putting the Charter into practice through collective actions
 - Governance arrangements
- The assembly builds on the decisions taken at the Constituent Assembly in August 2015. The meeting went through the nitty-gritty of the wordings on the Vision and Mission statements, etc.

In terms of GFAR's recent history, Juan Lucas shared with the participants that,

- The Governance external review¹ was commissioned and completed in 2012-2013 (MANNET January 2013)
- GFAR Steering Committee accepted the review report at its Istanbul meeting (April 2013):
 - The overall conclusion, based on the review, was that GFAR's governance was not sufficiently robust
 - There was a strong case for renewal of the Forum's governance
 - Areas to address in the renewal of the governance forum were Global governance; Network governance; Institutional governance; and Stewardship
- The Istanbul Steering Committee meeting (April 2013) defined and established a Strategic Governance Working Group (SGWG) to pursue the process of reform.
- The SGWG worked from September 2013 to August 2015 and met three times during that period. As a result of the outputs of the SGWG's work:
 - The SGWG final report was accepted by Steering Committee
 - The SGWG final report was an input to the GFAR Constituent Assembly that met in August 2015 (Bangkok)

About the Constituent Assembly,

- The GFAR Constituent Assembly (24-26 August 2015, Bangkok) focused on the renewal of GFAR role, purpose and governance.
- Over 100 Participants attended the Constituent Assembly, speaking from the perspectives of different sectors: The categories of participants included the Facilitating Agencies (FAO & IFAD), farmers' organizations, consumer associations, NGOs/CSOs, private sector, national public research and rural advisory services, higher education, regional fora for agricultural research and innovation, multilateral organizations, IARCs (CGIAR & AIRCA), women's groups, youth groups, development banks and foundations, and financing and technical partners.
- Four discussion papers were presented during the GFAR Constituent Assembly:
 - Renewing GFAR's role and purpose
 - Redefining collective action
 - Reframing governance
 - Resourcing the Global Forum
- The Assembly achieved a very resounding endorsement of the reform and renewal of GFAR, expressed via anonymous electronic voting, with over 90% support for all changes proposed.
- During the Assembly, participants redefined the Global Forum's role and purpose through strong consensus agreement on a new vision, mission and guiding principles.

The components of the revised GFAR Charter are:

1. Background and context
2. Vision, mission and principles
3. Theory of change and operational modalities
4. GFAR structure and governance
5. Resourcing

¹ The review addressed GFAR's biggest governance issues as an inclusive multi-stakeholder forum: who and what is GFAR, who does it represent, how the representatives were being elected, how it operates etc.

GFAR's Vision

“The Global Forum makes agri-food research and innovation systems more effective, responsive and equitable, towards achieving sustainable development outcomes.”

GFAR's Mission Statement

“Partners in the Global Forum, at the national, regional and international levels, advocate for and catalyze Collective Actions that strengthen and transform agri-food research systems.”

Collective Actions of the Global Forum were described as:

- A multi-stakeholder programme of work at national, regional or international level, initiated by three or more partners and prioritized by the Global Forum, always including producers and with a particular focus on women and youth, contributing to the objectives of the Global Forum and the GCARD Road Map.
- This also refers to the fact that GFAR's partners agree to commit and generate resources together, in actions or advocacy that strengthen and transform agri-food research and innovation systems towards shared demand-driven development aims and which add value through their joint actions.
- The Global Forum's collective actions and their outcomes must be publicly recognized as contributing to the objectives of the Global Forum and the GCARD Road Map. Progress must be reported and shared with other partners through the Forum.

In finishing the collective action part of the Charter, Juan Lucas shared some operational principles for GFAR's collective actions that were defined at the Constituent Assembly:

- Complementarity
- Volunteerism
- Accountability
- Subsidiarity

Remarks and clarifications

- It was agreed that issues on resourcing and financials would be discussed as part of the governance.
- Some examples on collective action that GFAR supported at national and global level would be shared during the course of this meeting in Johannesburg.
- In terms of GFAR's target, it was highlighted that the focus is farmers, as shown in the Charter
- Complementarity should not only be within a region but also inter-regional (between the regions).

2.2 Clarification points on collective action

Having listened to the presentation and getting some understanding of the collective action section of the Charter, Jürgen requested participants to discuss around the tables and take on board people who were new to the process. The discussion was guided as the task of looking for critical questions that needed further clarification in the Charter (see box).

Table discussion I

Discuss what the Charter means for you - as constituencies in practice ...clarify?

Come up with 1 critical question / table for clarification on 1 card

The table groups discussed issues requiring further clarification, as per instruction for the task, visualized their cards (as bulleted below) and reported back in plenary.

Report back on further questions for clarification raised by participants (points clustered by issue):

How does GFAR prioritise collective actions?

- Needs priorities and modalities – with clear objectives and goals for the constituents
- Does it have to?

Chair's Response: Collective actions are established and prioritized among the constituencies themselves and through their own commitments, facilitated and catalysed by the Secretariat

How does GFAR operationalize and implement collective action?

- How will the Charter be implemented - what are the next steps?
- What are the necessary actions needed by the partners in GFAR that will ensure the attainment of its vision, including recognizing farmers in their research process and protection of their human rights?
- How do we operationalize collective action?
- Collective action- keys for credibility- who initiate, who decide, who facilitate, etc.
 - Who award the label?
 - What specification?
 - Decision making?

Chair's Response: the priority actions for support through GFAR will be identified by the Partners Assembly as an overall framework and an operational Medium Term Plan for its implementation. Actions will be developed by multiple partners and reported to and overseen by the Steering Committee, who can also attribute and assure the value of the label of GFAR Collective Action on behalf of the Partners Assembly. The SC will meet between Partners Assembly sessions, and will review and advise on the programme as required. Separately-developed Collective Actions of Partners in GFAR, which are in line with the GFAR Charter and aims, will also be championed through the Forum.

How to legitimize governance and ensure inclusive action and impact on the ground?

- Do partners need a more formally-defined ownership (shareholders) for legitimacy of governance and to deliver collective actions?
- How do partners move beyond institutions to ensure inclusive action and impact on the ground? The beneficiaries in communities are not only youth and women farmers, but also the marginal groups that may not benefit from some more global initiatives.

- How to ensure that farmers are not passive users (recipients) of innovations that would be brought to them by the researchers but rather that stakeholders (farmers in particular) are fully involved in the innovation process?

Chair's Response: the self-declared partnership basis was defined by the Constituent Assembly as the most appropriate form of governance at this stage. It is anticipated that programmes should always be seen as inclusive of farmers or have farmer perspectives in their direct management.

How to measure progress based on defined outcomes

- Vision statement describes actions being “more effective, responsive and equitable, towards achieving sustainable development outcomes.”- How do we measure that?

Chair's response: Developing more effective measures is itself the subject of a Collective Action discussed in GCARD3. Responsiveness and equity are also products of direct involvement of farmers/producers in driving and prioritizing agricultural research and innovation processes.

Remarks and clarifications

- Participants were happy that the table group discussions had clarified what was in the Charter in terms of collective action.
- The questions were collected and answered in the sessions that followed and in the Chair's immediate responses above.

2.3 Analysis of experiences in organizing and managing collective actions

2.3.1 Panel discussion: Sharing of experiences, reactions and comments on issues related to collective action



This session was organized in the form of a panel discussion, with some selected resource people sharing their experiences from concrete examples and exploring further what it implied for collective actions. The panel members were each given few minutes to explain what they were doing and respond to the questions / issues that were raised in the previous table group discussion.

Facilitator of the session: Jürgen Hagmann welcomed the panellists and thanked them for being available to share their experiences. He then took them through the questions that each had to respond to.

Panelists:

- i. Esther Penunia , Asian Farmers Association
- ii. Charity Kruger, Chairperson of board of directors for the Forum for Agricultural Research in Africa (FARA)
- iii. Jim Cano, Country representative of YPARD Philippines
- iv. Kwesi Atta-Krah, CGIAR Research Program (Director of Hemitropics)
- v. Kristin Davis Executive Secretary, Global Forum for Rural Advisory Services (GFRAS)
- vi. Laurens van Veldhuizen, ProLinnova (Advisor for KIT/ Sustainable Economic Development)

The panel discussion was captured in the table below

- a) **Introduction of the panel members: Who are they and what collective actions do they do – and what have they learned?**

Name of the Panel member	Response by the panel members
Esther Penunia	<ul style="list-style-type: none"> • Asian Farmers Association is an alliance of farmer organizations. Currently there are 17 members’ organizations in 13 countries in South East, South and East Asia. • Experience on collective action is rooted more at grassroots foresight work, <ul style="list-style-type: none"> ○ This is an initiative of GFAR and three farmer organizations. It was facilitated by these farmer organizations and the GFAR secretariat ○ A regional trainers training was conducted in Africa and Asia. In Asia, this training was rolled out in three countries: Indian, Indonesia, and Philippines. ○ In the three continents of Africa, Asia and Latin America, local communities (up to 500 to 1000 family households) were selected to participate in the initiative ○ During the training of the community members on grassroots foresight, the initiative brought together other stakeholders such as local government authority, NGOs, private sector, etc. ○ The foresight work was about local communities identifying possible scenarios in the long term (15 to 20 years) ○ Out of these scenarios, the communities did the analysis of the driving forces, as well as the internal and external forces ○ The stakeholders managed to identify five scenarios, which they owned. For example, in India, everyone at the meeting wanted the young farmers to stay in the communities and do agriculture. In Indonesia, the farmers wanted to maintain their culture in their forest and this idea was supported by the local authority. • There was a challenge in the foresight work, but this was later rectified, <ul style="list-style-type: none"> ○ Financing of the follow-up work. Resources were needed to support the vision / future (which has many steps) as identified by the communities. There was a need for resources to help local authorities to support the communities in implementing their actions in line with the defined scenarios.
Charity Kruger	<ul style="list-style-type: none"> • FARA is the apex body for agricultural research in Africa and works with sub -regional organizations. In turn, the sub-regional organizations work with national agriculture research and innovation institutions. FARA also work with farmer organizations and to

Name of the Panel member	Response by the panel members
	<p>some extent with the private sector. As much as there are some outputs, the impact of working with the private sector is yet to be realized.</p> <ul style="list-style-type: none"> • FARA works with organizations through visioning, capacity strengthening and foresight, with the aim of transforming the livelihoods of farmers through agricultural research • FARA has two areas of challenges in collective action: <ul style="list-style-type: none"> ○ The first challenge is in connection with governance and is about political legitimacy. The sub - regional organizations (SROs) are affiliated to regional economic centers. For example, the Center for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) is affiliated to the Southern African Development Community (SADC). So, when it comes to funding, FARA does not know who to turn to at regional level. Since 2015, FARA has been trying to work with the African Union to have political recognition because the solutions for FARA funding should be homegrown. ○ The other challenge is around the subsidiarity principle: FARA is working with the SROs, the national research institutions as well as the farmer organizations through subsidiarity principles. The challenge that FARA is facing is about how the subsidiarity principle can best be applied to ensure programme implementation and impact.
Jim Cano	<ul style="list-style-type: none"> • On the YPARD Philippines <ul style="list-style-type: none"> ○ Started in February 2015 , when YPARD global nominated Jim Cano to be the country representative ○ The aim of YPARD Philippines was to have a youth perspective in agriculture ○ The challenges that YPARD Philippines faced were: <ul style="list-style-type: none"> ➢ There was a problem in organizing YPARD in the Philippines as an informal network. It was difficult to get an institution that could host YPARD, because in the Philippines, the entities have to be legalized. Therefore, YPARD was registered as an NGO. The legal process to register YPARD was long and tiring and the organizers faced a lot of red tape. ➢ The other issue was about how to rally young people to a vision which is based in Rome, and bring it to the Philippines. YPARD came up with a core team, and did a vision casting among their peers in the universities, which engaged a diverse group (people from environmental science, agri - business, research, etc.) ○ There is a need to have advisors to the group. But there is a challenge in getting senior professionals to support young people who are eager to do a lot of things - how to get advisors who will mentor young people is still a challenge. During the Bangkok training, YPARD managed to get a mentor connected to GFAR, who linked the youth to different organizations in the Philippines. ○ What has been key to success in YPARD Philippines was, <ul style="list-style-type: none"> ➢ Linkage building - as worked during the Asian Irrigation Forum ➢ Funding to implement some planned actions
Kwesi Atta-Krah	<ul style="list-style-type: none"> • Kwesi comes from IITA but leads the CGIAR Research Program on Humid Tropics integrated systems • Kwesi considered that collective action is not new - it implies working together, it is a multi-sectoral engagement and partnership for addressing a goal that is commonly shared among the entities • Within the CGIAR, collective action has been running by focusing on research for development platforms. These have a specific goal of enhancing the livelihood conditions of smallholders. These aim to be platforms that give everybody a voice all the way from

Name of the Panel member	Response by the panel members
	<p>the government, policy, local research institutions, NGOs and to the farmer organizations. Through this platform, the organizations identified what they knew about the situation and areas where there may be work required for any of the entities involved.</p> <ul style="list-style-type: none"> • Specific innovation platforms designed to deal with issues arising from the research for development platform do exist. They also follow a process that involves bringing key partners together to agree on a common concept and goal. • The challenge, when related to the case of GFAR for instance is <ul style="list-style-type: none"> ○ Why do we need GFAR?- The reason is that GFAR has been championing collective action issues and that these provide a good way to bring initiatives to a wider platform ○ For the future, there is a need for more focus in dealing with critical issues such as <ul style="list-style-type: none"> ➢ How to deal with farmer organizations ➢ What work is being done to ensure that the youth are involved? • Moving into 2017, the CGIAR is taking a step of integrating the system thinking of work into all the commodity research initiatives • The CGIAR see collective action as an opportunity to work with other stakeholders through the mechanisms of GFAR.
Kristin Davis	<ul style="list-style-type: none"> • GFRAS provides <ul style="list-style-type: none"> ○ Advocacy for investment in extension and advisory services ○ Brokers knowledge sharing on the topics ○ Professionalize extension services • GFRAS is composed of regional networks and thematic working groups. • An example of collective action: <ul style="list-style-type: none"> ○ With funding from the European Union through GFAR, GFRAS is working on developing learning materials and building competencies of extension agents. This is being done through a global consortium on extension education and training, which is composed of many universities, together with the regional networks. • There are challenges in working as a global forum and with many partners <ul style="list-style-type: none"> ○ There are different levels of capacity. For example, AFAAS is registered formally and is embedded in the formal structures of the African Union, whereas the Latin American network of GFRAS does not have any regional forum policy to work under. ○ There are different cultures, for example; the Asian networks are much more formal than the European, Caribbean and American networks. ○ When GFRAS receive funding and have people investing in its work, they want to see impact at the farmer level and changes in the farmers' lives. It is difficult for GFRAS as a global institution working through regional networks and country fora to achieve impact at farmer level- yet it has to try to trace the causality and ensure that attribution it made. • Kristin closed with a statement that was made in the Nairobi conference in 2011 that, <i>"If you go alone, you really go fast, but if you go together, you will go far"</i>.
Laurens van Veldhuizen	<ul style="list-style-type: none"> • ProLinnova is a global partnership promoting local innovation. It grew from the GFAR Global Partnership Programme in the year 2000 and it is still existing even today • At the beginning, GFAR facilitated the formation of the agenda - asking the NGOs to specify what was missing in the research and development agenda that people were working on in those days (around the year 2000). • A number of initiatives were developed, one of which was the idea to institutionalize participatory innovation development in research and development programmes. That was agenda-driven, with most of the NGOs coming on board.

Name of the Panel member	Response by the panel members
	<ul style="list-style-type: none"> • The ideas were endorsed but nothing was done for a long time. GFAR Secretariat played a role reminding the NGOs and encouraging them to move the ideas forward. • Attempts were made to do some fund raising. Some of the funders volunteered to provide funding, but through constrained mechanisms. IFAD managed to provide funding support for a year for a work in three countries. This gave ProLinnova enough credibility to develop larger proposals and to work in 21 countries on the agenda of mainstreaming participatory research and development into research, extension and education. • ProLinnova has just had a 10 years stock-taking report, which will be made available and will have many of the lessons drawn from the experiences. • It is critical, as a facilitating agent, to encourage stakeholders involved in any initiative to share tasks and resources to the lowest level. This keeps the network alive even when the funding is not there, because people continue what they started with their own resources. • ProLinnova has a very lean governance structure of a few people who meet annually. • The challenges <ul style="list-style-type: none"> ○ Increased complexity in working with many countries - of the 21 countries, five of them are less active at the moment ○ Fund raising is a challenge ○ Decided not to have a legal identity

b) Reactions to the questions from the participants - with some of the questions being specific

i. How do we institutionalize collective action in national systems?

Name of the Panel member	Response by the panel members
Esther Penunia	<ul style="list-style-type: none"> • The best way to institutionalize the participatory foresight process is to have the farmer organizations owning the initiatives and having the expertise to run the projects. • If the farmer organizations put the actions that emanate from the participatory foresight process into their plans, that is the best way of creating ownership and institutionalizing the initiatives.
Charity Kruger	<ul style="list-style-type: none"> • Institutionalizing collective action at the national level is key. For example, FARA recognizes the sub-regional organizations (which are its constituents through the subsidiarity principle) to also involve the farmer organizations. In turn, the sub - regional organizations have constituencies which are made out of national research organizations and other sectors.
Kwesi Atta-Krah	<ul style="list-style-type: none"> • It is important when it comes to institutionalization that partners ensure the ownership of initiatives by the different entities concerned. • Within the CGIAR, there has been work on site integration, which has some elements of country consultations. These are based on selecting a number of startup priority countries to learn how to do collective action better. • Collective action has to be focused. One has to start by understanding what the national priorities are and the strategic agenda of the country. For example, In Uganda, a partnership platform was established and now it is being supported by the national and provincial governments.

Name of the Panel member	Response by the panel members
Kristin Davis	<ul style="list-style-type: none"> • When GFRAS started about six years ago, it envisioned country level forums - that is where the action is, that is where policy, projects and activities happen. So, GFRAS has been focusing a lot on country fora or country platforms that have all the advisory stakeholders in the country, be it from private, public, civil society or farmer organization. • GFRAS started to build the capacity of the country platforms so that they can advocate, do knowledge sharing and professionalize extension at the national level.
Laurens van Veldhuizen	<ul style="list-style-type: none"> • With the issues of resources, collective action is better institutionalized when it is embedded by the local partners. But, at the same, one needs additional external resources to further catalyze collective action and address certain challenges. • The aim of ProLinnova is to institutionalize participatory innovation development in research, extension and education. Ownership is easier when the organizations that are being targeted are also part of the platform.

ii. How the farmer organizations were organized and what was the size?

Name of the Panel member	Response by the panel members
Esther Penunia	<ul style="list-style-type: none"> • Foresight capacity building programmes are being managed by AFA for the farmer organizations in Asia. These programmes are funded by IFAD, SDC and also by the EU. • For the pilot project, the project works with India in the central Himalaya region.

iii. What are the contributions of research organizations?

Name of the Panel member	Response by the panel members
Esther Penunia	<ul style="list-style-type: none"> • In the foresight work, research organizations are being involved at the local level and they work with farmers to do research. Farmers have the capacity to analyze the kind of future they need and the forces that drive the government to behave the way it is doing. Farmers should be considered as researchers.
Kwesi Atta-Krah	<ul style="list-style-type: none"> • Within the research community, there is an increasing shift towards making sure that research is aligned to development, thus focusing on research in development as well as research for development. This means that there is a need for research to partner with the development entities. • It is important for the development partners to draw on and link up with the research groups and help to shape the research agenda from their perspective.
Kristin Davis	<ul style="list-style-type: none"> • Innovation systems include research as well as many other different actors. • Research had contributed to the development of the learning materials for extension agents by doing research that shows the core competencies that are needed to deliver extension and advisory services.

iv. What is GFAR's role in catalyzing collective action?

Name of the Panel member	Response by the panel members
Charity Kruger	<ul style="list-style-type: none"> • The role of GFAR is <ul style="list-style-type: none"> ○ To harmonize collective action experiences being implemented throughout the world and draw lessons ○ Facilitate and create synergies among the partners and making sure that there are adequate resources to implement interesting cases of collective action. ○ Facilitate information exchange of successful cases implemented by the different partners that could benefit other regional fora.
Jim Cano	<ul style="list-style-type: none"> • YPARD joined the social media training in Bangkok, which is a GFAR collective action initiative. Two of the representatives who attended the training then replicated it by doing social media training back in the Philippines. • The activities and the tools that are being done in GFAR have wide application which young professionals can use. • YPARD in itself is a movement catalyzed and hosted by GFAR and it has really broadened the range of young professional's reach. • GFAR's role is to <ul style="list-style-type: none"> ○ Make sure that the young professionals are strengthened and can be linked to different partners like the research and extension organizations, farmers, NGOs, CSOs, and private sector. ○ Create a platform that fosters exchange of knowledge and experience for young professionals to be competent. ○ Create a link between the young and senior professionals, with the latter providing the much needed experience that would enable young people to grow.
Kwesi Atta-Krah	<ul style="list-style-type: none"> • A process has been started to register different entities that are interested to be seen as part of GFAR. • GFAR can help: <ul style="list-style-type: none"> ○ To establish a core set of principles for collective action ○ Build upon and compile collective action experiences taking place in the different parts of the world. ○ Collective action cannot be standardized because it has so many faces - but GFAR can help the constituencies by creating a platform for engagement, discussion and debate to agree what partners want to do in relation to collective action. ○ Create a space to share experience on how collective action should be implemented and learn from what is working.
Kristin Davis	<ul style="list-style-type: none"> • The GCARD global conference that is taking place is a good platform where the different stakeholders could raise their issues on agricultural extension and advisory services and people could realize that extension is an important element within the agriculture and innovation system that needs to be resourced.
Laurens van Veldhuizen	<ul style="list-style-type: none"> • ProLinova grew up from the GFAR processes. • Collective action is not being coordinated, but being catalyzed and facilitated to create a space for the partners to meet and talk about their own issues. There is no model for collective action, but it is important that a platform be created for the stakeholders to jointly define the agenda - partners could also use more ICTs these days to enhance communication. • Role of GFAR is: <ul style="list-style-type: none"> ○ To link the constituents to all kinds of expertise that is relevant to the topics / issues, including the donors.

Name of the Panel member	Response by the panel members
	<ul style="list-style-type: none"> ○ Extract the lessons from interesting case studies that have some components of collective action and try to operationalize the results and build on a new model of concepts developing from the experiences.
Esther Penunia	<ul style="list-style-type: none"> ● GFAR should be: <ul style="list-style-type: none"> ○ Facilitating and coordinating, synergizing and harmonizing research ○ Doing some resource mobilization for the implementation of collective action

Comments/ clarification and reactions:

- The cases illustrate that there are many faces of collective action and it is difficult to say which one was the most useful because each one of them is shaped by a particular purpose
- It was interesting to note that somewhere in each of these, GFAR was involved in setting the collective action processes, which evolved informally and formally over time
- It is not easy to facilitate collective action but voluntary work is the key. If there is no collective spirit and the heart to bring the different stakeholders and the farmers together, the initiatives would not benefit the grassroots.
- The basic principle for having sustainability and continuity of the initiatives / projects or programme is ownership and commitment by the partners - what each partner will give to and get from the partnership. It is good to encourage partners to work together voluntarily, but what is important is that those who are involved in any initiatives need to see the benefit of their efforts.
- GFAR's role is being acknowledged for catalysing the formation of platforms for sharing and working together. A lot of institutions were operating as individual partners in the past, but they are now operating together much closely. It is encouraging to hear some of the experiences from ProLinnova about having a voluntary organisation working together without a legal status. It takes some time to reach that level, but things strengthen as the trust between the organisations grows as they develop up and implement trilateral / bilateral projects. So, collective action and funding to make it happen is a gradual process and people need to be patient to see the results.
- From the cases presented, there are some examples where Partners in GFAR are institutionalising participatory research, methodologies and approaches. On the other hand, others are institutionalising the mode of networking.

2.3.2 Roles of the constituencies and GFAR on the way collective action should be done in the future

Jürgen indicated that the panel discussion provided an opportunity for the participants to be exposed to the different forms of collective action, self-organisation, structure and informal networks. He asked participants to use their experiences and share the challenges that their constituencies are facing in doing collective actions and how they would gain from addressing them with the support and Partner networks of GFAR.

The groups visualized their work on flipchart papers and reported their outputs in plenary (as documented below).

Table discussion II

From the 6 examples just described and your own experiences,

- a) What are the 3 most critical challenges in organizing collective action?
- b) What can and should you do as a constituency about these challenges?
- c) What should the Global Forum do - that you can't do?

Choose a facilitator and present on one flipchart

Reports by the table groups	Questions		
	a) What are the 3 most critical challenges in organizing collective action?	b) What can and should you as a constituency do about these challenges?	c) What should the Global Forum do - that you can't do?
Group 1	<ol style="list-style-type: none"> 1. Approach/ practices/ institutionalization 2. Get funding that is sustained 3. Measuring effectiveness and impact 	<ul style="list-style-type: none"> • Promote dialogue among stakeholders that are like-minded • Promote linkages of institutional priorities with funding • Requirement that project be funded <i>only</i> when there is multi - stakeholder participation 	<p>What GFAR should do:</p> <ul style="list-style-type: none"> • Share experiences, the principles and lessons • Promote capacity building, especially mentoring <p>What GFAR should not do:</p> <ul style="list-style-type: none"> • Be a donor and have actions where all the activities are funded
Group 2	<p>National, regional & international,</p> <ol style="list-style-type: none"> 1. Governance in terms of the legitimacy of the partners 2. Capacity building across the different levels to have impact on the ground 3. Funding (public, private, donors, etc.) 	<p>Collective action is happening at different levels and therefore, there will be a need for some levels of:</p> <ul style="list-style-type: none"> • National funding • Equal partnership • Ownership that is cutting across at different levels 	<p>GFAR and the Secretariat and its partners have to do the following:</p> <ul style="list-style-type: none"> • Advocacy (National) • Catalyze • Credibility • Accountability <p>All these will make sure that the national systems will be empowered</p>
Group 3	<ol style="list-style-type: none"> 1. Legitimacy for recognition 2. Whom do we represent in GFAR: government, global agencies, etc.? 3. Scaling up - how to do it? 4. Funding / investments 5. Secretariat / facilitation 	<ul style="list-style-type: none"> • Build / strengthen regional networks • Strengthen relationship with global fora 	<ul style="list-style-type: none"> • Facilitation between the different types of organizations • Catalyzing/ facilitating in developing the methodology for doing collective action
Group 4	<p>Common and shared vision for:</p> <ol style="list-style-type: none"> 1. Facilitation and sustainability 2. Ownership 3. Life cycle of the association 4. Building trust and mutual understanding 	<p>To make GFAR define a common goal, the partners should,</p> <ul style="list-style-type: none"> • Listen • Share information • Dialogue 	<p>GFAR should open up and create space for:</p> <ul style="list-style-type: none"> • Advocacy at global level (e.g. Mobilization of resources/ funding creative platforms) • Knowledge and resource sharing
Group 5 (See also the graphic / picture)	<ol style="list-style-type: none"> 1. Resource mobilization <ul style="list-style-type: none"> • How to get access to funding • How to efficiently use the resources • How to increase and multiply the resources that could be re-invested in agri- food systems 	<ul style="list-style-type: none"> • Ensure the ownership of the programmes - but to be able to measure the outputs/ outcomes, there is also need of a good framework design • At the local level, there is a need to facilitate access and availability of resources and 	<ul style="list-style-type: none"> • GFAR facilitates the framework for measuring the outputs/ outcomes on initiatives

Reports by the table groups	Questions		
	a) What are the 3 most critical challenges in organizing collective action?	b) What can and should you as a constituency do about these challenges?	c) What should the Global Forum do - that you can't do?
	<p>2. Define the measurable outcomes/ outputs and orientation for farmer initiatives & programmes</p>	<p>development of best practices</p> <ul style="list-style-type: none"> • Constituencies to define their real needs/ opportunities and come up with the way to address them • Extension system should help facilitate the process of collective action at different levels 	
Group 6	<ol style="list-style-type: none"> 1. Duplication / lack of true participatory process (National, Regional or Global level) 2. Finding the right actors 3. Sustainability and ownership of the partnerships 4. Capable facilitation 5. Funding 	<ul style="list-style-type: none"> • Identifying common needs • Establish principles for working together • Mapping of actors (all levels) 	<ul style="list-style-type: none"> • Documenting of experiences (GFAR) • Leverage to scale up/out (GFAR) • Involve national governments and private sector • National governments to incentivize private sector
Group 7	<ol style="list-style-type: none"> 1. Identifying champions / someone to push, create vision and get excitement 2. Human resources (getting the right people who are also busy with collective actions) 3. Financial resources/ latitude to grow 	<p>The group merged question b and c, GFAR to:</p> <ul style="list-style-type: none"> • Articulate and document processes of all collective actions for national level • Help partners leverage existing networks and identify new ones for partnerships • Provide limited seed funding to develop action plans / positions / structures to attract additional interest 	
Group 8	<ol style="list-style-type: none"> 1. Balance of power between and among different constituencies (e.g. in defining objectives of the collective action) 2. Funding that is according to interest and priorities of the stakeholders 3. Access to knowledge and other researchers, capturing knowledge from collective action and measuring impact 	<p>How to address challenge 1 & 2 (Balance of power and funding):</p> <ul style="list-style-type: none"> • Collective action must contribute to mutual learning process and consensus building process • Advocacy for the priorities of farmers' interest • Collective action should be need based, and expressed by multi - stakeholders (preferably bottom up and participatory) • Funding should be according to our principles and priorities • Harmony between what is needed and the resources <p>Mechanisms for addressing challenge 3 (Access to knowledge and measuring impact):</p> <ul style="list-style-type: none"> • Participatory monitoring and evaluation 	

Reports by the table groups	Questions		
	a) What are the 3 most critical challenges in organizing collective action?	b) What can and should you as a constituency do about these challenges?	c) What should the Global Forum do - that you can't do?
		<ul style="list-style-type: none"> • Institutionalize systems of participation (e.g. representation in the Steering Committee) • Use all media for information exchange: mass media, electronic, etc. • Translate knowledge materials • Provide translation / interpretation services during decision making processes • Collective action must be result - based and have indicators set from the beginning 	

Remarks and observations made by participants

- On the Roadmap/ process for collective action, participants highlighted the importance of keeping the Roadmap and MTP updated so that they remain current and so that the Partners and collective actions are evaluated on the basis of that frame for transformation in agri-food research and innovation to deliver better towards sustainable development.
- Participants were also asked to make comments and opinions on GFAR collective action and not only collective action in general. That means that the collective actions of focus should respond to the priorities established by the Forum – with the Forum’s Partners’ Assembly setting the priorities in the future. The following ideas were suggested:
 - Strengthening regional consultation more and taking more into account the need and priorities of national systems of agri-food innovation
 - Agreeing as a Forum on the Roadmap-associated MTP
 - Identifying all the time those collective action cases that match the priorities - these can be tagged as GFAR collective actions.
 - The GCARD process should set the agenda for collective action and there should be various actions to implement it
- National fora:
 - The presentations did not include a close look at national level. Looking at the history of GFAR, it was considered to have made a lot of progress at the global, sub- regional and the regional level. The basis of the need for multi-stakeholder fora at national level is still not yet well established. The priority for GFAR should now be at the national level and helping to build the national fora.
 - The problems that are being addressed are impacting on the people in the countries. What is needed is collective action which delivers the impact on the ground. The national fora do exist, but what people tend to do, is to overlook these national fora and not place enough emphasis on strengthening them so that they can demonstrate much impact.
- The ongoing collective actions that are taking place within GFAR and through the Partners are also considered as GFAR collective actions. Such collective actions should be done such that the partners work with organizations that are not as yet partners themselves. In the process, the partners should invite more partners to become partners.
- The role of the Secretariat
 - The Secretariat will synthesize the discussions that are taking place at the Assembly and they will put the extracts in the form of a box in the Charter. This can illustrate experience, practices and the criteria that are important for facilitating collective action.

- The Secretariat should give more input to Partners in terms of the methods, criteria, etc. for collective action
- Care should be taken not to overburden the Secretariat. The good thing about this process is that it is voluntary, informal, not tied, and is expandable. Every Partner that agrees to the Charter should understand that they themselves have a role play in their region and their countries.
- What came out clearly is that the Global Forum is not a conventional organization - it does not have boundaries.

3. COMMON UNDERSTANDING ON THE DRAFT 2016 CHARTER: GOVERNANCE ARRANGEMENTS: REPRESENTATION AND RESPONSIBILITIES

This session looked at the governance part of the Charter, followed by some discussion around this topic and implications for the future.

3.1 Presentation of the draft Charter - focus on organising governance

Presentation made by Juan Lucas Restrepo Ibiza, the Chair of GFAR

Juan Lucas indicated that following on from the last remarks of the participants on collective action, he would talk about the soft power, the governance and governing bodies.

Governance arrangements:

- Partners in the Global Forum: wider representation of regions and constituencies. Data from the webpage indicate that as of March 2016, there are already 145 partners that want to share the vision and mission of GFAR and would like to be part of collective action.
- The Partners' Assembly meets every 3 years as part of GCARD, and this provides an opportunity to think through some strategic governance and do priority setting.
- The Steering Committee of global and regional partners meets annually to deal with issues related to programmatic and executive governance roles. The Steering Committee may establish sub-committees, for example for GCARD or EXCO.
- Recognition of the critical role of the GFAR by Facilitating Agencies: FAO and IFAD
- Donor Support Group: Needed to provide and help mobilize support to governing bodies and programme implementation, and in coordination of resource provision
- Offices for Governance:
 - Chair
 - Vice-Chair
 - Executive Secretary
- GFAR Secretariat has the role to catalyze, facilitate, track and share knowledge of GFAR Collective Actions & Advocacy

The proposed Steering Committee composition was presented (see the diagram below). In sharing the diagram, Juan Lucas indicated that the GFAR Steering Committee needs to include representation of the different perspectives and issues from all regions of the world.

A combination of different forms of representation had thus been proposed by the Constituent Assembly to ensure effective multi-stakeholder representation in GFAR:

- In line with the new Vision and Mission and collective action principles, GFAR needs to now ensure the effective inclusion of all stakeholders in agri-food research and innovation and to ensure that global actions and advocacy reflect grounded realities and perspectives from all sectors and regions.

This requires all relevant sectors to be effectively and equitably represented into the global governance of GFAR, by representatives who are themselves directly responsible and accountable to the constituency concerned and able to reach out and mobilize others in the sector.

- Regional representatives – the regional associations concerned with the role of research in development, termed the Regional Fora.
 - These fora were established as regional research and development associations of public research institutions and universities, to promote the development of national agricultural research systems and bring greater regional coordination and sharing of knowledge in order to address regional agricultural research challenges through coordinated actions and knowledge sharing.
 - At this stage, there are six Regional Fora, each sustained and governed by their own members. These six regions do not cover East Asia (China in particular), nor North America and for GFAR there is hence a need for representation from those regions also.
 - The Regional Fora are at different levels of development - some are well established, but others are still poorly resourced. The Fora are themselves evolving, at various rates, to be broader based, but are largely centred on public sector research. Through subsidiarity, each forum will need to determine for itself what future form and basis it wishes to take and what sectors they can in future come to mobilize and represent into GFAR.
- Global networks have recently been established (often with GFAR's catalytic support, e.g. GFRAS, GCHERA, AIRCA) for strengthening and coordinating actions in some other key stakeholder sectors. Each of these has its own composition and internal coordination mechanisms to engage countries or regions. However, these networks are still developing in some regions, while some other sectors (e.g. Farmers, CSOs), may still lack a universally-accepted means of global representation.
- Given the above, there is a need to ensure effective subsidiarity in all sectors and for discussions to keep rooted in development realities on the ground. In addition to the representation of international/global networks or institutions from each sector and the Regional Fora, the Constituent Assembly thus determined the need for regional/national perspectives to be directly expressed into GFAR's governance from eight stakeholder constituencies (farmers, private sector, NGOs, consumers, advisory, education, women and youth). There would be two such seats for the farmers and one each for the other constituencies.
 - It is proposed that these seats will rotate within each stakeholder constituency - for example, if the process starts with a farmer from Africa and one from Latin America, for the next 3 years there could be a farmer from North America and one from Asia. The same rotation will happen for the other constituency seats.
 - Any organization that is a declared and accepted Partner can stand for a place in the Steering Committee
 - Nominations of Partners for the seats should come from the constituencies in the specific regions and be able to express national/community perspectives, to ensure their differentiation from global bodies.

- At global level, there will be the full spread of sectors, overall matching the constituencies for the regions.
- The constituencies will not be self-selected, they will need endorsement from, and be able to represent, the GFAR Partners in their constituencies. In line with the governance review, sectoral representatives at global/regional level should also be confirmed by the Partners concerned through each Partners' Assembly.
- Representatives are thus accountable for their activities to the constituency that elected them and as the core drivers of the Forum will themselves have a leading responsibility for developing and taking forward multi-stakeholder collective actions around the world, in line with GFAR's Mission.
- For global research - AIRCA is not in the steering committee at the moment so will be included alongside the CGIAR.
- It is also important that there is representation from advanced national research institutions, which is proposed to rotate with the country of Presidency of the G20 Meeting of Agricultural Chief Scientists, if they accept to do so.
- At the moment, the representation in the steering committee is 34 seats, all drawn from institutions who have declared themselves as Partners in GFAR. This incorporates Partners from different levels, and may be able to be reduced in future, but with the number of regions and sectors now involved in GFAR it is at present very difficult to bring the number down further without raising concerns on legitimacy of representation.

Composition proposed for new GFAR Steering Committee:

	Global	Regional/National
Farmers, producers & agric. workers	1	2
Consumers	1	1
Private sector (incl. input sector & markets, all elements)	1	1
NGOs/CSOs (all elements)	1	1
Rural advisory services	1	1
Education	1	1
Women's organizations	1	1
Youth	1	1
Regional Fora & Regional Representatives		8
International research	2	
Advanced research		1
Facilitating Agencies (FAO & IFAD)	2	
Donors & finance/ investment agencies		1
Executive (Chair, Vice-Chair & Exec. Sec.)		3
Total		34

Remarks and clarifications raised

- The proposed structure is good because it is forcing the partners to forget turf and start working together.
- On the right-hand side of the diagram (regional level), some organizations such as FARA are multi-stakeholder, but they will also maintain their expertise in dealing with issues of research.
- The reason for putting the MACS in the proposed structure is because in the Bangkok meeting, there was a strong push to have advanced research included as a distinct category. In this case, advanced research is about the wealthier nations that are investing more in high technological research. The MACS is the Meeting of the Agricultural Chief Scientists from the G20 nations, so its' representative has real legitimacy to speak for science on behalf of these countries.

3.2 Way forward on the governance of the Global Forum

Jürgen requested participants to go into their constituency groups and reflect on the governance part of the Charter and the discussions that had just taken place.

Participants were guided by the task in the Box (right) in doing their group work. They visualized their outputs on flipchart papers and presented their work in plenary. These were then compiled in the table below.

Global governance of the global forum

Looking at the 6 statements and your experience,

- What are the “pros” and “cons”/ danger points of this new governance arrangement?
- How do you in your constituency ensure you are genuinely and legitimately represented in the Steering Committee and Partners’ Assembly?
- What is the desired process of nomination and accountability to your constituency - for both bodies?

Choose a facilitator and present on one flipchart

Reports by the constituencies	Question		
	a) What are the “pros” and “cons”/ danger points of this new governance arrangement?	b) How do you in your constituency ensure you are genuinely and legitimately represented in the Steering Committee and Partners’ Assembly?	c) What is the desired process of nomination and accountability to your constituency - for both bodies?
Farmers	<p>“pros”</p> <ul style="list-style-type: none"> • The structure tried to get a broad coverage of different players - that is important <p>“Cons”</p> <ul style="list-style-type: none"> • There is a need to set a mechanisms to make sure that all the partners feel connected to the secretariat • Efforts should be made to keep numbers manageable • Issues raised about language barriers for meetings 	<ul style="list-style-type: none"> • There must be a process of consultation in place pre- and post-meetings to get the agenda and feedback • Define democratic process for selecting secretariat representatives • Develop job description for secretariat membership with focus on partner representation 	<ul style="list-style-type: none"> • Farmer partners in GFAR must be clearly identified. Within that group, they will make a final choice of who the steering committee representative would be. • GFAR to facilitate a nomination process which includes <ul style="list-style-type: none"> ○ Circulate a call for nominations to all farmer organizations partners (regional & global) ○ Farmer organization would submit nomination as an organization with identified individual?

Reports by the constituencies	Question		
	a) What are the “pros” and “cons”/ danger points of this new governance arrangement?	b) How do you in your constituency ensure you are genuinely and legitimately represented in the Steering Committee and Partners' Assembly?	c) What is the desired process of nomination and accountability to your constituency - for both bodies?
			<ul style="list-style-type: none"> ○ Farmer organization representatives would choose both global and regional representatives based on the principles of gender & regional balance
Rural Advisory Services	<ul style="list-style-type: none"> • Confusion / duplication in nomination from regions and constituencies • Ensuring genuine representation from constituencies 	<ul style="list-style-type: none"> • Set selection criteria • Set guidelines for selection process • Help constituencies get feedback from meetings etc. • Selection criteria <ul style="list-style-type: none"> ○ Champion ○ Commitment ○ Passion ○ Involvement ○ Representation ○ Fulltime in sector ○ Well linked ○ No politician 	<ul style="list-style-type: none"> • Nomination process should be held in the constituency • Set out TORs for the nominees • Secretariat can help facilitate the process • GFAR can help in reporting back to constituencies after assemblies & steering committee • Set a term limit for Steering Committee members (3 years and a maximum 3 more) • Participating / voting should also allow for virtual not just face to face
Private sector	<ul style="list-style-type: none"> • “Pros”- More representatives included • “Cons”- How does the private sector get nominated - is there a screening criterion? Do the criteria allow the best constituents to be nominated or selected? 	<ul style="list-style-type: none"> • There is a need for clarity on the decision-making structure to be adopted • Preference should be super-majority vote to make it more inclusive 	<ul style="list-style-type: none"> • Vote out members who don't perform • Members to seek feedback from constituencies before going into key meetings • Report back to larger constituent body / members on key decisions taken during the meetings
National and regional research organizations	<p>“Pros” -</p> <ul style="list-style-type: none"> • Attempt for inclusiveness <p>“Cons”</p> <ul style="list-style-type: none"> • What happens with the Partners' Assembly when the members increase considerably? How will representation be ensured? • There is duplication of representation in terms of constituencies on the global and regional level 	<ul style="list-style-type: none"> • There is a need to be member of a regional body for some national research representatives or some of the regions (e.g. East Asia- has no regional body) • Members (e.g. China) where there is no regional body could perhaps join global bodies 	<ul style="list-style-type: none"> • Established regional bodies have their own processes, e.g. FARA, APAARI, AARINENA

Reports by the constituencies	Question		
	a) What are the “pros” and “cons”/ danger points of this new governance arrangement?	b) How do you in your constituency ensure you are genuinely and legitimately represented in the Steering Committee and Partners' Assembly?	c) What is the desired process of nomination and accountability to your constituency - for both bodies?
	<ul style="list-style-type: none"> • A risk that some regions may not have adequate representation mechanisms for some constituencies 		
Women's organizations and youth	<ul style="list-style-type: none"> • “Pros”- Good balance of representation within confines of the structure • “Cons”- Large to manage and make decisions 	<ul style="list-style-type: none"> • Youth are not a homogenous group, so there is a need to ensure that representation is cross - disciplinary and inclusive of the broader sector • Emphasis needed on inclusion of rural youth • Would need strong information sharing between youth and agricultural organizations 	<ul style="list-style-type: none"> • 1x global (Director or Chair of a network) • 1x rotating regional seat • Should be performance appraisal by other organizations to ensure communication and legitimate representation
CSOs / NGOs	<ul style="list-style-type: none"> • Size of the Steering Committee depends on the central role - Is it about governance decision or inclusive consultation? Suggestion is to have a small Steering Committee because GFAR has a group consultation every three years. • Rotational with clear roles every three years (even the regional forum should rotate among themselves). • For the NGOs, it would be important to have strategic rotation to avoid duplication and overlap. The rotation should allow continuity of the Steering Committee. Within Charter, allow strategic combination to be regional. 	<ul style="list-style-type: none"> • A number of CSOs use an email - based platform called the CSO-GARD where everybody who is interested in agricultural research can become a member and present issues. The issues are circulated and everybody who is interested can make a contribution. • You do you have to be a Partner in GFAR to be a Steering committee member. • Who can be in Steering Committee? Chair and Vice chair from Steering Committee members • CSOs also have links with Regional Fora 	<p>Next steps</p> <ul style="list-style-type: none"> • Urgent to develop and clarify further collective action: process to develop them, how to prioritize, realize and track them. • Accountability mechanisms for Steering Committee need to be clarified
Donors	<ul style="list-style-type: none"> • Agree with the proposed structure and support: <ul style="list-style-type: none"> ○ Proposal for the Assembly ○ Proposal for the Steering Committee's role 	<ul style="list-style-type: none"> • The number of Steering Committee members is manageable. • Given the fact that one of the major challenges is funding, a suggestion is 	<ul style="list-style-type: none"> • It will be better to request nomination from global organizations that are representing the different constituencies

Reports by the constituencies	Question		
	a) What are the “pros” and “cons”/ danger points of this new governance arrangement?	b) How do you in your constituency ensure you are genuinely and legitimately represented in the Steering Committee and Partners' Assembly?	c) What is the desired process of nomination and accountability to your constituency - for both bodies?
		made of adding another donor representative to the donor support group.	<ul style="list-style-type: none"> The nominees should keep constant communication with their constituencies Since there are agreed-upon vision and mission statements that are inclusive, what is left is for the partners to trust each other to move GFAR forward.
Consumers	<ul style="list-style-type: none"> Inclusive and at the same time, there is a large number 	<ul style="list-style-type: none"> The consumer body present represented 14 consumer countries and is looking to include other NENA countries 	<ul style="list-style-type: none"> We will have a meeting every two years in order to select the executive committee and representative
Regional Forum	<p>Cons:</p> <ul style="list-style-type: none"> Constituents & representation should align by global body, regions and sectors Avoid duplication, e.g. International research and Regional Fora members being double counted Secretariat should look at the Facilitating Agencies roles (FAO is seen as a technical partner & IFAD as a funder/ donor) 	<p>Questions b and c were merged because the group thought that there is a legitimacy and process in the Regional For a in terms of how members are selected, voting and reporting, etc.</p>	
Higher education	<ul style="list-style-type: none"> At the global level, have one body that is legitimate to represent all universities (GCHERA) Regional - Is more difficult and will depend on the different situations (e.g. Asia where it is split between sub-regions, universities will have some difficulty to match organizations of the sub-regions in education and those ones for research and civil society). However, there is a capacity of 	<ul style="list-style-type: none"> The overall size is a concern but OK, because this was intensively discussed in Bangkok 	

Reports by the constituencies	Question		
	a) What are the “pros” and “cons”/ danger points of this new governance arrangement?	b) How do you in your constituency ensure you are genuinely and legitimately represented in the Steering Committee and Partners' Assembly?	c) What is the desired process of nomination and accountability to your constituency - for both bodies?
	regulation at the global level that can, when necessary play a role for regulating the system of nomination at the regional level.		
International research organizations	<p>“Pro”</p> <ul style="list-style-type: none"> Recognize the greater inclusiveness and representation of the structure <p>“Cons”-questions on the structure</p> <ul style="list-style-type: none"> On the one hand, GFAR would like to be inclusive and advise many people as possible But, on the other hand by setting mechanisms that force certain exclusions, criteria might be a problem The body of 34 individuals will not be able to easily fulfill the decision making - wonder if it is not better to reset expectations Not happy with the duration of term of representation. How do representatives report back and get inputs from their constituencies? Need to revisit the number of global representatives that are chosen. It is easy to get representatives from YPARD and GFRAS because they are already globally set up. But, in the NGOs and private sector world, it will be much harder to identify the global representatives. Wonder whether there is a room for a larger advisory body and a smaller executive committee to take some of the more nitty gritty governance decisions. 	<ul style="list-style-type: none"> There is no problem In terms of representation of the global research community, because both the CGIAR and AIRCA have mechanisms in place which allow them to select representatives to come to events like the Assembly. The key challenge is how other major players in global agriculture research could be represented. (e.g. CIRAD and others who are players on the international scene). Suggest a seat to a UN scientific or policy body (e.g. on food security) 	

WRAP - UP / NEXT STEPS



Jürgen invited the GFAR Chair and Executive Secretary to give some ideas about what they would do with all the inputs they got from the Assembly.

Juan Lucas Restrepo Ibiza, the Chair of GFAR:

- Feedback on the Charter was fantastic and the concerns are not necessary contradictory
- There is a need to draw from the inputs that came out from the Assembly and set out a selection process for the farmers and others - part of the process would be opening more room for increasing the representation of farmers
- Into the future and in terms of representation, there is a need to use democracy for nominating and selecting the representatives. The Secretariat will follow a process by which every Partner, as they self-declare, would also indicate the constituencies and regions that they represent.
- There is a need to ensure the continuity of GFAR governance for the coming three years - so the Steering Committee needs to be revised now.
- There is an possibility to revise/ adjust the Steering Committee in the next Partners' Assembly
- The big size of the Steering Committee is needed to manage this transitional period to ensure all stakeholders are well represented.
- GFAR needs both the Regional Fora and national & global sectoral bodies for the transition. The global and national sectoral seats are very important for the transitional period, building trust, moving forward and making sure that the process reaches the smallest and furthest NGOs and farmer organizations.
- Given that the Steering Committee has the ability to set up standing committees, it is important that it establish an Executive Committee or similar that is very flexible and allows the Secretariat to consult easily and make decisions on things such as budgets etc.
- In terms of continuity and stability of the Steering committee, we could arrange rotate the Chair and Vice-Chair roles, which will continue to be independently advertised and decided by the GFAR community. The Vice-Chair after a period could become the Chair and so on. This also provides continuity if something happens to the Chair in terms of the governance and making sure that there is a stable Secretariat.
- GFAR should remain a soft power organization. There is no need to promote voting to get the majority views because that could make the whole structure formal, which might become

bureaucratic. If a consensus is hard to reach, the partners would have to work much longer until they reach an agreement on the different priorities.

- In the Charter, there is a need to add two new elements:
 - Capture all the discussions and clearly lay out the process for GFAR collective action
 - Develop a process for agenda priority setting - there is a need to associate the farmer assembly with the agenda priority setting, the relation with the GCARD, input from regional consultations, etc.

Mark Holderness - Executive Secretary of the Global Forum

Mark also highlighted several things, specifically for the participants to understand how the process reached where it is now:

- The Governance Review that was done two years ago was much more about how to make GFAR a forum fit for the future and not for the past. This is not about who happens to sit on a particular committee. But, it is about how the partners themselves mobilize and catalyze change in their sectors.
- It is not about having a heavy governance structure, but is about engaging with champions who will take the work forward and are seen as legitimate to drive the area and speak for that particular sector.
- GFAR is a mechanism for change, it is not a fixed institution. There is a need to make sure that the processes do not alienate people who do not happen to sit in the Steering Committee. Whoever happens to sit in the annual governance process of the forum should be accountable for what they are doing. They don't just come and sit on the body called GFAR, they *are* the forum and they are responsible and accountable to their own constituencies for the role they play.
- The intention on page 12 of the Charter has been to differentiate the hierarchy of governance, with strategic governance set by the Partners' Assembly every three years.
- The Medium Term Plan of what the GFAR Assembly considers should be delivered in the coming three years is based on the roadmap principles, and its application need to be updated progressively with the changing needs of our times and the work.
- In terms of the Steering Committee, there is a need to make sure that there is legitimate governance in GFAR. There is a need for transparency and accountability in governance mechanisms and the allocation and use of funds, so that the funders who are putting resources into these processes see that they are legitimate, and that members of the Steering Committee are accountable to their constituencies.
- The Steering Committee should be the heartbeat of GFAR to drive it forward. This is a big shift also in the new Charter, in that accountability and responsibility is now on the people who sit on the Committee, not just as themselves, but to represent their much wider constituencies.
- What the Secretariat needs now from the Partners in this GFAR Assembly is the mandate to go forward with the Charter and the suggested approach. This would be voted on anonymously (see below).

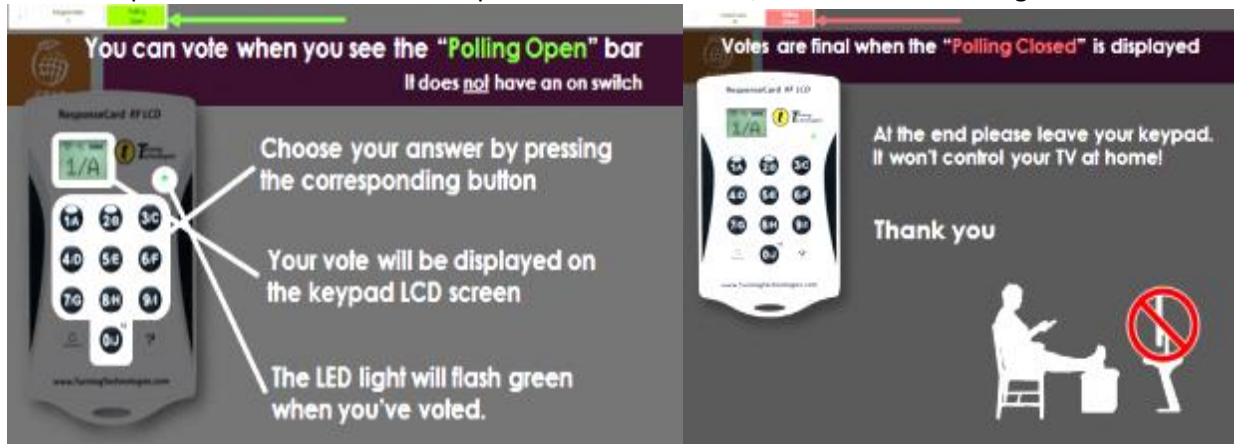
Jürgen summarised the next steps expressed by the two presenters as follows:

- The Secretariat and the team will work to incorporate the comments / inputs from the Assembly into the Charter
- Integrate inputs into the Charter, particularly on the issue of agenda setting, which is partly by GFAR Partners and partly by external processes and changing environments/world affairs
- Collective principles will be refined based on inputs from the groups discussions

4. ENDORSEMENT AND MANDATE TO MOVE FORWARD

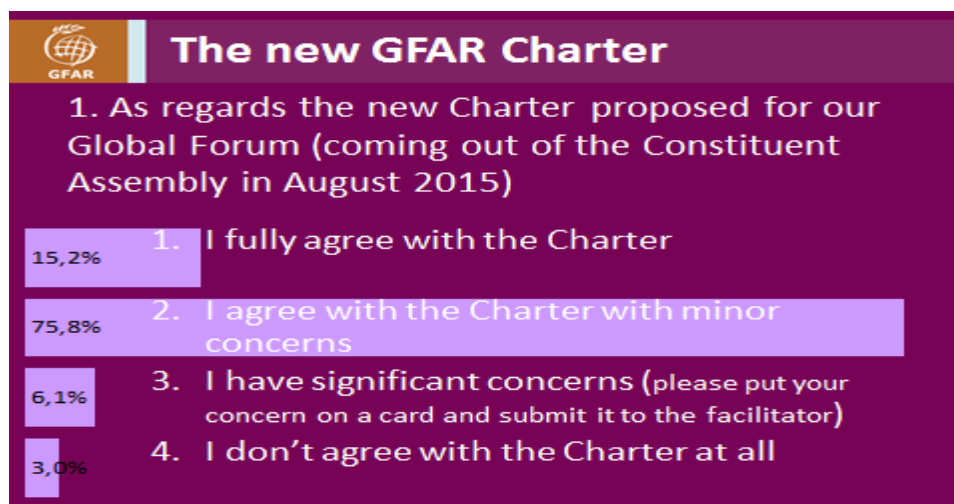
At the end of the Assembly, it was important that the Partners' Assembly provided the GFAR Secretariat with their mandate to implement the suggestions and agreed next steps. It was important to have a feel as to how much the participants were agreeing to the overall Charter, the inputs on collective action and on governance as had been suggested. To do that, an anonymous electronic voting technology was used, during which participants were given an opportunity to choose and answer questions by pressing the corresponding button. This was made to see how broad the consensus was on specific issues emanating from the meeting.

Participants were given questions, and they had to press 1,2,3, or 4 for an answer. They were given 30 second to provide an answer after the question had been read, after which the voting was closed.



Jürgen read the questions to get participants' opinions about the new Charter and the new governance arrangement and participants provided their answers, which are reflected below.

The new GFAR Charter



The new Governance Arrangement



Jürgen indicated that the voting showed that 91% of the people in the room gave a mandate for the Secretariat to go ahead with the implementation of the new Charter and 78.2% directly endorsed the new governance arrangement. These were considered very strong endorsements of both the Charter and the Steering Committee, particularly from such a deliberately diverse group of Partners.

The concerns identified (as shown in the slide above) from some of the participants in regard to the new governance arrangements were probed and expressed as:

- Organize the Steering Committee as a body that can really govern and not do talk shows.
- Steering committee members should directly include representatives of national agricultural research systems
- Reduce the size of the Steering Committee
- The Executive Secretary's term should be for two terms only (3 years each term)

5. CLOSING REMARKS

Remarks by Jürgen Haggmann

Jürgen was very happy to link again with many of the participants. He thanked them for the full participation during this GFAR Partner's Assembly. He handed over the official closing remarks to the organisers.

Remarks by Mark Holderness

Mark thanked Jürgen for his efforts to facilitate the assembly. He thanked all the participants and indicated that they are now 'sharing the burden' of driving forward collective actions and they will have to now themselves be dealing with the issues and challenges that entails and which have to be managed on a day to day basis, to get the Global Forum to really become a true weapon for change. He said that Partners in GFAR are bonded together, not by committees and processes, but by passion and belief in the cause that they are all working for. The beauty of GFAR is that it is not formal and constricted, but is about all the partners working freely together, each from their own institutional worlds and moving forward together for the people that they serve. All the Partners have a huge responsibility, because many of the institutional barriers that are now being dealt with are also of their own making. The Partners are also the ones who have created the structures that make the barriers and so it is also within all of our own power to change this. We need all of us to work together and make and *be* the difference. He was happy that the participants came up with such overwhelming agreement that the Charter and the governance are the way to go. He thanked all the participants and the Secretariat for making it possible that the Assembly happened.

*"We **are** the global forum"*

Remarks by Juan Lucas Restrepo

In his closing remarks, Juan Lucas Restrepo emphasized three things

- He was convinced that all the partners were succeeding in building a fantastic institution. GFAR will be an outstanding organisation if everybody moves forward and follows what has been agreed upon.
- He promised participants his full commitment. Together with his Secretariat team, they will consider each of the proposals and suggestions that have been made at the Assembly, to make sure that GFAR improves and celebrates impact in the next Partners' Assembly.
- Juan Lucas indicated that he was selected two years ago at the end of the last GFAR process, and his term is soon ending as the Chair. He thinks that the new Steering Committee needs to be set up and ensure the continuity. In addition, it would be important to start the selection process that converges to the first Steering Committee, so that there would be candidates that would be presented for final approval.

He thanked everybody for their trust and support during his time as the Chair.

6. ANNEXES

Annex 1: List of participants

GFAR Partners' Assembly

Birchwood Hotel, Johannesburg South Africa, 5 April, 2016

A. GFAR Partner Assembly - Attended			
No	Organization	First Name	Last Name
1.	CIRAD	Patrick	Caron
2.	GCHERA	John	Kennelly
3.	CGIAR Consortium	Frank	Rijsberman
4.	CGIAR Center	Kerry	Wright-Platais
5.	CGIAR Center	Ylva	Hillbur
6.	CGIAR Research Program	Kwesi	Atta-Krah
7.	AIRCA	Trevor	Nicholls
8.	Food and Agriculture Organization (FAO)	Ren	Wang
9.	Food and Agriculture Organization (FAO)	Abdoulaye	Saley Moussa
10.	IFAD	Sana	Jatta
11.	IFAD	Shantanu	Mathur
12.	IFAD	Malu Muia	Ndavi
13.	European Commission	Roberto	Aparicio-Martin
14.	ACIAR	Mellissa	Wood
15.	World Bank	Mark	Cackler
16.	World Bank	Mellissa	Brown
17.	USAID	Eric	Witte
18.	Inter-American Development Bank	Hugo	Li Pun
19.	CropLife International	John	McMurdy
20.	GFRAS	Kristin	Davis
21.	YPARD	Courtney	Paisley
22.	TAP	Christian	Hoste
23.	PIFON	Michael	Brown
24.	ANGOC	Nathaniel	Marquez
25.	CSO-GARD	Sonali	Bisht
26.	Indian Agricultural Universities Association	M.C.	Varshneya
27.	Asian Farmers Association	Esther	Penunia
28.	Asian Development Bank	Mahfuz	Ahmed
29.	APAARI	Raghunath	Ghodake
30.	Philippine Council for Agriculture, Aquatic and Natural Resources	Reynaldo	Ebora
31.	Regional Fora and National Public Agricultural Research Institutions	Birte	Komolong
32.	Acumen	Noor	Ullah
33.	Self Employed Womens Association	Umadevi	Swaminathan
34.	YPARD Philippines	Jim	Cano

35.	Sardarkrushinagar Dantiwada Agricultural University	Ashok Ambalal	Patel
36.	AGRINATURA	Didier	Pillot
37.	European Forum on Agricultural Research for Development (EFARD)	Patrick	Van Damme
38.	ProLinova	Laurens	van Veldhuizen
39.	Czech University of Life Science	Vladimir	Verner
40.	YPARD Europe	Libuše	Valešová
41.	ELKANA - Biological Farming Association	Mariam	Joradze
42.	CACAARI	Alisher	Tashmatov
43.	CACAARI	Botir	Dosov
44.	Khorezm Rural Advisory Support Service	Elena	Kan
45.	Private (agri-food, agriculture input, SME)	Manshuk	Zhexembekova
46.	Lukashin Agricultural Association CC (Armenia)	Vardges	Davtyan
47.	Arab Group for the Protection of Nature	Mariam	Al Jaajaa
48.	AARINENA	Aziz	Dargouth
49.	Oman Animal & Plant Genetic Resources Center	Nadiya	Alsaady
50.	Palestinian Farmers' Union	Rula	Al-Khateeb
51.	Arab Federation for Consumers	Hesham	Al-Omari
52.	Department of Agriculture Economics Research	Muhammet	Demirtas
53.	Arab Network for Women Farmers	Zeinab	Al-Momany
54.	PROPAC	Elizabeth	Atangana
55.	ANAFE	Aissetou	Yaye
56.	Botswana National Vision 2016	Charity	Kruger
57.	CORAF	Abdou	Tenkouano
58.	Ghana Private Enterprise Foundation	Nana	Osei-Bonsu
59.	Development Action Association	Lydia	Siasu
60.	Brastorne Group	Naledi	Magowe
61.	Womens groups	Sokhna	Gaye
62.	Caribbean Farmers Network (CaFAN)	Jethro	Greene
63.	COPROFAM	Fernando	López
64.	Comité para la Soberanía Alimentaria América Latina y el Caribe	Mario	Ahumada
65.	CARDI	Barton	Clarke
66.	Caribbean Network of Rural Women Producers (CANROP)	Carmen	Nurse
67.	ex IICA	Mario	Allegri
68.	YPARD Peru	Daniela	Rivas Aybar
69.	Canadian Federation of Agriculture	Ron	Bonnet
70.	Association of Public Land Grant Universities	Ian	Maw
71.	Japan International Research Centre for Agricultural Sciences (JIRCAS)	Masa	Iwanaga
72.	YPARD Asia Pacific	Huang	Min
73.	Chinese Academy of Agricultural Sciences	Wenbo	Liu
74.	GFAR Chair	Restrepo	Juan Lucas
75.	GFAR Secretariat	Holderness	Mark

76.	GFAR Secretariat	Palmier	Harry
77.	GFAR Secretariat	Thomas	Price
78.	GFAR Secretariat	Maru	Ajit
79.	GFAR Secretariat	Bourgeois	Robin

B. Facilitators

Attendees	Country	Designation
1. Jürgen Hagmann	South Africa / Kenya	PICOTEAM (Jurgen.hagmann@picoteam.org)
2. Joe Ramaru	South Africa	PICOTEAM (Joe.ramaru@picoteam.org)