



Forum for Agricultural Research in Africa
(FARA)

Governance Manual

June 2007

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FARA GOVERNANCE MANUAL

A. INTRODUCTION

- A.1 *This manual is a guide to FARA's General Assembly and Executive Board* in the conduct of their responsibilities and duties. It is also a reference document for all FARA stakeholders who wish to know how FARA is governed. It will assure FARA's investors that FARA observes the principles of good governance to which they are bound in allocating their resources.
- A.2 *The Manual serves as a compliment to FARA's constitution* providing more details on governance matters.
- A.3 *The manual also seeks to ensure transparent and efficient governance* that will minimise the diversion of scarce human and financial resources from the accomplishment of FARA's mandate while coping with the change and growth in FARA's activities that are anticipated, especially in its early years.
- A.4 *It was approved by FARA's General Assembly* in June 2007. Its provisions remain effective until duly amended by resolution of the General Assembly.

B. PURPOSE OF THIS MANUAL

- B.1 *To set out the roles, responsibilities and decision-making processes* of FARA's General Assembly, FARA's Executive Board and its sub-committees and the FARA Secretariat
- B.2 *To set out procedures for recruitment, evaluation and severance* of the Executive Director as Chief Executive Officer of FARA.
- B.3 *To reflect the relationships between FARA and its principal stakeholders* in FARA's governance.

C. FARA'S ORIGIN, MISSION AND PURPOSE

- C.1 *The Forum for Agricultural Research in Africa (FARA) evolved out of the Special Programme for African Agricultural Research (SPAAR)* which was established in 1985 SPAAR's secretariat was at the World Bank coordinating donor investments in African agricultural research. With the endorsement of the Sub Regional Organisations (SROs) for agricultural research in Africa, a "Forum for Agricultural Research in Africa (FARA)" was established during the 17th Plenary Session of SPAAR held in Bamako, Mali in 1997. FARA was formally launched at its first FARA General Assembly held in Maputo, Mozambique in July 2002.
- C.2 *The mission of FARA is the creation of broad-based improvements in agricultural productivity, competitiveness and markets by supporting Africa's sub-regional organizations in strengthening capacity for agricultural innovation.*
- C.3 *FARA is a continent-wide coalition of the three sub Saharan SROs, i.e., the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), the West and Central Africa Council for Agricultural Research and Development (CORAF/WECRAD) and the Southern Africa Development Community Department for Food, Agriculture and Natural Resources (SADC/FANR), which has replaced the former Southern African Centre for Cooperation in Agricultural Research and Training (SACCAR).* In fulfilling its continental mandate, the Northern African countries

represented by AARINENA were accepted into full membership with FARA at the 3rd FARA General Assembly in June 2005. .

D. FARA MEMBERSHIP

D.1 Membership of FARA

- D.1.1 *is open to all institutional stakeholders in African agricultural research and development.*
- D.1.2 *a membership record will be maintained by the Executive Board through the FARA Secretariat. The membership should reflect FARA's purpose of supporting the SROs to strengthen the NARS. This is reflected in the composition of the Executive Board.*
- D.1.3 *members of FARA will pay an annual membership contribution, which shall be determined from time to time by the General Assembly.*

D.2 Categories of FARA membership

- D.2.1 *founding members - the SROs: ASARECA, CORAF/WECARD and SADC/FANR. These are joined with equal status by an organisation representing the North African NARS (see C.3 above).*
- D.2.2 *core members – national and regional agricultural research institutions including universities that are members of their sub-regional organisations.*
- D.2.3 *ordinary members - individuals, organisations and private firms from the stakeholder groups in agricultural research for Africa's development. This category *inter alia* includes: African farmers' organisations and associations, non-governmental organisations (NGOs), small and medium enterprises, market agents especially women's groups, agricultural produce processors and input suppliers, private agro-industries and businesses, civil society, international and regional agricultural research institutions, non-African research agencies active in Africa and research foundations.*
- D.2.4 *investors – grant making institutions, agencies and countries, private sectors and foundations.*
- D.2.5 *honorary members – nominated for acceptance by the general assembly on the basis of their outstanding contribution to the agricultural research for Africa's development. Contrary to the other categories, honorary membership is conferred on individuals not institutions.*

D.3 Procedures for becoming a member

- D.3.1 *membership applications submitted in writing to the Executive Director are welcome from all categories of institutional stakeholders in agricultural research for Africa's development.*
- D.3.2 *unconfirmed applicants from eligible institutions may attend the General Assembly as observers. They will be informed of the outcome of their applications after the assembly has confirmed them.*
- D.3.3 *nominations of honorary membership received by the Executive Director will be submitted to the Executive Board for consideration. The Committee will present a resolution to plenary, which will vote by acclamation.*

E. FARA'S ORGANS OF GOVERNANCE AND MANAGEMENT

- E.1 *FARA has four principal organs of governance; the General Assembly, the Chairperson of FARA, the Executive Board, and the Executive Director. Their respective roles and responsibilities are set out below.*

F. FARA GENERAL ASSEMBLY

F.1 Responsibilities and functions of the General Assembly

- F.1.1 *the General Assembly, meeting in plenary, is FARA's highest organ of governance.*
- F.1.2 *the Assembly oversees FARA's programme and management and performs the functions and tasks that it deems necessary for FARA to properly carry out its mandate and accomplish its mission.*
- F.1.3 *all FARA members (see section D above) are welcome participate in meetings of the General Assembly*
- F.1.4 *the assembly determines FARA's membership and elects honorary members*
- F.1.5 *the assembly determines membership of FARA's Executive Board and elects the Chairperson and Vice Chairperson of FARA on the recommendation of the Executive Board following consideration of nominations received from the Sub Regional Organisations.*
- F.1.6 *ratifies the appointment of FARA's Executive Director.*

F.2 Meetings of the General Assembly

- F.2.1 *meets triennially to upgrade FARA's Constitution, Policies, and Programmes.*
- F.2.2 *the venue rotates amongst the four sub regions in Africa.*
- F.2.3 *extraordinary General Assembly meetings may be called by written request from any two of the SROs as founding institutional members of FARA, or by the Chairperson acting on behalf of the Executive Board.*
- F.2.4 *all statutory and extraordinary meetings will be chaired by the FARA Chairperson, or in her/his absence, by the Vice-Chairperson. Procedures for conducting meetings of the General Assembly are specified in the Rules of Procedure established by the Assembly.*
- F.2.5 *open plenary sessions will be the primary mode for the conduct of the General Assembly's business which will be conducted in an open, transparent and participatory approach.*
- F.2.6 *there will be opportunities for side meetings on specialised topics arranged as requested by members. Summaries of the discussions and recommendations from such meetings will be presented to plenary by the chairperson of the meeting.*
- F.2.7 *closed committee sessions will be strictly limited to the discussion of confidential matters such as the short listing of nominations for invitations to honorary members. Participation in closed sessions will be reserved for FARA Executive Board and members expressly invited by the Chairperson because of their experience and competence in the matter to be discussed and their commitment*

to FARA's ideals and objectives. To retain the confidence of members-at-large the names of all participants will be listed in the public record of the meetings.

F.3 Functions of the General Assembly to the Executive Board

- F.3.1 *to establish the composition of the Executive Board*
- F.3.2 *elect the Chair and Vice Chairperson.*
- F.3.3 *delegate powers to the Executive Board that it deems necessary for effective implementation of FARA's programmes.*
- F.3.4 *ratify the selection procedures and appointment of the Executive Director.*
- F.3.5 *authorise the Executive Board to fill any vacancies on the committee occurring between General Assemblies. This is subject to formal nominations and approval. The newly appointed members shall serve for the balance of the term of the outgoing member*

F.4 General responsibilities and duties of the FARA General Assembly

- F.4.1 *to review and ratify FARA's statutory agreements, contracts, and policy documents.*
- F.4.2 *to determine FARA's overall programmes.*
- F.4.3 *to receive, review and make decisions based on reports and recommendations from the Executive Board.*
- F.4.4 *to receive, review and make decisions based on reports from the Executive Director.*
- F.4.5 *to commission special studies and evaluations related to FARA's mandate.*

G. FARA EXECUTIVE BOARD

G.1 Purpose and authority

- G.1.1 *to oversees the affairs of FARA on behalf of the General Assembly. It provides oversight and advice to the Secretariat.*
- G.1.2 *to report to the General Assembly on the programmatic and financial performance of FARA. It appoints, evaluates and determines the services of the Executive Director. It determines the conditions of service for FARA's human resources and is the final arbiter of disputes between FARA staff and Management.*
- G.1.3 *it acts on behalf of the General Assembly between meetings of the Assembly based on powers and responsibilities that are delegated to it from time to time by the General Assembly. It has the power to delegate authority to sub-committees where that is in the interest of good governance and efficiency.*
- G.1.4 *it fills vacancies of Committee members that arise between meetings of the General Assembly on the authority of the Assembly as indicated in F.3.5 above.*

G.2 Functions

- G.2.1 *it acts on behalf of the General Assembly to govern FARA.*
- G.2.2 *makes recommendations to the General Assembly for approval or ratification of the following; new members, membership contributions, policies, agreements, contracts, protocols, bye-laws and FARA's programme and budget.*
- G.2.3 *develops its rules and procedures.*
- G.2.4 *establishes recruitment procedures including advertisement, selection, recruitment and appointment of FARA Executive Director.*
- G.2.5 *approves the regulations governing the terms and conditions of employment of FARA Executive Director.*
- G.2.6 *appoints and determines the remuneration of an internationally reputable firm of External Auditors.*
- G.2.7 *it receives, comments on and approves the reports of the External Auditors.*
- G.2.8 *appoints ad hoc independent review committees and panels as and when it deems it necessary.*
- G.2.9 *reviews and approves FARA's programmes, budgets and financial statements and submits them to the General Assembly*
- G.2.10 *monitors and guides the implementation of FARA's management and programmes.*
- G.2.11 *provides oversight to FARA's relationships with its stakeholders in particular the sub-regional organisations, donors and development partners.*
- G.2.12 *performs other tasks as may be assigned by the General Assembly in pursuit of FARA's mission and objectives*

G.3 General rules of membership

- G.3.1 *the Executive Board of FARA is established by the General Assembly according to the guidelines provided in the constitution of FARA.*
- G.3.2 *at least 2 of the members must be women*
- G.3.3 *no more than 2 members may come from any one country at any one time.*
- G.3.4 *members are expected to attend all meetings of the Committee and commit 2 to 3 weeks a year to FARA activities.*
- G.3.5 *members must be pro-active representatives of the stakeholder groups they represent and ensure regular two-way communication with them on FARA's programmes.*

G.4 Membership categories

- G.4.1 *Chairperson – non executive position - nominated by region on the basis of country rotation, short listed by the Executive Board for confirmation by the General Assembly. Once the chairperson is in position, he/she plays an independent role and does not represent any SRO.*
- G.4.2 *Vice Chairperson – non executive position - nominated by region on the basis of country rotation, short listed by the Executive Board for confirmation by the*

General Assembly. The Vice-chairperson continues to be the relevant regional [SRO] representative after confirmation.

- G.4.3 *Executive Director*- full time executive member - appointed through due process led by the Board,. Appointed for a term of 5 years, which is renewable for one further term.
- G.4.4 *Sub Regional Organisations* – non executive members – represented by the Executive Secretaries of the SROs. They will be supported in meetings by one member each from the SROs who is nominated by their own SROs after consultation with their stakeholders.
- G.4.5 *Investor Representative* - non-executive member - nominated by a duly constituted and recognised investor support group recognised by the General Assembly.
- G.4.6 *Farmers' Representative* - non-executive member - nominated by international African farmers organisation taking into account, regional representation and continental level coordination. The representative will be rotated around the sub-regions every three years, with possibility of two terms
- G.4.7 *Private Sector Representative* - non-executive member - nominated by a duly constituted Private Sector Group recognised by the General Assembly. The representative will be rotated around the sub-regions every three years, with possibility of two terms.
- G.4.8 *CGIAR Representative* - non-executive member - nominated by due process within the CGIAR which takes into account responsibility for continental level coordination of CGIAR programmes.
- G.4.9 *NGO and Foundations Representative* -non-executive member - Nominated by a duly constituted and recognised NGO or Foundation umbrella organisation. The representative will be rotated around the sub-regions every three years with possibility of two terms.
- G.4.10 *Non-African Partner institutions* representative - non-executive member - including advanced research institutes, universities, and centre's of excellence Nominated by due process by representatives of university, advanced research institutes and centres of excellence participating at General Assemblies, taking into account responsibility for regional representation, continental level coordination of research for development and key active partners from outside Africa.
- G.4.11 African Union Representative – non-executive member – Nominated by the African Union.
- G.4.12 *Ex-officio members* – The nominated members from the SROs supporting the Executive Secretaries of the SROs in meetings and the African Union Representative.
- G.4.13 *Honorary Members* representative – non-voting observer – invited by the Chairperson after consultation with the honorary members.

G.5 Functions and duties of FARA chairperson

- G.5.1 *chairs the meetings of the FARA Executive Board.*
- G.5.2 *is the legal representative of FARA.*

- G.5.3 *chairs all statutory and extraordinary meetings* of the General Assembly
- G.5.4 *provides oversight* for the implementation of the FARA's approved Work Programme and Budget
- G.5.5 *reports on the implementation of FARA's programmes* and all other significant operational matters to the General Assembly.
- G.5.6 *in the absence of the Chairperson* the Vice Chairperson will assume the Chair.
- G.5.7 *in absence of both Chairpersons* members of the Board will elect a member to serve as the Chairperson for that meeting.

G.6 Election of Chair and Vice Chairpersons:

- G.6.1 *the Chair and Vice Chairpersons of FARA are elected by the General Assembly* from nominations submitted by the SROs through the Executive Board. (see G.2.2.1)
- G.6.2 *the Vice-Chairperson must come from a sub-region different from that of the Chairperson.* (see G.2.2.2)

G.7 Tenure of the Chair and Vice Chairpersons:

- G.7.1 *the Chairperson serves a single 3 year term* to the conclusion of the FARA triennial General Assembly subsequent to her/his election after which the office rotates to another sub-region.
- G.7.2 *the Vice Chairperson serves a 3 year term* and is eligible for re-election for a maximum of one more term of 3 years with the possibility of becoming the chairperson if nominated by his/her sub-region, after which the office rotates to another sub-region.

G.8 Tenure of Executive Board

- G.8.1 *members of the Executive Board serve for periods of three years* and are eligible for re-election for a maximum of one term of three years.
- G.8.2 *members will be required to resign from the Board if they miss two consecutive meetings*
- G.8.3 *members will be required to resign from the Board if they have incompatible interests* that are not consistent with the spirit, goals and objectives of FARA.
- G.8.4 *to ensure continuity one third of the founding members who were in office in the preceding three years will serve for another term.* This will facilitate staggered introductions of new members.

G.9 Code of Conduct and entitlements of Executive Board

- G.9.1 *members of the Executive Board are subject to FARA's Codes of Conduct* which, when amended will be included in the minutes of the meetings of the Executive Board. These shall relate to participation of members at Executive Board meetings and to assurance of no conflict of interest and activities prejudicial to their independence as Executive Board.

- G.9.2 *Executive Board are entitled to payment of honoraria, reimbursement of travel, travel insurance and associated matters and other expenses related to the work of FARA. Rates will be comparable to similar organizations as FARA.*
- G.9.3 *when conducting assignments on behalf of FARA, members will function solely as representatives of FARA in the pursuit of its international mandate. They shall not identify with nor engage in any activity on behalf of their own institutions or nations.*

G.10 Executive Board Meetings

- G.10.1 *the Executive Board shall hold two statutory Annual Regular meetings for the purpose of receiving and approving FARA's Annual Reports, annual accounts, the Auditor's report and fulfilling its other duties. These will be held at FARA Secretariat in Accra, Ghana.*
- G.10.2 *special meetings of the Executive Board may be called when necessary at the request of the Chairperson, the Executive Director or by at least 4 members of the Board .*
- G.10.3 *the Executive Board will decide the time and venue for subsequent meetings at its Annual Regular Meetings. This will be published in the records of the AGM and on FARA's web site.*
- G.10.4 *the information provided to the Executive Board members is FARA's intellectual property and the discussions of the Executive Board are confidential.*

G.11 Notice of Executive Board Meetings

- G.11.1 *notice of statutory and special meetings of the Executive Board will be given to Members by the Executive Director at least 6 weeks before the meeting date.*

G.12 Quorum for meetings

- G.12.1 *the quorum at the Executive Board meetings is two third of the total membership in the Board .*

G.13 Agenda for Executive Board meetings

- G.13.1 the agenda will normally *inter alia* contain:
- G.13.1.1 review, correction and approval of minutes of the previous meeting
 - G.13.1.2 matters arising from the approved minutes
 - G.13.1.3 review and approval of reports from sub-committees
 - G.13.1.4 matters arising from sub-committee reports
 - G.13.1.5 report on FARA activities from the Executive Director
 - G.13.1.6 financial reports
 - G.13.1.7 any other business - by agreement of the members present, the agenda for the meetings may be adjusted to include other items relevant to the proper conduct of the meeting.

G.14 Executive Board Decision-making Process

- G.14.1 *decisions of the Executive Board shall normally be based on consensus, or if voting is necessary, by a simple majority of the members present at the meeting with the Chair having a casting vote.*

G.15 Minutes of Executive Board Meetings

- G.15.1 *minutes of each Executive Board meeting will be prepared by the Secretary to the Board, endorsed by the Chairperson, and circulated to all Executive Board members not later than 4 weeks after each meeting.*
- G.15.2 *all approved and signed minutes of the Executive Board meetings will be compiled and stored in hard copy and electronic format at the FARA Executive Secretariat.*

G.16 Sub-committees of the Executive Board

- G.16.1 *Executive Board may establish sub-committees with particular terms of reference which shall form an addendum to the FARA Governance Manual.*
- G.16.2 *the Executive Board appoints the members of these sub-committees guided by the professional expertise of the members. It retains the authority to change the membership of any or all sub-committees at any time as deemed appropriate.*
- G.16.3 *each sub-committee appoints a Chairperson from amongst its members. In the absence of the designated Chairperson, members of the sub-committee will designate a person to chair that meeting by majority vote of those present.*
- G.16.4 *the functions and responsibilities of each sub-committee will evolve with the development and needs of FARA.*
- G.16.5 *There will be Program Subcommittee, Nominating Sub Committee and a Finance and Audit Sub Committee as well as an Executive sub-committee which is made up of the chairs of all the other sub-committees.*

G.17 The Program Sub committee

- G.17.1 *reviews the strategy, implementation framework, three year rolling work program and business plan developed by the Executive Director to make sure that it is in line with FARA's vision and mission. They also ensure that FARA and SRO programs are complimentary.*
- G.17.2 *advises the Executive Board on programs and partnerships that FARA could implement and make sure that FARA's major stakeholders are involved.*
- G.17.3 *provides general oversight, guidance and advice to the Executive Board on matters relating to the FARA's programs. This will include oversight of the annual program evaluations and assessments.*
- G.17.4 *reviews and advises the Executive Board on the representation of FARA on different taskforces or committees for agricultural research for development in Africa.*

G.18 The Nominating Sub-committee

- G.18.1 *identifies and nominates candidates for Executive Board membership who have skills and experiences that are relevant to and can contribute effectively to the work of the Executive Board and who can add value to FARA's mission and objectives.*
- G.18.2 *maintains a database of serving and potential Executive Board.*
- G.18.3 *advises the Executive Board on the terms of members, their availability and record of service to the Board and pending vacancies on the Executive Board and its sub-committees.*

- G.18.4 *announces calls for nominations for the Executive Board* and ensures that they are widely circulated amongst the relevant stakeholder groups.
- G.18.5 *receives nominations, screens the candidates and makes short lists* of candidates and submits them to the FARA General Assembly.
- G.18.6 *implements and oversees the nominations and elections of candidates for membership on the Executive Board.*
- G.18.7 *make recommendations on candidates for Chair and Vice chairpersons to the FARA General Assembly.*
- G.18.8 *make recommendations to the Executive Board on appointments to its sub committees.*
- G.18.9 *presents annual reports on its functions to the FARA Executive Board.*

G.19 Finance and Audit sub-Committee

- G.19.1 *the Finance and General Purposes sub-Committee provides professional guidance and oversight of FARA's human, financial and physical asset management systems.* This includes policy guidance on personnel and administrative issues.
- G.19.2 its specific functions:
 - G.19.2.1 advises the Executive Board and the Executive Director on FARA's accounting and financial management procedures
 - G.19.2.2 considers and comments on FARA's annual financial reports before they are presented to the Executive Board by the Executive Director for confirmation by the Executive Board
 - G.19.2.3 provides technical advice on the preparation of relevant documentation for the annual audit of FARA's accounts;
 - G.19.2.4 provides general oversight, guidance and advice to the Executive Board on matters relating to the FARA's administrative and personnel management and policies. This will include oversight of the annual staff performance evaluations and assessments
 - G.19.2.5 recommends to the FARA Executive Board the appointment of a reputable firm as External Auditors
 - G.19.2.6 considers and approves FARA's internal audit systems and procedures
 - G.19.2.7 receives and reviews the reports of the External Auditors and reports to the Executive Board
 - G.19.2.8 reports to the FARA Executive Board and the status of FARA's human, financial and physical assets and their suitability for FARA's envisioned programmes.

H. THE FARA EXECUTIVE DIRECTOR

H.1 Responsibilities

- H.1.1 *is FARA's Chief Executive Officer* with the prime responsibility of executing the decisions of the Executive Board.
- H.1.2 *to manage the FARA Secretariat* staff, programmes, finances and assets according to procedures approved by the General Assembly.

H.1.3 *to ensure the preservation of FARA's corporate memory*

H.2 Appointment

H.2.1 *the Executive Director of FARA is appointed by the Executive Board and ratified by the General Assembly. He/she is selected through an international competitive recruitment process.*

H.2.2 *She/he is based at FARA Secretariat in Accra, Ghana, which is the legal seat and headquarters of FARA. This is in accordance with the FARA constitution, which specifies that the legal domicile of FARA must be in sub-Saharan Africa*

H.3 Tenure

H.3.1 *the appointment of the Executive Director is a fixed term contract for 5 years. Following satisfactory performance, the contract may be renewed for a maximum of one further term not exceeding 5 years.*

H.4 Terms of reference

H.4.1 *as delegated by the FARA Chairperson, represents FARA as its chief administrative officer and legal representative.*

H.4.2 *provides support to the FARA Chairperson as the chief spokesperson of FARA on Africa-wide issues of agricultural research and development.*

H.4.3 *ensures the smooth and efficient organization and management of the FARA Secretariat's human, financial and physical resources.*

H.4.4 *manages FARA relations with key stakeholders within and outside the African region, especially the sub-regional organizations, the NARS, African Governments, the facilitating agencies and donors.*

H.4.5 *develops rules and regulations governing the employment of Secretariat staff for consideration by the Executive Board.*

H.4.6 *recruit, select and appoint staff required for the operations of the FARA Executive Secretariat in consultation with the Board.*

H.4.7 *prepares FARA's annual work-plans, budgets and financial statements for presentation and approval by the FARA Executive Board and General Assembly.*

H.4.8 *prepares progress reports on implementation of FARA's programmes, as well as other documents, for presentation to the Executive Board and General Assembly.*

H.4.9 *establish appropriate mechanisms for the monitoring, evaluation and impact assessment of FARA's activities*

H.4.10 *organize, plan and manage all the key meetings of FARA.*

H.4.11 *broadens and deepens African and Global support for FARA through technical and policy advocacy, representation and negotiation*

H.4.12 *participate in relevant meetings of FARA's various constituencies*

H.4.13 *coordinates and facilitates Africa-wide agricultural research and development activities, resource mobilization, information and public awareness.*

H.4.14 *support SRO's and NARS by providing administrative, technical and intellectual leadership supported with proactive preparation of policy statements, status*

reports on the realization of the Vision for African Agricultural Research and the Vision, Goals and Mission of FARA

- H.4.15 *articulates new proposals and initiatives in support of SROs and the NARS to efficiently and effectively respond to the changing opportunities and challenges of their domestic and external environments for funding by African Governments and Donors.*

H.5 Secretary to the Executive Board

- H.5.1 *Oversees the implementation of the decisions of the FARA General Assembly and the Executive Board.*
- H.5.2 *keeps the Executive Board informed of FARA's progress in managing its affairs and in implementing its mandate.*
- H.5.3 *secures all Executive Board documents and papers.*
- H.5.4 *provides administrative and technical support to the FARA Chairperson and the Executive Board.*
- H.5.5 *prepares and shapes the Agenda for the meetings of FARA General Assembly and ensures timely circulation of the draft agenda to all members of the Assembly.*
- H.5.6 *performs any other related duties as the FARA Chairperson, the Executive Board and the General Assembly of FARA may assign for the realization of the goals and objectives of FARA.*

I. AMENDMENTS TO THE GOVERNANCE PROCESS

- I.1 *This governance process may be amended by majority decision of the General Assembly on the recommendation of the Executive Board. Any intent to propose amendments, together with the full details of the proposed amendments, will be submitted to the FARA Chairperson giving at least 6 weeks notice before the meeting of the General Assembly.*
- I.2 *Within 3 months of approval of amendments of any article of governance, it will be printed and distributed to the Executive Board and published on FARA's web site.*

END