

**Management and Operational Guideline of**  
**COALITION FOR AFRICAN RICE DEVELOPMENT (CARD)**

**Endorsed at the first General Meeting on 29 October 2008**

**Revised in March 2019**

**Section 1: Objectives**

1.1 The Coalition for African Rice Development (CARD) was established as a consultative group of bilateral and multilateral donors and African and international institutions with the aim to double rice production in Sub-Sahara Africa by 2018 and thereby contribute to food security and rural development under the vision of promoting an 'African green revolution'.

1.2 Taking the success of the first phase of CARD between 2008 and 2018, CARD set its overall goal for the second phase from 2019 to 2030, to further double rice production in Sub-Sahara Africa using the figure of 2018 as the baseline, in collaboration with CARD Member Countries and CARD Supporting Partners including members of CARD Steering Committee.

1.3 CARD is implemented in full respect of African ownership and leadership embodied in the Comprehensive Africa Agriculture Development Program (CAADP) which is coordinated by the African Union Development Agency (AUDA-NEPAD), and with strong links to the existing structures, programs and networks including the Africa Rice Center (AfricaRice) and the Forum for Agricultural Research in Africa (FARA). CARD also fully respects policies and strategies of both participating countries and implementing agencies in pursuing the objective of this coalition.

**Section 2: Main functions and organizational structure**

2.1 CARD is a consultative group of organizations/institutions to achieve the above objectives through harmonizing and coordinating on-going initiatives/interventions as well as facilitating resources and opportunities to match the needs of African rice-producing countries.

2.2 To this end, CARD assumes the following functions:

- (a) Facilitate the formulation and revision of the National Rice Development Strategies in its Member Countries;
- (b) Promote harmonization of rice-related programmes by sharing relevant information, proactive advocacy and necessary coordination among its members for effective and efficient implementation of programmes;
- (c) Facilitate the implementation of strategies through matching the needs with resources and opportunities;
- (d) Ensure complementarity/synergy with other existing institutional and organizational framework through studies and exchanges;
- (e) Monitor progress in various tiers of rice development, e.g. rice production in general and donor assistance/coordination, and;
- (f) Disseminate information and knowledge among relevant stakeholders through web pages, newsletters and other means.

2.3 Main stakeholders of CARD are CARD Member Countries and CARD Supporting Partners. The organizational structure of CARD consists of the General Meeting, the Steering Committee, and the Secretariat. The organization chart is attached as Annexure.

### **Section 3: Members and Stakeholders**

3.1 All rice producing countries in Sub-Saharan Africa can be qualified as the Member Countries, upon approval by the General Meeting. The application and approval procedure as well as selection criteria are stipulated in Annexure.

3.2 CARD is open to all organizations/institutions for development cooperation, including bilateral and multilateral donors, African and international institutions, governmental/non-governmental organizations and actors in rice value chain, which share the objective of CARD and are willing and capable to make their contributions to rice development in Africa, through supporting the Member Countries. Such organizations should submit an application for membership as CARD Supporting Partners to Secretariat in writing.

3.3 Among the CARD Supporting Partners, any organization/institution who commits to contribute to CARD can be qualified as a member of the Steering Committee, upon approval by the General Meeting. The application and approval procedures as well as selection criteria are stipulated in Annexure.

### **Section 4: General Meeting**

4.1 The General Meeting is composed of the Member Countries and the member organizations/institutions of the Steering Committee. The General Meeting is the highest body for consultations, deliberations and decisions on all aspects of the management and implementation of CARD, and is attended by the Member Countries' focal points to CARD and senior level representatives of the members of the Steering Committee.

4.2 In principle, General Meetings are held every two years. Additional General Meetings may be held as appropriate.

4.3 Interested CARD Supporting Partners other than the member organizations/institutions of the Steering Committee and other organizations/institutions as deemed appropriate will be invited to the General Meetings as observers.

4.4 The General Meetings are Co-Chaired by two members of the Steering Committee together with two representatives of the Member Countries. The Co-Chairpersonship is taken at a rotational base.

4.5 The administrative costs of General Meetings shall be kept to a minimum, and financed out of the Secretariat budget and voluntary contributions from the member organizations/institutions of the Steering Committee. The member organizations/institutions of the Steering Committee and observers shall bear the travel and other costs for their representatives to participate in the General Meetings.

### **Section 5: Steering Committee**

5.1 The Steering Committee is composed of African and international organizations/institutions that commit to supporting CARD and obtained membership of the Steering Committee upon the approval of the General Meetings.<sup>1</sup>

5.2 The Steering Committee is responsible for oversight of the CARD activities. It formulates recommendations addressed to the General Meeting and provides guidance to the Secretariat for effective and efficient management of CARD.

5.3 The Steering Committee meetings are held once a year in principle. Additional meetings may be called as necessary.

5.4 The Steering Committee meetings deal with the following matters, among others:

- (a) Policy, technical and administrative matters in preparation for CARD General Meeting;
- (b) Formulation of proposals and/or recommendations concerning operations and activities under CARD for decisions by the General Meetings;
- (c) Formulation of proposals and/or recommendations for consideration by Member Countries and CARD Supporting Partners;
- (d) Review of CARD activities.

5.5 Other Interested organizations/institutions as deemed appropriate will be invited to the Steering Committee as observers.

5.6 All the participants of the Steering Committee meetings shall bear their respective travel and other costs for their participation.

## **Section 6: Secretariat**

6.1 The CARD Secretariat aims at ensuring smooth implementation of CARD, in accordance with the decisions made by the General Meetings and the Steering Committee.

6.2 The Secretariat is located in the premises of AGRA headquarters, in Nairobi, Kenya, and comprises coordinators, advisors, professional staff and supporting staff, as appropriate.

6.3 The Secretariat shall perform the following tasks:

- (a) Supervise and support formulation and revision of National Rice Development Strategies;
- (b) Coordinate and harmonize programmes to generate synergy effects for rice sector development;
- (c) Facilitate the implementation of National Rice Development Strategies through matching the needs of the Member Countries with resources and opportunities available from the CARD Supporting Partners;
- (d) Provide technical and administrative support for coordination and harmonization of actions among the CARD Supporting Partners as well as between the CARD Supporting Partners and the Member Countries;
- (e) Establish an effective monitoring system and conduct monitoring periodically
- (f) Establish and maintain the CARD website;
- (g) Issue CARD newsletters;
- (h) Prepare and manage annual work plan and budget of the Secretariat, in accordance with the rules, regulations and requirement of each financier;

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<sup>1</sup> During the period between 2008 and 2018, the Steering Committee was composed of; AfDB, AfricaRice, AGRA, FAO, FARA, IFAD, IRRI, JICA, JIRCAS, NEPAD and the World Bank. The membership of the Steering Committee may be expanded subsequently, upon decision of the General Meetings.

- (i) Provide logistical support to relevant meetings, and;
- (j) Perform other activities as necessary.

6.4 Contributions by the CARD Supporting Partners to operation and management of the secretariat, either financial or in-kind, will be provided on a voluntary basis. In-kind contributions may include secondment of staff, experts and advisors.

6.5 The annual work plan and budget of the Secretariat will be approved by the CARD Supporting Partners who provide financial and/or in-kind contributions to the Secretariat. The mode of approval will be determined by those partners with their consents.

6.6 The Secretariat will submit annual financial statements of the Secretariat budget for the auditing purpose to the CARD Supporting Partners who have made financial or in-kind contributions, as necessary.

6.7 The financial year of the Secretariat is from 1st January to 31st December.

### **Section 7: Monitoring and review**

7.1 Progress and performance of CARD activities are to be assessed against its objectives and targets and also within the wider context of agricultural sector development and rural development including marketing, institutional developments, etc.

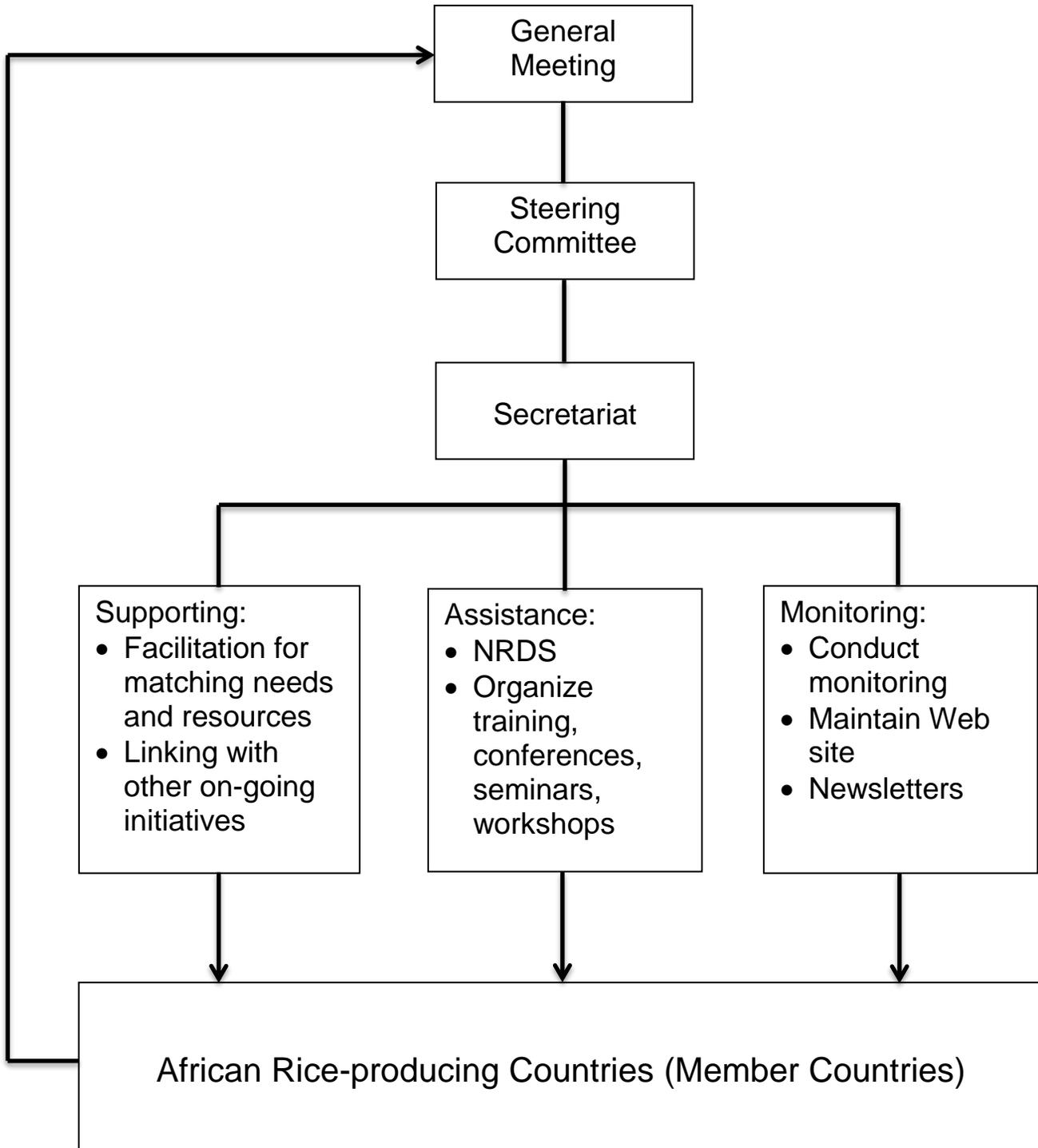
7.2 Results of monitoring and review are consolidated at the Steering Committee in order to form recommendations to be considered by the General Meetings.

### **Section 8: Amendment of the Guideline**

8.1 Upon the recommendations of the Steering Committee, this Management and Operational Guideline of CARD shall be amended by the General Meeting.

(End)

**CARD Organization Chart**



# **Procedures and Screening Criteria for New CARD Member Countries**

## **1. Approval Procedures for New Member Countries**

- 1-1. Interested countries need to submit a letter of “Expression of Interest” to the CARD Secretariat. The letter should be issued by those who can represent the Ministry of Agriculture in respective countries, such as the Minister, Deputy Minister, the Permanent Secretary and/or other equally senior government officials.
- 1-2. The Secretariat screens the Expression of Interest from the interested countries against the criteria described in the below section 2.
- 1-3. The Secretariat submits the screening result to the Steering Committee for its consideration, together with additional information and clarification on the screening, as needed.
- 1-4. At the Steering committee, a recommendation to the General Meeting of granting of the CARD membership shall be formed based on the unanimous agreement.
- 1-5. The Steering Committee shall submit a recommendation to the General Meeting. Upon the endorsement by the General Meeting, the CARD membership is formally granted to the interested countries.

## **2. Screening Criteria for CARD Member Countries**

- (i) Importance of rice in the framework of the national economy and/or food security,
- (ii) Potential for increase in rice production,
- (iii) Existence of multiple development partners that support the rice sector, and
- (iv) Government commitment to the development of rice sector.

# **Procedures and Screening Criteria for Member of the Steering Committee**

## **1. Approval Procedures for New Member Organizations/ Institutions**

- 1-1. Interested organizations/institutions shall submit a letter of “Expression of Interest” to the CARD Secretariat. The letter should be issued by an officer in the senior position with a capacity to represent the respective organizations/ institutions.
- 1-2. The Secretariat screens the Expression of Interest from the interested organizations/institutions against the criteria described in the below section 2.
- 1-3. The Secretariat submits the screening result to the Steering Committee for its consideration, together with additional information and clarification on the screening, as needed.
- 1-4. At the Steering Committee, a recommendation to the General Meeting of granting of the membership for the Steering Committee shall be formed based on the unanimous agreement.
- 1-5. The Steering Committee shall submit the recommendation to the General Meeting. Upon the endorsement by the General Meeting, the membership for the Steering Committee is formally granted to the interested organizations/institutions.

## **2. Screening Criteria for Steering Committee Member Organizations/Institutions**

- (i) Value that the Organizations/Institutions can add to CARD,
- (ii) Assigning a senior officer as a focal point to CARD,
- (iii) Commitment to participation in the CARD meetings represented by the focal point to CARD or his/her representative with equivalent seniority, and
- (iv) Commitment to mainstreaming CARD into their organizations/institutions.