

**Summary of the Thirteenth Meeting of the Executive Board (EB13)**  
**Global Crop Diversity Trust (Crop Trust)**  
**22-23 October 2013, Rome, Italy**

The following members of the Executive Board of the Crop Trust were present:

Walter Fust (Chairperson of the Executive Board)  
Tim Fischer  
Roberto Rodrigues  
Marie Haga

The following members sent their apologies:

Ren Wang (FAO)  
Klaus Toepfer

The following staff members of the Crop Trust attended:

Paula Bramel	Deputy Executive Director
Anne Clyne	Director of Finance
Layla Daoud	Corporate Operations Manager
Mary Ghira	Executive Office Assistant
Michael Koch	Director of Partnerships and Communications
Brian Lainoff	Communications Assistant

The following invited observers were present:

Barbara Kosak (Chairperson of the Donors Council)  
Shakeel Bhatti (Secretary of the ITPGRFA)  
Jan Borring (ITPGRFA)  
Afshaan Shafi (ITPGRFA)

## **1. Welcome and Adoption of Provisional Agenda**

- The Chair opened the meeting and welcomed members.
- 1. *Decision: The Board adopted the Provisional Agenda for the 13<sup>th</sup> meeting of the Executive Board (Attachment A). The chairman confirmed that there was a quorum of voting members of the Board present for decision making (Article 9.3 of the Constitution)*

## **2. Minutes and Actions Arising from the 12<sup>th</sup> Meeting of the Executive Board**

- Members discussed actions arising from EB 12, noting that actions 2, 3, 6, and 10 are to be covered in detail in papers during the meeting. The Board noted that actions 1 and 5 have been completed, while the request was made to cover action 7 during the meeting.
- 2. *Decision: The Board approved and adopted the Minutes from the 12<sup>th</sup> meeting of the Executive Board.*

### 3. Strategic Work Plan and Fundraising Strategy

- This item was presented in two parts. Marie Haga, who summarized the Strategic Work Plan, presented the first part. She noted that in EB12 the Board discussed the strategic direction of the Crop Trust and the Board requested that the Secretariat develop a strategic plan for the next ten years.
- Ms. Haga summarized the content for the document in the first chapter. She noted that the mandate of the Crop Trust is clearly defined. The mandate is *Ex-Situ* conservation, with associated capacity building and training. The document is aligned with the mandate of the Crop Trust, and the Crop Trust will stay with its technical mandate and not in any way shift towards a more political mandate. Ms. Haga noted the importance of the International Treaty on Plant Genetic Resources for Food and Agriculture for the Crop Trust's work. Ms. Haga described the four core activities of the Crop Trust: the endowment, shorter-term project work, in-perpetuity grants, and partnership building. Ms. Haga summarized the legal status, governance, and core values in action. She Haga laid out the need for crop diversity for food security amidst a growing population and climate change.
- The Executive Director drew attention to the crop coverage described in the Strategic Work Plan. The Crop Trust identified 25 crops for which support will be given in addition to the art 15 collections. Ms. Haga explained the previous use of Crop Strategies and the recommendation in the paper of the use of Crop Communities. Crop Communities will represent each crop and make recommendations on their conservation and availability.
- Ms. Haga described the breakdown of the endowment target according to the new Strategic Work Plan. The target of the endowment will need to be \$850 million in order to cover the international collections, collections under Article 15 noted in the crop coverage, other key collections of the 25 priority crops listed in the Strategic Work Plan, for contributions to the Svalbard Global Seed Vault, information systems, capacity building, and operation of the Crop Trust Secretariat. The target will be split in two phases: Phase 1 (\$500 million target for the endowment) includes the international collections under article 15, and Phase 2 (\$850 million target for the endowment) includes the top 25 crops listed in Annex 1 plus the other long term costs.
- The Board confirmed their support for the Strategic Work Plan and its contents. The following suggestions were made:
  - Mr. Fust recommended to structure the Strategic Work Plan as follows: Mandate, Legal Base, History, Design of Global System, Tasks Ahead, and Means/ Fundraising Plan
  - The Board discussed the need for the Crop Trust to find a distinctive voice beyond the clutter of Climate Change organizations, and recommended that the Crop Trust present itself as an insurance for the world, specifically an inexpensive insurance for food security
  - Mr. Fust recommended that the Strategic Work Plan be designed and produced to increase understanding through illustrations, designs, and specifically an illustration of the global system

- Shakeel Bhatti noted the stronger relationship between the Crop Trust and Treaty, referring to the step forward taken at the Governing Body to elect four new members to the Executive Board of the Crop Trust. He also noted that the programmatic work of the Crop Trust and the Treaty are very much aligned, suggesting that the two organizations build on those together. He pointed specifically to Genesys, pre-breeding, and the crop communities as possible areas of cooperation. The establishment of the joint-liaison position has been confirmed by the Governing Body meeting. Mr. Bhatti noted his support for the Strategic Work Plan.
  - Mr. Michael Koch summarized the second part of this item, the Fundraising Strategy. He emphasized that the endowment be prioritized in fundraising over projects. The Fundraising Strategy presented four donor types: governments, foundations, corporations, and individuals. The Fundraising Strategy describes the different contribution types: unrestricted grants, concessional loans, and matching grants. Mr. Koch summarized the concept of burden-sharing between governments as an option for funding the endowment. He commented on the use of international events to raise the profile of the Crop Trust. He also asked Board members to identify VIP to be ambassadors for the Crop Trust. Mr. Koch noted preparations for a pledging conference in mid-2015.
  - The Board supported the fundraising strategy, noting that the concept of burden-sharing will make the endowment target much more attainable. The Board made recommendations for the Fundraising Strategy as follows:
    - The Board stressed the importance of international conferences and events to strengthen relationships with current donors and potential donors, specifically Norway. Prof. Rodrigues suggested inviting Ministers of Agriculture from around the world to Svalbard to discuss the importance of food security, crop diversity and crop conservation. He recommended that the DG of FAO invite the Ministers and open the meeting
    - Mr. Fust recommended adding Qatar, UAE, Oman, Nigeria, Angola, Venezuela, and others to the list of prospective donor countries. Also, all EU member countries should be present in the prospective donor list
    - Mr. Fust also recommended a new vehicle to approach sovereign wealth funds or state funds, by accepting some portion of their funds for investment by the Trust and with sharing of the investment benefits between the sovereign wealth fund and the Crop Trust
3. *Decision: The Board accepted and approved the Strategic Work Plan and Fundraising Strategy as well as the Crop Coverage and the endowment Target of USD 850 million to be raised over two phases.*
  1. *Action: The Board requested that the Strategic Work Plan be restructured and illustrated, while confirming their endorsement of the content.*
  2. *Action: The Board requested that the Crop Trust create a short document used for selling the Strategic Work Plan of the Crop Trust; a short document explaining the relationship between the Crop Trust and the International Treaty; and create a diagram of the global system.*

3. *Action: The Board requested that additional countries be targeted in the Fundraising Strategy.*

### **Donors' Council Report**

- Dr. Barbara Kosak, Chairperson of the Donors' Council, provided a summary report on the meeting of the Donors' Council held the prior day in Rome.
- The Donors' Council nominated Mr. Walter Fust and Dr. Mary Ann Sayoc to the Executive Board Their names will be shared with the Treaty Secretariat. The Donors' Council welcomed the Board Members appointed by the International Treaty to the Crop Trust Executive Board. Simplified procedures for nominations to the EB will be circulated to the members of the Donors' Council.
- General support was given to the direction of the strategic work plan, while recognizing the importance of the user perspective. The Donors' Council stressed the importance of communicating understandable results and benefits. The Donors' Council welcomes the cooperative approach with the Treaty and other relevant organizations.
- The Donors' Council expressed general support to the direction outlined in the Fundraising Strategy, including prioritizing endowment over projects and programs. The Donors' council welcomes integrating regional and global fora into the future fundraising and communications outreach.
- Ms. Kosak appreciated the presence of the Board Members at the Donors' Council meeting.

### **Communication Report**

- Mr. Michael Koch gave a summary report on Communications over the past year, which included press releases, newsletters, crop blogs, Marie's Corner, crop impact stories, and Op-Eds. A new communications strategy is going to be developed by the end of 2013, which will be shared with our partners. All communication activity will support fundraising efforts. A discussion about the name of the organization affirmed that a name change would be difficult, but taglines and abbreviated names were possible.
- A packet of communication material from the previous year including press releases, newsletters, crop impact stories, and the annual report was given to the Board for reference.
- The Board received compliment cards for the purpose of official Crop Trust business. The Board suggested the production of business cards for the Chair and Vice-Chair of the Board.

## **Risk Management**

- Ms. Haga summarized the Risk Management report to the Board, noting there was no high risk in Performance, Governance, Operations, and Programs. She highlighted high risk in one area in Finance and two areas in Fund Raising and Communications.
- Amb. Fischer noted that there are many financial fraud cases throughout the world, and recommended that the risk of fraud be raised to a high risk. The Board agreed that this is a high risk, given the likely donor reactions should there ever be a case of fraud.
- 4. *Decision: The Board endorsed the Risk Management assessment of the Crop Trust and asked that the risk of Fraud be raised to a high risk.*
- 4. *Action: The Board requested that the risk of fraud be raised to high.*

## **Finance and Investment Report**

- Mr. Fust summarized the meeting of the Finance & Investment Committee.
- He noted that the investment portfolio has performed quite well since implementation of the new investment strategy at the start of 2012 with a cumulative return of 10.1% (5.7% annualized). He mentioned that the FIC discussed the asset allocation policy at the meeting and that they have agreed to implement some changes, namely an increased allocation to return drivers and diversifiers and a decrease in inflation/recession hedges. This will result in a slight increase in expected return volatility and a corresponding small increase in expected average return for the portfolio. He discussed the positioning of the Crop Trust portfolio relative to peers, noting that the policy as is currently stands is significantly more conservative than its peers (such as foundations) and that even with the proposed changes the portfolio remains conservatively positioned with less exposure to global equity, with more fixed income and without holdings of private equity. Mr. Fischer commented on the investment strategy, in particular the lack of direct investments. Ms. Clyne confirmed that this is in line with the Investment Policy Statement adopted by the Board in June 2011.
- Ms. Clyne discussed the financial results for 2013 noting that there is a significant surplus projected which is expected given the lack of information available at the time the budget was prepared.
- Mr. Fust presented the annual budget for 2014 confirming that the FIC had approved it. Mr. Rodrigues suggested that the budget be presented again at the next Board Meeting in February 2014 as there will be a significant number of new members to the Board at that time.
- Ms. Clyne discussed the process undertaken for the appointment of a new audit firm and that the FIC recommend the appointment of Deloitte. Mr. Fust noted that the FIC requested that the Secretariat establish a two-year fee structure and discuss the appointment with Cambridge Associates in order to get their opinion on each of the audit firms, given the significance of the endowment fund portfolio in the audit. For full disclosure, Mr. Fischer noted that he was previously a Consultant for Deloitte but that this appointment ended in 2007.

- Mr. Fust presented the Finance Policy & Procedures Manual, noting that the FIC commended the document considering it to be complete and comprehensive.
5. *Decision: The Board adopted the annual budget for 2014.*
  6. *Decision: The Board agreed to appoint Deloitte as auditors of the Crop Trust assuming the successful outcome of discussions with Cambridge Associates and the possibility to fix a two-year fee structure. The Board should be informed about the outcome of these discussions.*
  7. *Decision: The Board adopted the Financial Policies & Procedures Manual.*

### **Members Report**

- Mr. Rodrigues noted the recent successful visit by the Crop Trust to Brazil in which he arranged a visit with the Minister of Agriculture.
- Mr. Fischer noted the recent visit of the Crop Trust to Australia, noting that the visit was very successful and received considerable press coverage.
- Ms. Haga noted that the visits to Brazil and Australia were very helpful and thanked the Board Members for their help. She noted that the Marie's Corner feature on the Crop Trust website is available for communicating regular organizational updates, as is the bi monthly newsletter to the Board.
- Mr. Fust summarized his activities over the past year, noting the Innovation African Award to find different ways to feed into high net worth individuals.

### **Corporate Operations & Human Resources (HR)**

- Ms. Daoud summarized Corporate Operations and HR related issues requiring Board actions: approval for inflationary adjustments for 2013, and acceptance of the jurisdiction of the Administrative Tribunal of the ILOAT and guaranteed compliance with judgments.
  - Ms. Daoud summarized the staffing structure of the Crop Trust including the diversity and gender balance of staff. She noted that team building would start at the end of 2013.
  - Ms. Daoud summarized updates to Personnel Policies and Procedures Manual including new staff categories and updates to performance appraisal processes.
  - Ms. Daoud summarized operational policies in Financial, Personnel, Information and Communications Technologies, Travel and Occupational Health and Safety. Ms. Daoud expressed gratitude to FAO and Bioversity International for their help with the transition.
  - Amb. Fischer proposed that with regards to Annex E of HR papers regarding Board travel, the Honorarium be reduced to USD 200.
8. *Decision: The Board adopted the inflationary adjustment for salaries of Crop Trust staff for 2014 at 2%.*

9. *Decision: The Board confirmed and accepted the ILOAT jurisdiction for the adjudication of disputes arising out of staff employment contracts with the Trust. The Board formally agreed that the Trust will comply with the ILOAT judgments and that any compensation awarded by the Tribunal shall be chargeable to the budget of the Trust. The Board authorized the Executive Director of the Trust to address a formal communication to the Director General of the ILO recognizing the jurisdiction of the Tribunal to hear complaints alleging non-observance of the terms of appointment of officials and of provisions of the Staff Regulations, as well as its Rules of Procedure.*
5. *Action: The Board requested that the Honorarium for Board travel decrease to USD 200.*

### **Program Report 2013**

- Dr. Bramel summarized the projects that the Crop Trust has undertaken. She noted the completion of the Global System Project, in which the Crop Trust worked with 143 institutes in 88 countries. Dr. Bramel noted the final review, which commended the project as a significant contribution to the world of plant genetic resources. Further contact with BMGF has so far provided no further project opportunities.
- Dr. Bramel noted the project on crop wild relatives. She noted the completion of the gap analysis, which has identified priority countries for the collection of crop wild relatives. She mentioned the work on pre-breeding with regards to the crop wild relatives project, which is underway. She noted that Genome Canada has taken a leadership role on sequencing initiative (SeedSeq).
- Dr. Bramel noted that the Crop Trust has followed up on building necessary Information Systems. With regards to Genesys, the Crop Trust is managing Phase 2 of the system. The data provider agreements have been developed. The agreement is with the Crop Trust.
- Dr. Bramel noted that GRIN-Global is under a pilot deployment.
- Dr. Bramel noted the Genebank CRP and the genebank reviews, which will be completed for every center by 2015 and then the process will be repeated. She summarized the work of the genebank CRP noting the successes and management of performance indicators.
- The Board noted the program work of the Crop Trust and expressed gratitude to the Crop Trust staff for their strong technical work.

### **Work Plan 2014**

Ms. Haga summarized the overall work plan of the Crop Trust. Each member of the senior management team summarized the work plans for their respective teams.

- Ms. Haga expressed that 2014 will be the first 'Business as usual' year since long before the transition.

10. *Decision: The Board approved the work plan for 2014 for the Crop Trust.*

### **Hosting Agreement (ECPGR)**

- Dr. Bramel summarized the report on the hosting agreement for ECPGR. The Crop Trust and ECPGR have been working on a hosting agreement since April 2013. It is clear that the negotiations would not be completed by the envisaged date of January 2014.
  - Ms. Haga noted that the Crop Trust must consider all legal, financial, and reputational risks. The Board agreed with the assessment.
11. *Decision: The Board put the decision of hosting ECPGR on hold until the next Board meeting.*
6. *Action: The Board requested that the Crop Trust confer with the Steering Committee for the ECPGR and seek legal advice regarding the status of the hosting agreement with ECPGR.*

### **Meetings for 2014**

- The Board discussed the upcoming meetings. The next Executive Board Meeting will take place on February 25-26, 2014 in Svalbard.
  - The Board discussed the addition of new Board members and the need to inform the new members of Crop Trust activities and partners.
  - Ms. Haga recommended that the 2014 Donor Council meeting take place in October 2014 in Rome, before the 15<sup>th</sup> meeting of the Executive Board, which will be held in Bonn.
12. *Decision: The Board will have a half-day seminar and workshop on February 25<sup>th</sup>. February 26<sup>th</sup> will mainly focus on program work. The travel days will be February 24-25 for arrival in Svalbard and February 26 or 27 for departure.*
13. *Decision: The Board meeting on October 28-29, 2014 will take place in Bonn.*
7. *Action: The Board requested that the Secretariat organise the workshop for the new Board in Svalbard on February 25, 2014.*
8. *Action: The Board requested that a teleconference/webinar be held in May 2014.*

### **Board Business**

- Ms. Haga noted that the four members appointed by the Governing Body of the Treaty are confirmed. The new Board members are Sir Peter Crane, Dr. Maurício Antônio Lopes, Dr. Prem Lal Gautam, and Dr. Gebisa Ejeta.
- The Donors' Council nominated two candidates, Amb. Walter Fust and Dr. Mary Ann Sayoc, who will be confirmed by the International Treaty in due time.
- Lew Coleman was confirmed as a member of the Executive Board.

- Mr. Fust proposed that the creation of a Board Human Resources Committee be dropped.
  - Mr. Fust recommended a place on the website where former Board Members are listed.
  - Ms. Haga recommended that the project on Associates of the Crop Trust be put on hold.
14. *Decision: Amb. Walter Fust was reelected as Chair of the Executive Board.*
15. *Decision: Tim Fischer was elected as Vice-chair of the Executive Board.*
16. *Decision: The Associates of the Crop Trust project shall be put on to hold.*
17. *Decision: The Human Resources Committee will not be established.*
18. *Decision: Lew Coleman was confirmed as a member of the Executive Board.*
9. *Action: A space needs to be created on the website where former Board members are listed.*

#### **Other Business**

- Prof. Rodrigues expressed his farewell for his time on the Board. Amb. Fust expressed his profound gratitude for Prof. Rodrigues' efforts whilst on the Executive Board.
  - Amb. Fischer suggested that the Crop Trust create a health and viability list of all the Genebanks.
  - The Board suggested creating a competition among web designers to produce the best website for the Crop Trust.
  - The Board recommended that a note should be put in major financial newspapers announcing new Board members.
  - Mr. Fust requested that the Secretariat provide a document explaining acronyms and identities amongst the global system of plant genetic resources for food and agriculture.
10. *Action: The Board requested that the Secretariat announce the new Board members in the media.*
11. *Action: The Board requested that the Secretariat create a glossary of acronyms of Crop Trust Partners.*

*Ambassador Walter Fust officially closed the 13<sup>th</sup> meeting of the Executive Board.*

## Summary of Decisions and Actions Arising

No.	Decision
1	<i>The Board adopted the Provisional Agenda for the 13<sup>th</sup> meeting of the Executive Board (Attachment A). The chairman confirmed that there was a quorum of voting members of the Board present for decision making (Article 9.3 of the Constitution)</i>
2	<i>The Board approved and adopted the Minutes from the 12<sup>th</sup> meeting of the Executive Board.</i>
3	<i>The Board accepted and approved the Strategic Work Plan and Fundraising Strategy as well as the Crop Coverage and the endowment Target of USD 850 million to be raised over two phases.</i>
4	<i>The Board endorsed the Risk Management assessment of the Crop Trust and asked that the risk of Fraud be raised to a high risk.</i>
5	<i>The Board adopted the annual budget for 2014.</i>
6	<i>The Board agreed to appoint Deloitte as auditors of the Crop Trust assuming the successful outcome of discussions with Cambridge Associates and the possibility to fix a two-year fee structure. The Board should be informed about the outcome of these discussions.</i>
7	<i>The Board adopted the Financial Policies &amp; Procedures Manual.</i>
8	<i>The Board adopted the inflationary adjustment for salaries of Crop Trust staff for 2014 at 2%.</i>
9	<i>The Board confirmed and accepted the ILOAT jurisdiction for the adjudication of disputes arising out of staff employment contracts with the Trust. The Board formally agreed that the Trust will comply with the ILOAT judgments and that any compensation awarded by the Tribunal shall be chargeable to the budget of the Trust. The Board authorized the Executive Director of the Trust to address a formal communication to the Director General of the ILO recognizing the jurisdiction of the Tribunal to hear complaints alleging non-observance of the terms of appointment of officials and of provisions of the Staff Regulations, as well as its Rules of Procedure..</i>
10	<i>The Board approved the work plan for 2014 for the Crop Trust.</i>
11	<i>The Board put the decision of hosting ECPGR on hold until the next Board meeting.</i>
12	<i>The Board will have a half-day seminar and workshop on February 25, 2014. February 26 will mainly focus on program work. The travel days will be February 24-25 for arrival and February 26 or 27 for departure.</i>
13	<i>The Board meeting on October 28-29, 2014, will take place in Bonn.</i>
14	<i>Walter Fust was reelected as Chair of the Executive Board.</i>
15	<i>Tim Fischer was elected as Vice-chair of the Executive Board.</i>
16	<i>The Associates of the Crop Trust project shall be put on to hold until the next Board Meeting.</i>
17	<i>The Human Resources Committee will not be established.</i>
18	<i>Lew Coleman was confirmed as a Member of the Executive Board.</i>

<b>No</b>	<b>Actions arising</b>	<b>Responsibility</b>	<b>Due date</b>
1	<i>The Board requested that the Strategic Work Plan be restructured and illustrated, while confirming their endorsement of the content.</i>	Secretariat	February Board Meeting
2	<i>The Board requested that the Crop Trust create a short document used for selling the Strategic Work Plan of the Crop Trust; a short document explaining the relationship between the Crop Trust and the International Treaty; and create a diagram of the global system.</i>	Secretariat	February Board Meeting
3	<i>The Board requested that additional countries be targeted in the Fundraising Strategy and a meeting be arranged with Ministers of Agriculture in Svalbard.</i>	Secretariat	Immediately
4	<i>The Board requested that the risk of fraud be raised to high.</i>	Secretariat	Immediately
5	<i>The Board requested that the Honorarium for Board travel decrease to USD 200.</i>	Secretariat	Immediately
6	<i>The Board requested that the Crop Trust confer with the Steering Committee for the ECPGR and seek legal advice regarding the status of the hosting agreement with ECPGR.</i>	Secretariat	February Board Meeting
7	<i>The Board requested that the Secretariat organise the workshop for the new Board in Svalbard on February 25, 2014</i>	Secretariat and Board	February Board Meeting
8	<i>The Board requested that a teleconference/webinar be held in May 2014.</i>	Secretariat and Treaty Secretariat	May 2014
9	<i>A space needs to be created on the website where former Board members are listed.</i>	Secretariat	Immediately
10	<i>The Board requested that the Secretariat announce the new Board members in the media.</i>	Secretariat	Immediately
11	<i>The Board requested that the Secretariat create a glossary of acronyms of Crop Trust Partners.</i>	Secretariat	February Board Meeting