



**GLOBAL CROP  
DIVERSITY TRUST**  
A FOUNDATION FOR FOOD SECURITY

## STRATEGIC WORK PLAN 2014 – 2024





**The mission of the Global Crop Diversity Trust is to ensure the long-term conservation and use of crop diversity for food security worldwide.**

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# 1. MANDATE



**The Global Crop Diversity Trust (Crop Trust) began its independent operations in 2004, with a focused mission of what urgent needs it must endeavor to meet. Its first decade proved to be rich with international will and opportunities for action. The Crop Trust has evolved from a start-up entity to an established international organization with a central role in promoting and sustaining a global system of ex situ crop conservation.**

As it fills this role, the Crop Trust needs to continue to adapt to an evolving institutional setting –and related needs – in the conservation and use of plant genetic resources to best achieve its mission. This document is intended to apply the lessons of the last ten years to planning for the next ten. It also lays the foundation for a ten-year cycle of re-evaluation.

For all that has changed, much has not. In adapting, the Crop Trust remains true to its DNA: the mission and goals laid out in its Constitution. These support its vision to secure forever the basis of a diverse and sustainable agriculture to support food security and alleviate poverty.

# SPECIFIC GOALS OF THE CROP TRUST



Promote an efficient, goal-oriented, economically efficient and sustainable global system of ex situ conservation, in accordance with the International Treaty on Plant Genetic Resources for Food and Agriculture (2001) and the Global Plan of Action for the Conservation and Sustainable Utilization of Plant Genetic Resources for Food and Agriculture (1996);



Safeguard collections of unique and valuable plant genetic resources for food and agriculture held ex situ, with priority being given to those that are plant genetic resources included in Annex 1 to the International Treaty or included in Article 15 of the International Treaty;



Promote the regeneration, characterization, documentation and evaluation of plant genetic resources for food and agriculture and the exchange of related information;



Promote the availability of plant genetic resources for food and agriculture; and



Promote national and regional capacity building, including the training of key personnel, with respect to the above.

## WHAT IS AT STAKE

By 2024, the end of the ten-year period covered by this strategic work plan, the world's population is expected to reach 8 billion – almost one billion more people than in 2014. By 2050 it may pass 9 billion. During this period, the world's climate will continue to change, bringing unprecedented challenges to farmers.

Nobody can predict with precision the problems that will most impact global food production, though there is no shortage of candidates: rising temperatures, drought, floods, extreme weather, pests, diseases, or the mass failure of widely adopted monocultures.

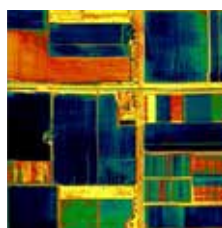
## WHAT WE DO KNOW IS THIS

Conserving the vast diversity within and between crops is the only way to guarantee that farmers and plant breeders will have the raw materials needed to adapt to whatever the future brings.

This will require more work beyond the global system of ex situ conservation – continuing advances in breeding and crop science, solutions to difficult resource problems, efficient markets and access to them, an end to waste of food, not to mention a lot of hard work by farmers – but none of this can happen if the genetic base of our food supply is lost.

## FOOD SECURITY

The fight to achieve food security and end hunger is one of the greatest challenges facing the world in the coming decades. Rising populations, diminishing resources and deteriorating environments only raise the stakes. A greater diversity of genetic resources in genebanks, available to all through an efficient global ex situ conservation system, helps to ensure a secure food supply at more stable prices. It provides the raw genetic material to breed for a more nutritious and varied food supply, increasing poor populations' access to more affordable and healthier food to fight malnutrition.



## BIODIVERSITY

Nature's original diversity is a treasure worth protecting in itself, and crop diversity safeguards it. Ex situ collections of the incredible diversity found within cultivated species and their relatives keep this heritage alive, allowing it to return to the field if it is otherwise lost. Crucially, this must include locally important crops even if they do not register as global priorities. This diversity, in turn, can reduce pressure on natural ecosystems, and the essential services they provide, by keeping existing farmland productive and resilient.

## COPING WITH CLIMATE CHANGE

A climate resilient agriculture is an adaptable agriculture, and it is a basic tenet of genetics that adaptation requires diversity. Plants from anywhere in the world may hold the answers to climate challenges – including the wild and weedy relatives of crops, which often survive under much more extreme conditions than their domesticated cousins. We will need the full array of this diversity, collected, characterized and made available within a global system, if we hope to adapt to conditions we have never seen before. At the same time, crop diversity also encompasses varieties that flourish and yield with lower inputs. This often means less fossil fuels burned: less carbon released into the atmosphere to produce food, and in some cases, more carbon sequestered in the field. Whether mitigating the causes of climate change or preparing for its impacts, the world's crop diversity represents a heritage of human ingenuity that has the potential to help counter the man-made threat of our age.

## SUSTAINABLE DEVELOPMENT

Livelihoods in poor rural areas are rooted in a secure base of crop diversity. Conserving and sharing this diversity has economic benefits that are concentrated in these rural areas and in low-income countries that depend on agriculture for their economic growth. The use of a greater diversity of available crops is a strategy that farmers can apply to develop their own agricultural systems with minimal environmental impacts. The global system of ex situ conservation represents a key component of the race to protect these resources and make them available to farmers in all countries.

## 2. LEGAL BASIS



**The Crop Trust operates as an essential element of the funding strategy of the International Treaty on Plant Genetic Resources for Food and Agriculture, as established in a formal Relationship Agreement signed by the Crop Trust and the Governing Body of the Treaty in 2006.**

The Crop Trust's work directly supports the system of ex situ conservation described in the Treaty; it is complementary to ongoing in situ conservation efforts, which are however outside of the Crop Trust's mandate as defined in its Constitution. The Governing Body of the Treaty nominates four members to the Executive Board of the Crop Trust, and the Board presents an annual report on Crop Trust activities to the Governing Body of the International Treaty. To further strengthen the relationship, the Secretary of the Treaty is also an observer to the Board.



**The Executive Board is the principal decision-making body of the Crop Trust. The Board normally meets twice each year. It currently comprises eleven members who are appointed by key Trust stakeholders:**

**4** members appointed by the Governing Body of the International Treaty

**4** members appointed by the Donors' Council of the Crop Trust

**1** non-voting member appointed by the Director General of FAO

**1** non-voting member appointed by the Chair of CGIAR

**&** the Executive Secretary of the Trust, ex officio.

**The Donors' Council of the Crop Trust** was established in 2005 and consists of public and private donors who have made a sizable contribution to the Crop Trust.

The Donors' Council functions as a forum for the Crop Trust's donors to express their views on the organization's activities and operations – an innovative mechanism to bring government donors, foundations and private companies together in a genuine public-private partnership with shared interest in the Crop Trust.

Upon signing a Headquarters Agreement with the government of Germany in June 2012, the Crop Trust attained legal status as an independent entity based in that country. It has established its headquarters in the city of Bonn in January 2013, and looks forward to deepening ties with its German hosts during the next ten years.

### 3. HISTORICAL CONTEXT

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**There has never been controversy over the importance of crop diversity.**

**The Crop Trust's work responds to multiple calls for action from the international community over the last three decades, beginning with the 1983 Conference of the United Nations Food and Agriculture Organization (FAO) and its adoption of the International Undertaking on Plant Genetic Resources.**

**In 1992 this issue entered the global agenda in a big way with the Convention on Biological Diversity, ratified by 192 countries.**

**IN 1994**, the international agricultural research centers of the Consultative Group on International Agricultural Research (CGIAR) signed an agreement with FAO to the effect that their crop collections were being held in trust on behalf of the world community, establishing the largest public domain collections of crop diversity ever assembled. However, the vagaries of funding limited the ability of the CGIAR Centres to meet in full and consistently the demands of this perpetual obligation. An external review of the CGIAR genebanks the following year, and several subsequent reviews, identified reliability of funding as a fundamental constraint for these collections and underlined the need for longer-term solutions.

**IN 1996**, FAO launched the Global Plan of Action for the Conservation and Sustainable Utilization of Plant Genetic Resources for Food and Agriculture (GPA), adopted by 150 countries. The GPA called for *“safeguarding as much existing unique and valuable diversity as possible in ex situ collections of plant genetic resources for food and agriculture”* and to *“develop an efficient goal-oriented, economically efficient and sustainable system of ex situ conservation”*. The GPA further called on stakeholders to *“develop and strengthen cooperation among national programmes and international institutions to sustain ex situ collections”*. The GPA has recently been revised, but still maintains this system focus.

A few years later, **IN 2000**, the Millennium Development Declaration focused international resolve on the need to put conserved crop diversity to use. This was based on a recognition that genetic resources have a very direct bearing on development, and in particular on MDG 1, *“Eradicate poverty and hunger,”* and MDG 7, *“Ensure environmental sustainability.”*

Rounding out the roster, the International Treaty on Plant Genetic Resources for Food and Agriculture was agreed to in 2001 by the FAO Conference, comprising its entire membership, and came into force in 2004. Some 128 countries are now contracting parties to the Treaty. As such they commit to *“cooperate to promote the development of an efficient and sustainable system of ex situ conservation”* and require that all parties cooperate to promote the conservation, evaluation and documentation of these resources within a new multilateral system for access and benefit sharing. Under its Article 15, the Treaty established a special status for the international collections held in trust by the CGIAR Centres, ensuring these would continue to be available to all. In addition, the Treaty established a list of crops important to global food and agriculture and for which there is strong interdependence among countries, listed in the Treaty’s Annex 1, and specified that collections of these crops were also to be included in the multilateral system.

## **These events and agreements formed the background for the establishment and continuing work of the Global Crop Diversity Trust.**

It fosters the global system outlined by the international community in the Treaty, in order to ensure the conservation and availability of crop diversity called for in the Global Plan of Action, to make possible the sustainable development envisioned in the Millennium Development Goals – starting by guaranteeing the long-term availability of the international collections maintained by the CGIAR Centres.

# A RATIONAL AND COST-EFFECTIVE GLOBAL SYSTEM

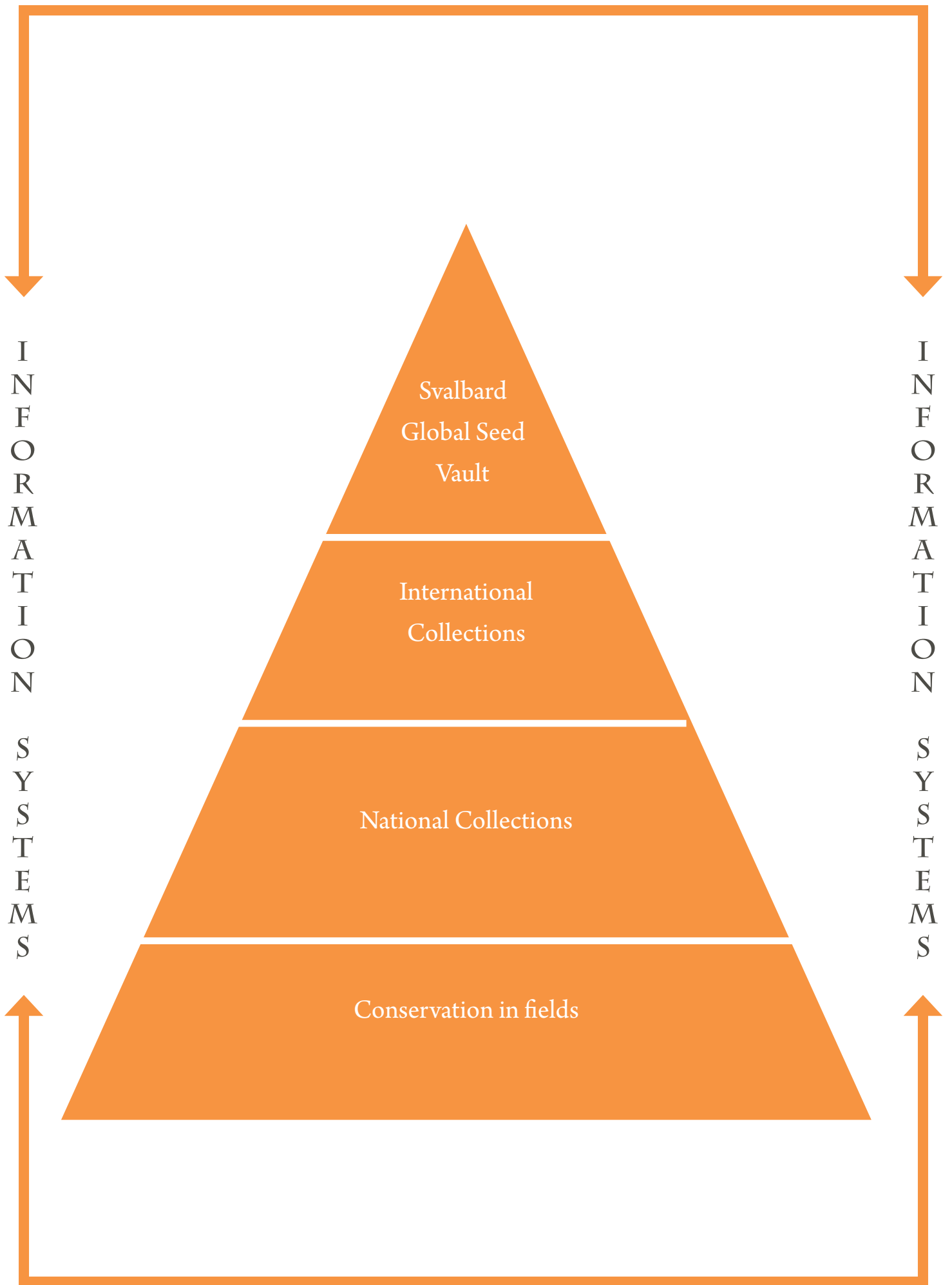
The International Treaty on Plant Genetic Resources for Food and Agriculture was created because, in its own words,

*“ plant genetic resources for food and agriculture are a common concern of all countries, in that all countries depend very largely on plant genetic resources for food and agriculture that originated elsewhere. ”*

that only a global system can secure this common heritage and make it accessible and useful to all.

**It is essential – and not only desirable – that such a global system for ex situ conservation be rational and cost-effective.**

A rational system is one in which the key actors have clearly defined roles, and coordinate in order to provide the services that are most needed and that they are best placed to provide. A cost-effective system is one in which efforts are not unnecessarily duplicated, beyond the duplication required for the long-term safety and security of collected material.



## 4. CROP COVERAGE



**The goals established in the Crop Trust’s Constitution specify that it will:**

*“safeguard collections of unique and valuable plant genetic resources for food and agriculture held ex situ with priority being given to those that are plant genetic resources included in Annex 1 to the International Treaty or referred to in Article 15 of the International Treaty.”*

**These two components of the Treaty define what material is included in the multilateral system. Annex 1 is a list of crops that are covered under the system, while Article 15 gives special coverage to all of the collections formerly held in trust by the CGIAR Centres under agreement with FAO, some of which are not Annex 1 crops.**

Since the Treaty was established, other institutions have made their collections available under Article 15 through separate agreements with the Governing Body of the Treaty. The Crop Trust currently supports Article 15 collections held by 17 of these institutions through long-term grants.

### **The Crop Trust defines its coverage in terms of crops, not institutions.**

In theory, it could support all collections of all crops listed in Annex 1 as well as all collections covered by Article 15. However, appropriate targeting of crops will have a far greater impact where it matters most: on the foundations of food security and sustainable livelihoods.

Drawing on statistics available in the FAOSTAT database, the Crop Trust will focus its activities in the next ten years, beyond those mandated under Article 15, to collections of the 25 Annex 1 crops, which are most important in Least Developed Countries (LDCs), as reflected by production statistics in these countries in 2010. This will also include the wild relatives of these crop species, where these fall under Annex 1 of the Treaty. This list and the Crop Trust’s coverage will be re-evaluated every ten years.

#### Ranking of top 25 Annex 1 Crops by production value within LDCs\*

1. Rice
2. Cassava
3. Maize
4. Banana & plantain
5. Potato
6. Sorghum
7. Sweet potato
8. Wheat
9. Millet
10. Beans
11. Yam
12. Cowpea
13. Citrus
14. Coconut
15. Barley
16. Brassica
17. Sunflower
18. Pigeon pea
19. Broad beans and vetches
20. Chickpea
21. Aroids
22. Pea
23. Eggplant
24. Apple
25. Lentils

\*Some of these include multiple crop species, for which production value is calculated together.

Table 1.

## 5. TASKS AHEAD



**The core activities of the Crop Trust – present and future – fall into four mutually reinforcing areas.**

- Sustainable grants provided forever, funding the backbone of the global system, continue to make up the main long-term work of the Crop Trust.
- This is supported by shorter-term, carefully targeted project work to upgrade and build the capacity of key genebanks around the world – helping them to fulfill more effective roles in the global system as a whole.
- All of these activities are made possible by building partnerships and raising funds for the endowment and essential projects.
- Finally, the Crop Trust manages the endowment itself, investing in accordance with objectives and policies approved by the Executive Board as documented in the Investment Policy Statement.



# FROM CROP STRATEGIES TO CROP COMMUNITIES

**Between 2004 and 2010, the Crop Trust brought together groups of experts from around the world to agree a series of global crop conservation strategies – in short ‘crop strategies’. Crop by crop, these documents described the holdings of existing collections, gaps in conservation, and possibilities for building more rational and cost-effective conservation systems. They provided informed guidance to the Crop Trust’s activities; however, they are not living documents and will not continue to offer a reliable picture of changing conservation landscapes – least of all as the Crop Trust itself has an effect on these.**

In the coming years the Crop Trust will re-mobilize the temporary assemblages of experts that developed the crop strategies as ongoing crop conservation communities – in short ‘crop communities’. These will be made up of globally representative individuals who are actively involved in the conservation and use of genetic resources of a particular crop or group of crops. They will interact regularly with one another and a dedicated contact person at the Crop Trust, providing a current and inside view of the state of conservation and use of genetic resources.

The responsibilities of a crop community will be to:

- Ensure that all globally important collections of the crop are represented within the community and appropriately involved in the global system
- Promote international standards for genebanks, including systems for monitoring, quality management and staff training
- Ensure safety duplication of unique material, including at the Svalbard Global Seed Vault
- Identify the most urgent gap-filling needs, whether for cultivars or wild relatives

- Alert the community in case of an emergency situation at a genebank
- Document past examples of the impact of the conservation and use of genetic resources, and alert the community to opportunity for future impact

Rooted in the Crop Trust’s core value of participation, this community guidance will inform the Crop Trust’s understanding of requirements and priorities for long-term funding, as well as provide a basis for short-term projects such as capacity building or emergency support.

**All decisions on funding will continue to be made by the Crop Trust Management within a fully transparent system.**

# LONG-TERM FUNDING

These definitions of crop coverage and crop communities form a clear scope for the long-term, reliable funding of the major collections most important to the secure, rational functioning of the global system of conservation.

**As is done currently, these long-term grants will be provided through in-perpetuity agreements with individual institutions to support, from the Crop Trust endowment, the basic operations needed to maintain and make available specified crop collections.**

So far, all of the collections thus funded fall under Article 15 of the Treaty. To support all Article 15 collections (excepting the Mutant Germplasm Repository of the FAO/IAEA Joint Division), as per the mandate of the Crop Trust, will require an endowment of \$500 million, based on an annual cost of \$20 million.

Other collections of the 25 Annex 1 crops identified in section 4 above may in future receive long-term grants, if the crop community identifies collections that hold additional diversity and can play a global role. In doing so, the Crop Trust will apply the comprehensive decision-making process established in its Fund Disbursement Strategy, a document adopted with endorsement from the Governing Body of the Treaty.

As the most basic principles, these collections must:

- add significantly to the diversity of these 25 crops beyond what is held in other supported collections;
- make this diversity accessible, for the long term, under the internationally agreed terms of access and benefit sharing established by the Treaty; and
- work in partnership with the aim of developing an efficient and effective global conservation system.

Firm costing data for additional key collections of all 25 crops will be sought through the crop communities once they are convened. Based on its current crop strategies, the Crop Trust estimates that fully supporting the distinct ex situ diversity of these crops existing outside of Article 15 collections will require an addition of \$250 million to the endowment, based on an annual cost of \$10 million.

While funding the endowment at the full target level will be an ambitious undertaking, it reflects the important mandate of the Crop Trust. Securing the required funding for the endowment will be feasible through a fair burden-sharing arrangement between the world's nations, as further described in this document and also in the associated "Fundraising Strategy 2014-2018" document of the Crop Trust.

The Crop Trust may also partner with genebanks through shorter-term projects. These will be undertaken with a particular eye to upgrading collections to fulfill a global role, or duplicating their material in an international collection.

# PROJECT FUNDING

**In the past, projects have allowed the Trust to address some of the urgent needs of individual collections and the global system as a whole, from regeneration, characterization and safety duplication of material in national genebanks to capacity building and emergency assistance.**

Projects need not focus on collections that are currently receiving, or may eventually receive, long-term funding. They can quickly respond wherever the need is greatest, as informed by the crop communities.

## **In the next ten years, project funding may support:**

- Building the institutional links and capacity needed for effective, efficient management and use of collections
- Improving conservation methods and processes
- New collecting to fill gaps in collections of landraces and crop wild relatives, and evaluation and pre-breeding efforts to make this diversity more easily available to breeders
- Responses to natural disaster, conflict or other threats to collections
- Initiatives to link genebanks with breeders and other users to achieve tangible impacts on food security and livelihoods
- Strategic approaches to the evaluation of collections for traits relevant to climate change adaptation and other pressing needs, in particular through the use of linked genomics and phenomics data
- Upgrading information systems to facilitate more effective conservation, collaboration and use

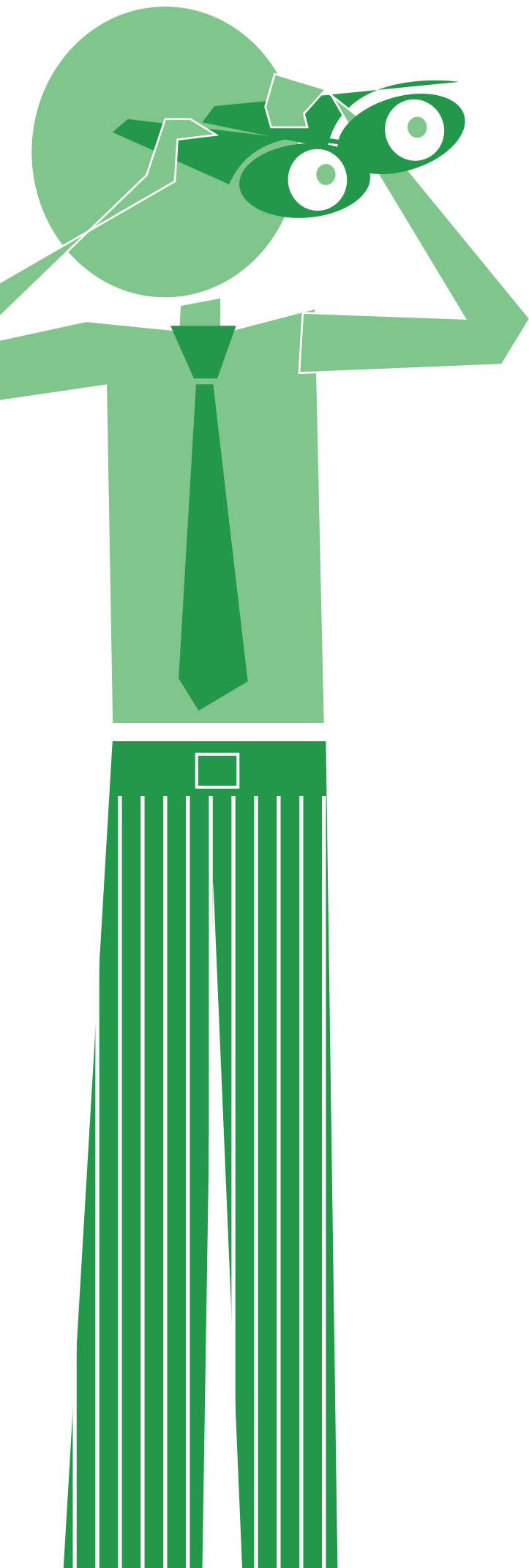


# SVALBARD GLOBAL SEED VAULT

“This gift to humanity and symbol of peace will continue to inspire and serve for generations to come.”

Ban Ki-moon  
UN Secretary-General





## MONITORING AND STANDARDS

The Crop Trust is not a standard-setting organization. The basic applicable standards, the Genebank Standards for Plant Genetic Resources for Food and Agriculture, are set by FAO, while some genebanks have also sought more comprehensive goals such as ISO 9001 certification. What the Crop Trust will do is support genebanks in meeting these standards by agreeing and monitoring performance indicators and furthering quality management systems.

**Under the current Genebank CRP, the Crop Trust has developed an online reporting tool whereby the CGIAR genebanks can document their performance with respect to a number of key indicators.**

This tool assists in the management, monitoring and analysis of key data from each genebank, providing a comprehensive account that will soon be made available to all.

Moving forward, this type of reporting tool will be extended to other supported collections. The crop communities will play a key role in monitoring this information, and in holding genebanks to the highest possible standards.

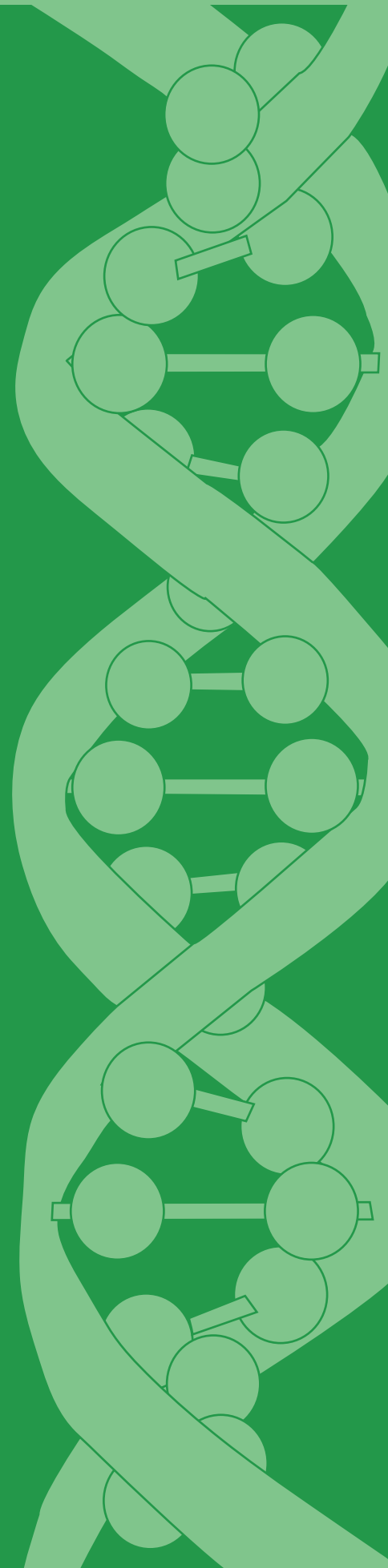
# NEW TECHNOLOGIES

## **New technologies can have a significant impact on the efficiency and effectiveness of genebanks.**

The Crop Trust must keep fully abreast of technological change for two reasons: to support, through project work, the development of these innovations and their availability to genebanks around the world; and to account for any changes they may bring to genebanks' costs of operation.

For example, one such area is the automation of different genebank processes, from seed processing to characterization. Another area is next generation sequencing, which can form the basis of a more efficient approach to germplasm evaluation using genomic data to predict plant traits. Information systems will also need to advance to make such new forms of data available and to better connect genebanks and users. And improving technologies for the in vitro conservation and cryobanking of vegetatively propagated crops have the potential to better and more efficiently secure the long-term conservation of these crops.

Technologies such as these hold promises of an ever more rational and cost-effective global system, and the Crop Trust will dedicate support to overcoming the technical, financial and institutional challenges that come along with them.



## 6. COST OF CONSERVING FOREVER



**Crop collections require constant curation, in perpetuity, and even brief disruptions or variations in funding can expose material to the risk of permanent loss.**

**The ex situ conservation of crop diversity is by its very nature a long-term, indeed never-ending, task, and only long-term support from an endowment fund can secure a global system that is too important to leave to chance.**

**This is why such an endowment was placed at the heart of the Crop Trust.**



Drawing on investment income from the endowment, the Crop Trust currently provides long-term grants of \$2.4 million annually to support 20 international collections of 17 major food crops in 9 CGIAR genebanks and two other institutions.

This in-perpetuity funding is complemented by up to \$18 million of annual funding from the CGIAR Consortium Office via the Genebank CRP, to finance the core costs of operating international collections in all of the 11 CGIAR genebanks.

Additionally, the Crop Trust draws on investment income from the endowment for the operation of the Svalbard Global Seed Vault, complemented by funding from the Royal Norwegian Ministry of Agriculture and Food and the Nordic Genebank.

Moreover, investment income from the endowment is supporting some of the annual operating expenses of the Crop Trust Secretariat in Bonn.

In 2010, the Trust partnered with the CGIAR Consortium Office to commission a new study

of the genebanks managed by the Centres to determine in a standardized and uniform way the cost of conserving the collections they have placed under Article 15, managing them to international standards, and making them available under the terms of the Treaty.

This study factors in future changes in focus and size of the collections, and takes into account planned changes in cost structure and accounting practices in the CGIAR Centres.

Based on this, an endowment target of \$470 million was used in the CGIAR Research Program for Managing and Sustaining Crop Collections (Genebank CRP) proposal that was agreed by CGIAR donors in 2012.

The Genebank CRP contains a commitment to phase out the need to solicit donors for annual funds by building the Trust endowment to ensure sustainable long-term funding for these collections.

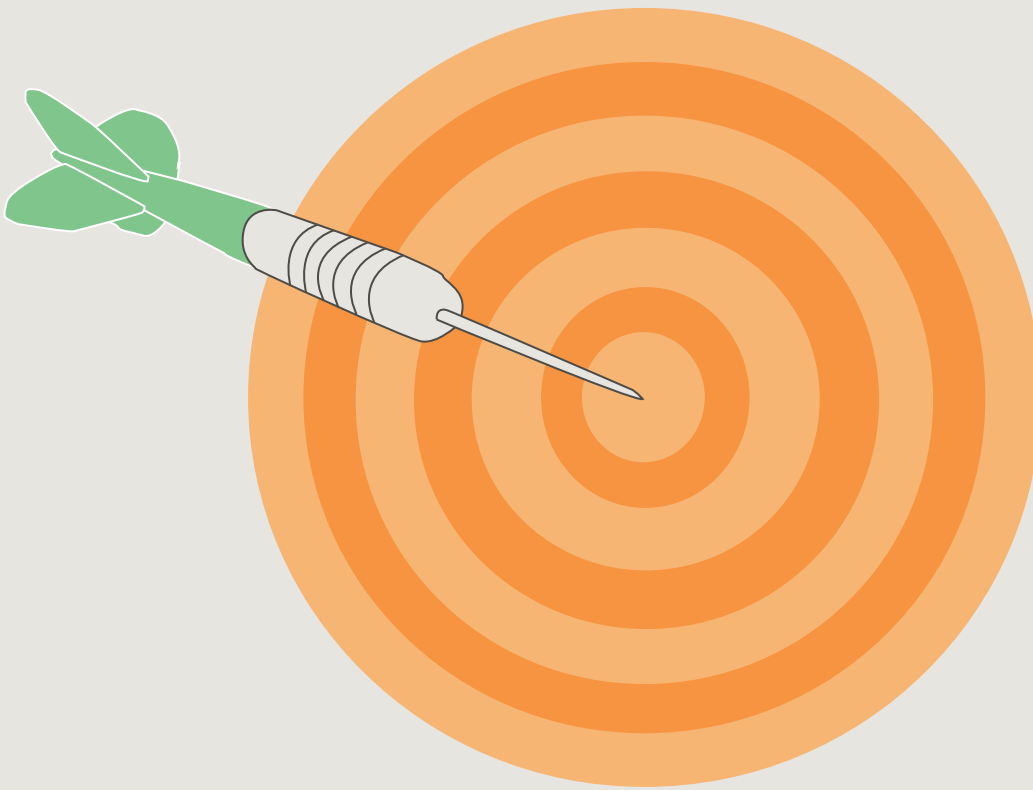
In building the endowment over the next ten years, the highest priority will be given to this commitment.

## EFFICIENT OPERATION

The Crop Trust has traditionally relied on a small secretariat with a few dedicated staff. Currently, there are 23 full-time staff at the Headquarters in Bonn, Germany, excluding temporary staff, interns and consultants. A liaison function is also being established jointly with the International Treaty on Plant Genetic Resources for Food and Agriculture in Rome.



## ENDOWMENT TARGET

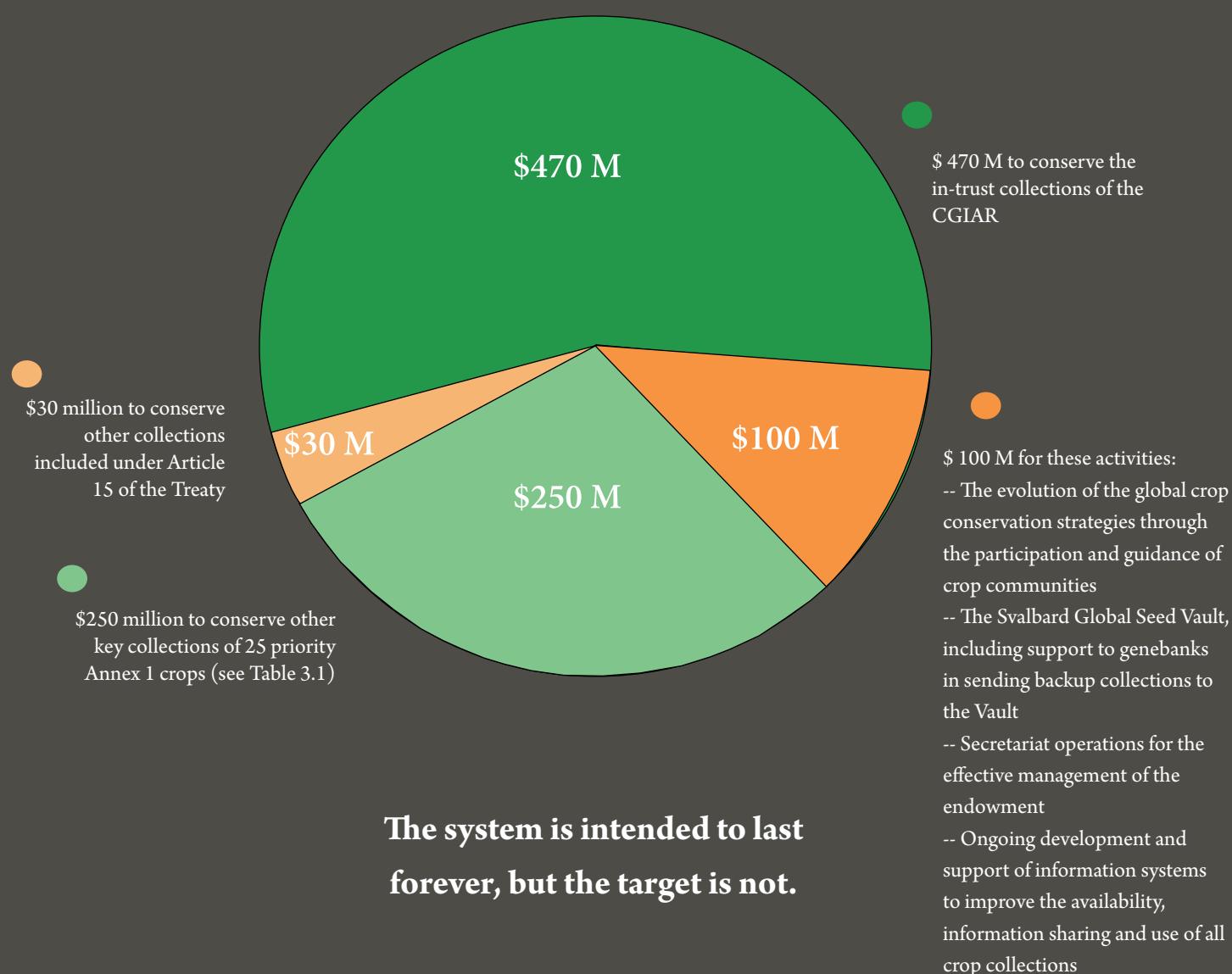


The current endowment target of \$850 million is a sum of the components shown in Figure 1. It should be noted that income is released from the endowment fund at a rate of 4% of the average market value of the fund over the previous twelve quarters, as documented in the Investment Policy Statement approved by the Executive Board of the Crop Trust. This has the effect of ensuring stability of funding and avoids the Crop Trust suffering a decrease in income, and therefore potentially having to renege on long-term obligations, should there be a significant fall in the market value of the fund.

It also allows the Crop Trust time to budget for additional income arising from new contributions to the fund.

The global system that is being put in place is also evolving, in terms of crops, operations, institutional levels, technologies available, threats, rationalization and global changes. Any target to fund the system in perpetuity will also need to take into account these possible changes.

**Figure 1: Breakdown of the Endowment Target**



**The system is intended to last forever, but the target is not.**

**It will be re-evaluated in another ten years, allowing for change in coverage of crops, genebank functions and technologies, and the priorities of the international community.**

## 7. FUNDING A GLOBAL SAFETY NET



**One target of this strategic work plan is to put the Crop Trust on a sustainable long-term financial footing so that it will be able to deliver on its objective of securing global crop diversity forever.**

Since its inception in 2003, the Crop Trust has raised total funding of nearly \$350 million. This includes some \$138 million provided to the endowment; \$93 million raised under the Genebanks CRP and managed by the Crop Trust; and a remaining balance raised through various projects implemented by the organization.

The endowment fund was established in April 2005 after initial donations totaling around \$21 million were received.

This is invested in accordance with investment objectives and policies approved by the Executive Board as documented in the Investment Policy Statement. The Crop Trust also invests in accordance with the United Nations Principles for Responsible Investment, an international framework for incorporating sustainability into investment decision-making, to which it is a signatory.

**The fund has earned an average annual return of 5% since inception. Its current market value is about \$150 million.**

# ENDOWMENT

## THE BUILDING

### **Donor funding for the endowment is the primary objective of the Crop Trust's fundraising activities.**

Donors provide funding for the endowment in an unrestricted manner, meaning that these resources are not earmarked for specific regions, countries, genebanks, collections or projects. Donor resources for projects are short-term in nature and will continue to complement the Crop Trust's core activities. Project funds represent restricted, earmarked resources. Before accepting such funds from a donor, the Crop Trust will normally discuss with the donor the need to provide core, unrestricted funding for the endowment first.

This would allow generating on average some \$20 million of annual investment income, net of inflation, providing long-term funding for all of the international collections under Article 15 of the Treaty, excepting the Mutant Germplasm Repository of the FAO/IAEA Joint Division.

Furthermore, by 2018 the Crop Trust aims to raise an additional \$350 million for the endowment, bringing its total size to \$850 million. Of this additional funding for the endowment, \$250 million would support long-term grants towards the conservation of key additional collections of the 25 crops listed in Annex 1 of the International Treaty that are most important in Least Developed Countries, costing some \$10 million per year. The balance of \$100 million will contribute about \$4 million per year to the long-term operation of the Svalbard Global Seed Vault; support shipments of duplicate collections to Svalbard from genebanks around the world; and fund Secretariat operations for the management of the endowment and long-term grants, including convening and facilitating crop communities.

OVER  
THE NEXT TWO  
YEARS, BY END-  
2015, THE NEAR-  
TERM OBJECTIVE OF  
THE CROP TRUST  
WILL BE TO RAISE  
ITS ENDOWMENT  
TO \$500 MILLION,  
WHICH MEANS  
ADDING ANOTHER  
\$350 MILLION TO ITS  
CURRENT SIZE.

# FINANCING MODALITIES

Governments will continue to be the primary source of funding for the endowment over the foreseeable future. To date, the endowment has received total contributions of nearly \$150 million. About 95% of this volume has been committed by 14 countries. Three of these are developing countries (Egypt, Ethiopia and India). The 11 developed country donors have pledged the bulk of the endowment funding; they include Australia, Germany, Ireland, Norway, New Zealand, the Slovak Republic, Spain, Sweden, Switzerland, the United Kingdom and the United States of America.

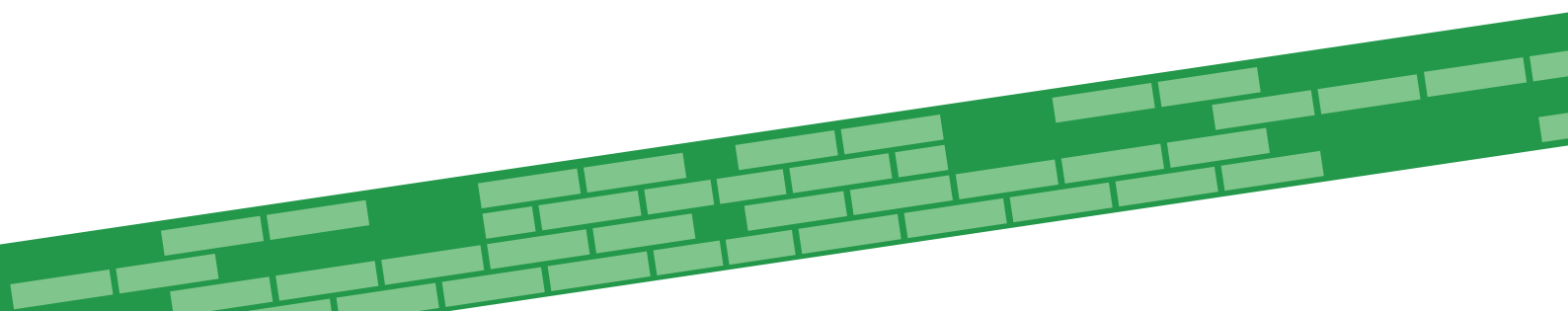
The Crop Trust will work with existing donor countries for additional contributions to the endowment. It will be important to affirm with them that the Crop Trust will also approach new countries, with a view towards achieving a fair international arrangement to fund the endowment. In this process, due credit will be given to prior pledges and contributions from existing donors.

Expanding the donor universe will focus initially on developed economies which are established funders in the fields of agriculture, food and nutrition, economic development, climate change and related public goods themes. An expansion of the donor base will also target selected major emerging economies, primarily among the Group of 20 countries. Some of these countries may be attracted to providing concessional, low-interest, long-term loans, rather than grants, to the endowment. Others may express an interest in matching grants.

## **The concept of fair burden-sharing will be used to facilitate an equitable distribution of the cost to build up the endowment.**

This will be based on the economic capacity of a country to contribute, using appropriate indicators. An international pledging conference will be convened, chaired by a personality of international stature. To support the work program leading up to this initial pledging conference, which is envisaged for mid-2015, a high level group of eminent persons will be established to foster the necessary political momentum in donor countries.

In addition, the Crop Trust will build further strategic partnerships with private foundations to reflect its global footprint. Work will also continue with private corporations as prospective donors, bearing in mind the need for appropriate due diligence assessments. While fundraising for the endowment may not actively target individuals, the Secretariat will keep its website updated to attract further interest in the mission of the Crop Trust and to motivate, and process, additional individual donations. Contributions from selected high net-worth individuals might provide significant funding while also raising the profile of the Crop Trust, and Board members will be encouraged to assist the Secretariat in this respect.



**Table 2: Donor funding sought for the endowment (\$ million)**

<b>Phases</b>	<b>Annual Cost to the Crop Trust</b>	<b>Crop Trust Endowment Required</b>	<b>Current Endowment Available</b>	<b>Donor Funding Sought</b>
<b>Phase 1, by 2015: International Collections under Article 15</b>	<b>20</b>	<b>500</b>	<b>150</b>	<b>350</b>
<b>Phase 2, by 2018: Top 25 Crops Listed in Annex 1 plus Other long-term Costs</b>	<b>14</b>	<b>350</b>	<b>0</b>	<b>350</b>
<b>Total</b>	<b>34</b>	<b>850</b>	<b>150</b>	<b>700</b>

**Fundraising will be carried out in close collaboration with key partners, such as the German government as host nation of the Bonn Secretariat, the International Treaty, CGIAR and others.**



## 8. COMMUNICATIONS



**Over the near term, the communications outreach of the Crop Trust will focus on supporting the organization’s fundraising efforts.**

Especially leading up to the mid-2015 pledging conference, most communications efforts will target current and potential new donors to the Crop Trust’s endowment, with a focus on sovereign donor countries complemented by selected foundations, corporations and high-net-worth individuals. It is critical for the organization to mobilize strong support for its fundraising ambitions, given that there is less than two years to generate the necessary political momentum in donor constituencies.

Beyond 2015, the Crop Trust will increasingly reach out to other constituencies, including the general public in key partner countries, with a view to broadening its name recognition and mobilizing more funding from individual donors. This will help widen the donor base for the 2018 fundraising campaign. The necessary close and ongoing cooperation between the fundraising and communications experts at the Secretariat is assured by grouping them together under the Partnerships and Communications Team.



## CONTENT AND MESSAGES

**Much greater emphasis will be placed on developing a strong portfolio of impact stories that bring the mission and work of the Crop Trust closer to a non-expert audience.**

Budgets in donor countries are under pressures. Governments are in need of robust evidence of concrete results from recipients of public funds. The Crop Trust will cooperate with genebanks to produce impact stories that are highly accessible and also tailored to specific donor audiences. Emphasis will be placed on telling real-life stories about people in developing countries benefiting from crop diversity originating from genebanks, and the associated economic and financial benefits for society.

The Svalbard Global Seed Vault will continue to feature in the Crop Trust's communications content, given its high name recognition globally following a very effective media campaign when the Vault opened in 2008. Further deliveries of seeds to the Vault will be publicized, as will high-profile visitors to the Vault and a planned future Board meeting in the town of Longyearbyen in the Svalbard archipelago.

In addition, the Secretariat will continue to send out regular newsletters to its email contacts with original content such as the Executive Director's Corner, Crop Talk features and opinion pieces on topics of current interest.



## BRANDING AND TOOLS

The organization's website ([www.croptrust.org](http://www.croptrust.org)) will be upgraded and redesigned to provide easier and faster access to relevant information. It will offer creative features to allow for a more interactive user experience. Information on the website will be updated regularly, to ensure that users return for more and new information.

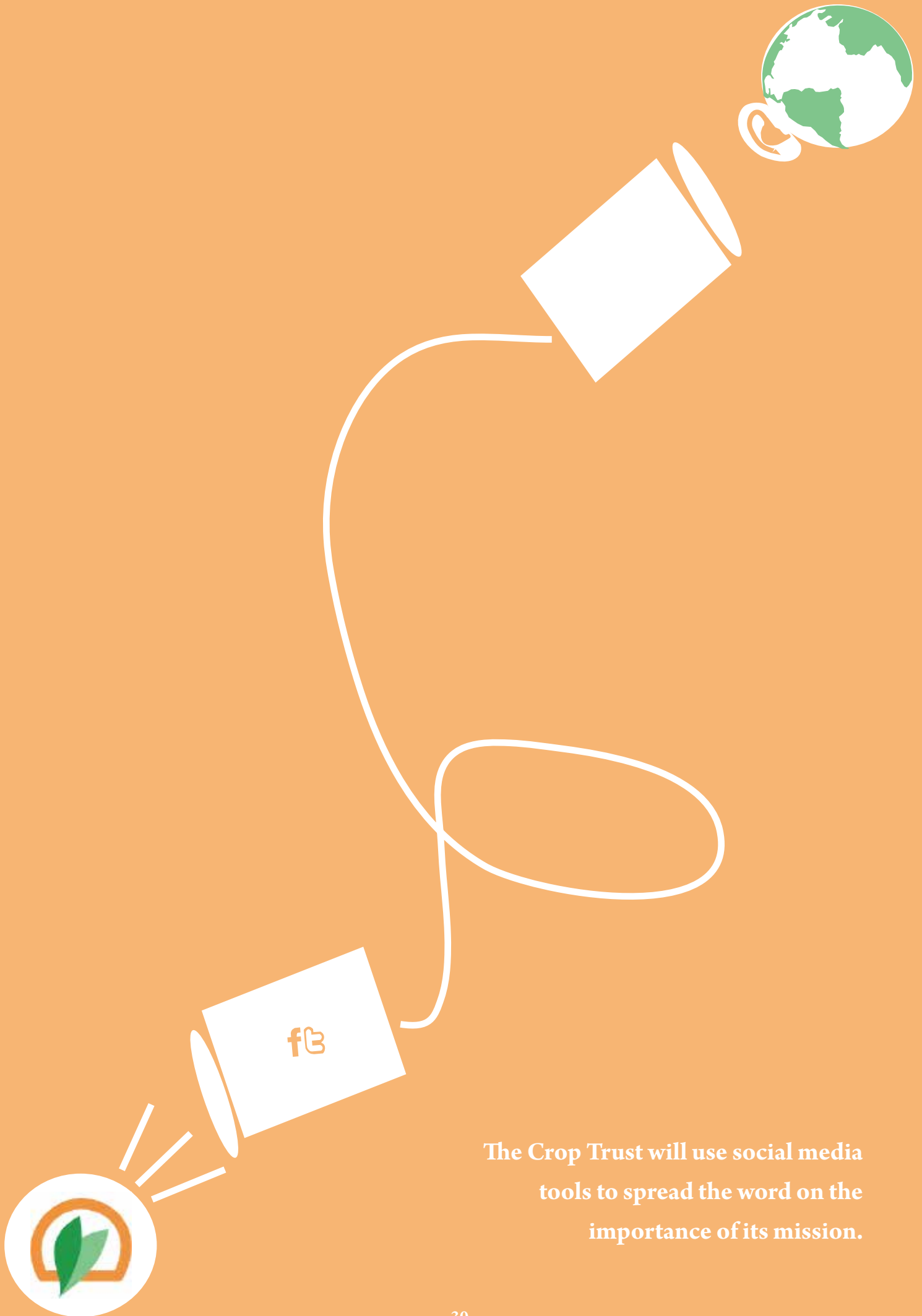
Usage of the website will be closely monitored to assess the effectiveness of the communications outreach of the Crop Trust.

As part of the website update, the Crop Trust will consider options for more extensive

rebranding. Donors may be asked to support the website upgrade and rebranding work, for example through in-kind contributions leveraging available communications capacity in government administrations, for example in Germany as the host nation of the Secretariat in Bonn.

In all of its communications work, the Crop Trust will ensure – through suitable monitoring and feedback – that intended audiences are well defined, communications tools and channels are effective and appropriate, and that the expected impact is achieved.

**The look and feel of the website will be refreshed for a cleaner and more modern appearance, while reinforcing the core values of the Crop Trust: excellence in its technical and scientific work.**



**The Crop Trust will use social media tools to spread the word on the importance of its mission.**

# 9. CORE VALUES IN ACTION



**Recognizing the sensitivity and potentially highly political nature of the Crop Trust’s work, and to avoid duplication by building on existing networks, the Trust seeks in particular to ensure that it is fully participatory.**

The Crop Trust also seeks to ensure that its operations and grant processes are fully transparent, both within the Crop Trust organization itself and to all stakeholders including governments, holders of collections, users of germplasm and donors of funds.

The Crop Trust endeavors to facilitate the development of an efficient and effective system of crop diversity collections, working in open and constructive partnership with the collection holders and other stakeholders.

The Crop Trust seeks to be inclusive in its operations, involving not only the collection holders themselves, but also the users of germplasm in analyzing, reporting and reviewing its activities.

ACCOUNTABILITY  
INCLUSIVENESS  
FACILITATION  
TRANSPARENCY  
PARTICIPATION

The core values of the Crop Trust



All policies and strategies of the Trust are guided by these values.

## **The Crop Trust is fully accountable to its stakeholders.**

It reports its activities to the Governing Body of the International Treaty and receives policy guidance from that body. It also reports to the Donor Council on fundraising and all financial matters relating to the activities of the Crop Trust. It maintains a website and publishes annual technical and financial reports.

These values are embodied in the due diligence policies and practices of the Crop Trust, which will continue as currently applied:

### **INFORMATION DISCLOSURE**

As a custodian and steward of public funds, the Crop Trust is accountable to parliaments, taxpayers and the public in each donor and program country. The Crop Trust is committed to making information on its programs and operations available to the public. However, the Crop Trust respects and follows the wishes of its donors in all aspects of grant announcements that are directly related to their funding. In addition, the Crop Trust has sub-contracted its CGIAR Partners to hold all information disclosed between them which is marked 'confidential' in confidence and not to disclose or communicate such information except to their employees or consultants for the furtherance of the purpose of the Program Implementation Agreement.

As an employer, the Crop Trust aims to ensure that its staff members receive the information they need to carry out their responsibilities, to contribute to policy formulation and decision-making and to understand the reasons underlying existing policies. All staff members are required not to disclose any information of a confidential nature obtained during their contract with the Crop Trust to any external parties unless it is information within the public domain or which may otherwise be legally disclosed. Staff members must receive clearance from senior management before any information of a confidential nature is disclosed externally.

### **RISK MANAGEMENT**

The Crop Trust is a signatory to the United Nations Principles for Responsible Investment, an international framework for incorporating sustainability into investment decision-making. The Crop Trust's Executive Board has responsibility for ensuring an appropriate risk management process is in place to identify and manage high and significant risks to the Trust. The Board adopted an approach for the Crop Trust whereby the review and monitoring of key risks is a standing item at each annual Board business meeting, using a framework of identifying, assessing, managing and monitoring risks.

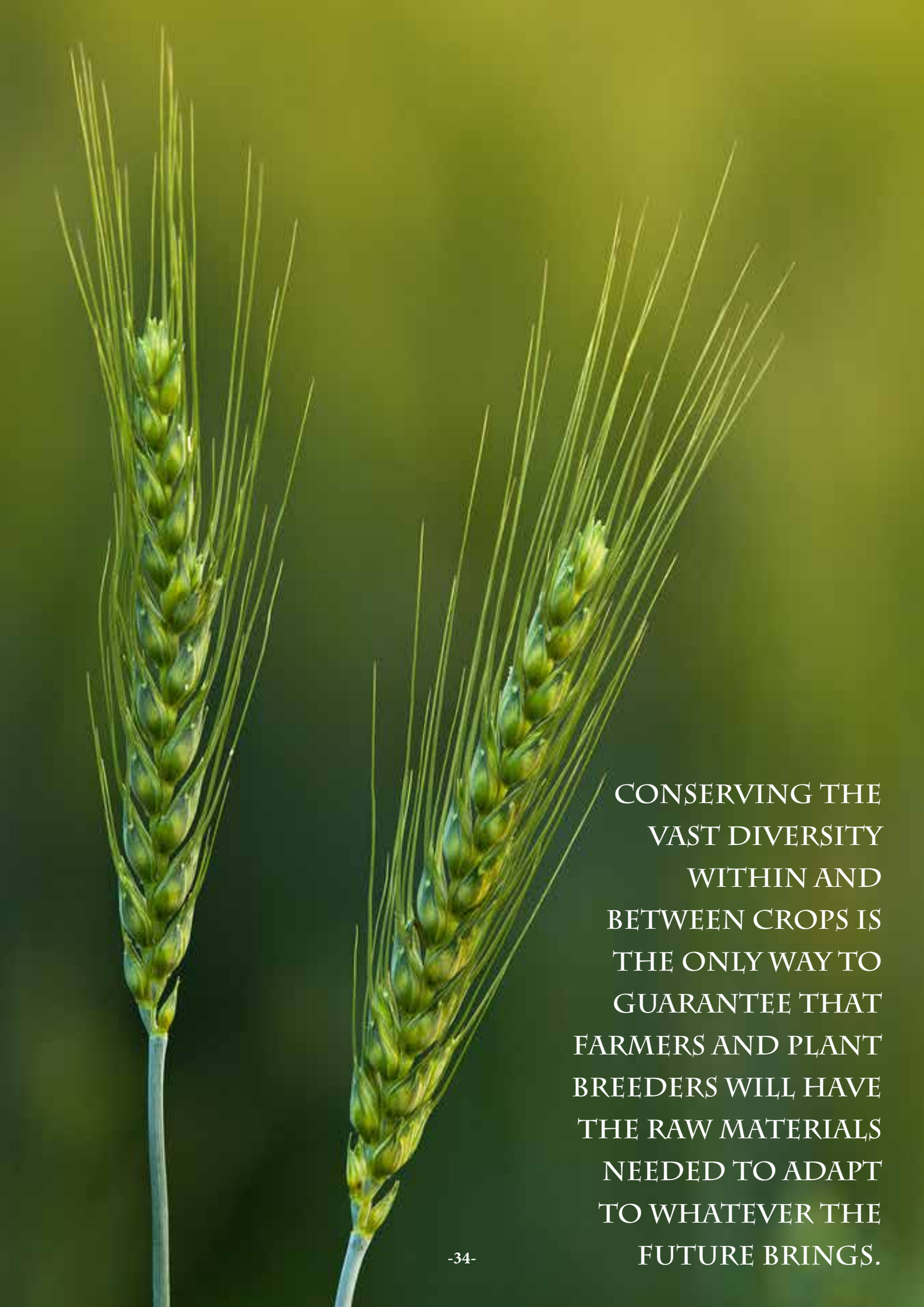
### **ANTI-CORRUPTION**

As an autonomous, international organization, established under international law, the Crop Trust possesses full legal personality and enjoys such legal capacity as may be necessary. The Crop Trust has a number of rules and internal processes it applies in all aspects of its work to mitigate the risk of corruption. It makes every effort to carry out due diligence on any donor or partner before entering into a formal relationship to counteract corrupt practices, and prohibits the use of funds for corrupt or fraudulent activity in relation to the execution of projects. This includes the use of the funds for lobbying or political activities in relation to electioneering.

Furthermore, the Crop Trust imposes a number of disciplinary measures on its staff members for misconduct including fraud and/or dishonesty, all of which are outlined in an organization-wide Personnel Policies and Procedures Manual.

### **ANTI-TERRORISM**

The Crop Trust actively carries out due diligence to recognize various United Nations Security Council Resolutions on obligations of member countries to prevent financing of terrorists or partnering with any organization on a list of Specially Designated Nationals or Blocked Persons, or those who have been convicted of or are liable for actions associated with financing of terrorism. Partner agreements require each party to agree to terms and conditions that include an anti-terrorism clause.

The image features two wheat spikes, one on the left and one on the right, set against a solid green background. The spikes are green and show the characteristic structure of wheat heads with long awns. The text is positioned on the right side of the image, overlaid on the green background.

CONSERVING THE  
VAST DIVERSITY  
WITHIN AND  
BETWEEN CROPS IS  
THE ONLY WAY TO  
GUARANTEE THAT  
FARMERS AND PLANT  
BREEDERS WILL HAVE  
THE RAW MATERIALS  
NEEDED TO ADAPT  
TO WHATEVER THE  
FUTURE BRINGS.

CONSERVING

CROP

DIVERSITY

FOREVER

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