

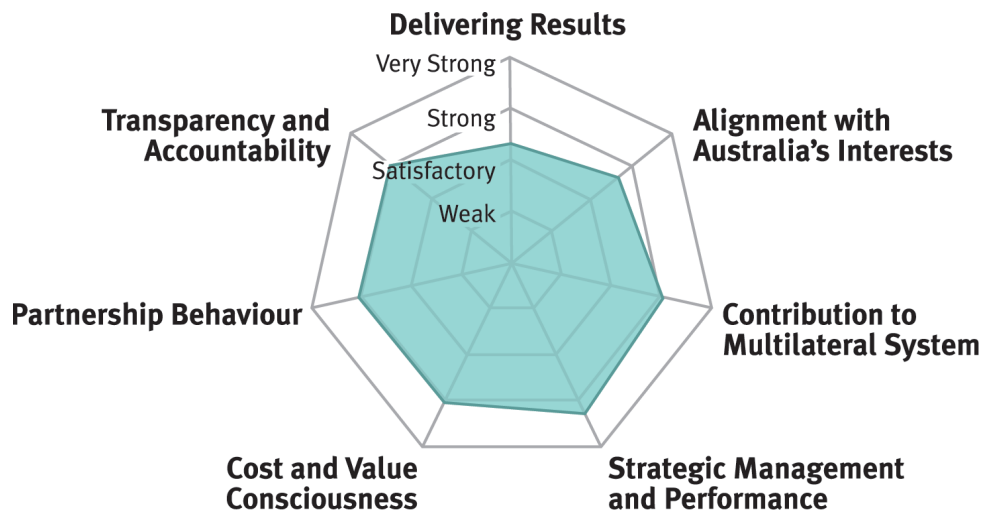


Australian Multilateral Assessment March 2012

# Global Crop Diversity Trust (GCDT)



## OVERVIEW OF ORGANISATION RATINGS



## ORGANISATION OVERVIEW

Established in 2003, the Global Crop Diversity Trust (the Trust) has the mandate of conserving and improving the genetic resources for the world’s major food crops for food security worldwide. The Trust sees its work to conserve the genetic diversity of the world’s major crops to be the intersection between climate change, food security and water scarcity.

The stated goal is ‘to advance an efficient and sustainable global system of ex-situ conservation by promoting the rescue, understanding, use and long-term conservation of valuable plant genetic resources’.

Put simply, the Trust seeks to create a rational, effective, efficient and sustainable global system for conserving crop diversity and making it available to breeders, farmers and other users.

It defines and carries out its role in close cooperation with the Food and Agriculture Organization (FAO), the Consultative Group on International Agricultural Research

(CGIAR) and Bioversity International (a CGIAR centre). In formal terms it is part of the funding strategy of the International Treaty on Plant Genetic Resources for Food and Agriculture.

The Trust is a public–private partnership that raises funds from individual, corporate and government donors and has established an endowment fund that provides funding through long-term grants for key crop collections. The annual budget for 2011 was US\$11.5 million. The Trust is governed by a 12 member executive board and a Donor’s Council.

The Trust’s projects involve work on 276 crop collections, in 133 national institutions, in over 88 countries.

The Australian Government, through the Australian Agency for International Development (AusAID) is an inaugural and leading donor to the Trust’s endowment fund and is currently the fourth biggest contributor. Australia has committed \$20.8 million to the endowment fund since 2003. In May 2009, the Government announced a new \$464 million global food security initiative over four years, which included continued funding for the Trust’s endowment fund of \$3.5 million (\$1.5m in 2011–12 and \$2m in 2012–13). Australia did not provide a contribution to GCDT in 2010–11. Australia is represented on the executive board and is the current Chair of the Donor’s Council.

## RESULTS AND RELEVANCE

**1. Delivering results on poverty and sustainable development in line with mandate**

**SATISFACTORY**

The Trust has demonstrated good results since beginning operations in 2003. Its work on crop diversity makes a valuable contribution to food security and, to an increasing extent, climate change adaptation. It focuses on food crops that are the most important for food security in the poorest countries. The Trust has set targets for the preservation of 24 major crops and tracks progress annually.

The Trust’s reporting systems provide good information at technical level but do not systematically capture data enabling reporting on development outcomes.

The Trust’s prioritisation of its work takes account of which food crops are most important for the food security of people in poor countries, as well as which food crops are most vulnerable in their genetic material.

**a) Demonstrates development or humanitarian results consistent with mandate**

**STRONG**

The Trust has a clear and focused mandate and continues to make significant headway in its work. The detailed reporting systems established by the Trust (outlined in more detail in 1b) demonstrate tangible results against its mandate to conserve genetic resources of the world’s major food crops.

The work of the Trust clearly contributes substantially to MDG 1 (End Poverty and Hunger) and MDG 7 (Environmental Sustainability). The Trust also contributes to MDG 8 (Develop a Global Partnership) by working with the private sector to make innovations in

agriculture available to developing countries. The Trust’s international coordination of genebank collections of major crops allows genes to be identified and used in agriculture which contributes to development outcomes in two major ways:

- > helping combat disease and bugs thereby protecting crops (food security), and
- > breeding new strains designed to adapt to new conditions (climate change).

Reporting on how the work of the Trust contributes to these broader development outcomes, such as food security, is less well demonstrated. Current reporting systems provide detailed outputs by crop but do not systematically aggregate this data into higher level reporting that demonstrates the link between the value and contribution of the Trust’s work to food security. The Trust itself acknowledges the challenge it faces in measuring the qualitative impact of its work, particularly given the long time frames required to produce results.

Under the Trust’s major program to secure the biological basis of agriculture, a competitive grants scheme supports proposals for the characterisation and evaluation of priority collections with a focus on screening for traits likely to be significant in adaptation to climate change. A 2009 mid-term review of the work assessed that good progress is being made however the report lacks detail. The Trust receives progress reports and is expecting to receive final reports from each partner over the next six months which will be compiled into a synthesis report.

Through its website and regular newsletters, the Trust tells the story well of the links between its work and broader development outcomes, however, this has not yet translated into systematic aggregate reporting on higher level/development outcomes on an annual basis. It should be acknowledged that there are particular challenges in doing so given the opportunistic and long-term nature of using plant genetic resources to combat the challenges of food security and climate change.

<b>b) Plays critical role in improving aid effectiveness through results monitoring</b>	<b>SATISFACTORY</b>
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In consultation with key partners, the Trust has developed a common set of performance indicators for the genebanks it supports. The Trust has developed both crop and regional strategies against which to measure performance. The Trust produces an annual report card for the executive board that outlines progress over time against key activities. In addition to the report card, a dashboard is also produced that graphically presents progress towards targets and includes a traffic light system that identifies whether or not progress is on track.

This approach has improved the Trust’s monitoring of its activities and has ensured reporting against objectives is more accessible. The Trust has two mechanisms in place to independently verify the data provided by the various genebanks. Site visits are undertaken of each genebank by Trust staff. Further, each genebank receiving a long-term grant is subject to an independent evaluation every five years.

<b>c) Where relevant, targets the poorest people and in areas where progress against the MDGs is lagging</b>	<b>SATISFACTORY</b>
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The Trust's prioritisation of its work takes account of which food crops are most important for food security of people in poor countries, as well as of which food crops are most vulnerable in their genetic material. The Trust gives priority to those crops that have been identified under the International Treaty on Plant Genetic Resources for Food and Agriculture as being the most important for food security. The Trust asserts that growth in agriculture benefits poor people the most as 70 per cent of the world's poor live in rural areas and agriculture remains central to their livelihoods.

<b>2. Alignment with Australia's aid priorities and national interests</b>	<b>STRONG</b>
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The Trust's work aligns with the Australian aid program's strategic goals of sustainable economic development through food security and climate change adaptation. It also aligns with Australia's broader interests in agricultural research and development, including through the Svalbard Global Seed Vault in which Australia has deposited more than 10 000 seed samples to secure the conservation of critical crops.

The Trust's work directly contributes to environmental sustainability.

Senior management has considered gender equality and consulted with gender experts to identify possible gender impacts of the Trust's work. However, discussions concluded that its work is too far upstream of the wide range of gender issues further down the production chain to have significant impact.

The Trust supports a considerable number of genebanks in fragile states. It has provided additional support to genebanks to perform their key functions through capacity building support and providing essential equipment.

<b>a) Allocates resources and delivers results in support of, and responsive to, Australia's development objectives</b>	<b>STRONG</b>
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Agriculture is an important sector for the Australian economy, generating up to \$43 billion in gross value each year. Farming employs around 370 000 across Australia. Australia's primary industries including agriculture face unique challenges in a changing climate and could face a broad range of repercussions. A priority for the Australian Government is to equip primary producers to adapt and adjust to the impacts of climate change.

The Trust is viewed as an essential element in the funding strategy of the International Treaty on Plant Genetic Resources for Food and Agriculture, to which Australia is a signatory.

The work of the Trust on crop diversity underpins agriculture and is therefore an essential pre-requisite to developing new crop varieties that are required not only to secure food security in the face of future challenges such as climate change and population growth but simply to maintain current production levels.

The work of the Trust to identify, regenerate and characterise plant genetic material on a global level, including wheat, for use by the agriculture sector is critical. In addition to funds from the Australian aid program, the Australian Grain Research and Development Corporation provides funding to the Trust and is represented on the Donor’s Council. The public–private partnership nature of the Trust ensures that its work is of interest and relevance beyond the aid program.

One of the major initiatives of the Trust was the establishment of the Svalbard Global Seed Vault in 2008 to provide insurance against both incremental and catastrophic loss of crop diversity held in traditional seed banks around the world. The Global Vault holds over 750 000 individual seed samples. Australia has deposited over 10 000 seed samples to the vault to secure the long-term conservation of critical crops.

Australia was an early supporter of the Trust and is currently the fourth biggest contributor to the Trust’s endowment fund. Australia’s national interests have been well served by its investment in the Trust. Early involvement in establishing the Trust has facilitated Australia in becoming a major player in plant genetic resources and positioned Australia to lead the Donor Council.

<b>b) Effectively targets development concerns and promotes issues consistent with Australian priorities</b>	<b>STRONG</b>
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Crop diversity is vital to the Australian Government’s efforts to:

- > improve food security, and
- > reduce the negative impacts of climate change.

The Trust is making a major contribution towards the long-term security of crop plant genetic resources—a fundamental building block for agriculture. Further, the Trust is facilitating better use of this genetic material by plant breeders and other users worldwide. The project has brought forward by about 15 years the quantum of work that might have been funded in the normal course of events.

Crop diversity in Pacific Island countries is especially hard to save because most of the crops do not produce seeds. Australia has worked with the Trust to ensure that the geographic priorities of the aid program are reflected in the work of the Trust and in October 2010 a partnership with the Secretariat of Pacific Communities (SPC) was announced to conserve the major crops of the region such as yam and edible aroids.

Through a pilot study in West Africa (Ghana, Mali and Nigeria), the Trust is attempting to establish a stronger link between its work in conservation and use in crop production. As part of this pilot, a desk study of the economic value of local diversity in crop improvement for the region was completed. The study concluded that improved crop varieties in sorghum, pearl millet, cowpea and yam which were adopted by farmers had clear economic gains at the household and national levels. For example, in Nigeria the use of improved cowpea varieties had an internal return rate of 110 per cent, contributed to a 3.8 per cent reduction in the poverty rate and had a net present value of US\$107 million per year.

<b>c) Focuses on crosscutting issues, particularly gender, environment and people with disabilities</b>	<b>N/A</b>
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Given the Trust’s mandate, their activities do not explicitly contribute to gender equality or disability inclusive development. There are gender implications for both food security and climate change adaptation. Senior management has considered gender equality and consulted with gender experts to identify possible gender impacts of the Trust’s work. However, discussions concluded that its work is too far upstream of the wide range of gender issues further down the production chain to have significant impact.

As noted in 1(a) the work of the Trust contributes to environmental sustainability (Millennium Development Goal 7).

<b>d) Performs effectively in fragile states</b>	<b>SATISFACTORY</b>
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The Trust supports a considerable number of genebanks in fragile states. The guidelines and criteria for supporting genebanks focus on the technical aspects of operation and do not appear to include any reference to the broader operating context that may inhibit the ability of some partners to deliver against targets. It has provided additional support to genebanks to perform their key functions through capacity building support and providing essential equipment.

<b>3. Contribution to the wider multilateral development system</b>	<b>STRONG</b>
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The Trust plays a small but critical global coordination role in the conservation of diversity within crops of importance to food security. It has successfully identified the most important individual collections for major crops and established partnerships with relevant genebanks for their regeneration and preservation.

The Trust was established to address the chronic funding shortage for important collections for crop diversity. It established the endowment fund to provide funding in perpetuity for the 24 major crops that are vital for global food security. The Trust has been very successful in raising funds that will make a critical difference to global crop diversity and food security.

The Trust has developed information management systems for use by genebanks to make greater use of genetic resources. Various information systems of this type existed, but not at global level. As a result, the Trust’s work has created a common platform for global crop diversity.

The Trust also plays a valuable role in raising the profile of the global challenges of food security and climate change through its website and media outreach.

<b>a) Plays a critical role at global or national level in coordinating development or humanitarian efforts</b>	<b>STRONG</b>
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The Trust plays a critical coordination role at the global-level in crop diversity through:

- > establishing a single platform for donor funding on crop diversity
- > coordination of international genebank collections
- > development of information management systems to make greater use of genetic resources, and
- > rationalisation and the search for greater efficiencies within the global system of crop collections.

Prior to the Trust's establishment, donor funding for crop diversity was piecemeal and uncoordinated with donors providing funding to support individual genebanks. The Trust played a critical role in identifying the major crop collections globally and is rationalising inputs and providing donors with the ability to avoid duplication and waste inherent in previous arrangements.

The Trust provides global leadership on ex-situ conservation of plant genetic material through the coordination of genebank collections and the establishment of the Svalbard Global Seed Vault. The Trust has made good progress in identifying the priorities for crop collections and conducting an inventory of existing collections to establish a complete collection of the world's major crops.

This is being achieved through the promotion of a rational, goal-oriented, effective, efficient and sustainable ex-situ conservation system through partnerships with international, regional and national collections. A common reporting system has been established that facilitates reporting of the conservation of major crops at the global-level.

In addition to the above, the Trust has also played a critical role in raising the profile of key issues such as crop diversity and climate change through effective use of the media.

<b>b) Plays a leading role in developing norms and standards or in providing large-scale finance or specialist expertise.</b>	<b>STRONG</b>
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<b>c) Fills a policy or knowledge gap or develops innovative approaches</b>	<b>STRONG</b>
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The Trust has supported the establishment of two global information systems to assist with genebank management and information sharing: the Germplasm Resources Information Network and the Accession-Level Information System. Various information

systems of this type existed, but not at the global-level. As a result, the work of the Trust has created a common platform for global crop diversity.

The Trust also funds research necessary for a global system of crop preservation. For example, the Trust has funded research on the protocols for conserving root and tuber crops, specifically those crops like yam and cassava that are vital for the poorest communities, and have traditionally not received research funding.

## ORGANISATIONAL BEHAVIOUR

### 4. Strategic management and performance

**STRONG**

The Trust’s mandate is clear, focused and articulated to its stakeholders. Its mandate is outlined in its fund disbursement strategy, which is its key strategic document. The pragmatic approach of the Trust’s management has translated into effective resource and program management ensuring that its work remains focused.

A significant strength is the quality of the Trust’s current leadership. The drive and tenacity of leadership has been a key factor in successes such as the establishment of the Svalbard Global Seed Vault, a backup of the world’s crop diversity. The Trust’s leadership has also raised nearly US\$220 million in funds through the efforts of two full time equivalent staff.

The Trust recognises the importance of measuring the performance of its long-term grants and uses a set of common performance indicators to work with its partners to reach agreed targets.

The Trust’s management and governance, through its executive board and Donor’s Council, are effective at driving changes to improve performance. It also attracts and retains high calibre staff.

#### a) Has clear mandate, strategy and plans effectively implemented

**VERY STRONG**

The Trust has a very clearly defined mandate and a strong sense of the role it plays under the International Treaty on Plant Genetic Resources for Food and Agriculture. The Trust has a constitution that dictates the Trust’s activities, organisational structure and relationship to the Treaty. The mandate of the Trust is outlined in the Fund Disbursement Strategy—the key strategic document for the organisation. The pragmatic approach of the Trust’s management has translated into effective resource and program management ensuring that the work of the Trust remains focused.

The Trust has avoided the mandate creep that has affected other organisations by posing the question ‘what do we not do?’ and has remained focused on fulfilling its niche role within the crowded food security/agriculture sector. The Trust takes a pragmatic and evidence-based approach to planning. For example, the Trust undertook a comprehensive study of existing genebank collections to identify existing collections of priority crops to avoid duplication of effort. The Trust’s approach is to build on what was already available to establish a complete collection. The Trust has established targets for collections of each of the major crops and tracks progress on an annual basis.



**b) Governing body is effective in guiding management****VERY STRONG**

The work of the Trust is guided by two main bodies:

- > the executive board, and
- > the Donors' Council.

The executive board is the principal decision making body. The calibre of the Trust's executive board is impressive. It is comprised of 12 members with relevant specialist skills in development, agriculture and research from the most senior levels of Government, academia and private industry. The board has good geographic representation with members from Europe, Africa, North America, Latin America and Australia.

The board plays a more active, interventionist role in the management of the Trust than a traditional board, drawing on the skills and experience of the board to raise the profile of the importance of crop diversity to global food security and fundraising. The board continues to adopt sensible and appropriate governance measures and is effective in managing the work of the Trust. Initiatives include the implementation of a risk management strategy, releasing an annual statement on risk management and requesting the development of human resources policies for the Trust.

The size of the board is appropriate for the organisation and facilitates decision making. New members follow a formal orientation program to ensure they are well informed on the work of the Trust and their role on the board. The functions of the board are governed by board rules and procedures and performance is monitored through a biennial self-assessment to improve performance where necessary.

The Donors' Council is composed of government donors, private philanthropic foundations, private companies, and institutes such as the Australian Grains Research and Development Corporation. The Council meets annually and provides financial oversight, advice to the board on fundraising and other financial matters, and a forum for sharing the views of donors on the Trust's operations. The Donor Council reviews the financial and fundraising papers for the executive board meeting.

The executive board, Donor Council and Trust senior management work effectively together to manage the strategic direction of the Trust's work and ensure that its objectives are achieved through the establishment of appropriate systems, processes and policies.

**c) Has a sound framework for monitoring and evaluation, and acts promptly to realign or amend programs not delivering results**
**SATISFACTORY**

A comprehensive set of common performance indicators was jointly developed by the Trust and CGIAR in 2007 against which all genebanks receiving long-term grant funds from the Trust are required to report on an annual basis. The framework for monitoring and evaluation is simple and provides clear guidance to users.

In addition to reporting against the performance indicators, each genebank submits a technical and financial report providing more detailed reporting on their operations including budget variations, innovations or success stories.

Evidence shows systematic and detailed follow up on all reporting by the Trust requesting additional information or verification of data. This is impressive given the small number of staff at the Trust (less than 20) and the large number of partnerships they manage (over 130). Reporting is independently verified and funding is withheld until satisfactory reports are received.

The Trust has committed to undertake an evaluation of its operations in 2012.

<b>d) Leadership is effective and human resources are well managed</b>
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<b>STRONG</b>
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The leadership of the Trust, both in terms of the executive board and senior management, is very effective at setting the strategic direction and promoting the work of the Trust, and fostering good working relationships within the team and with key partners.

A significant strength of the Trust is the quality of its current leadership. The drive and tenacity of the Trust's leadership resulted in the establishment of the Svalbard Global Seed Vault as a backup of the world's crop diversity. The Trust's leadership has also been very effective in raising funds, nearly US\$200 million through the efforts of two full time equivalent staff.

Like many small organisations, the effectiveness of the Trust is highly dependent on the leadership of key individuals and the organisation's effectiveness is at risk should these individuals move on. The Trust has established clear policies and frameworks that would assist in this regard but clear succession planning will be critical to ensure effective leadership over the longer-term.

The Trust is a small organisation with less than 20 full time staff based at headquarters in Europe (currently in Rome with plans to move to Bonn). The Trust uses the formal human resource policies and procedures of the Food and Agriculture Organization and Bioversity International. In June 2011, the board identified the Consultative Group on International Agricultural Research (CGIAR) and UN Human Resources policies as models for the Trust to use in developing its own human resources policies once its headquarters relocates to Bonn, Germany.

The Trust has included indicators on staff performance appraisal and succession planning in the common performance indicators for all partnerships.

<b>5. Cost and value consciousness</b>
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<b>STRONG</b>
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The Trust's executive board and senior management have taken important steps to understand the costs of operating genebanks and have set targets for its endowment fund.

The Trust continues to gain good results from relatively small investments.

Its endowment fund target is currently US\$470 million but this is undersubscribed (by approximately one third). Given this, the Trust is conscious of costs. It uses the funding decision tree it developed to assess proposals, including for cost effectiveness. The Trust is a very small organisation with no field presence and, as such, is able to keep operational costs to a minimum.

<b>a) Governing body and management regularly scrutinise costs and assess value for money</b>	<b>STRONG</b>
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The Trust is bound by its constitution to use funds in the most cost effective way possible to achieve its objectives. The Fund Disbursement Strategy outlines the strategy and approach for the work of the Trust and explicitly states that decisions on financing activities are based on three criteria:

- > they provide global benefits
- > aim to conserve unique bio-diversity, and
- > are cost effective, efficient and sustainable.

The inclusion of criteria on cost effectiveness in funding decisions demonstrates the Trust’s commitment to regularly scrutinise costs. One of the three major areas of work for the Trust is increasing the efficiency and effectiveness within and between collections with the specific aim of reducing costs and increasing sustainability.

Approximately 15 per cent of the Trust’s 2010 annual budget of US\$11.1 million was for operational expenditure with the remainder allocated against program activities. Overhead costs are kept to a minimum. For example, premises are secured rent free and the Trust has raised over US\$120 million for its endowment fund with a fundraising team of less than two full time equivalent staff. The Trust is transparent in its budget allocations publishing an annual budget summary statement that details allocations for program and operational costs.

A major incentive for the Trust’s move to Bonn in 2012 was to ensure that operational costs are sustainable. The German Government will provide rent free premises and operational support will assist the Trust to keep overhead costs to a minimum.

<b>b) Rates of return and cost effectiveness are important factors in decision making</b>	<b>STRONG</b>
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The Trust undertook a joint study with the Consultative Group on International Agricultural Research on the cost of operating genebanks. While the purpose of this study was to determine the true cost of these centres with the aim of securing sufficient funding, it does demonstrate a commitment by the Trust to developing a sound understanding of the financial operations.

The work of the Trust is funded through an endowment fund that will not be able to keep pace with programming needs over the longer term. Given this, the Trust continues to make programming decisions that target global priorities and build on existing facilities and resources to keep costs under control.

The Trust has developed a funding decision tree for assessing collections as eligible for Trust funding. The chart includes consideration of efficiency and cost effectiveness as part of the decision making process.

The Trust has undertaken some exercises on cost-benefit analysis of their work. For example, the US Department of Agriculture completed a study in 2005 that estimated that 1000 additional accessions (deposits) of new rice samples had an estimated value of US\$325 million. Based on these estimates, the Trust calculated that it had preserved 11 000 rice varieties with the estimated benefit over a 20-year period of US\$1.95 billion. The total cost for the project was less than US\$0.2 million.

**c) Challenges and supports partners to think about value for money**

**STRONG**

As outlined above, the Trust undertook a joint study with key partner, CGIAR, to estimate the cost of genebank operations so it is well informed of the actual costs of operation. The Trust requires that all partners submit an annual financial report that includes a multi-year budget. The Trust scrutinises the financial reports submitted by its partners to ensure that resources are being used efficiently and effectively.

The Trust has indicated that it will use the study findings to negotiate operating costs with genebanks if they rise to a significant percentage of operating costs.

**6. Partnership behaviour**

**STRONG**

The Trust's success depends on the effectiveness of its partnerships with a range of credible global organisations and best-practice research institutions. It maintains 133 partnerships in 89 countries and reports on these partnerships in its annual report card.

The Trust also works in effective coordination with Bioversity International, the Consultative Group on International Agricultural Research and the Food and Agriculture Organization. It uses its strong networks in the private sector and academia to further its work and promote the importance of global crop diversity.

The Trust's work aligns with the internationally agreed priorities for the preservation of major crops, outlined in the International Treaty on Plant Genetic Resources for Food and Agriculture.

**a) Works effectively in partnership with others**

**VERY STRONG**

The operations of the Trust differ from many multilateral organisations in so far as it does not directly implement programs in developing countries. Rather, it coordinates and facilitates at the global-level the preservation and improvement of genetic material in genebanks throughout the world and is successfully developing a streamlined, global system for this purpose.

With a team of less than 30, the Trust appears to effectively manage 133 partnerships in 89 countries as well as successfully manage relationships with other key players in the sector (FAO, CGIAR) to avoid duplication of effort. The Trust does not currently have

formal processes for receiving feedback from partners although it is anticipated that periodic external reviews of the Trust will seek the views of partners.

The success of the Trust’s work is dependent on its ability to identify and maintain effective partnerships which deliver against its mandate and it appears to be performing well in this regard.

<b>b) Places value on alignment with partner countries’ priorities and systems</b>	<b>SATISFACTORY</b>
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The priorities for the Trust’s work on the preservation of major crops are outlined in the International Treaty on Plant Genetic Resources for Food and Agriculture. The Treaty reflects international consensus on the priorities for preservation and use of genetic materials, and therefore the work of the Trust aligns with the priorities of partner countries.

<b>c) Provides voice for partners and other stakeholders in decision making</b>	<b>N/A</b>
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[Not applicable.]

The Trust’s mandate is to conserve and improve the genetic resources for the world’s major food crops through funding genebanks. As such, it does not directly develop or implement programs and therefore this criterion is not relevant.

<b>7. Transparency and accountability</b>	<b>STRONG</b>
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The Trust displays a high degree of transparency and accountability in its operations. Its website is comprehensive and it posts online content relating to its internal operations, including summaries of executive board meetings. It also posts information on its outcomes and performance reports for its activities.

The Trust’s fund disbursement strategy has guidelines and criteria for allocating resources which are systematically applied. The funding decision tree it has developed outlines the requirements partners must meet to be eligible to receive Trust funding.

The Trust has sound policies and processes in place which support good financial management (including the appointment of independent financial advisers and external auditors). It has developed transparent criteria for funding and encourages transparency and accountability in its partners through carefully monitored common performance indicators.

<b>a) Routinely publishes comprehensive operational information, subject to justifiable confidentiality</b>	<b>STRONG</b>
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The Trust has an informative website, which includes access to summaries of meetings of its Donors Council, executive board and Finance and Investment Committee. The annual program report makes publically available the performance of the Trust as reported through the annual report card and dashboard reporting systems.

The Trust also publishes an annual budget summary that includes details of income and expenditure broken down by program and operational costs. The Trust also routinely publishes audited financial statements, funds raised and an explanation of endowment fund strategies and principles.

**b) Is transparent in resource allocation, budget management and operational planning**

**STRONG**

The Trust has a Fund Disbursement Strategy that provides clear guidelines and criteria for the allocation of resources. A funding decision tree has been developed that clearly outlines the requirements that partners must meet in order to be eligible to receive funding from the Trust. The criteria directly link to the crop priorities specified in the International Treaty, the efficiency of genebank operations and avoiding duplication amongst collections.

The Trust has available on its website a number of documents relating to its grant funding. The documents include a list of priority crops, the decision support diagram as well as a list of grants made by the Trust by activity, crop and grant. All documents are readily available on the Trust’s website.

Feedback from partners during the mid-term of review of the United Nations Foundation/ Bill & Melinda Gates Foundation project indicated that the process for Trust funding was clear to partners with resource allocation decisions guided by the Fund Disbursement Strategy.

**c) Adheres to high standards of financial management, audit, risk management and fraud prevention**

**STRONG**

The Trust has a Finance and Investment Committee that presents reports to the executive board through the Donor’s Council on their financial operations. The investment of the Trust’s endowment fund is managed by independent financial managers, Cambridge and Associates.

The summaries of proceedings of meetings of the Finance and Investment Committee are accessible on the website and suggest there is an adequate standard of overall financial management.

The Trust’s 2010 financial statement has an unqualified opinion from the appointed external auditor, PricewaterhouseCoopers, also suggesting that the Trust meets international standards.

The mid-term review of the United Nations Foundation/Bill & Melinda Gates Foundation project identified risk management as a weakness. The review acknowledged that the Trust had developed a highly sophisticated risk management matrix but the process had not identified the full range of potential risks. The Trust has since remedied this issue in subsequent risk management matrices.

Despite this finding, evidence shows that risk management is given high priority by the Trust with the preparation of an annual statement on risk management and internal

controls presented to the executive board for consideration. The Trust updates their risk management strategy on an annual basis to ensure that it remains relevant to the operating context.

<b>d) Promotes transparency and accountability in partners and recipients</b>
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<b>STRONG</b>
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The Trust requires reporting from the genebanks which it funds, against extensive and appropriate performance indicators. The Trust reviews the reports on both the technical and financial operations of its partners in detail and follows up where there are any inconsistencies or where further information is required, thereby encouraging transparency and accountability in partners.