

**CRP Management Team
1st meeting - 28/03/2012**

Present:
Cary Fowler
Paula Bramel
Jane Toll
Anne Clyne
Charlotte Lusty
Andie Dimitriadou

A general agenda was:

1. Review the role and responsibilities of the MT based upon the attached summary taken from the proposal to describe this committee, its role/responsibilities, and the main management elements in the proposal.
2. Issues and approach for interactions with the Consortium Office (CO).
3. Discussion on putting into place the management elements for the CRP, namely baseline on genebank operations, 5 year workplans, performance indicators, annual workplans and budget format.
4. Next steps:
 - a. Report for 2011.
 - b. Consultation process with the genebanks on setting baseline operations, workplans, and indicators.
 - c. Schedule of deadlines for the year.

Summary of discussion

Review of Appendix 1 included a discussion of the role of the CO and its incorporation into the MT. We identified a number of issues that would require consultation and assistance from the CO. These included:

- Process for flow of funds from contract approval that will hopefully be finalized in mid-2012 but the project will be backdated to Jan 1, 2012. We appreciated that the Centers are now pre-financing for their ongoing activities. Thus we need to facilitate the process so that workplans and budgets can be submitted and integrated into sub-contracts as soon as possible.
- Allocation and management of capital funds. The capitol funds allocated in the approved budget are not full replacement values according to the costing study. They are provided in the annual budgets for individual Centers so we need to ring-fence and use these funds for their intended purpose to meet the current need for high value capital items across the CRP .
- GENESYS needs to be brought into the CRP fully as was proposed at the meeting held in December at CIMMYT. The close of the Gates Project and its external

- review will serve as a good opportunity to make the transition, and in this context, it is proposed to have an external review of GENESYS as soon as possible. An interim steering committee needs to be established to give leadership and guidance to the actions identified from the CIMMYT meeting.
- Interactions with other CRPs and representation at their meetings will be important in order to enhance planning and collaboration. Sharing this responsibility with the CO as well as a careful evaluation of the needs for attendance to each meeting will be required to manage this effectively.
 - The CO in many cases can do representation of the CRP at higher levels with coordination through the MT.
 - Full involvement in reaching the new target for the Endowment is a commitment that the Trust assumes has already been made by the CO and CB
 - Allocation of the non-recurring funds will be considered at the next MT meeting.
 - The conclusion of the costing and budget for the ICRAF genebank requires a consultation with Gordon MacNeil, and Geoff Hawtin
 - Navigating the Centers' current Finance Systems and the shift to a more standard system such as the One Corporate System will require advice from the CO

It is proposed that the Trust-based MT holds regular monthly meetings through Skype or conference call with the CO. The agenda will be shared prior to the meeting to allow for them to plan to participate or input in the monthly meeting. We have a commitment to provide them with regular updates and to consult on issues prior to communicating with the Centers.

Communication in the CRP

Developing a communication approach with Centers and the Consortium is important for the future. This has not been outlined in the proposal or accounted for specifically in the budget, except the addition of a resource mobilization/communication expert as part of the Trust staff allocated for management of the CRP. A consideration of the communication activities and the best way to approach these needs to be done in consultation with the CO and needs to consider funds available. It also needs to consider internal as well as external communications. A high priority will be to develop communication that will enhance the effort that is needed to raise the endowment. Internally, communication about the genebanks has to be given focus by the Centers.

Operations of the MT

The day-to-day management of the CRP will be the responsibility of Paula, Charlotte, and Andie. The MT will have regular scheduled monthly meetings with formal minutes. Prior to the meeting, the agenda will be shared with the CO and the Genebank Managers for comment or additions. The minutes will be shared for feedback as well. If needed, conference calls will be arranged with the CO, Genebank Managers, Center Management, or all of these depending upon the issues. The annual meeting will be a

very important opportunity to enhance the management of the CRP. The MT will endeavor to operate in a transparent fashion with a focus on cost efficiency. The MT will make decisions as needed in consultation with all parties to ensure the delivery of the objectives and the smooth operations of the CRP.

Management elements of the CRP

In the proposal, monitoring and evaluation systems are outlined based upon the existing system for the long-term grants. Table 5 in the proposal gives a set of possible output indicators and targets for the four objectives. However, if the implementation of the CRP is to be robust with transparent accountability, a baseline of operations needs to be set. This complies with the approved Consortium level principles for monitoring that were approved by the FC. This was also discussed at the CIMMYT meeting on the future of GeneSys held December 5-9, 2011. The MT was introduced to the set of indicators that are being designed to establish baselines for all the objectives and routine/non-routine (recurring and non-recurring in the proposal) outputs. The baselines will be used to set 5 year workplans and targets. Annual workplans and targets will also be developed for every year except 2012 since that will be the year of the baseline. The reports will focus on the same indicators to compare with the targets. The plan is to develop an online tool to enhance the collection of baseline/targets/monitoring data and reporting to various users. A comparison with the existing performance indicators for the long-term grants found that all are fully incorporated but capturing mainly actual numbers rather than percentages. We only found two exceptions; 2d.2 was not included that focuses on checking true-to type in in vitro collection and 3b.2 with its focus on off-site safety duplication of cryopreservation samples. These need to be considered in the final version.

Charlotte has designed the technical baseline and indicators with input from Cary, Paula, Luigi, and Jane. They will be finalized by April 5 and shared with the CO for comments by April 13. Then they will be shared with the Genebank Managers for comments and hopefully finalized by the end of April. We would aim to start the collection of the baseline information and establish 5-year plans and targets by May 1.

The financial monitoring and reporting was discussed. All planning must be done around the available budget for routine and non-routine activities. We concluded that the detailing of the budget categories could be simplified but budgeting at the output level will be required. The detailing of the budget at this level is needed to capture gains in cost effectiveness and to allow reallocation as needed to take advantage of these gains. Thus reallocation within the budgets will be possible if we are able to build a monitoring system that has good links between finance and the technical activities.

We do not expect to see gains from efficiency and cost effectiveness until after at least 2 years. Thus planning initially must be done around current budgets. Budgets will eventually be allocated for all activities planned for non-routine activities. The total allocation will be done in phases for 2012. The first phase will focus on the routine

operations budget. The allocation of the non-recurring budget items will mainly be done in a separate process after May.

Centers have to establish independent cost centers for the Genebank under this CRP with an ability to capture all direct costs. The charging for indirect costs will need to be based on the Consortium agreement and individual Center's audited rates. The allocation of the routine operation budget, based on the costing study, will need to be adjusted to remove the individual Center capitol budget allotment and pool for a separate process of allocation. A partial allocation will be made of the non-routine funds initially as well.

Next steps will include:

- Financial and Technical Reporting for 2011 by May 31, 2012 using the same system as for the 2010 reporting, except for the Multi-year budget which will be accommodated in the CRP planning for 2012.
- Consultation process to finalize templates for baseline, 5 year workplans and targets, annual workplans and reporting on technical aspects from April 11-April 28
- Consultation process to finalize any modified financial budget template
- Technical and Financial baseline and planning templates sent to Centers for completion and submission by May 1
- Tentative deadline for the submission of completed baseline and 5 year plans is July 31 but this may change depending upon the sub-contracting process with the CO and the Centers
- Annual meeting will be Oct 8-12 in Rome

Possible agenda items for next MT meeting:

- Finalize deadline dates and process for approval of workplans, reports or agreements after consultation with CO
- Develop the process for allocation of funding to capitol and non-recurring activities