



Consultative Group on International Agricultural Research

International Board for Plant Genetic Resources

Dr. W. J. Peacock
CSIRO, Division of Plant Industry
P. O. Box 1600
Canberra, ACT 2601
Australia
Telex: PICAN AA62351
Telephone: 61-62-465250

Chairman of the Board of Trustees

Information copy:
Mr. Curtis Farrar

To: Members of the CGIAR

29 August 1988

From: W.J. Peacock
Chairman, IBPGR

You will recall that at the mid-term meeting of CGIAR, held in Berlin in May 1988, I informed the Group that the Trustees of IBPGR were initiating a study on the future organizational arrangements for the Center. I undertook that a report providing the Trustees' strategy for the future operations of IBPGR would be available, and would be presented at ICW 1989 with an interim statement at the mid-term meeting in Canberra in May 1989. This course of action had been precipitated by the decision of FAO that it could no longer provide, without cost recovery, the accommodation, services and staff which it had provided to IBPGR in the past; nor could it provide the additional accommodation necessary for the present IBPGR programme. Following the mid-term meeting (May, 1988) the IBPGR Board convened an extraordinary meeting of its Executive Committee specifically to take action.

The Trustees are anxious to keep members of the Group fully informed on progress. I attach the minutes of the special meeting of the Executive Committee.

I stress that the Board of Trustees will carry out a comprehensive review of all possible arrangements, their costs and implications, and will make a decision which will maximize the effectiveness of IBPGR.

I would welcome your comments at this stage, but additionally, I want to assure you that consultation with CGIAR members will be a prominent component of the study.

I would be pleased to discuss any aspect of this matter with members' delegations during ICW 1988.

RESTRICTED TO
BOARD MEMBERS

INTERNATIONAL BOARD FOR PLANT GENETIC RESOURCES

Executive Committee

Extraordinary Meeting 11-12 July, 1988, Singapore

MINUTES

1. An extraordinary meeting of the Executive Committee was held in Singapore, 11-12 July 1988. All members were present (Drs. Brader, Chopra, Kikuchi, Murphy, Papasolomontos, Tossell and Williams) and the meeting was chaired by Dr. W.J. Peacock, Chairman of the Trustees. At the request of the Chairman, Trustees who are members of the IBPGR/FAO Management Committee were also asked to attend and Dr. Holden was present.

2. The Chairman outlined the events which had prompted the meeting. These included the information provided at the end of the last Board meeting that FAO was not willing to renew the existing Headquarters agreement and required payments for services; the mid-term meeting of CGIAR in Berlin where there had been substantive expressions of support to IBPGR from a large number of members of CGIAR (both donors and non-donors to IBPGR); the meeting of the CGIAR Committee on IBPGR which recommended to the mid-term meeting that IBPGR should meet FAO's proposed costs; and the Chairman in his presentation to CGIAR promised to look for a longer-term solution for the IBPGR HQs arrangements. In this respect he undertook that the IBPGR Trustees would present a single considered option by International Centres Week, 1989. This option has to be fully costed and documented and this extraordinary meeting was convened to initiate and steer an active campaign by the Trustees.

3. Since the CGIAR meeting in Berlin, the Chairman had received a new Memorandum of Understanding from FAO to cover IBPGR's operational base for two years: 1989 and 1990. The contents reflected the discussions of the CGIAR Committee on IBPGR with reference to costs (see paras. 12 and 13).

4. The Provisional Agenda was modified and adopted (Appendix I).

The longer-term operational base of IBPGR

5. The members of the Committee approved of the action taken by the Chairman in initiating a study. During initial discussions the following points were made:

- (i) IBPGR should not expect to move from one crisis situation to another and hence the Committee should consider the short-term problems on the one hand but the longer-term solution on the other.
- (ii) IBPGR has, over the years, evolved more and more as a centre. The study needs to determine whether IBPGR can function in a more independent way either in or out of the FAO structure. Linkages to FAO provided a number of benefits such as personnel services and easy accessibility to countries.

- (iii) Continued professionalism is essential, as too is the need for IBPGR to be creditable in research. Both these are essential to the leadership role of IBPGR.
- (iv) Several notional options are possible but a great deal of fact-finding will have to be done and consultations carried out at all stages of the study with FAO, donors and the Chairman of CGIAR.
- (v) In view of historical facts and the current programme of FAO on genetic resources, any options will need to be weighed to see that maximum collaboration is maintained. However, it has become apparent that the way IBPGR has evolved it does not fit comfortably in the administrative structure of FAO. IBPGR needs to remain relatively small, capable of rapid response and it must be scientifically motivated. Although FAO has made many accommodations, particularly administrative and managerial, IBPGR must avoid further crises, some of which in the past have adversely affected potential performance and created unease.

6. Discussions were held on whether or not to create a specific task force to conduct the study. It was agreed that this type of work falls squarely within the responsibilities of Boards of Centres and hence the Executive Committee would assume this role. It was further agreed that no outside persons would be co-opted but that as an action plan emerged, the Committee would take on outside persons, or seek outside opinions, as and when required. The Committee envisaged that later in the process, as Advisory Committee might be set up of internationally respected persons.

7. Some disquiet was expressed on the length of time for the study (July, 1988 to October 1989). It was agreed that the Chairman would inform members of the CGIAR prior to International Centres Week 1988 of what IBPGR was doing and a slot would be requested at the mid-term meeting in Canberra, 1989 in the event that a progress report will be provided.

8. An action plan was developed and this included the following papers to be drafted by Staff, in interaction with the Executive Committee.

- (i) the significance and importance of links with FAO for IBPGR's collecting programme;
- (ii) arrangements for Field Staff; relative merits of FAO contracts and IIE contracts and comparisons with the way other CG Centres make arrangements;
- (iii) advantages and disadvantages for IBPGR Research Staff being located in FAO, Rome with reference to availability of scientific literature, peer discussions and travel and whether these would differ in an alternative location;
- (iv) a discussion paper on proposed IBPGR activities which could be cooperative with activities of FAO's Commission. (If approved by the Trustees this could form the basis of a verbal presentation to the meeting of the FAO Commission in April 1989);
- (v) a discussion paper on IBPGR's future collaboration with other CGIAR Centres, National programmes (NARs), International organizations and the wider scientific community;
- (vi) a paper detailing the specific services from FAO which IBPGR will purchase and the degree of satisfaction with them;

- (vii) full documentation of costs of the services IBPGR does or will purchase from FAO, IIE and others;

Staff were reminded that IBPGR is already a decentralized centre and the single unit HQ is probably essential in view of scientific work moving IBPGR towards more matrix organization and the need for interdisciplinary teams. The papers listed above should be finalized before the November 1988 meeting of the Committee.

9. Using these papers the Committee will then pay attention to the need for:

- (i) independence of operations and decision-making on operations, including flexibility - and how this will be achieved;
- (ii) clear statements as to how IBPGR operations in future will interact with pertinent parts of FAO, IARCs, NARs etc.;
- (iii) a high and informative profile to maintain the state of confidence vocalized at the Berlin meeting;
- (iv) conclusions which are clear, positive and non-ambiguous;
- (v) continuing collaboration with FAO. Dr. Brader agreed to ascertain whether, in the event that IBPGR was not located in FAO, if IBPGR and FAO could enter contractual obligations for entry into countries by the IBPGR Field Programme.

10. As a preliminary exercise, the Committee objectively scored a number of possible options (based on location and arrangements) using 0, 1, 2, 3 (no good, poor, manageable and good, respectively) for a series of operational elements. The latter included unit location, autonomy of administrative decisions, cooperation with CGIAR Centres, contacts with NARs, efficiency of field operations, attractiveness to Staff, contact with science, effects of donor policies, political neutrality, communications and stability of arrangements. Clear and significant differences emerged which were largely related to location of the HQ unit. Members of the Committee agreed to explore these further prior to the next meeting. With respect to location and arrangements, there appeared to be significant advantages in IBPGR being an independent CGIAR Centre.

11. It was agreed that the Chairman will write to all Trustees enclosing a copy of these minutes and explaining the events which have precipitated the above discussions and initiation of a study.

New MOU for the HQ arrangement in 1989

12. The Committee discussed a supplement prepared by FAO to the existing MOU (Appendix II) which, in effect, will provide agreement for IBPGR's operational base of 1 January 1989. There were some questions on clarity but on the basis that the supplement only charges for rent and a 5% overhead and that IBPGR provides the salaries of secretaries previously funded by FAO, the Committee authorized the Chairman to sign the supplement on behalf of the Trustees.

Supplemental budget request for 1989

13. At the mid-term meeting of the CGIAR, the Chairman of CGIAR, following the meeting of the CGIAR Committee on IBPGR, informed the Group that due to IBPGR being asked to pay costs to FAO and to obtain more space, a supplemental sum of about \$700,000 will be listed in the funding requirements at ICW, 1988.

The CGIAR Secretariat has asked the Director to provide a "more or less" exact estimate and for this to be inserted on a sheet of paper inside our published Programme and Budget 1989-93.

14. The Director itemized the costs, totalling \$729,498 (Appendix III) and the Committee authorized him to submit this to CGIAR for supplemental funding.



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للأمم
المتحدة

Via delle Terme di Caracalla, 00100 Rome, Italy

Cables: FOODAGRI ROME

Telex: 610181 FAO I

Telephone: 57971

ODG/88/ 489

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Dear Dr. Peacock,

Following the informal discussions you had with Mr. Bonte-Friedheim during the recent CGIAR meeting in Berlin, I should like to propose officially a supplement to the Memorandum of Understanding of 27 February 1987 between FAO and the International Board for Plant Genetic Resources (IBPGR). If the IBPGR Board of Trustees agrees, this letter would constitute the Supplement to the Memorandum of Understanding referred to above.

The arrangements established on a trial basis up to the end of 1988 are extended until the end of 1990, subject to the following terms and conditions.

1. For liquidity reasons, FAO shall not finance any professional or general service post in 1989 and 1990 for staff working for IBPGR.
2. IBPGR shall pay FAO for all services rendered by the latter at cost plus a reduced agency rate of five percent of total expenditure. The rent paid by IBPGR for accommodation at FAO Headquarters shall not be included in the total expenditure.
3. Installments of US\$80,000 each shall be paid on 1 April, 1 August and 1 December of each year; the yearly balance of the agency cost, determined on an actual basis, shall be paid during February of the following year.
4. IBPGR shall pay rent for allotted Headquarters space in accordance with the rates paid by FAO which, at present, are US\$229.94 per square metre. Such payments shall be made according to the schedule agreed upon in paragraph 3.
5. All payments by IBPGR shall be credited to FAO/UN Trust Fund US dollar Account No. 490650/67/72, Banca Commercial Italiana (BCI), FAO Branch, Rome, mentioning TF 9150.

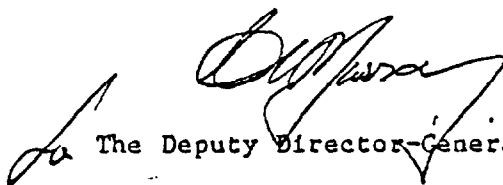
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Dr. W. James Peacock
Chairman, IBPGR Board of Trustees
Chief, Division of Plant Industry
CSIRO
GPO Box 1600
Canberra, ACT 2601
Australia

In the original Memorandum of Understanding FAO's present and future space problems were already noted. It was recommended that the problems of accommodation should be dealt with by the Board at an early stage should a further major expansion of IBPGR staff in Rome be envisaged. FAO will assist the IBPGR in all ways possible to find an acceptable solution.

If the Board of Trustees is in agreement with the proposals made in this letter, I would be grateful if you could sign one of the attached copies of this letter in your capacity as Chairman of the Board of the IBPGR and return it to me.

Yours sincerely,


The Deputy Director-General

Agreed on behalf of the
Board of Trustees:

W. James Peacock
Chairman, Board of Trustees
International Board for
Plant Genetic Resources

Supplemental Budget Request for 1989

The Director requires the endorsement of the Executive Committee for the following request.

	<u>Payments to FAO</u>	<u>Other payments</u>
	\$	\$
FAO rent <u>1/</u>	75,000	
Overhead (5%) <u>2/</u>	309,498	
Salaries of secretaries previously paid by FAO		100,000
New premises (rent + costs)		100,000 <u>3/</u>
Two new staff (messenger/guard)		40,000
Furnishings)		
)		
Installation etc.)		105,000
	Total: \$729,498	
	=====	

1/ US\$229.94/m² x 322 m² = \$74,041. Total existing space = 322m²

2/ - 5% of Trust Fund at \$6,264,000

- will include previous charges for a share of expenses for clerical post, publications pool, computer pool, telecommunications pool (which totalled \$31,294.87 in 1987)

- it will not include costs of cables/phones; stationery and forms; photocopies (which were respectively \$30,000; \$4,000; \$4,000 in 1987). These are valid IBPGR costs.

3/ - Rent Italian Lire 9,000,000/month = L. 108,000,000/year = \$85,039 (at exchange rate \$1 = L 1,270). This represents a cost of \$229.83/m²/year. Total new space = 370m²

- Other expenses will include condominio \$ 4,500 per annum; heating \$350 per month for 5/6 months; utilities \$3,000 per annum estimate.