



Evaluation Management Response

Evaluation title: CGIAR Genebank Platform Evaluation

Date Management Response provided to Advisory Services Shared Secretariat:

The overall response to the evaluation:

CGIAR management is supportive of the evaluation and its recommendations. Overall, this report gives strong endorsement for the activities, cost-effectiveness and value of the genebanks and germplasm health units. There is belief in the effectiveness of systemwide coordination and the cross-Centre mechanisms, such as communities of practice, that were started in the Genebanks CRP era and developed further in the Platform, and a message to funders to continue investing in them. There is room for improvement, and we agree with the advice to continue work on genebank data quality and curation, expanding outreach to a wide range of users, strengthening work on PGRFA policy, germplasm health units and collaboration with breeders to evaluate high-potential material, as well as to clarify roles and collaboration with the Crop Trust. We have come up with a set of actions that respond to the recommendations and will be accommodated in our plans for developing the proposal and budget for the next phase of activity for 2025-2027. Our thanks go to the reviewers and the IAES staff who supported this evaluation.

Persons-in-charge for Follow-up to Management Response:

Charlotte Lusty, Michael Halewood, Lava Kumar, Sonja Vermeulen

RECOMMENDATIONS and ACTIONS:			
(copied from the Evaluation Report):			
Recommendation 1: CGIAR should continue to recognize the importance of CGIAR genebanks and the responsibility and obligations that CGIAR carries in respect of the ITPGRFA and for the future of biodiversity on earth; and to fully support genebanks:			
a. Ensure effective coordination across CGIAR. Continue the integrated approach of genebanks improvement including, inter alia, external peer review of processes and units, quality management systems (QMS) and CoPs. Work toward a more harmonized approach to database management tools such as GRIN-Global to meet the needs of all centers, particularly in clonal crops. b. Provide a single point of coordination and leadership to ensure effective system-wide support and to achieve better visibility of genebanks globally. c. Develop a strategy at the CGIAR system level and across Centers to support succession planning for genebanks staff complementing existing efforts at the individual genebanks level.			
Management Response	Fully accepted		
Management Response (commentary):	This recommendation endorses the approach of the existing Genebanks Initiative and the continued support provided by funders and management. CGIAR fully accepts this recommendation and will develop the new P25 proposal for Genebanks building on the foundations of the Platform and Initiative. CGIAR will endeavor to ensure that the genebanks are fully supported and able to fulfil their legal obligations. CGIAR continues to support an integrated genebank system based on Communities of Practice (CoP), a quality management system (QMS) approach and expert teams working across Centres. CGIAR will actively coordinate with the Crop Trust to ensure that there is a harmonized review process. CGIAR also supports a single point of coordination at the Senior Director level and a small team to harmonize efforts in data management, quality management, outreach to users and policy engagement, etc as well as to improve visibility for all CGIAR genebanks and germplasm health units. The key roles of leadership and capacity within the Initiative and genebanks will be identified and a succession strategy developed to ensure smooth functioning of both the Initiative and individual genebanks.		
Brief explanatory statement if the recommendation is rejected or partially accepted:			

Management Follow-up					
Actions to be implemented	Responsible¹	Timeframe	Is additional funding required to implement the recommendation		If further funding required – how much and what is to be done if no funds available?
1. Integrated approach of Initiative will be maintained and described in P25 portfolio proposal for Genebanks & GHUs	P25 Genebanks proposal writing team	June 2024		No	
2. Coordinated strategy for technical review of genebanks co-developed by the Crop Trust and CGIAR	Crop Trust Program Director & CGIAR Genebanks Senior Director	June 2024		No	Technical review of individual genebanks is not included in the current Genebanks Initiative budget. Crop Trust is relied upon to provide this function at least for genebanks with long-term partnership agreements. The coordinated strategy will design one harmonized process for periodic external review of all genebanks.
3. Key positions & capacities identified and supported at Initiative level (inc. overall coordination, policy & GHU leadership and harmonization of data management) and succession plan developed	Genebanks Initiative Management Team	December 2024	Yes		Some key capacities are missing from the current budget but will be included in the 2025-2027 budget. If they are not funded, then systemwide coordination and harmonization will be significantly reduced.

RECOMMENDATIONS and ACTIONS:			
(copied from the Evaluation Report):			
Recommendation 2: Funders and CGIAR should ensure adequate and reliable funding.			
a. For routine operations and infrastructure, ideally a large proportion of this funding will be ring-fenced, recognizing the inflexibility of the core needs of the genebanks.			
b. Costing scenarios should be periodically updated to reflect changes in operations. Invest to improve operational efficiency. Where research indicates that investment can increase effectiveness and efficiency, uplift funding should be made available based on an appropriate technical proposal and business plan.			
Management Response	Fully accepted		
Management Response (commentary):	A Financial Model Reference Group, with membership across CGIAR governance bodies and management, is developing a financing strategy for genebanks. In the interim, an assurance mechanism is in place and approved annually by the System Council. The plan is based on in-depth costing and includes efforts to improve efficiency. The P25 proposal for Genebanks will include both costed elements and components to invest in operational efficiency following the structure of the Genebanks CRP and Platform.		
Brief explanatory statement if recommendation is rejected or partially accepted:			

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – howmuch and what is to be done if no funds available?
1. Recommendations of the Financial Model Reference Group will be reviewed and considered by governance and management groups, (including the Genebanks Initiative Management Team). The Group will propose a means of securing stable long-term and adequate funding to genebanks across multiple years.	FMRG	September 2024		No	
2. Genebank and GHU operations will be costed in 2024 and will be used as the basis for the P25 proposal for Genebanks	Genebanks Senior Director	December 2024	yes		Approx 5-10K will be required per Centre to complete the costing. The budget has been requested from the Genetic Innovation budget. If funds are not available a rationalized approach will be adopted whereby Centres either fund their own costing, update figures without additional cost or only selected Centres are costed. More importantly the results should be carefully reviewed in order to ensure an acceptable level of parity. This will necessitate external consultancy help that will be critical and should not be rationalized.

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
3. An investment plan for improved operations will be included in the P25 proposal for Genebanks	P25 Genebanks proposal writing team	June 2024		No	

RECOMMENDATIONS and ACTIONS:					
(copied from the Evaluation Report):					
Recommendation 3: CGIAR and Crop Trust should work together to strategically identify and ensure a coordinated approach to the many common goals including funding, visibility, and the development of non-CGIAR genebanks.					
Management Response		Fully accepted			
Management Response (commentary):		This is a timely recommendation as two years have passed since the transition of oversight of the Genebanks Platform from the Crop Trust to CGIAR. In order to improve the strategic coordination between the two organizations, a planning meeting will be held which will aim to produce a “Coordination Strategy”, including plans for the coordinated strategy for technical review of CGIAR genebanks, GRIN-Global CE development and an updated <i>modus operandi</i> on funding, visibility and partnership with NARES. The outcome will form the basis of an updated Memorandum of Understanding between the two organizations. The Crop Trust Science Team and CGIAR genebank managers will continue to meet on a monthly basis.			
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required toimplement recommendation		If further funding required – howmuch and what is to be done if nofunds available?
1. Planning meeting and drafting of “Coordination strategy” between the Crop Trust and CGIAR	Crop Trust Program Director, CGIAR Genebanks Senior Director	December 2024	Yes		Funding will be required for a small physical planning meeting (approx. 50K). This will be covered by the Senior Director’s budget and Crop Trust budget. If funding is insufficient either a virtual meeting will be held or fewer people will attend.

RECOMMENDATIONS and ACTIONS:

(copied from the Evaluation Report):

Recommendation 4: Policy

CGIAR Policy Related to Plant Genetic Resources must remain under the same umbrella as the genebanks. It has both an outward and an inward-facing role and must be sufficiently resourced to achieve both. The Policy Module was introduced in the Platform in response to an identified gap in the CRP and became an indispensable part of the Platform.

Management Response	Fully accepted		
Management Response (commentary):	The Policy Module remains under the Genebanks Initiative and will be included in the P25 proposal for Genebanks. CGIAR fully acknowledges the outward and inward-facing roles of the Policy work. These roles will continue to be developed and budgeted under the new proposal.		
Brief explanatory statement if recommendation is rejected or partially accepted:			

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
1. Policy Module, including inward and outward facing roles, will be described in the P25 proposal for Genebanks	P25 Genebanks proposal writing team	June 2025		No	

RECOMMENDATIONS and ACTIONS:			
(copied from the Evaluation Report):			
Recommendation 5: Support/collaborate with policy knowledge inside CGIAR beyond the genebanks.			
a. Knowledge of policy issues and awareness of their importance was achieved for genebanks under the Platform. Capacity building efforts must now expand beyond genebanks to other relevant stakeholders in the CGIAR system including breeders, biotechnologists, and information technology specialists. Information and training materials require regular updates in view of the evolving policy context.			
b. The Genebanks Initiative policy team should collaborate with other parts of the CGIAR system, including the other initiatives such as Nature Plus to provide a more comprehensive coverage of policy issues related to PGR.			
Management Response	Fully accepted		
Management Response (commentary):	CGIAR agrees that the policy group should support and collaborate with groups beyond the genebanks. Several recent deliverables are the outcome of such collaborations. As examples: • Two CGIAR 'Statements' engagement with biotechnology and gene editing; • CGIAR submissions to international bodies (Convention on Biological Diversity, International Treaty on Plant Genetic Resources for Food and Agriculture) concerning CGIAR's conservation and plant breeding work, and the use of digital sequence information; • Peer reviewed publications on CGIAR operations under the Plant Treaty framework on the use of DSI in agricultural research and development; • Awareness raising, working with the CGIAR legal team, with the Centers IP focal points and pockets of breeders to comply with ABS policies, and to publish regular and complete disclosures of restrictive licenses and IP applications over plant breeding products; • Around 55% of CGIAR staff that took the Genetic Resources Policy online course worked in programs other than genebanks. However, it is clear that systematic policy support and capacity building is required by CGIAR scientists, breeders and other Initiatives to increase understanding and engagement with PGRFA policy development, including in <i>in situ</i> conservation and farmers' rights. The policy team is in the process of recruiting additional expertise and will set up mechanisms to increase cross-initiative understanding of PGRFA policy and increased coverage of policy issues and discussions.		
Brief explanatory statement if recommendation is rejected or partially accepted:			

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
1. PGRFA Policy Community of Practice will be established and mechanisms for capacity building will be strengthened (including webinars, Centre policy teams, enabling alumni from Genetic Resources Policy online course to carry out training)	Policy Lead	December 2024		No	
2. Breeders and other scientists working in areas relevant to PGRFA will be required to take the Open University Course on Genetic Resources Policy for CGIAR scientists	Genetic Innovation Managing Director	2024-2027		No	

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
3. Policy work to support <i>in situ</i> conservation and farmers' rights (e.g. support to scientists working PGRFA conservation in other CGIAR Initiatives, promotion of CGIAR ethical standards and best practices related to farmers' rights, submissions to international bodies, workshops and other potential outputs)	Policy Lead with representatives of other Initiatives (e/g/. Nature Positive)	From 2025	Yes		Approx 100K will be budgeted for this in the new P25 proposal. If this is not provided the activities will be scaled down but will still be initiated.
4. Creation of a working group to focus on cutting edge policy to manage and make available digital sequence data (including possibly through new project with CAAS, China)	Policy Lead	From 2024		No	

RECOMMENDATIONS and ACTIONS:			
(copied from the Evaluation Report):			
Recommendation 6: Policy Ensure support to the policy function is commensurate with the breadth of expectations of the global community.			
Reinforce CGIAR capacity through increased human resources within the policy team and/or appropriate networking with other parts of CGIAR working with policy related to PGR, to secure the existing expertise and networks. If more resources are assigned, it is proposed that they are distributed across different centers.			
Management Response	Fully accepted		
Management Response (commentary):	CGIAR agrees on the need to reinforce capacity within the Genebanks team and across CGIAR to work on Plant Genetic Resources Policy. More than 100 people have passed through the PGRFA Policy Course and are able to provide support to others in implementing policy-related decisions or including policy-related activities in workplans and proposals. As indicated in the response to R#5 an additional expert is being hired who will be based in Kenya and a cross-Centre, cross-Initiative community of practice will be established. This train-the-trainers approach will be adopted by the Community of Practice. Further low-cost mechanisms will be developed to support policy work in every Centre, including by attracting young fellows to conduct policy research.		
Brief explanatory statement if recommendation is rejected or partially accepted:			

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
1. Small policy teams (3/4 people) will be established in each CG Centre to provide a focus for addressing, discussing and advancing PGRFA policy issues and agenda as part of a systemwide network of PGRFA policy expertise	Policy Lead	December 2024		No	
2. An internship scheme will be set up to engage young CGIAR scientists in policy-related research and engagement under the supervision of the Policy team	Policy Lead	January 2025	Yes		USD 100,000 will be budgeted in the P25 Genebank proposal. If this is not funded the scheme will not be set up.

RECOMMENDATIONS and ACTIONS:			
(copied from the Evaluation Report):			
Recommendation 7: Policy– Increase explicit strategic consultations on policy with a wide range of external stakeholders.			
a. The policy component should serve as the “sensory system” of CGIAR and should reinforce the ability to consult a wider section of stakeholders, identify the existing opportunities for the consultation, and design new mechanisms if gaps are identified. The policy team should strengthen anticipatory work on emerging and innovative topics (e.g., open-source seed). b. Consider re-establishment of the genetic resources policy group. c. In collaboration with partners, possibly including International Food Policy Research Institute (IFPRI), carry out policy research on important policy-related issues such as Digital Sequence Information (DSI), benefit sharing and user tracking both to inform CGIAR on its own stance on key issues but also to inform international policy fora.			
Management Response	Fully accepted		
Management Response (commentary):	CGIAR supports these recommendations. Management will set up a multistakeholder genetic resources policy group, ensuring that there is synergy and not overlap with current groups internal and external to CGIAR. The membership will be comprised of representatives of private sector, civil society, farmers organizations, high- and low-income NAREs, ARIs, Secretariats of international bodies to provide feedback on policy issues of relevant to CGIAR. The group will be expected to meet at least once a year to improve our sensory system and to get feedback on our evolving strategy for engagement in international policy-making fora, CGIAR-specific policies and best practices. CGIAR will continue to carry out policy research and publish papers on topical issues such as digital sequence information (DSI).		
Brief explanatory statement if recommendation is rejected or partially accepted:			

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
1. Generate and consult on new terms of reference and convene a multistakeholder group to provide feedback on genetic resources policy issues. To meet 1-2 times annually.	Policy Lead	From 2024 onwards		No	
2. Collaborate with IFPRI, DSI Scientific Network and possibly others on policy-related research. Joint papers published.	Policy Lead	From 2024 onwards	Yes		USD 100,000 If additional funds are not available, we will need to scale back the breadth of data collection and analysis

RECOMMENDATIONS and ACTIONS:			
(copied from the Evaluation Report):			
Recommendation 8: Use - Adopt a wider definition of users when designing outreach programs.			
This should include users whose focus is to enhance the conservation and use of genetic diversity in situ—as noted in the Genebank Proposal. This would better address the System Level Outcome (SLO): “improving natural resources systems and ecosystem services”.			
Management Response	Fully accepted		
Management Response (commentary):	CGIAR fully agrees with this recommendation. There are a wide range of users accessing genebanks from farmers to advanced research institutes. The Initiative is planning to develop multiple mechanisms within a common portal to make a wide range of users aware of the genebanks and the services that they provide, including a means to make selections of accessions, order germplasm or request support for a wide range of uses including for improving natural resources systems and ecosystem services.		
Brief explanatory statement if recommendation is rejected or partially accepted:			

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
1. Develop and implement a plan for a common portal to attract and manage a wide range of users accessing CGIAR genebanks including the articulation of specific use cases for <i>in situ</i> /on farm users and for improving natural resources systems	Genebanks Senior Director	December 2025	Yes		We hope to get the funding to implement this in the P25 proposal. We can work at different scales and levels of ambition but significant investment is required to develop use cases.
2. A “Genebank Services” Team will aim to analyze and monitor trends in use recorded through the common portal and the impact of different content to improve CGIAR’s intelligence on users and users’ needs	Genebanks Senior Director	December 2027	Yes		As above

RECOMMENDATIONS and ACTIONS:

(copied from the Evaluation Report):

Recommendation 9: Use – Expand efforts to encourage and facilitate the use of genebank collections.

- a. Improve data curation to ensure CGIAR and other breeders' confidence in data published in Genesys and Digital Object Identifier (DOI).
- b. Enhance the functionality of Genesys to become a more useful tool for breeders, not only for the genebank community, & build confidence through a quality assurance system.
- c. Identify and address breeders' needs for more detailed data (possibly through a synergy with the Germinate software as envisioned in the Divseek initiative).
- d. Establish a working group to review IT needs of CGIAR genebanks. This group can include genebank managers, breeders, and data experts who are at arm's length from the Crop Trust IT team, to avoid conflicts of interest.
- e. Ensure funding for the wider evaluation of collections including phenotypic and molecular of high potential material areas of study to be decided in conjunction with researchers and breeders to maximize value of the accessions to all users.

Management Response

Fully accepted

Management Response (commentary):

CGIAR fully accepts the need to expand efforts to encourage the use of the genebank collections. There are many ways to do this and the reviewers helpfully provide focus in their recommended five points.

- a. The Genebanks Initiative is focusing on primary areas for data curation (e.g. taxonomy, geographical references, genotypic data, key traits) and mechanisms to annotate them to convey levels of confidence and quality. This is ceaseless, high-investment work. Some data are historical and will never be improved. We need methods for using proxies, AI or other ways of ensuring efforts are focussed on areas that can be improved.
- b. To be addressed by the Crop Trust and supported by CGIAR
- c. The Genebanks Initiative is establishing a "Genebank Services" team who will work on building the content of the common portal (see R#8) and support genebanks in improving data curation, diversity analyses and bioinformatics. This includes addressing breeders' (among other users) needs by trawling datasets, collating and integrating genotypic and phenotypic data and carrying out diversity analysis. This is a long-term effort and resources for this Genebank services team will form a core part of the P25 proposal. It will take time and strong support and

	responsiveness from breeders and other users' to achieve results. d. A CGIAR Data Management Community of Practice for Centre data managers has been set up as a separate entity from the CoP run by the Crop Trust. They interact with the Seed Quality Management and Clonal Crop CoPs to consult and attain the information that they require to establish common data and data management needs for the management of genebank collections. e. Genebanks continue to develop subsets of high potential and diversity materials for evaluation. Funding for this activity will be included in the P25 Genebanks proposal. For the wider evaluation of these target subsets to maximize their value, funding will be sought as part of the targeted trait discovery flagship of the P25 proposal for the Accelerated Breeding Initiative or its replacement.
Brief explanatory statement if recommendation is rejected or partially accepted:	

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
1. A “Genebank Services” team is established, and supported through the P25 proposal for Genebanks	Genebanks Senior Director	June 2024	Yes		Limited funding is already available to set up this team but more will be sought in the P25 proposal. If not funded, the effort to add value to collections will be represented by relatively opportunistic efforts by individual genebanks.
2. CGIAR Data management CoP develops a Road Map to describe CGIAR genebanks’ common data management needs which is reviewed and endorsed by CGIAR genebank staff and leadership and shared with the Crop Trust for their support and response.	Data management CoP leaders working with CGIAR Digital and Data Group	December 2024	Yes		The Genebanks Initiative and the Crop Trust will support this work as a priority. It will need to continue as part of the P25 proposal for Genebanks.
3. Genetic Innovation Managing Director will ask breeding teams to consider inclusion of a work package on the evaluation of collections in collaboration with breeders/researchers in the P25 proposal(s)	Genetic Innovation Managing Director, P25 Breeding proposal writing team	June 2024	Yes		Funding will be sought in the P25 proposal. Project funding will also be sought for specific areas. Without such funding efforts will be scaled down and opportunistic.

RECOMMENDATIONS and ACTIONS:			
(copied from the Evaluation Report):			
Recommendation 10: Review Scientific Impact of the Communities of Practice - they represent an innovative approach which may be an exemplary model for organizations beyond CGIAR.			
a. CGIAR should conduct a review of the full scientific impact of the eight CoPs including their contribution to the effectiveness and efficiency of genebanks, to learn lessons from the successes of the CoPs during the Platform.			
b. Identify and give special attention to prospects for increasing the dissemination of lessons learned, and expanding group membership to external scientists, thereby further extending the international impact and reach of CGIAR.			
Management Response	Fully accepted		
Management Response (commentary):	CGIAR accepts that the Genebank Platform Communities of Practice have given an exemplary model and a critical means by which technological changes and improvements have been tested and rolled out within a framework of academic discipline and quality management. The collaboration with expertise, especially from outside CGIAR, has been key to the success of these communities and driven the publication of papers and sharing of knowledge. An effort will be made to document lessons learned and successes. CGIAR is also continually seeking ways of opening up the CoPs to external partners. The review will help identify where and how this may be facilitated.		
Brief explanatory statement if recommendation is rejected or partially accepted:			

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required toimplement recommendation		If further funding required – howmuch and what is to be done if nofunds available?
1. Review carried out of the different Communities of Practice. The review will be published as a scientific paper and include recommendations for how the CoPs may be expanded beyond the CGIAR.	Genebanks Senior Director	December 2024	Yes		Funding will be required for a consultancy. This will be sought from the Genetic Innovation or Initiative budget. If not forthcoming, the review will be delayed until funding is available.

RECOMMENDATIONS and ACTIONS:			
(copied from the Evaluation Report):			
Recommendation 11: Ensure stable and coordinated support to Germplasm Health Units.			
a. CGIAR GHUs have very similar roles and are necessarily geographically distributed. GHUs need continuous investment to provide a consistent service and respond to changes in the phytosanitary and policy environment. b. Like genebanks, Institute a consistent cost-recovery system for the core functions of the GHUs to ensure that they receive an appropriate fee for their services. At present, GHU funding is far from adequate or consistent year-to-year. c. Maintain the coordination mechanism for GHUs to ensure that their voices are consistently listened to. This may include a coordinator with a part- or full-time role to support them and ensure their continued development. d. Ensure that GHUs have sufficient resources to deal with potential increased workload due to new pathogens and the effects of climate change.			
Management Response	Fully accepted		
Management Response (commentary):	CGIAR is fully in agreement with this recommendation. The GHUs are in the process of undergoing an in-depth costing. These costs will be reviewed at the system level and funding needs agreed across the system determined. The revised costings will be covered through a mixed approach of cost recovery and subsidy to be provided through the P25 proposal for Genebanks. Following a similar approach to the genebanks, the P25 proposal will aim to cover a portion of operating costs and investment required for developing new diagnostics and to implement testing for new pathogens. In addition, a part-time coordinator will be identified to provide active coordination of the group.		
Brief explanatory statement if recommendation is rejected or partially accepted:			

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
1. GHUs costing completed, reviewed and approved at a system level.	Genebanks Senior Director	June 2024	Yes		Funding will be sought from the Senior Director's budget for the costing.
2. P25 proposal for Genebanks will include an investment in GHUs for CGIAR level coordination and to ensure responsiveness and continuous improvement.	GHU Leader	December 2024	Yes		The 2024 costing is likely to indicate an increase in operating funding is required by GHUs and will result in a significant rise either in the chargeback imposed on users and/or in the budget request for GHUs in the P25 proposal. Cost-efficiencies will be pursued as much as possible.
3. A cost-recovery system for processing germplasm through GHUs will be implemented in line with CGIAR level and Centre guidance and budgeted for by genebanks and breeding in their respective initiatives	Genebanks Senior Director	Decembre 2024	Yes	No	Cost recovery systems are mostly already in place in each Centre. As mentioned above we will aim to find a balance between the chargeback and the necessary subsidy to ensure GHU operations are not underfunded.

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation	If further funding required – how much and what is to be done if no funds available?
4. Recruitment of GHU Leader dedicating 50% time to lead the group based on an agreed TOR	Genebanks Senior Director	June 2025	Yes	The budget will be submitted in the P25 proposal. If not available, the existing coordination arrangement will continue.