

Annex 1
Generation Challenge Program External Review (2008) Panel Membership

Wallace D. Beversdorf (Canada) – Panel Chair

Position: Independent consultant

Expertise: Plant breeding/genetics, agronomy

Education: Ph.D., (Plant Breeding and Genetics), University of Wisconsin, Madison (1975); M.Sc., (Agronomy), University of Wisconsin, Madison (1974); B.Sc., (Agronomy), University of Wisconsin, Madison (1972).

Experience: Board of Director and Treasurer for ISAAA (1994–current); Committee member for CSIRO National Flagship Initiative Review (2006); Vice-President, Biotechnology Strategy, Syngenta CP AG, Basel (2000- 2003); Chair, Board of Directors, Zymetrics Inc. (Enzyme JV of Diversa and Novartis (1998-2003); Global Head of Research and Development, Novartis Seeds (1994-1999); has held the same post in the United States (1993-4); Scientific Manager, Plant Biology and Vice President, Allelix Agriculture, Allelix Inc. (1983-88); Chairman, Crop Science Department (1988-92). Successively Assistant Professor (1976-80), Associate Professor (1980-85), and Professor (1985-92), University of Guelph; Member/Chair of the Board of Governors of the Plant Biotechnology Institute, National Research Council of Canada ; Member of the Board of Trustees of the Centro Internacional de Agricultura Tropical (1994-99). Awards include: 1984-87: Three University of Guelph "Innovation Awards"; Sigma Xi Excellence in Research Award (1986); OAC Alumni Outstanding Research Award (1987) and several Patents.

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Markus A. Palenberg (Germany) – Governance

Position: Managing Director of the Global Public Policy Institute (GPPi), Germany

Expertise: governance & management, program evaluation, research in theoretical physics

Education: Massachusetts Institute of Technology, USA, 1998-2000. PhD, RWTH Aachen University, Germany, 1994-1998. Doctoral thesis in theoretical physics. Graduation with "summa cum laude" and award of the "Borchert medal" for academic excellence. Diploma in theoretical physics, RWTH Aachen, Germany, 1988-1994.

Experience: 2004-2005: Corporate Projects Manager for three business units, leading and driving toplevel projects and taking on interim management roles on board and director level, SCOUT24 GMBH, Munich, Baar, Switzerland. 2000-2004: Team leader of up to 5 consultants and 20 client team members on projects in Germany, France, Italy and Portugal, reporting directly to board-level client management. Focus on strategy development (market research and benchmarking-based) and overall project management, McKinsey & Company Inc., Paris, Cologne, Munich. Other part time professional activities include: Business Consultant for Etnoka.com, Paris, 2004; Part-time teaching assistant, RWTH Aachen and Laser-Laboratorium Göttingen e.V, (1990-98) and freelance research consultant, (1993-2000). Dr Palenberg is member of the McKinsey Alumnus, non-profit alumni association; the MIT alumnus association and member of the ICAN career advisor network.

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Jennifer A. Thomson (South Africa) - Consultant

Position: Professor/Head Department of Microbiology, University of Cape Town, South Africa

Expertise: Microbiology, maize biotechnology, molecular biology, modern biotechnology

Education: 1971 - 1973: PhD in Microbiology at Rhodes University, Grahamstown, South Africa. 1968 - 1970: MA in Genetics at Cambridge University, England. 1965 - 1967: BSc (with distinction) in Zoology and General Physiology at the University of Cape Town, South Africa.

Experience: 1996 - present: Deputy Dean of Faculty of Science, University of Cape Town 1984 - 1988: Director of CSIR Laboratory for Molecular and Cell Biology; 1982 - 1983: Visiting Scientist, Dept Nutrition and Food Science, Massachusetts Institute of Technology 1977 - 1983: Lecturer, Senior Lecturer, and Associate Professor, University of the Witwatersrand 1974 - 1977: Research and Teaching Fellow, Harvard University Member of over 10 national/international societies and committees. Over 50 publications in prominent journals, referee/editorship for a number of international journals, author of five book chapters, holder of two patents. Has had industrial contracts with DeKalb Plant Genetics ('93-'95) and Pannar (Pvt) Ltd.('94-'99) on maize and el callus studies.

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Annex 2
CGIAR CHALLENGE PROGRAM EXTERNAL REVIEWS (CPER)
GUIDELINES

Joint Document by the SC and CGIAR Secretariat- January 30, 2007

Background

Challenge Programs (CPs) are time-bound, independently-governed programs of high impact research that target CGIAR research goals and priorities and require partnerships with a wide range of organizations. CPs are meant to improve the CGIAR's relevance and impact, better target and integrate existing activities, achieve greater efficiency and cohesion among CGIAR Centers, widen and improve their partnerships with non-CGIAR research partners and mobilize more stable and long term financing.

Three CPs were approved for implementation beginning in 2003: Water and Food (W&F); HarvestPlus (HP+); and Generation (GCP). At AGM04, the Sub-Saharan Africa Challenge Program (SSA CP) was approved in principle for an 18-month inception phase. ExCo 6 (May 2004) requested the SC and the CGIAR Secretariat to synthesize some lessons learned from the three pilot CPs. One of the recommendations of the ensuing 2004 report was that "the current CPs be evaluated by an external panel after five years from start to assess the value added provided by the CP structure in terms of the effectiveness of partnerships and generation of outputs, evidence of adoption and impact of research, cost effectiveness of operations and sustained donor interest".

At the AGM 2005, the Group endorsed a set of 20 System Priorities to enhance the focus and cohesion of the CGIAR's research agenda. CPs may be an important option for the implementation of priority research and need to be reviewed also in this context to ensure that their rationale is validated by experience.

The guidelines for the CPERs have been prepared to address the particular characteristics of the programs that make their operations and governance distinctly different from those of the CGIAR Centers, and anticipating that CPs of different nature and duration will increasingly be used to implement a part of the CGIAR's research agenda, and help the CGIAR leverage external research capacities.

Issues

These guidelines provide the general principles that guide all CPERs. For each individual review, the specific Terms of Reference (TOR) will include both the generic issues listed below and a set of strategic issues identified through consultation with stakeholders, including the SC and the CGIAR Secretariat.

The CPER is aimed at informing the CGIAR members, stakeholders and other investors about the relevance of the program, and that the investment is sound, or recommend measures to make it so. It will advise the program and its partners about the efficiency and effectiveness of their work and the appropriateness of their internal monitoring and evaluation, and make recommendations for improvements.

The CPER should address the overall scientific quality of the program, the program's effectiveness in reaching its research goals and the appropriateness of management and governance. The CPER should focus on the extent to which the key defining characteristics of a CP have been met: high-

impact research; targets the CGIAR goals in relation to complex issues of overwhelming global and/or regional significance; requires partnerships among a wide range of institutions in order to deliver its products; is time-bound; and is independently-governed.

The individual CPERs are expected to provide inputs to a broader assessment or analysis of the extent to which the CP model is fulfilling its objectives, i.e. the purposes for which it was conceptualized and adopted.

The issues that the CPER needs to address can be clustered in two main categories:

Programmatic issues:

1. Is it likely that the CP research will eventually have a high impact based upon the conduct of the program to date? Has the CP clearly identified its direct and final beneficiaries? Were the CP's key assumptions/expected impact pathways concerning critical scientific and technological constraints, socioeconomic conditions, adoption, markets, researchers' motivation and donors' interests appropriate? Is there any evidence of progress along these pathways? Are there changes required to help increase the chances of success and the extent of impacts?
2. What has been the added scientific value from the CP; in particular, by the partnerships represented by the CP? What has been achieved by the CP that could not have been achieved without it, through Center activities or SWEPS? Is there any evidence of synergies and/or new modes of operation of the Centers involved in the CP? Can these synergies be improved?
3. Is the science in the CP overall and in the different components of high quality and are the scientific outputs recognised by peers? Does the CP, including all its partners, follow a clear policy of best practices regarding ethics and intellectual property?
4. Was the international public goods nature of the planned outputs clear at the outset and has this been reinforced from the conduct of the program?
5. To what extent have the objectives of the CP been achieved? Has the CP been effective in delivering outputs? Is there already evidence of adoption and other outcomes among the intended users? If there was a technology exchange process, how effective and efficient was it?
6. Is the CP cohesive, allocating a critical mass of resources to research with a clear set of goals in terms of outputs, outcomes, and impacts that can be monitored to measure collective progress at a system level? Was an appropriate M&E system included in the design of the CP and has it been implemented (including, inter alia, baseline data and outcome monitoring) in order to be in a position to generate, disseminate and use credible and timely evidence concerning program impact?
7. In what ways has the CP contributed to capacity building of partners? Is capacity building included in the business plan and appropriately integrated into the program?

Management/governance/partnership issues:

1. Is there a clear, balanced, and formal governance structure involving research partners? Does it provide effective and adequate oversight, including financial oversight? Are there any perceived or real conflicts of interest in the governing body? Is there a clear and effective M&E system in place? What are the constraints and benefits for the CP (in terms of research, synergies, financial arrangements, etc) that result from the arrangements with the host institution?
2. What is the relationship between CP governance systems and the Boards of the Centers leading or participating in them?
3. Is the breadth of the CP in terms of partners optimal for reaching the objectives? Is there clarity of roles and responsibilities of all partners? Is there an effective system for internal

knowledge sharing and communication across regions and research sites? Are the transaction costs in partnering well-managed?

4. What internal / external audit arrangements are in place, and do these cover site operations? For commissioned research, are the rules and mechanisms transparent? Is there a well-established, clearly defined and transparent internal control environment on implementing competitive grants?
5. How is the program's multi-year funding ensured? Is financial support diversified enough to avoid funding risks? How much is the deviation (if any) between budget and actual expenditures? What is the percentage of unidentified funding in budget at time of approval by the CP governing body? What is the proportion of transaction costs to expenditure/budget/funding?

The purpose and objectives of the CPER are to learn and to assess; hence the following general principles guide the conduct of the review:

- The Panel should take into account assessments made of the CP and available information such as MTP reviews, ex ante project reviews, reports to donors and any other information from internal monitoring and evaluation mechanisms.
- The Panel should identify key program assumptions, particularly those having implications for costs, benefits, outcomes and impact, indicating which items are expected to be included as costs or benefits, their expected magnitudes and time profiles.
- The Program needs to ensure that critical data on performance, benchmarks and context are available at the time of the CPER.
- The Panel needs to document any unexpected costs and benefits of the CP, including spillovers.
- The review process should involve adequate communication of the CPER with the CP both during the review and after it, and the results should be communicated using various approaches, preferably electronic means, reaching also external audiences.

Implementation

The CPERs are commissioned by the SC on behalf of the Group. They are organized jointly by the SC and the CGIAR Secretariat and their implementation is coordinated by the SC Secretariat. They complement the other elements of the CGIAR's Monitoring and Evaluation systems, namely the annual MTP review by the SC and the Performance Measurement System, which will be adjusted also to accommodate the CPs.

An external review panel of at least two, maximum three members will be assembled. The Panel Chair should have demonstrated experience and skills in research management as well as in scientific research. The profile of the Panel Chair would also depend on the nature of the CP's research as well as the stage that the CP is in, in its life cycle. S/he would have an understanding of international agricultural research for development; have excellent analytical capability, and excellent command of English. S/he should have experience in reviewing complex research programs and demonstrated capacity to lead an independent external review. The Panel member responsible for the governance, management and partnership component of the review should have expertise in program governance, management of multi-partner consortia and program funding.

The review team may include 1-2 consultants to cover specific aspects corresponding to the complexity of the concerned program in which the Panel requires ad hoc expertise. Thus, the review Panel will have more flexibility to deal with issues that may not require an expert to be on board for the full period of the review. In consultation with the SC and the CGIAR Secretariat the Panel will determine if there is a need for consultants, who subsequently are selected through a standard Panel

selection process led by the SC. The TOR of these consultants should include time for consultations upfront and towards the end of the review process.

All Panel members and consultants participate in the review in their personal capacity and should have no conflict of interest with the CP. Causes of potential conflict include: current employment with a CGIAR Center or CP; previous employment or consultancy with the CP; employment with any of the CP partners; participation or consultancy in planning of the CP or its components; representative of a donor to the CP with any responsibility related to the program funding.

In addition to the generic questions presented in this document, additional review questions will be included in the TOR for each CPER. These would reflect the specific nature and focus of the CP and its research and review history. The CPER should provide information to guide decisions about continuing the program's activities.

The review will include one visit to the host institution of the CP and also a visit to at least one CP partner. It is essential that the CPER reviews the efficiency of the partnerships and captures both the internal partners' and external stakeholders' perceptions.

The report should be clear and succinct. It should explicitly address all the points of the TOR with sufficient analysis to support the conclusions; and present clear and explicit recommendations for improvement, or for bringing the CP to closure. The report should be brief and concise (not to exceed 60 pages), and should include a short Executive Summary (not more than 2 pages). Any supplementary evidence and/or tables could be included in an annex, but the text should be self-contained.

The CP will prepare a response to the Panel report. The SC and CGIAR Secretariats will prepare a commentary to the report prior to its submission to the ExCo and to the Group. The SC and the CGIAR Secretariat will monitor the follow-up of the CPER through the MTP and report their assessment to ExCo.

Background Documents that the CPER Panel is expected to use

1. CP specific Terms of Reference
2. CP full project proposal
3. SC commentary on CP full proposal
4. CP final Business plan
5. CP Annual reports
6. CP MTPs, including annual work plans
7. SC commentaries of CP MTPs
8. CP annual budgets
9. Description of competitive grants process
10. Major funding applications
11. Reports to donors
12. Donor assessments
13. Description of internal monitoring and evaluation processes
14. Internal monitoring and evaluation reports
15. List of program publications by category (to be decided)
16. List of program partners, the specific contribution to the research and the associated budget share
17. CGIAR documents of lessons learned from CPs (e.g. 2004)
18. Selected peer reviewed papers/books produced by the CP

Annex 3
CGIAR EXTERNAL REVIEW OF THE GENERATION CHALLENGE PROGRAM
TERMS OF REFERENCE

BACKGROUND

The Generation Challenge Program (GCP) began its operations in September 2004. This Challenge Program External Review (CPER) evaluates the progress of the GCP as it is coming towards the end of its first phase. The review will be conducted following the CGIAR CPER Guidelines, a companion document to this TOR and available at <http://www.sciencecouncil.cgiar.org>.

For logistics please see the “Implementation” section of the CPER Guidelines. It is expected that this review will take up to a total of 30 working days. The schedule for the review as well as contract details will be specified in the appointment note to panel members.

TOPICS TO BE COVERED

The main topics to be covered by the CPER are:

1. The seven (7) programmatic issues as described in pg. 2 of the CPER Guidelines.
2. The four (4) management, governance and partnerships issues as described in pg. 3 of the CPER Guidelines.

In addition, while addressing these issues, the Panel is asked to comment on the following specific items:

3. **Priority setting and research focus:** How has GCP managed to balance the general goal (to create an integrated platform for dissecting genetic diversity in crop plant genetic resources applying genomics and bioinformatics) with the specific research targets that address fundamental questions related to tolerance of drought stress a as proof of concept to demonstrate the application of the CP’s outputs? GCP has a broad mandate targeting almost all CGIAR crops – has the research been focussed enough? Has the system of competitive/commissioned research been used appropriately and effectively to achieve the optimal research portfolio. Has it been successful in mobilizing science beyond the CGIAR?
4. **Impact pathway and exit strategy:** Does the program engage optimal partners and does it integrate capacity strengthening in the best possible way to enhance research output delivery/uptake and the likelihood of outcomes and ultimate impacts? Has the program a delivery plan to support a time bound completion of its tasks and does it have a viable and explicit exit strategy, including plans for the institutionalization of the tools and processes beyond the term of the GCP?
5. **Spillover effects within the CGIAR System:** How has GCP contributed to the individual Centres synergistically in consolidating upstream, high-cost research, i.e., genomics, informatics, and related areas in a cost-effective manner? Given the large number of crops targeted by the GCP, are there mid-term corrections that might better express the comparative advantages of individual CGIAR Centers involved in crop research and the GCP?
6. **Governance and management:** GCP has a complex governance operating model, involving the Program Steering Committee (PSC), the Program Advisory Committee (PAC) and the Stakeholders Committee. Is this model of governance efficient and transparent? Do all the three committees fulfill their roles and responsibilities adequately? What are the achievements and limits of endowing the PSC with functions of both governance and representation/inclusiveness? Have efforts been made to avoid conflict of interest and assure independence? What is the relationship between the governing bodies and the Management

Team? How has the GCP dealt with recommendations of the Governance Task Force that it had set up? To what extent does the GCP Consortium Agreement allow or enable the GCP to respond effectively to ongoing governance challenges?

Annex 4
Reviewed Document List

Reference Documents (provided by the CGIAR Science Council)

- a. CGIAR-SC Guidelines for CP External Review
- b. GCP External Review TOR
- c. CG Secretariat document on lessons learned from CPs (2004)
- d. iSC commentary on GCP
- e. Report of the first Challenge Programme external review of the Challenge Programme Water & Food--Overview Documents
- f. External Review on Challenge Programme Water & Food (2007)
- g. Report of the first Challenge Programme external review of the Challenge Programme Harvest Plus--Overview Documents
- h. External Review on Challenge Programme Harvest Plus (2007)
- i. Lessons Learnt from Selection and Implementation of the CGIAR Challenge Programs (2007)
- j. ADE Study: Lessons Learnt Analysis of First Cycle Challenge Programs

Documents requested by the EPMR Panel

1. Original proposal, original program contracts and all amendments made:
 - 1a) Proposal to establish the GCP - This document outlines the original proposal submitted to the CGIAR to develop a Challenge Program on Unlocking Genetic Diversity in Crops for the Resource Poor.
 - 1b) GCP Consortium Agreement - This document is the original blueprint for the GCP and how it would be run, including its objectives, management structure, IP regulation and governance, budgeting, and more. All of the members of the GCP Consortium have signed this document in agreement with its rules and procedures. Our IP Helpdesk is tailored to provide an understanding of the GCP Consortium Agreement, thereby facilitating its implementation. The Helpdesk also includes background information on the Consortium Agreement.
 - 1c) GCP Humanitarian Use Agreement - This agreement, approved by all of the GCP Consortium Members in November 2005, is a complement to the IP and Copyright guidelines for use of GCP products included in the consortium agreement.
2. All MTPs (medium term plans) + all comments from the program and the CG
 - 2a) GCP 2005-2007 Medium-Term Plan - The Medium Term Plan, required of all CGIAR centers each year, lays out the work plan in detail for the following 3 years. This plan describes the work to be done in the GCP from the years 2005-2007.
 - 2b) GCP 2006-2008 Medium Term Plan - The Medium-Term Plan, required of all CGIAR centers each year, lays out the work plan in detail for the following 3 years. This plan describes the work to be done in the GCP from the years 2006-2008.
 - 2c) GCP 2007-2009 Medium Term Plan - The Medium-Term Plan, required of all CGIAR centers each year, lays out the work plan in detail for the following 3 years. This plan describes the work to be done in the GCP from the years 2007-2009.
 - 2d) GCP 2008-2010 Medium Term Plan - The Medium-Term Plan, required of all CGIAR centers each year, lays out the work plan in detail for the following 3 years. This plan describes the work to be done in the GCP from the years 2008-2010
 - 2e) GCP MTP SC commentary & GCP Response (excerpt from a larger document with all Center & CP MTPs) 2005-2007
 - 2f) GCP MTP SC commentary & GCP Response (excerpt from a larger document with all Center & CP MTPs) 2006-2008

- 2g) GCP MTP SC commentary & GCP Response (excerpt from a larger document with all Center & CP MTPs) 2007-2009
- 2h) GCP MTP SC commentary & GCP Response 2008-2010
- 3. All Annual Reports + all comments from the program and the CG
 - 3a) 2004 GCP Annual Report - This report outlines the research and the finances of the GCP in the year 2004, as well as a projected research and financial work plan for the year 2005.
 - 3b) 2005 GCP Annual Report - This report outlines the research and the finances of the GCP in the year 2005, as well as a projected research and financial work plan for the year 2006.
 - 3c) 2006 GCP Annual Report - This report outlines the research and the finances of the GCP in the year 2006, as well as a projected research and financial work plan for the year 2007.

Also included in this section are the Reports submitted to the Executive Council of the CGIAR, which outline the research and finances of the GCP, as well as the lessons learned:

- 3d) 2003-2004 Progress Report for the Executive Council (ExCo) of the CGIAR - submitted 22 April 2004
 - 3e) 2004 Annual Report for the Executive Council (ExCo) of the CGIAR - submitted 20 April 2005
 - 3f) 2005 Annual Report for the Executive Council (ExCo) of the CGIAR - submitted 4 September 2006 (please note that this is the 2005 final report, incorporating the amendments recommended by the Executive Council feedback on the original report - see 3g below for feedback on original report)
 - 3g) Executive Council (ExCo) Feedback on 2005 Annual Report
 - 3h) 2006 Annual Report for the Executive Council (ExCo) of the CGIAR
- Please note that feedback from the CG Secretariat for reports submitted in April 2004 and April 2005 were only ever received via email. Unfortunately, due to a change in Director during this time (September 2005) we are now not in a position to access these emails. Therefore no official documentation of feedback is available for these two years.

- 4. A selection of project contracts and progress reports - organised below per subprogramme:
 - Subprogramme 1: enclosed are the progress reports and project proposal for Commissioned Project 2006-03 "SNP Analysis of the Genetic Diversity along the Rice Genome (HAPLORYZA)", Principle Investigator: Kenneth McNally, IRRI, Philippines
 - Subprogramme 2: enclosed are the progress reports and project proposal for the Competitive Project 16 "Isolation and Characterization of Aluminum Tolerance Genes in the Cereals: An Integrated Functional Genomic, Molecular Genetic and Physiological Analysis", Principle Investigator: Leon Kochian, U.S. Plant, Soil and Nutrition Laboratory, USDA/ARS and Cornell University, U.S
 - Subprogramme 3: enclosed are the progress reports and project proposal for the Competitive Project 5, "Unlocking the Genetic Diversity in Peanut's Wild Relatives with Genomic and Genetic Tools", Principle Investigator: José Valls, EMBRAPA, Brazil
 - Subprogramme 4: enclosed are the progress reports and project proposal for the Commissioned Project 2006-08 "Data Analysis Support for Existing Projects in SP2 with Emphasis on Integrating Results from Microarray and Mapping Experiments", Principle Investigator: Guy Davenport, CIMMYT, Mexico
 - Subprogramme 5: enclosed are the progress reports and project proposal for the Commissioned Project 2006-13 "Targeting and impact analysis of Generation Challenge Program (GCP) technologies", Principle Investigator: Glen Hyman, CIAT, Colombia
<http://www.generationcp.org/gen.php?da=0642324> for GCP Project Reporting Requirements and policies (including templates)
- 5. All existing evaluations of the program or parts of the program (CG, other donors, or commissioned by the program itself), e.g. the recent EU evaluation

- 5a) PAC Assessment of GCP 2004: a report by Wayne Powell (PAC Chair) providing feedback on the GCP's first year of work, as viewed at the first Annual Research Meeting In Brisbane in 2004. Report provides a summary of the events and projects displayed at the ARM, highlighting key points, as considered appropriate by the PAC.
- 5b). 2005 World Bank Review - This document, the Generation Challenge Programme Follow Up on Executive Council and Science Council Inquiries for Autumn Meetings of the ExCo and SC, outlines the funding, partners, governance, and focus of the GCP.
- 5c). 2005 EC Review Team Report - This report was generated by the EC after a comprehensive review of the efficiency, effectiveness, relevance, impact, and sustainability of the GCP. Recommendations can also be found inside.
- 5d). 2005 GCP Response to the EC review - This document represents the GCP's responses to each of the individual recommendations made by the EC in their 2005 report (above).
- 5e). 2007 EC Review Team Report - This report was generated by the EC after a comprehensive review of the efficiency, effectiveness, relevance, impact, and sustainability of the GCP. Recommendations can also be found inside.
- 5f) Stakeholder Committee report on GCP Governance (August 2006): a thorough evaluation of the GCP governance and administration, carried out by the SHC, with the aim of expressing its concerns at the current structure and roles of the GCP's governance bodies (in particular the PSC), and as such providing recommendations (from the SHC) as to how to improve this structure.
- 5g) Report on an audit on GCP's Risk Management System (2007): a report produced by the CGIAR's internal auditing unit in September 2007 following on from an audit on GCP's Risk Management System - findings and recommendations can be found here.
6. All existing audits + all comments from the program and the CG
2006 Internal audit report - In 2006, the CGIAR-IAU completed an internal audit to review the structure and function of the GCP. Their findings can be found here.
7. All PSC (program steering committee) minutes, plus draft version of the most recent meetings if not yet final
- 7a) PSC Meeting Minutes 2003: a report from the PSC Meeting held in September 2003, providing an overview of GCP, its progress to date, including highlights of that year, a commentary on GCP Governance and management framework, and a discussion on various issues, including, amongst others: clarifying the PSC role and function, the search for the Programme Director, GCP's research plan, and GCP's fundraising, partnership development and communications, and more.
- 7b) PSC Meeting Minutes 2004: a report from the PSC Meeting held in December 2004, providing Highlights of Year 1 Implementation Phase, Research Highlights and Perspectives, Communications Strategy, Competitive and Commissioned Grants Process and Outcomes, and more.
- 7c) PSC Minutes 2005: a report from the PSC Meeting held in Marrakech, Morocco, in November 2005, providing Highlights of Year 2005 in the Generation Challenge Programme, Research Highlights and Perspectives (SP1 through 5), Presentation of the GCP Strategy, Quality control, partnerships, and other 2005 activities, 2005 Commissioned Grants process and 2006 Call for Competitive Grants, Review team and Programme Advisory Committee details, Report from Stakeholders Committee Chair, SHC comment on transgenics and genetically modified products, Financial Statement 2005, GCP Management Staffing plan, Income projections and approval of 2006 budget, Resource mobilisation/potential new donors, GCP Funding Policies, GCP Consortium Composition and Governance Structure, Potential new Consortium members, GCP Statement on Use of Transgenics, Intellectual Property and Related Issues, Evaluation of Performance of GCP Director, and a presentation of forthcoming action items and deadlines to be applied to the PSC and/or GCP Management team.

- 7d) PSC Meeting Minutes 2006: a report from the PSC Meeting held in Washington in December 2006, providing Highlights of Year 2006 in the Generation Challenge Programme, Research Highlights and Perspectives (SP1 through 5), Reference Studies, discussion of the GCP Strategic Framework, a Report from the Chair of the Programme Advisory Committee, a brief presentation of the findings of the October 2006 Internal Report, a Report from the Task Force on Governance and PSC Discussion on Governance, a presentation of the 2006 Financial Report, Income Projections and the 2007 Workplan, an Evaluation of the GCP Director, and the next steps to be taken as per the Task Force on Governance's recommendations.
8. All RAP (review & advisory panel) minutes, plus draft version of the most recent meetings if not yet final
- 8a) 2005 Review & Advisory Panel Report: This document includes extensive feedback from the RAP on GCP's Competitive and Commissioned Research Projects carried out as of mid-2005. The RAP participate in the Annual Research Meeting each year, provide an objective perspective on GCP activities, and they are able to focus on major issues they believe each Subprogramme Leader must deal with.
- 8b). 2005 Management Team Response - The MT's response to the 2005 RAP Report
- 8c). 2006 Review & Advisory Panel Report - This document includes extensive feedback from the RAP on GCP's Competitive and Commissioned Research Projects carried out as of mid 2006. The RAP participate in the Annual Research Meeting each year, provide an objective perspective on GCP activities, and they are able to focus on major issues they believe each Subprogramme Leader must deal with.
- 8d). 2006 Management Team Response - The MT's response to the 2006 RAP Report
- 8e). 2007 Review & Advisory Panel Report - This document includes extensive feedback from the RAP on GCP's Competitive and Commissioned Research Projects, examining the progress made since the production of the last RAP report in October 2006. The RAP participate in the Annual Research Meeting each year, provide an objective perspective on GCP activities, and they are able to focus on major issues they believe each Subprogramme Leader must deal with.
9. All audited financial reports from CP Generation – please note that this is not applicable to this CP: all audited financial reports are carried out by the host centre CIMMYT (please see no.12 below)
10. All yearly overall CP budgets and cash-actuals, as well as in the following split-ups: programmatic/non-programmatic; competitive mechanisms/commissioned grants; per project, per subprogramme
- 10a). Overall GCP budgets and cash-actuals for 2004: this document, extracted from the Annual Report 2004, details overall budgets and cash actuals for 2004, as well as in the following split-ups: programmatic/non-programmatic; competitive mechanisms/commissioned grants; per project, per subprogramme
- 10b). Overall GCP budgets and cash-actuals for 2005: this document, extracted from the Annual Report 2005, details overall budgets and cash actuals for 2005, as well as in the following split-ups: programmatic/non-programmatic; competitive mechanisms/commissioned grants; per project, per subprogramme
- 10c). Overall GCP budgets and cash-actuals for 2006: this document, extracted from the Annual Report 2006, details overall budgets and cash actuals for 2006, as well as in the following split-ups: programmatic/non-programmatic; competitive mechanisms/commissioned grants; per project, per subprogramme
11. Policy documentation and quantitative information (cash amounts) for: administrative charges by host center and others, indirect cost charged on services, additional hosting-related costs, programme interest:
- Hosting agreement with CIMMYT: a Host Agent Agreement made by and between CIMMYT and the institutions which have signed the GCP Consortium Agreement as Consortium Members. The agreement describes the relationship between CIMMYT and the Consortium

- regarding operational support and specifies the services the Host Agent shall provide to the Consortium to meet its administrative, legal, financial, and programmatic requirements.
12. All audited financial reports from the host institution (CIMMYT) since the inception of the CP :
 - 12a). CIMMYT: audited financial report on GCP, 2004
 - 12b). CIMMYT: audited financial report on GCP, 2005
 - 12c). CIMMYT: audited financial report on GCP, 2006
 13. Programme organisational chart, indicating functions and reporting relations:
 - 13a). GCP Programme Organisational Chart - extracted from the "Proposal to Establish the GCP" (document 1), this chart (with preceding introductory paragraph) indicates the overall governance and management structure of GCP, including functions and reporting relations.
 - 13b). GCP Programme Organisational Chart: revised version - taken from the forthcoming Product Development Guide, this PowerPoint slide provides a more up-to-date representation of the GCP governance and management structure, including the removal of the PAC and the addition of the Stakeholders' Committee.
 14. An xls list of all relevant people in and around the program containing name, function in CP, function/work title outside CP (if relevant), %work for CP, telephone, mail and email contact information. This list should include donor contacts, steering and advisory committee members, all program staff (management, secretariat), as well as the DG, board chair and relevant management of host center – currently awaiting comments from the Panel on this before proceeding further with documentation
 15. Preliminary (draft) reports and contact information of the currently active governance task force (Yves Savidan et al) :
 - 15a). Consortium Composition and Governance Structure (Nov 2005): This document serves as an introductory paper developed by the GCP Management Team to introduce the topic of the need for the creation of a Task Force on Governance, first presented at the 2005 PSC annual meeting.
 - 15b) Task Force on Governance Terms of Reference (July 2006): Due to concerns raised by both the PSC and the Stakeholders Committee regarding the governance structure of GCP, it was proposed that a Task Force on Governance be established to address the relevant issues. This document outlines the composition of the Task Force, the issues to be addressed, and the way in which their responsibilities should be carried out.
 - 15c). Report of the Task Force on Governance (Oct 2006): this report serves as the recommendation paper produced by the Task Force on Governance, submitted to the PSC at the 2006 annual meeting.
 - 15d). Task Force on Governance Contact Details - an xls spreadsheet providing contact details for the five (5) members of the Task Force on Governance
 16. Subprogramme Leader Presentations:
 - 16a). Subprogramme 1: Genetic Diversity of Global Genetic Resources--Jean-Christophe Glaszmann
 17.
 - 17a). GCP Contacts database - Master list (final version 11/11/07)
 - 17b). GCP Contacts database - PSC Meeting Participants
 - 17c). GCP Contacts database - Competitive Grants (Round I): Pre-proposals, full proposals and successful proposals
 - 17d). GCP Contacts database - Competitive Grants (Round II): Pre-proposals, full proposals and successful proposals

Annex 5
People Consulted by the Panel

Early meetings

- Shawn Sullivan, GCP Legal Advisor, USA
- Maria Jose Sampaio, Brasilia
- Yves Savidan, Agropolis, PSC member

ARM-Meeting, Benoni, S. Africa, September 12-16, 2007

- Hei Leung, IRRI, for SP2 Leader
- Michel Ragot, RAP, France
- Theo van Hintum, SP4 Leader, WUR, Netherlands
- David Marshall, Chair, RAP, UK
- Peter Lanngridge, RAP, U of Adelaide, Australia
- Wayne Powell, Chair PAC, NIAB, UK
- Jean-Christophe Glaszmann, SP1 Leader, France
- Rajeev Varshney, SP2 Leader, ICRISAT, India
- David Hoisington, ICRISAT, India
- Douglas R. Cook, UC-Davis, USA
- George W. Norton, VPI, USA
- M. Carmen de Vicente, SP5 Leader, Mexico
- Philippe Monneveux, SP3 Leaders, Mexico
- Mark Laing, ACCI UKZN, S. Africa

Visit to GCP Secretariat, CIMMYT, Mexico, October 28 – November 3, 2007

- Masa Iwanaga, CIMMYT DG
- Jean Marcel Ribaut, GCP Director
- Jean-Christophe Glazmann, SP1 Leader
- Rajeev Varshney, SP2 Leader
- Philippe Monneveux, SP3 Leader
- Theo van Hintum, SP4 Leader
- Carmen de Vincente, SP5 Leader
- Namita Datta, Governance Advisor, CGIAR Secretariat
- Shawn Sullivan, GCP Legal Advisor
- Wayne Powell, GCP PAC Chair
- David Marshall, GCP RAP Chair
- Adriana Santiago, GCP Project Officer
- Martin van Weerdenburg, CIMMYT Director of Corporate Services
- Bruce Fraser, CIMMYT (consultant?)
- Emmanuel Okogbening, Project officer, Nigeria
- Seraj Zeba, Project Officer, U Dahka, Bangladesh
- Jurandir Magalhaes, Project Officer, Brasil
- Joel Ellis, Project Officer, JIC, UK
- Fred van Eeuwijk, Project Officer, WUR, Netherlands
- David Hoisington, ICRISAT, India
- Mathias Lorieux, CIAT, Colombia
- Marilyn Warburton, CIMMYT, Mexico

Attendance of CGIAR Annual Meeting and GCP Steering Committee Meeting, Beijing, December 5 – 9, 2007

- Paula Bramel, IITA, PSC member

- Ton den Nijs, WUR, PSC member
- José Eugenio Geraldo, PSC member
- Masa Iwanaga, CIMMYT, PSC member
- Jane Morris, ACGT, PSC member
- Yves Savidan, Agropolis, PSC member
- Laura Snook, Bioversity, PSC member
- Shawn Sullivan, GCP Legal Advisor
- Eugene Terry, PSC Chair
- Jean Marcel Ribaut, GCP Director
- Jean-Christophe Glazmann, SP1 Leader
- Rajeev Varshney, SP2 Leader
- Philippe Monneveux, SP3 Leader
- Theo van Hintum, SP4 Leader
- Carmen de Vincente, SP5 Leader

Review Team Meeting, CGIAR Science Council Secretariat, Rome, January 22-24, 2008

- Antonio Schiavone, GFAR
- Ajit Maru, GFAR
- Mark Holderness, GFAR Executive Secretary
- Maurizio Lopez, Embrapa
- Peter Gardiner, Science Council Secretariat
- Sirkka Immonen, Science Council Secretariat
- Ruben Echeverria, Science Council Secretariat

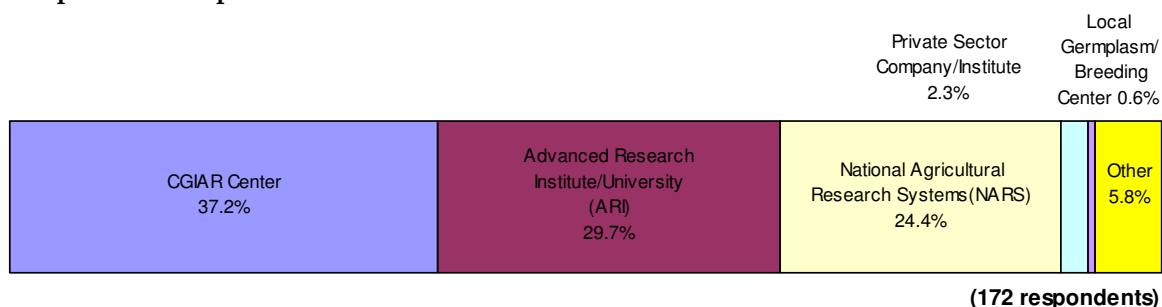
Other interviews conducted by telephone

- John Mugabe, GCP PAC member
- Marc Debois, European Commission
- David Coombs, EC review panel member
- Jonathan Wadsworth, DFID
- David Bergvinson, Bill and Melinda Gates Foundation

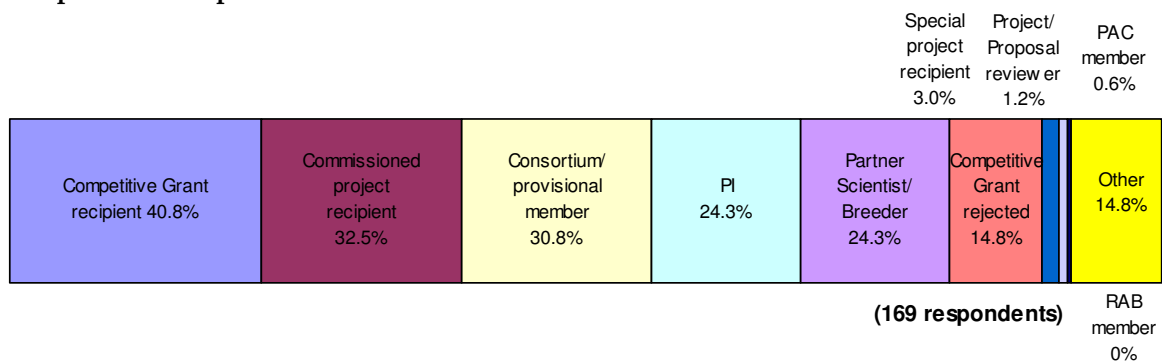
Annex 6 Stakeholder Survey Results

- Out of 417 contacted, a total of 173 respondents submitted the survey by answering at least one question, which gives a response rate of 41.5%.
- 133 respondents completed the survey.
- The outcome below shows a summary of all responses for each of the survey question. When the response patterns showed any divergence among the major affiliation groups (from Q1) or respondent roles (from Q2), the results were further broken down into these categories.

1. Respondent composition: Institutional affiliation(s)



2. Respondent composition: Basis of collaboration and roles with GCP



3. Professional focus: Please check the item(s) that apply to your participation.

Answer Options	Response Percent	Response Count
Variety Development (Variety Breeding, Evaluation / Multiplication / Distribution)	35.1%	59
Germplasm enhancement (upgrading collections, populations and/or lines for any purposes other than direct use by farmers)	20.8%	35
Germplasm characterization (genotyping, phenotyping germplasm)	57.1%	96
Germplasm maintenance (storage and/or rejuvenation of germplasm collections)	11.9%	20
Germplasm collection (adding genotypes to germplasm collections designated for maintenance)	9.5%	16
Gene discovery / characterization	35.7%	60
Marker / QTL discovery	41.7%	70
Marker / MAS platforms	29.2%	49
IS / IT support	14.3%	24

Other	13.7%	23
TOTAL		168

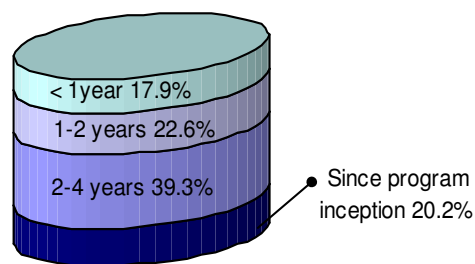
4. Farming system: Please check the system(s) most closely aligned with your efforts.

Answer Options	Response Percent	Response Count
Agro-pastoral millet / sorghum	6.7%	11
Dry rainfed	32.1%	53
Cereal-root crop mixed	8.5%	14
Rainfed mixed	17.0%	28
Highland mixed	3.0%	5
Highland temperate mixed	0.6%	1
Root crop	13.3%	22
Maize mixed	15.8%	26
Rice-Wheat	9.1%	15
Rice	24.8%	41
Temperate Mixed	2.4%	4
Upland intensive mixed	1.2%	2
Maize-beans (Mesoamerica)	3.6%	6
Dryland mixed	6.7%	11
Lowland rice	7.3%	12
Other	22.4%	37
TOTAL		165

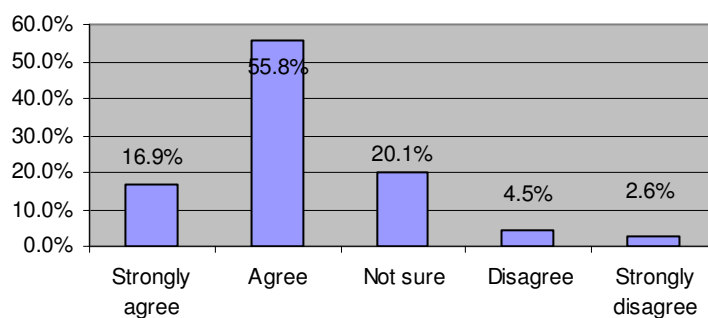
5. Species focus: Please check the species for which you participate directly.

Answer Options	Response Percent	Response Count
Wheat	20.8%	35
Rice	31.5%	53
Pearl millet	4.2%	7
Barley	10.7%	18
Sorghum	13.1%	22
Maize	19.6%	33
Common Bean	5.4%	9
Cowpea	8.3%	14
Soybean	4.8%	8
Pigeon Pea	4.2%	7
Lentil	2.4%	4
Chick pea	9.5%	16
Ground nut	10.1%	17
Cassava	8.9%	15
Potato	6.5%	11
Yam	1.2%	2
Sweet Potato	2.4%	4
Forage spp.	0.6%	1
Musa spp.	4.2%	7
Other	15.5%	26
TOTAL		168

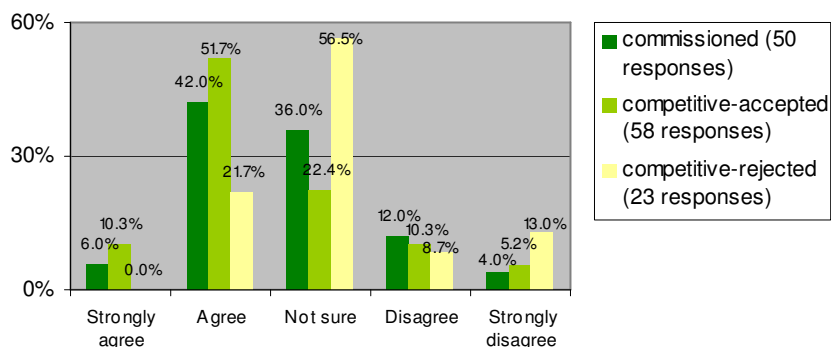
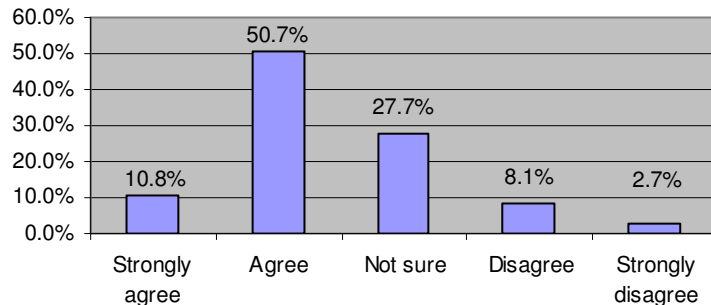
6. How long have you been participating with the GCP? (168 responses)



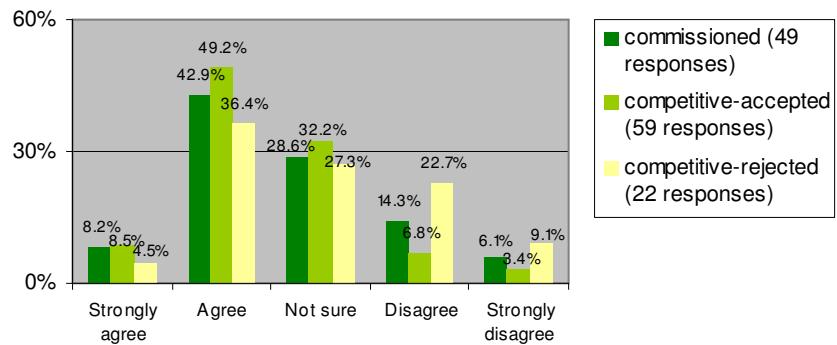
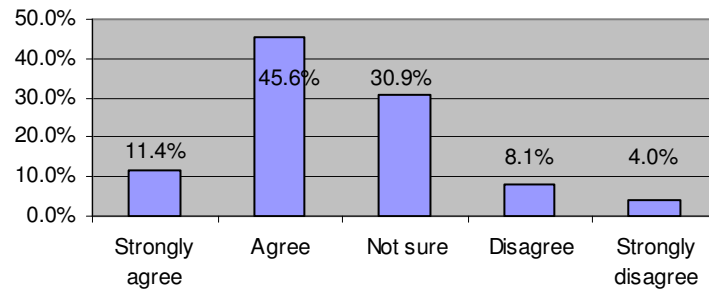
7. The GCP has been successful in identifying and communicating specific goals that will have highest impact on priority beneficiaries (smallholder farmers). (154 responses)



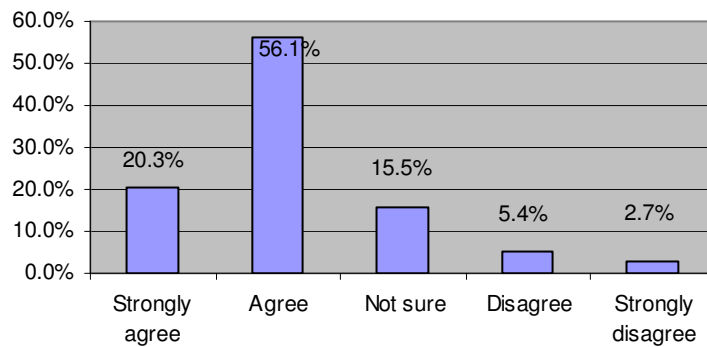
8. The GCP has focused available resources on highest priority / highest impact genetic improvement goals to maximize impact on small stakeholder farmers. (148 responses)



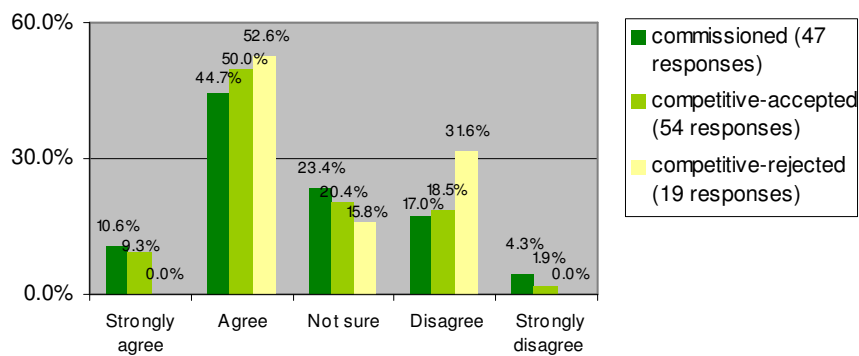
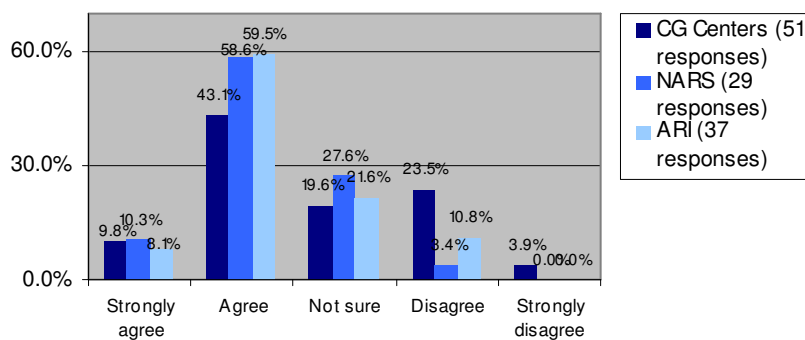
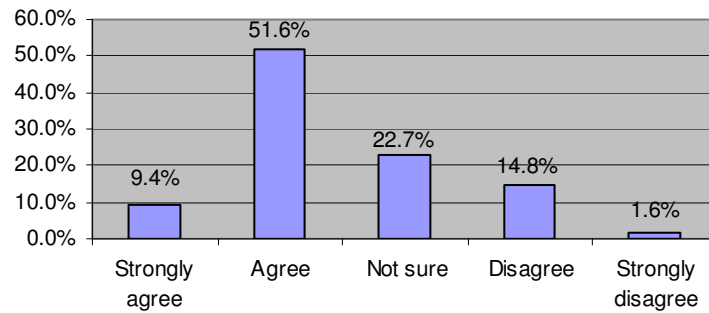
9. The GCP has established efficient and effective methods of disbursing resources to partners and collaborators to overcome technical and capacity limiting barriers to achieve highest priority goals. (149 responses)



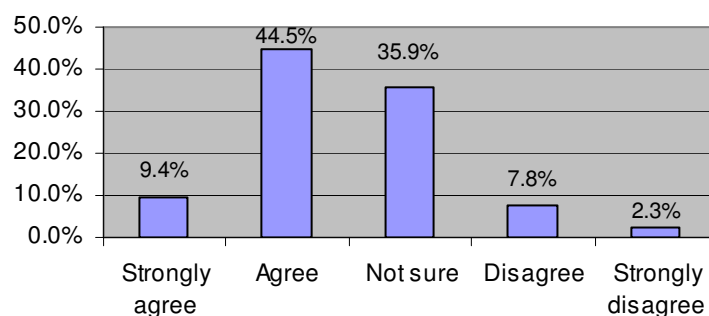
10. The GCP leadership team members have sufficient skills and interaction time with collaborators (to rapidly identify / eliminate barriers, identify opportunities and support optimal progress towards highest priority goals). (148 responses)

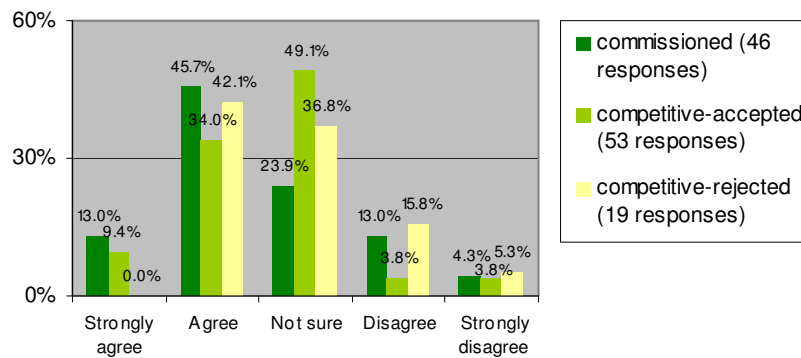
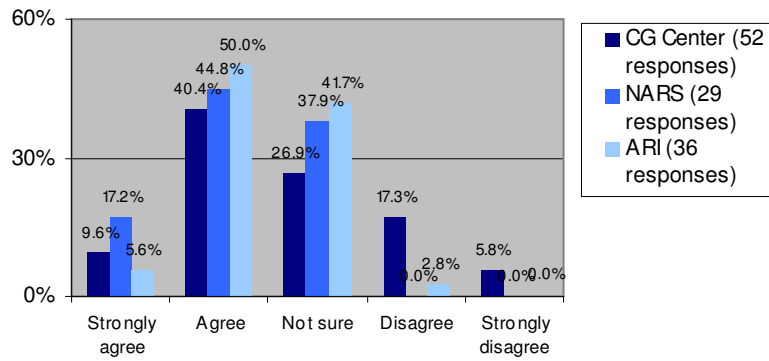


11. The GCP has established optimal procedures for soliciting, negotiating and implementing *competitive projects* that are clearly aligned with need, attract highest quality collaborators, and ensure timely and effective delivery of necessary scientific/technical inputs for highest priority goals. (128 responses)

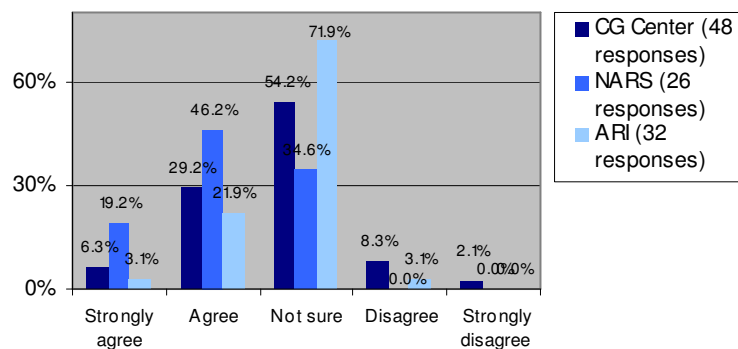
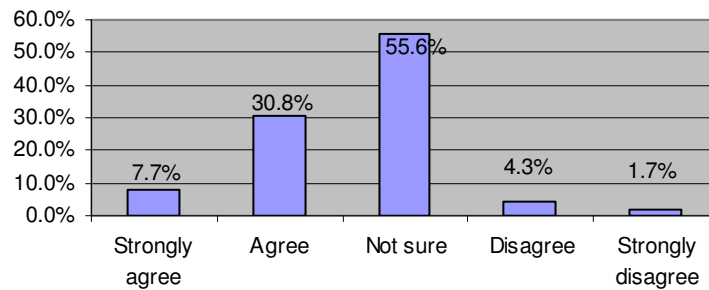


12. The GCP has established optimal procedures to undertake *commissioned projects* consistent with the highest priority goals and most appropriate collaborators (appropriate logistics/facilities and skills). (128 responses)

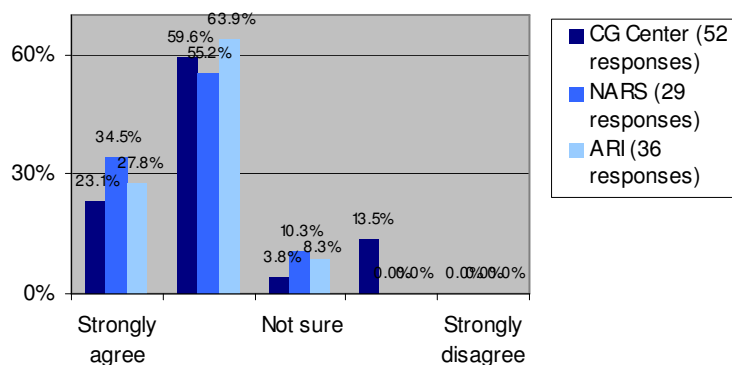
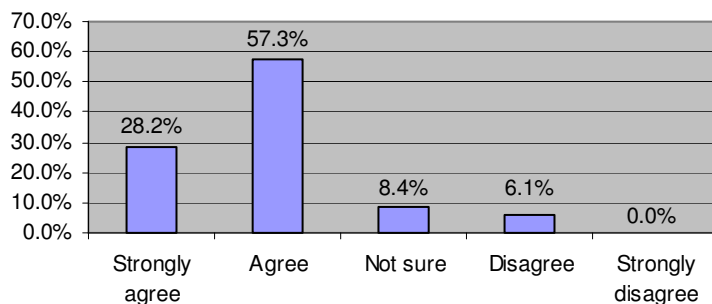




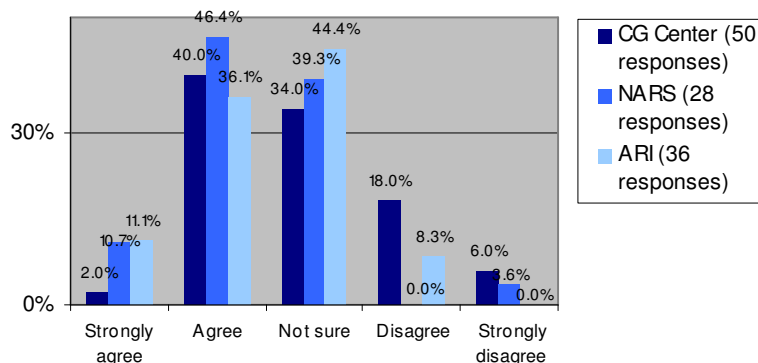
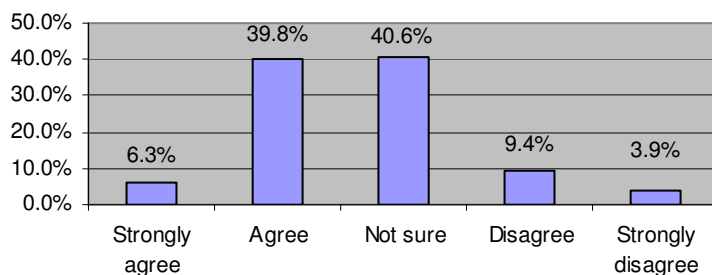
13. The GCP has established optimal procedures to undertake Special Projects consistent with the highest priority goals and most appropriate collaborators (skills, logistics) to ensure timely delivery of needed technical or scientific inputs. (117 responses)

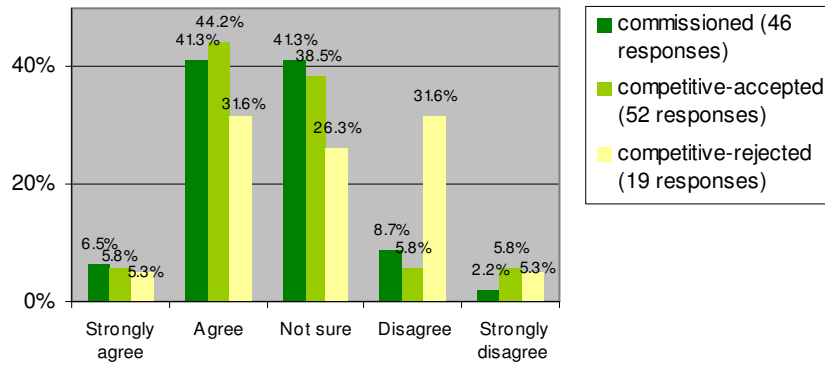


14. Your role and responsibility as a GCP partner in a competitive, commissioned or special project has been clearly defined and communicated to you. (131 responses)

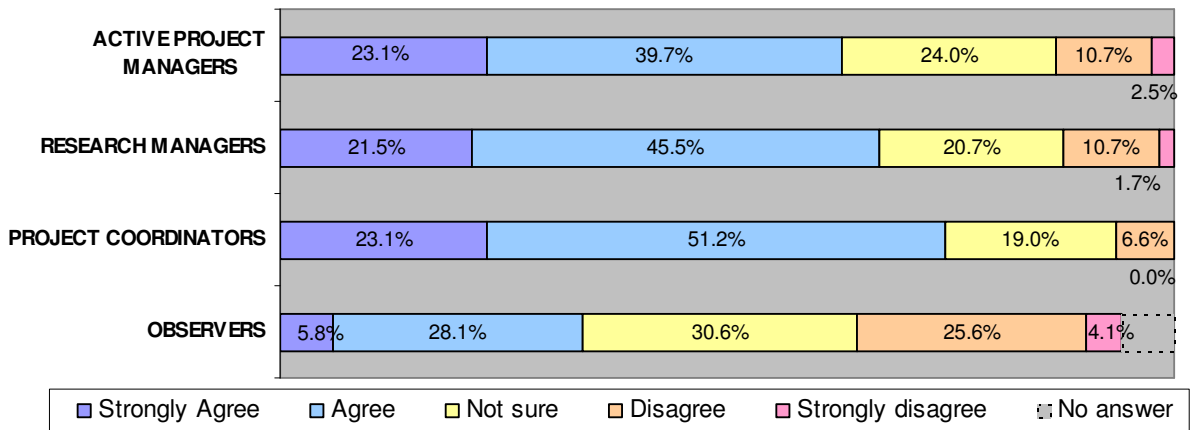


15. The current balance of Competitive Projects (about US\$ 5 Million p.a.), Commissioned Projects (about US\$ 7 M p.a.) and Special Projects (about US\$ 3 M p.a.) is appropriate for maximum impact on priority beneficiaries (small stakeholder farmers). (128 responses)

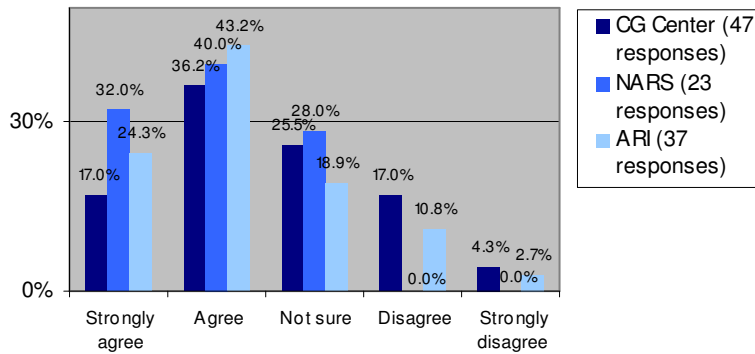




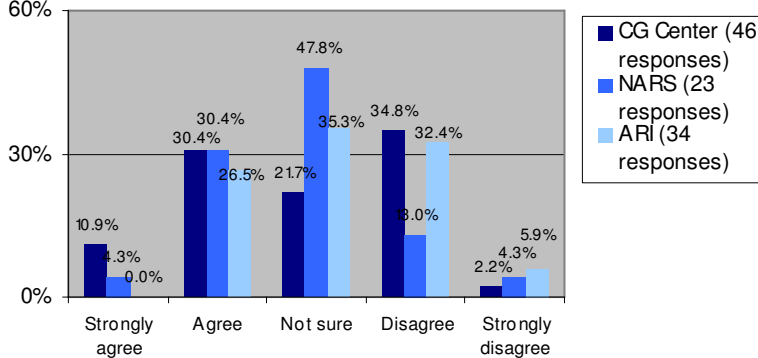
16. The GCP Sub-Program leaders fulfil the role of:

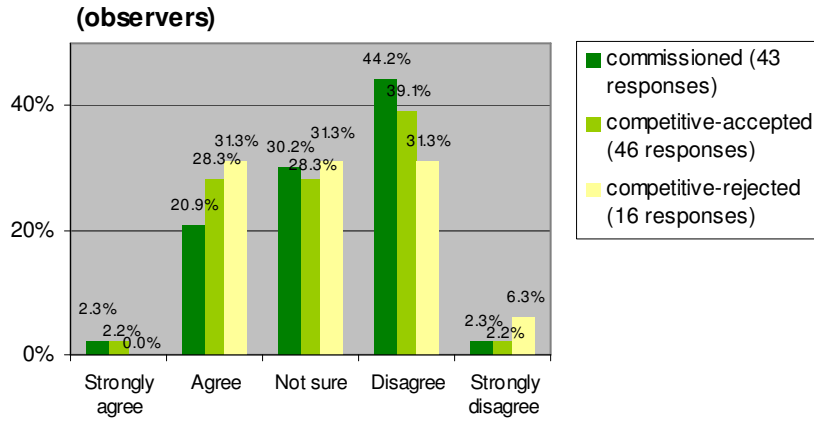


(Active project managers)

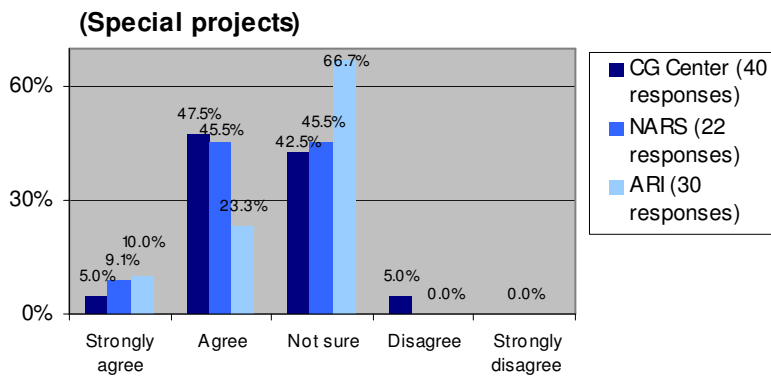
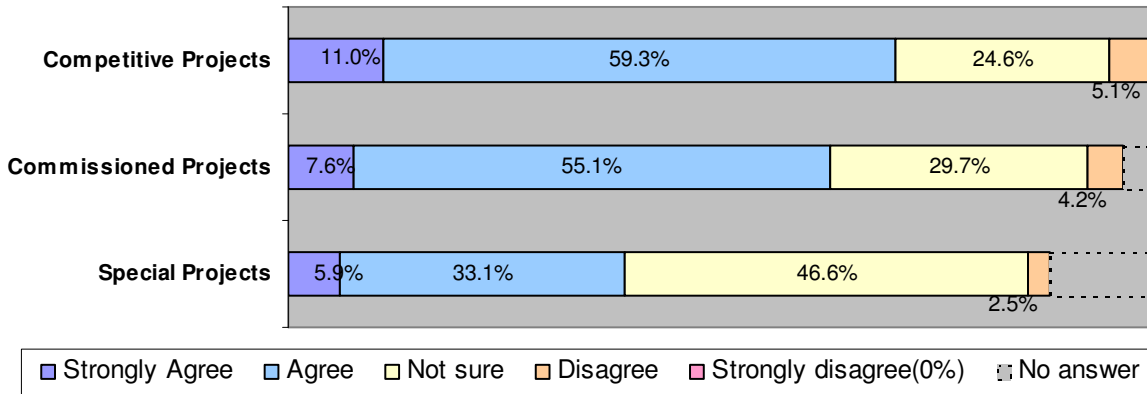


(Observers)

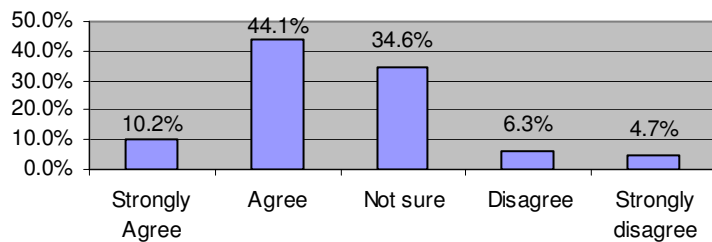


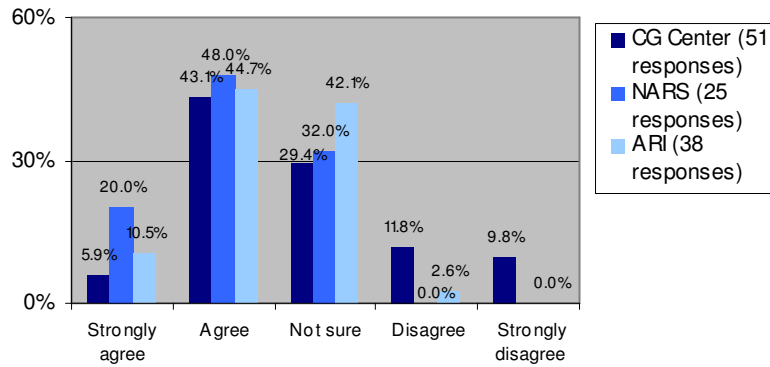


17. The GCP project management systems (e.g., reporting templates and schedules) are sufficient to provide timely assessments of progress and timely handoff of deliverables for: (118 responses)

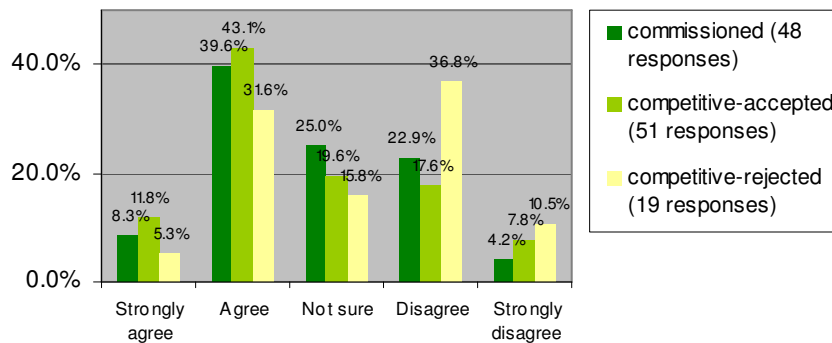
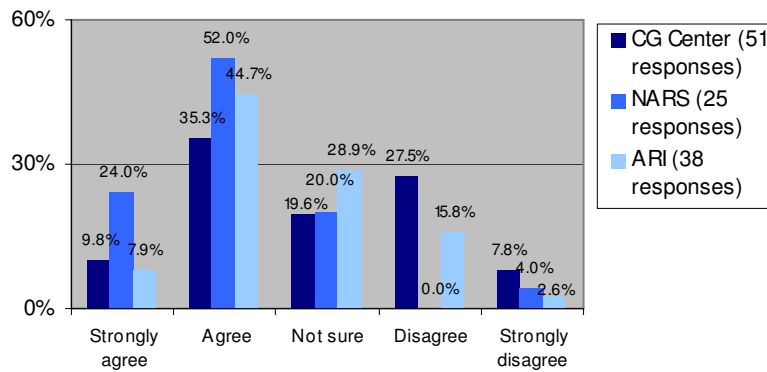
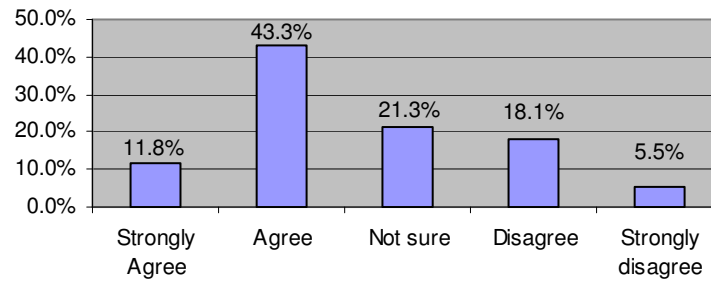


18. The GCP has provided or is developing efficient Information Systems appropriate to support the highest priority GCP goals and facilitate linkage with downstream delivery path to priority beneficiaries (smallholder farmers). (127 responses)

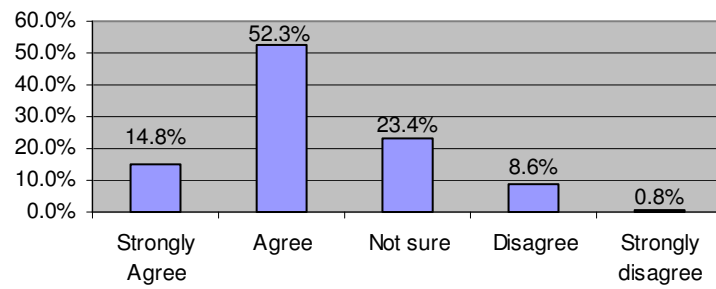




19. The GCP in defining the limits of its projects (e.g., genotypic characterization of germplasm and formulation of diverse reference samples or core collections; trait gene and associated-marker discovery and characterization; and marker platforms) has sufficiently considered and linked to the down-stream delivery chain (breeding and seed/nursery sectors and extension sectors) to ensure timely access to GCP achievements by priority beneficiaries (smallholder farmers). (127 responses)



20. The GCP has provided / is providing stakeholder and collaborator training programs sufficient to ensure adequate skills availability for highest priority projects among GCP collaborators and appropriate for the downstream delivery chain participants. (128 responses)



21. What improvements (if any) would you recommend for GCP (in order of priority)?

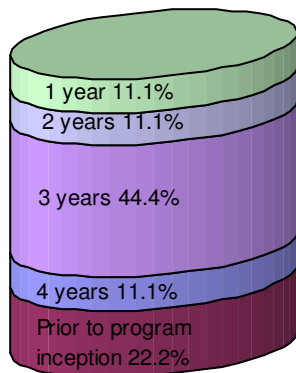
(responses omitted here)

Annex 7
Governance and Management Survey Results

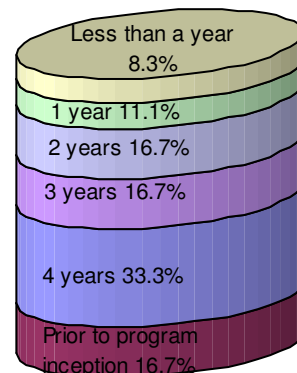
- Out of 52 contacted, a total of 23 respondents submitted the survey. This gives a response rate of 44%.
- One respondent did not fit the governance respondent category and was excluded from the analysis (both as contact as well as respondent).
- One respondent only filled the introductory information and did not respond to the main survey, and this has also been treated as a non-respondent.
- The respondents were divided into two groups:
 - 9 Governance respondents (out of 39 contacted – response rate 23%)
 - 12 Management respondents (out of 12 contacted – response rate 100%)

How long have you been involved with the Challenge Program?

(Governance - total 9 respondents)



(Management - total 12 respondents)

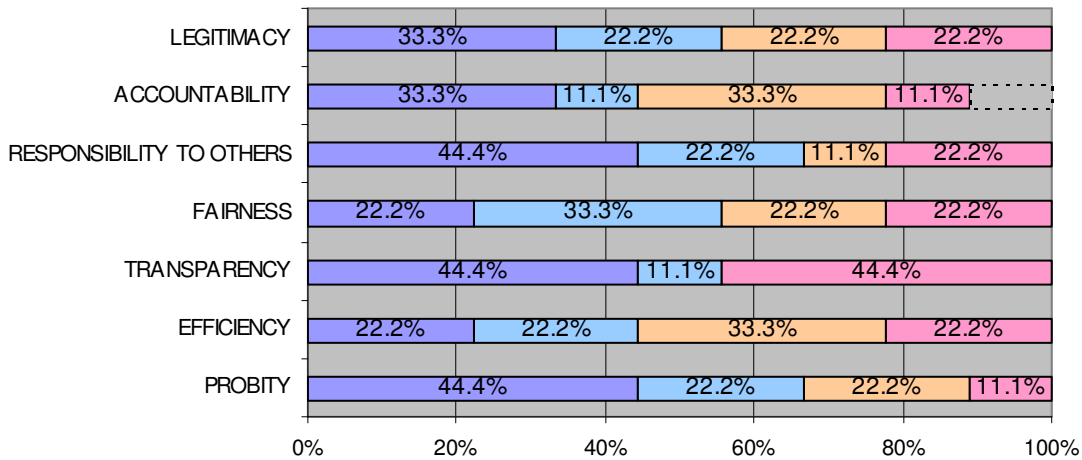


1. Please indicate your satisfaction with the quality of Generation CP Governance and Management along the dimensions listed below.

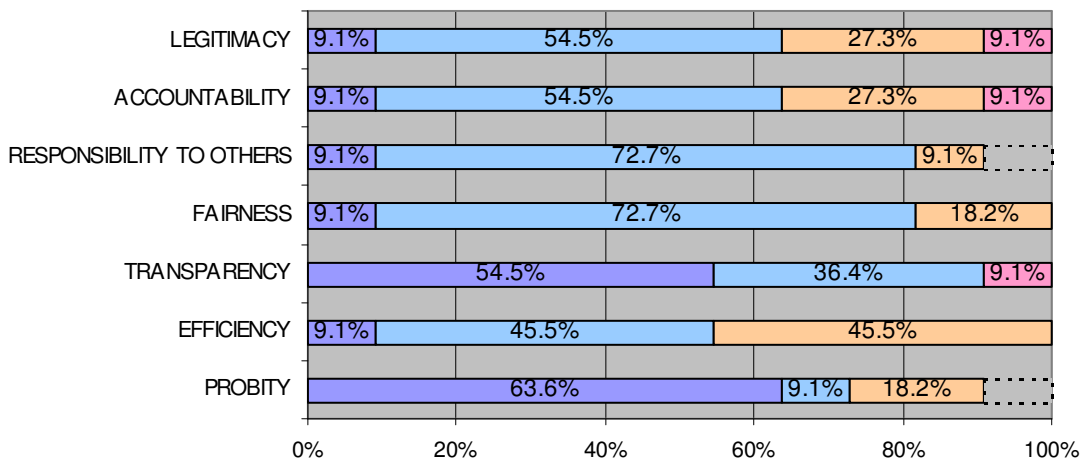
- *Legitimacy.* To what extent do the governance and management structures permit and facilitate the effective participation and voice of the different categories of stakeholders in the major governance and management decisions, taking into account their respective roles and relative importance?
- *Accountability.* To what extent is accountability defined, accepted, and exercised along the chain of command and control, starting with the PSC and the participating centers' boards and going down to the program director, the program management team, project partners and implementers?
- *Responsibility to others.* To what extent does the program accept and exercise responsibility to stakeholders who are not directly involved in the governance of the program and who are not part of the direct chain of accountability in the implementation of the program?
- *Fairness.* To what extent do partners and participants, similarly situated, have equal opportunity to influence the program and to receive benefits from the program (e.g. absence of barriers in terms of structure, process, language, technical or legal information)?
- *Transparency.* To what extent are the program's decision-making, reporting, and evaluation processes open and freely available to the general public?
- *Efficiency.* To what extent do the governance and management structures enhance efficiency and cost-effectiveness in the allocation and use of the program's resources?

- *Probity.* To what extent do all persons in leadership positions adhere to high standards of ethics and professional conduct over and above compliance with the rules and regulations governing the operation of the program?

(Governance - total 9 respondents)



(Management - total 11 respondents)



■ Highly satisfied ■ Slightly satisfied ■ Slightly unsatisfied ■ Highly unsatisfied ■ No answer

2. Please provide comments/suggestions and/or specific examples illustrating your choices in question 1 above.

(responses omitted)

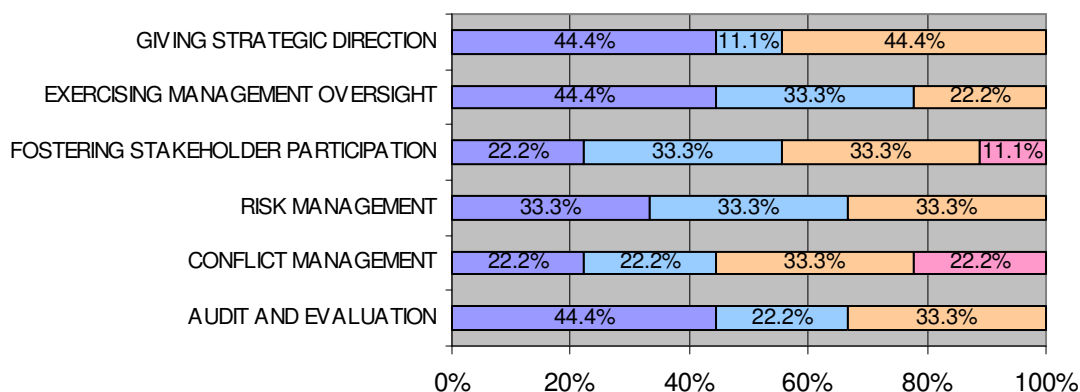
3. Please indicate your satisfaction with the performance of the Program Steering Committee (PSC) in terms of the following functions.

- *Giving strategic decision.* (e.g., exercising effective leadership that optimizes the use of the financial, human, social, and technological resources of the program. Establishing a vision or a mission for the program, reviewing and approving strategic documents, and establishing operational policies and guidelines. Continually monitoring the effectiveness of the program’s governance arrangements and making changes as needed.)
- *Exercising management oversight.* (e.g., monitoring managerial performance and program implementation, appointing key personnel, approving annual budgets and business plans,

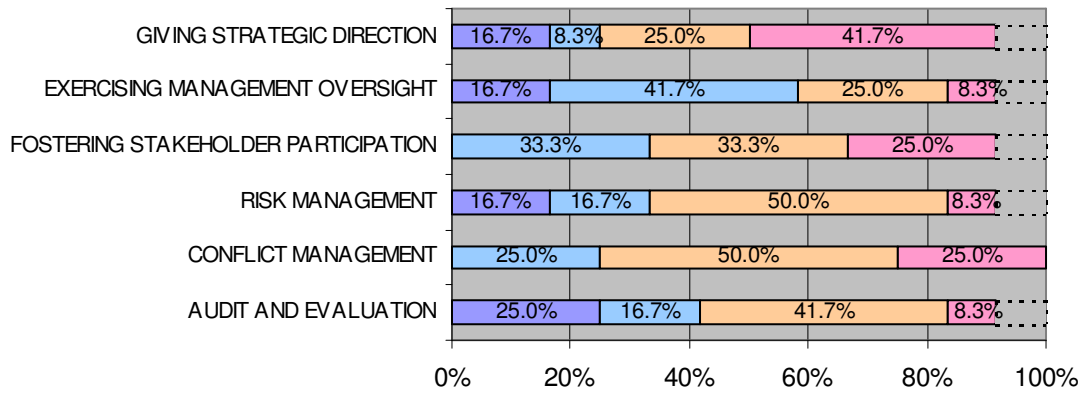
and overseeing major capital expenditures. Promoting high performance and efficient processes by establishing an appropriate balance between control by the governing body and entrepreneurship by the management unit. Monitoring compliance with all applicable laws and regulations, and with the regulations and procedures of the host organization, as the case may be.)

- *Fostering stakeholder participation.* (e.g., establishing policies for inclusion of stakeholders in programmatic activities. Ensuring adequate consultation, communication, transparency, and disclosure in relation to program stakeholders that are not represented on the governing bodies of the program.)
- *Risk management.* (e.g., establishing a policy for managing risks and monitoring the implementation of the policy. Ensuring that the volume of financial resources is commensurate with the program's needs and that the sources of finance are adequately diversified to mitigate financial shocks.)
- *Conflict management.* (e.g., monitoring and managing the potential conflicts of interest of members of the governing body and staff of the management unit. Monitoring and managing conflicting interests among program partners and participants, especially those that arise during the process of program implementation.)
- *Audit and evaluation.* (e.g., ensuring the integrity of the program's accounting and financial reporting systems, including independent audits. Setting evaluation policy, commissioning evaluations in a timely way, and overseeing management uptake and implementation of accepted recommendations. Ensuring that evaluations lead to learning and programmatic enhancement.)

(Governance - total 9 respondents)



(Management - total 12 respondents)

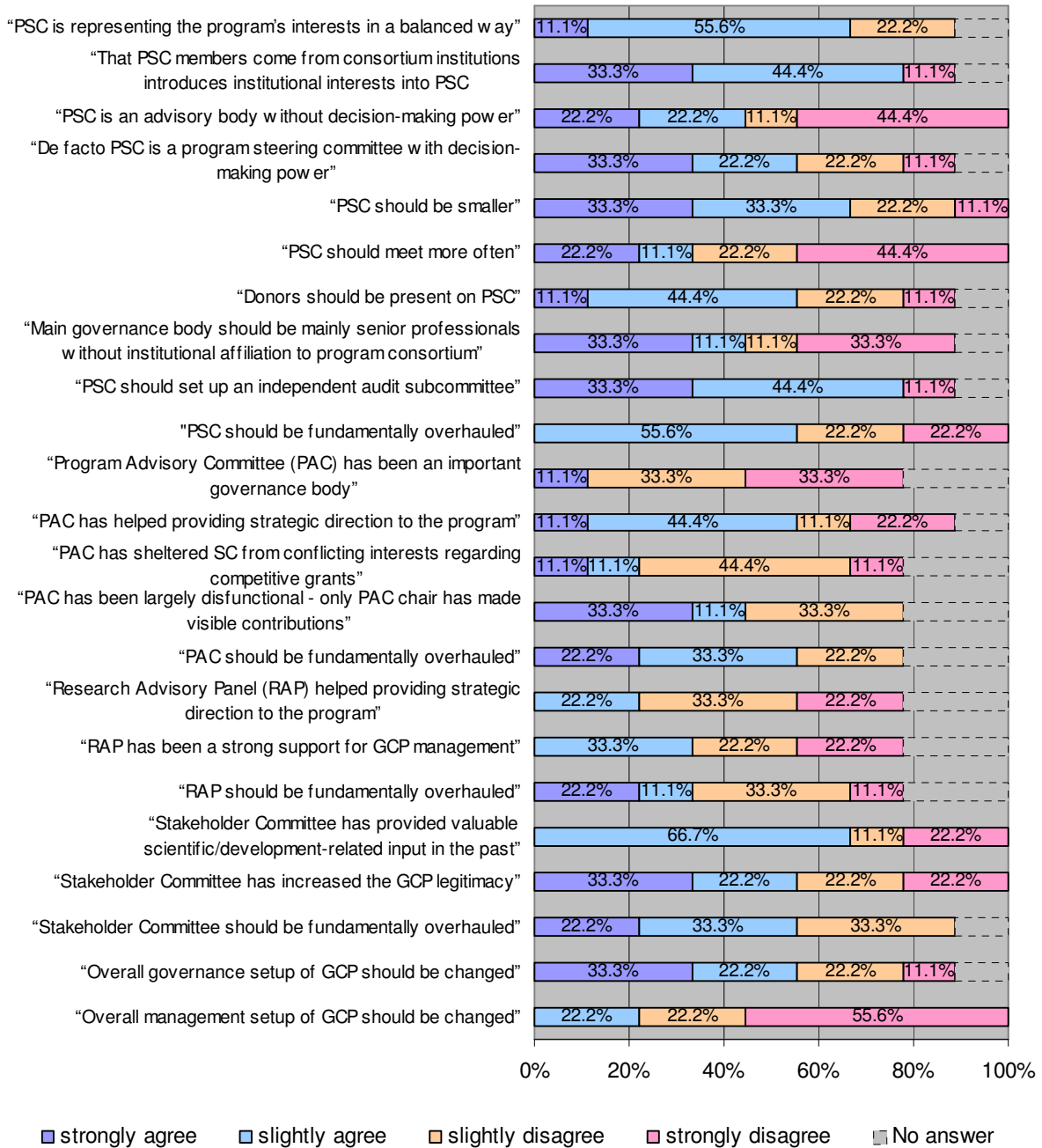


■ Highly satisfied
 ■ Slightly satisfied
 ■ Slightly unsatisfied
 ■ Highly unsatisfied
 ■ No answer

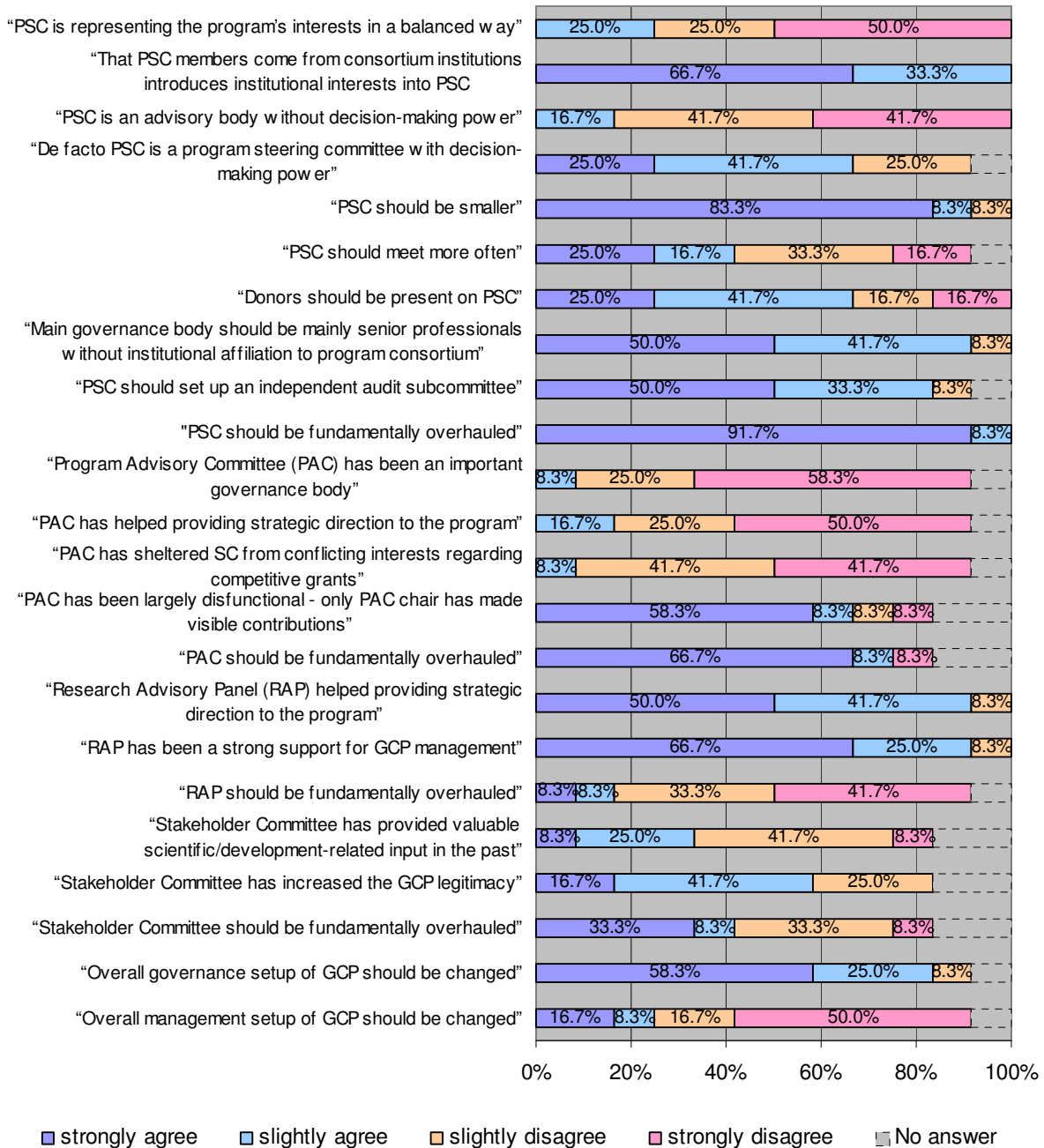
4. Please provide comments/suggestions and/or specific examples illustrating your choices in question 3 above.
 (responses omitted)

5. How much do you agree/disagree with the following statements?

(Governance - total 9 respondents)



(Management - total 12 respondents)



6. Please provide comments/suggestions and/or specific examples illustrating your choices in question 5 above.
(responses omitted)

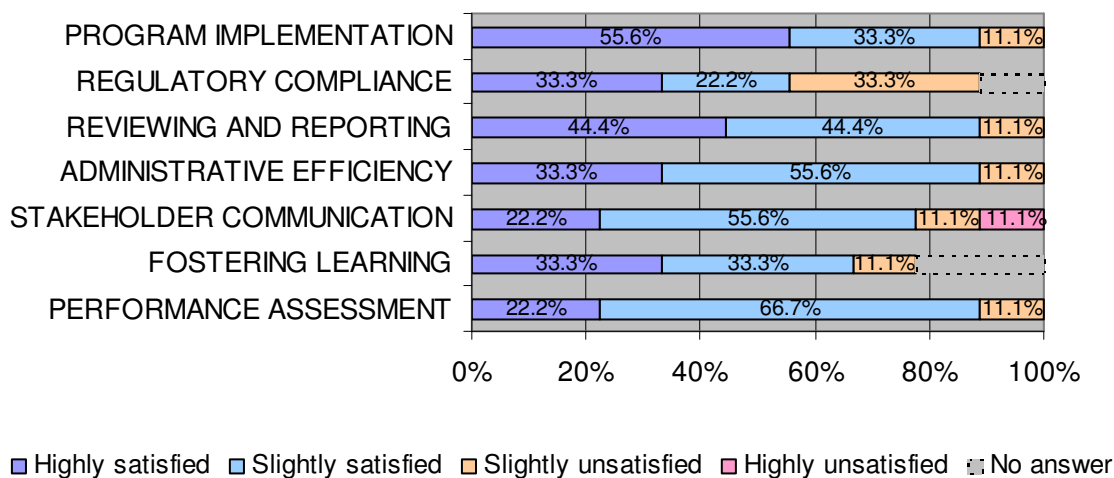
7. Please indicate your satisfaction with the performance of Program Management in terms of the following functions.

- Program implementation. (e.g., managing financial and human resources. Reviewing proposals for inclusion in the portfolio of activities and allocating financial resources among activities. Supervising the implementation of activities. Contracting with implementing or executing

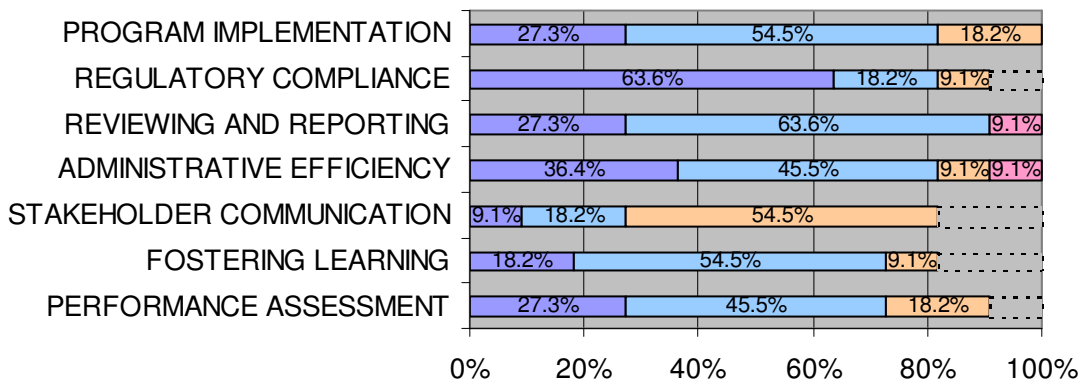
agencies to implement individual activities. Ensuring that these agencies are self-monitoring and reporting their progress in a timely way.)

- *Regulatory compliance.* (e.g., ensuring compliance with all applicable laws and regulations at the international, national, and institutional levels, including the regulations and procedures of the host organization, as the case may be. Being aware of and adhering to these requirements and standards on a day to-day basis.)
- *Reviewing and reporting.* (e.g., taking stock of the overall performance of the portfolio in relation to the program’s objectives and strategies. Reporting progress to the governing body, including any adverse effects of the program’s activities. Serving the needs of the governing body by preparing strategies, policy statements, etc.)
- *Administrative efficiency.* (e.g., maintaining a lean administrative cost structure (while recognizing that administrative costs tend to be higher during the launch period of a global partnership program). Proposing ways to maintain high performance while reducing costs to increase operational effectiveness.)
- *Stakeholder communication.* (e.g., implementing board-approved policies for stakeholder inclusion in programmatic activities. Finding ways to increase the effectiveness of stakeholder participation in all aspects of the program.)
- *Fostering learning.* (e.g., distilling and discerning lessons from the implementation of activities across the portfolio. Transmitting these lessons to both governing partners and beneficiaries in order to inform policy making and to enhance implementation of activities.)
- *Performance assessment.* (e.g., reviewing the performance of operational staff on a regular basis, as well as the performance of consultants at the end of their assignments.)

(Governance - total 9 respondents)



(Management - total 11 respondents)



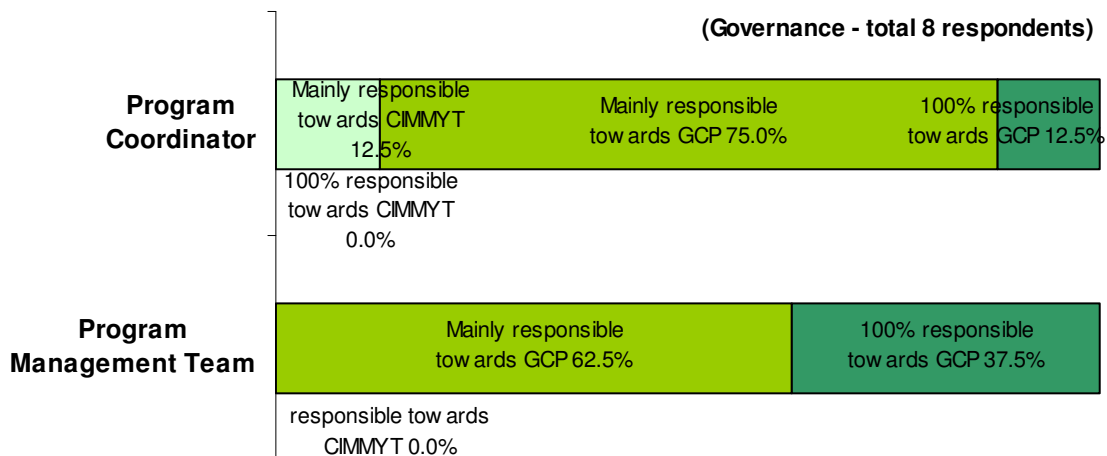
■ Highly satisfied ■ Slightly satisfied ■ Slightly unsatisfied ■ Highly unsatisfied ■ No answer

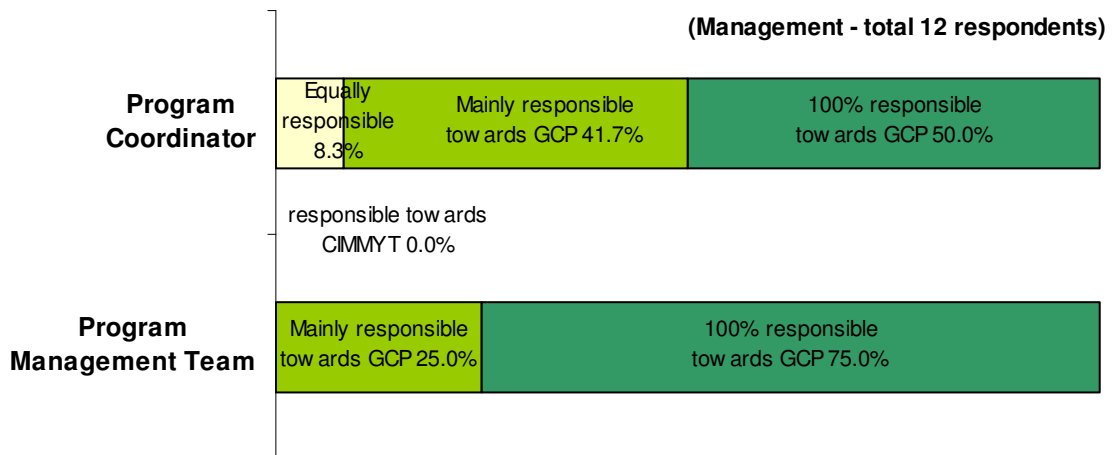
8. Please provide comments/suggestions and/or specific examples illustrating your choices in question 7 above.

(responses omitted)

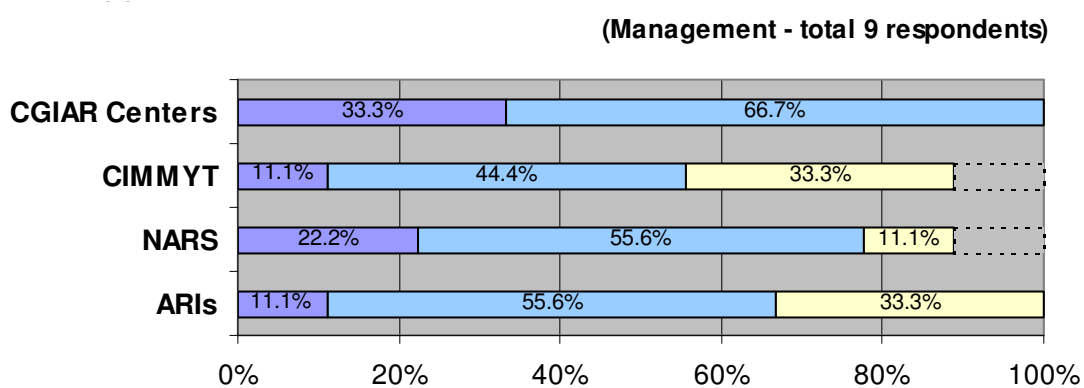
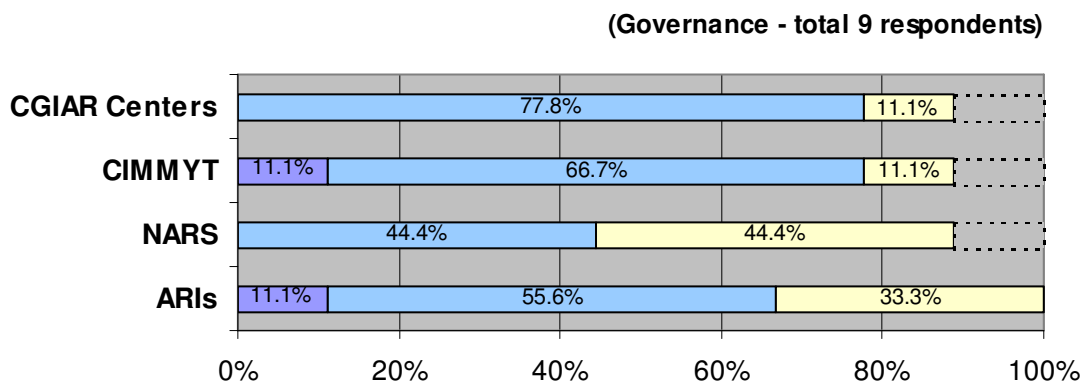
9. The Challenge Program is hosted by the International Maize and Wheat Improvement Center (CIMMYT); the program director and most of the management and secretariat staff are employed by CIMMYT. To what extent does this situation lead to a “two masters problem”, i.e. to a situation of unclear or overlapping responsibilities of program management towards the PSC (or program management) on the one hand and towards CIMMYT governance and management on the other hand?

(Governance - total 8 respondents)





10. The Generation Challenge Program itself is based on a Consortium Agreement. The current consortium members include CGIAR research centers, Advanced Research Institutions (ARIs) and National Agricultural Research Systems (NARS). The composition of the Program Steering Committee reflects this composition. To what extent does this setup lead to potential conflict of interest in the sense that PSC decisions may be driven by institutional interests of PSC members rather than programmatic interests?



- PSC decisions tend to be mainly driven by institutional interests of this subgroup
- Some institutional interests of this subgroup tend to be reflected in PSC decisions
- PSC decisions are taken independent of institutional interests of this subgroup
- No answer

11. **Do you think the current situation as described in the above questions 9. and 10. needs to be improved in any way?**

All Governance and Management responded who responded to this question (9 and 10 respondents, respectively), said "Yes".

12. **Please comment on the advantages and disadvantages of the current hosting arrangement.**
13. **Please add any additional suggestions, comments or feedback you might have.**

Annex 8 Acronyms

ARI	Advanced Research Institute
CGIAR	Consultative Group on International Agricultural Research
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo (International Maize and Wheat Improvement Center)
CMD	Cassava Mosaic Virus Disease
COS	Conserved Ortholog Set
CP	Challenge Program
DFID	UK Department for International Development
DNA	Deoxyribonucleic acid
EC	European Commission
EST	Expressed Sequence Tag
GFAR	Global Fund for Agricultural Research
GCP	Generation Challenge Program
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IP	Intellectual Property
IT	Information Technology
IPG	International Public Goods
LIMS	Laboratory Information Management Systems
MAB	Marker-Assisted Breeding
MAS	Marker-Assisted Selection
NARS	National Agricultural Research System
PAC	Program Advisory Committee
QTL	Quantitative Trait Locus
PSC	Program Steering Committee
R&D	Research and Development
RAP	Review and Advisory Panel
SHC	Stakeholder Committee
SIDA	Swedish International Development Cooperation Agency
SP	Subprogram
SWEP	System-wide and Ecoregional Programs (of the CGIAR)