

GCP Manual

**An overview of structures, procedures, and documents defining the
Generation Challenge Programme**

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PUBLIC



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Preface

In its first three years of its existence, the Generation Challenge Programme has evolved from a set of ideas and basic documents into a fully operational program with many projects involving numerous actors. This evolution generated many decisions, contracts, templates, texts, formats, etc., all necessary to get the train rolling. This manual tries to bring order to the necessary chaos that resulted from the enthusiasm surrounding this new program. It gives an overview of all relevant information in the fields of the creation and identity of the program, its governance, donors, the consortium, and its actual operation.

The first version of the GCP manual was prepared in July 2005, at the occasion of the new director, Jean Marcel Ribaut, taking up his responsibilities. It was updated one year later, in July 2006.

This manual should not only be considered a working document for the GCP Management Team; it is also used to create the transparency that is a essential for managing the quality of any program. As such it could be seen as a prototype of a quality manual, the basis of a quality management system (as defined by, for example, ISO9001:2000), and/or a reference document for the governing bodies and contributors to the GCP.

Disclaimer

This is a living document, in the sense that many sections will grow or be updated as time goes by and new material is created. Some elements that need more attention than others will be highlighted in yellow. The current version will also not be complete and surely contains errors or misinterpretations. These omissions and errors might be repaired in the next version that will still not be complete and will contain new errors. However, despite these shortcomings, this document can serve as it was intended: give an overview of the history and organizational aspects of the GCP.

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1. Generation Challenge Programme: Purpose, History, and Legal Status

The Generation Challenge Program was established in July 2003, after approval by the Executive Council of the Consultative Group on International Agricultural Research (CGIAR). Then called the Challenge Program “Unlocking Genetic Diversity in Crops for the Resource Poor,” this Challenge Program was the third Pilot Challenge Program to be approved, after the Harvest Plus (www.harvestplus.org) and Water for Food (www.waterforfood.org) Challenge Programs. The Challenge Program adopted the name “Generation” in early 2004.

The CGIAR Challenge Programs (CPs) are time-bound, independently-governed programs of high-impact research that target the CGIAR goals in relation to complex issues of overwhelming global and/or regional significance, and require partnerships among a wide range of institutions in order to deliver its products. At its Annual General Meeting in 2001 (AGM01), the CGIAR decided to accelerate, on a pilot and one-time only basis, the preparation of up to three CPs so that the System can explore ways of improving CP design and implementation. More information about the process to establish the three Pilot Challenge Programs can be found at www.cgiar.org/impact/challenge/pilot.html.

According to the proposal to establish the Challenge Program (see [DOC001](#)), the GCP operates over two phases, each of which has a duration of approximately five years. In Phase 1, the Challenge Program will acquire and/or develop the tools and techniques needed to identify useful genetic variation among the collections held by the CGIAR Centers and elsewhere. It will identify genes and pathways to use in crop improvement programs, identify marker systems to speed selection for these, and develop integrated crop genetic resources, improvement, and bioinformatics systems to facilitate and optimize implementation of the results. In Phase 2, optimal alleles and novel genes identified in Phase 1 will be incorporated into elite breeding materials and locally adapted landraces in the most efficient way and in partnership with NARS. Capacity building will be a constant theme of the Challenge Program throughout both phases.

Prior to its approval by the CGIAR, the Generation Challenge Program already had funding commitments from the European Commission of approximately €4 million per year and the World Bank at approximately US\$2 million per year for the first five-year phase of the Challenge Program. The United Kingdom Department for International Development began supporting the GCP in mid-2004 at £2.5 million per year. Additional information about the GCP’s funding sources can be found in the Funding and Donors section of this Manual.

1.1 Proposal to establish the GCP

The concept for the Challenge Program “Unlocking Genetic Diversity in Crops for the Resource Poor” was proposed by a consortium consisting of: three CGIAR centres, sometimes referred to as the “convening” centres of the Challenge Programme (CIMMYT, IPGRI, and IRR); two NARS (CAAS, China; and EMBRAPA, Brazil); and five advanced research institutes (Cornell University, USA; AGROPOLIS, France; John Innes Centre, UK; National Institute of Agrobiological Sciences, NIAS, Japan; and Wageningen University and Research Centre, the Netherlands). The proposal to establish the Challenge Program “Unlocking Genetic Diversity in Crops for the Resource Poor” was developed over the course of several international drafting sessions from 2001 through 2003 by a core group of representatives of CGIAR, NARS institutions, advanced research institutions, and the private sector. Following the submission of the proposal to establish the Challenge Program, five additional CGIAR centres were added to the consortium: CIAT, CIP, ICARDA, ICRISAT, and IITA.

In 2004, three new consortium members were added: WARDA¹ (sub-Saharan Africa), ICAR (India), and ACGT (South Africa). In 2005 an additional four institutes were added as ‘provisional members’, awaiting the revision of the GCP’s current governance structure and the requisite changes that will have to be made to the Consortium Agreement (see Governance section for details). The ‘provisional

¹ WARDA has not signed the consortium agreement.

members': are CINVESTAV (Mexico), Biotec (Thailand), INRA (Morocco), and IAO (Italy). More information about the consortium members can be found in the Consortium section of this Manual.

The proposal to establish the GCP laid out the mission, rationale, strategy, expected outcomes, plans for implementation and collaboration, subprogram structure, and business plan for the Challenge Program.

(see also [DOC001](#) "Unlocking Genetic Diversity in Crops for the Resource Poor": A proposal for a CGIAR Challenge Program, and [DOC105](#) Provisional Member Welcome Letter)

1.2 Foundation activities

During the drafting of the proposal to establish the Challenge Program, a meeting of the stakeholders of the Challenge Program was convened in Alexandria, Egypt, in February 2003. Some important conclusions of that meeting were:

- 1) The CGIAR centers that are consortium members must demonstrate an in-kind contribution to the GCP of \$400,000 per year.
- 2) A Stakeholders Committee would be formed to provide input and feedback to the GCP. The Stakeholders Committee was to be convened by the Global Forum for Agricultural Research (GFAR) and composed of representatives of farmers' organizations, NGOs, the private sector, as well as representatives of the groups at the Alexandria Stakeholder Meeting.
- 3) Certain matters relating to the financial and fiduciary responsibilities of the host center were discussed.

Remarkably, the minutes of the Alexandria Stakeholder Meeting have never been compiled, distributed or approved. An email summary was drafted by Adel El-Beltagy, DG of ICARDA (see [DOC007](#)). A list of participants is also available (see [DOC002](#)).

The GCP was approved for implementation in July 2003 and funding for GCP projects was to begin in January. For these reasons, a planning workshop was scheduled to develop the detailed first year workplans, establish 5-year agendas for the 5 subprograms, and decide on the roles and responsibilities of the GCP director and Subprogram Leaders. The Technical Planning Workshop for the Generation Challenge Program was held in August 2003 at Wageningen University and Research Centre (WUR), the Netherlands ([DOC003](#)). Scientists from most of the consortium member institutions participated. The four subprograms (Subprogram 5 was not considered during this workshop) were split into research "clusters" and cluster leaders were nominated from among the participating representatives to lead the development of workplans for each cluster. Each cluster workplan involved various teams of researchers across institutions and crops.

Final workplans were due in October 2003, and the Challenge Program Year One Workplan document was compiled and submitted for approval by the CGIAR and donors in December 2003. Work began in January 2004.

(See also [DOC007](#) 2003 Alexandria Meeting Summary and [DOC003](#) Technical Planning Workshop Summary of Proceedings, August 2003.)

1.3 Consortium Agreement

The Generation Challenge Program cannot function as a funding entity without a legal document that establishes the rights and responsibilities of the consortium members and, especially, the hosting institute of the program, which serves as the legal and financial home of the GCP. The consortium agreement establishes how and for what the GCP may contribute funds, and what the recipients are responsible for in exchange for funds. Of particular importance, the consortium agreement establishes the provisions on intellectual property to which all consortium members must adhere to ensure that when new and useful products are produced in the course of the GCP, it will be possible to make them available as part of a public platform and distribute them to the poor people in developing countries for whom they were developed.

The GCP consortium agreement was drafted by a team of legal specialists from inside and outside the CGIAR and reviewed and approved by all members of the GCP consortium after several rounds of discussion and edits. The aim was to develop a short, simple, and comprehensive agreement as

possible that would allow flexibility within the consortium in some key areas and strict adherence in others (data sharing and IP, for instance). It was also reviewed by a legal specialist from Pioneer DuPont, to see if the consortium were ever opened up to the private sector, the likelihood that multinational companies would be able to sign on to such an agreement. (With a few minor changes and additions, Pioneer said, it would be acceptable to their legal department.) There is general agreement among the legal specialists who helped draft the GCP consortium agreement and who are also familiar with the consortium/joint venture agreements of the Water for Food and Harvest Plus Challenge Programs that the GCP agreement is the best and clearest working example of a legal arrangement for this model of international agricultural research with diverse partners. In addition, the Biosciences East and Central Africa (BECA) facility in Nairobi, Kenya, is using the GCP agreement as a model for their consortium agreement.

The provisions of the consortium agreement have many implications for the research and outputs of the GCP, but a major area for additional consideration is the question “who can apply for GCP funding?” Initially it was assumed that the GCP, through its hosting institution, could not enter into contracts with institutions who have not signed the consortium agreement (as in, are not members of the consortium). Based on this assumption, the lead/principal investigating institutes for GCP competitive and commissioned research projects had to be GCP consortium members. This supported/confirmed the Program Steering Committee assertion at its December 2004 meeting that one of the current privileges of consortium membership is the exclusive right to apply for grants within the GCP. The GCP’s research and development mandate hinges, of course, on its ability to foster partnerships outside the GCP consortium, and to ensure such partnerships given this restriction, in 2004 the GCP required the submitters of competitive research proposals to involve at least one non-GCP member NARS in each proposal. Despite this, in its first year of operation, the GCP received a significant amount of input from donor and stakeholder groups regarding its (perceived) exclusivity, who recommended that the GCP find ways to “open up” the consortium and involve outside partners, NARS in particular, more substantially. These ways were found and in the 2006 call for competitive research proposals, the requirement for the lead/principal investigating institute to be a consortium member was dropped; only one partner in the project team had to be a consortium partner.

At its 2005 meeting, the PSC observed that there are some loose ends in the GCP Consortium Agreement regarding rights and obligations of current consortium members, definition and role of partners and ‘Supporting Participants’, criteria for new member admission, and governance body composition. A Task Force composed of 5 PSC members was therefore convened to review these issues and make recommendations to the PSC regarding clarifications to the Consortium Agreement and the composition of the governance bodies of the GCP. This TF is composed of Zeze Sampaio (Embrapa), Bob Zeigler (IRRI), Ola Smith (GFAR and Stakeholders Committee), Marc Debois (European Commission) and Yves Savidan (Agropolis). The Task Force will share its deliberations with the PSC via email and the recommendations will be presented and voted upon at the next PSC meeting in December 2006.

(Details about the TOR of this Task Force are given in [DOC084](#), the report of the 2005 PSC meeting, More information about consortium membership can be found in the Consortium section of this Manual. See also [DOC004](#) GCP Consortium Agreement, [DOC045](#) 2004 Call for Competitive Research Proposals, and [DOC101](#) 2006 Call for Competitive Research Proposals.)

1.3.1 Humanitarian License / Subsistence Use Agreement

At the Program Steering Committee meeting in December 2004 (see [DOC014](#)), Bob Zeigler, first director of the GCP, submitted for PSC review a draft amendment (see [DOC005](#)) to the consortium agreement under which each Consortium Member grants to each person throughout the world a royalty-free license to use, make, and sell ‘Challenge Program IP’ (already defined in the Consortium Agreement) for ‘Subsistence Use.’ As defined in the proposed amendment, ‘Subsistence Use’ in relation to Challenge Program IP means:

- (a) for direct personal or family consumption; or
- (b) for barter (exchange) for personal or family food, shelter, fuel, or clothing; or
- (c) in trade or business resulting in monetary income of less than €10,000 per year per business entity.

Upon adoption of the amendment, subsistence users and those who would make and sell to subsistence users would be enabled to use information or product subject to Challenge Program IP protection at a discount or for free, and could not be stopped from use by infringement actions brought by Challenge Program IP owners. It was decided that a draft would be circulated to the PSC members for consultation by their legal teams. Comments by the PSC members were compiled, and a final document was drafted and approved by the PSC 2005 Meeting in Marrakech. The Task Force on the Consortium Composition and Governance Structure (see Governance section) was instructed to take the approved Humanitarian Use Agreement into account as it reviews the consortium agreement. Following the Task Force's recommendations, the consortium agreement with any modifications, and including the Humanitarian Use Agreement, will be circulated to all consortium members for their signature.

(See [DOC085](#) for the text of the Humanitarian License and [DOC084](#) for the PSC 2005 Meeting Report.)

1.3.3 Private Sector Involvement

Several efforts have been made to initiate collaboration with the Private Sector. Contacts with Syngenta, Pioneer, and Monsanto have been established and the GCP participated in the Winrock initiative called 'Public-Private Partnership to Develop and Deliver Drought Tolerant Crops to Food-Insecure Farmers'

Details about the collaboration with the Private Sector can be found in [DOC046](#) (GCP 2004 Annual Report and Year 2 Workplan). Details about the Winrock initiative can be found in the proposal ([DOC035](#)) and the report of the May 2005 meeting ([DOC036](#)).

1.5 Legal Status

The GCP has no legal existence apart from its consortium members. *De facto*, the legal entity through which the GCP acts is the hosting institution, CIMMYT, since it administers the Challenge Program Account. (See paragraph 16 in the GCP Consortium Agreement [[DOC004](#)]).

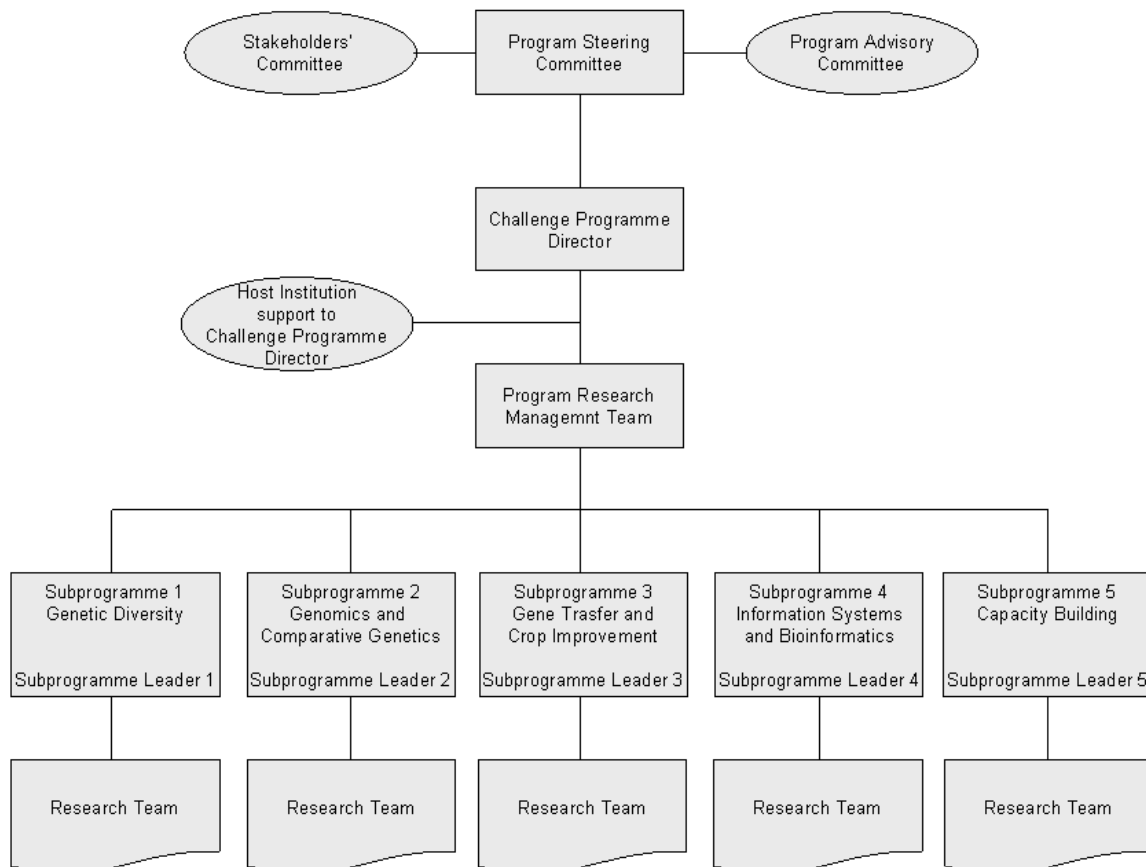
2. Governance

Efficient governance of the Generation Challenge Program is as important as the research program, since the governance and administrative bodies guide strategy development and implementation and manage the research itself. The GCP functions according to the principle of “lean and mean”: a lean governance and administrative structure allows for quick implementation of good new ideas and agile negotiation of obstacles.

2.1 Governing bodies and their Roles

The governance structure of the Generation Challenge Program is illustrated in the organogram below (reproduced from [DOC004](#) the Consortium Agreement). The Program Steering Committee governs the GCP on the highest level, with input from the Program Advisory Committee and the Stakeholders Committee. The Director functions on the next level, with input and feedback from the hosting institution. The Subprogramme Leaders fall under the direction of the GCP Director, and they manage the scientists working within the projects of their Subprogrammes.

(see also [DOC009](#) Governance structure of the pilot Challenge Programs, October 2004)



As indicated in the descriptions of the separate elements below, this structure has shown to contain some elements that could be improved. For example, with the increase of the number of consortium members, the size of the PSC has grown beyond the scale that allows effective governance (currently 19 voting members), and the Program Advisory Committee is hardly functioning. Therefore, during the 2005 PSC meeting, a Task Force on Governance was created, composed of 5 PSC members, to re-

view issues regarding governance and to clarify outstanding issues over member rights and obligations in the consortium agreement. This TF is composed of Zeze Sampaio (Embrapa), Bob Zeigler (IRRI), Ola Smith (GFAR and Stakeholders Committee), Marc Debois (European Commission) and Yves Savidan (Agropolis). Its TOR (as described in [DOC084](#) Report of 2005 PSC Meeting) related to the GCP consortium composition:

- Define the raison d'être of a consortium instead of a network of partners
- Identify the privileges and the obligations of consortium members
- Propose a system to monitor those privileges and obligations
- Define the dynamic of the consortium (Composition, optimal size, turnover of the members, etc)
- Define the rules for admission of new members
- Define the role, privileges and obligations of the "supporting participants" in the GCP

And related to the governance structure:

- Determine best structure for the GCP governance body (ExCo??)
 - Define TOR of the structure
 - Define how to select the members
 - Define How they will interact with the consortium and supporting participants

The TF was asked to develop its TOR further, and draft a document with its recommendations to be submitted to the PSC chair by mid-January 2006. (see [DOC113](#) for the TOR of this Task Force)

2.1.1 Program Steering Committee

According to the Consortium Agreement ([DOC004](#)), the Program Steering Committee is the governing board of the GCP. Its Terms of Reference and composition are described below.

2.1.1.1 Terms of Reference

The Terms of Reference for the Program Steering Committee are established in the consortium agreement (paragraphs 6-13 and Schedule 2 in [DOC004](#) the Consortium Agreement).

The major items for which the PSC is responsible are:

- Approval of the Annual Report and upcoming yearly workplan/operating plan, including budgets
- Approval of the Medium Term Plan of the CGIAR (to be submitted to the CGIAR Science Council).
- Approval of the addition of new consortium members.

As established in the Consortium Agreement ([DOC004](#)) the Program Steering Committee TOR, the Program Steering Committee makes decisions by simple majority of those present (for email approvals, simple majority of whole PSC), except in the case of admission to the consortium of new members, where unanimous agreement is required. No policy currently exists on the criteria for application and admission of new consortium members; this issue was tabled at the December 2004 meeting for further discussion at the 2005 PSC meeting, and the Task Force on Governance is currently reviewing this issue.

In addition to the major approvals for which the PSC is responsible listed above, the Program Steering Committee is responsible for:

- 1) Policy
 - a) determine strategic directions for the Challenge Program and approve an agreed set of specific aims to achieve the Objectives, and key milestones;
 - b) establish performance criteria to determine the progress of the Challenge Program in achieving the Objectives;
 - c) approve the Annual Operating Plan;
 - d) approve the Annual Report;
 - e) oversee the Challenge Program Director and the Committees and allocate responsibilities; and

- f) approve guidelines for the obligations and rights of Supporting Participants (or, “subcontracting parties” or “partners”)
- 2) Staffing
 - appoint
 - the PSC chairperson
 - the Challenge Program Director
 - members of committees
 - 3) Finances and Resources
 - a) set budgetary priorities
 - b) receive and approve Annual Budgets;
 - c) distribute the Challenge Program funds and allocate other resources in accordance with Annual Budgets and Annual Operating Plans;
 - d) determine the value of in kind contributions made after the Start Date
 - e) approve variations in a Consortium Member’s contributions
 - 4) Intellectual Property
 - a) put in place procedures for the identification and management of Background IP, Pre-Existing IP, Challenge Program IP, and Confidential Information; and
 - b) consistent with the specific provisions of clause 26 of the Consortium Agreement (ommercialising Challenge Program IP)
 - 5) General
 - a) receive and consider reports from the Challenge Program Director and Committees about the Challenge Program performance;
 - b) promote cooperation among the Consortium Members
 - c) approve communications and public relations strategies including guidelines for public announcements and fundraising; and
 - d) admit new Consortium Members and Supporting Participants under clause 30 of the Consortium Agreement [New Participants and Supporting Participants]

2.1.1.2 Composition

The Programme Steering Committee currently has 19 voting members (see [DOC011](#) Programme Steering Committee Members); it consists of one representative of each consortium member institution (Director General or nominee), an Independent Chairperson, and anyone else approved by the PSC (see [DOC004](#) Consortium Agreement). The GCP Director and a representative of the Global Forum for Agricultural Research (GFAR) also sit on the PSC as observers (non-voting members), as agreed at the Alexandria Stakeholders Meeting. ‘Provisional Consortium Members’ do not have seats on the PSC (as agreed during the 2005 PSC meeting, see [DOC084](#)).

The Chair of the PSC is Eugene Terry. The chair of the PSC serves for three years. Dr. Terry’s appointment began December 2004 (see [DOC023](#) Selection of New PSC Chair, [DOC017](#) PSC chair compensation and honoraria, and [DOC018](#) Dr. Terry appointment letter). Dr. Ismail Serageldin was the previous chair of the PSC (he resigned the position in summer 2003 due to time constraints).

The cumbersome size of the current Program Steering Committee contradicts the GCP’s efforts to be “lean and mean”. It is also not good business practice for an organization’s board to be composed exclusively of direct recipients of funding from the organization. A new composition was proposed at the December 2004 PSC meeting that would reduce the size of the PSC to representatives of the categories of members: CG centers, ARIs, and NARS, plus the Chairperson (see [DOC014](#) Minutes of 2004 PSC meeting). The issue was tabled at the 2004 meeting for further discussion at the 2005 meeting, and the Task Force on Governance is now reviewing these issues and their recommendations will be voted upon at the 2006 PSC Meeting.

The composition of the PSC is of particular concern with the Stakeholders Committee, which made the following official recommendation at its May 2005 meeting:

...The Stakeholders Committee recommends that the GCP evolve toward a more inclusive consortium and Program Steering Committee. ... The Stakeholders Committee also strongly recommends that the PSC not be a governing body composed of representatives of the consortium members only. The Stakeholders Committee recommends an alternate composition of: a smaller group than currently exists of: representative(s) of the consortium, donors, and stakeholders.

(see [DOC020](#) Minutes of the May 2005 Stakeholders Committee meeting)

The Task Force on the Governance, as created by the PSC Meeting in 2005, is to advise on a new structure for the PSC or an alternative governing body (see for more information about this task force, the introductory paragraph "Governing bodies and their Roles" and [DOC113](#) for the TOR of this Task Force).

2.1.1.3 Meetings

The Program Steering Committee generally meets once per year. The tendency so far has been to schedule the PSC meetings at the end of the year, combining it with the Annual General Meeting (AGM) of the GCIAR, so that the PSC can approve the Annual Report, Workplan, and Budget in person. Other decisions the PSC needs to make can be solicited by email by the GCP Director. As mentioned above, a simple majority is needed for approval on any item except the issue of admitting new members to the consortium, which requires unanimous agreement of the PSC. The PSC has convened three times since the inception of the Challenge Program, in August 2003 in Wageningen, December 2004 in Rome, and in November 2005 in Marrakech (see [DOC013](#) Minutes of 2003 PSC meeting, [DOC014](#) Minutes of 2004 PSC meeting, and [DOC084](#) Minutes of 2005 PSC meeting). The next PSC Meeting will be held in Washington, 25-26 November 2006.

The GCP Director is responsible for appointing a secretary to carry out the secretarial requirements of the PSC to announce PSC meetings (at least 3 weeks in advance) and prepare minutes of the PSC meetings (see [DOC004](#) Consortium Agreement). Jenny Nelson currently serves this role.

2.1.2 Stakeholder Committee

The GCP Stakeholder Committee was convened by the Global Forum for Agricultural Research (GFAR) in response to a CGIAR recommendation to incorporate GFAR in the development and implementation of all three of the pilot Challenge Programs. This committee was formed to ensure better representation of regional and sub-regional agricultural fora and other stakeholders (farmers' groups, NGOs/CSOs, the private sector, etc.) in CP decision-making. The Stakeholders Committee provides input and feedback to the PSC but does not have a direct role in the governance of the GCP. The European Commission funds the Stakeholder Committee at roughly \$150,000 USD per year. The GCP is responsible for ensuring that those funds are transferred to the GFAR account.

At the 2005 PSC Meeting, the PSC Chair requested that the GCP Director serve as liaison between the Stakeholder Committee and the PSC (see [DOC084](#) 2005 PSC Meeting Minutes).

2.1.2.1 TOR

As established in [DOC021](#) Stakeholder Committee Terms of Reference, the Stakeholder Committee serves as a neutral platform for inter-stakeholder dialogue on issues related to the various stages of GCP development and implementation. Acting in an advisory capacity, it serves as a link between the GCP and various stakeholder groups. The Stakeholder Committee facilitates the articulation, promotion, and presentation of the views of various stakeholders to GCP management and governance structures in order to contribute to the policies, strategies, research priorities, and program activities of the GCP. More specifically, the Stakeholder Committee:

- 1) advises the PSC so that it can appropriately take into account the views and experiences of various stakeholders in formulating the overall policies of the GCP;
- 2) recommends measure to improve multi-stakeholder involvement, especially those from the South and from civil society organizations (CSOs), in GCP implementation and reviews through such mechanisms as broad-based consultative processes, workshops, and information sharing; and

3) provides feedback to various stakeholders on GCP implementation and outputs.

The chairmanship of the Committee is held on a rotating basis (one year per term) and the chair is elected by the committee from among the members. The current chair is Victor Villalobos (SAGARPA, Mexico). Anne Chetaille (GRET, France) is the vice chair.

2.1.2.2 Composition

GFAR selects the members of the Stakeholder Committee. The Stakeholder Committee is composed of 15 members from NGOs, farmers' organizations, private sector, and NARS, with particular attention paid to gender and regional balance:

Farmers' organizations	3 representatives
NGOs	2 representatives
Private sector	2 representatives
Regional fora	7 representatives (1 per region, including North America and Europe)
GFAR Secretariat	2 representatives
GCP Director (<i>ex-officio</i>)	1 member

(see [DOC022](#) Stakeholder Committee Members, July 2006)

2.1.2.3 Meetings

The Stakeholders Committee may meet once or twice per year. In 2004, they met once (November 2004, Rome). In 2005, they met twice (May in Rome and November in Marrakech). The meetings are restricted to 2 days, and the GCP director is required to attend and present on GCP progress. Dr. Hamid Narjisse, a GFAR representative nominated by Ola Smith, GFAR Director, sits on the PSC as GFAR representative. The Stakeholder Committee Chair presents the Stakeholder Committee recommendations to the PSC at its annual meetings.

(see [DOC019](#) Minutes of the Nov 2004 Stakeholders Committee Meeting, [DOC020](#) Minutes of the May 2005 Stakeholders Committee Meeting, and [DOC091](#) Minutes of the November 2005 Stakeholders Committee Meeting)

2.1.3 Program Advisory Committee

The proposal to establish the Challenge Program ([DOC001](#)) proposed the creation of a Program Advisory Committee to provide independent scientific advice to the Program Steering Committee. The Program Steering Committee is responsible for appointing this committee. According to the Terms of Reference for the Program Advisory Committee ([DOC024](#)), the PAC is composed of 4 to 6 distinguished, internationally recognized scientists with expertise in the areas of genetic resources, functional and comparative genomics and comparative biology, application of molecular genetics and biology to crop improvement, and/or bioinformatics.

The continued role of the Program Advisory Committee is currently under review by the PSC Task Force on Governance (see the introductory paragraph "Governing bodies and their Roles", and [DOC113](#) for the TOR of this Task Force).

2.1.3.1 TOR

As stated in [DOC024](#) Program Advisory Committee Terms of Reference, the Program Advisory Committee is tasked with:

- 1) Providing the PSC with an assessment of the quality and relevance of the research program using the following criteria:
 - a) appropriate priorities
 - b) rate of progress relative to investment
 - c) scientific rigor and originality

The PAC chair is responsible for presenting this assessment to the PSC at its annual meetings.

- 2) Overseeing the competitive grants program. One member will participate in the external review panel and report to the PAC on progress and outcomes.
- 3) Participate in the GCP Annual Research Meeting.
- 4) Advise GCP management of scientific opportunities and findings of relevance to the GCP.

(see [DOC024](#) Program Advisory Committee Terms of Reference.)

2.1.3.2 Composition

The Program Advisory Committee's members are:

- Maarten Korneef (Max Planck Institute and Wageningen University, the Netherlands)
- Marianne Lefort (INRA, France)
- John Mugabe (NEPAD, Kenya)
- Wayne Powell, chair (NIAB, United Kingdom)
- Qifa Zhang (Huazhong Agricultural University, China)

See [DOC025](#) Program Advisory Committee Members for short bios on each of the members.

2.1.3.3 Meetings

The Program Advisory Committee has never met. The chair of the PAC, Wayne Powell, serves on the competitive grants review panel (see [DOC026](#) Wayne Powell report to PAC on competitive grants process and outcome). Wayne Powell also provided a written assessment of the GCP for the 2004 PSC meeting (see [DOC041](#) PAC assessment of GCP Year 1). There are no other reports of the PAC at this time.

2.1.4 Hosting Institution

CIMMYT is the hosting institution of the Generation Challenge Program.

The first proposal to establish the Challenge Programme ([DOC001](#)) stated, in regards to the hosting institution:

If the Challenge Program Director is chosen from one of the founding consortium CGIAR institutes, it is proposed to locate the appointee at an institute different to that where he or she is currently employed, to help ensure that the business of the Challenge Program is managed in a fair and equitable manner. Further details will be resolved during the recruitment process that will be initiated as soon as the Challenge Program is approved by the CGIAR.

This was reflected in the first announcement for a Director of the Challenge Program (see [DOC027](#)). The Director had the choice of being located at one of the three "convening" CGIAR centers: CIMMYT, IPGRI, or IRRI. Bob Zeigler chose CIMMYT, and that is how CIMMYT became the hosting institution.

In the second announcement for Director of the Challenge Program (see [DOC028](#)), this requirement was dropped that the selected candidate establish his/her headquarters at a different institution than his previous employer, because GCP headquarters by this time was fully established at CIMMYT and therefore should only be moved on very solid considerations. It was left to the successful candidate to negotiate where he would be located. When Dr. Ribaut was selected, since he was already located at CIMMYT, the headquarters remained at CIMMYT.

As the GCP's hosting institution, CIMMYT is legally and financially responsible for the Generation Challenge Program. However, it does not have the authority to veto or intervene in decisions of the GCP Director. The role of overseeing the GCP Director is reserved to the PSC.

As established by the PSC at its 2003 meeting, it was noted that the Director General of the host centre will be the reference point for administrative matters while the Director will consult with the PSC on substantive program matters.

2.1.4.1 Hosting agreement

No hosting agreement currently exists between the GCP and CIMMYT. The only mention of the responsibilities and obligations of the hosting institution (or “host agent”) are in the proposal to establish the Challenge Program, the minutes of the 2003 PSC meeting, and the GCP Consortium Agreement, as follows:

Proposal to establish the Challenge Program (DOC001):

The Challenge Program Director will be assisted by administrative and other support at the host institution; the direct cost (including overhead) of this support will be charged to the Challenge Program budget, based on actual expenditure.

Minutes of the 2003 PSC meeting (DOC013):

“... line management for administrative issues including finance will be provided by the Director General of the host centre (in this context it was also noted that the host centre has legal and fiduciary responsibility for the CP grants and that the usual professional support in these areas will be required from the host centre, at cost). At this time it was also noted that the host centre will be required to undertake prudential management of the CP finances, especially with regard to cash flow as the host centre will not be in a position to under-write CP projects using its own working capital reserves.”

GCP Consortium Agreement on the Host Agent and Challenge Program Account (see DOC004 GCP Consortium Agreement):

16.1 The Consortium members agree that the International Maize and Wheat Improvement Center (CIMMYT, INT.) will act as Host Agent for the purposes set out in this clause 16, and any other purposes the Consortium Members agree at the time of appointment.

16.2 The Host Agent must:

- a) establish and oversee the operation of the Account
- b) if requested by the Consortium Members for a particular Commercialization arrangement agreed under clause 26 [Commercializing Challenge Program IP], collect and pay royalties, license fees and other receipts derived from Commercialization of Challenge Program IP; and
- c) make all payments approved by the Program Steering Committee...

16.3 The Consortium Members agree that the Host Agent will carry out financial requirements, under the direction of the PSC including consolidating the accounting information provided to it by the Consortium Members...

16.4 The Host Agent may draw on the Account to meet its reasonable expenses and agreed remuneration, and those drawings will be deemed to be expense incurred in performing the Activities.

2.1.4.2 Head Quarters Staff

In addition to the GCP Director, the GCP currently employs 5 full-time staff: the Communications Manager, the Communications Assistant, the Executive Assistant, the Project Officer, and Subprogramme 3 Leader/Product Manager (see DOC116 Communications Manager Terms of Reference, DOC030 Communications Assistant Terms of Reference, DOC031 Executive Assistant Terms of Reference, DOC097 Project Officer Terms of Reference, and DOC093 SP3 Leader TOR and Selection Process-2006).

GCP employees are nominally employed by CIMMYT, since the GCP has no legal existence apart from its agent, CIMMYT, and its consortium members. However, although GCP employees receive their salaries and benefits from GCP funds paid through CIMMYT, to avoid possible conflicts of interest, they are under the sole supervision of the GCP Director. The GCP Director conducts the annual evaluations of the Headquarters Staff and is solely responsible for the hiring, firing, and negotiation of contracts of the Headquarters staff. These are the informal guidelines under which the GCP has operated to date; no official document exists that establish these guidelines.

2.1.5 Management Team

The daily management of the GCP is in the hands of the Management Team (MT). It consists of the Director and five Subprogramme Leaders (SPL), one for each subprogramme.

Within the MT the Director handles as much of the administrative affairs as possible, including the donor contacts, etc. This allows the SPLs to concentrate on the content of their subprogrammes.

When the GCP was established, it was determined that to assure the highest scientific quality of the program, the Subprogram Leaders should be hired at 50% of their time with the GCP, so that they could remain rooted in their home organizations the other 50% of the time to continue conducting and directing research. However, now three years into the GCP, it has become apparent that the heavy management load requires at least a few full-time Subprogram Leaders. This issue was discussed at the PSC 2005 meeting, and a Task Force was assigned to review Management issues and make recommendations regarding the evolution of Subprogramme 3 and Subprogramme 5 to full-time positions. (Jonathan Crouch's departure from the SP3 position at the beginning of 2006 was another strong impetus for reviewing the SP3 position, in particular.) The Task Force on Management provided their recommendation in early 2006 ([DOC092](#) PSC Management Task Force TOR and recommendations) that the SP3 position should become a full-time position (and noted that they would provide further recommendations re: SP5 at a later time). The SP3 Leader/Product Manager position was opened in February 2006 ([DOC095](#) SP3 Leader Job Announcement-2006 and [DOC093](#) SP3 Leader TOR and Selection Process-2006) and the selection committee selected Philippe Monneveux, who began the position on 1 July 2006. Philippe is located at GCP Headquarters.

For Subprogrammes 1, 2, 4, and 5, the SPLs are employed at 50% with the GCP and continue to conduct/direct research at their home institutions the other 50% of the time. The Management Team tries to convene several times per year in conjunction with other meetings where the MT needs to appear, such as the Annual Research Meeting and the Programme Steering Committee Meeting. Apart from that and the obvious email traffic, phone conferences are held whenever appropriate.

With only 5 SPLs and a Director to manage a large research portfolio like the GCP's, the Management Team also decided that an advisory body, specific to the Management Team only, could also help fill important gaps. The Review and Advisory Panel is composed of 5 scientists, each with expertise in one or more areas of the GCP, who are attached to a respective SPL and provide guidance on the management of the projects within that Subprogram. They also review the commissioned research projects within the Subprograms and may assist with site visits to consortium member institutions to review ongoing work.

(See: [DOC120](#) Review and Advisory Panel TOR-June 2006, [DOC117](#) Site Visit Objectives and Outputs, [DOC118](#) Site Visit Principles and [DOC119](#) Site Visit Letter)

2.1.5.1 Director

As a result of the geographical dispersal of the Management Team, the GCP Director plays an important role as coordinator and leader of the program. He is responsible for the formulation of the strategy of the programme, the production of the planning and reporting documents, and the organization of meetings (such as the Annual Research Meeting and the Programme Steering Committee Meeting). He is also responsible for the administrative affairs, the handling of contracts, and financial affairs. Furthermore, the GCP Director is the public face of the program. He represents the program towards the donors and the governing bodies, and also plays the major role in representing the GCP at international meetings.

2.1.5.1.1 TOR

The original proposal for the Challenge Programme ([DOC001](#)) states the following regarding the role of the Director:

The Challenge Program will be managed by a Director who will be directly accountable to the Program Steering Committee in much the same way that a Center Director General is accountable to a Board of Trustees.

The Challenge Program Director will be recruited through an international search process and appointed by the Program Steering Committee through one of the CGIAR consortium members. The appointee will be full-time Director of the Challenge Program.

The Director will play a major role in ensuring coordination, integration, and communication across research activities as well as providing a public interface to the Challenge Program, especially as this relates to fundraising and seeking new research partners. The Director will focus his/her attention on outputs from the scientists involved in the Challenge Program, whereas day-to-day management will be provided at the institutional level. In summary, the Challenge Program Director will:

- provide leadership to the Challenge Program;
- liaise with participants, funding agencies, and other initiatives compatible with the goals of the Challenge Program;
- ensure that the Challenge Program budget is used in accordance with the annual budget and any direction of the Program Steering Committee;
- monitor and keep the Program Steering Committee informed of the Challenge Program's performance;
- oversee preparation of an annual report for approval by the Program Steering Committee;
- prepare draft annual budgets and workplans and submit these to the Program Steering Committee for approval;
- act as a focal point for interaction between Lead Scientists and key researchers from Members of the Consortium;
- identify new research opportunities, including potential research partners;
- identify new funding opportunities, interact with funding agencies, and develop new research proposals consistent with the objectives of the Challenge Program; and
- assist with evaluation of Lead Scientists.

The Challenge Program Director will be assisted by administrative and other support at the host institution; the direct cost (including overhead) of this support will be charged to the Challenge Program budget, based on actual expenditure.

For more information about the director's responsibility see also [DOC004](#) GCP Consortium Agreement.

2.1.5.1.2 Recruitment process

The recruitment of the GCP Director is one of the important responsibilities of the Program Steering Committee (see paragraph on Terms of Reference of the PSC in this manual). The Chairman of the PSC drafts an announcement for the position and gets approval for this announcement from the PSC. This announcement is published in the major scientific media outlets and distributed widely via message boards and email distribution lists within and outside the CGIAR. On initiative of the PSC Chairman a Search Committee is compiled that is endorsed by the PSC. This Search Committee selects the applicants in a process involving the selection of a long list, a short list, interviews with and presentations by the candidates, and finally a decision.

For a report of the selection of Jean Marcel Ribaut see [DOC034](#) Summary Report on the recruitment of the GCP director. See also [DOC061](#) Press release "Generation Challenge Program Selects Jean Marcel Ribaut as New Director", 13 June 2005.

2.1.5.2 Subprogramme Leaders

The Subprogramme Leaders (SPLs) and the GCP Director form the management team of the Challenge Program. Effective leadership by the SPLs is critical to the success of the GCP.

As mentioned above, the SP3 Leader position (which also includes Product Management) is now a full-time position within the GCP, while the other SPLs are at 50% of their time.

For Subprogrammes 1, 2, 4, and 5, the policy regarding their position and remuneration is described herein. The GCP policy to hire SPLs at 50% of their time was intended to both enhance the careers of the scientists who assume the SPL position and insure that institutions that offer their scientists' time to the GCP receive recognition for their in-kind contribution. This policy comprises three independent components:

- 1) Institutional participation:

It is expected that SPLs will spend half of their time on GCP activities. The GCP pays for 50% of the SPLs' salary and the institutions that house an SPL should count the other 50% of the cost (plus 18% indirect costs), toward their in-kind contribution to the GCP.

2) Additional research support for the SPL:

SPLs have demonstrated superior scientific skills and achievements in the area covered by the Sub-Program, want to assume the responsibilities associated with the position, and possess management experience in interacting across disciplines and institutions. To make sure that they can continue their own research agendas, the GCP supports his or her work with \$100,000 per year.

3) Personal compensation

Each SPL will receive a salary adjustment up to 10%.

(see [DOC032](#) Sub-Program Leaders: Responsibilities, Recruitment and Remuneration)

2.1.5.2.1 TOR

The responsibilities, as quoted from the SPL Call for Applications ([DOC033](#)) and derived from the original proposal to establish the Challenge Programme ([DOC001](#)) are:

- a) Provide intellectual leadership within the SP.
- b) Assemble research teams within their respective SPs that will be composed of CG Center, NARS, and ARI scientists.
- c) Harmonize the outputs and workplans derived from the Technical Planning Workshop in Wageningen with a longer term vision for their respective SPs.
- d) Lead the development of annual and multi-year work plans within the SP.
- e) Develop technical terms of reference for his/her SP within the CP competitive grants program.
- f) Coordinate activities and interactions within the SP such that competitively awarded projects and commissioned projects complement one another to achieve the SP objectives.
- g) Serve as the contact for establishing private sector and other stakeholders relationships with the activities of the SP.
- h) Monitor the scientific quality, quantity, and timeliness of SP outputs.
- i) Propose adjustments to the structure of the SP as events dictate.
- j) Work with the CP Director and the other SPLs to ensure that the combined information and outputs from each SP meet the expectations of the CP.
- k) Provide semi-annual progress reports to the CP Director. The purpose of these reports is not simply to monitor progress but also to allow the CP Director to communicate CP progress to donors and other stakeholders in a timely manner.

For Subprogramme 3, in addition to the general terms of reference for the Subprogramme Leaders listed above, the new full-time Subprogramme 3 Leader/Product Manager position requires specific terms of reference as he is in charge of monitoring and coordinating research products across SPs. The SP3 Leader/Product Manager will be responsible for ensuring that the products developed in Subprogrammes 1 through 4 target bottlenecks and are validated, organized, refined, and "packaged" in such a way that they can be immediately applied in plant breeding programmes.

Specific SP3 Leader/Product Manager terms of reference:

- a) Interact with Subprogrammes 1, 2, and 4 to ensure that research in those Subprogrammes targets scientific bottlenecks important for plant breeding programmes.
- b) Develop procedures for organizing and validating products of Subprogrammes 1, 2, and 4.
- c) Identify and, where necessary, develop flagship breeding projects for integrating and applying relevant products from SPs 1, 2, and 4.
- d) Evaluate the impact and cost effectiveness of new technologies and tools in the breeding development pipeline.

- e) Provide solid interpretations and recommendations based on the validation activities to drive improvements in modern plant breeding practices within the SP3 framework and to inform adjustments to the research activities/approaches in SPs 1, 2, and 4.
- f) Coordinate product development and quality control within the GCP, and thus work closely with SP5 Leader, who is responsible for product delivery .

(see [DOC93](#) SP3 Leader TOR and Selection Process-2006 and ([DOC095](#) SP3 Leader Job Announcement-2006)

2.1.5.2.2 Recruitment process

For the recruitment of the original 5 Subprogram Leaders, the call for applications ([DOC033](#)) was sent to all GCP Consortium Members. More than one scientist could apply from each Consortium member, but only one SPL could be appointed from a given institution. The applications were reviewed by the GCP Director and an annotated ranking was made by him. This was communicated with a PSC sub committee, and upon their endorsement, the director submitted SPL assignments to the full PSC for a “no objection” approval.

See also [DOC032](#) that gives the details on the SPL responsibilities, recruitment, and remuneration.

For the new SP3 Leader/Product Manager position, the job announcement was an open call. The position was advertised in the relevant for a (GCP e-newsletter, CIMMYT Human Resources, CGIAR announcement boards, etc.) and in specialized media outlets. A selection committee composed of the Management Team and two external members was appointed to conduct the screening, shortlist development, interview, and selection process. After due deliberations, the Selection Committee selected Philippe Monneveux as the new Subprogramme 3 Leader and Product Manager. See also [DOC93](#) SP3 Leader TOR and Selection Process-2006, ([DOC095](#) SP3 Leader Job Announcement-2006, and [DOC089](#) Press Release announcing P. Monneveux as new SP3 Leader)

2.2 Reporting and Planning

The Subprogram Leaders, under the leadership of the GCP Director, participate in the formal reporting and planning processes of the GCP. The two major reporting and planning documents per year are the MTP and the Annual Report/Workplan. (Other reports are described bellows, in the Funding and Donors section.) Communications regarding the reporting and planning processes have largely been conducted by email since the beginning of the GCP, but strategic face-to-face meetings may become necessary in the future to ensure coherence across the Subprograms.

2.2.1 Medium Term Plan (MTP)

The Medium Term Plan of the GCP is a required document of the CGIAR Science Council. The Science Council reviews the MTP and provides feedback to the GCP Director on the document. The Subprogram Leaders are integral in the development of this document. The format of the MTP looks like it may be useful as a management tool; however, the formats have changed each year since the GCP's beginning, so the MT has not been able to fully implement it as a management tool. It does develop the MTP with management perspectives and goals in mind. More about the MTP can be found in Chapter 3: Funding and Donors under the CGIAR/World Bank section.

2.2.2 Annual Report / Workplan

The “Annual Report and Workplan” is prepared at the end of the year by the Management Team for the Programme Steering Committee meeting, which takes place in November or December. It describes in the work done in the previous year and the plans for the next. It also gives an overview of all budgets and other financial issues.

See [DOC044](#) Year 1 Workplan and Budgets, [DOC046](#) 2004 Annual Report and Year 2 Workplan, and [DOC100](#) 2005 Annual Report and Year Three Workplan.

2.3 Reviews and Audits

Like other institutions and programs, the GCP periodically undergoes reviews by our funding agencies and is also subject to review by the standard mechanisms within the CGIAR.

In 2004, the European Commission reviewed the GCP (see [DOC067](#) EU Review of the Challenge Program, [DOC068](#) Executive Summary of EU review and [DOC069](#) GCP Response to EU review). Overall their impressions were favorable; the GCP received scores of Highly Satisfactory and Satisfactory on all points, except one: Coordination with NARS, where the reviewers recommended that the participation of NARS in the GCP be increased. Continued support from the EC was strongly recommended.

The World Bank also commissioned a review of the GCP in 2004, which was conducted by Guy Poulter of DFID. The report was not provided to the GCP.

The GCP has commissioned an internal audit to be conducted in 2006 by the CGIAR internal audit unit. The direct audience for this audit is the GCP Management, in particular the Director and the PSC (see [DOC137](#). Internal Audit Terms of Reference).

2.3.1 External Program and Management Review (EPMR)

The CGIAR has informed the Challenge Programs (May 2006) that they will undergo External Program and Management Reviews (EPMRs) in the next year or so. The Science Council is currently (July 2006) developing the Terms of Reference for the Challenge Programs EPMRs.

3. Funding and Donors

As of July 2006, the GCP is or has been supported by the CGIAR/World Bank, the European Commission DG for Development, UK Department for International Development (DFID), the Rockefeller Foundation (RF), Pioneer Hi-Bred International, Inc, the Syngenta Foundation, the Swedish International Development Cooperation Agency (SIDA), and the Austrian Development Cooperation.

4. Consortium

The Generation Challenge Program is a consortium of 22 members working together (and with outside partners) to create a unique public platform for accessing genetic resources and developing improved crops using new, efficient tools for the benefit of resource-poor farmers in developing countries:

- International Center for Tropical Agriculture (CIAT, Colombia)
- International Maize and Wheat Improvement Center (CIMMYT, Mexico)
- International Potato Center (CIP, Peru)
- International Center for Agricultural Research in the Dry Areas (ICARDA, Syria)
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT, India)
- International Institute for Tropical Agriculture (IITA, Nigeria)
- International Plant Genetic Resources Institute (IPGRI, Italy)
- International Rice Research Institute (IRRI, the Philippines)
- Africa Rice Center (WARDA, Benin)
- Agropolis, France
- Cornell University, USA
- John Innes Centre (JIC, United Kingdom)
- National Institute of Agrobiological Sciences (NIAS, Japan)
- Wageningen University and Research Centre (WUR, the Netherlands)
- Embrapa, Brazil
- Chinese Academy of Agricultural Sciences (CAAS, China)
- Indian Council for Agricultural Research (ICAR, India)
- African Centre for Gene Technologies (ACGT, South Africa)
- Centro de Investigación y de Estudios Avanzados (Cinvestav, Campus Guanajuato of Mexico)
- Instituto Agronomico per l'Oltremare (IAO, Italy)
- Institut National de la Recherche Agronomique (INRA, Morocco)
- National Center for Genetic Engineering and Biotechnology (BIOTEC, Thailand)

CIMMYT, IPGRI, and IRRI were the creators of the Generation CP concept, and brought in 5 advanced research institutions (Agropolis, Cornell, JIC, NIAS, and WUR) and 2 NARS (CAAS and Embrapa) during the development of the proposal. The other CGIAR centers (CIAT, CIP, ICARDA, ICRISAT, and IITA) became part of the consortium after the proposal was submitted to the CGIAR for approval in February 2003 ([DOC001](#) Proposal to Establish the GCP). WARDA, ICAR, and ACGT were approved for membership by the PSC at its December 2004 meeting. CINVESTAV, IAO, INRA, and BIOTEC were approved as provisional members at the PSC 2005 meeting in Marrakech (see [DOC105](#) Provisional Member Welcome Letter). These new members are provisional while the Program Steering Committee Task Force on Governance (see above, Chapter 2 on Governance and [DOC113](#) Composition and Terms of Reference of PSC Task Force on Governance) reviews the GCP Consortium Agreement. When any changes have been finalized in the agreement, these provisional members will be asked to sign the Consortium Agreement and thereby become full members.

([DOC105](#) Provisional Member Welcome Letter)

4.1 Consortium Agreement

The GCP Consortium Agreement ([DOC004](#)) is the document that binds the consortium members together and establishes the obligations of the members. One of the main purposes of the Consortium Agreement is to ensure that, in principle, all products developed by the Generation Challenge Program are public goods (see [DOC004](#) for more details regarding background IP, data and material

sharing, confidentiality, etc.) As mentioned above, the Consortium Agreement is currently under review by the PSC Task Force on Governance vis a vis consortium membership and the GCP governing bodies. However, the Consortium Agreement is still in effect, and the major points in the agreement relevant to the consortium itself are:

Objective of the Consortium

The Consortium has been formed to advance the goal of, provide support for, participate in, and encourage expanded support for and participation in the Challenge Program. As set out in the Challenge Program proposal of 6 February 2003, the objective of the Challenge Program is to increase food security and improve livelihoods of the resource poor in developing countries by unlocking the genetic potential in crops and their relatives and enhancing the use of public genetic resources in plant breeding programs through the concerted generation, management, dissemination, and application of comparative biological knowledge.

Major Covenants

4.1 Each Consortium Member agrees to:

- a) conduct the Activities diligently and comply with this Agreement;
- b) keep the Challenge Program Director informed about new research opportunities within the scope of the Activities known to Seconded Personnel;
- c) make the Challenge Program and its role widely known within each Consortium Member's organisation;
- d) provide its Contribution in accordance with this Agreement;
- e) make available Background IP in accordance with clause 22 [Background IP];
- f) avoid jeopardising another Consortium Member's or Supporting Participant's rights to use or protect any Challenge Program IP or Background IP;
- g) use the Grant only for the Activities;
- h) operate within its own Rules when carrying out the Activities and not to require another Consortium Member to act outside its Rules;
- i) be prompt in taking action, giving approval or making decisions;
- j) act in good faith when participating in the Consortium;
- k) ensure its Personnel involved in Activities give effect to this Agreement;
- l) do all things necessary, and make sure that its Seconded Personnel do all things necessary, to make sure that Challenge Program Funds and Challenge Program Resources are used in accordance with this Agreement; and
- m) abide by all applicable laws in conduct of the Activities.

Annual Consortium Member's Agreement (the Yearly Commissioned Research Contract between GCP/CIMMYT and each Consortium Member functions as this; see DOC050 for an example)

In each year in which a Consortium Member participates in the Consortium, each Consortium Member shall enter into an individual agreement with the Host Agent, which shall incorporate the terms of this Agreement and shall further set forth the work plan for that year, the Annual Contribution, the financial arrangements including budgetary matters and such other matters as are deemed necessary. Each such individual agreement may be amended or modified during its term only by a written instrument signed by the duly authorized representatives of the Consortium Member and the Host Agent.

Contributions

15.1 Each Consortium Member must:

- a) provide its Contribution in accordance with the Annual Budget and as determined by the Program Steering Committee and stated in the Consortium Member's annual agreement pursuant to clause 5.3 [Annual Consortium Member's Agreement]; and

- b) cooperate to obtain monies and non-cash resources from third parties to pursue the Activities.

4.2 Obligations of Consortium Members

Consortium members must, of course, sign the consortium agreement, thus agreeing and binding itself to all of its provisions (see [DOC004](#) GCP Consortium Agreement). Consortium members are also required to nominate a representative to the Program Steering Committee. (This and other rights and obligations of consortium members may change, depending on the recommendations made by the PSC Task Force on Governance.)

It is popular belief among the consortium members that they are required to show an annual in-kind contribution to the GCP of \$400,000. Some think that this is a requirement only for the CGIAR members and not the ARI or NARS members of the consortium, based on the statement in the proposal to establish the Challenge Program ([DOC001](#)) that: "As previously mentioned, the PSC will be expanded to include other CGIAR centres with a commitment to the work of the Challenge Program. This commitment will be evaluated on the basis of: relevant germplasm collections; scientific capability; and, in-kind contributions of at least \$400,000 pa." Aside from that, no official documentation mentions the figure of \$400,000. The Consortium Agreement references an "annual contribution" and "contributions" of consortium members, but gives no monetary figure of the contributions, annual or otherwise. So, no official documentation of this requirement exists, at least since the official establishment of the GCP.

Consortium members are required to annually submit to the GCP Director a completed IP Management Form (see [DOC052](#) GCP IP Management Form, from Consortium Agreement) that details:

- a) IP owned or controlled by the Consortium Member, available as Background IP and identified in the Consortium Member's annual agreement [Yearly Commissioned Research Contract] pursuant to clause 5.3 [Annual Consortium Member's Agreement];
- b) Pre-Existing IP which the Consortium Member intends to use in the course of Activities, and which are subject to restrictions on use, publication or redistribution that might impact the publication of Challenge Program Results or the distribution of Consortium products as global public goods; and
- c) Challenge Program IP generated by the Consortium Member.

4.3 Procedures for joining the Consortium

There are currently no criteria for admitting new members to the consortium. The Program Steering Committee must approve all new members, and the issue was raised at the December 2004 PSC meeting (see [DOC014](#)) when the PSC approved the membership of WARDA, ICAR, and ACGT, without any particular criteria. The PSC agreed to table the issue and discuss it further at the 2005 PSC meeting, where four new members (CINVESTAV, IAO, INRA-Morocco, and BIOTEC) were admitted to the consortium (pending revisions to the consortium agreement to be recommended by the PSC Task Force on governance). No decisions were made regarding criteria for admitting new members to the consortium.

4.4 Linkages and Alliances

On principle, the GCP is highly interested in linking with many different types of organizations. Formal linkages and alliances have been explored with a number of organizations, including the Biosciences East and Central Africa facility (see [DOC138](#) for a letter about this issue), Harvest Plus (see [DOC082](#) Linkage with HarvestPlus-email from R. Zeigler), the Grain Legume Integrated Platform, and the Australian Centre for Plant Functional Genomics (ACPFPG), but no official partnership has been established yet in these cases.

A Memorandum of Understanding between the GCP and the Global Crop Diversity Trust has recently been developed to establish a formal collaboration. Activities for collaboration have yet to be determined, but the legal document establishing the relationship exists (See [DOC104](#) MOU Global Crop

Trust-GCP). The Global Crop Diversity Trust is tasked with conserving diversity and ensuring the high-quality of germplasm conservation facilities, and the GCP is responsible for accessing, understanding, and applying genetic diversity, so it is a natural partnership.

5. Operation

Operation in the context of the GCP has two facets: 1) managing the research and 2) developing and maintaining the administrative structures needed to manage the research. The GCP Management Team (the Director and Subprogram Leaders) has the responsibility for determining budget allocations across activities, Subprograms, and crops. This allocation has to be approved by the PSC.

5.1 Budgeting

The GCP Director is responsible for developing the GCP Annual Budget, based on the approved competitive and commissioned project budgets, capacity building activities, GCP meetings, and other items. The PSC is responsible for approving the Annual Budget.

5.1.1 Allocation across SPs

The budget allocation across Subprograms in the GCP is not equal: because of the platform building the GCP needs to do, in SP1 and SP4 in particular, more funds have been allocated to those Subprograms in the first years of the GCP. It was envisioned that the investment in SP1 and 4 would decline over time and SP2 and 3 would increase. Investment in SP5 would remain stable over the course of the GCP (except in Year 1, when SP5 was being developed and its budget was minimal). The Management Team decides on budget allocations across the Subprograms, with the approval of the PSC.

5.1.2 Allocation to other areas

The GCP must cover the costs of the annual PSC meeting, the GCP Annual Research Meeting, meetings of the Program Advisory Committee and the Stakeholder Committee, GCP headquarters staff salaries and benefits, the 4% flat fee and direct costs charged by the hosting institution.

(see [DOC046](#) GCP 2004 Annual Report and Year 2 Workplan and [DOC100](#) 2005 Annual Report and Year Three Workplan)

5.2 Activities

The main activities under the Generation Challenge Program are the:

- Competitive grants programme
- Commissioned research programme
- Capacity building and enabling delivery initiatives

5.2.1 Competitive Grants Programme

A competitive grants program was proposed by the founding centers of the GCP (see [DOC001](#) Proposal to establish the GCP), based on requests by donors and the aim to solicit the best science to serve the objectives of the GCP.

It was foreseen in the original proposal:

- At least half of the research funds available in the Program will be used for competitive grants with most of the remainder of the research funds to be assigned to an open commissioned research process.
- As with all competitive grant programs, the review and decision process must be transparent, independent, and clear of conflicts of interest. To ensure scientific quality and impartiality, the Program Advisory Committee (PAC) will be asked to oversee the review of all research proposals.

- The PAC may elect to assemble a review panel of top caliber scientists to provide additional scientific review of the submitted proposals. The GCP Management Team will evaluate each proposal along with the external reviews and make a recommendation to the Program Advisory Committee regarding which proposals should be approved. Final approval will be made by the Program Steering Committee. External agencies (e.g., US Department of Agriculture (USDA), US National Science Foundation (NSF), EU Sixth Framework Program, the World Bank) with rich experience in competitive grant programs will be consulted in developing and operating the grant program.
- The proposals should involve one or more institutes among at least two of the different groups of partners (NARS, CGIAR, ARI).
- A Request for Proposals (RFP) will be prepared by the scientific staff of the subprograms coordinated by the Program Research Management Team (comprising the Challenge Program Director, subprogram Lead Scientists and the Training Coordinator) with input from the Program Advisory Committee, and approved by the Program Steering Committee.
- The Request for Proposals (RFP) will define criteria for participation such as subject area; eligibility; partnership requirements; size of grants; and submission requirements, as well as evaluation criteria and a timeline for project implementation.
- The proponents of the Challenge Program acknowledge that certain research is well positioned to launch a full-scale effort whereas some studies require initial testing of concepts and ideas. Thus, it is intended to provide two categories of grants: a) small start-up grants of one to two years at up to \$100,000 and b) standard grants of three years at \$300,000-500,000 for multiple partners (e.g., collaborative proposals between two or more institutions).
- To cast a wider net of research ideas and to avoid unnecessary investment in preparing full proposals, a call for pre-proposals for the standard grants will be instituted. Pre-proposals meeting the Program requirements and considered meritorious will be invited to prepare full proposals.
- An RFP involving one or more of the subprograms will be implemented on an annual basis. Such a regular and continuous granting process will help maintain the momentum and interest of the research community.”

On this basis (see details below) an average annual \$4.6 million for three years was committed to the first round of competitive grants, and an annual \$2.0 million for two years for the second round. The procedures and outcome of these rounds is described below.

5.2.1.1.1 Call for proposals – first round competitive research

The call for proposals for the first (2004) round of competitive grants was developed by the Director and the Subprogram Leaders (see [DOC045](#) 2004 Competitive Grants Call for Proposals). About half of the GCP's resources available for research are invested in competitive grants (\$4.9 million in 2005).

Only consortium members could submit proposals, but partnerships were strongly encouraged and the inclusion of at least one NARS in the proposal was a requirement. Consortium members could submit a total of 5 proposals and 1 start-up proposal. These restrictions were intended to limit the number of proposals received (and therefore to have a reasonable [20-30%] success rate) and ensure the highest quality of the proposals submitted per consortium member institution. Some consortium members felt limiting the number of proposals per institution was too restrictive, but others felt it was a good opportunity to prioritize within their institutions which proposals should be put forth.

78 eligible pre-proposals were submitted.

See [DOC045](#) 2004 Competitive Grants Call for Proposals.

5.2.1.1.2 Peer review process – first round competitive research

The Management Team suggested names of prominent, high caliber scientists to serve on the Independent Review Panel for the competitive grants. 13 of that list agreed to serve on the review panel (see [DOC048](#) 2004 Competitive Grants Review Panel).

The Review Panel received guidelines, developed by the Director, which included background information on the Challenge Program and proposal focus and content (extracted from the call for proposals). The reviewers each reviewed a subset of the proposals in the area of their specialization. (See [DOC037](#) 2004 Competitive Grants Program Reviewer Guidelines.)

Based on the scores of the Review Panel, 28 projects were selected for preparation and submission as full proposals.

For the full proposals, each reviewer was assigned 10 proposals to review. Each who was physically present during the panel meeting in Mexico 6 and 7 October 2004 served as a Primary reviewer on 3 proposals and a Secondary reviewer on the remaining proposals of the ten assigned. They were also asked to serve as a “reader” for approximately three additional proposals. This procedure ensured that each reviewer was able to independently and thoroughly evaluate assigned proposals prior to the review meeting. Each proposal received four written reviews.

During the review meeting (6-7 October) each proposal was introduced verbally by the primary reviewer, outlining objectives and summarising how the proposal meets or fails to meet the six evaluation criteria described in the call for proposals. The secondary reviewers were then invited to present his views as a prelude to full and active discussion by all panel members. Following this discussion, a pre-assigned panel member prepared a draft panel summary. (See [DOC037](#) 2004 Competitive Grants Program Reviewer Guidelines for more details.)

Based on the recommendation of the Review Panel, 17 full proposals were awarded competitive grants. (See [ZIP001](#) for all awarded Competitive Grants.)

5.2.1.1.3 Contracts – first round competitive research

Contracts for the competitive grants were developed by Shawn Sullivan and Griselda Marquez and issued to the PI institutions. The PI institutions are responsible for subcontracting any additional parties (including consortium members) involved in the projects. (See [DOC051](#) Competitive Grant Letter of Agreement Template for an example contract.)

The contracts are for three year terms. The GCP disburses 100% of the Year 1 grant funds upon receipt of the signed contract, 100% of the Year 2 grant funds upon receipt and approval of the Year 1 financial and technical report in early 2006, and 80% of the Year 3 funds upon receipt of the Year 2 financial and technical report in early 2007. The remaining 20% of the project funds will be disbursed upon receipt and approval of the final project financial and technical report.

5.2.1.2.1 Call for proposals – second round competitive research

The call for proposals for the second (2006) round of competitive grants was developed by the Director and the Subprogram Leaders (see [DOC101](#) 2006 Competitive Grants Call for Proposals). \$2 million per year for two years is available for this round.

In this round, any research organisation, not just consortium members, could submit proposals. However, to limit the number of pre-proposals to a manageable number and not to waste too much time of the researchers, it was decided to restrict the number of pre-proposals an institution could participate in to four. This was coupled with the requirement that in each pre-proposal at least one consortium member (or provisional member) should be included as a partner. As a result, the consortium members had to select the four projects they wanted to participate in, which had the undesired effect that the consortium members could support only projects they would lead, possibly making it difficult for non-consortium members to submit their proposals. Another problem was that in some cases the coordination at the institute level was not sufficient; some scientists were participating in projects that the central administration was not aware of, causing the number of projects the institution was participating in to exceed the limit of four. In these cases, the GCP deviated from the policy indicated when the call for proposals was circulated saying “If we receive more than four proposals in which your institution is lead/partner, we will consider only the first four submitted.” (quoted from an email message from GCP Headquarters sent to all consortium members 25/2/2006). Since it only occurred in four cases, GCP Headquarters approached the institutes involved and asked them to make the selection themselves of the four they wanted to support.

Where the first Call for Proposals was rather general, to attract many actors doing good work in the GCP research areas, in the second call, the GCP sought to focus its research portfolio around key

targets to demonstrate proof of concept and ensure development and delivery of products to impact plant breeding in the short and long term. Towards this end, the call was oriented toward five thematic research areas with clear sets of outputs defined for each. These areas included

- A) Methodological research for improving efficiency at various steps of the GCP product development process, including
 1. association studies to validate candidate polymorphisms/genes,
 2. refinement of drought tolerance through the documentation of new traits, and
 3. development and application of gene-based markers;
- B) Generation and advancement of breeding populations with a view to elaborating and applying novel practices which integrate knowledge generation and the breeding progress, including
 1. the generation of new populations for introgression of new alleles from wide hybridization, and
 2. the advancement of improved populations through molecular breeding.

The eligibility criteria included the requirement of having an institution from a developing country in the partnership.

45 eligible proposals proceeded to the next stage. The fact that 'only' 45 proposals out of the maximum of 88 were submitted was the result of two factors. First, not all consortium members (and provisional members) used their four slots. This was especially the case for non-CGIAR members. A second factor was that often consortium members collaborated in projects, using two or more slots for one project. Of the 45 eligible proposals, a remarkable 20 were submitted by non-consortium members.

(see [DOC101](#) 2006 Competitive Grants Call for Proposals)

5.2.1.1.2 Peer review process – second round competitive research

The Management Team suggested names of prominent scientists with expertise in the targeted research areas to serve on the Independent Review Panel for the competitive grants. 15 of these agreed to serve on the review panel.

The Review Panel received guidelines, developed by the Director, which included background information on the Challenge Program and proposal focus and content (extracted from the call for proposals).

As indicated in the call for proposals, the pre-proposals (each pre-proposal was directed to one of the thematic areas) were evaluated on the criteria listed in the call, and ranked by the reviewers per thematic area (A1, A2, A3, B1, and B2). The reviewers were instructed to select the best four pre-proposals for each thematic area. The resulting 20 pre-proposals were invited to submit a full proposal. (See Call for details [DOC101](#)) These 20 pre-proposals are listed in [DOC121](#).

The full proposals will again be ranked per thematic area. The top ranked proposals for each thematic area will then be considered together by the review panel, who will make a final ranking, taking into account the balance among the thematic areas and the quality of the proposals. The Management Team will then look at the recommendations, revise budget allocations, and may request budget adjustments if necessary. The GCP Director will submit the final list of proposals recommended for funding to the Programme Steering Committee, who is responsible for the final determination of awards.

5.2.2 Commissioned Research

Commissioned research in the GCP makes up the other half of the research funds. In the first year of the GCP, all the GCP's research was commissioned, since it takes time to develop a competitive grants program, select proposals, and get the program underway. The commissioned research is intended to "fill gaps" in the competitive research portfolio and contribute to the platform-building activities of the GCP. In 2004, the Director developed a Commissioned Research Process document (see [DOC049](#) Commissioned Research Process), which was approved by the PSC. Here are some highlights of this document:

- The research, research support, and capacity building activities of the Generation Challenge Program (GCP) are carried out by Consortium members and their partners.
- The purpose of a commissioned research program is to assure that the full spectrum of the GCP's agenda, as set forth in its Medium Term Plan (MTP), is adequately covered. Thus, commissioned research grants will cover research and research support areas not addressed by competitively awarded grants.
- Much commissioned work will be of a support nature or will be from a sole provider. Thus, it is not well-suited to a competitive grants approach. However, it is essential to the future of the GCP that the commissioned research grants be seen to be awarded fairly and in a way that assures the best product for the most reasonable investment.
- Identification of Research Projects.

The GCP management team has developed a detailed Medium Term Plan that specifies a range of activities and outputs that will be completed over the next three years. Commissioned research projects will be requested based on these activities and outputs. These will be identified in two rounds each year. The first round will identify the highest priority activities (defined as those whose completion is critical to the execution of the remainder of the research agenda) that will not potentially be covered by a competitively awarded grant (i.e. there is no grant proposal already in the pool of those being considered for funding that covers the high priority activity). The second round will take place after the selection of the competitively awarded grants and will identify activities that will complete the research agenda as put forth in our MTP. The Sub-Program Leaders will develop brief project descriptions of the activities envisioned, the expected outputs, an indicative budget and a timeline. The full management team will review and agree upon the identified projects.
- Identification of Teams.

Over the last nine months the GCP management team has interacted intensively with the researchers in the Consortium and has developed an excellent picture of relevant capacity within the Consortium members. The performance of Consortium members as determined by their reporting in the annual research meeting and other indicators of commitment and capacity will be critical to the development of activities and the identification of teams. The Sub-Program Leaders will identify individuals whom they believe are best suited to assemble a team of scientists and other experts to undertake a commissioned project. This selection will be justified by the Sub-Program leader as part of his or her submission of the commissioned project to the management team. The full management team will review and agree upon those people identified to lead the development of each project. These individuals will be invited to identify and bring the best people to participate in the commissioned research (including those from non-member institutions, as needed) and to develop a work plan similar in nature, detail, and rigor to those developed for the competitive grants program.

Due to time constraints the actual process was slightly different. Since the competitive process as not finished before October 2004, the commissioned research portfolio had to be compiled in a very short period of time, in only one round. But the general principles as described above were followed.

5.2.2.1 Peer review process

The 2005 commissioned research proposals were reviewed first by the Management Team, as required by the Commissioned Research Process document (see [DOC049](#)). In addition, the proposals were reviewed informally by at least one independent reviewer. The Management Team developed the list of reviewers by asking each project PI to suggest 3 to 5 scientists who would be qualified to review the submitted proposal. The GCP contacted these people and those who agreed to read the proposals were sent a small set of projects (no more than 3) and asked to judge them according to five criteria (see also [DOC58](#) Instructions to Commissioned Research Reviewers):

- 1) Is the nature of the workplan appropriate to the task assigned?
- 2) Is the approach one that is expected to yield the desired results?
- 3) Are the proposed partners appropriate to the task?
- 4) Does the budget appear to be in line with the task?

5) Do you have any suggestions for improvement of this proposal?

For the commissioned research of 2006, another procedure was followed. The members of the Review and Advisory Committee (see relevant paragraph in this Manual) were asked to give their feedback on the proposals in their respective SubProgramme. They were asked to comment on the five criteria listed above. Based on these comments the Sub Programme leader either accepted, rejected or asked improvement of the proposal

5.2.2.2 Contracts

Each consortium member participating in commissioned work is issued a letter of agreement for all of their commitments in the relevant year, in accordance with the provision in the GCP consortium agreement that states that (see [DOC004](#) GCP Consortium Agreement)

In each year in which a Consortium Member participates in the Consortium, each Consortium Member shall enter into an individual agreement with the Host Agent, which shall incorporate the terms of this Agreement and shall further set forth the work plan for that year, the Annual Contribution, the financial arrangements including budgetary matters and such other matters as are deemed necessary....

See [DOC050](#) 2005 Commissioned Research Contract for a copy of the letter of agreement.

5.2.3 Other funding mechanisms

Apart from the competitive grants and commissioned activities, as described above, the GCP uses a number of other mechanisms to fund its activities or to support others. These are

- **Travel Grants:** The GCP has a travel grants program to support travel by non-consortium member NARS to GCP or GCP-related conferences, etc.
- **Generation Fellows:** The Generation Fellowship is established to grant awards to carry out innovative research related to the themes of the Challenge Programme. Four fellowships in Sub-programmes 1, 2, 3, and 4 are offered every year.
- **Support to non GCP Conferences:** The GCP occasionally supports outside conferences, to show that the GCP has an international scientific presence and for the public awareness value of reaching many scientists. The GCP travel grant program is one way the GCP supports outside conferences, with an emphasis on improving NARS participation in such conferences. The GCP Director also agreed to set aside some funds (\$40,000) to support outside workshops upon the discretion of the SP Leaders. The GCP can stipulate that the funds be used to support the travel of NARS to the meeting, or for some other specific purpose.
- **GCP Channeling Funds:** In some cases the GCP acts as the entity to channel funds from the donor to the beneficiary, and to monitor the performance or select the most appropriate candidate to receive the funds. In the past this has been done for The Rockefeller Foundation, administering three scientific projects, and at a number of occasions with travel grants, where the GCP did the selection of candidates to receive the grants.
- **Ad hoc support on Directors discretion:** To be able to respond to unforeseen opportunities or needs, the Director has the discretion to allocate funds for this purpose. There is not a budget line for this purpose, so he has to move within the space available at the moment the opportunity / need arises.

Travel grants and fellowships are organized by the Sub Programme 5, which has the responsibility for capacity building. Details about available opportunities and the requirements can be found on the GCP Website.

5.3 Public awareness / communication

Public awareness and communications are handled by the GCP Communications Unit, which is composed of the Communications Manager and Communications Assistant. Responsibilities include: GCP publications and website; marketing and public relations; and donor, partner, and stakeholder communications.

(See [DOC116](#) Communications Manager TOR-January 2006 for more information.)

5.3.1 Website

The GCP website is the main public awareness tool of the GCP and the central hub of information for scientists involved in the GCP. The main features of the website, which is constantly growing and evolving, are:

- Latest News section: with new items, event announcements, and other information of interest to people working in the fields of genetic diversity, genomics, plant breeding, and bioinformatics.
- Capacity Building Corner: with GCP and other training opportunities, aimed primarily at scientists in the developing world.
- Bioinformatics Portal: the access point for all scientists in the GCP for data uploading and searches, as well as for bioinformatics specialists developing software, etc., within and outside the GCP.
- Research Projects, Publications, and Policies pages: featuring all GCP projects with information about proposal submission and selection criteria, etc., as well as research publications of GCP-sponsored projects, and all GCP project management policies.
- IP Helpdesk: fact sheets, FAQs, and other resources for scientists with intellectual property-related questions.

The website also features basic information on the structure and staff of the GCP. The public parts of the GCP Manual will be posted to the website as well to serve as a resource on the history and operations of the GCP.

5.3.2 Publications

In addition to the GCP Annual Report/Workplan and the MTP, the Communications Unit publishes a flagship publication each year, alternating between the Research Highlights one year and the Impact Highlights the next year. This is to spotlight both the innovative research projects in the GCP as well as the impacts the research is having on the scientific community, and eventually, farmers.

(See [DOC122](#) Research Highlights 2005.)

The Communications Unit also produces and distributes the general informational material on the GCP, as well as project or event-specific materials as necessary.

5.3.3 eNewsletter

The GCP Communications Unit releases every two to three months, or when important news is available, an eNewsletter that is distributed to a list of subscribers. The number of subscriptions is 1300 (July 2006). Anyone who expresses interest in the GCP is added to the list.

(See [DOC094](#) for a compilation of Generation Challenge Programme eNewsletters)

5.3.4 Press releases

The GCP Communications Unit develops press releases on occasion to announce noteworthy discoveries, progress, or events. See [DOC060](#) Press release announcing launch of GCP (September 2004), [DOC061](#) Press release announcing Jean Marcel Ribaut as new director (June 13, 2005), and [DOC089](#) Press release announcing Philippe Monneveux as New SP3 Leader/Product Manager (May 29, 2006).

5.3.5 GCP Branding

The Communications Unit developed the logo, title, and tag line for the program and is responsible for cultivating the GCP 'brand', or signature look. GCP publications all have a black band across the front with the GCP logo and title. In 2005, the GCP purchased original artwork from Durga Bernhard to use as illustrations in the Research Highlights publication and 2006 GCP publications.

5.3.5.1 Logo

The GCP logo was created by Marcelo Ortiz of the CIMMYT Corporate Communications Unit. The logo aims to convey plants, genes, and people, and the swoosh connotes movement or progress. (See [ZIP003 GCP Logos](#), for a file with the logos in varying formats and sizes).

5.3.5.2 Promotional materials

The GCP has “goodies” available for meetings: GCP pens, meeting binders, stickers, workshop bags, and posters. They can be requested from Jenny Nelson, Communications Manager.

6. Project Management Policies

6.1 Contracts and Subcontracts

The GCP is a decentralized research and development program that is held together by contracts. The most important of these contracts is the Consortium Agreement executed by GCP consortium members in the fall of 2004. (see [DOC004](#) Consortium Agreement). The GCP executes its research through contracts for a) Competitive Grants and b) Commissioned Research.

Competitive Grants contracts are issued to the Principal Investigating Institution, who is expected to enter into subcontracts with and disburse funds to all of the project partners. (see [DOC051](#) Template for the Competitive Grant Letter of Agreement).

Commissioned Research contracts are issued to each partner institution for all commissioned projects in which they are involved for that year. That means that each institution receives one Commissioned Research contract (also called the Annual Agreement) from the GCP that covers their portion of all of the commissioned research projects in which they are involved for that year only. (see [DOC050](#) Template for the Commissioned Research Contract)

Among the most important provisions of the Consortium Agreement are its provisions on intellectual property (IP). The IP provisions are vitally important because it is here that the consortium members have tried to ensure that when new and useful products are produced in the course of the GCP, it will be possible actually to distribute them to the poor people in developing countries for whom they were developed. Because they have signed the Consortium Agreement, GCP consortium members are bound by its IP provisions. However, much of the work on competitive and commissioned grants will be done by partner/collaborating institutes that are not consortium members (who are referred to as "Supporting Participants" in the Consortium Agreement). Because these partners/collaborators have not signed the Consortium Agreement, it is necessary to enter into subcontracts with them to ensure that the results of research funded with GCP funds will be subject to the IP provisions of the Consortium Agreement. PI institutions, and not the GCP itself, must enter into subcontracts with non-GCP partner institutions who are participating in any project. (see [DOC083](#) Payment Instructions Form for consortium members)

In addition to the institution's normal subcontractual provisions, subcontracts for GCP projects must include, at the very least, the provisions of the GCP Consortium Agreement on data and material sharing, and on intellectual property (ownership, assignment, licensing, commercialization and management). It is recommended that they also include provisions on the objective of the GCP, contributions to the Project, accounting and budgeting, confidentiality of information, publications and public announcements, settling disputes and arbitration, termination and 'no agency relationship'.

The GCP has subcontract templates available for use:

Standard Terms and Conditions (2 pages) – These sample terms and conditions may be used by principal investigating institutions when they have questions regarding how to arrange subcontracts. Note that these terms and conditions do not contain all of the terms that a university or research institute's legal or contracts office might require, and thus principal investigating institutions are free to modify the terms to meet their own needs, so long as they cover the basics. (see [DOC124](#) Standard Terms and Conditions for Subcontracts)

Full Subcontract (9 pages) – For institutions that want to use the terms and conditions above without modifying them, they still need to have a letter agreement or something similar, which specifies amounts and terms of payment, schedules for performance, performance criteria, etc. This subcontract template expressly lists the terms and conditions as binding the parties and should be signed by the parties. (see [DOC125](#). Full Subcontract)

For the competitive research projects of the GCP, GCP contracts are issued only with the principal investigating institute. The principal investigating institute is thus responsible for entering into subcontracts with other consortium members or outside institutions that are participating in the project.

For the commissioned research projects, the GCP issues contracts by consortium member institution instead of by project. This means that, for the most part, subcontracts are not needed for the various

partners on the projects, who are almost all GCP member institutions. For example, a Bioinformatics Platform-Building Project that involves CIAT, CIP, CIMMYT, IPGRI, and IRRI would be handled by the GCP with separate commissioned research contracts for each institution. For the outside partners who are participating in commissioned research projects, the consortium member with the previously established relationship with that group will issue the subcontract. For example, for a project on Conserved Orthologous Markers that involves CAAS, CIP, and the Scottish Crops Research Institute (SCRI), the GCP would issue contracts to CAAS and CIP, and CIP would be expected to enter into the subcontract with SCRI since they have a previous relationship.

For a more detailed explanation of the subcontracting policy, please see the full explanation of the GCP's Subcontracting Policy (see DOC126), drafted by GCP legal counsel Shawn Sullivan.

6.2 Subsistence Use Agreement

A Subsistence Use Agreement must be referenced in any subcontracts with any institutions who are not members of the GCP consortium to ensure that all GCP products can be made available to the resource-poor. See [DOC127](#) Subsistence Use Agreement.

6.3 Reporting Responsibilities

It is GCP philosophy to keep reporting responsibilities to a minimum, but we expect comprehensive, timely reports according to the annual reporting schedule (see below).

For competitive research projects, the GCP expects periodic technical reports from the principal investigator to be submitted according to the schedule below. The reports shall be submitted to the relevant Subprogram Leader. An annual technical report is also required to be submitted, together with the annual financial report, for each project. The principal investigating institution is responsible for submitting the technical and financial report. The funds for Year 2 and Year 3 of the competitive projects are contingent upon receipt and approval of the technical and financial report.

For commissioned research projects, the GCP expects periodic technical reports from the principal investigator of each project on 15 May and 15 October of each year. Even though Commissioned Research Contracts are issued by the partner institutions, the technical reports must be submitted by the project principal investigator and not the institutional contact for the project. An annual technical report is also required from commissioned projects of more than USD \$200,000 per year.

Every institution must submit an annual financial report for GCP funds.

Because the technical reports are divorced from the financial reports, it is imperative that the principal investigators, partner scientists, and all of the institutions involved are aware of any extensions or any other modifications that may have been granted for the project, as these will affect the financial report your institution submits for the GCP commissioned research.

6.4 Reporting Schedule

Principal investigators must submit two brief technical updates for their projects on 15 May and 15 October each year. These updates must be submitted to the relevant Subprogram Leader and shall follow the template provided (see DOC130. Project Technical Update Report Template – [updated October 2006](#)). These reports will be used by the GCP to report to our donors, Program Steering Committee, and other stakeholders on our research progress.

Projects with an annual budget of more than \$200,000 are also required to submit a substantial annual technical report by 31 December each year to the appropriate Subprogram Leader. A final project technical report is also due to the Subprogram Leader and GCP Headquarters upon completion of the project (see [DOC136](#) Annual&Final Technical Report Template – [updated October 2006](#)) as stipulated in the contract for the project. At the end of each year a financial report is expected (see DOC062 Template for the financial Report).

The GCP's reporting schedule is, thus:

- 15 May: Project Update Report,

- 15 October: Project Update Report,
- 31 December: Annual Report (for projects > \$200K/year),
- 31 December: Financial Report (a 45-day grace period is provided to allow for the closing of books).
- The Final Technical Report is due at the end of the contracting period, possibly extended with a no cost extension (see next paragraph).

6.5 No-Cost Extensions

If the project will not be completed by the end of the project term, the principal investigator or institutional representative who is responsible for the work must submit a request for a no-cost extension to the relevant Subprogram Leader with copy to GCP Headquarters.

The GCP's policy is to grant no-cost extensions on a per-project basis, and not per partner. However, if your institution requires a no-cost extension to account for unspent funds, etc., the GCP will grant the extension according to the schedule below. Please note that all partners are expected to produce their promised outputs to ensure the progress of each project.

6.5.1 Commissioned Projects

The GCP will grant no-cost extensions until 15 May, 15 October, or 31 December. No other dates will be accepted.

No-cost extension requests may be submitted by email and must include:

- Interim scientific report (you may use the most recent technical report submitted if that applies) and explanation of why the work has been delayed (3 pages max)
- Requested deadline for final termination of project: either 15 May, 15 October, or 31 December.

If the request is approved, the GCP will issue a formal communication to your institution approving the extension. The final technical and financial reports are due upon the approved deadline for the extension.

6.5.2 Competitive Grants (First round, 2005-2007 projects)

For the competitive grants, no-cost extensions will only be granted for the end of the project. This means that a no-cost extension should be requested within a reasonable time before the end of the project term, and not on a year-by-year basis. No-cost extensions for competitive grants will be considered on a case-by-case basis for up to one year only (31 December 2008).

6.5.3 Competitive Grants (Second round, TBA)

The no-cost extension policies for these grants will be decided upon their commencement (January 1, 2007).

6.6 Financial Reports

Annual financial reports on all projects are due to the GCP by up to 45 days following 31 December (to allow for closing of books) of each year regardless of any no-cost extensions.

Any payment for the following year will be delayed if the financial report is delayed.

(see DOC062. Template for financial reports)

6.6.1 Budget Re-Allocations

The GCP policy on project budget reallocations is as follows: The Project Principal Investigator may approve budget reallocations of up to 10% on any partner budget line. Any reallocation above 10%

must be approved by the Subprogram Leader and documented in writing by the GCP. Any reallocations between/among partners must be approved by the Subprogram Leader and documented in writing by the GCP.

6.6.2 Unspent Funds

If project funds are not spent by upon completion of the project term, the GCP requests that the funds be sent back to the GCP in a timely fashion.

6.6.2.1 Leftover Training Funds: Supplemental Grants

Remaining funds from training activities may be reassigned for Supplemental Grants to support GCP-related research activities or equipment purchases by the course participants. The PI must solicit a proposal (one page) and budget from the grantees for the activity. The amount per person/activity is limited to \$5,000.

If the funds are still at the PI's institution, once the PI and the relevant Subprogram Leader have approved the proposal and budget for the supplemental activity, the PI's institution is responsible for entering into letters of agreement with the grantees and for submitting the technical report and financial accounting of the supplemental grants.

If the funds are still at the GCP, once the PI and the relevant Subprogram Leader have approved the proposal and budget, the PI will send the full list of proposed activities, budgets, and banking information for the grantees to GCP Headquarters. The GCP will prepare letters of agreement for the funds that stipulate that the grantee must submit a report (one page) to the PI on how the funds were spent within 6 months of receiving the funds. GCP Headquarters will be responsible for disbursing the funds directly to the grantees, but the project PI is still responsible for the submitting the compiled technical and financial reports to the GCP. The GCP Headquarters does not require original receipts for the financial report, but does require an authorized note from the grant recipient's institution that the funds were spent according to the proposal and budget.

6.7 Policy on Data Availability

The capacity to access and exchange data among research partners is paramount to the success of the GCP. The principle of the GCP's data availability policy is that all data generated in GCP (co-)funded projects will be made available via the well-known public databases (e.g., GenBank, Swiss-Prot, etc.) and/or in GCP Consortium hosted resources:

- in local databases made accessible via public web interfaces (preferably using web services) allowing the retrieval of the information in a user-friendly format
- in fully interpretable, downloadable files with complete data sets, either made available locally and/or centrally (on GCP Central Registry site: <http://gcpcr.grinfo.net/>)

To ensure that there is agreement within the GCP on the data to be produced and posted in public databases, each new proposal for a research project funded by the GCP, including the ones on commissioned work for 2006, must now include a short section on Data Production and Sharing. This clause should describe:

1. The nature of the data to be produced
Describe briefly the data sets that will be produced during the life of the project (phenotypic data, genetic map, QTL characterisation, gene expression, etc).
2. The format of the data
Indicate briefly in the proposal the format in which the data will be presented (Excel file, Word table, MapMaker output file, etc). Data sets should be presented in a form that allows an outsider to interpret the data. To assure interpretability and allow easy processing of the data, the GCP is developing data templates for the storage of off-line data sets. Templates for SSR fingerprint data and for passport data are now available. Where available, the GCP template should be used to present the data.
3. Where and when the data will be posted

Indicate where and when you anticipate posting your data (local, public/GCP database). We understand that retaining confidentiality on some specific data might be necessary, especially before publication. Therefore it is acceptable to store, during the project, the data produced in a local database. This situation needs to be indicated in the proposal. It should also be indicated when the data will be released to a public/GCP database. In all cases, data must be released at the end of the project.

All data produced with the support of GCP funds and presented in a reviewed publication must be accessible in a public/GCP database.

A specific clause in the new GCP contract emphasizes the need to respect what was proposed in the proposal in terms of data production and sharing. To share data in a suitable format and on time is an important deliverable in the evaluation of the proposal and on-going projects, and will be used as a criterion for future funding.

7. Monitoring and Evaluation in the Generation Challenge Programme

The GCP has several mechanisms for monitoring and evaluation (M&E) of its activities. The first and most important mechanism is the Management Team, who review and approve all technical reports of the ongoing projects. The GCP has also undergone a few program-wide reviews already, and more are expected in the coming year (EPMR by the CGIAR Science Council in 2007, see Chapter 2).

Other monitoring and evaluation mechanisms are described below.

7.1 Competitive Grants Panel

The Competitive Grants Review Panel is the premier quality assurance mechanism for the GCP competitive projects. Though they do not review the projects once they are underway, the panel provides a rigorous evaluation process for selecting the Competitive Grants. As a result, the Competitive Grants tend to perform at a high level from their establishment.

The 2004 Competitive Grants Review Panel had 13 members, all with extensive expertise in the themes of the GCP (see [DOC048](#) 2004 Competitive Grants Review Panel).

The 2006 Competitive Grants Review Panel, which is still active (as of writing, July 2006) has 15 members. They will meet at GCP Headquarters in October to review the full proposals and make recommendations for funding.

7.2 Review and Advisory Panel (RAP)

As mentioned in Chapter 2, the GCP Management Team has an advisory group, the Review and Advisory Panel, that specifically provides input, feedback, and guidance to the individual Subprogram Leaders on the projects under their purview. The Review and Advisory Panel is composed of 5 scientists, each with expertise in one or more areas of the GCP. In addition to the general feedback they provide to the Subprogram Leaders, the RAP is also tasked with reviewing the commissioned research projects within the Subprograms, providing an objective, expert assessment of the commissioned projects' progress. This is of great importance for monitoring and ensuring quality in the commissioned projects, which were not subjected to rigorous peer review like the Competitive Grants. The RAP may also assist with site visits to consortium member institutions to review ongoing work. Their Terms of Reference (see [DOC120](#) Review and Advisory Panel TOR-June 2006) are:

1. Attend the Generation Challenge Program Annual Research Meeting (September) and participate as reviewer in the Subprogram-specific sessions to evaluate the projects underway in that Subprogram.
2. Provide written feedback to the Subprogram Leader on the projects presented at the Annual Research Meeting and join Management Team for a half-day briefing following the Annual Research Meeting.
3. Participate in the planning and evaluation process for GCP commissioned research by providing feedback to the Management Team on the concept notes and/or proposals with an eye to

the quality of the science and partners (variable across SPs but no more than a dozen of proposal per SP, about 3-4 pages each).

4. On-site review with SP Leader to specific GCP partners/projects should be considered.

The members of the Review and Advisory Panel are:

SP1: Dario Grattapaglia (Genetic resources and Biotechnology, EMBRAPA)

SP2: Peter Langridge (Australian Centre for Plant Functional Genomics University of Adelaide)

SP3: Peter Freyemark (Pioneer Int.)

SP4: David Marshall (Scottish Crop Research Institute), Chair

SP5: Rose Rita Kingamkono (Tanzania Commission of Science & Technology)

7.3 Site Visits

Another M&E mechanism is the 'site visits' inaugurated in 2006. In addition to their M&E value, the site visits are also useful for getting to know the consortium members better and thereby strengthening collaboration. The site visits can be made by one or more Management Team members possibly with support of a RAP member or another external expert. The visits concentrate on a few projects, with brief interactions with scientists involved in other GCP related activities. The actual scope of the visit is determined in the communication between the visitor(s) and the hosting institution prior to the visit.

The purpose of the Site Visits is three-fold:

- to evaluate and provide constructive feedback on the quality and progress of the GCP research activities being carried out at GCP member institutions;
- to improve the knowledge of the GCP Management Team concerning GCP members and partners and identify new opportunities for collaboration; and
- to solicit feedback from the collaborating scientists on GCP activities, structure, and organization.

A report on the institutes and projects reviewed is produced by the visitor(s) but is intended for internal use of the GCP Management Team only. The report comments on:

- The quality of the science
- The progress of the project(s) (in reference to the timeline and milestones indicated in the proposal)
- Any deviation from the original plan, and if yes, why
- Strengths of the projects
- Is there anything to learn from those strengths?
- The limitations of the project
- The actions to be taken by the GCP MT to overcome those limitations

(See: [DOC117](#) Site Visit Objectives and Outputs, [DOC118](#) Site Visit Instructions to the Management Team, and [DOC119](#) Site Visit Letter)

APPENDIX 1. Abbreviations and acronyms

What follows is a list of abbreviations and acronyms used in this manual and in the documents it refers to.

ACGT	African Center for Gene Technologies
AGROPOLIS	International Complex for Research and Higher Education in Agriculture
ARI	Advanced research institute
BAC	Bacteria artificial chromosome
BioMOBY	Open source biological web services project, "Model Organisation Bring Your Own Database"
CAAS	Chinese Academy of Agricultural Sciences
CBR	C-repeat binding factor
cDNA	Complementary DNA
CENARGEN	National Center for Genetic Resources and Biotechnology Research, Brazil
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture
CIMMYT	International Maize and Wheat Improvement Center
CIP	International Potato Center
COS	Conserved orthologous sequences
DFID	UK Department for International Development
DNA	Deoxyribonucleic acid
DREB	Dehydration responsive element binding
EMBRAPA	Brazilian Agricultural Research Corporation
eQTL	Expressed quantitative trait loci
EST	Expressed sequence tag
FAO	Food and Agriculture Organisation of the United Nations
GCP	Generation Challenge Programme
Gramene	A comparative mapping resource for grains
GxE	Genotype times environment interaction
ICAR	Indian Council for Agricultural Research
ICARDA	International Center for Agricultural Research in the Dry Areas
ICIS	International Crop Information System
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IITA	International Institute of Tropical Agriculture
ILAC	Institutional Learning and Change
INIBAP	International Network for Improvement of Banana and Plantain
IPGRI	International Plant Genetics Resources Institute
IRIS	International Rice Information System
IRRI	International Rice Research Institute
IWIS	International Wheat Information System
JIC	John Innes Center, UK
LD	Linkage disequilibrium
LIMS	Laboratory information management systems
MAS	Marker-assisted selection

MT	Management Team
MTA	Material transfer agreement
MTP	Medium Term Plan
NARS	National agricultural research system
NCGR	National Center for Genome Resources
NGO	Non-governmental organisation
NIAS	National Institute of Agrobiological Sciences, Japan
PAC	Programme Advisory Committee
PCR	Polymerase chain reaction
PRMT	Programme Research Management Team
PSC	Programme Steering Committee
QTL	Quantitative trait loci
RF	Rockefeller Foundation
RFLP	Restriction fragment length polymorphism
RIL	Recombinant inbred line
SGRP	System-wide Genetic Resources Programme
SIDA	Swedish International Development Cooperation Agency
SINGER	System-wide Information Network for Genetic Resources
SME	Small- and medium-sized enterprises
SNP	Single nucleotide polymorphism
SP	Subprogramme
SP1	Subprogramme 1 “Genetic Diversity of Global Genetic Resources”
SP2	Subprogramme 2 “Comparative Genomics for Gene Discovery”
SP3	Subprogramme 3 “Trait Capture for Crop Improvement
SP4	Subprogramme 4 “Genetic Resources, Genomic, and Crop Information Systems”
SP5	Subprogramme 5 “Capacity Building and Enabling Delivery”
SPL	Subprogramme Leader
SSR	Simple sequence repeat
TRIPS	Trade-Related Aspects of Intellectual Property Rights
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
WARDA	Africa Rice Center
WTO	World Trade Organisation

APPENDIX 2. List of referenced documents

All documents listed in this section are available from the directory APPENDICES, which is a subdirectory of the directory where this file 'GCPManual.doc' is located. Behind the title or description of the document the format of the file is indicated between brackets in italics.

- DOC001 A proposal for a CGIAR Challenge Program - Unlocking Genetic Diversity in Crops for the Resource Poor, 6 February 2003 (*pdf*)
- DOC002 List of Participants - Stakeholder Meeting - CGIAR Challenge Program: Unlocking genetic diversity in crops for the resource-poor, 14-16 January, 2003, Alexandria Library, Egypt (*doc*)
- DOC003 Summary of Proceedings, Genetic Diversity Challenge Program – Technical Meeting, August 2003, Wageningen, The Netherlands (*doc*)
- DOC004 Agreement to Establish a Consortium for the Generation Challenge Program: Cultivating Plant Diversity for the Resource-Poor, 10 August 2004 (*pdf*)
- DOC005 Proposed Amendments to GCP Consortium Agreement to include Humanitarian License Grants, December 2004 (*doc*)
- DOC007 2003 Alexandria Meeting, email message with summary of outcomes (*doc*)
- DOC009 Governance structure of the pilot Challenge Programs, October 2004 – source unknown (*doc*)
- DOC011 Programme Steering Committee Members and Contact Information, June 2005 (*xls*)
- DOC013 Minutes, Unlocking genetic diversity in crops for the resource-poor - Program Steering Committee meeting (PSC), 1 September 2003, Wageningen International Conference Centre, The Netherlands (*doc*)
- DOC014 Minutes of the Programme Steering Committee Meeting, Generation Challenge Program: Cultivating Plant Diversity for the Resource-Poor, 13-14 December 2004, FAO, Lebanon Room, Rome, Italy (*doc*)
- DOC015 Draft Policy Statement, Transgenic Crop Research in the Generation Challenge Program, 21 February 2005 (submitted by the GCP Management Team) (*doc*)
- DOC016 Draft Policy Statement, Transgenic Crop Research in the Generation Challenge Program, 28 March 2005 (amended by the PSC) (*doc*)
- DOC017 Generation Challenge Program (GCP) Steering Committee Chairman honoraria, expenses and travel policy (*doc*)
- DOC018 Appointment letter Dr. Terry as new PSC Chairman (*doc*)
- DOC019 Minutes of the First Stakeholder Committee of the Generation Challenge Programme, 29-30 November 2004, Rome, Italy (*doc*)
- DOC020 End-of-Meeting Report, GFAR Stakeholders Committee of the Generation Challenge Programme (GCP), 5-6 May 2005, Rome, Italy (*doc*)
- DOC021 Terms of Reference, Challenge Program on Unlocking Genetic Diversity in Crops for the Resource Poor, GFAR Stakeholder Committee (*pdf*)
- DOC022 Stakeholder Committee Members, July 2006 (*doc*)
- DOC023 Selection of New PSC Chair, June 2004 (*doc*)
- DOC024 Program Advisory Committee Terms of Reference (*pdf*)
- DOC025 Program Advisory Committee Members (*pdf*)
- DOC026 Report to Program Advisory Committee, Wayne Powell, 8 October 2004 (*doc*)
- DOC027 GCP Director position announcement, July 2003 (*doc*)
- DOC028 GCP Director position announcement, March 2005 (*doc*)

- DOC030 Job Announcement, Communications Intern (*doc*)
- DOC031 Executive Assistant Terms of Reference, 13 July 2005 (*doc*)
- DOC032 Sub-Program Leaders: Responsibilities, Recruitment and Remuneration (*pdf*)
- DOC033 Call for applications of Subprogram Leaders (*doc*)
- DOC034 Summary Report on the recruitment of the GCP Director, 4 June 2005 (*doc*)
- DOC035 Public-Private Partnership to Develop and Deliver Drought Tolerant Crops to Food-Insecure Farmers (Draft document for discussion at the May 3-4, 2005 Strategy and Planning Meeting) (*pdf*)
- DOC036 Public-Private Partnership to Develop and Deliver Drought Tolerant Crops to Food-Insecure Farmers (Report May 3-4, 2005 Strategy and Planning Meeting) (*pdf*)
- DOC037 Reviewer Guidelines, Generation Challenge Program, Competitive Grants Program, 15 May, 2004 (*doc*)
- DOC041 PAC assessment of GCP Year 1 (*pdf*)
- DOC042 Medium-Term Plan 2005-2007, August 2004 (*pdf*)
- DOC043 Medium-Term Plan 2006-2008, June 2005 (*pdf*)
- DOC044 GCP Year 1 Workplan (*pdf*)
- DOC045 2004 Competitive Grants Call for Proposals (*doc*)
- DOC046 GCP 2004 Annual Report and Year 2 Workplan (*pdf*)
- DOC048 2004 Competitive Grants Review Panel (*doc*)
- DOC049 2004 Commissioned Research Process (*pdf*)
- DOC050 Template for the Commissioned Research Contract (*doc*)
- DOC051 Competitive Grant Letter of Agreement (template) (*doc*)
- DOC052 Development of the Intellectual Property Registry Related to the Challenge Program: Unlocking Genetic Diversity in Crops for the Resource Poor (*doc*)
- DOC056 Letter to RF requesting that GCP administer grants (*doc*)
- DOC058 Request and Instructions to Reviewers of 2005 Commissioned Research Projects, 22 November 2004 (*doc*)
- DOC060 Press release "Generation Challenge Programme launches Research Programme to bring Genomics Revolution to Developing Countries", Sept 2004 (*doc*)
- DOC061 Press release "Generation Challenge Program Selects Jean Marcel Ribaut as New Director", 13 June 2005 (*doc*)
- DOC062 Financial report template (*xls*)
- DOC067 Report of the EU-commissioned review of the Challenge Programme "Generation" – Cultivating Plant Diversity for the Resource Poor, December 2004 (*doc*)
- DOC068 Executive Summary of EU review, December 2004 (*doc*)
- DOC069 GCP Response to EU review, June 2005 (*doc*)
- DOC077 GCP Director Response to SC Comments on 2005-2007 MTP (*doc*)
- DOC082 Linkage with HarvestPlus-email from R. Zeigler May 13, 2004 (*doc*)
- DOC083 Payment Instructions Form for consortium members (for disbursing funds directly to partners) (*doc*)
- DOC084. Minutes of the Programme Steering Committee Meeting, 28-29 November 2005, Hotel Atlas Medina, Marrakech, Morocco (*doc*)
- DOC085. Proposed Amendments to GCP Consortium Agreement to include Agreement Not to Assert Rights for Subsistence Use – the Humanitarian licence (*doc*)
- DOC086. GCP Statement on the Use of Transgenics - 9 Nov 2005 (*doc*)
- DOC087. Draft GCP strategy - 3 July 2006 (*doc*)

- DOC088. Draft GCP Strategy - 14 June 2006 (*doc*)
- DOC089. Press Release announcing P. Monneveux as new SP3 Leader (*doc*)
- DOC091. Minutes of the Third Stakeholder Committee of the Generation Challenge Programme, 25-26 November 2005, Marrakesh, Morocco (*doc*)
- DOC092. PSC Management Task Force TOR and recommendations (*doc*)
- DOC093. SP3 Leader TOR and Selection Process-2006 (*doc*)
- DOC094. Compilation of Generation Challenge Programme eNewsletters (*doc*)
- DOC095. SP3 Leader Job Announcement-2006 (*doc*)
- DOC097. TOR for Project Officer (*doc*)
- DOC098. GCP 2007-2009 MTP-text (*pdf*)
- DOC099. GCP 2007-2009 MTP-Logframe (*pdf*)
- DOC100. 2005 Annual Report and Year Three Workplan (*pdf*)
- DOC101. 2006 Competitive Grants Programme: Call for Proposals (*doc*)
- DOC102. 2005 Sida report (*doc*)
- DOC103. 2005 Sida report-financials (*pdf*)
- DOC104. MOU Global Crop Trust-GCP (*doc*)
- DOC105. PROVISIONAL MEMBER welcome letter (*doc*)
- DOC106. 2004 EC proposal (*doc*)
- DOC107. 2005 EC proposal (*doc*)
- DOC108. 2004 EC report (*doc*)
- DOC109. 2006 EC proposal (*doc*)
- DOC113. Composition and Terms of Reference of PSC Task Force on Governance
- DOC114. GCP Delivery Strategy (*doc*)
- DOC115. GCP Communication Strategy (*doc*)
- DOC116. Communications Manager TOR-January 2006 (*doc*)
- DOC117. Site Visit Objectives and Outputs (*doc*)
- DOC118. Site Visit Principles (*doc*)
- DOC119. Site Visit Letter (*doc*)
- DOC120. Review and Advisory Panel TOR-June 2006 (*doc*)
- DOC121. List of Preproposals invited to submit a Full Proposal in the 2006 Call for Competitive Research Projects (*pdf*)
- DOC122. Research Highlights 2005
- DOC123. GCP 2005 Annual Report to ExCo
- DOC124. Standard Terms and Conditions for Subcontracts (*doc*)
- DOC125. Full Subcontract (*doc*)
- DOC126. GCP's Subcontracting Policy (*doc*)
- DOC127. Subsistence Use Agreement (*pdf*)
- DOC128. Gates Foundation Proposal Format (*doc*)
- DOC129. Improving Tropical Legume Productivity for Marginal Environments in Sub Sharan Africa (proposal to Gates Foundation) – see also ZIP004 (*doc*)
- DOC130. Project Technical Update Report Template (*doc*) – updated Oct 2006
- DOC131. 2004 Progress Report for ExCo (*doc*)
- DOC132. Template for ExCo Challenge Programme Annual Report (*doc*)

DOC133 Response to Science Council Comments to GCP 2006-2008 MTP (*doc*)
DOC134 MTP 2007-2009 Guidelines (*pdf*)
DOC136 Annual & Final Technical Report Template (*doc*) – updated Oct 2006
DOC137 Internal Audit TOR (*doc*)
DOC138 Letter to John Ochanda re BECA (*pdf*)
ZIP001 Successful Competitive Grants-2004 (*zip*)
ZIP002. 2005 EC report (*zip*)
ZIP003 GCP Logos (*zip*)
ZIP004 Proposal Appendices to DOC129 (*zip*)