



RESEARCH PROGRAM ON
Wheat

The WHEAT Handbook

How WHEAT is run,
governed, funded
and more

By the WHEAT CRP Team
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WHEAT is one of 16 CGIAR Research Programs (CRPs)

The Consortium of International Agricultural Research Centers (CGIAR) Research Programs (CRPs) align the research of the 15 CGIAR Consortium Research Centers and their partners into efficient, coherent, multidisciplinary programs. Individually and as a portfolio of research programs, they contribute to the long-term development outcomes:

- Less rural poverty;
- Better food security;
- Better nutrition and health; and
- Sustainably managed resources.

The CGIAR is currently updating its Strategy and Results Framework, which includes the definition of long-term development outcomes, or System-level Outcomes. For more information, see:

<http://www.cgiar.org/srfconsultation/>

The portfolio of CGIAR Research Programs includes:

- Yields and profits of crops, fish, and livestock (Dryland Cereals; Grain Legumes; Livestock and Fish; Maize; Rice; Roots, Tubers and Bananas; Wheat);
- Sustainability and environmental integrity, adapt to and mitigate climate change (Climate Change, Agriculture and Food Security; Forests, Trees and Agroforestry; and Water, Land and Ecosystems);
- Productivity, profitability, sustainability, and resilience of entire farming systems (Integrated Systems for the Humid Tropics; Aquatic Agricultural Systems; and Dryland Systems);
- Policies, institutions and markets;
- Agriculture for nutrition and health; and
- Genebanks Research Program.

The CGIAR Research Program on Wheat (hereafter called WHEAT) has strong project links to other CGIAR Research Programs, including the one on Climate Change, Agriculture and Food Security (CAAFS) and on Agriculture for Nutrition and Health (A4NH). More information about the CRPs can be found here: <http://www.cgiar.org/our-research/> & <http://www.cgiar.org/our-research/cgiar-research-programs/> and the CGIAR's Annual Report about progress in the CRP Portfolio: <http://www.cgiar.org/resources/cgiarannual-reports/>.

Further information about how the CGIAR Consortium, with its 15 Research Centers and portfolio of Research Programs is managed and governed, can be found here:

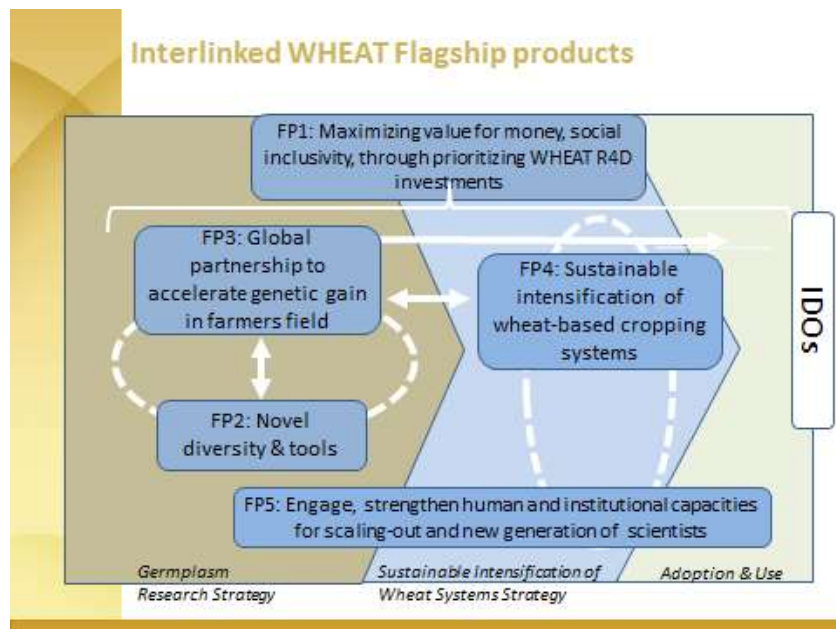
<http://www.cgiar.org/resources/main-legal-documents-of-cgiar/> & <http://www.cgiar.org/cgiar-consortium/>.

All CRPs are currently in a so-called Extension Phase (2015-16) and are preparing proposals for Phase II (2017-2026). For more information, please see Minutes of the CGIAR Fund Council meetings:

<http://www.cgiar.org/who-we-are/cgiar-fund/fundcouncil/fund-council-meetings/> .



How is WHEAT Research-for-Development (R4D) structured?



The five Flagship Projects (FPs) are focused on outcome-oriented value propositions that allow prioritizing among WHEAT interventions and drive budget allocation. Each FP is subdivided into Cluster of Activities, jointly conceived with partners during the original WHEAT proposal development phase and in 2012-13, through a WHEAT Partner Priorities Survey, which received a response from 92 R&D partners in 40 countries (see:

<http://wheat.org/>

<http://repository.cimmyt.org/xmlui/handle/10883/4070> ISBN: 978-607-8263-41-7).

FP1 Maximizing value for money and social inclusivity through prioritization of WHEAT R4D investments:

Define the scope of WHEAT for maximizing socially inclusive food security and poverty alleviation and enhance and measure its success.

FP2 Novel diversity to faster adapt wheat to climate change and resource constraints: Genebank collections are characterized phenotypically and genotypically for priority traits and missing genetic variation. Options for wheat hybridization, increased wheat yield potential, and nutrient-use efficiency are pursued in collaboration with advanced research institutes and the private sector for use by WHEAT partners in the developing world. Discovery and introgression of new alleles and traits into adapted germplasm will have a major impact on accelerating genetic gain (FP3) and intensification (FP4), leading to leaps in genetic yield potential, climate change adaptation and nutrient use. Discovery of affordable hybrid technologies would attract private sector investment.

FP3: Global partnership to accelerate genetic gain in farmers' field: Climate resilient, disease and pest tolerant, nutritious wheat lines with high end use quality are developed with new molecular based breeding tools and selection methods. National agricultural research systems (NARS) partners participate in breeding, apply more precise phenotyping and other tools to develop diverse, high yielding varieties, adopted to farmers needs in in Asia, Africa and Latin America – thus achieving annual genetic yield gains of at least 0.7%.

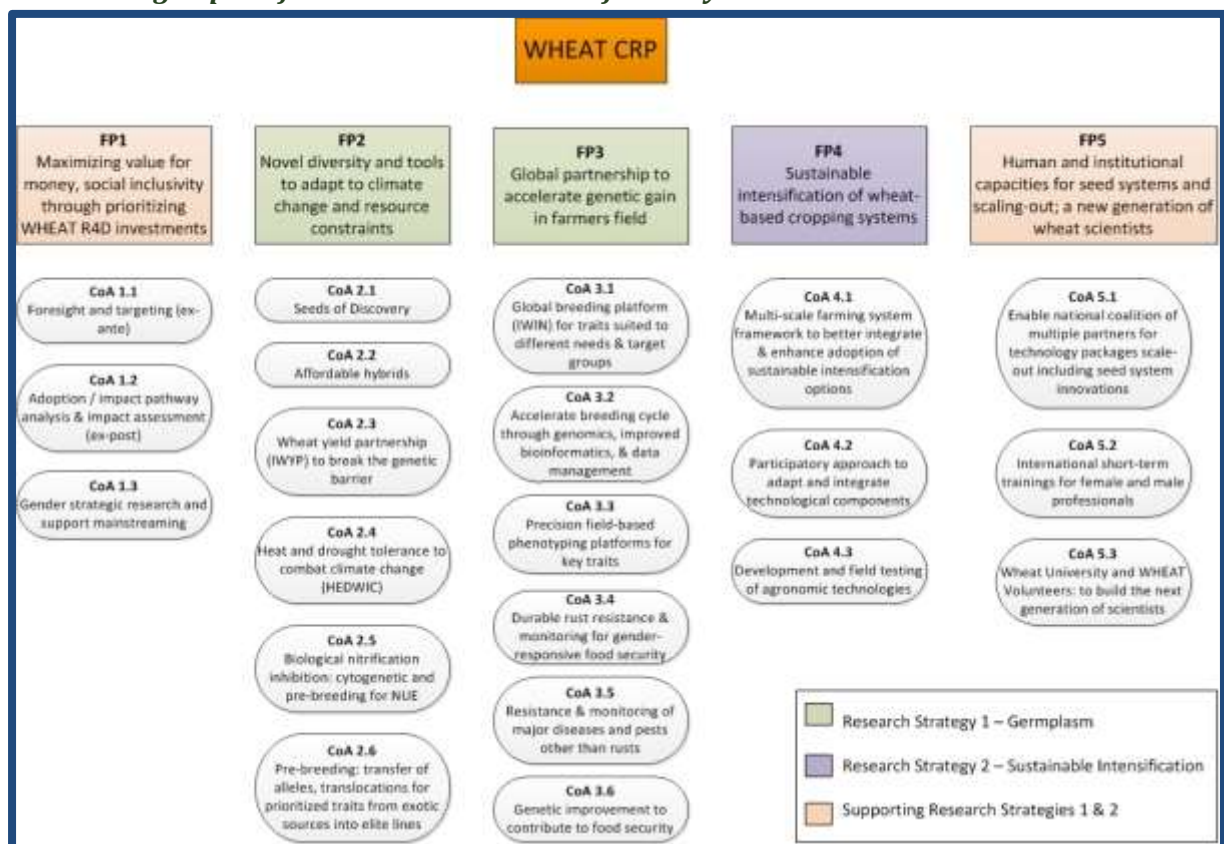
FP4: Sustainable intensification of wheat-based cropping systems: FP4 is about farmers closing the yield gap to contribute to regional food availability and price stability. FP4 focuses on managing for profitability, inclusive growth, and environmental quality. Primary beneficiaries and co-innovators are poorer households in systems where wheat is a major source of livelihood, next to other crops, livestock and off-farm work. FP4 will work on innovations that increase resource use efficiencies and reduce soil degradation in highly productive and marginal wheat areas. Productivity and risk



management options will be tested with farmers, with emphasis on developing scalable knowledge products and decision support systems, such as linking to remote sensing and cell phone technologies. Using such scalable approaches, ‘last mile providers’ and boundary partners will reach more farmers with the best site-specific crop management practices.

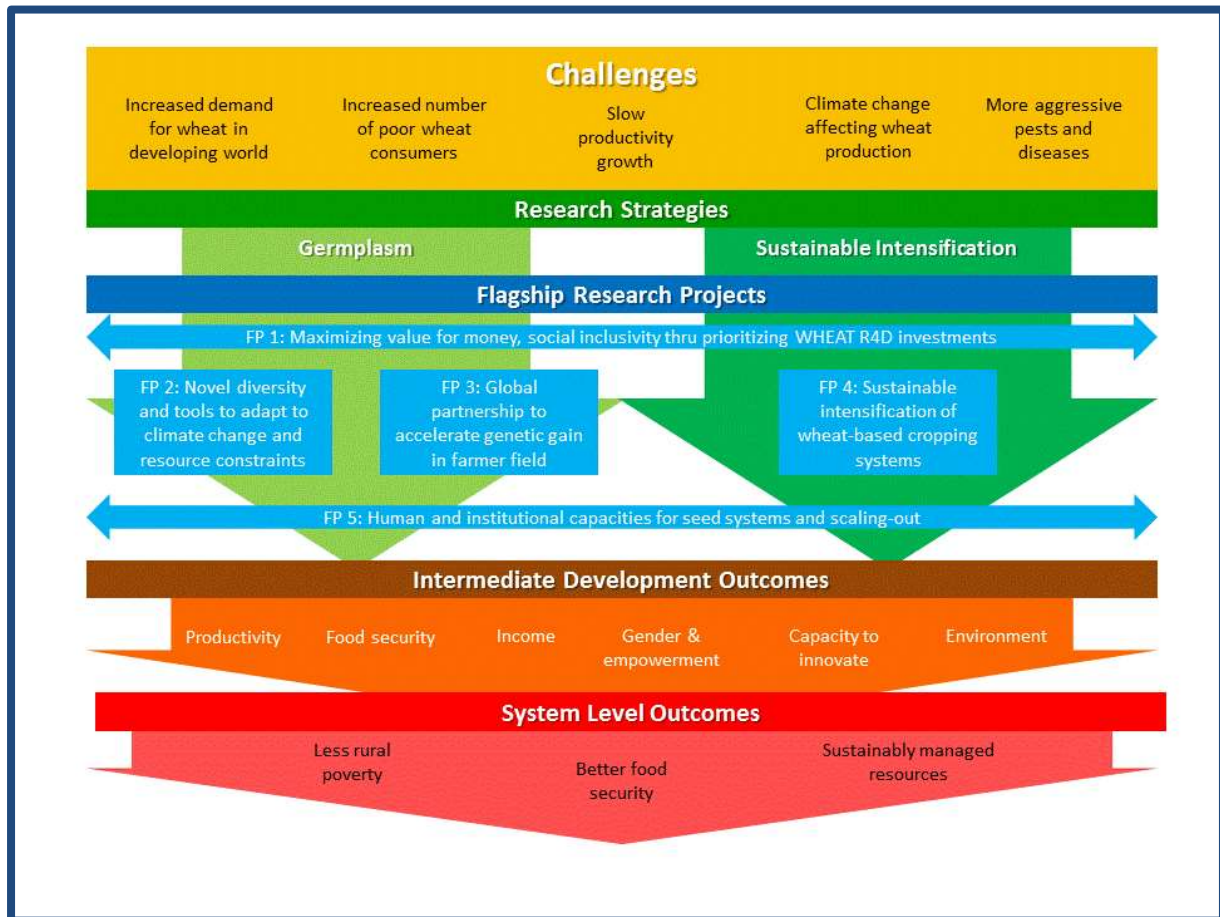
FP5: Human and institutional capacities for seed systems and scaling-out: FP5 enables national coalitions of development and policy partners to integrate tried and tested technologies from FP3 & 4 insights. WHEATs role is to accelerate national initiatives for more rapid uptake of knowledge, local adaption and feedback and scaling-out. This is demand-driven by coalition partners, who identify gaps in current and past AR4D projects and develop locally adapted comprehensive solutions.

WHEAT Flagship Projects and their Clusters of Activity





WHEAT R4D Development Impact

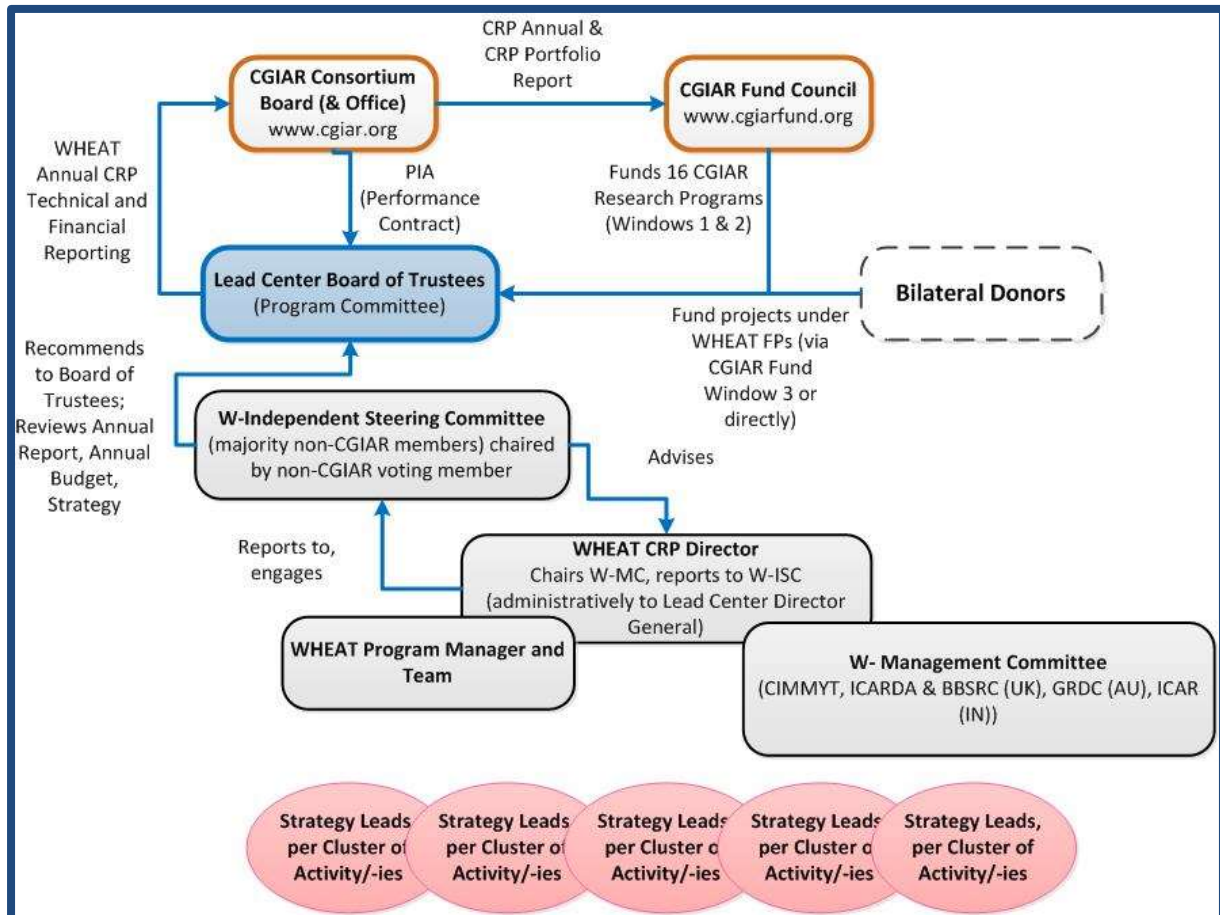


The above diagram visualizes the connection between the two WHEAT Research Strategies, on which its five Flagship Projects are based, and the intended development impacts on poor wheat farmers and consumers; expressed in terms of 10-15 year Intermediate Development Outcomes (IDOs), which are matched to the CGIAR’s System Level Outcomes (SLOs). IDOs and SLOs are integral part of the CGIAR Strategy and Results Framework (see page 2).

For examples of WHEAT development impact, please read the Annual Reports: <http://wheat.org/documents-about-wheat/> and <http://wheat.org/our-strategy/>.



Overview: How WHEAT is managed?



The above visual depicts the key responsibilities and relationships between the oversight & strategic direction and WHEAT program management layers. For further information, see: <http://wheat.org/important-note-wheat-management-and-governance-changes/>.

Effective December 2014, the WHEAT-Independent Steering Committee (W-ISC) has grown to eight voting and five non-voting, ex-officio members and a Chair, who is not employed by or affiliated with a CGIAR institution. To assure effective communication between the bodies involved in governing WHEAT, the Program Committee Chairs of CIMMYT and ICARDA Boards of Trustees are WHEAT-ISC non-voting members. Other ex-officio members include the Directors General of CIMMYT and ICARDA and the WHEAT CRP Director. Ultimate responsibility and liability for program implementation and fiscal management remains with the Lead Center (CIMMYT), which is the contracting entity with the Consortium.

The WHEAT-ISC and CIMMYT and ICARDA Boards have agreed that effective 1st January 2015, WHEAT will be led by a dedicated CRP Director, spearheading the international CGIAR wheat research agenda. As a CIMMYT staff member, the Director reports to the Director General of CIMMYT. As leader of WHEAT, the Director chairs the WHEAT Management Committee and reports to the WHEAT-ISC, as well as to both the CIMMYT and ICARDA Boards of Trustees.



CRP Director Role & Responsibilities

Vision and Strategy:

- Through experience in the CGIAR or an equivalent global research system be able to establish intellectual leadership of the global wheat research agenda. Develop and periodically revise the Strategic Plan for WHEAT in collaboration with the Management Committee, Independent Steering Committee, relevant partners and experts, and assure alignment with the overall CGIAR Strategic Results Framework, including alignment of all relevant bilaterally funded projects.

Program Implementation and Resource Allocation:

- Working closely with a multi-disciplinary management team, translate the WHEAT Strategic Plan into impact-oriented and realistic milestones, workplans, budgets and proposals and ensure their effective implementation is aligned with available resources and priorities and to fill identified gaps in CRP portfolio.
- Program Administration and Budget Management: Establish appropriate CRP management and program advisory arrangements; supervise a Program Management Unit responsible for communication, monitoring and evaluation, contractual arrangements, CRP administration and budget management.
- Resource Mobilization, Communication and Reporting: Lead fundraising and donor interactions of WHEAT and be accountable for WHEAT's reporting to donors, the CGIAR, and Advisory and Stakeholder groups. Ensure the visibility of the Program in international wheat fora.
- Reviewing, Knowledge Sharing, and Learning: Establish a common performance management framework for WHEAT partner contributions and elevate focus, quality, and impact effectiveness of the WHEAT agenda through monitoring and evaluation, knowledge sharing that elevates performance, and contractual mechanisms.
- Regulatory Compliance: Ensure compliance with CGIAR policies, Lead Centre policies and procedures, and compliance with applicable laws and regulations in partner organizations and countries.

Professional and Personal Requirements:

- PhD in crop science, agricultural economics or a related field.
- Recognized international reputation as a science leader in research for development, with notable contributions to a multinational program.
- At least 15 years of distinguished post-doctoral experience in agricultural research, at least five of them in a position with responsibility for leading and managing significant sized, impact oriented, agricultural research programs involving partnerships with other institutions.
- First hand familiarity with the world food security situation and the role of wheat research and development to effectively contribute to increasing food security, reducing poverty, and enhancing the environmental sustainability.
- Pronounced strategic and conceptual thinking focused on the application of cutting edge research approaches to generating real and significant sized impact at farm, country, and the developing world.



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- Demonstrated abilities in using team-based approaches to formulate a pragmatic impact oriented agenda through the input of interdisciplinary, multicultural, and inter-institutional teams of scientists and development partners.
- Excellent communicator and negotiator with a proven track record in fundraising and networking with multiple partners; able to express the relevance of research for development programs to stakeholders and donors, and establish linkages with their priorities.
- Relevant experiences and skills in portfolio, staff and contractual management in an environment of rapid change.

Note: In September 2014, the CIMMYT Board, upon endorsement by WHEAT-ISC, has agreed to the CIMMYT Director General appointing Dr. Hans Braun as WHEAT CRP Director, effective 1st January 2015. WHEAT-ISC, in its advisory role, will review the appointment after one year and make recommendations to the Lead Center Board of Trustees.



WHEAT-Management Committee (W-MC): Terms of Reference

(6-7th Oct 2011 version updated in January 2015, based on W-ISC/W-MC meetings December 2014)

Description of the W-MC

- The W-MC is the executive committee for WHEAT and reports to the WHEAT-Independent Steering Committee (W-ISC), and the Lead Center Board (CIMMYT).
- It consists of selected institutional research directors and program leaders from selected Research Partners.
- It is chaired by the CRP Director, with an ICARDA representative as Co-Chair. It aims to reach decisions by consensus. WHEAT-ISC considered it essential that CRP management decisions, which have ramifications across centers and their departments and for non-CGIAR partners, be consensus-based. Involving centers' Program Directors is the best way to ensure that all those responsible for the delivery of large project portfolios are behind decisions and implement them.

Responsibilities of the W-MC: The W-MC is responsible for:

1. Relevance and quality of the outputs produced under WHEAT;
2. Planning the scientific delivery of WHEAT outputs through annual and three-year work plans and budgets, and ensure monitoring and evaluation, by developing and implementing an M&E strategy;
3. Recommending inclusion of additional W-MC members; for the Lead Center to negotiate appropriate agreements;
4. Effective engagement of R4D capacities across FPs and regions;
5. Effective integration among FPs and with other CRPs;
6. Ensuring that partnerships are strengthened in WHEAT;
7. Articulation and successful implementation of a coherent gender strategy;
8. Defining overall principles of budget allocations and optimal use of resources across SIs and regions;
9. Developing a schedule of activities that ensures timely compilation of reports against work plans;
10. Milestones, outputs, and outcomes from among research partners;
11. Resolving inter-institutional conflicts (e.g. credit for work done, budget allocations, personnel conflicts, etc.) and formally forwarding those that cannot be resolved to the W-ISC Chair;
12. Planning the communications strategy and guiding the implementation of stakeholder interactions and knowledge management approaches;
13. Developing an increasingly coordinated fundraising strategy in support of WHEAT;
14. Seeking to fulfill all aspects of the WHEAT performance contract between the Lead Center and the Consortium Board for successful implementation of WHEAT.
15. Individually and collectively champion the cause of WHEAT.

Decision making in the W-MC, frequency of meetings

- The W-MC will be comprised of not more than 10 voting members.
- W-MC meetings require a quorum of 7 voting members (in person, or present by phone). Appointment of a proxy member is acceptable but should not occur too often.
- Desirably all decisions are reached by consensus. Whenever a consensus cannot be reached, the W-MC decides by a minimum of 2/3 majority vote, with identity of each vote recorded. The 2/3



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majority must include the votes of at least one non-CGIAR Primary Research Participant member.

- The WHEAT Program Manager is the secretary to the W-MC and a non-voting member.
- The W-MC will meet at least twice annually, and interacts virtually by teleconference as necessary.

W-MC members responsible for a particular Flagship Projects (FP) will (as individuals)

- Review and provide feedback to the W-MC to work plans and technical reports.
- Identify cross-cutting synergistic research activities within an FP and across partners, and report these to the W-MC.
- Provide input to new projects as requested by the CRP Director.
- W-MC members send their feedback to the CRP Director for summarizing to the W-MC.
- W-MC members acting as FP strategy leads do not supersede existing partner institutional responsibilities.

Characteristics and responsibility of non-CGIAR Primary Research Partner member institutions

Characteristics:

- Provide major research contributions to wheat research
- Dedicate significant staff and resources to wheat research
- Contribute to the evolution of the CRP strategy

Responsibilities:

- Take ownership and provide advice to WHEAT
- Support the high-quality implementation of research and partnership approaches in WHEAT, including the effective integration of existing projects and the development of others in the pursuit of WHEAT goals and objectives.
- Support the W-MC and effective collaboration with other program participants in furtherance of WHEAT.
 - Be a champion for WHEAT, and contribute to awareness and visibility
 - Assign appropriate (leading/experienced/management level) staff to the W-MC, as per the indicated budgets, and support their participation and contribution to the W-MC

If engaged in research activities (like all other WHEAT research & development partners)

- Facilitate preparation of workplans, budgets and regular progress reports
- Ensure high-quality implementation of activities as documented by annual work plans and performance contracts.
- Monitor progress on deliverables and highlight bottlenecks to the W-MC
- Manage the risks associated with implementing WHEAT performance contracts.

Ensure integration with other partners and across different regions.

References to **W-MC** in **W-ISC ToRs**: See page 12.



W-MC Members

Name	Institution	(Co-)Responsibility for Flagship Projects
Marianne Banziger	Deputy Director General Research & Partnership, CIMMYT	
Michael Baum	Program Director, ICARDA	FP2, 3 (pests & diseases; heat & drought) and FP5 (seed systems)
Hans Braun	CRP Director and Program Director Global Wheat Program, CIMMYT, W-MC Chair	FP3 (productive wheat varieties) & overall for CIMMYT delivery towards FP2, 3 and 5
Maarten van Ginkel	Deputy Director General Research, ICARDA, W-MC Co-Chair	
Bruno Gerard	Program Director, Conservation Agriculture Program, CIMMYT	FP4
Graham Moore	Research Group Leader, John Innes Centre, Crop Genetics Dep't, BBSRC (British BioScience Research Council), UK http://www.jic.ac.uk/ & http://www.bbsrc.ac.uk/home/home.aspx	FP2 & 3
Kevin Pixley	Program Director, Genetic Resources Program, CIMMYT	FP2 & 5
Indu Sharma	Director, Directorate of Wheat and Barley Research (DWR), ICAR (Indian Council of Agricultural Research), India http://www.dwr.in/	FP3 (pest & diseases) and FP4
Olaf Erenstein	Program Director, Socioeconomics Program, CIMMYT	FP1
Eric Huttner (replaced Steve Thomas of GRDC in Oct 2013)	Research Program Manager Crop Improvement and Management, Australian Centre for International Agricultural Research (ACIAR), AU http://aciarc.gov.au/	FP2 (heat & drought; Seeds of Discovery) and FP3



WHEAT-Independent Steering Committee (W-ISC): Terms of Reference

(as revised in W-ISC meeting December 2014; see: [provide new link](#))

WHEAT-ISC vision

- 1) Fully functional CGIAR Research Program (CRP);
- 2) WHEAT = single most important network organization for wheat;
- 3) Better visibility of WHEAT, in particular with Fund Council;
- 4) Enable every single wheat research program in the world to link with WHEAT, as appropriate.

Advisory scope:

- 1) The W-ISC provides guidance on the CRPs' strategic direction (e.g. science / research scope, depth/breadth, focus, intended impact) and effective and efficient management at program-level (e.g. CRP). In so doing, it will largely focus on the program (e.g. cross-Flagship Projects) perspective and how WHEAT success comes together based on mutually reinforcing FP's performance, whilst the W-MC concerns itself also with Flagship Project components and how their success comes together.
- 2) The W-ISC reviews and makes recommendations on WHEAT annual workplans, budgets & progress reports, which are prepared, agreed upon and submitted by the CRP Director, Chair of the W-MC; "review" means that the CRP Director, representing the W-MC, carries the primary operational responsibility towards the Consortium Board/Office; WHEAT-ISC wants to see how it is being done.

Advise whom?

Topic	Provide advice on	To whom
Strategy	Strategic direction (next 5-10 years); How strategy is reviewed; Need for/focus of external, Center-, CRP-commissioned reviews; Relevant CGIAR Consortium guidelines, regulations (e.g. push for change, improvements?)	Lead Center's (CIMMYT) Board of Trustees' Program Committee <i>for endorsement and/or</i> CRP Director (Chair W-MC), <i>for implementation</i>
R&D Partners' perspectives	That R&D partners perspectives are reflected in CRP strategy development (in terms of content and process)	Lead Center BoT PC and/or CRP Director
Annual Workplan, Budget, Progress Report	Does resource allocation match strategic priorities at program level (across FPs)?	CRP Director (Chair W-MC)
CRP Director / W-MC performance	Selection of candidates (see below); effective & efficient management at program-level (e.g. need for improvement or change?);	Lead Center Director General
Conflicts of interest	Act as or advise on next level of escalation, if cannot be solved at W-MC, Centers' level (e.g. Lead Center bias; competitive bidding processes)	W-MC, Center Directors General

- 3) W-ISC advises the Lead Center's (CIMMYT) Board of Trustees' Program Committee and/or the CRP Director (who chairs the WHEAT Management Committee (W-MC) and/or the Lead Center's Director-General (who supervises and manages the performance of the CRP Director) on the key topics shown in table above. In general, Board of Trustees' Program Committee endorses (or



not) W-ISC advice, whilst the CRP Director, leading W-MC, is responsible for implementing advice, once endorsed.

- 4) With regard to hiring and performance management of the CRP Director, W-ISC will form a selection committee with CIMMYT Director General, who will have the final say on selection and appointment. The CRP Director reports administratively to the Lead Center Director General and with a dotted line to W-ISC. CRP Director's performance will therefore be managed by Lead Center Director General, who seeks advice from W-ISC, with input from ICARDA Director General (ex-officio non-voting W-ISC member).

Committee functioning:

- a) It consists of 8 external (e.g. non-CGIAR) voting members representing different geographies (one from East, Asia, S. Asia, CWANA, SSA and Latin America; three from Eurasia/AU/USA/CA) and disciplines, and 5 ex-officio non-voting members: ICARDA & CIMMYT Board Program Committee Chairs, WHEAT CRP Director plus CIMMYT and ICARDA Directors General.
- b) Are appointed for a 3-year term (renewable), with a maximum of 50% of members changing at any one time.
 - Forfeit their membership, if not present twice in a row, not excused.
 - For the initial period of Oct 2012 to Oct 2014, at least 50% of current members will need to remain members for a 2nd term & propose and agree upon new members to join the W-ISC by end 2014.
- c) In order to validate decisions, the W-ISC will apply majority vote under a quorum of 6/8.
- d) W-ISC will practice a transparent (formal) agenda-setting process (see Chair ToR).
- e) In its advisory role, reports via its Chair to the WHEAT Lead Center Board of Trustees Program Committee.
- f) Is chaired by a voting member, who is selected from among the voting members by simple majority (see W-ISC Chairperson ToR), since ex-officio members are not eligible to chair or vote.
- g) W-ISC Secretary performed by the WHEAT Program Manager.
- h) W-ISC members are champions for WHEAT within their area of influence, in particular their country and region. Based on disciplinary expertise or regional activities, W-ISC members may want to attend WHEAT-relevant meetings or meetings in their region; such attendance to be determined by the Chair, in consultation with the CRP Director (see Chair ToR).
- i) As a prerequisite, the CRP Director must keep W-ISC members regularly informed about progress and issues in WHEAT, wheat research more generally and in particular as it affects their region. At meetings and in-between, the CRP Director informs W-ISC members about targets, achievements and future plans.



W-ISC Members

Name, affiliation, country	Expertise
Voting members (8)	
Tony Fischer, CSIRO Fellow, Australia (Chair)	Crop Physiology, breeding, agronomy
Yiching Song, CAS, China	Gender, social sciences
Shirish Barwale, Mahyco, India	Private sector, seed sector, value chains
Rachid Dahan, INRA Morocco	Agronomy, systems
Emilio Ruz, IICA/PROCISUR, Uruguay	Agricultural economics and policy
John D. Porter, University of Copenhagen, DK & University of Greenwich, UK	Food security and climate change policy
Nora Lapitan, USAID, USA	Biotechnology, genetics
Ephrame Havazvidi, Seed Co., Zimbabwe	Private sector, seed sector, value chains
Ex-officio non-voting members (5)	
Neal Gutterson	CIMMYT Board of Trustees Program Committee Chair
Masum Burak	ICARDA Board of Trustees Program Committee Chair
Tom Lumpkin	CIMMYT Director General
Mahmoud Solh	ICARDA Director General
Hans Braun	WHEAT CRP Director

W-ISC Chair: Terms of Reference

The Chairperson is elected every two years from the sitting W-ISC voting members (e.g. non-CGIAR members, who are not ex-officio) by a majority vote of the voting members. Given the importance of continuity, a Chairperson once elected may be expected to be re-elected for a second two-year term only, but such re-election is subject to annual assessment of performance by the entire Committee.

Qualifications for the Chairperson – The person nominated should generally possess:

- Experience on the W-ISC for at least two years;
- Eminence (or recognized standing) in a field relevant to the Research Strategies of the CRP;
- Personal qualities of leadership, including skill at chairing meetings and building consensus;
- Experience in working with persons from varied cultural backgrounds;
- Ability to represent WHEAT in international meetings;
- Familiarity with the CGIAR System and with the donor community; and
- In addition, the Chair must have the time and the scheduling flexibility to be able to devote four to eight weeks each year to WHEAT and the CGIAR.

Key role: The Chairperson presides at all meetings of the W-ISC. He/she is responsible for the good functioning of the W-ISC and that it performs according to its Terms of Reference. To do so, the Chairperson, in collaboration with the CRP Director:

- Ensures and monitors implementation of W-ISC recommendations and decisions;



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- The Chair oversees the prioritization of issues and preparation of meeting agendas;
- Ensures W-ISC Members are kept abreast of deliberations of the CGIAR Consortium Board, the Independent Science and Partnership Council (ISPC) and other CGIAR entities, as relevant and appropriate; and
- Issues invitations on behalf of the W-ISC to new members and ensures their orientation and on-boarding.

If needed, the Chair will nominate a voting member to assume the responsibilities of the Chairperson. The Chair is supported by the CIMMYT and ICARDA CRP Teams.



WHEAT Funding and Budget

CGIAR Research Programs Funding 2014 Compared

Total and CGIAR Fund-based funding of the 16 CGIAR Research Programs (CRPs) varies greatly. The table below shows CGIAR Consortium Board-approved Window1&2 (W1/2) allocations (2014). The Consortium Board decides on W1 allocation across the CRPs and can adjust this, in reaction to CGIAR donors' W2 funding directly to a CRP. In 2014, WHEAT has moved from 2nd-lowest funded CRP to a mid-range position in the CRP Portfolio, with 8th-lowest or -highest W1+2 funding. Windows 1&2 funding is allocated by W-MC, according to WHEAT priorities & needs; Windows 3 and bilateral funding is always project-specific.

From Consortium Office Nov21 FinPlan for endorsement by CB 10th December 2014

Table 7: Projected Allocation of W1-2 Funds for 2015 (\$ million)

2015	Contract Budget	W2	W1	Total	Adjust to Contract	Final Adjusted	% Contract Budget
Dryland Systems	10.37	6.85	8.56	15.41	(5.04)	10.37	100%
Humidtropics	12.00	4.66	10.29	14.95	(2.95)	12.00	100%
AAS	15.08	4.20	10.93	15.13	(0.05)	15.08	100%
PIM	27.00	9.90	11.29	21.19		21.19	78%
Wheat	19.14	8.43	8.20	16.63		16.63	87%
Maize	20.22	2.59	11.57	14.16		14.16	70%
GRiSP	41.44	5.38	28.32	33.70		33.70	81%
RTB	33.16	13.41	13.48	26.89		26.89	81%
Grain Legumes	16.15	6.43	7.38	13.81		13.81	85%
Dryland Cereals	7.14	2.39	3.73	6.12		6.12	86%
Livestock & Fish	16.55	11.45	4.55	16.00		16.00	97%
A4NH	29.30	15.50	7.56	23.06		23.06	79%
WLE	28.90	5.17	22.68	27.85		27.85	96%
FTA	32.78	6.41	20.13	26.54		26.54	81%
CCAFS	48.40	5.52	35.88	41.40		41.40	86%
Genebanks	18.70	1.67	17.03	18.70		18.70	100%
	376.33	109.96	221.58	331.54	(8.04)	323.49	86%

CRP1.1: Dryland Systems

CRP1.2: Humidtropics

CRP1.3: Aquatic Agricultural Systems

CRP2: Policies, Institutions and Markets

CRP3.1: Wheat

CRP3.2: Maize

CRP3.3: Rice

CRP3.4: Roots, Tubers and Bananas

CRP3.5: Grain Legumes

CRP3.6: Dryland Cereals

CRP3.7: Livestock and Fish

CRP4: Nutrition and Health

CRP5: Water, Land and Ecosystems

CRP6: Forests, Trees and Agroforestry

CRP7: Climate Change, Agriculture and Food Security

Gene Banks

WHEAT Annual Budgets

Certified Annual Financial Reports are attached to the WHEAT Annual Progress Report, which is sent to the Consortium Office and provided to CGIAR donors. Until 2013, WHEAT has reported budget and expenditure based on ten Strategic Initiatives. For 2014, WHEAT will report based on five Flagship Projects. To access Annual Reports, go here: <http://wheat.org/documents-about-wheat/> ; 2013 financial reporting starts on p.35, for 2012, see p.24. Proposed 2014-15 budget is found here (Extension_FINAL, p.18-19): <http://wheat.org/documents-about-wheat/extension-proposal-background-and-materials/>



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W-MC/-ISC Calendar and Agenda (2015)

to be provided