



WHEAT-IAC, 19th September 2014, Beijing (with 18th Sept afternoon briefing)

Draft minutes (incl. summary of Decisions, Recommendations and To Do's)

W-IAC Members present: Tom Lumpkin (W-IAC Chair), Yiching Song, Mahmoud Solh, Tony Fischer, Shirish Barwale, Emilio Ruiz, Marianne Banziger (quorum of 7/10)

Apologies: Victor Villalobos (represented by member E. Ruz), Eleni Zaudi Gabre-Madhin, Catherine Feuillet & D. Abderrazak (both resigned)

Other participants: Victor Kommerell (WHEAT Program Mgr); Paramjit Singh Sachdeva (External Reviewer for Governance & Management issues, WHEAT External Evaluation) as guest, Hans Braun as observer

| Decision, Recommend, To Do | Who | DUE | COMMENTS |
|---|------------------------------|------------|---|
| <i>Agenda item 3; CRP Governance</i> | | | |
| Decision: Expand W-IAC external (e.g. non-CGIAR) voting members from 7 to 8 (1 additional from Europe&Russia / USA / AU / CA) by December 2014 | W-IAC | Dec 2014 | Noted by Lead Center BoT PC |
| Decision: Add ex-officio non-voting members ICARDA & CIMMYT Board Program Committee Chairs (2), CRP Director (replaces Lead Center DDG-RP); plus Centers' DGs (as is already the case), with Secretary: WHEAT Program Manager – by December 2014 | W-IAC | Dec 2014 | Change of name, changes to W-IAC composition & ToR endorsed by Lead Center BoT PC |
| Decision: Following IEA CRP Governance & Management Review recommendations and CIMMYT BoT response to both (see Board Chair Letter to Consortium Board), W-IAC reiterates W-SC Sept' 13 decision, that it considers itself an Independent Advisory Body (IAC), advises Lead Center BoT – contrary to IEA recommendation (Table 12: "serving as direct report for the CRP Leader ...")Therefore rename W-SC as WHEAT-IAC | W-IAC | Done | Endorsed by Lead Center BoT PC |
| Decision: Reverse previous decision (see W-SC Sept 2013) and agree to appoint an independent Chair from among the 8 external voting members | W-IAC | Dec 2014 | Endorsed by Lead Center BoT PC. Delay definition of Chair ToR and selection to next meeting planned for Dec 2014 |
| Decision: Amend W-IAC ToR to reflect 2 additional responsibility areas agreed upon: <ul style="list-style-type: none"> ▪ Stay up-to-date on partners' perspectives and watch they are reflected in CRP strategy development ▪ Look out for conflicts of interest (Lead Center bias; competitive bidding processes) | W-IAC | Done | Endorsed by Lead Center BoT PC |
| <u>Recommendation to WHEAT-MC:</u> W-IAC needs more resources to perform expanded responsibilities (time for meetings, travel - honorarium not discussed), which needs to be reflected in CRP governance & management budget | W-IAC & W-MC | Dec 2014 | To be followed up in December 2014 meeting |
| <u>To Do:</u> Following up on the above decision, identify, select and attract new members, to join planned 9-10 December meeting | W-IAC by 8 th Oct | Dec 2014 | Current Chair to follow up by proposing final selection and attract members |
| <u>To Do:</u> Following the above decisions, update ToRs, assure update of WHEAT website, WHEAT Handbook, onboard ICARADA BoT PC Chair M. Burak, inform CO | WHEAT Program Manager | End Oct | |
| Verify with Eleni Gabre-Mehdin whether she is no longer able to stay on W-IAC | Chair, Program Mgr | ASAP | |



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| 3 CRP Management | | | |
| <p>Recommendation to Lead Center BoT: Strongly endorse CIMMYT-ICARDA 1st September principal agreement on/to:</p> <ol style="list-style-type: none"> open invitation for lifetime of the CRPs, to ICARDA BoT PC Chair, to join CIMMYT BoT PC on WHEAT matters ICARDA and CIMMYT run one global CGIAR wheat R4D program under WHEAT, led by a CRP Director, who reports to WHEAT-IAC, ICARDA and CIMMYT BoT/PC, who can manage for results, e.g. able to shift budgets & people resources (with W-MC), lead inter-Center/partner planning, including alignment of bilateral projects and be the focus and lead for WHEAT-CO/CB interactions, among other responsibilities Endorse appointment of Hans Braun as CRP Director, with the proviso that W-IAC evaluates his performance after 1 year, advises Lead Center DG/BoT PC on whether to continue the appointment or not (e.g. need for international competitive recruitment) | Lead Center BoT | Done | Endorsed by Lead Center BoT PC W-IAC members received minutes of 1 st Sept meeting Note that Braun (CIMMYT) and Baum (ICARDA) will develop milestones for next 5 years, for both BoTs to monitor progress of improved inter-Center collaboration – for final endorsement by both BoTs spring 2015 |
| <p>Recommendation to Lead Center BoT PC: Notwithstanding the above endorsement of Hans Braun, in general, with regard to hiring and performance management of a CRP Director, the W-IAC will form a selection committee with CIMMYT DG, who will have the final say on selection and appointment, as the CRP Director reports administratively to the Lead Center DG and with a dotted line to W-IAC. CRP Director performance will thus be managed by Lead Center DG, who seeks advice from W-IAC, and with input from ICARDA DG, who is ex-officio non-voting W-IAC member</p> | W-IAC, Lead Center DG | Done | Endorsed by Lead Center BoT PC |
| <p>Recommendation to BoT: Approve the CRP Director ToR with the following amendments:</p> <ul style="list-style-type: none"> Responsibility to align all bilaterally funded projects, to fill gaps in CRP portfolio Reference to Independent Advisory Committee Role | Lead Center DG | Done | Endorsed by Lead Center BoT PC |
| <p>To Do: Based on the above BoT-endorsed recommendations, amend W-IAC ToR</p> | WHEAT Program Mgr | Mid-Oct | |
| 4 WHEAT Strategic Direction | | | |
| <p>Decision: W-IAC will not get involved in CGIAR Fund Council / Consortium Board-led development of the CGIAR Strategy & Results Framework; no recommendations to Lead Center BoT PC</p> | | | Noted by Lead Center BoT PC |
| <p>Recommendation to WHEAT-MC to make the best of eventual Phase II proposal requirements and timelines to deliver high quality Phase II proposal; <u>No</u> recommendations to Lead Center BoT PC</p> | W-MC | | |
| <p>To Do: make WHEAT External Evaluators aware of key concerns endorsed by BoT PC in Sept'13 (not taken up by CB/CO so far)</p> | WHEAT Program Mgr | Done | |
| <p>To Do: W-IAC to provide Phase II programmatic ideas / comments, based on Extension Period Proposal research strategy (e.g. Flagship Project structure and Clusters of Activity per FP)</p> | W-IAC | 24 Oct | Will provide input to WHEAT global R&D partners meet on Phase II |
| <p>Decision: W-IAC to address 'proclamation' to Consortium: Public sector needs to be more engaged in GM / transgenics R&D, with regard to wheat and getting the farmer-desired traits out onto their fields; potential R&D areas are biotic stress resistance, heat, drought, yield (IWYP) and hybrids</p> | W-IAC | End Oct | |



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| <u>To Do:</u> Develop draft proclamation on GM for W-IAC review | WHEAT Program Mgr | Mid-Oct | |
| Recommendation to ICARDA CIMMYT BoT Chairs/DGs to raise issues of 'lack of a process to integrate genebanks into Commodities CRPs in Phase II' & 'put genetic resources into SRF' during Oct'14 BoT Chairs/DGs meeting | | Done | Passed on for consideration |
| <u>To Do:</u> Give advice on key interactions 2015 at political/authorities level, to get some form of institutional commitment and agreement from/by major Latin American R&D partners, who are already well connected at scientists level, including with CIMMYT | Emilio Ruz w/ WHEAT Program Mgr | ASAP | |
| OTHER TO Dos AGREED | | | |
| Agenda item 3 W-IAC asks CRP Team to provide more frequent, possibly monthly information updates on matters of concern to them, in a executive summary format. All W-IAC members to receive CIMMYT-INFORMA weekly newsletter | WHEAT Program Manager | Start in Oct | WHEAT newsletters sent out April 11 & July 11 |
| Agenda item 5 Pammi Sachdeva asks W-IAC members to respond to a 7 question survey on CRP governance and management, as part of the WHEAT External Evaluation | W-IAC members | ASAP | |
| Find out from WHEAT External Evaluation Panel Chair, whether he can attend the WHEAT global R&D partners meeting and be able to present initial findings of the External Evaluation | WHEAT Program Mgr | Mid-Oct | |
| Agenda item 6 W-IAC identified key agenda items for the next meeting, scheduled to partially overlap with the WHEAT global R&D partners meeting on Phase II (8-9 Dec 2014, Istanbul) and linked to WHEAT-MC meeting (10-11 Dec, Istanbul): <ul style="list-style-type: none"> ▪ Focus on programmatic / science, developing countries' needs and resulting need for transformational, new R4D areas (e.g. not 'more of the same') ▪ Priorities among and within Flagship Projects ▪ Synergies with other CRPs including cereals CRPs: Where crops CRPs overlap in terms of research agenda and funding ▪ Onboard 4 new members ▪ Agree Chair ToR and elect independent Chair ▪ Status CIMMYT-ICARDA 1st Sept meeting follow-up | | | |
| <u>To Do:</u> Propose draft agenda for 9-10 Dec 2014 meeting | Chair, Program Mgr, mid-Oct | Mid-Oct | |
| W-IAC recommends to verify what % of total CRP budget the 92 respondents to the WHEAT Partner Priorities Survey represents | WHEAT Program Mgr | Mid-Oct | |
| W-IAC recommends to ask R&D partners at the WHEAT global partners meeting to get their strong endorsement of WHEAT funding, in particular by the CGIAR Fund (possibly via a conference resolution or individual letters from NARS to their CGIAR Fund Council members) | WHEAT Program Mgr | Dec 2014 | |



Agenda Item 2 - Adoption of Agenda and Minutes

Agenda approval:

- **Agenda was adopted.**

Discussion of the draft Minutes:

- **Minutes of Sept 2013 Nairobi meeting were approved.**

Agenda Item 3 – Governance and preparation for Phase II (Briefing 3)

WHEAT Program Manager provided recap on IEA's CRP Governance and Management Recommendations incl. formal responses from CIMMYT BoT and Consortium Board. Typos in Briefing 3 noted.

Discussion:

- Fischer & Barwale disagreed with IEA's Table 12 (p.3 of Briefing 3) recommending that CRP governance body "serves as direct report for the CRP Leader and conducting an annual performance review (and overseeing the selection process when necessary)." Would require much closer relationship between governance body Chair and CRP Director, Chair would have to be much closer to day-to-day business.
- Solh stated there is no inherent conflict of interest between CRP Lead and participating CGIAR Centers, both are committed by contract (the PIA and PPA) to achieving impact. The Climate Change CRP (CCAFC), with currently 15 Centers participating, grew out of a different context (e.g. the Climate Change Challenge Programme). IEA focus on conflict of interest begs the question: Who else but a CGIAR Center could lead a CRP such as WHEAT?
- Banziger, Fischer noted need to improve upon conflict of interest role of WHEAT-IAC in its Terms of Reference (ToR): The focus would be on W1&2 resource allocation between CIMMYT and ICARDA, if, as Gutterson noted, the Centers cannot agree among themselves and solve conflicts at their level.
- Fischer and Song agree with WHEAT-IAC role as described in IEA's Table 12, point 3 (maintain awareness of stakeholders' perspectives and needs). WHEAT-IAC is currently under-resourced to perform this role, given that 'stakeholders' refers to R&D partners and the CRPs clients (e.g. beneficiaries), which WHEAT-IAC members need to interact with.

Agree on ToRs for independent W-IAC Chair and elect

Decisions:

- **Reverse previous decision (see W-SC Sept 2013) and agree to appoint an independent Chair from among the 8 external voting members; delay doing so to next meeting, planned for Dec. 2014.**
- **Following IEA CRP Governance & Management Review recommendations and CIMMYT BoT response to both (see Board Chair Letter to Consortium Board), W-IAC reiterates W-SC Sept'13 decision, that it considers itself an Independent Advisory Body (IAC), advises Lead Center BoT – contrary to IEA recommendation (Table 12: "serving as direct report for the CRP Leader ...")**
- **Rename WHEAT-IAC as WHEAT-Independent Advisory Committee (IAC).**
- **Amend W-IAC ToR to reflect 2 additional responsibility areas agreed upon (see Annex A):**
 - **Stay up-to-date on partners' perspectives and watch they are reflected in CRP strategy development**
 - **Look out for conflicts of interest (Lead Center bias; competitive bidding processes)**

Recommendations:

- **to WHEAT-MC: W-IAC needs more resources to perform expanded responsibilities (time for meetings, travel - honorarium not discussed), which needs to be reflected in CRP governance & management budget.**

The case for continuity (2015/16):

- Review current W-IAC members' rotation: Keep or change?
- Appointment of new members



Discussion:

- Feuillet and Abderrazak's standing down was noted.
- Fischer will need to step down Dec 2014 (**Note:** Has since changed: Likely to stay on into 2015).
- Several candidates for new members discussed, based on original discipline/geography matrix.

Decisions (4 Yes, 1 opposed):

- **Expand W-IAC external (e.g. non-CGIAR) voting members from 7 to 8 (1 additional from Eurasia / USA / AU / CA) by December 2014.**
- **Add ex-officio non-voting members ICARDA & CIMMYT Board Program Committee Chairs (2), CRP Director (replaces Lead Center DDG-RP); plus Centers' DGs (as is already the case), with Secretary: WHEAT Program Manager – by December 2014.**

Discuss ToRs for a CRP Director (2015-16):

- Give guidance to CIMMYT BoT Program Committee

Discussion:

- Results of 1st Sept CIMMYT-ICARDA meeting presented by Lumpkin and Solh (see slides, Annex B).
- Members noted that Michael Baum (ICARDA) is to be a deputy to the CRP Director, appreciated that one person / job role will be accountable across the two Centers, which has been tried 25 years ago, unsuccessfully.
- Solh underlined both Centers are pulling their resources together, rather than competing.
- Song considers this move to inform Phase II, shows donors that they will be investing in a more streamlined, joint, e.g. one CGIAR wheat program.
- Lumpkin believes that one CGIAR wheat program is a building block to strengthen current and new partnerships.
- Ruz asked why there had been 2 programs up to now. Solh explained this had to do with ICARDA regional wheat mandate in collaboration with CIMMYT. ICARDA's predecessor was the Ford Foundation's program on wheat in the region.
- Next step is to develop competence-based division of responsibilities and determining milestones, by which both Boards can monitor progress towards increased collaboration among the Centers.
- With regard to the CRP Director ToR, members commented that the Director should have the power to say Y or N to special/bilateral projects to better align them to CRP objectives and scope and to fill gaps in the CRP project portfolio; requires strong M&E support; his performance should be managed by the Lead Center DG.
- Gutterson asked what the working relationship between Lead Center's DDG-RP and CRP Director will be; Matrix-based? – and noted that by endorsing Hans Braun as CRP Director, WHEAT is forsaking international competitive recruitment.
- Ruz, Barwale proposed that when a new CRP Director needs to be hired, the W-IAC advise DG on selection and be consulted on performance assessment.

Recommendations to Lead Center BoT PC:

- **Strongly endorse CIMMYT-ICARDA 1st September principal agreement on/to:**
 1. **Open invitation for lifetime of the CRPs, to ICARDA BoT PC Chair, to join CIMMYT BoT PC on WHEAT matters;**
 2. **ICARDA and CIMMYT run one global CGIAR wheat R4D program under WHEAT, led by a CRP Director, who reports to WHEAT-IAC, ICARDA and CIMMYT BoT/PC, who can manage for results, e.g. able to shift budgets & people resources (with W-MC), lead inter-Center/partner planning, including alignment of bilateral projects and be the focus and lead for WHEAT-CO/CB interactions, among other responsibilities;**
 3. **Endorse appointment of Hans Braun as CRP Director, with the proviso that W-IAC evaluates his performance after 1 year, advises Lead Center DG/BoT PC on whether to continue the appointment or not (e.g. need for international competitive recruitment).**
- **Notwithstanding the above endorsement of Hans Braun, in general, with regard to hiring and performance management of a CRP Director, the W-IAC will form a selection committee with CIMMYT DG, who will have the final say on selection and appointment, as the CRP Director reports administratively to the Lead Center DG and with a dotted line to W-IAC. CRP Director's performance will thus be managed by Lead Center DG, who seeks advice from W-IAC, and with input from ICARDA DG, who is ex-officio non-voting W-IAC member.**



- **Approve the CRP Director ToR with the following amendments (see Annex C):**
 - Responsibility to align all bilaterally funded projects, to fill gaps in CRP portfolio
 - Reference to Independent Advisory Committee Role

Discuss W-IAC satisfaction with information flow/ communications:

Members agreed that all should have easy access to INFORMA, the weekly CIMMYT newsletter and be provided with a monthly executive summary, providing updates on matters of concern to W-IAC. WHEAT CRP Team is requested to provide an update on this issue at the next meeting.

Agenda Item 4 – WHEAT Strategic Direction: CRP Proposals for Phase II

WHEAT Program Manager briefed on:

- Content structure of CGIAR Strategy Results Framework document and draft CGIAR Goals, e.g. intended long-term development impact (SRF), to be reviewed by Fund Council Nov'14 and approved in April'15. SRF
- & Phase II Process / Which WHEAT recommendations have/have not been taken up by the Consortium, in particular that the donors (Fund Council) and Consortium Board reserve the right to review a CRP proposal per Flagship Project, to be able to recommend changes at FP level, or propose a FP be merged into another CRP.
- Cereal CRPs' collaboration on strategy/Phase II (MAIZE, WHEAT GRISP (rice), Dryland Cereals and Grain Legumes CRPs).

Discussion (including from briefing session previous afternoon):

- Members noted 'transformational' content of the SRF, e.g. not 'more of the same' and recommend that WHEAT-MC brainstorm on what could be new, transformational science and marketed as new and different, e.g. genome editing.
- Members noted the top-down approach to developing the SRF and the major mission-creep inherent in the draft CGIAR Goals. CRP Directors should try to make their voices heard, e.g. contribute a bottom-up dimension. The SRF should consist of two documents, one by the donors and the other by the 'doers' (Centers with their CRPs).
- SRF should be a vision statement not only for the CGIAR with its Consortium of Centers and CRPs, but also for others, in particular the development/'client' partners. CRPs are the vehicles to translate the CGIAR Goals into the real world. The challenge is how to communicate this, in particular to partners.
- Whatever the SRF will finally contain, WHEAT 5 Flagship Project logic/structure is here to stay and will be a good basis for linking with other CRPs. Important to connect FP logic with the right SRF 'buzzwords'.
- It will be important to identify synergies with other CRPs, e.g. cereal-wide GM research, where crops overlap in farming systems.
- CRPs are innovative mechanisms not only in terms of funding and R&D management, but also in terms of 'better research results', e.g. quality of science outputs.
- The notion of 'crop yield increases enabling less pressure on land' does not seem to be reflected in the CGIAR Goals diagram.
- What is currently funded needs to be more funded.
- Ruz explained the Latin American perspective on the CRPs: Have generated renewed interest in Southern Cone countries collaboration with CIMMYT and other Centers. Whilst scientists remain well connected to CIMMYT, the difficulty is with the 'authorities', e.g. Ministries of Agriculture and Research, also private sector companies, which are currently not supporting international R&D collaboration to a significant extent.
 - The authorities want to contribute to IAR4D and to the CRPs, not 'receive' support from the CGIAR. They are comfortable with term 'partner', but not 'donor'. CGIAR needs to start a dialogue with them about new joint projects, new forms of collaboration, so that authorities commit to institutionalizing support to their scientists.
 - Members asked Ruz to give advice on what kind of key interactions during 2015 could lead to such institutionalized support during Phase II, based on the LAC-CGIAR consultation Aug-Sept 2014.
 - Lumpkin pointed to recent successes: Both Bolivia and Ecuador have committed to funding CIMMYT-led projects in 2014.



Decision:

- **W-IAC will not get involved in CGIAR Fund Council / Consortium Board-led development of the CGIAR Strategy & Results Framework; no recommendations to Lead Center BoT PC.**
- **W-IAC to address ‘proclamation’ to Consortium: Public sector needs to be more engaged in GM / transgenics R&D, with regard to wheat and getting the farmer-desired traits out onto their fields; potential R&D areas are biotic stress resistance, heat, drought, yield (IWYP) and hybrids.**

Recommendations to WHEAT-MC on

- How to go about mid-term (2017-2021) & long-term (2021-2031) CRP Phase II strategy review and
- How to involve partners during 2015-16

Discussion:

- Members discussed current state of WHEAT Flagship Projects and identified possible missing components:
 - Wheat and legumes systems
 - Wheat and canola
 - Taking a position on GMO research, transgenic options, which are, or will be incorporated into the work plans of the BBSRC/USAID-led International Wheat Yield Partnership (IWYP), Heat and Drought Wheat Improvement Consortium (HeDWIC), and ‘Affordable Hybrids’ research projects all under FP2. This could be discussed with WHEAT R&D partners during the December Istanbul meeting.

Recommendation:

- **to WHEAT-MC to make the best of eventual Phase II proposal requirements and timelines to deliver high quality Phase II proposal; No recommendations to Lead Center BoT PC.**
- **W-IAC to provide Phase II programmatic ideas / comments, based on Extension Period Proposal research strategy (e.g. Flagship Project structure and Clusters of Activity per FP)**

Discussion:

- WHEAT-IAC Chair informed members that MAIZE-IAC has agreed to make some proclamations regarding the need for more action to fight maize lethal necrosis and public sector GMO research. He proposed that WHEAT-IAC take a public stand on GMO research and the fact that the Consortium has not so far articulated a comprehensive policy on GMO as a component in public IAR4D. This is partially due to a non-GMO stance by some CGIAR donor countries. The Consortium and its Centers are also woefully unprepared for possible future liabilities linked to GMO research outputs.

Decision:

- **W-IAC to address ‘proclamation’ to Consortium: Public sector needs to be more engaged in GM / transgenics R&D, with regard to wheat and getting the farmer-desired traits out onto their fields; potential R&D areas are biotic stress resistance, heat, drought, yield (IWYP) and hybrids.**

Recommendations to CIMMYT BoT Program Committee:

- Phase II Process – what must be assured/changed?

Agreed To Dos:

- **WHEAT Program Manager to make WHEAT External Evaluators aware of WHEAT-IAC’s key concerns about Phase II process, endorsed by BoT PC in Sept’13 and not taken up by Consortium Board/Office so far.**

Agenda item 5: Status of IEA-led external evaluation of WHEAT

The WHEAT Program Manager presented the time windows, during which WHEAT-IAC could be involved in the external review process. Tony Fischer is a member of the External Evaluation’s Reference Group.

Pammi Sachdeva, member of the MAIZE and WHEAT External Reviewer teams (focus on governance and management) informed members about the status of the WHEAT External Evaluation, asked members to respond to a 7-structured



questions survey and recommended that WHEAT Panel Chair be invited to attend the December WHEAT global R&D partners meeting. Pammi also made members aware that the reviewers will not be able to consider new information that may come up during November to January, as from November onwards, all information gathered will be reviewed and the Final Report generated during January.

Agenda item 6: WHEAT Partnership

WHEAT Program Manager presented updated findings from Partner Priorities Survey, now based on 92 responses (WHEAT-SC review of survey findings in Sept'13 was based on 79 responses).

Discussion:

- Members noted lack of responses from Mexico, North Africa, only 2 countries from Latin America, which makes the survey findings less representative.
- What % of total WHEAT spend do the 37 countries/92 respondents represent?
- The fact that the majority of respondents come from agricultural research and breeding implies a certain bias.
- Overall, SI4&5 a top priority for own institutions' and international agricultural research: Not surprising that Strategic Initiative 4 (better wheat varieties) and SI5 (R&D on pests and diseases) are associated or combined.
- As soil fertility is rapidly declining in some Latin American countries, WHEAT plays a different role there.

W-IAC recommends to verify what % of total CRP budget the 92 respondents to the WHEAT Partner Priorities Survey represent.

W-IAC identified key agenda items for the next meeting, scheduled to partially overlap with the WHEAT global R&D partners meeting on Phase II (8-9 Dec 2014, Istanbul) and linked to WHEAT-MC meeting (10-11 Dec, Istanbul):

- **Focus on programmatic / science, developing countries' needs and resulting need for transformational, new R4D areas (e.g. not 'more of the same')**
- **Priorities among and within Flagship Projects**
- **Synergies with other CRPs including cereals CRPs: Where crops CRPs overlap in terms of research agenda and funding**
- **Onboard 4 new members**
- **Agree Chair ToR and elect independent Chair**
- **Status CIMMYT-ICARDA 1st Sept meeting follow-up**

The future of the Genebanks CRPs

Tom Payne, CIMMYT Wheat Genebank Manager, briefed members, underlining the fact that during Phase II, there will no longer be a separate Genebanks CRP to fund the CGIAR genebanks' core activities. Also, the Global Crop Diversity Trust (GCDDT), which is a donor to this CRP (most funding comes from CGIAR Windows 1&2 though), will no longer act as CRP manager. The Trust is committed to assuring full funding of CGIAR genebanks by 2016, by growing its endowment.

During Phase II, genebanks are to be incorporated into their respective Commodities CRP. This would not be a great change and most genebank managers are in favour, because they would be closer to their primary clients (Center researchers).

Currently, there is no Consortium Board/Office guidance on how to re-insert genebank activities and funding into the other CRPs. Genetic resources do not figure in the draft version of the SRF. Also, there is a need for greater engagement between genebank and CRP scientists, for example with regard to 'Big Data'.

Discussion:

- The WHEAT Program Manager proposed that CRP Leaders raise this issue with the Consortium Office during their monthly calls.



RESEARCH PROGRAM ON
Wheat



- CIMMYT and ICARDA BoT Chairs and DGs could also raise this during the upcoming October meeting in Montpellier.
- Barwale pointed to national genebank collections for maize and wheat and the need to better connect genetic resources specialists and breeders.
- Ruz would like to provide information about the future of CGIAR genebanks under Phase II to the upcoming LAC genetic resources meeting.

Briefing on Ethiopia and rusts

WHEAT-IAC Chair invited Hans Braun to brief members on new challenges in Ethiopia. Braun explained that a new stem rust race has entered Ethiopia. Yellow rust has also done damage there on about 30,000 ha. Though rust monitoring functioned very well, losses were not avoided because ineffective chemicals were used. This year, a record harvest is expected, but a considerable area is sown with susceptible varieties (to yellow rust). The rust problem remains as big as ever, though the above is a good example of effective monitoring, early discovery and extension services getting ready to spray.

Agenda item 7: WHEAT fundraising (Briefing 7)

WHEAT Program Manager informed members about the status of the Fund Council-mandated consultancy on the CGIAR resource mobilization strategy and related to that, the likely scenarios for WHEAT funding 2014-16.

Discussion (What are the implications for WHEAT fundraising?):

- Banziger clarified that currently WHEAT is funded 70% by bilateral donors (specific projects) and 30% CGIAR Windows 1 and 2 (CGIAR multilateral fund allocated among the CRPs by the Consortium Board and donors' commitments to specific CRPs). Overall, the CGIAR Consortium with its CRPs is also funded 70% bilaterally.
- The World Bank contribution of \$50M p.a., which has been provided for decades, is about to be eliminated. In the past, the WB President was the spokesperson for the CGIAR; today, it is a WB Vice President, who spends about 6% of her time on the CGIAR.
- Lumpkin questioned whether the consultancy's recommendation of increasing numbers of Resource Mobilisation staff in Centers to increase funding makes sense. CIMMYT has been very successful in raising funds with 0 and later 1 fundraiser and so have other Centers.
- The CGIAR used to have one yearly General Meeting, which allowed for multi-Center/multi-donor interaction, which was chaotic but effective.
- One member interpreted the consultancy findings as making clear that Centers should focus on bilateral donors and funding and the Consortium should focus on W1&2.
- The problem is the lack of a value proposition for Window 1 donors, in terms of contributing to impact.
- Snape pointed to the need for Centers to move to 'Consortium mode', which means working with partners on common interests, with partners sharing costs and benefits.
- Ruz pointed to the example of Chile, which follows a Consortium approach, with public and private partner cost and benefit-sharing; in such a construct, partners come and go.

Recommendation:

W-IAC recommends to ask R&D partners at the WHEAT global partners meeting to get their strong endorsement of WHEAT funding, in particular by the CGIAR Fund (possibly via a conference resolution or individual letters from NARS to their CGIAR Fund Council members).



Annex A: WHEAT-Independent Advisory Committee (IAC) Terms of Reference

(updated as per WHEAT-IAC decision 19th Sept 2014)

The W-IAC as a Committee:

- 1) The W-IAC will largely focus on the cross-Flagship Projects view and how WHEAT success comes together based on mutually reinforcing FP's performance, whilst the W-MC looks also inside the Flagship Projects, with regard to how their success comes together. The W-IAC provides advice to the WHEAT Management Committee (W-MC) on CRP management, with regard to effectiveness and efficiency.
 - a) It consists of 8 external (e.g. non-CGIAR) voting members (East, Asia, S. Asia, CWANA, SSA one each; three from Eurasia/AU/USA/CA) representing different geographies and disciplines and 5 ex-officio non-voting members: ICARDA & CIMMYT Board Program Committee Chairs, WHEAT CRP Director plus CIMMYT and ICARDA Director-Generals.
 - b) W-IAC Secretary performed by the WHEAT Program Manager.
 - c) In its advisory role reports to the WHEAT Lead Center Board of Trustees Program Committee.
 - d) In doing so, the W-IAC will practice a transparent (formal) agenda-setting process.
 - e) In order to validate decisions, the W-IAC will apply majority vote under a quorum of 6/8.
- 2) The W-IAC reviews and endorses WHEAT workplans, budgets & reports as they are prepared, agreed on within W-MC and submitted by W-MC to the W-IAC; "review" means the W-MC has the primary responsibilities, the W-IAC wants to see how it is being done, to be able to provide advice to the CRP Director/W-MC and the Lead Center Board, as appropriate, on:
 - a) Strategy
 - b) Partners' perspectives and watch they are reflected in CRP strategy development
 - c) Annual budget
 - d) Annual reports to the Consortium
 - e) Periodically and as appropriate advise Lead Center BoT & CGIAR entities (Consortium Board, Independent Evaluation Arrangement, ISPC) on Center-commissioned Reviews of WHEAT, with regard to: Need for & focus
 - f) Looks out for and mediate conflicts of interest (Lead Center bias; competitive bidding processes)
 - g) With regard to hiring and performance management of the CRP Director, W-IAC will form a selection committee with CIMMYT DG, who will have the final say on selection and appointment. The CRP Director reports administratively to the Lead Center DG and with a dotted line to W-IAC. CRP Director performance will therefore be managed by Lead Center DG, who seeks advice from W-IAC, with input from ICARDA DG (ex-officio non-voting W-IAC member).
- 3) Is chaired by a voting member, who is selected from among the voting members by simple majority.

Individual W-IAC members:


- 1) Are appointed for a 3-year term (renewable), with a maximum of 50% of members changing at any one time. 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-IAC by end 2014.
 - a) Forfeit their membership, if not present twice in a row, not excused and/or unreplaced.
- 2) W-IAC members are champions for WHEAT within their area of influence, in particular their country and region.
- 3) In particular W-IAC members will link with, educate and update CGIAR Fund Council (FC) members about WHEAT
 - a) Prerequisite: W-IAC members need to be kept informed about progress and issues in WHEAT, and in particular as it affects their region. W-IAC members need briefs about relevant issues.
- 4) Based on disciplinary expertise or regional activities, W-IAC members may want to attend FP-specific meetings or meetings in their region.

What do we want to achieve by the end of WHEAT Phase I (Dec 2014) – to be detailed, broken down into goal posts

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



Annex B: Presentation on CIMMYT-ICARDA 1st Sept Meeting



Briefing: CIMMYT-WHEAT collaboration under WHEAT


1st Sept inter-Center meeting of Board Chairs / DGs

Meeting aims:

- A. Better share strategic thinking and improve coordination around WHEAT; basis for decisions about co- / separate responsibilities under joint programme
- B. Be proactive about CGIAR-wide drive towards greater collaboration; allow both Boards to monitor progress

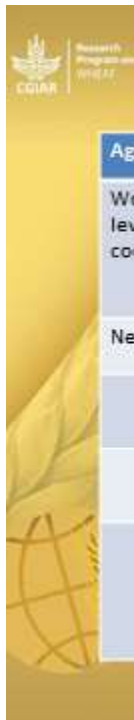
Key agenda items

1. WHEAT (CRP) governance: Connect ICARDA Board & changes to CRP Management (CRP Director as per IEA Review)
2. Working-level collaboration: How to make it the rule
3. Sharing lead (coordination) responsibilities during Extension Period; in countries with joint presence
4. New R&D for Phase II (ideas) and Wheat-for-Africa



Meeting results

| Agenda item | Result (Decision or To Do) |
|-----------------------------|---|
| CRP Governance & Management | open invitation for CRP lifetime of the CRPs, to ICARDA & IITA BoT PC Chairs, to join CIMMYT BoT PC on WHEAT and MAIZE matters |
| | <i>Propose to WHEAT-SC: ICARDA and CIMMYT run <u>one</u> global CGIAR wheat R4D program <u>under</u> WHEAT</i> |
| | Led by CRP Director, who reports to WHEAT-SC, ICARDA and CIMMYT BoT/PC (propose Hans Braun). CRP Director can <ul style="list-style-type: none"> • manage for results, able to shift budgets & people resources (with W-MC); • Lead inter-Center/partner planning, including alignment of bilateral projects • assure clarity on who lead coordinates per Cluster of Activity or Flagship Project, globally (e.g. combining CIMMYT global and ICARDA CWANA mandates) • Be the focus and lead for WHEAT-CO/CB interactions |
| | Develop milestones for next 5 years, for both BoTs to monitor progress of collaboration – for final endorsement by BoTs spring 2014 |



Meeting results

| Agenda item | Result (Decision or To Do) |
|---------------------------|---|
| Working level cooperation | As part of new MoU (replaces 2005 agreement), agree on guidelines/ground rules for ICARDA-CIMMYT peer-to-peer cooperation on WHEAT, applicable to 2015-16 Foster and assure CIMMYT-ICARDA scientists' germplasm exchange, material under development |
| Next 2 years | Agree who lead coordinates what under WHEAT 2015-16 by Dec 2014 |
| | Follow up on specific collaboration opportunities in Iran, Pakistan, WHEAT/Dryland Systems overall |
| | Encourage Centers' staff in Ethiopia and Afghanistan to collaborate, on basis of existing project portfolio |
| | Maintain 'Center mandate' collections, but also Vavilov, Central Asia collections. tetraploid wheats in Ethiopia Note: BRIC country material is not available. |



Annex C: CRP Director Terms of Reference (job description)

CGIAR Research Program Director for WHEAT

The International Maize and Wheat Improvement Center (CIMMYT) is looking for a highly motivated, internationally respected individual to lead and direct the international efforts of the CGIAR Research Program on Wheat (www.wheat.org) that includes CIMMYT (www.cimmyt.org), ICARDA (www.icarda.org), and partner organizations. The position reports to the Director General of CIMMYT or his designate **and with a dotted line to the WHEAT Independent Advisory Committee.**

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 Advisory Committee, relevant partners and experts, and assure alignment with the overall Strategic Results Framework of the CGIAR, **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, M&E, 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 framework for WHEAT partner contributions and elevate focus, quality, and impact effectiveness of the WHEAT agenda through M&E, 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.



RESEARCH PROGRAM ON
Wheat



- 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.
- 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.