



## Changes in WHEAT Governance and Management

9<sup>th</sup> January 2015

Dear CGIAR colleagues and WHEAT partners,

The WHEAT Independent Steering Committee, CIMMYT and ICARDA are pleased to announce the following changes in the governance and management of the CGIAR Research Program (CRP) on Wheat (WHEAT for short), which comply with the recommendations from the Governance and Management Review of the CGIAR Independent Evaluation Arrangement (IEA 2014).

### 1. WHEAT Stakeholder Committee becomes the WHEAT Independent Steering Committee (WHEAT-ISC)

#### 1.1. Voting Members

Effective December 2014, the WHEAT-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. Selection criteria for voting members aim to foster a complementary mix of disciplinary and geographic know-how. Membership is for three years, with the option for a second three-year term. Current voting members are:

| Name, affiliation, country  | Expertise                                 |
|---|---|
| Tony Fischer, CSIRO Fellow, Australia (Chair)                                       | Crop Physiology, breeding, agronomy       |
| Yiching Song, CAAS, 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 Porter, University of Copenhagen (Dep't of Plant & Environmental Sciences), DK | Food security and climate change policy   |
| Nora Lapitan, USAID, USA  | Biotechnology, genetics                   |
| Ephrame Havazvidi, Seed Co., Zimbabwe   | Private sector, seed sector, value chains |

#### 1.2. Non-voting and Ex-Officio Members

To assure effective communication between the bodies involved in governing WHEAT, the Program Committee Chairs of CIMMYT and ICARDA Boards of Trustees – the CGIAR centers that carry out the CRP agenda – 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, which is the contracting entity with the Consortium.



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### 2. A dedicated CRP Director for WHEAT

The WHEAT-ISC and CIMMYT and ICARDA Boards have agreed that **effective 1st January 2015, WHEAT will be led by a dedicated CRP Director**, who is spearheading the international wheat research agenda of CGIAR. 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.

The CIMMYT Board, upon endorsement by WHEAT-ISC, has agreed to the CIMMYT Director General **appointing Dr. Hans Braun as WHEAT CRP Director**. WHEAT-ISC, in its advisory role, will review the appointment after one year and make recommendations to the Lead Center Board of Trustees.

The effective alignment and collaboration among all CGIAR resources, that is, CIMMYT and ICARDA wheat scientists, deploying CGIAR Fund and bilateral funds, are critical to WHEAT's success. **Hence, CIMMYT and ICARDA have committed to setting up a single, global wheat program across the two Centers.**

The CRP Director will be supported by a team of five, including the WHEAT Program Manager and a Senior Monitoring, Evaluation and Learning Specialist working for both MAIZE and WHEAT. Cross-cutting Communications, Knowledge Management (including Open Access), Gender and Intellectual Asset Management support is provided by the relevant CIMMYT/ICARDA departments and funded by the CRP management budget. From April 2015 onwards, the WHEAT Program Manager will be partially based at INRA in Paris, where the G-20-endorsed Wheat Initiative ([www.wheatinitiative.org](http://www.wheatinitiative.org)) is also hosted, to facilitate greater coordination between WHEAT and the developed world's wheat research agenda.

### 3. WHEAT Management Committee (WHEAT-MC)

The WHEAT Management Committee comprises CIMMYT and ICARDA Program Directors and three external members representing strategic R&D partner perspectives (ACIAR/AU, BBSRC/UK and ICAR/India). It is co-chaired by ICARDA. The 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. Balanced decision-making in the WHEAT-MC is assured by voting rules, which prevent the Lead Center from dominating decision-making and which require endorsement by the majority of non-CGIAR members. To sustain the good functioning of the WHEAT-MC as a decision-making team of peers, the WHEAT-MC will consider implementing an annual 360 degree/group performance assessment, starting in 2015, which will be shared with the WHEAT-ISC.

Strategy review and development for specific parts of the WHEAT project portfolio are assigned to Strategy Leads, who report to Program Directors (WHEAT-MC members). This role is multi-disciplinary and cuts across CIMMYT and ICARDA, bringing together scientists to identify gaps in the project portfolio and develop project proposals to fill them, but also to check whether existing projects are well aligned



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with WHEAT strategy. In this part-time role, Strategy Leads will have a peer-to-peer coordination (not a supervisory, managerial) responsibility, thereby avoiding confusion with institution-specific oversight and management roles.

### **4. Strengthened non-CGIAR Partner role in managing and guiding WHEAT**

In addition to non-CGIAR stakeholders and partners leading the WHEAT-ISC, participating in the WHEAT Management Committee and in steering committees of bilaterally-funded programs or projects, WHEAT assigns a dedicated budget to non-CGIAR partners. The WHEAT-MC allocates this budget on a competitive basis, after announcement on the WHEAT webpage ([www.wheat.org](http://www.wheat.org)), as well as on a commissioned basis to fill R&D gaps.

With regards

Tony Fischer, Chair, WHEAT-Independent Steering Committee

Thomas A. Lumpkin, Director General CIMMYT

Mahmoud Solh, Director General ICARDA