



RESEARCH PROGRAM ON

Wheat

The WHEAT Handbook

How WHEAT is run,
governed, funded and
more

By the WHEAT CRP Team
(Status: May 2014)

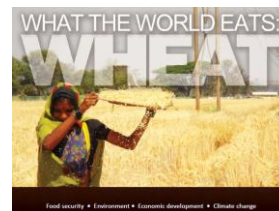


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RESEARCH PROGRAM ON
Wheat



WHEAT is one of 16 CGIAR Research Programs (CRPs)

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

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

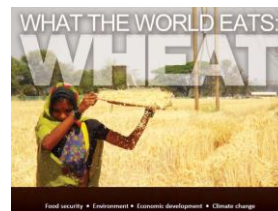
The portfolio includes CGIAR Research Programs to improve

- 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).
- the productivity, profitability, sustainability, and resilience of entire farming systems (Integrated Systems for the Humid Tropics; Aquatic Agricultural Systems; and Dryland Systems).
- policies and markets
- nutrition and diets

The CGIAR Research Program on 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/> .

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/>



How is WHEAT R4D structured?

Will change in 2015: Consolidated into to 5 Flagship Projects (see WHEAT Extension Period Proposal and next page)

Through WHEAT Strategic Initiatives

Ten 5-10 Year Research Agendas

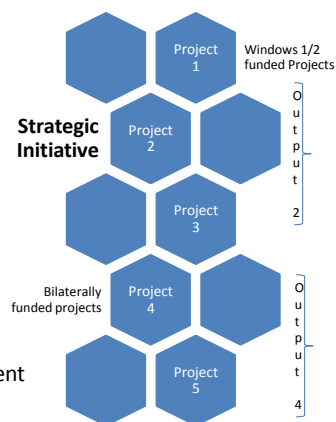
1. Technology targeting for greatest impact
2. Sustainable wheat-based systems
3. Nutrient- and water-use efficiency
4. Productive wheat varieties
5. Durable disease and pest resistance
6. Enhanced heat and drought tolerance
7. Breaking the yield barrier
8. More and better seed
9. Seeds of discovery – tackling the black box of genetic resources
10. Strengthening capacities



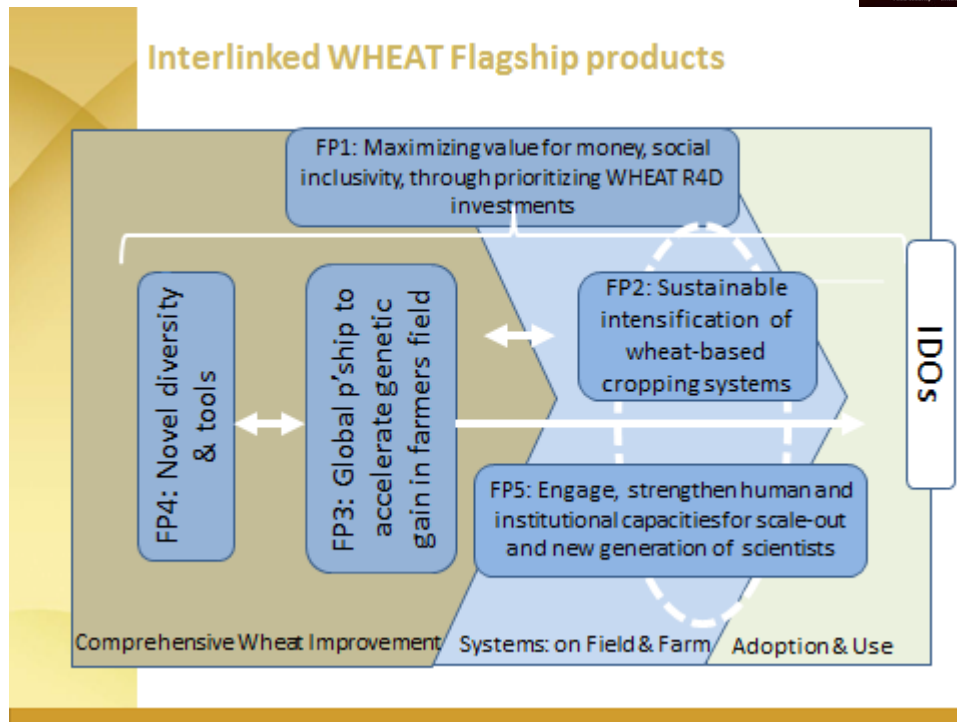
What is a Strategic Initiative?

A Strategic Initiative is a multi-project cluster, connected by a common Theme or Aim:

- Projects within an SI can be of different size, duration, and funding source
- Important is strategic alignment: the project output determines in which SI (Output) it best integrates
- Each SI has different Outputs, which can be considered “sub-goals”, and to which the project outputs are contributing
- CRP WHEAT has 10 inter-connected SIs, compiling the labor of CIMMYT, ICARDA and various partner organizations
- An integrated (CRP) approach facilitates achievement of development goals



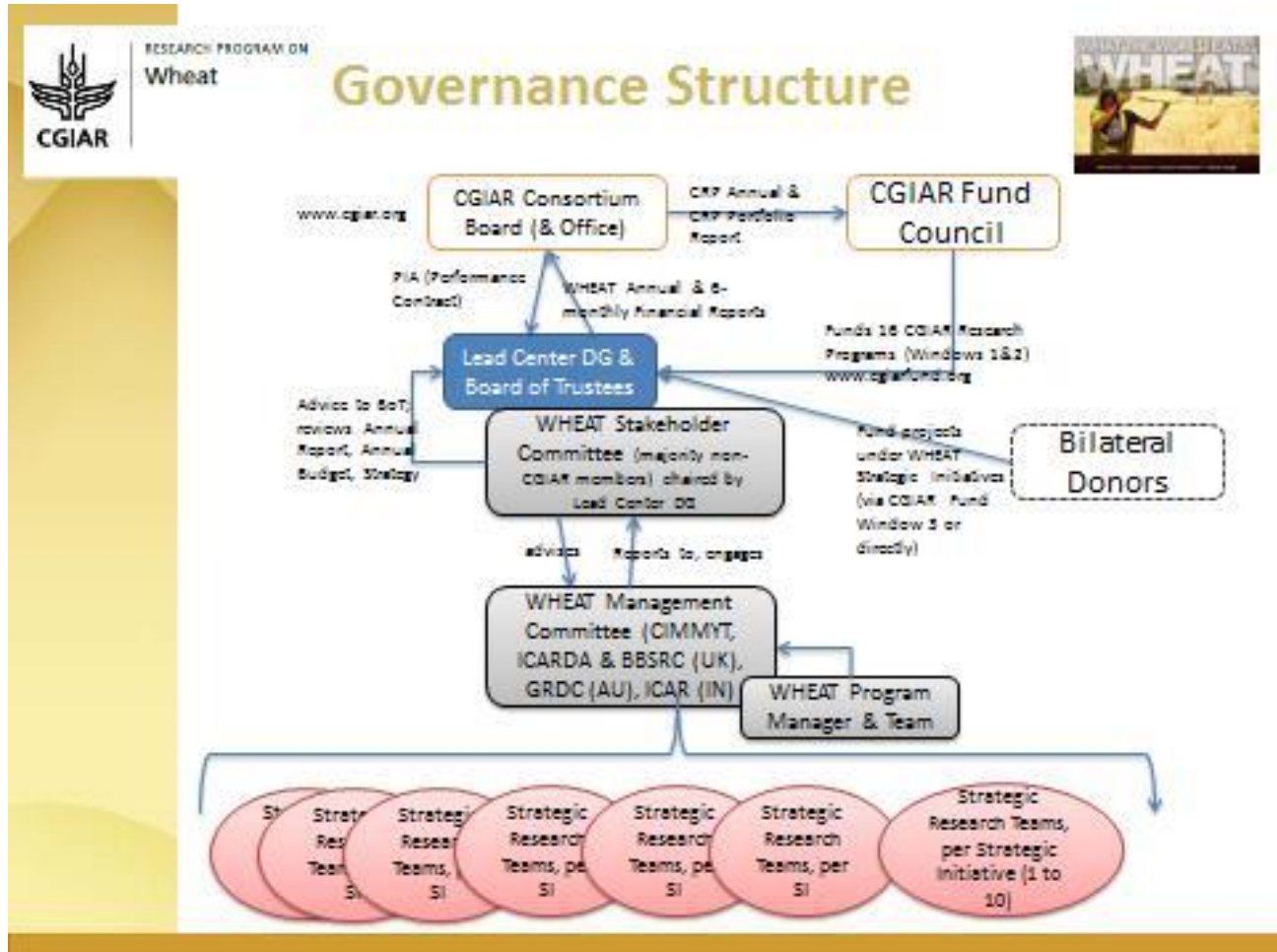
Interlinked WHEAT Flagship products



- For 2015-16: **Strategic Initiatives = Flagship Products**
- The 5 Flagship Products are mutually reinforcing research agendas: Frontier Research enables R&D on improved varieties, which the 'systems' Flagship Products (SI2, 3, 8) bring to farmers
- Flagship Clusters = Set of interrelated Flagship Products, whose research and development outputs allow WHEAT and its R4D partners to move towards Intermediate Development Outcomes (IDOs)



Overview: How WHEAT is managed



The visual depicts the key responsibilities and relationships between the oversight & strategic direction and operations or program management layers.

The table on the p.3 provides an overview of the Flagship Product Lead roles, which WHEAT-Management Committee members have agreed among themselves (Oct 2011). CIMMYT and ICARDA WHEAT-MC members agreed to distribute Lead responsibilities for the 10 Flagship Products among them. In practice, the WHEAT Program Manager collaborates with ICARDA and CIMMYT senior scientists (below WHEAT-MC level), per Flagship Product. BBSRC, GRDC and ICAR members act as sparring partners to the Flagship Product Leads. Their views/ratings are given precedence (e.g. when rating ideas for competitive partner grants), to strengthen the partnership perspective.

For routine program management (across Flagship Products), Michael Baum (ICARDA) is the first point of contact for the WHEAT Program Manager.

The Principal Investigators, or project leaders, are responsible to their Program Director for planning and delivery of particular projects under each Flagship Product (however funded).



WHEAT Program Manager Role & Responsibilities

The Program Manager reports to WHEAT-MC (2-4 times a year) and to Lead Center DDG-Research&Partnership (WHEAT-MC Chair) on a routine basis; agrees yearly objectives with the DDG, based on WHEAT Workplan and WHEAT-MC and WHEAT-SC decisions/recommendations.

2013 objectives:

1. Organize review of **outputs-to-outcomes** logics/pathways, to feed into CGIAR intermediate development outcomes definition/process
2. Agree & assure implementation of WHEAT Comms products
 - Support concept development & implementation of Borlaug100 in March 2014, in line with Comms Strategy
3. Have more or less complete overview of upcoming **proposal development** (new, renew (90%), across SI's) in 2013-14 (including ICARDA), as baseline for prioritizing fundraising / new business development (e.g. Wheat Yield Network, Heat & Drought Consortium, other?)
 - Support Wheat Yield Network fundraising, Southern Cone regional research cooperation efforts & 1st global HEWDIC (Heat & Drought, SI6) planning meeting, to assure broad range of research partner involvement, across breeding-to-agronomy
4. Have a set-up to adequately **report on WHEAT progress** to W-SC/-MC and Consortium Office, so the former are able to make informed decisions / recommends
 - assure 2013 Outlook Report (POWB) goes to Consortium on time and contribute to Consortium CRP Portfolio Report (in quality, on time)
5. Interpret **Partner** Priorities Survey Data, extract learning points & propose next steps (to W-MC)
6. Run improved 2nd competitive partner grant process (end Jan to mid-Aug)
7. Propose how to better and earlier involve research partners in strategy development & review (based on survey results & MOU's; use 2014 General Meeting for this?); get W-SC advice, W-MC endorsement
8. Support moving **Wheat for Africa (W4A) Strategy** development & implementation forward and in that context assure SARD-SC/Wheat is aligned with a larger, more comprehensive approach to W4A
 - Develop ideas on how to review partnership quality in project x / SI y
 - Agree date & assure preparations for next WHEAT general meeting
9. Develop **overview of wheat research outside** WHEAT, which WHEAT could (better) capitalise on.

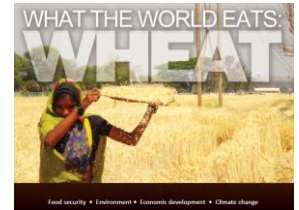


Overview WHEAT-Management Committee & Flagship Product Lead roles
(Will change in 2015-16)

	MBanziger (Chair)	MvGinkel (CoChair)	M Baum	HJ Braun	B Gerard	E Huttner	G Moore	K Pixley	I Sharma	O Erenstein	
	CIMMYT	CIMMYT	ICARDA	CIMMYT	CIMMYT	ACIAR*	BBSRC*	CIMMYT	ICAR*	CIMMYT	
SI1 targeting											
SI2 wheat systems											
SI3 NUE WUE											
SI4 productive varieties											
SI5 disease pest											
SI6 heat drought											
SI7 yield barrier											
SI8 more better seed											
SI9 seed discovery											
SI10 capacity build											
other research											
Exploring transgenic approaches for increasing wheat heat tolerance, yield potential and hybridization											
Cross-cutting											
Communication & M&E											Lone Badstue (Gender)
Strengthening visibility, fundraising and partnerships											Mike Listman

coordinates within CIMMYT

Primary Research Partner*



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

(as agreed at 6-7th Oct 2011 meeting)

Description of the W-MC

- The WMC is the executive committee for WHEAT. This committee reports to the Oversight Committee, and the Lead Center Board.
- It consists of selected institutional research directors and program leaders from selected Research Partners.
- It is co-chaired by the CIMMYT DDG-RP and ICARDA DDG-R.

Revised responsibilities of the W-MC, as an entity (ie when in session), not of individuals: The WMC is responsible for:

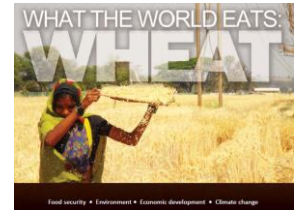
1. Relevance and quality of the outputs produced under WHEAT.
2. Planning the scientific delivery of WHEAT outputs through annual and three-year workplans and budgets, and ensure M&E.
3. Recommending inclusion of additional WMC members; for the Lead Center to negotiate appropriate agreements.
4. Effective engagement of R4D capacities across SIs and regions,
5. Effective integration among SIs 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, milestones, outputs, and outcomes from among research partners.
10. 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 Director General of CIMMYT.
11. Planning the communications strategy and guiding the implementation of stakeholder interactions and knowledge management approaches.
12. Developing an increasingly coordinated fundraising strategy in support of WHEAT.
13. Seeking to fulfill all aspects of the WHEAT performance contract between the Lead Center and the Consortium Board for successful implementation of WHEAT.
14. Individually and collectively champion the cause of WHEAT

Decision making in the W-MC, frequency of meetings

- The WMC will be comprised of not more than 10 voting members.
- WMC 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 majority must include the votes of at least one non-CGIAR Primary Research Participant member
- The Program Manager is the secretary to the WMC and a non-voting member
- The W-MC will meet at least twice annually, and interacts virtually by teleconference as necessary.

Question: Should MC members be assigned to oversee SIs?

Consensus: We do not want to define our roles to supersede existing partner institutional responsibilities. We however divide up our responsibilities to have a closer view of various SI's and provide such feedback to the WMC.



W-MC members responsible for a particular SI will (as individuals)

- Review and provide feedback to the WMC to workplans and technical reports
- Identify cross-cutting synergistic research activities within an SI and across partners, and report these to the WMC
- Provide input to new projects as requested by the WHEAT Program Manager
- WMC members send their feed-back to the WHEAT Program Manager for summarizing to the W-MC.

References to **W-MC** in **W-SC** ToRs: See page 11

Revised 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

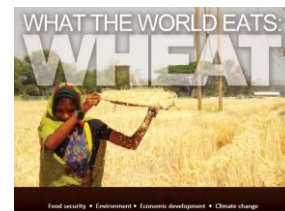
Responsibilities

- 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 WHEAT 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 WHEAT MC, as per the indicated budgets, and support their participation and contribution to the WHEAT MC

If engaged in research activities (like all other research partners)

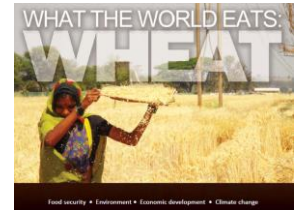
- Facilitate preparation of workplans, budgets and regular progress reports
- Ensure high-quality implementation of activities as documented by annual work plans and performance contracts.
- Monitor progress on deliverables and highlight bottlenecks to the WMC
- Manage the risks associated with implementing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

Ensure integration with other partners and across different regions



W-MC Members

Name	Institution	(Co-)Responsibility for which Strategic Initiative(s)
Marianne Banziger	DDG-RP, CIMMYT, W-MC Chair	
Michael Baum	Program Director, ICARDA	SI5 (pests & diseases), SI6 (heat & drought), SI8 (More and Better Seeds)
Hans Braun	Program Director Global Wheat Program, CIMMYT	SI4 (productive wheat varieties) & overall for CIMMYT delivery towards SI4-8
Maarten van Ginkel	DDG-R, ICARDA, W-MC Co-Chair	
Bruno Gerard	Program Director, Conservation Agriculture Program, CIMMYT	SI2 (wheat systems) & SI3 (Nutrient & Water Use efficiency)
Graham Moore	Research Group Leader, John Innes Centre, Crop Genetics Dep't, BBSRC (British BioScience Research Council), UK	SI4 & SI9 (Seeds of Discovery)
Kevin Pixley	Program Director, Genetic Resources Program, CIMMYT	SI9 & SI10 (Capacity Building)
Indu Sharma	Director, Directorate of Wheat Research (DWR), ICAR (Indian Council of Agricultural Research), India	SI2 & SI5
Olaf Erenstein	Acting Program Director, Socioeconomics Program, CIMMYT	SI1 & SI8
Eric Huttner (replaced Steve Thomas of GRDC in Oct 2013)	Research Program Manager I Crop Improvement and Management, Australian Centre for International Agricultural Research (ACIAR), AU	SI4, SI6 & SI9



WHEAT-Stakeholder Committee (W-SC): Terms of Reference

(as revised in W-SC 23-24th Sept 2013)

The W-SC as a Committee:

- 1) The W-SC will largely focus on the cross-Strategic Initiatives (Flagship Projects) view and how WHEAT success comes together based on mutually reinforcing SI's success and performance. The W-MC looks also inside the Flagship Projects, with regard to how their success comes together. The W-SC provides advice to the WHEAT Management Committee (W-MC) on CRP management, with regard to effectiveness and efficiency.
 - a) In doing so, the W-SC will practice a transparent (formal) agenda-setting process
 - b) In order to validate decisions, the W-SC will apply a quorum of 6/10.
- 2) The W-SC reviews and endorses WHEAT workplans, budgets & reports as they are prepared, agreed on within W-MC and submitted by W-MC to the W-SC; "review" means the W-MC has the primary responsibilities, the W-SC wants to see how it is being done, to be able to provide advice to the W-MC and the Lead Center:
 - a) Strategy
 - b) Annual budget
 - c) Annual reports to the Consortium
 - d) Periodically and as appropriate advise Lead Center BoT & Consortium Bodies (Board, Independent Evaluation Arrangement, ISPC) on Center-commissioned Reviews of WHEAT (with regard to: need for & focus).
- 3) Is chaired by the Lead Center DG (non-rotating), who is a member of the Lead Center's BoT, which holds fiduciary responsibility for WHEAT.

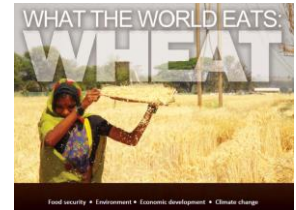
Individual W-SC members:

- 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-SC by Oct 2014.
 - a) Forfeit their membership, if not present twice in a row, not excused and/or un-replaced.
- 2) W-SC members are champions for WHEAT within their area of influence, in particular their country and region.
- 3) In particular W-SC members will link with, educate and update CGIAR Fund Council (FC) members about WHEAT
 - a) Prerequisite: W-SC members need to be kept informed about progress and issues in WHEAT, and in particular as it affects their region. W-SC members need briefs about issues (e.g. the FC allocation to WHEAT and names of FC members)
- 4) Based on disciplinary expertise or regional activities, W-SC members may want to attend SI specific meetings or meetings in their region.



W-SC Members

Name	Institution	World Region	Expertise Area
Mrs. Yiching Song	Chinese Academy of Sciences, Centre for Chinese Agricultural Policy No. Jia 11, Datun Road, Anwai Beijing 100101, China.	East Asia	Gender, Social Science
Mr. Shirish Barwale	Director, MAHYCO (Maharashtra Hybrid Seed Co.), Mumbai, India	South Asia	Private Sector, Seed
Mr. Abderrazak Daaloul	Emeritus Professor, Institut National Agronomique De Tunisie (INAT) - Ex DG of INAT(NARS), ex- CIMMYT BoT	CWANA	Agronomy, Systems
Mrs. (Dr.) Eleni Zaudi Gabre-Madhin	Executive Director, Ethiopian Commodities Exchange (ECEX) until Oct 2012; ex-IFPRI, -WB; global expert on value chains, markets	Africa (SSA)	Value Chain, post-harvest, private sector
Mr. Victor Villalobos	Director General, Inter-American Institute for Cooperation in Agriculture (IICA)	Latin America	Agricultural Economics, Policy Formulation
Mr. Tony Fischer	CSIRO Fellow, International Crop Science Society, Australian Institute of Agricultural Science & Technology, former Program Director, Wheat, CIMMYT	AU, EU, USA	Wheat Breeding, Genetics, Pathology & Agronomy, Systems
Mrs. Catherine Feuillet	Senior VP Trait Research, Bayer Crop Science Ex-INRA France; AAAS Fellow; French Stimulus Initiatives Project Breadwheat; Group Leader, Structure, Evaluation & Function of the Wheat Genome	AU, EU, USA	Wheat Breeding, Genetics, Pathology
Emilio Ruz (since Dec 2013)	Executive Secretary, PROCISUR Specialist in the Management of Technological Innovation, IICA	LatAm	Agri Econ, Policy Formulation
Dr. Mahmoud Solh	DG, ICARDA		
Mr. Thomas A. Lumpkin	DG Lead Centre, Chair W-SC		
Marianne Banziger	Lead Centre, W-MC Chair		

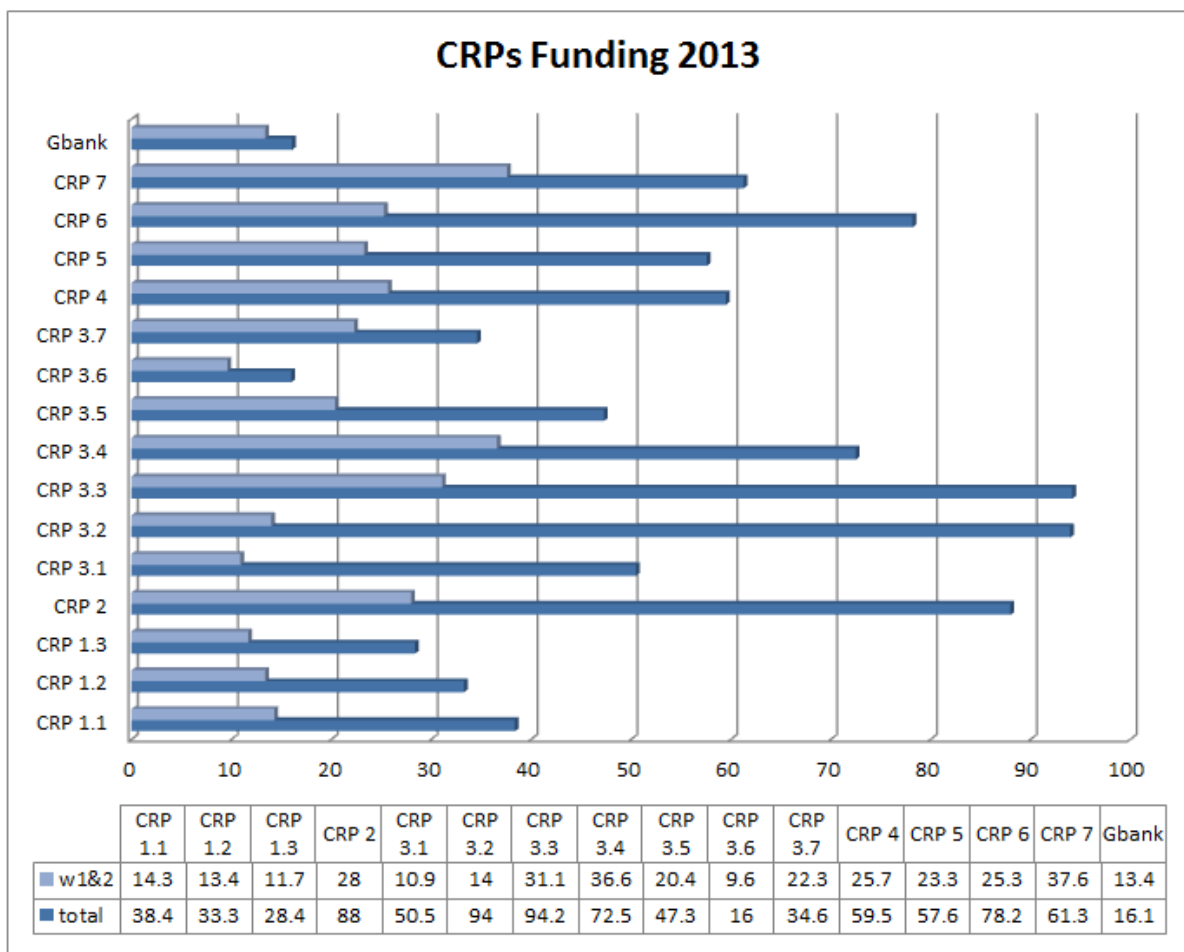


WHEAT Funding and Budget

CGIAR Research Programs (CRPs) Funding 2013 Compared

Total and CGIAR Fund-based funding of the 16 CGIAR Research Programs (CRPs) varies greatly. The table below shows proposed Window1&2 allocations and estimated total CRP budgets (2013). In 2013, WHEAT receives the second-lowest W1&2 funding, only CRP 3.6 (Dryland Cereals) gets less. Windows 1&2 funding can be allocated by CRP Mgt according to CRP priorities & needs; Windows 3 and bilateral funding is always project-specific.

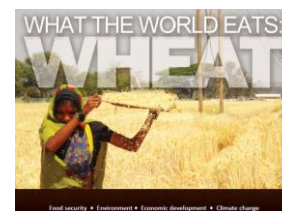
Note: Final W1&2 2013 figures may change, once all CRPs have reported actual 2012 expenditure, the Fund Council has accepted the Consortium Board's "90% of 2012 expenditure guaranteed funding to CRPs" proposal – and once the Consortium Office has translated the '90% rule' means into concrete 2013 W1&2 figures.



(in US\$ mn; 2013 est.)

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 Budget (2012-14)

As defined in the Performance Implementation Agreement (PIA), the whole-of-life total budget for WHEAT (all sources of funding) is US\$ 130,685mn, with an 'expanded funding component' of \$ 113.664mn. In its first year (2012) WHEAT spent US\$ 40,780mn – of which \$12.47mn Windows 1&2 - .So US\$ 89,905mn remain for the two consecutive years.

WHEAT bilateral funding sources (2012)

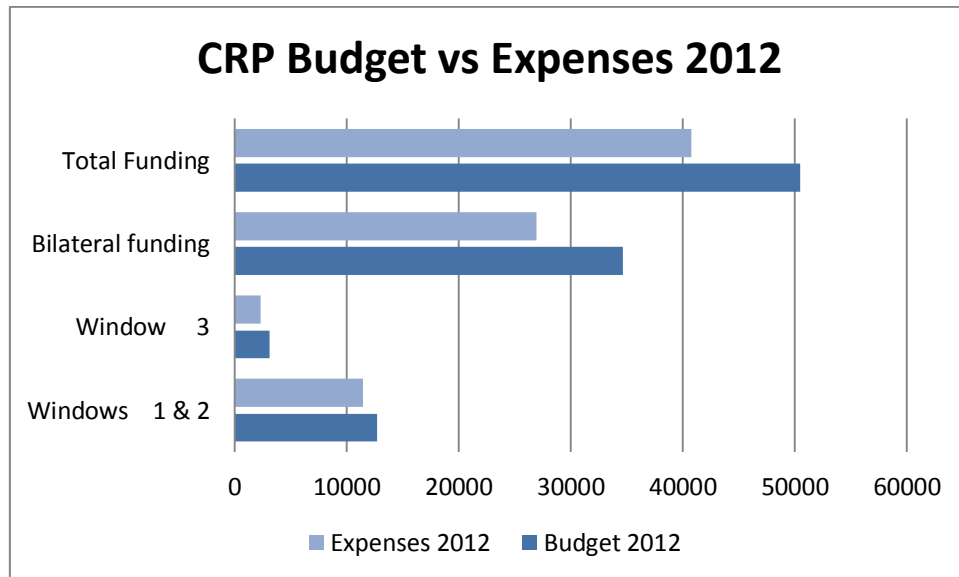
Bilateral Funding 2012 (larger donors and EU only)

Donor	to CIMMYT and/or ICARDA?	Projects funded	Relate to SI's	Budget 2012 (US\$000)	Plus Window 3 (2012)
ACIAR (AU)	CIMMYT	Afghanistan	SI8 & 10	633	
BMGF (Gates Foundation)	CIMMYT				822
BMZ (Germany) thru GIZ	both	heat tolerance	SI6	992	
Cornell	both	Durable Rust Resistance Initiative (donor: BMGF); Genomic Selection (for CIMMYT)	SI5 & 7	5,295	
European Commission (thru EC-IFAD)	ICARDA	legume-wheat systems	SI2		449
GRDC (AU)	both	drought tolerance	SI6	1,708	
Harvest Plus	both	Harvest Plus (zinc & wheat)	SI4	1,151	
IRRI	CIMMYT	Cereal Systems Initiative in South Asia (donors: BMFG, USAID)	SI2	2,354	
Kuwaiti Fund & Islamic Dev Bank & Arab Fund	ICARDA	Food Security Enhancement	SI2 & 10	1,510	
SAGARPA	CIMMYT	MasAgro Take It To the Farmer, Seed, Wheat Yield Consortium;	SI2 & 7 & 9	11,016	
USAID	both	Feed The Future Projects, Ethiopia	SI2 & 4 & 8	1,111	859
USDA	both	Pakistan, Karnal Bunt	SI2 & 5 & 8	5,044	

Turkey contributed \$259k to the International Winter Wheat Program via W3/ICARDA. India's ICAR co-funded the Global Rust Initiative (DRRW) with \$404k via W3/CIMMYT.

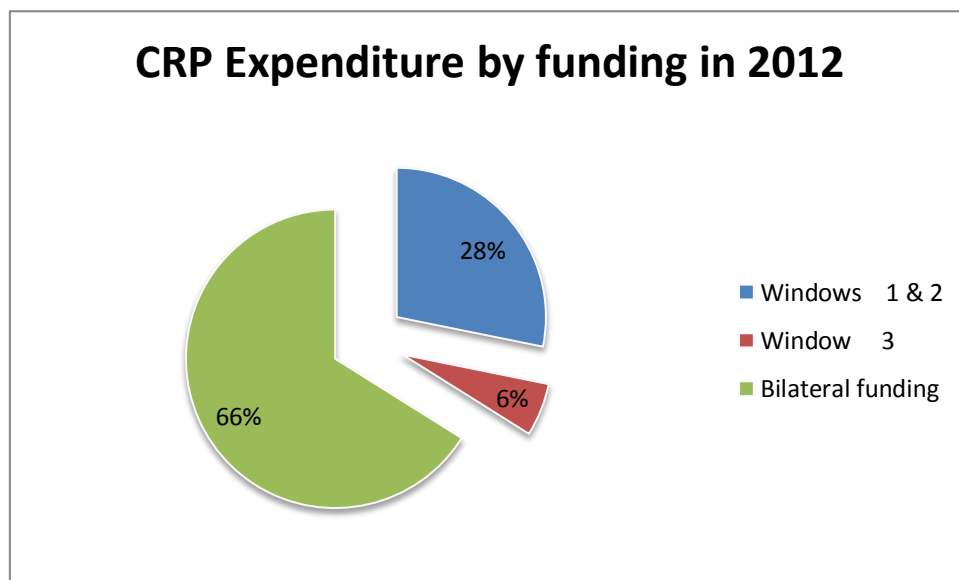
WHEAT Expenditure (2012)

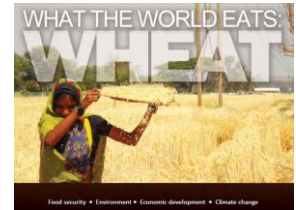
Budget versus actual expenditure 2012, by funding source (please note that 2012 commitments are not yet accounted for in the figures below):



(in US\$ '000)

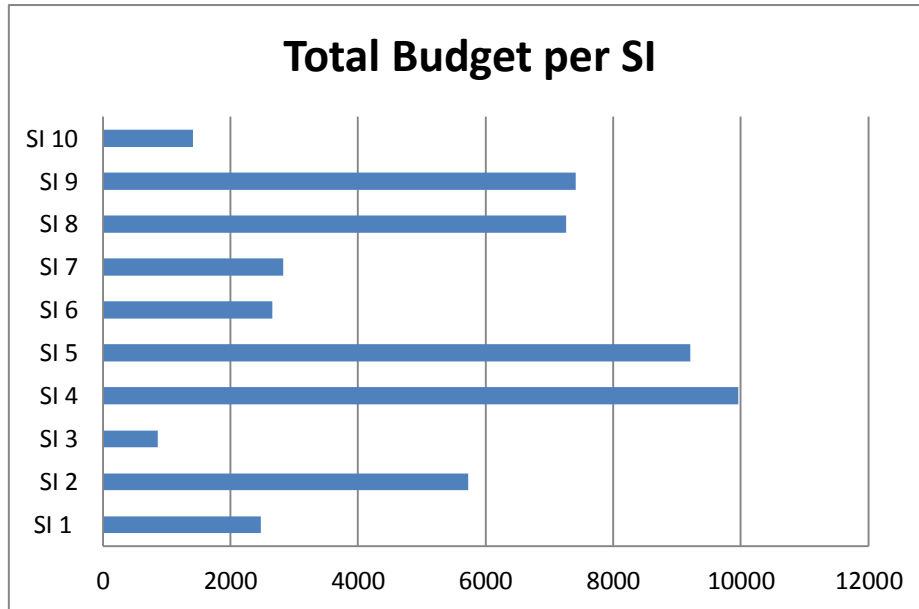
Expenses in percentage terms (excluding commitments):





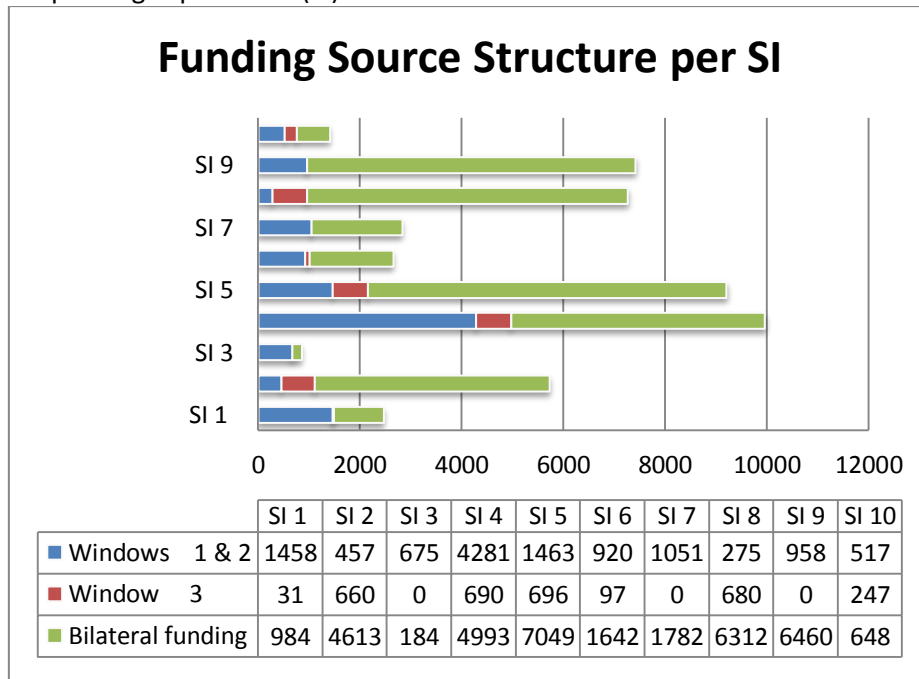
WHEAT Budget (2012) per Flagship Product

The WHEAT 'Systems' component (SI 2, 3, 8) accounts for approximately 28% of CRP total budget.



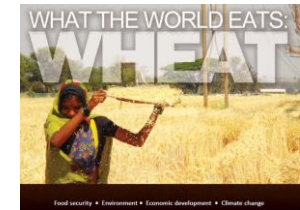
(in US\$ '000; in 2012)

The funding mix varies per Flagship Product (SI).



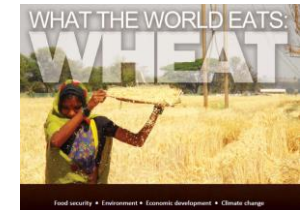
(in US\$ '000; in 2012)

- SI 1: Socio-Economics
- SI 2: Sustainable Wheat Systems
- SI 3: Nutrient&Water Use Efficiency
- SI 4: Productive varieties
- SI 5: Resistance, disease and pest mgmt
- SI 6: Heat&drought tolerance
- SI 7: Breaking yield barrier
- SI 8: More&better seed
- SI 9: Seeds of discovery
- SI 10: Strengthen capacity

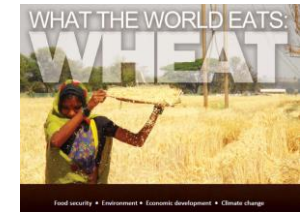


WHEAT-MC/-SC Calendar and Agenda (2014)

Topic Categories						
Anticipated 2014 agenda items in blue						
	WHEAT-MC	WHEAT-W-SC	WHEAT-W-SC	Lead Center BoT	WHEAT Partner Meeting	WHEAT-MC
Calendar	by email and through virtual meetings, Jan - March	by email, April	meeting, Sep/Oct (before Lead Center BoT)	meeting Sep/Oct	Oct-Nov 2014	meeting, Nov
Agenda items						
WHEAT Performance Framework			Decides on performance framework for WHEAT, aligned with Consortium/FC requirements; How do we measure overall (=WHEAT) success? (<i>Assumption: This topic on agenda of June14 CRPs Meeting</i>)	Receives WHEAT-W-SC recommendations; decides whether to endorse/return/revise, in view of liability	Inform partners about IDOs, get their input into impact pathways & theories of change per Flagship Product	Provides contributions to WHEAT Performance Framework
M&E			Assess status / need for change: M&E strategy and its implementation (<i>Assumption: New CRPs M&E Specialist is hired mid-year 2014 and can present ideas by Sept'14</i>)	Receives update on progress: successes, bottlenecks, WHEAT-W-SC recommendations; decides whether to endorse/return/revise, in view of liability		Aligned with guidance given by W-SC & Lead Center BoT, ensures operationalization (including funding) of M&E strategy into workplans and competitive grants
2014: WHEAT External Evaluation by Independent Evaluation Arrangement (IEA, one of the CGIAR entities, reports to Fund Council)	participate in WHEAT External Evaluation (Reference Group / interviews)		participate in WHEAT External Evaluation (Reference Group / interviews) / Update on status of WHEAT External Evaluation: Going in the right direction, in terms of useful inputs for Phase II Proposal?	participate in WHEAT External Evaluation (Reference Group / interviews)	Update on findings of WHEAT External Evaluation: What does this mean for Phase II Proposal	Follow up on Sept W-SC discussion of WHEAT External Evaluation
CRP Strategy development as documented in WHEAT Proposals (1st phase, 2nd phase ...)	Writing Workshop for WHEAT Extension Proposal (2015-16) in March 2014	Formally endorses WHEAT Extension Proposal (2015-16) to CO in 2014	Formally endorses WHEAT Phase II proposal (2017ff) On agenda for 2015/16? / Update on WHEAT Extension Proposal FYI / Review status of Phase II Process (if updated CO guidance by then)	Receives WHEAT-SC recommendations; decides whether to endorse/return/revise, in view of liability	Understand CGIAR changes since Launch Meeting Dec12; Provide inputs into WHEAT Phase II Proposal (at Flagship Project level, re: p'ship strategy)	Provides contributions to WHEAT Phase II Proposal (process, content) (if updated CO guidance by then)



Liability for achieving Performance Contract (PIA signed with CO)				Decides on whether to sign performance contract for Extension Proposal, Phase II Proposal; has liability		
Technical Report	Aligned with guidance given by W-SC & Lead Center BoT, WHEAT-MC reviews, edits & submit Annual Report to CO	Receives copy of Annual Report to CO: Quality review: "Is WHEAT getting the right key messages across to donors"?	Assess status / need for change: highlights issues and concludes on desirable changes in WHEAT program content. Advises on ex-ante analysis/other type of information that should support strategic decisions	Receives update on progress: successes, bottlenecks, WHEAT-W-SC recommendations; decides whether to endorse/return/revise, in view of liability		Includes W-SC recommendations when deliberating on next year workplan
WHEAT Workplan (W-SCOPE, resources, cross-SI issues) incl. associated budget	Final review & endorsement of workplan (POWB2014) to CO					Aligned with guidance given by W-SC & Lead Center BoT, revises and approves detailed workplan (250k) for next year including budget (W1&2) implications (input POWB2015)
Partnerships & Competitive Partner Grants incl. associated budgets	Aligned with guidance given by W-SC & Lead Center BoT, reviews and decides which proposal receives/continues to receive financial support (done for 2014 by Jan 10th 2014, based on proposals received 2013)		Assess status / need for change: Partnerships surveys, role of partners in delivery of WHEAT, other assessments	Receives update on progress: successes, bottlenecks, WHEAT-W-SC recommendations; decides whether to endorse/return/revise, in view of liability	Provide inputs into WHEAT Phase II Proposal re: p'ship strategy: What has to happen, to make WHEAT IDOs happen?	Aligned with guidance given by W-SC & Lead Center BoT, executes research gap analysis, decides on what to put out for call next year. Includes partnership recommendations by W-SC
Gender Strategy			Assess status / need for change: gender strategy and its implementation; considers review inputs	Receives update on progress: successes, bottlenecks, WHEAT-W-SC recommendations; decides whether to endorse/return/revise, in view of liability	Understand WHEAT Gender Strategy; Provide inputs for Phase II (what should WHEAT focus on, do better?)	Aligned with guidance given by W-SC & Lead Center BoT, ensures operationalization (including funding) of gender strategy into workplans and competitive grants
CGIAR Governance, Policies, Standards / CRP Mgmt. & Governance			Receives updates to CGIAR governance, policies, and standards pertaining to CRPs (e.g. CRPs Phase II process, Open Access Policy); formulates response to Consortium	Receives updates to CGIAR governance, policies, and standards pertaining to CRPs (e.g. CRPs Phase II process, Open Access Policy); formulates response to Consortium. States exceptions and provides Lead Center compliance statements		Ensures implementation of policies (including funding) in next year's workplan and budget



Communications			<p>Status / need for change: WHEAT Communication Strategy and its implementation (target audiences, communication channels etc.); Champions WHEAT in member's area of influence, country/region: Any actions to plan? (Assumption: Scott Mall to present a strategy)</p>	<p>Receives update on progress: successes, bottlenecks, WHEAT-W-SC recommendations; decides whether to endorse/return/revise, in view of liability</p>	<p>Agree game rules for collaboration on WHEAT communications</p>	<p>Aligned with guidance given by W-SC & Lead Center BoT, monitors Communication Strategy implementation (to identify areas of improvement, change). Ensures funding in WHEAT management budget</p>
<p><i>Budgets and financial reports (focus on W1&2)</i></p>	<p>Receives copy of budget to CO</p>	<p>Receives copy of budget to CO FYI</p>	<p>Receives the annual and mid-year financial report. What should be WHEAT's future W1&W2 investment strategy between CIMMYT-ICARDA - partners; between SIs? Role in conflict resolution.</p>	<p>Has financial liability for WHEAT. Role in conflict resolution.</p>		<p>Aligned with guidance given by W-SC & Lead Center BoT, compiles and approves W1&W2 Budget for next yr. Makes trade-off decisions.</p>
<p><i>Fundraising / Resource Mobilization</i></p>	<p>Interacts on a day-to-day basis over funding opportunities</p>		<p>Advises on fund raising priorities and opportunities; engages in FC member and other donor interactions 2014: follow-up from W2 fundraising tour, WYN, other?</p>	<p>Advises on fund raising priorities and opportunities; engages in FC member and other donor interactions</p>	<p>Agree on joint fundraising actions for Clusters of Activity for Phase II</p>	<p>Aligned with guidance given by W-SC & Lead Center BoT, sets WHEAT fund raising priorities for next yr., aligned with performance framework and CRP Strategy</p>
<p><i>WHEAT Management</i></p>			<p>Status / need for change: Assesses WHEAT management.</p>	<p>Receives update on progress: successes, bottlenecks, WHEAT-W-SC recommendations; decides whether to endorse/return/revise, in view of liability; implements changes in WHEAT management</p>	<p>Provide feedback: "How well is WHEAT governed and managed from a (non-CG) partners' perspective? What must change, why, by 2017?" (do with sub-group)</p>	<p>Identify problem / improvement areas; follow up on W-W-SC guidance / recommends</p>