The WHEAT Handbook

How WHEAT is run, governed, funded and more

By the WHEAT CRP Team
(Status: May 2014)
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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 (CCAFS) and on Agriculture for Nutrition and Health (A4NH).


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/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
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)

<table>
<thead>
<tr>
<th>Lead roles</th>
<th>coordinates within CIMMYT</th>
<th>Primary Research Partner*</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBanziger (Chair)</td>
<td>CIMMYT</td>
<td>ACIAR*</td>
</tr>
<tr>
<td>MvGinkel (CoChair)</td>
<td>CIMMYT</td>
<td>BBSRC*</td>
</tr>
<tr>
<td>M Baum</td>
<td>ICARDA</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>HJ Braun</td>
<td>CIMMYT</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>B Gerard</td>
<td>CIMMYT</td>
<td>ICAR*</td>
</tr>
<tr>
<td>E Huttner</td>
<td>ACIAR*</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>G Moore</td>
<td>BBSRC*</td>
<td>ICAR*</td>
</tr>
<tr>
<td>K Pixley</td>
<td>CIMMYT</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>I Sharma</td>
<td>ICAR*</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>O Erenstein</td>
<td>CIMMYT</td>
<td>CIMMYT</td>
</tr>
</tbody>
</table>

- **SI1 targeting**: CIMMYT
- **SI2 wheat systems**: CIMMYT
- **SI3 NUE WUE**: ICARDA
- **SI4 productive varieties**: CIMMYT
- **SI5 disease pest**: CIMMYT
- **SI6 heat drought**: CIMMYT
- **SI7 yield barrier**: CIMMYT
- **SI8 more better seed**: ACIAR*
- **SI9 seed discovery**: BBSRC*
- **SI10 capacity build**: ICAR*

**other research**

- Exploring transgenic approaches for increasing wheat heat tolerance, yield potential and hybridization

**Cross-cutting**

- Lone Badstue (Gender)
- Mike Listman

**Communication & M&E**

- Strengthening visibility, fundraising and partnerships
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 feedback 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

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
<th>(Co-)Responsibility for which Strategic Initiative(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marianne Banziger</td>
<td>DDG-RP, CIMMYT, <strong>W-MC Chair</strong></td>
<td></td>
</tr>
<tr>
<td>Michael Baum</td>
<td>Program Director, ICARDA</td>
<td>SI5 (pests &amp; diseases), SI6 (heat &amp; drought), SI8 (More and Better Seeds)</td>
</tr>
<tr>
<td>Hans Braun</td>
<td>Program Director Global Wheat Program, CIMMYT</td>
<td>SI4 (productive wheat varieties) &amp; overall for CIMMYT delivery towards SI4-8</td>
</tr>
<tr>
<td>Maarten van Ginkel</td>
<td>DDG-R, ICARDA, <strong>W-MC Co-Chair</strong></td>
<td></td>
</tr>
<tr>
<td>Bruno Gerard</td>
<td>Program Director, Conservation Agriculture Program, CIMMYT</td>
<td>SI2 (wheat systems) &amp; SI3 (Nutrient &amp; Water Use efficiency)</td>
</tr>
<tr>
<td>Graham Moore</td>
<td>Research Group Leader, John Innes Centre, Crop Genetics Dep’t, BBSRC (British BioScience Research Council), UK</td>
<td>SI4 &amp; SI9 (Seeds of Discovery)</td>
</tr>
<tr>
<td>Kevin Pixley</td>
<td>Program Director, Genetic Resources Program, CIMMYT</td>
<td>SI9 &amp; SI10 (Capacity Building)</td>
</tr>
<tr>
<td>Indu Sharma</td>
<td>Director, Directorate of Wheat Research (DWR), ICAR (Indian Council of Agricultural Research), India</td>
<td>SI2 &amp; SI5</td>
</tr>
<tr>
<td>Olaf Erenstein</td>
<td>Acting Program Director, Socioeconomics Program, CIMMYT</td>
<td>SI1 &amp; SI8</td>
</tr>
<tr>
<td>Eric Huttner (replaced Steve Thomas of GRDC in Oct 2013)</td>
<td>Research Program Manager</td>
<td>Crop Improvement and Management, Australian Centre for International Agricultural Research (ACIAR), AU</td>
</tr>
</tbody>
</table>
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.
<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
<th>World Region</th>
<th>Expertise Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mrs. Yiching Song</td>
<td>Chinese Academy of Sciences, Centre for Chinese Agricultural Policy No. Jia 11, Datun Road, Anwai Beijing 100101, China.</td>
<td>East Asia</td>
<td>Gender, Social Science</td>
</tr>
<tr>
<td>Mr. Shirish Barwale</td>
<td>Director, MAHYCO (Maharashtra Hybrid Seed Co.), Mumbai, India</td>
<td>South Asia</td>
<td>Private Sector, Seed</td>
</tr>
<tr>
<td>Mr. Abderrazak Daaloul</td>
<td>Emeritus Professor, Institut National Agronomique De Tunisie (INAT) - Ex DG of INAT(NARS), ex-CIMMYT BoT</td>
<td>CWANA</td>
<td>Agronomy, Systems</td>
</tr>
<tr>
<td>Mrs. (Dr.) Eleni Zaudi Gabre-Madhin</td>
<td>Executive Director, Ethiopian Commodities Exchange (ECEX) until Oct 2012; ex-IFPRI, WB; global expert on value chains, markets</td>
<td>Africa (SSA)</td>
<td>Value Chain, post-harvest, private sector</td>
</tr>
<tr>
<td>Mr. Victor Villalobos</td>
<td>Director General, Inter-American Institute for Cooperation in Agriculture (IICA)</td>
<td>Latin America</td>
<td>Agricultural Economics, Policy Formulation</td>
</tr>
<tr>
<td>Mr. Tony Fischer</td>
<td>CSIRO Fellow, International Crop Science Society, Australian Institute of Agricultural Science &amp; Technology, former Program Director, Wheat, CIMMYT</td>
<td>AU, EU, USA</td>
<td>Wheat Breeding, Genetics, Pathology &amp; Agronomy, Systems</td>
</tr>
<tr>
<td>Mrs. Catherine Feuillet</td>
<td>Senior VP Trait Research, Bayer Crop Science Ex-INRA France; AAAS Fellow; French Stimulus Initiatives Project Breadwheat; Group Leader, Structure, Evaluation &amp; Function of the Wheat Genome</td>
<td>AU, EU, USA</td>
<td>Wheat Breeding, Genetics, Pathology</td>
</tr>
<tr>
<td>Emilio Ruz (since Dec 2013)</td>
<td>Executive Secretary, PROCISUR Specialist in the Management of Technological Innovation, IICA</td>
<td>LatAm</td>
<td>Agri Econ, Policy Formulation</td>
</tr>
<tr>
<td>Dr. Mahmoud Solh</td>
<td>DG, ICARDA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Thomas A. Lumpkin</td>
<td>DG Lead Centre, Chair W-SC</td>
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</tr>
<tr>
<td>Marianne Banziger</td>
<td>Lead Centre, W-MC Chair</td>
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</tbody>
</table>
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.
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)

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

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):

CRP Budget vs Expenses 2012

Expenses in percentage terms (excluding commitments):

CRP Expenditure by funding in 2012
WHEAT Budget (2012) per Flagship Product
The WHEAT ‘Systems’ component (SI 2, 3, 8) accounts for approximately 28% of CRP total budget.

The funding mix varies per Flagship Product (SI).

Funding Source Structure per SI

(in US$ ‘000; in 2012)
# WHEAT-MC/-SC Calendar and Agenda (2014)

**Topic Categories**

<table>
<thead>
<tr>
<th>Anticipated 2014 agenda items in blue</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>WHEAT-MC</th>
<th>WHEAT-W-SC</th>
<th>WHEAT-W-SC</th>
<th>Lead Center BoT</th>
<th>WHEAT Partner Meeting</th>
<th>WHEAT-MC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calendar</td>
<td>by email and through virtual meetings, Jan - March</td>
<td>by email, April</td>
<td>meeting, Sep/Oct (before Lead Center BoT)</td>
<td>meeting Sep/Oct</td>
<td>Oct-Nov 2014</td>
</tr>
</tbody>
</table>

## Agenda Items

### WHEAT Performance Framework

- **Decides on performance framework for WHEAT, aligned with Consortium/FC requirements; How do we measure overall (=WHEAT) success?** *(Assumption: This topic on agenda of June14 CRPs Meeting)*

### M&E

- **Assess status / need for change: M&E strategy and its implementation** *(Assumption: New CRPs M&E Specialist is hired mid-year 2014 and can present ideas by Sept’14)*

### 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)**

### 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 2015/167 / Update on WHEAT Extension Proposal FYI / Review status of Phase II Process (if updated CO guidance by then)**

### 2014:

- **Follow up on Sept W-SC discussion of WHEAT External Evaluation**

### CRP Strategy development as documented in WHEAT Proposals (1st phase, 2nd phase ...)

- **Understanding 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)**
<table>
<thead>
<tr>
<th><strong>Liability for achieving Performance Contract (PIA signed with CO)</strong></th>
<th><strong>Decides on whether to sign performance contract for Extension Proposal, Phase II Proposal; has liability</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical Report</strong></td>
<td>Aligned with guidance given by W-SC &amp; Lead Center BoT, WHEAT-MC reviews, edits &amp; submit Annual Report to CO</td>
<td>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</td>
</tr>
<tr>
<td><strong>WHEAT Workplan (W-SCope, resources, cross-SI issues) incl. associated budget</strong></td>
<td>Final review &amp; endorsement of workplan (POWB2014) to CO</td>
<td></td>
</tr>
<tr>
<td><strong>Partnerships &amp; Competitive Partner Grants incl. associated budgets</strong></td>
<td>Aligned with guidance given by W-SC &amp; 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)</td>
<td>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?</td>
</tr>
<tr>
<td><strong>Gender Strategy</strong></td>
<td>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?)</td>
<td></td>
</tr>
<tr>
<td><strong>CGIAR Governance, Policies, Standards / CRP Mgmt. &amp; Governance</strong></td>
<td>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</td>
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</table>

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**Note:** The table above summarizes various tasks and responsibilities related to different aspects of a project, including work plans, technical reports, partnerships, competitive grants, gender strategy, and CGIAR governance. Each task is marked with the corresponding decision or action to be taken, often involving reviews, assessments, recommendations, and updates to workplans and budgets.
<table>
<thead>
<tr>
<th>Communications</th>
<th>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)</th>
<th>Receives update on progress: successes, bottlenecks, WHEAT-W-SC recommendations; decides whether to endorse/return/revise, in view of liability</th>
<th>Agree game rules for collaboration on WHEAT communications</th>
<th>Aligned with guidance given by W-SC &amp; Lead Center BoT, monitors Communication Strategy implementation (to identify areas of improvement, change). Ensures funding in WHEAT management budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgets and financial reports (focus on W1&amp;2)</td>
<td>Receives copy of budget to CO</td>
<td>Receives copy of budget to CO FYI</td>
<td>Receives the annual and mid-year financial report. What should be WHEAT’s future W1&amp;W2 investment strategy between CIMMYT-ICARDA - partners; between SIs? Role in conflict resolution.</td>
<td>Has financial liability for WHEAT. Role in conflict resolution.</td>
</tr>
<tr>
<td>Fundraising / Resource Mobilization</td>
<td>Interacts on a day-to-day basis over funding opportunities</td>
<td>Advises on fund raising priorities and opportunities; engages in FC member and other donor interactions 2014; follow-up from W2 fundraising tour, WYN, other?</td>
<td>Advises on fund raising priorities and opportunities; engages in FC member and other donor interactions</td>
<td>Agree on joint fundraising actions for Clusters of Activity for Phase II</td>
</tr>
<tr>
<td>WHEAT Management</td>
<td>Status / need for change: Assesses WHEAT management.</td>
<td>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</td>
<td>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)</td>
<td>Identify problem / improvement areas; follow up on W-W-SC guidance / recommends</td>
</tr>
</tbody>
</table>