



DRAFT

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EXECUTIVE SUMMARY OF THE 2002 CGIAR FINANCIAL RESULTS¹

CGIAR Members support Centers and programs of their choice, and each Center receives and spends funds. Thus, the CGIAR financial outcome discussed here is a consolidation of the financial results of the sixteen autonomous CGIAR Centers. The results are reported in US Dollars. Financial highlights for 1998 to 2002 are shown in attached table 1.

CGIAR's 2002 Financial Goals

As in past years, the CGIAR's financial goals in 2002 were to attract sufficient resources to enable it to implement its work program for the year and to maintain its strong financial position. The financial targets for 2002 approved at the Annual General Meeting (AGM01) were:

- to implement a work program costing \$366 million;
- to raise \$347 million in funding from Members, which would be supplemented by \$12 million in Center income and a planned deficit of \$7 million financed by Center reserves to implement the approved work program;
- to, at least, maintain the same levels of financial position and operating ratios as in the previous year.

¹ The results reported here are based on 2002 financial statements produced by the sixteen Centers supported by the CGIAR. Consolidated analyses and reports, including this summary were produced, on behalf of the CGIAR Secretariat, by the World Fish team (Su Ching Tan, Rainelda Ampil and Karina Ho) led by Edward Sayegh, Associate Director General, Corporate Services.

Overall Financial Outcome at the Centers

The overall 2002 result confirms that the CGIAR was successful in achieving its financial targets. Total expenditures for the sixteen Centers at \$369 million were virtually on target. Resource targets were also met: Member funding for Center programs totaled \$346 million, Center income was \$13 million, resulting in a deficit of approximately \$10 million. Net assets for the System declined by \$14 million to \$175 million in 2002, the result of the deficit of \$10 million and \$4 million in asset write-downs. Overall, however, the CGIAR's financial position remained strong at the end of the year as liquidity indicators, such as cash, working capital, and current ratio, remained healthy. Highlights of the Group's 2002 financial performance are shown in table 1, with comparative information for the previous four years.

CGIAR Contributions

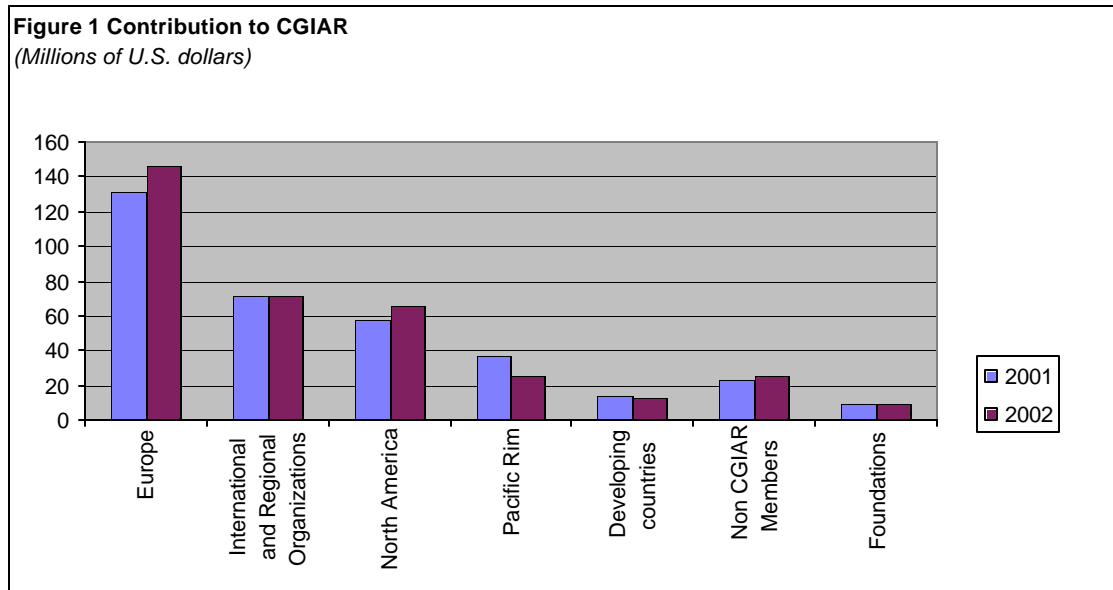
2002 marked another year of increases in financial support for the sixteen Centers supported by the CGIAR. CGIAR contributions totaled \$357 million in 2002 compared with \$342² million in 2001, an increase of \$15 million, or 4 percent. Of the total contributions of \$357 million for 2002, \$346 million was allocated to Center programs while the balance of \$11 million was allocated to Centers as advance 2003 support (\$5 million), to the System Office (\$5 million) and for Committees/Special Programs (\$1 million).

Fifty-five of the 58 Members³ contributed \$331 million (\$319 million in 2001), the rest, \$26 million came from a broad range of sources including multi-donor projects, non-member foundations and developing countries. Attached table 2 lists contributions for 1998-2002 by contributor.

² Included in this amount is \$5 million of the World Bank's contribution for the System Office which was not included in the 2001 CGIAR funding total. For comparability, the World Bank's total contribution of \$50 million each in 2001 and 2002 is used in this analysis.

³ For presentation purposes, these Members are divided into four distinct groups: industrialized countries (21), developing countries (22), foundations (3), and international and regional organizations (12). Industrialized countries can be further divided along geographical lines into three subgroups: Europe, North America, and the Pacific Rim.

As shown in figure 1 below, the increase in contributions in 2002 came mainly from two member groups: Europe increased by \$16.1 million (12 percent) and North America by \$8.6 million (15 percent). In addition, multi-donors and non-CGIAR members increased their contributions by \$3 million (13 percent). These increases were partially offset by decreases in support from the Pacific Rim of \$12 million (32 percent) and a smaller reduction from the developing countries.



The increase in the contributions from Europe came from the United Kingdom (\$5.6 million, or 29 percent), Netherlands (\$4.8 million, or 39 percent), European Commission (\$2.8 million, or 13 percent) and Norway (\$2.1 million, or 25 percent), offsetting decreases from Germany (\$1.8 million, or 15 percent) and Austria (\$1.9 million, or 90 percent). In North America the increase came from the United States (\$9.6 million, or 21 percent), which more than offset a small reduction from Canada. The decrease in contributions from the Pacific Rim was due largely to a cut of about 50 percent (totaling approximately \$12 million) in the Japanese contribution. Contributions by Australia and New Zealand were stable at their 2001 levels.

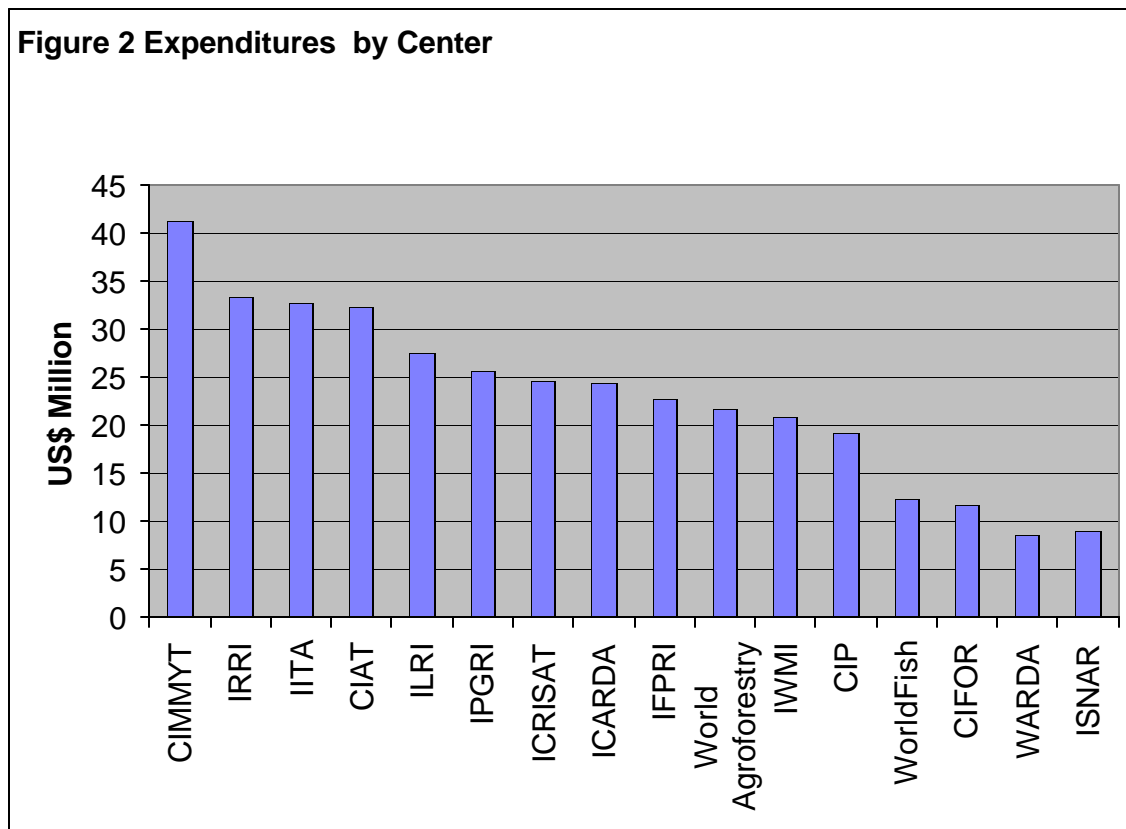
Contributions from the twenty-two developing country members decreased from \$13.7 million in 2001 to \$12.7 million in 2002, representing a reduction of 8 percent. Colombia maintained its position as the largest contributor among the developing countries with \$2.5 million in support.

The top thirteen contributors to the CGIAR in 2002 provided about three-quarters of the research agenda funding, the same proportion as in 2001. The United States, with \$54.8 million, was the single largest contributor, followed by the World Bank (\$50 million) and the United Kingdom (\$24.7 million). By comparison, the United States and World Bank also ranked first and second in 2001 while the United Kingdom ranked fifth.

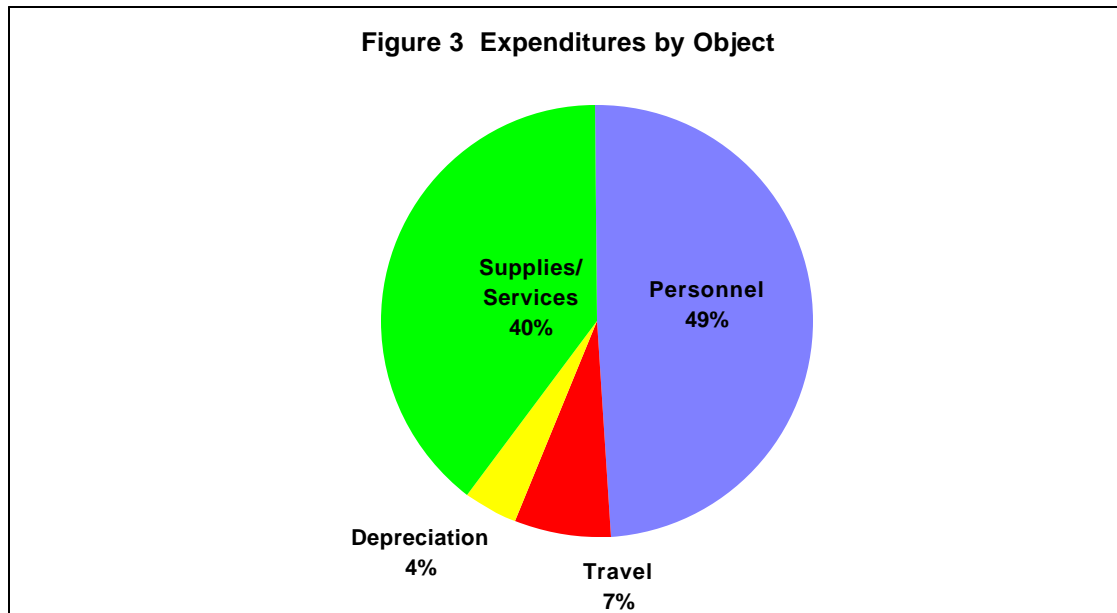
Resource Allocation

In overall terms, total Center expenditures in 2002, amounted to \$369 million, 4 percent higher than in 2001. Resource allocation at the Centers is largely made at the project level established in the context of a logical framework. The following paragraphs summarize, at the system and Center levels, resource allocations by object of expenditure, by activity and by region.

Distribution among Centers: Figure 2 shows the distribution of expenditures by Center in 2002.



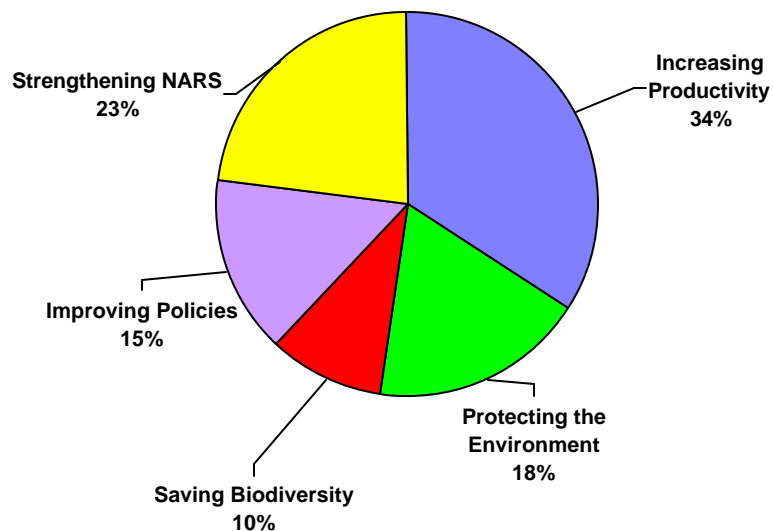
Expenditures by Object: Overall personnel costs stabilized at 49 percent of total expenditures in 2002, compared to an average of 55 percent for the years prior to 2002. However, there are still large variations among the Centers in personnel costs. The total number of staff continued to decline from 8,501⁴ in 2001 to 7,752 in 2002, an overall reduction of 9 percent. All of the reduction was in the non-internationally recruited staff (IRS) category. IRS numbers increased by 44, due mainly to recruitment at IWMI and smaller increases at CIAT, CIMMYT, ICRISAT and IFPRI. Expenditures by object are show in Figure 3.



Activities: Illustrative allocations by the five principal CGIAR activities – increasing productivity, protecting the environment, saving biodiversity, improving policies, and strengthening NARS - for 2002 are shown in Figure 4. These ratios are not significantly different from the 2001 ratios.

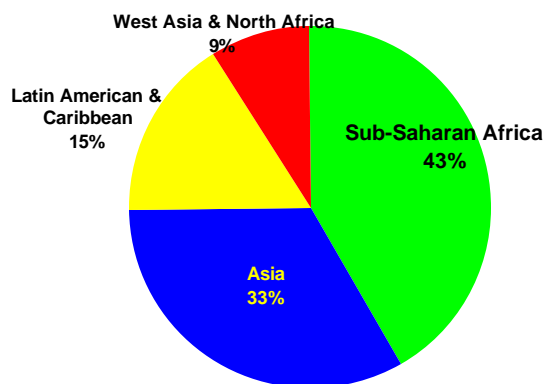
⁴ Revised from 8,485 published in the 2001 Executive Summary, based on Center updates .

Figure 4 CGIAR Expenditures By Principal Activity



Allocation by Region: Illustrative allocations by region are shown in Figure 5. Expenditures in Sub-Saharan Africa remained stable at 43 percent of total CGIAR expenditures. Allocations in Asia increased from 32 percent to 33 percent. Allocations targeted to Latin America and the Caribbean decreased from 16 percent to 15 percent. Expenditures in Central, West Asia and North Africa remained at 9 percent of the CGIAR total.

Figure 5 CGIAR Allocations by Developing Region



Center Perspectives

The stability noted at the System level, reflects a range of outcomes at the individual Centers. Funding increased for eight Centers. Compared with their 2001 levels, five of the increases (WorldFish, IFPRI, ICARDA, ILRI and WARDA) ranged from 5 – 10 percent, two (CIAT and IPGRI) were within 10 – 15 percent, and one (IWMI) exceeded 90 percent. On the other hand, funding for the other eight Centers remained unchanged or contracted. Funding for five of these contracted by less than 5 percent (World Agroforestry, IITA, CIFOR, ISNAR and ICRISAT), two (IRRI and CIP) by 5 – 10 percent, and one (CIMMYT) by more than 10 percent. It should be noted here that part of the World Bank's contribution (\$7 million) was allocated⁵ to Centers to partially cushion the reduction in the Japanese contribution noted earlier.

Operational results (expenditures matched against funding and Center income) shows that three Centers (CIFOR, WorldFish and IFPRI) ended the year with healthy surpluses which contributed to their reserves. On the other hand, six Centers (CIAT, CIP, ILRI, ISNAR, ICRISAT and CIMMYT) incurred operational deficits. In the case of CIAT, CIP, ILRI and ISNAR, the deficits ranged from \$0.6 - \$0.9 million. At ICRISAT and CIMMYT, however, they were significantly higher at \$4 million and \$5 million, respectively. Centers with operational deficits have been advised to take appropriate action to prevent them in the future. The remaining seven Centers (ICARDA, World Agroforestry, IITA, IPGRI, IRRI, IWMI and WARDA) broke even or incurred a marginal surplus or deficit in their operations.

⁵ Allocation was based on half of the total reduction by Japan to each Center.

Attached table 3 provides 2002 and 2001 results of operations by Center.

Although, most Centers have built up their reserves by budgeting an appropriate amount in their unrestricted budgets, they have, in the last few years, increased their efforts to address long-term financial health through full cost budgeting on their restricted projects.

Attached table 4 provides an overview of Centers' finances (funding sources and allocation) for 2002, and table 5 summarizes Centers' overall financial position for the years 1998 to 2002

Conclusion

The 2002 results confirm the continued stability of CGIAR finances in the aggregate. As in the last several years, however, there is wide variability in financial performance among the 16 Centers, and that suggests a need for continued vigilance at both the Center and System levels.

Compliance with Financial Guidelines

The Centers are autonomous institutions governed by their respective boards of trustees. To ensure transparency and consistency in financial practices and the presentation of financial information, the Centers are required to follow financial guidelines issued by the CGIAR Secretariat. Developed with the input of Center financial personnel and external financial experts, these guidelines aim to bring the CGIAR's financial practices into conformity with those generally accepted worldwide.

As part of the annual review of the substantive financial performance, Pricewaterhouse Coopers (PwC) will be reviewing the 2002 externally audited financial statements of the Centers to ensure their compliance with CGIAR accounting policy and reporting guidelines. PwC's report will include a compliance report to each of the sixteen Centers.

In view of recent developments in accounting and corporate governance worldwide, the CGIAR finance professionals and the CGIAR Secretariat have launched a major review of the CGIAR Accounting Guidelines. This review will lead to an update of the CGIAR accounting manual for approval by the Group and implementation in 2004.

Another mechanism to strengthen accountability within the CGIAR is an initiative to strengthen internal audit within the system by providing strategic internal audit advice and services to the Centers. The Internal Audit initiative is now part of the System Office. In 2002, five Centers were already participating in this initiative with four more joining in 2003.

Centers and the CGIAR Secretariat are also examining a more rigorous mechanism to be part of the System Office to ensure financial and operational compliance which will increase accountability and prevent, to the extent possible, future shocks to the System.

TABLE 1 CGIAR PROGRAM AND RESOURCE HIGHLIGHTS 1998-2002

ACTUAL	1998	1999	2000	2001	2002
Center income (millions of U.S. dollars)					
Agenda funding	338	330	331	337	357
<i>(of which percent unrestricted)</i>	61%	54%	50%	42%	42%
Center earned income	13	13	14	16	13
Total Revenue	351	342	345	353	370
Membership agenda support (millions of U.S. dollars)					
Europe	148	126	128	131	147
Pacific Rim	44	48	44	37	25
North America	53	52	54	57	66
Developing Countries	13	15	14	14	13
International and regional organizations ^{1/}	64	68	66	67	72
Foundations	7	6	7	9	9
Non-Members	12	15	19	23	26
Total	340	330	331	337	357
Top three contributors					
	World Bank	World Bank	World Bank	United States	United States
	United States	Japan	United States	World Bank	World Bank
	Japan	United States	Japan	Japan	United Kingdom
Staffing (number)					
Internationally recruited staff	958	982	1,017	1,012	1,064
Support Staff	7,560	7,712	7,649	7,489	6,688
Agenda program expenditures (percent)					
Increasing productivity	37%	34%	36%	35%	34%
<i>(of which germplasm enhancement/breeding)</i>	18%	18%	18%	18%	18%
Protecting the environment	19%	20%	18%	19%	18%
Saving biodiversity	11%	10%	10%	10%	10%
Improving policies	12%	13%	14%	14%	15%
Strengthening NARS	21%	23%	22%	23%	23%
<i>(of which training)</i>	8%	9%	9%	9%	9%
Total (million of US dollars)	337	349	339	355	369
Object expenditures (percent)					
Personnel	50%	50%	49%	49%	49%
Supplies/services	37%	38%	39%	40%	40%
Travel	7%	7%	7%	7%	7%
Depreciation	6%	5%	5%	4%	4%
Regional Expenditures (percent)					
Sub-Saharan Africa (SSA)	41%	42%	42%	43%	43%
Asia	32%	32%	32%	31%	33%
Latin America and the Caribbean (LAC)	18%	17%	17%	16%	15%
West Asia and North Africa (WANA)	10%	9%	9%	9%	9%
Result of Operations (System level)	13.6	(6.4)	6.6	(1.7)	1.7 ^{2/}
Center financial information					
Net assets	323	263	203	189	175
Annual Center cost change (percent)	1.0%	0.2%	0.3%	2.0%	2.0%
Short-term liquidity indicator					
Working capital (days expenditure)	127	122	112	129	125
Current Ratio	1.8	1.6	1.7	1.9	1.8
Longer-term sustainability indicator					
Operating fund/revenue (percent)	15%	13%	18%	22%	21%

^{1/} Until 2002 excluded \$5 million annually to support the System Office and other System Initiatives

^{2/} At the Center level the 2002 result of operations was a deficit of \$9.6m (table 3). This was more than offset by that portion of CGIAR funding (\$11 million) not included in Center income, resulting in a System level surplus of \$1.7 million.

TABLE 2 CGIAR CONTRIBUTIONS TO THE RESEARCH AGENDA BY MEMBER GROUP, 1998 - 2002

(millions of U.S. dollars)

Members	1998	1999	2000	2001	2002	1998-2002
Europe						
Austria	2.3	2.3	1.8	2.1	0.2	8.7
Belgium	6.0	6.8	4.7	4.5	4.9	26.9
Denmark	17.7	14.0	11.0	10.6	10.2	63.5
European Commission	24.9	6.0	22.3	21.7	24.5	99.4
Finland	2.1	1.5	1.5	1.5	1.5	8.1
France	5.9	5.9	6.0	6.0	7.8	31.6
Germany	16.3	15.5	10.2	12.3	10.5	64.8
Ireland	1.0	0.9	0.8	1.5	2.1	6.3
Italy	3.0	3.2	3.2	3.7	4.1	17.2
Luxembourg	0.7	0.7	1.3	0.8	0.8	4.3
Netherlands	14.7	11.6	13.7	12.2	17.0	69.2
Norway	8.3	8.9	7.7	8.3	10.4	43.6
Portugal	0.3	0.5	0.4	0.3	0.3	1.8
Spain	1.1	0.9	1.2	1.2	1.3	5.7
Sweden	9.3	10.3	9.4	9.2	10.7	48.9
Switzerland	22.7	22.8	18.3	15.7	16.0	95.5
United Kingdom	11.5	13.9	14.9	19.2	24.8	84.3
Subtotal	147.8	125.8	128.4	130.8	146.9	679.6
North America						
Canada	12.3	12.3	11.4	11.6	10.7	58.3
United States	40.5	39.4	42.1	45.4	54.9	222.3
Subtotal	52.8	51.7	53.5	57.0	65.6	280.6
Pacific Rim						
Australia	7.8	8.1	8.5	7.2	7.3	38.9
Japan	35.3	39.9	34.6	29.2	17.1	156.1
New Zealand	0.4	0.4	0.5	0.7	0.7	2.7
Subtotal	43.5	48.4	43.6	37.1	25.1	197.7
Developing Countries						
Bangladesh	0.1	0.3	0.3	0.2		0.9
Brazil	0.7	0.4	0.4	0.4	0.9	2.8
China	0.5	0.7	1.0	0.9	1.0	4.1
Colombia	2.5	2.7	2.3	2.5	2.5	12.5
Cote d'Ivoire	0.1	0.1	0.1	0.1	0.0	0.4
Egypt, Arab Republic of	1.4	1.4	1.4	1.3	0.8	6.3
India	0.8	0.7	0.8	0.8	1.0	4.1
Indonesia	0.1	0.4	0.2	0.3	0.2	1.2
Iran, Islamic Republic of	2.0	1.8	1.7	1.7	0.9	8.1
Kenya	0.5	0.4	0.1	0.3	0.2	1.5
Korea, Republic of	0.9	0.8	0.9	1.1	1.1	4.8
Mexico	0.6	1.7	1.8	1.3	0.9	6.3
Nigeria	1.0	1.6	1.0			3.6
Pakistan	0.2		0.2	0.6		1.0
Peru	0.4	0.3	0.2	0.6	0.9	2.4
Philippines	0.7	0.3	0.4	0.2	0.2	1.8
South Africa	0.6	0.5	0.6	0.5	0.8	3.0
Syria		0.5		0.5	0.5	1.5
Thailand	0.3	0.1	0.1	0.1	0.1	0.7
Uganda			0.3	0.3	0.6	1.2
Subtotal	13.4	14.7	13.8	13.7	12.7	68.3
Foundations						
Ford Foundation	3.1	2.6	2.6	2.7	1.3	12.3
Kellogg Foundation	0.3	0.1		0.2	0.3	0.9
Rockefeller Foundation	3.4	3.5	4.0	6.3	7.5	24.7
Subtotal	6.8	6.2	6.6	9.2	9.1	37.9
International and regional organizations						
ADB	3.8	4.4	6.0	6.9	6.5	27.6
AFDB	0.8	2.3	1.2	0.3	0.6	5.2
Arab Fund	1.5	1.9	1.7	1.6	1.0	7.7
FAO	0.6	0.2	0.2	0.4	1.8	3.2
IDB	2.1	1.5	1.4	0.5	0.5	6.0
IDRC	2.4	3	2.3	2.5	2.4	12.6
IFAD	4.0	6.9	5.8	6.6	5.8	29.1
Opec Fund	0.2	0.2	0.2	0.4	0.2	1.2
UNDP	3.2	2.1	1.8	1.6	1.5	10.2
UNEP	0.1	0.2	0.7	0.7	1.3	3.0
World Bank*	45.0	45.0	45.0	45.0	50.0	230.0
Subtotal	63.7	67.7	66.3	66.5	71.7	335.9
Other Donors	11.9	15.0	19.2	23.1	26.1	95.3
Total	340	330	331	337	357	1,695

*Until 2002, excluded \$5 million annually to support the System Office and other System Initiatives

TABLE 3 : RESULTS OF OPERATION BY CENTER*(millions of U.S. dollars)*

	2002					2001		
	Member Support	Center Income	Total Revenue	Expenditure	Result*	Total Revenue	Expenditure	Result*
CIAT	31.0	0.7	31.7	32.3	(0.6)	29.8	29.7	0.1
CIFOR	12.5	0.0	12.5	11.7	0.8	12.7	12.6	0.1
CIMMYT	35.2	1.2	36.4	41.3	(4.9)	40.4	40.7	(0.3)
CIP	18.0	0.6	18.5	19.2	(0.6)	18.7	19.7	(1.0)
ICARDA	23.1	1.2	24.3	24.3	(0.0)	21.5	21.3	0.2
WORLD FISH	12.7	0.0	12.7	12.3	0.4	12.5	13.1	(0.6)
WORLDAGROFORESTRY	21.3	0.6	21.9	21.8	0.2	22.2	22.9	(0.7)
ICRISAT	19.8	1.0	20.8	24.8	(4.0)	21.8	23.9	(2.1)
IFPRI	22.9	0.4	23.3	22.7	0.6	22.5	22.5	0.0
IITA	31.4	1.0	32.5	32.6	(0.2)	33.8	35.3	(1.5)
ILRI	26.4	0.4	26.8	27.5	(0.7)	26.2	28.2	(2.0)
IPGRI	25.3	0.4	25.7	25.6	0.1	23.1	23.1	0.0
IRRI	28.5	4.6	33.2	33.4	(0.2)	32.0	32.6	(0.6)
ISNAR	7.9	0.0	7.9	8.9	(0.9)	8.1	8.1	0.0
IWMI	20.3	0.7	20.9	20.7	0.2	11.5	11.4	0.1
WARDA	9.7	0.5	10.1	9.8	0.4	9.7	9.4	0.3
TOTAL	346	13	359	369	(9.6)	346	355	(8.0)

* Deficits were financed by Reserve

TABLE 4 CENTER FINANCES, 2002

(millions of U.S. Dollars)

	Allocations						Funding Source							
	Increasing Productivity	Protecting the Environment	Saving Biodiversity	Improving Policies	Strengthening NARS	Total Expenditures	Europe	Pacific Rim	North America	Developing Countries	Intl & Regul Organizations	Foundations	Non Members	Total Funding
CIAT	14.1	6.4	4.9	1.5	5.4	32.3	10.4	2.3	6.7	2.8	5.7	1.4	1.67	31.0
CIFOR	2.0	3.5	2.0	2.6	1.5	11.7	7.0	0.9	1.4	0.2	2.0	0.2	0.8	12.5
CIMMYT	15.4	7.9	5.8	1.7	10.6	41.3	9.6	3.3	6.9	2.0	5.2	2.4	5.8	35.2
CIP	8.8	4.5	1.2	1.0	3.6	19.2	10.2	1.1	2.7	0.8	2.6	0.3	0.3	18.0
ICARDA	10.3	5.5	3.7	1.1	3.7	24.3	7.0	0.9	7.9	1.3	5.4		0.8	23.1
WorldFish	2.4	4.0	0.1	3.8	1.9	12.3	6.3	0.9	2.4	0.4	1.8		0.9	12.7
World Agroforestry	6.4	4.7	1.0	3.1	6.6	21.8	11.1	0.7	4.0	0.3	3.1	0.8	1.2	21.3
ICRISAT	9.9	3.1	2.9	4.4	4.4	24.7	7.6	1.6	4.9	0.4	4.1	0.3	1.0	19.8
IFPRI		1.8		13.7	7.3	22.7	8.8	1.4	4.0	0.9	3.9	1.2	2.7	22.9
IITA	17.7	4.1	1.3	2.6	6.8	32.6	10.5	1.7	10.9	0.1	5.1	0.5	2.6	31.4
ILRI	15.5	3.3	1.9	2.7	4.1	27.5	14.2	1.1	4.2	0.5	4.3	0.3	1.8	26.4
IPGRI	5.5	2.2	7.5	2.6	7.8	25.6	12.7	1.3	1.6	1.2	5.1	0.1	3.4	25.3
IRRI	14.8	5.7	2.6	4.2	6.0	33.4	12.5	4.5	4.6	1.1	4.6	1.1	0.2	28.5
ISNAR				2.0	6.9	8.9	4.1	0.4	0.9	0.3	1.4	0.2	0.7	7.9
IWMI		8.2		7.2	5.2	20.7	10.9	0.8	1.5	0.5	4.7	0.0	1.9	20.3
WARDA	2.8	1.9	0.9	1.2	3.0	9.8	3.9	2.2	1.1	0.0	1.9	0.2	0.4	9.7
Total	126	67	36	55	85	369	147	25	66	13	61	9	26	346

TABLE 5 CGIAR SYSTEM FINANCIAL POSITION, 1998-2002

(thousands of U.S. dollars)

	1998	1999	2000	2001	2002
Assets					
Current Assets					
Cash and Cash Equivalents	171,110	212,347	151,327	142,339	149,076
Accounts Receivable:					
<i>Donors</i>	65,965	54,062	60,823	63,346	72,864
<i>Employees</i>	2,699	2,591	3,499	2,498	3,078
<i>Others</i>	13,154	12,656	13,576	13,342	14,864
Inventories	7,257	6,653	6,506	6,040	4,447
Pre-paid Expenses	2,786	3,398	3,069	3,265	3,673
Other Current Assets	3,247	4,549	5,248	3,515	3,327
Total Current Assets	266,218	296,256	244,048	234,345	251,329
Fixed Assets					
Property, Plant, and Equipment	475,861	399,398	289,339	274,451	261,394
Less: Accumulated Depreciation	248,819	225,702	191,265	185,392	184,222
Total Fixed Assets (Net)	227,042	173,696	98,074	89,058	77,172
Other Assets			25,728	33,495	41,828
Total Assets	493,260	469,952	367,850	356,898	370,329
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable:					
<i>Donors</i>	67,200	100,576	56,658	54,078	78,749
<i>Employees</i>	8,971	9,876	5,369	12,020	11,877
<i>Others</i>	19,268	25,520	25,966	26,687	31,877
In-trust Accounts	1,732	3,457	3,838	2,505	2,300
Accruals and Provisions	50,054	43,855	48,259	47,223	42,377
Total Current Liabilities	147,225	183,284	140,090	142,513	167,180
Long-Term Liabilities	23,105	23,453	24,899	25,814	27,906
Long-term Loan	190	0	0	0	0
Other	22,915	23,453	24,899	25,814	27,906
Others					
Total Long-term Liabilities	23,105	23,453	24,899	25,814	27,906
Total Liabilities	170,330	206,737	164,989	168,328	195,086
Net Assets	322,930	263,215	202,861	188,570	175,244
Total Liabilities and Net Assets	493,260	469,952	367,850	356,898	370,329

Penang, May 2003