



CGIAR

Financial Report 2005

This detailed report on the financial performance of the CGIAR Centers in 2005 is based on their audited financial statements. This report, as well as the "Executive Summary of the 2005 CGIAR Financial Results", was produced through a joint collaborative effort between IRRI and the CGIAR Secretariat. The IRRI team was led by Kwame Akuffo-Akoto and included Loriza E. Dagdag and Rodelita D. Panergalin. Both reports are included in the 2005 CGIAR Annual Report, which is also available at the CGIAR's website, <http://www.cgiar.org>.

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Acronyms

ADB	Asian Development Bank
AfDB	African Development Bank
AGM	Annual General Meeting
CGIAR	Consultative Group on International Agricultural Research
EC	European Commission
ExCo	Executive Council
FAO	Food and Agriculture Organization of the United Nations
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
MDTF	Multi Donor Trust Fund
MTP	Medium Term Plan
NARS	National Agricultural Research System(s)
NGO	Non-Governmental Organization
OPEC Fund	Fund of the Organization of the Petroleum Exporting Countries
SC	Science Council
UNEP	United Nations Environment Programme
UNDP	United Nations Development Programme

Centers and Programs of the CGIAR

Centers

Africa Rice	Africa Rice Center (formerly WARDA)
CIAT	Centro Internacional de Agricultura Tropical
CIFOR	Center for International Forestry Research
CIMMYT	Centro Internacional de Mejoramiento de Maíz y Trigo
CIP	Centro Internacional de la Papa
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IPGRI	International Plant Genetic Resources Institute
IRRI	International Rice Research Institute
IWMI	International Water Management Institute
World Agroforestry	World Agroforestry Centre (formerly ICRAF)
WorldFish	WorldFish Center (formerly ICLARM)

Challenge Programs

Generation
HarvestPlus
Sub-Saharan Africa
Water & Food

Financial Report 2005

INTRODUCTION

Members of the Consultative Group on International Agricultural Research (CGIAR) support Centers and programs of their choice. The 2005 financial outcome, reported here in US dollars, is an aggregation of the audited financial statements of the 15 Centers and the four Challenge Programs supported by the CGIAR.

Financial Outcome

In 2005 the CGIAR achieved a positive financial result. Total resources (funding and earned income) reached \$460 million in 2005 compared with \$453 million in 2004, an increase of \$7 million (approximately 2 percent). Of the total resources available in 2005, \$450 million represented contributions from Members and non-members, an increase of \$13 million (3 percent) over 2004, and the remaining \$10 million was Center earned income. Meanwhile, expenditure in 2005 reached \$452 million, an increase of \$27 million (6 percent) over 2004. The difference between resources and expenditure was an excess of financing over expenditure of \$8 million, which was added to reserves. This compares with \$28 million added to reserves in 2004.

The \$13 million increase in funding resulted from a \$16 million increase for Challenge Programs (84 percent over 2004), which was offset by a reduction of \$3 million in support to Centers.

This result affected the financial indicators for liquidity and reserves for the System as whole. Although reserves expanded by \$8 million in absolute terms, their adequacy indicator dropped slightly at the System level, from 145 days of operations to 137 days. The liquidity indicator also dropped, from 170 days to 163 days. The drop in these two indicators is largely explained by the higher rate of growth in expenditure (6 percent) over that of resources (2 percent).

Centers continued to make progress in improving their efficiency of operations. This improvement was attributed to an increase in collaboration with partners and decreasing indirect costs. The share of resources going to collaborators as a percentage of total expenditure increased from 14 percent to 16 percent, while the indirect cost ratio fell from 24 percent to 21 percent at the System level. Table A summarizes the approved CGIAR program for 2005 and the actual outcomes for 2005 and 2004.

Table A. **Summary of 2005 CGIAR Approved Program vs Actual Outcome**
(millions of US dollars)

			2005 Plan Approved at AGM04	Actual 2005 Outcome	Actual 2004 Outcome
Expenditure					
Centers			439	417	406
Challenge Programs	}	Centers	25	25	14
		Partners		10	5
Total expenditure			464	452	425
Financing					
Funding					
Centers			416	415	418
Challenge Programs	}	Centers	41	25	14
		Partners			10
Subtotal funding			457	450	437
Earned income			7	10	16
Total financing			464	460	453
Carried forward for future use				8	28

Composition of Funding

Total funding increased by \$13 million (3 percent) in 2005. Although unrestricted funding as a percentage of total funding decreased from 45 percent to 43 percent, the dollar value was unchanged due to the increase in total funding.

Sources of Funding

Industrialized countries provided \$312 million (69 percent) of the total funding in 2005, an increase of \$18 million (6 percent) over the 2004 contribution of \$294 million (67 percent of the total). International and regional organizations and Foundations provided \$86 million or 19 percent (2004: \$86 million or 20 percent), and Developing countries and Non-members provided the remaining \$52 million or 12 percent (2004: \$57 million or 13 percent).

Program Expenditure

Program expenditure in 2005 was \$452 million, an increase of \$27 million (6 percent) over 2004. Distribution of resources by CGIAR output was broadly consistent with the approved financing plan. It was also broadly in line with the actual 2004 distribution. Sustainable production, the major thrust of CGIAR's research, accounted for 33 percent of expenditure (2004: 35 percent). Enhancing NARS accounted for 20 percent, the same as in 2004. Expenditure on policy research accounted for 18 percent, (2004: 16 percent). Expenditure on germplasm improvement and germplasm collection accounted for 17 and 12 percent of total expenditure respectively, both the same as in 2004.

Expenditure in Sub-Saharan Africa was 46 percent (2004: 47 percent) while that in Asia was 30 percent (2004: 32 percent). In Latin America and the Caribbean it increased to 14 percent from 12 percent in 2004. In Central and West Asia and North Africa it increased to 10 percent from 9 percent.

Personnel costs remained at 45 percent of total expenditure compared with 2004. The share of personnel costs in total expenditure continues to vary widely among the Centers, reflecting the wide variability in the type of operations across the CGIAR system.

Center Highlights

The stability noted at the System level reflects a range of outcomes at the individual Centers. Contributions increased for 8 Centers compared with 12 in 2004. Five Centers (Africa Rice, CIAT, CIFOR, ICARDA, and IFPRI) had increases between 10 and 17 percent. Three (ICRISAT, IPGRI and World Agroforestry) had increases below 5 percent. Contributions to the other 7 Centers were lower. CIMMYT, CIP, IITA, ILRI, IWMI¹, and WorldFish had reductions between 1 and 10 percent and IRRI had a 12 percent reduction.

Operational results (contributions and earned income minus expenditure) show that 10 Centers ended the year with an excess of resources over expenditure compared with 14 in 2004. As a percentage of total resources, four Centers (Africa Rice, CIMMYT, IITA and ILRI) had an excess of resources over expenditure above 5 percent; six Centers (CIP, ICARDA, ICRISAT, IPGRI, IWMI and World Agroforestry) had below 5 percent. Five Centers incurred a deficit (excess of expenditure over resources). Three Centers (CIAT, CIFOR, and IFPRI) had deficits of 5 percent while, two had deficits above 10 percent (IRRI: 19 percent and WorldFish: 13 percent). Operational surpluses are the main source of Center reserves.

Financial Position

The 2005 financial data confirm that, as was the case in previous years, the CGIAR as a whole was in a strong financial position. Total net assets at the end of the year were \$238 million, an increase of \$2 million over 2004. Of these, the amount invested in fixed assets was \$78 million and restricted net assets were \$2 million. These were at the same level as in 2004.

¹ IWMI data are not comparable between 2004 and 2005. The 2004 data included components of Challenge Program on Water and Food (CPWF) that were implemented by other Centers and Partners, while in 2005 these data were excluded

Box 1. Compliance with Financial Guidelines

The Centers are 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 approved by the membership. Developed by the CGIAR Secretariat with the input of Center finance 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 substantive financial performance, and in keeping with practice established in 2004, a peer group of finance directors has reviewed the 2005 externally audited financial statements of the Centers to assess their compliance with CGIAR accounting policies and reporting guidelines, and to validate the analysis underpinning the CGIAR financial report. The guidelines (CGIAR Accounting Policies and Reporting Practices Manual) were recently updated to reflect international financial reporting standards. The peer review also made a number of recommendations to promote best practice in fiduciary management and financial reporting.

Another mechanism to strengthen accountability within the CGIAR is a joint CGIAR Secretariat/Centers initiative to strengthen internal auditing within the System by providing strategic internal audit advice and services to the Centers. The Internal Audit Unit is part of the Systems Office. In 2004, three Centers joined the consortium, bringing to 13 the number of Centers participating in this initiative. At the end of 2005, the two remaining Centers had committed to joining the consortium.

TABLE 1. CGIAR PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	337	357	381	437	450
<i>(of which unrestricted)</i>	43%	44%	44%	45%	43%
Earned income	15.8	14.0	17.2	16.1	10.3
Total revenue	353	371	398	453	460
Agenda funding (millions of US dollars)					
Members					
Europe	131	147	161	181	197
Pacific Rim	38	26	24	26	24
North America	57	65	76	87	91
Developing countries	12	12	12	17	15
International and regional organizations	64	69	70	73	72
Foundations	12	13	12	13	14
Subtotal	314	332	356	397	413
Non-members					
Total	23	25	25	40	45
Top three contributors					
	United States World Bank	United States World Bank	United States World Bank	United States World Bank	United States World Bank
	Japan	United Kingdom	E.C.	United Kingdom	United Kingdom
Staffing (number)					
Internationally recruited staff	1,013	1,060	1,065	1,063	1,100
Support staff	7,477	6,699	6,837	6,728	6,774
Total	8,490	7,759	7,902	7,791	7,874
Agenda program expenditure by output					
Germplasm improvement	18%	18%	17%	17%	17%
Germplasm collection	10%	10%	11%	12%	12%
Sustainable production	36%	35%	34%	35%	34%
Policy	14%	15%	16%	16%	18%
Enhancing NARS	22%	22%	22%	20%	20%
Total (millions of US dollars)	355	381	395	425	452
Object of expenditure					
Personnel costs	49%	49%	46%	45%	45%
Supplies & services	40%	40%	31%	29%	27%
Collaboration & partnerships			12%	14%	16%
Travel	7%	7%	7%	8%	8%
Depreciation	4%	4%	4%	4%	4%
Expenditure by region					
Sub-Saharan Africa	43%	43%	45%	47%	46%
Asia	31%	33%	32%	32%	30%
Latin America & the Caribbean	16%	15%	14%	12%	14%
Central and West Asia & North Africa	9%	9%	9%	9%	10%
Result of operations [Surplus/(deficit)] in US\$m					
	(2)	(10)	3	28	8
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	99.5	96.0	126.8	155.5	158.0
Liquidity indicators					
Working capital (days expenditure)	129	125	151	170	163
Current ratio	1.9	1.8	1.8	1.9	1.9
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	107	96	124	145	137
Fixed asset indicators					
Capital expenditure (millions of US dollars)	15.9	9.262	9.735	15.5	15.8
Capital expenditure / depreciation	104%	65%	63%	90%	101%
Efficiency of operations indicator					
Indirect cost ratio				24%	21%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.68	0.83

Box 2. Financial Concepts and Terminology

Research Agenda. The research agenda is made up of all the Center activities. One or more Centers may execute these activities jointly with national agricultural research systems (NARS), advanced research institutions (ARIs), or nongovernmental organizations (NGOs). Centers develop the agenda and implement programs in collaboration with partners. The ExCo and, if necessary, SC reviews the agenda and, if appropriate, recommends it for CGIAR financing. Projects in the agenda should:

- Aim to produce research or research-related international public goods (including training)
- Be of high priority with regard to accomplishment of the CGIAR's goals and objectives
- Have acceptable probabilities of success, and
- Have no alternative producers or sources of supply with suitable costs or reliability.

Agenda Funding. The research agenda, as endorsed by the CGIAR, is eligible for financing by Members, including the World Bank. All Centers and partners are encouraged to maximize financing. Mechanisms to ensure that the agenda is fully funded have evolved from unsuccessful attempts to "guarantee" full financing through the sole use of World Bank funds. Members, instead of the World Bank alone, now act collectively to fill any financial gaps that might arise in the course of the year.

Modalities of Funding. Centers are primarily financed through annual support from CGIAR Members. Modest amounts are also available from Centers' annual miscellaneous income, including ad hoc contributions from organizations that are not CGIAR Members. Member financing may be unrestricted and directed to the CGIAR with flexibility regarding allocation based on CGIAR priorities; or to Centers, or to programs. Alternatively, Member financing may be restricted and directed to a specific Center program, project, subproject, or activity as defined in a contractual agreement.

All Members are expected to help pay the full cost of Center operations, including administrative costs, of which they must bear a proportionate share. All Members are encouraged to provide general (i.e., unrestricted) support. Members usually disburse funds directly to Centers throughout the year. The CGIAR Secretariat provides disbursement services, through the World Bank, to Members.

CGIAR Agenda Matrix. The distribution of financial resources is presented as the CGIAR research agenda matrix. Activities are divided into five groups representing the principal undertakings of the CGIAR. The matrix reflects the full allocation of Center project costs among the CGIAR activities. Projects are the basic units of activity. Approximately 160 projects were ongoing in 2005. The CGIAR has identified and implemented several system wide programs to respond to specific challenges and strengthen collaboration among Centers and with partners.

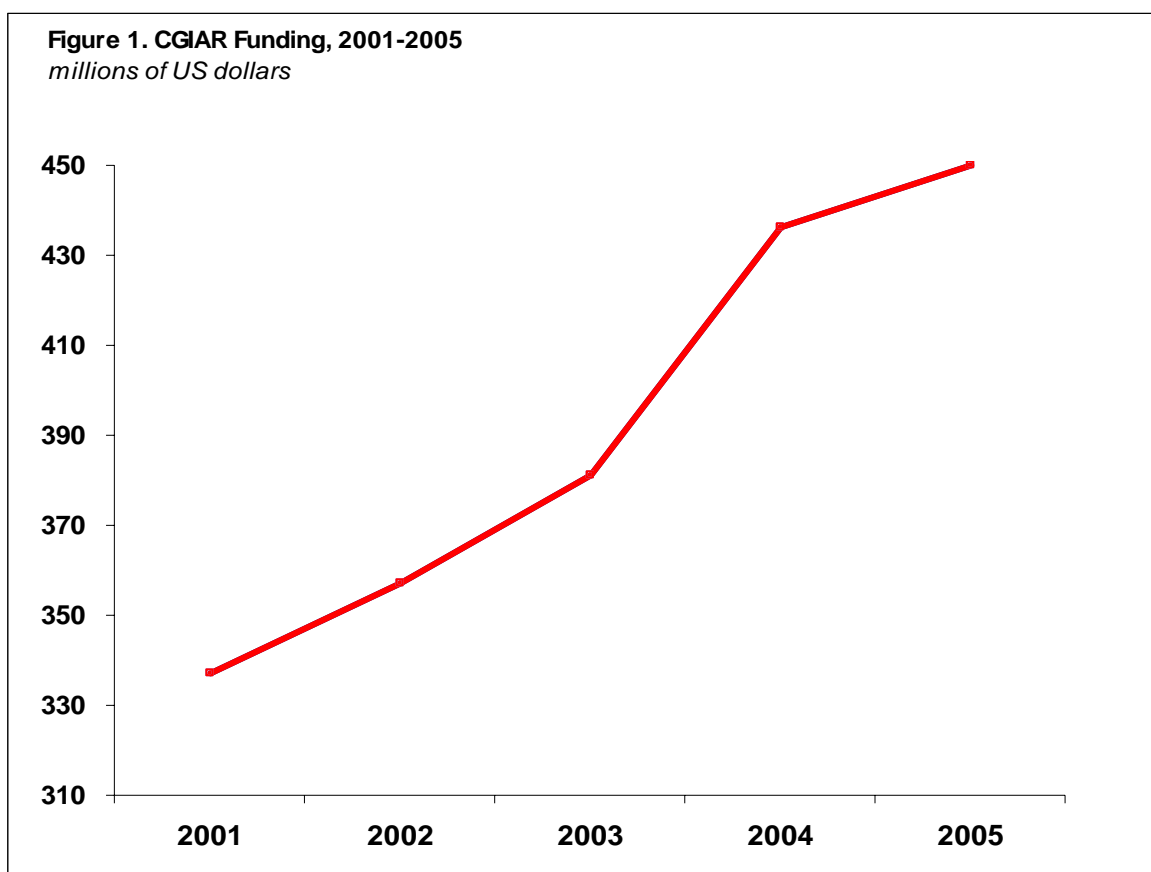
Implementation. Centers implement the research agenda in partnership with advanced institutions, NGOs, and NARS. These joint ventures might involve shared tasks at different points on the research and development continuum, from laboratory-based research to field-level experiments. Funding of such ventures is included in financing for the CGIAR research agenda.

2005 FUNDING

Overall

Members and Non-members provided \$450 million for the 2005 research agenda (see box 2 above). This represented an increase of \$13 million (3 percent) over the actual 2004 level of \$437 million but (2 percent) lower than the approved financing plan target of \$457 million.

Figure 1 shows CGIAR funding trends from 2001 to 2005 in historical values. Annex Table A1.1 provides Members' support since 1972. Funding in various details are shown in Annex 2.



Evolution of 2005 Funding

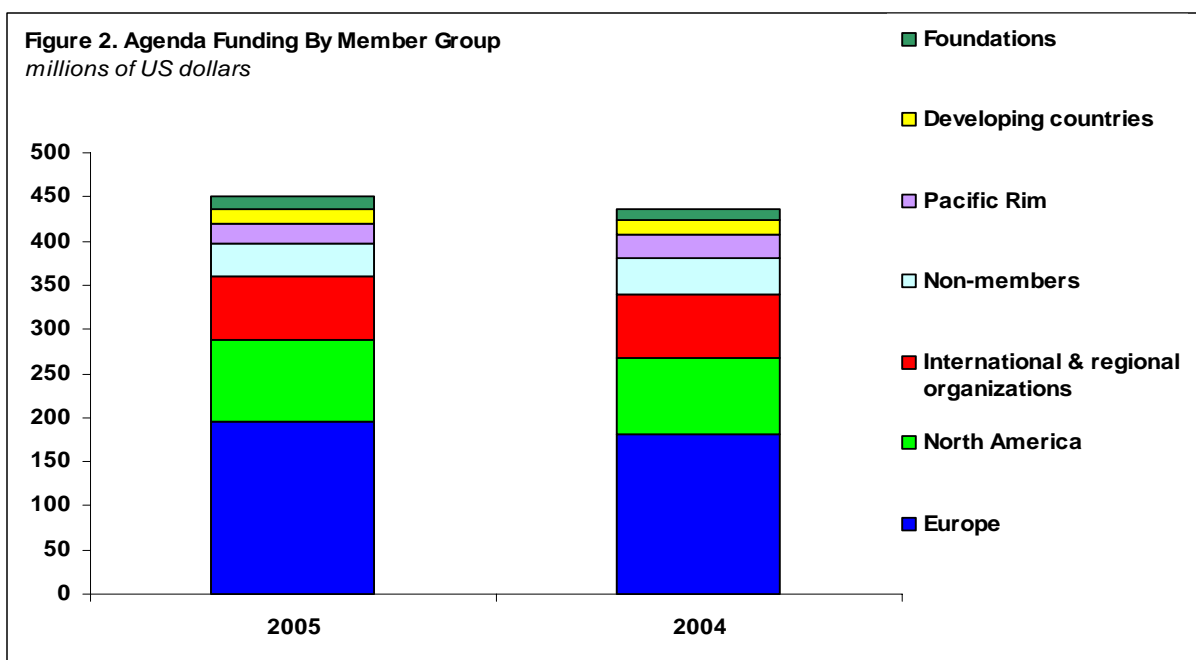
At AGM04, the CGIAR approved a financing plan of \$464 million for 2005 of which \$457 million was forecast from contributions of Members and Non-members and \$7 million from earned income.

Financial Outcome

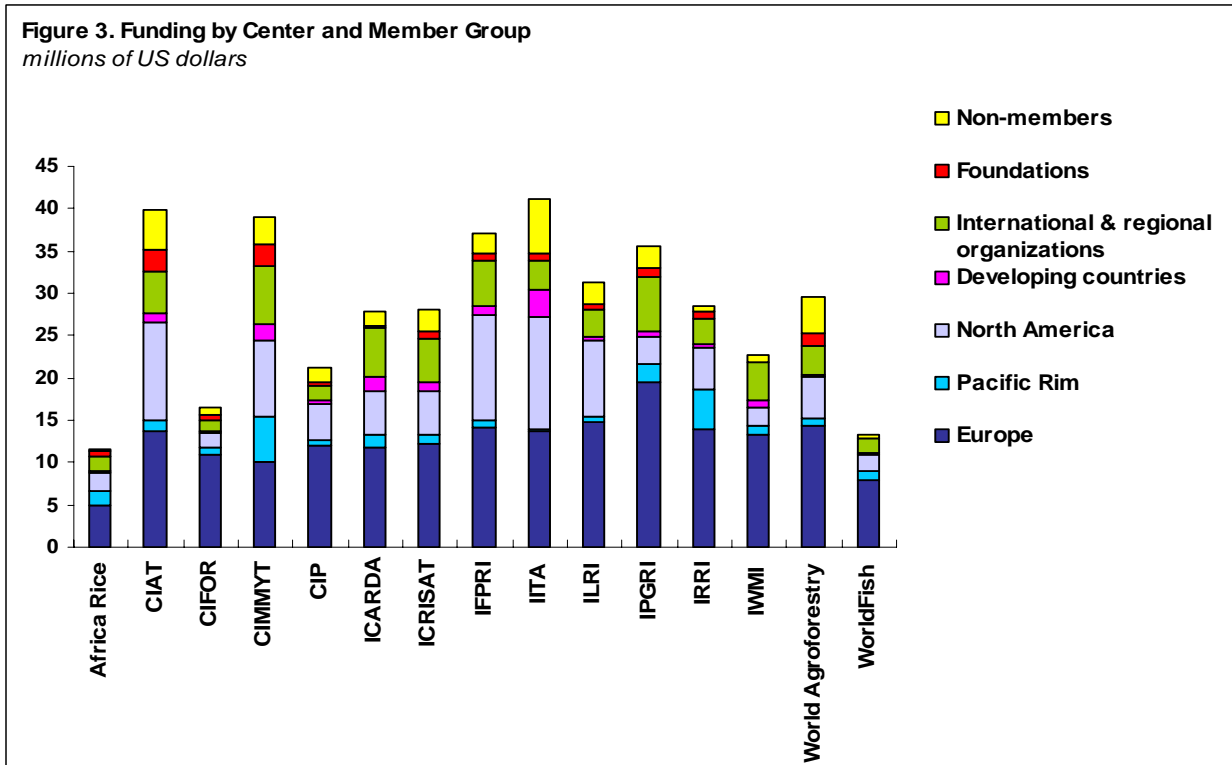
The \$450 million contributions from Members and Non-members and earned income of \$10 million resulted in total revenues of \$460 million for the CGIAR in 2005. Total expenditure was \$452 million, resulting in an overall operating surplus of \$8 million at the System level as detailed in Table A3.3. By comparison, the operating surplus in 2004 was \$28 million.

Funding Profile

Sixty of the 64 CGIAR Members² contributed \$413 million (\$396 million in 2004), and the remaining \$37 million came from a broad range of sources including Non-member Foundations and NGOs. Excluding the Non-member funding, the average Member funding was approximately \$6.9 million, slightly higher than the 2004 average of \$6.7 million. Figure 2 compares the composition of funding for 2005 with that of 2004. Figure 3 presents the composition of funding by Center and Member group in 2005.



² For presentation purposes, Members are divided into four distinct groups: industrialized countries (24), Developing countries (24), Foundations (5), and International and regional organizations (11). Industrialized countries are further divided along geographical lines into three subgroups: Europe, North America and Pacific Rim.

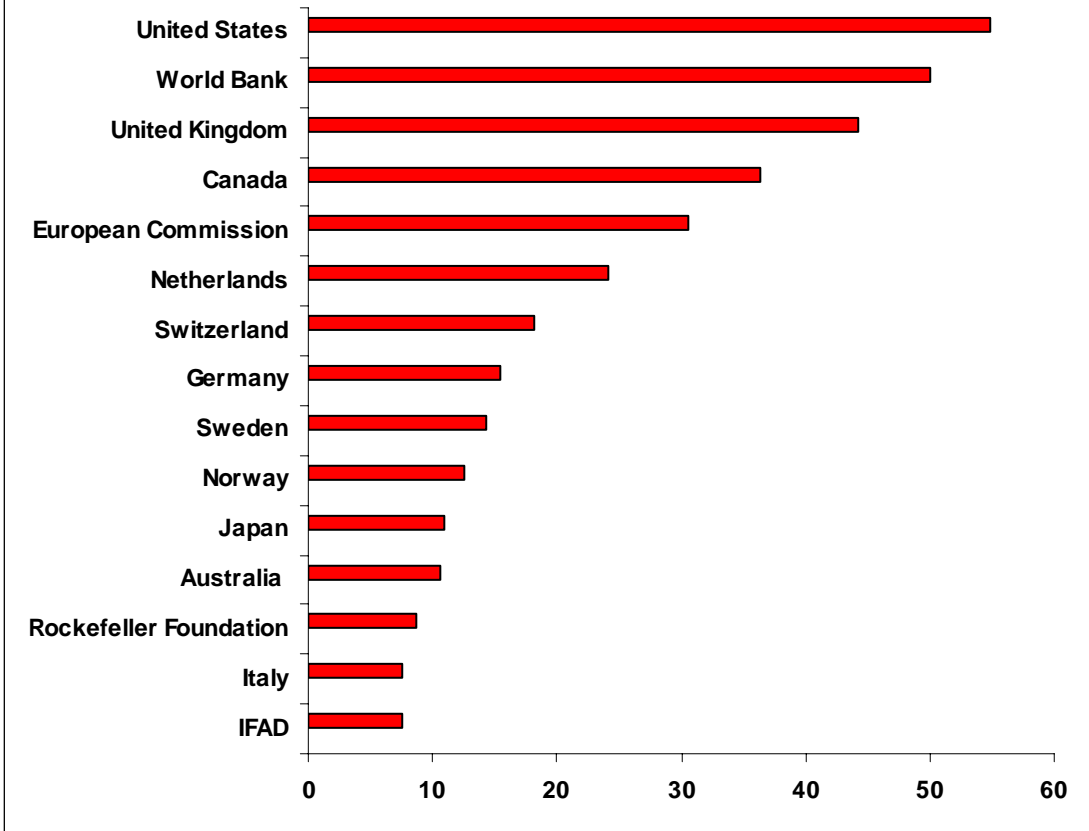


Overall, funding increased by \$13 million (3 percent) compared with 2004. The increase in contributions in 2005 mainly came from Europe; \$15.5 million (9 percent over 2004) and North America; \$4.5 million (5 percent over 2004). Contributions from Developing countries decreased by \$1.3 million (8 percent below 2004). Nigeria maintained its rank as the top contributor among the Developing country members.

The decrease in the contributions from the Pacific Rim, \$1.9 million (7 percent) lower compared with 2004, was mainly attributed to the 20 percent reduction from Japan as well as foreign exchange losses due to a weaker yen in 2005.

The top fifteen contributors (Figure 4) accounted for approximately 77 percent (\$346 million) of contributions for the research agenda in 2005. The United States, contributing \$54.8 million, was the single largest contributor, followed by the World Bank (\$50 million), United Kingdom (\$44.2 million) and Canada (\$36.4 million). These members held the same rankings in 2004.

Figure 4. Top Fifteen Contributors
millions of US Dollars



Disbursements

CGIAR Members have the option to disburse their contributions either directly to the Centers or through the Secretariat using the World Bank's payment system. In 2005, a new instrument – the Multi Donor Trust Fund Administrative Agreement (MDTFAA) – was finalized in order to enhance accountability and to bring the CGIAR trust fund into compliance with World Bank reforms. The MDTFAA constitutes a formal agreement between the World Bank and the contributing Member.

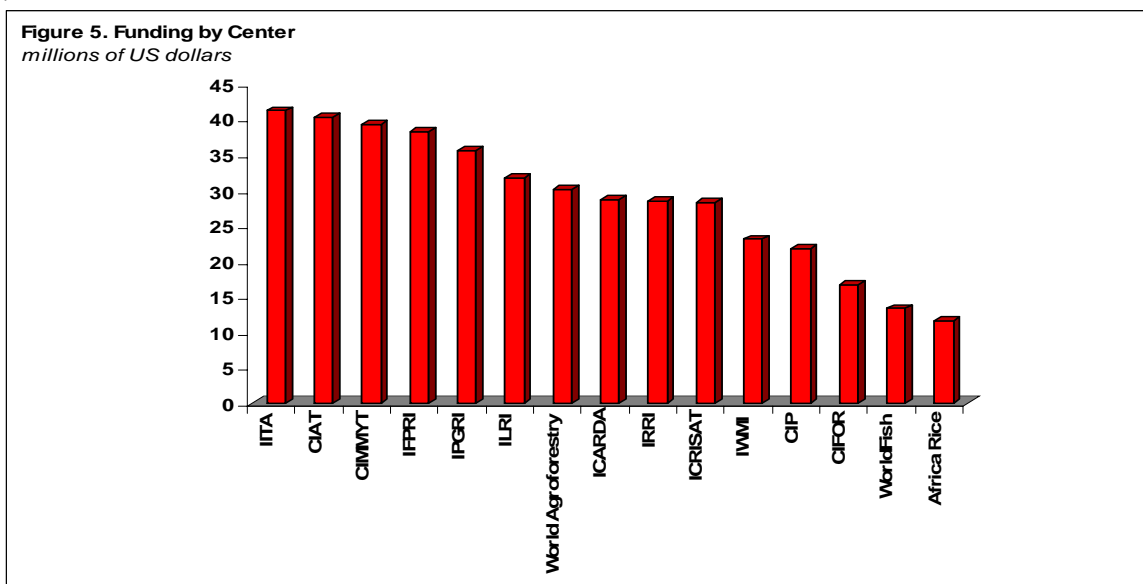
In 2005, approximately \$96 million (21 percent of total funding) from 11 Members was disbursed through the World Bank, compared with \$117 million (27 percent) from 16 Members in 2004. The reduction is attributed mainly to the initial transition process to the Multi Donor Trust Fund (MDTF). Details of disbursements through the World Bank are provided in table A2.4.

The main advantage to Members of using the Bank's payment system is a reduction in the number of disbursement transactions: Members make only one transfer to the World Bank account instead of as many as 15 to individual Center bank accounts.

In addition to trust funds, the World Bank's contribution is also managed by the CGIAR Secretariat.

Center Perspective ³

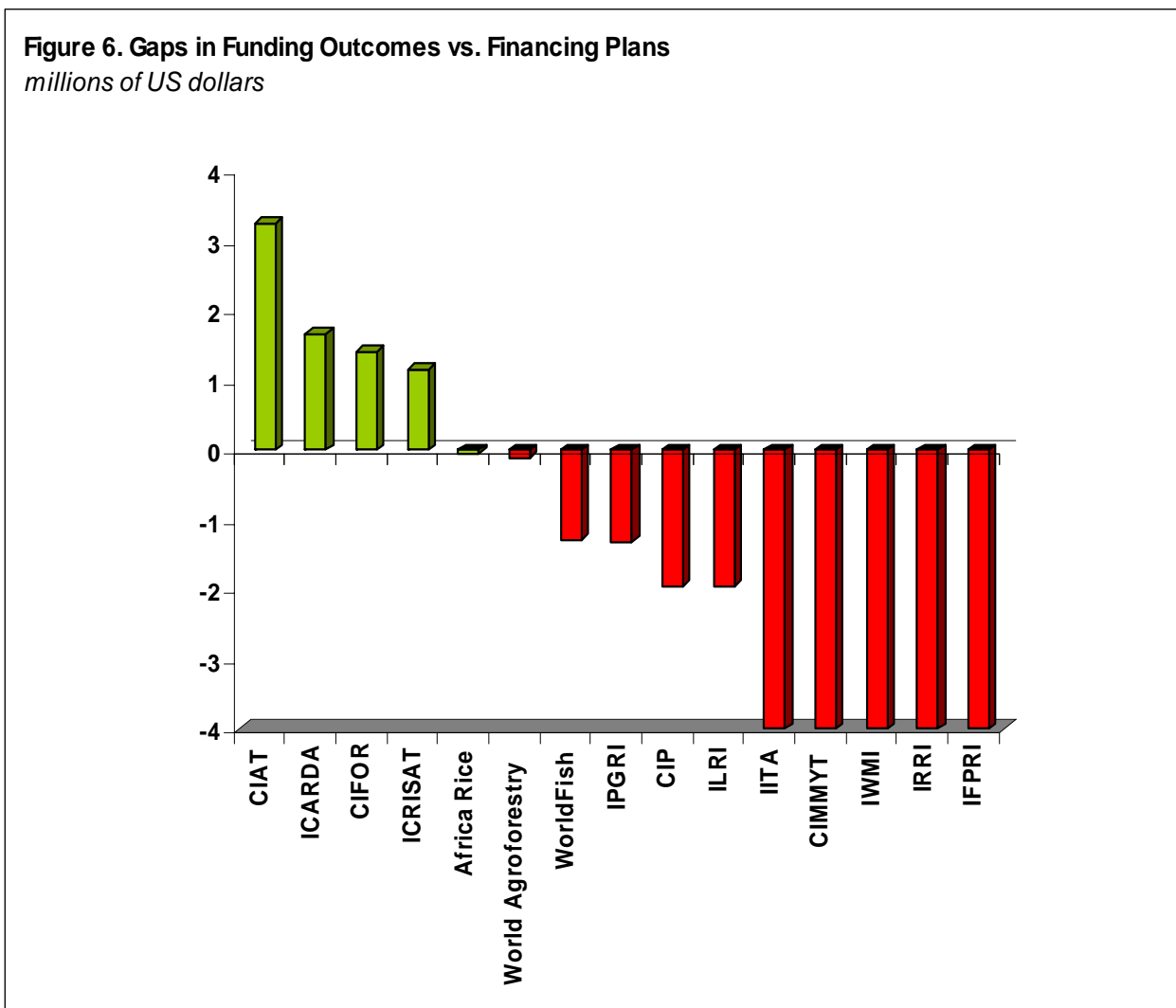
Figure 5 illustrates the distribution of funding by Center in 2005. Support to two Centers, IITA and CIAT was more than \$40 million, that to five Centers (CIMMYT, IFPRI, IPGRI, ILRI, and World Agroforestry) was between \$30 million and \$40 million, support to five others (ICARDA, IRRI, ICRISAT, IWMI⁴ and CIP) was between \$20 million and \$30 million while support to the final three (CIFOR, WorldFish and Africa Rice) was between \$10 and \$20 million.



³ To maintain the integrity of Center financial statements, the presentation of funding received by Centers (and expenditure reported) includes inter-Center activities. However, at the aggregate CGIAR level, these activities (funding and expenditure) are eliminated to avoid double counting. In 2005 inter-Center activities totaled \$5.4 million.

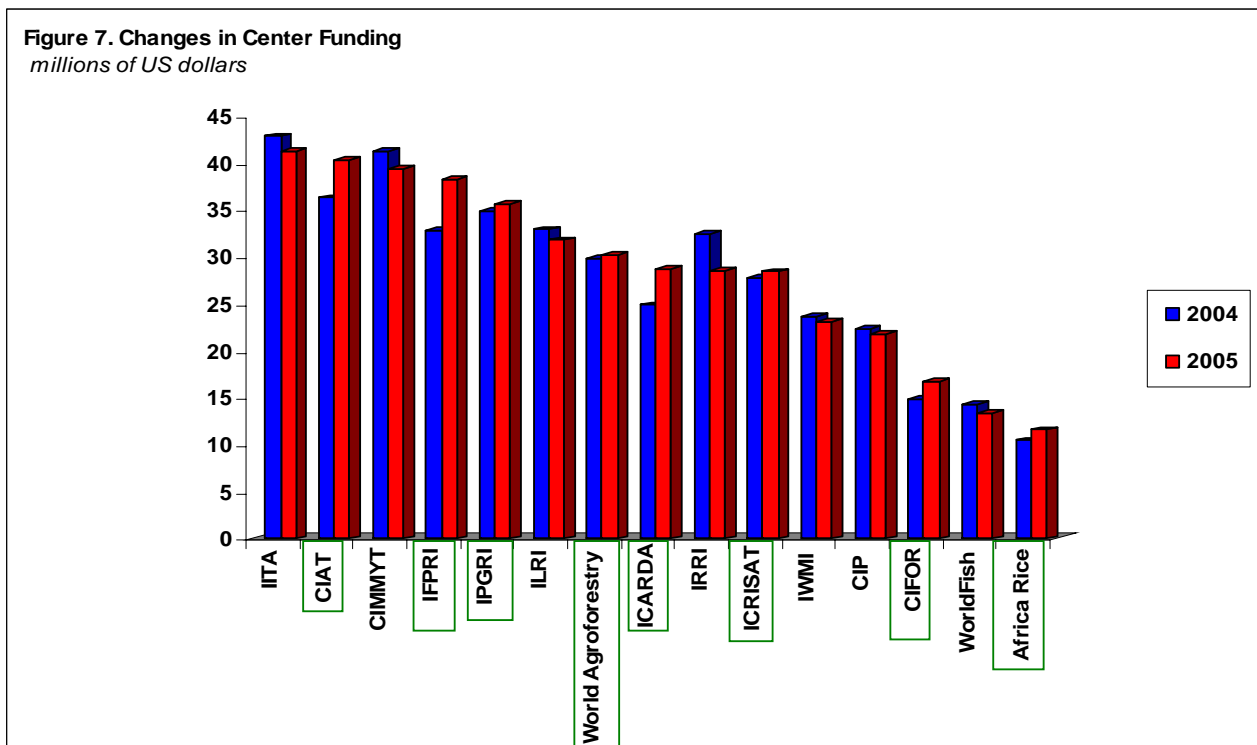
⁴ See footnote number 1

Figure 6 shows gaps in funding outcomes versus financing plan by Center in 2005. As shown, funding for five Centers was at or above the approved financing plans: CIAT (\$3.3 million or 9 percent); ICARDA (\$1.7 million or 6 percent); CIFOR (\$1.4 million or 9 percent); ICRISAT (\$1.2 million or 4 percent), and Africa Rice was at the same level as approved. Funding for six Centers (World Agroforestry, WorldFish, IPGRI, CIP, ILRI and IITA) was broadly in line with the financing plan (within 10 percent). Four Centers (CIMMYT, IWMI, IRRI and IFPRI) were more than 10 percent below their financing plans.



As Figure 7 shows⁵, funding increased for eight Centers (CIAT, IFPRI, IPGRI, World Agroforestry, ICARDA, ICRISAT and CIFOR), compared with twelve in 2004. Five of these (Africa Rice, CIAT, CIFOR, ICARDA and IFPRI) increased between 10 and 20 percent, and three (ICRISAT, IPGRI and World Agroforestry) increased between 1 and 5 percent. Seven Centers experienced a contraction in their funding. Six (CIP, CIMMYT, IITA, ILRI, IWMI⁶ and WorldFish) experienced reductions of 10 percent or less and IRRI had a reduction of 12 percent.

Annex Table A2.5 details 2005 funding by Center. Annex Table A2.6 presents 2005 funding outcomes by Center. Annex Table A2.7 shows CGIAR funding by Center from 2001 to 2005.



⁵ Figures include "inter-Center activities".

⁶ See footnote number 1

Modalities of Funding

Analysis of categories and types of funding provides another perspective on the challenges faced by Centers in implementing the approved research agenda. Depending on the degree of flexibility in its use, CGIAR funding has been traditionally divided into two broad categories: unrestricted and restricted.

Unrestricted Funding

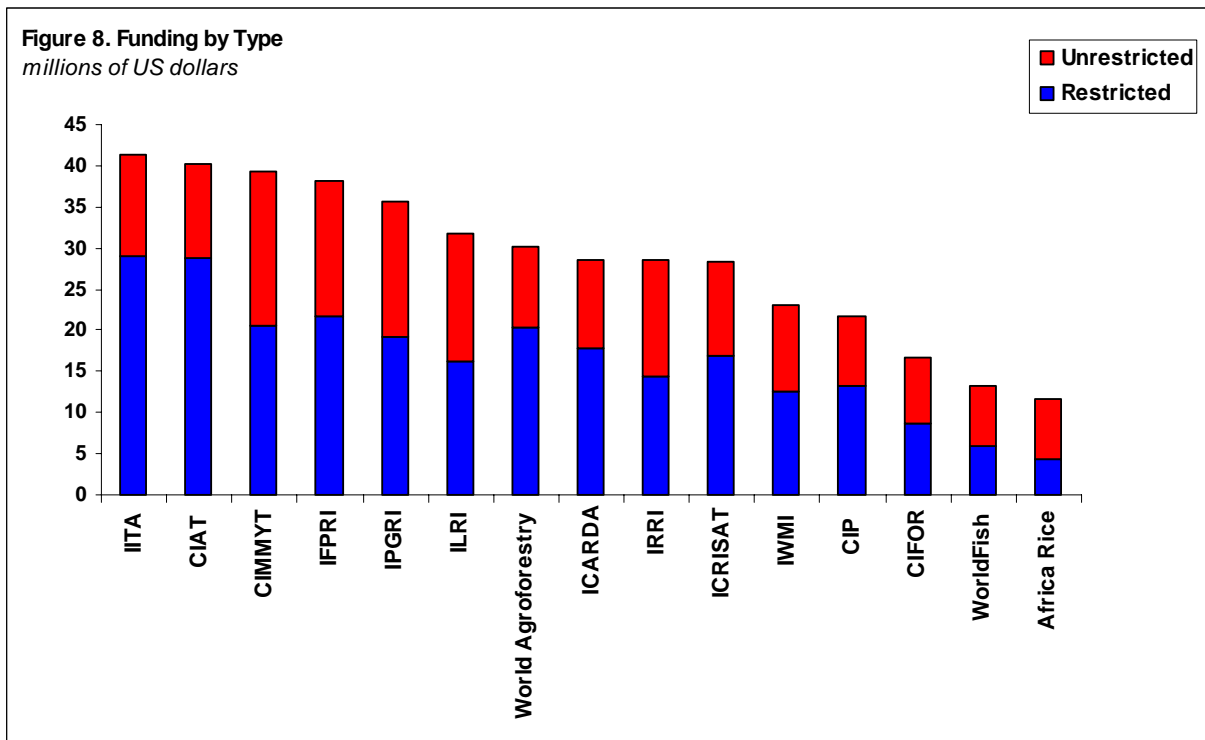
Unrestricted funding refers to resources whose use is not restricted by the Members, i.e. the support is provided to the Center as a whole. The World Bank's funding for general support is the best example of this type of funding because, within the research agenda, allocation of the funding is totally unconstrained. Centers can allocate unrestricted funds to any program or cost within the research agenda on the basis of institutional needs and priorities.

Restricted Funding

There are three levels of restriction associated with restricted contributions in the CGIAR: the least restricted are programs (e.g., Challenge Programs, System wide and Ecoregional Programs), followed by targeted (e.g., geographic), and the most restricted are projects.

Project funding is restricted through a contract between a Member and the Center implementing the project, subproject, or activity. Funds for each line item in the budget are specified. Any reallocation of funds between budget lines generally requires the prior consent of the Member. Accountability requirements are detailed in the contract, which often call for financial audits on a periodic (annual) or end-of-project basis.

Figure 8 below shows the composition of funding by Center in 2005.

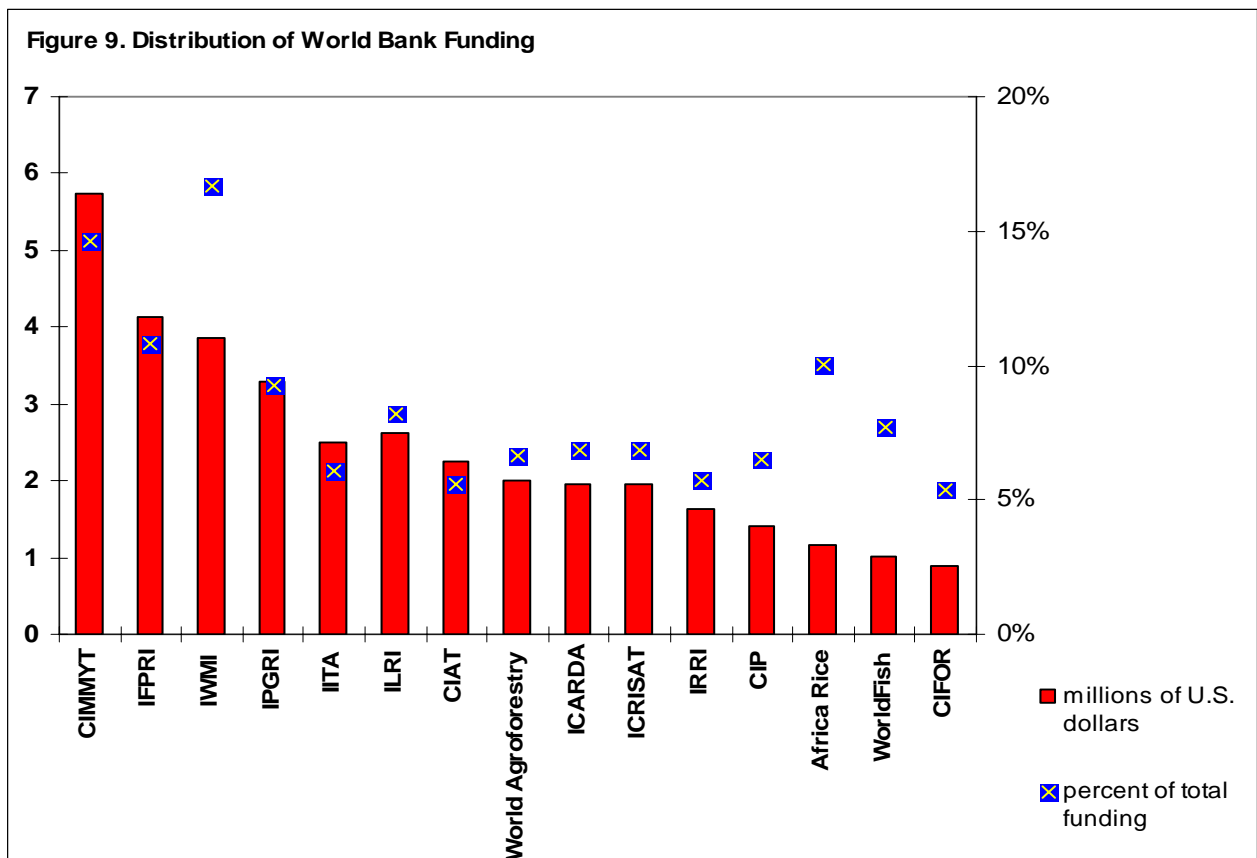


World Bank Funding

In 2005 the World Bank maintained its strategic approach to allocating its contribution. Approximately half of the Bank's contribution was allocated for general support and the other half was allocated to support the reform program and System Office and Committees. Of the allocation for general support, 75 percent was allocated according to a Center's size based on six funding brackets. Allocation of the other 25 percent was linked to performance, of which there were three categories: satisfactory, superior and outstanding.

Table A2.8 provides details of the allocation of the World Bank's 2001-2005 support.

Figure 9 illustrates the share of the World Bank's support in each Center's overall 2005 funding.



Challenge Programs

In 2005 Members and Non-members made available \$38 million for Challenge Programs compared with \$37 million in 2004. Of the \$38 million for 2005, \$35 million⁷ was spent (compared with \$19 million in 2004), leaving \$3 million which increased the cumulative balance brought forward from 2004 of \$28 million to \$31 million at the end of 2005. Table 2 summarizes Challenge Program resources and expenditure.

⁷ \$25 million of Challenge Program components were implemented by Centers and \$10 million by CGIAR partners

Table 2. Summary of Challenge Programs 2005

(millions of US dollars)

Funds Available	Harvest Plus	Water & Food	Generation	SSA	Total
ADB	0.2				0.2
Bill & Melinda Gates Foundation	8.8				8.8
Denmark	0.3	0.3			0.7
European Commission			5.7		5.7
Germany		0.4			0.4
Int'l Life Sciences Institute	0.2				0.2
Kirk House			0.02		0.02
Netherlands		0.3			0.3
Norway		0.4			0.4
Pioneer			0.02		0.02
Rockefeller Foundation			0.8		0.8
Sweden	0.2	0.2	0.2		0.6
Switzerland		1.0			1.0
United Kingdom	1.4	4.6	4.4		10.4
USA	2.4				2.4
Waternet		0.1			0.1
World Bank	2.0	2.0	2.5		6.5
Total¹	15.5	9.3	13.6		38.4

Expenditure	HarvestPlus		Water & Food		Generation		SSA		Total	
	Center	Others	Center	Others	Center	Others	Center	Others	Center	Others
Africa Rice										
CIAT	2.0		1.0		0.9		0.1		4.1	
CIFOR										
CIMMYT	1.0		0.3		1.6				2.8	
CIP	0.5		0.1		0.5				1.2	
ICARDA	0.1		0.4		0.6				1.1	
ICRISAT	0.3		0.8		0.5				1.6	
IFPRI	2.3		0.1						2.4	
IITA	0.7				0.4		0.3		1.3	
ILRI										
IPGRI	0.1				1.1				1.1	
IRRI	0.5		2.7		1.7				4.9	
IWMI			3.6						3.6	
W/Agroforestry										
WorldFish			0.5						0.5	
Total¹	7.5	2.4	9.4	1.1	7.4	4.8	0.4	2.0	24.6	10.2
		9.9		10.5		12.1		2.4		34.9

2005 Balance	5.6	(1.2)	1.5	(2.4)	3.5
2004 Balance	5.0	5.4	12.7	4.9	28.0
Cumulative balance	10.6	4.2	14.2	2.5	31.5

¹ Totals may not add up due to rounding.

AGENDA RESOURCES

Spending on the 2005 research agenda amounted to \$452 million an increase of \$27 million or 6 percent over 2004 (\$425 million). Two Centers had lower expenditure in 2005 compared with 2004. These were CIMMYT (a reduction of \$2.3 million or 6 percent), and IITA (\$2.4 million, or 6 percent).

Expenditure of the remaining twelve Centers was higher than in 2004. They were: IFPRI (by \$8.3 million, or 26 percent), CIAT (by \$5.7 million or 16 percent), ICARDA (by \$4.5 million or 18 percent), CIFOR (\$ 2.4 million or 16 percent), IPGRI (\$2.5 million or 8 percent), World Agroforestry (by \$1.5 million or 5 percent), ICRISAT (\$1.7 million or 6 percent), WorldFish (by \$1.0 million or 7 percent), Africa Rice (by \$0.9 million or 9 percent), and CIP, ILRI and IRRI (by \$0.5 million or 2 percent).

Allocation of Resources

The allocation of resources is reviewed from the perspective of CGIAR outputs, regions and object of expenditure. Annex Table A3.1 provides data on expenditure by Center⁸ from 2001 to 2005.

By Output

Figure 10a illustrates expenditure for the year 2005 in terms of the CGIAR's five research outputs: germplasm improvement, germplasm collection, sustainable production, policy and enhancing national agricultural research systems (NARS). Annex Table A3.2 provides details for the period 2001-2005.

Expenditure for the five CGIAR output by Center is presented in Figures 10b, 10c, 10d, 10e and 10f. Annex Table A3.3 provides details.

Expenditure for germplasm improvement was 17 percent of total expenditure, germplasm collection 12 percent, sustainable production 33 percent, policy 18 percent and enhancing NARS 20 percent.

⁸ See footnote number 1

Figure 10a. Expenditure by CGIAR Output
millions of US dollars and percentages of total

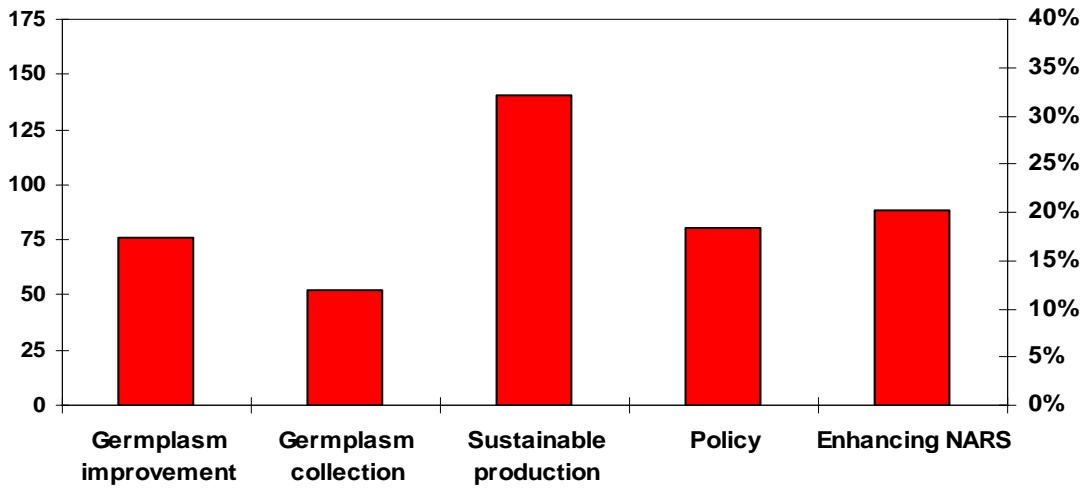


Figure 10b. Center Expenditure on Germplasm Improvement
millions of US dollars and percentages of total

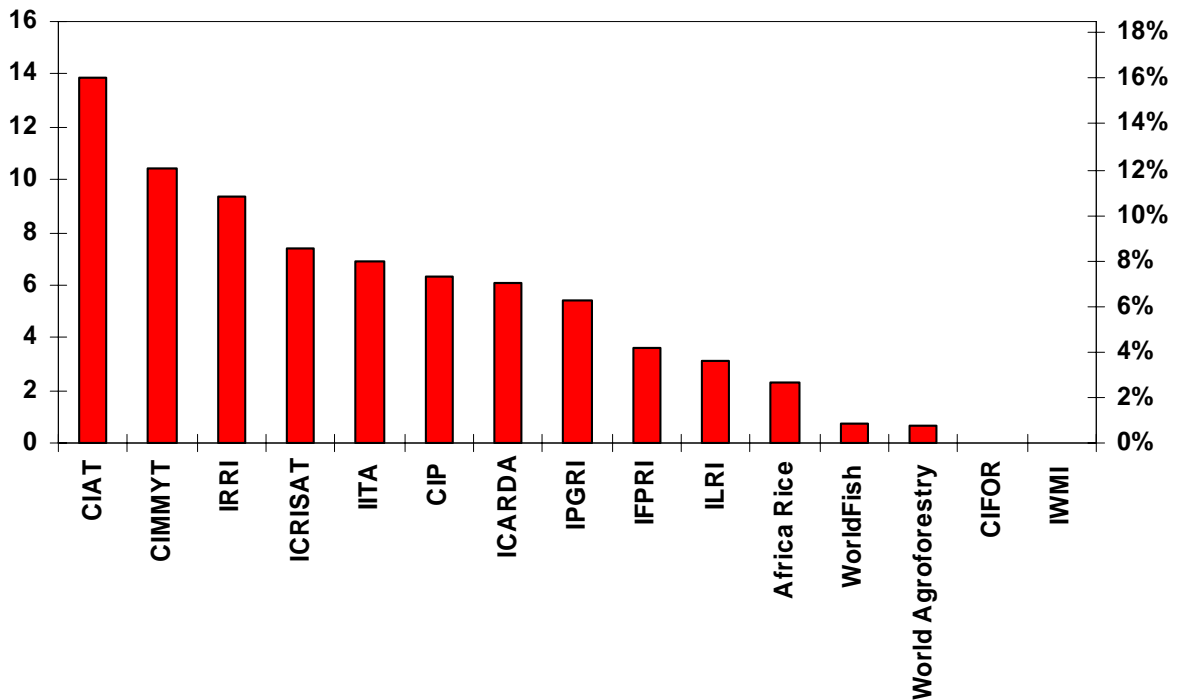


Figure 10c. Center Expenditure on Germplasm Collection
millions of US dollars and percentages of total

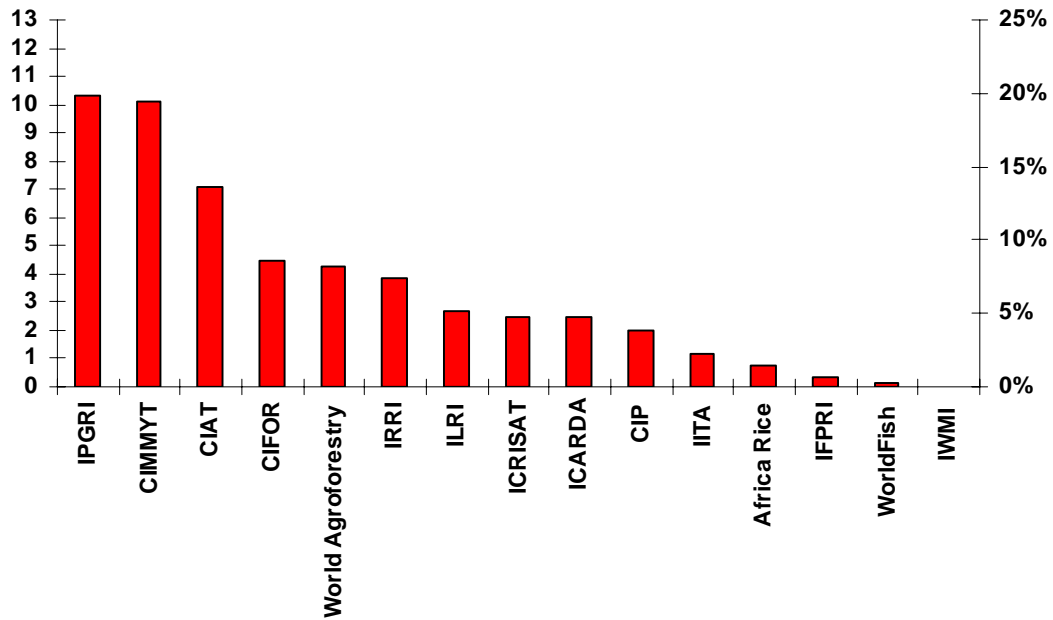


Figure 10d. Center Expenditure on Sustainable Production
millions of US dollars and percentages of total

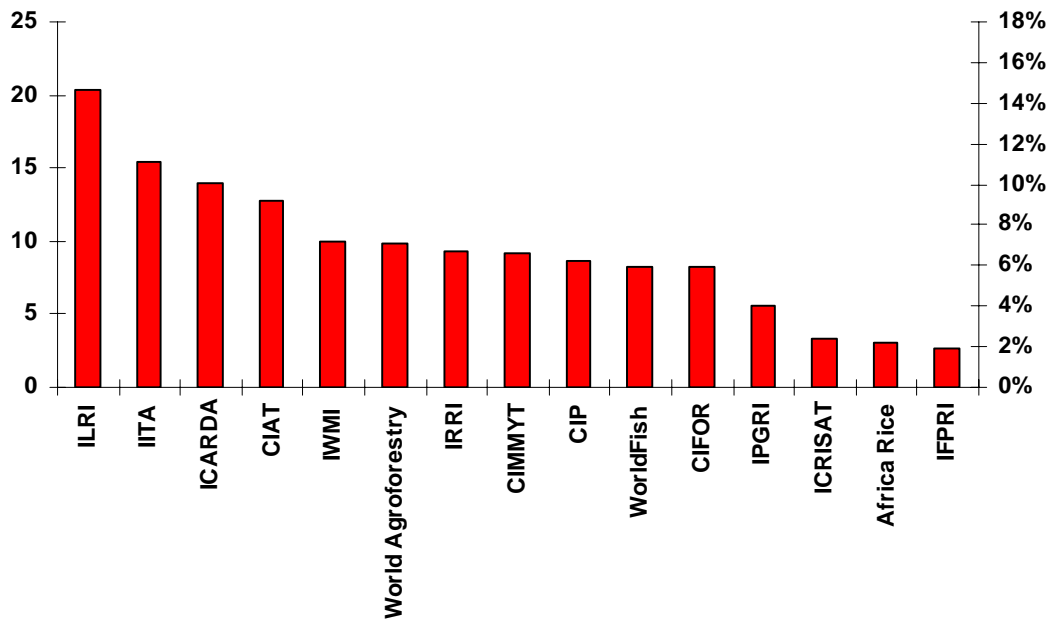


Figure 10e. Center Expenditure on Policy
millions of US dollars and percentages of total

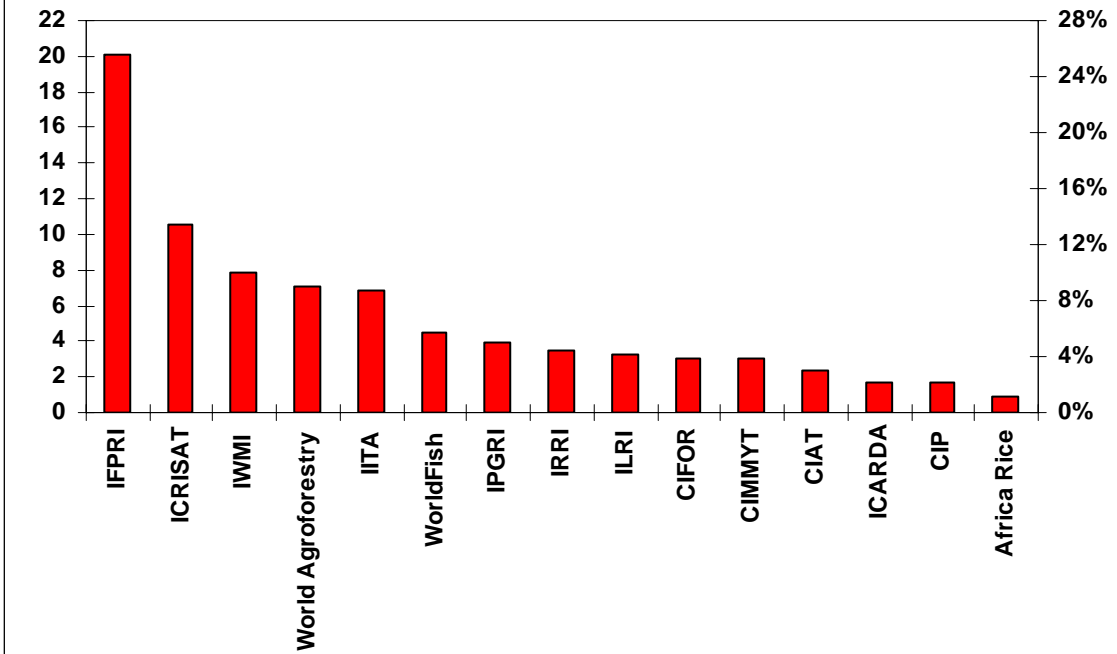
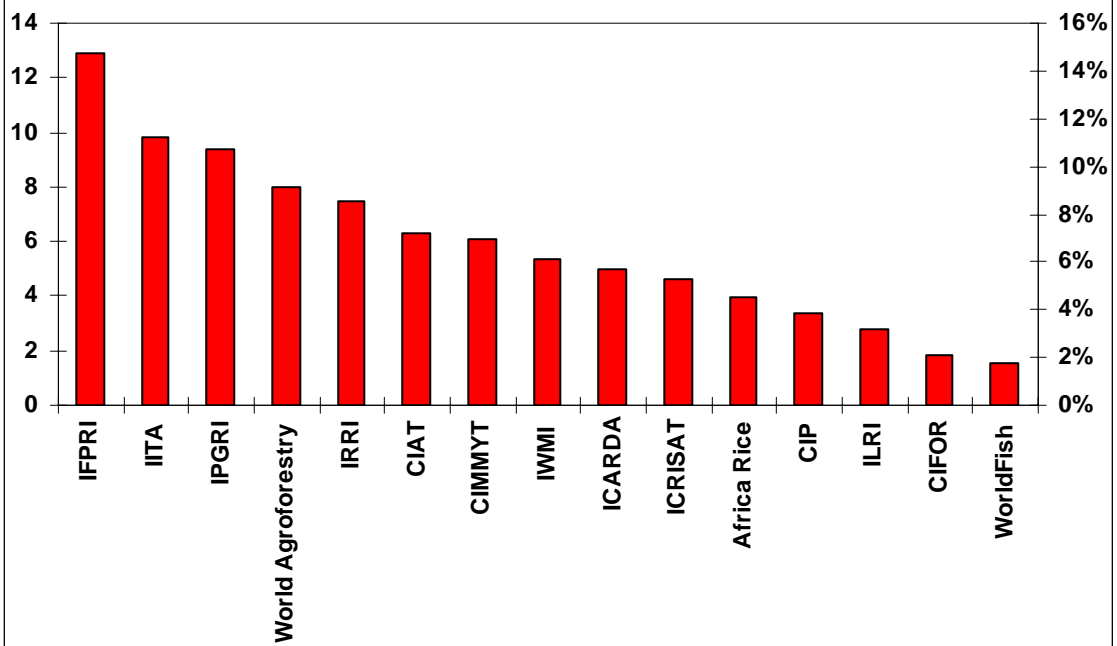


Figure 10f. Center Expenditure on Enhancing NARS
millions of US dollars and percentages of total

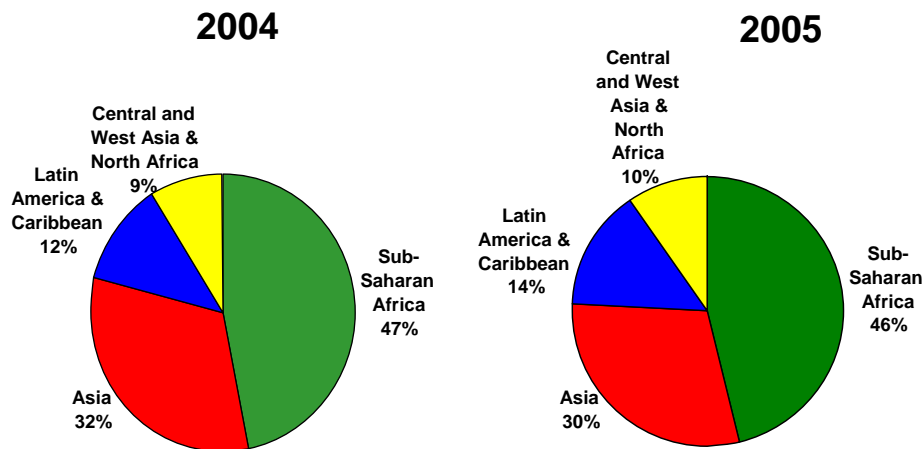


By Region

Figure 11 presents the 2005 allocation of CGIAR resources by regions. Expenditure in Sub-Saharan Africa decreased from 47 percent to 46 percent and Asia from 32 percent to 30 percent. Conversely, expenditure in Latin America and the Caribbean increased from 12 percent to 14 percent while that in Central and West Asia and North Africa increased from 9 percent to 10 percent.

All Centers invested in programs for sub-Saharan Africa in 2005 as shown in Table A3.4. Eight Centers – Africa Rice, CIMMYT, ICRISAT, IFPRI, IITA, ILRI, IPGRI, and World Agroforestry – accounted for the majority of allocations to this region. Four others - CIFOR, IRRI, IWMI and WorldFish - accounted for the majority of allocations to Asia. More than half of the allocations for CWANA continued to be made by ICARDA while CIAT and CIP accounted for 48 percent of all allocations made in Latin America and the Caribbean.

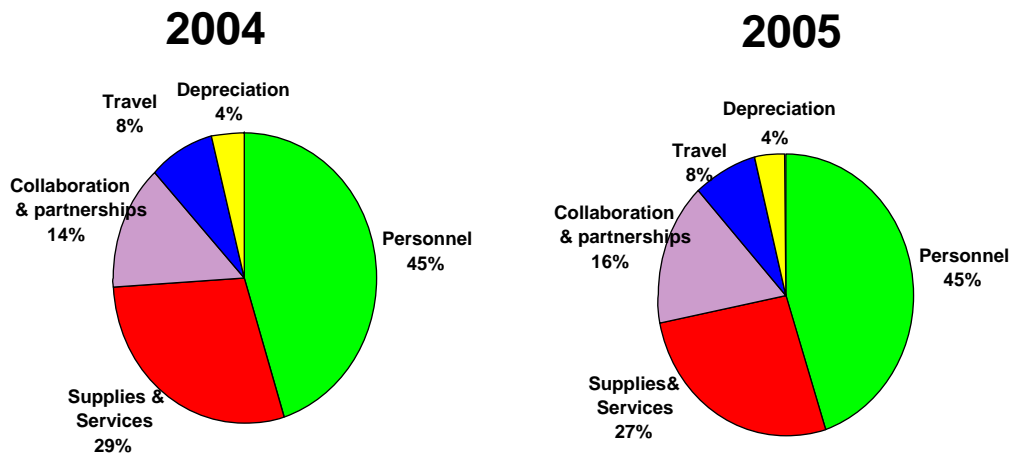
Figure 11. CGIAR Allocation by Region



By Object of Expenditure

Expenditure on personnel as a percentage of total expenditure remained at the same level in 2005 as in 2004 (45 percent, Figure 12). Expenditure on supplies and services decreased to 27 percent from 29 percent while that on collaboration and partnerships increased to 16 percent from 14 percent. Travel and depreciation remained at 8 percent and 4 percent, respectively, in 2005 compared with 2004. Annex Table A3.5 provides details of expenditure by object while Annex Table A3.6 provides data on staffing.

Figures 12. CGIAR Expenditure by Object



CGIAR Expenditure Over 34 Years

Annex Table 5.1 summarizes CGIAR expenditure from 1972 to 2005 by Center, output, sector/ commodity, region and object.

FINANCIAL POSITION

The aggregations of 2001-2005 Center data, shown in Table 3 and elaborated below, reflect the financial position of the CGIAR System. Annex Table A4.1 provides details by Center for 2005.

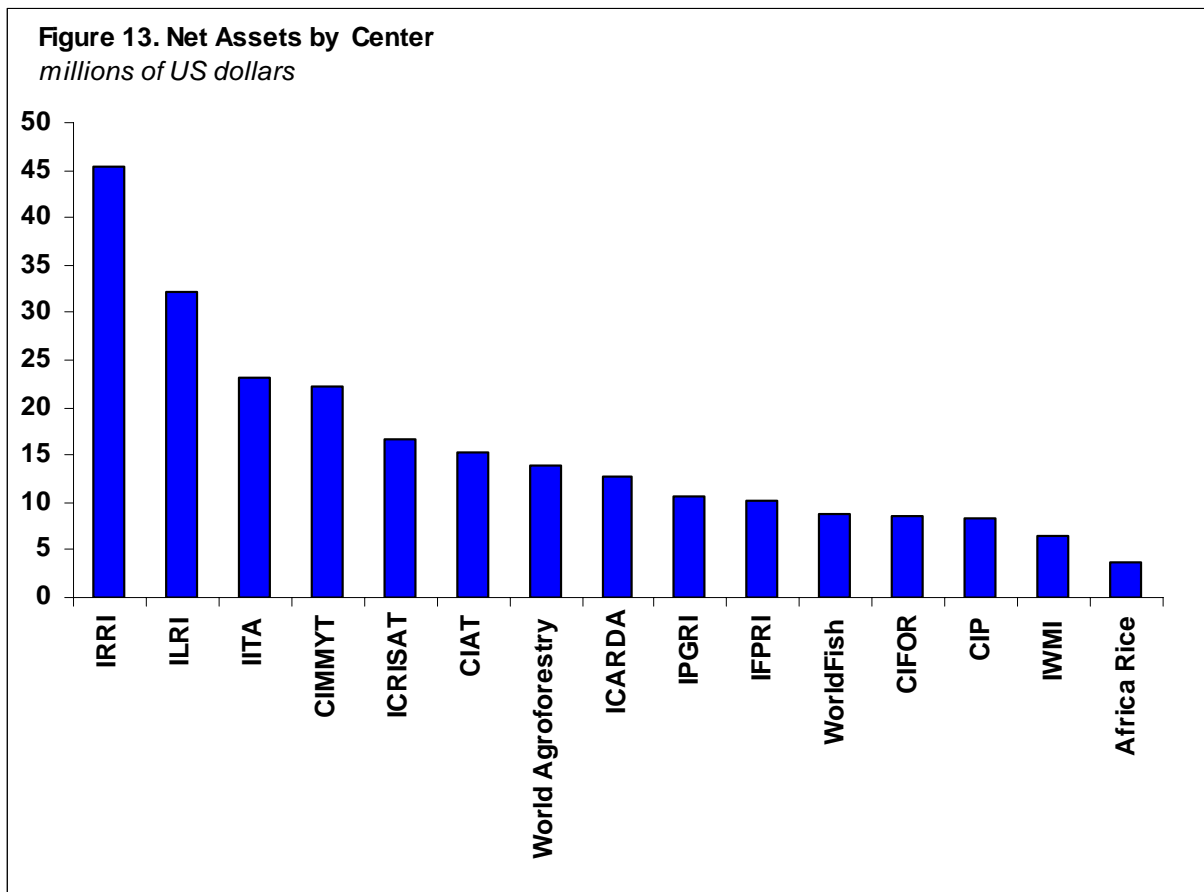
The 2005 financial data confirmed that, as was the case in previous years, the CGIAR as a whole was in a strong financial position. Total net assets at the end of the year were \$238 million (2004: \$236 million). These assets were made up of \$158 million (2004: \$156 million) in unrestricted net assets excluding investments in fixed assets, \$78 million (2004: \$78 million) in investments in fixed assets and \$2 million (same with 2004) in restricted net assets. Cash and cash-equivalent balances totaled \$267 million at the end of 2005 (2004: \$270 million). This figure includes \$45 million in cash investments disclosed under non-current assets. Investments in fixed assets (Table A4.2) totaled \$15.8 million in 2005 against \$15.5 million in 2004. At the end of 2005, \$84 million, equivalent to 19 percent of the total funding or more than 2 months of funding, was outstanding in accounts receivable from Members.

TABLE 3. CGIAR System Financial Position, 2001-2005
(thousands of US dollars)

	2001	2002	2003	2004	2005
Assets					
Current assets					
Cash and cash equivalents	142,339	149,076	201,662	237,047	221,853
Accounts receivable:					
<i>Members</i>	63,346	72,864	87,768	69,717	83,907
<i>Employees</i>	2,498	3,078	2,797	3,594	4,105
<i>Others</i>	13,342	14,864	14,527	17,147	22,280
Inventories	6,040	4,447	4,165	4,540	4,593
Pre-paid expenses	3,265	3,673	3,262	2,994	3,401
Other current assets	3,515	3,327	4,567	16,924	6,580
Total current assets	234,345	251,329	318,748	351,963	346,719
Non-current assets					
Net property, plant, and equipment	89,058	77,172	79,585	78,433	77,869
Investments	33,495	41,828	37,838	34,985	46,642
Others assets				3,012	1,223
Total non-current assets	122,553	119,000	117,423	116,430	125,734
Total assets	356,898	370,329	436,172	468,393	472,453
Liabilities and net assets					
Current liabilities					
Accounts payable:					
<i>Members</i>	54,078	78,749	110,925	115,904	119,497
<i>Employees</i>	12,020	11,877	13,805	12,435	14,514
<i>Others</i>	29,192	34,177	47,181	49,216	44,430
Accruals and provisions	47,223	42,377	28,925	24,294	24,086
Total current liabilities	142,513	167,180	200,836	201,849	202,527
Long-term liabilities	25,814	27,906	25,876	30,486	31,897
Total liabilities	168,328	195,086	226,712	232,335	234,424
Net assets					
Unrestricted					
Unrestricted net assets <i>excl fixed assets</i>	99,512	96,039	126,820	155,539	157,966
Fixed assets	89,058	77,172	79,585	78,433	77,869
Unrestricted net assets	188,570	173,211	206,405	233,972	235,835
Restricted		2,032	3,054	2,086	2,194
Total net assets	188,570	175,243	209,459	236,058	238,029
Total liabilities and net assets	356,898	370,329	436,172	468,393	472,453

Net Assets

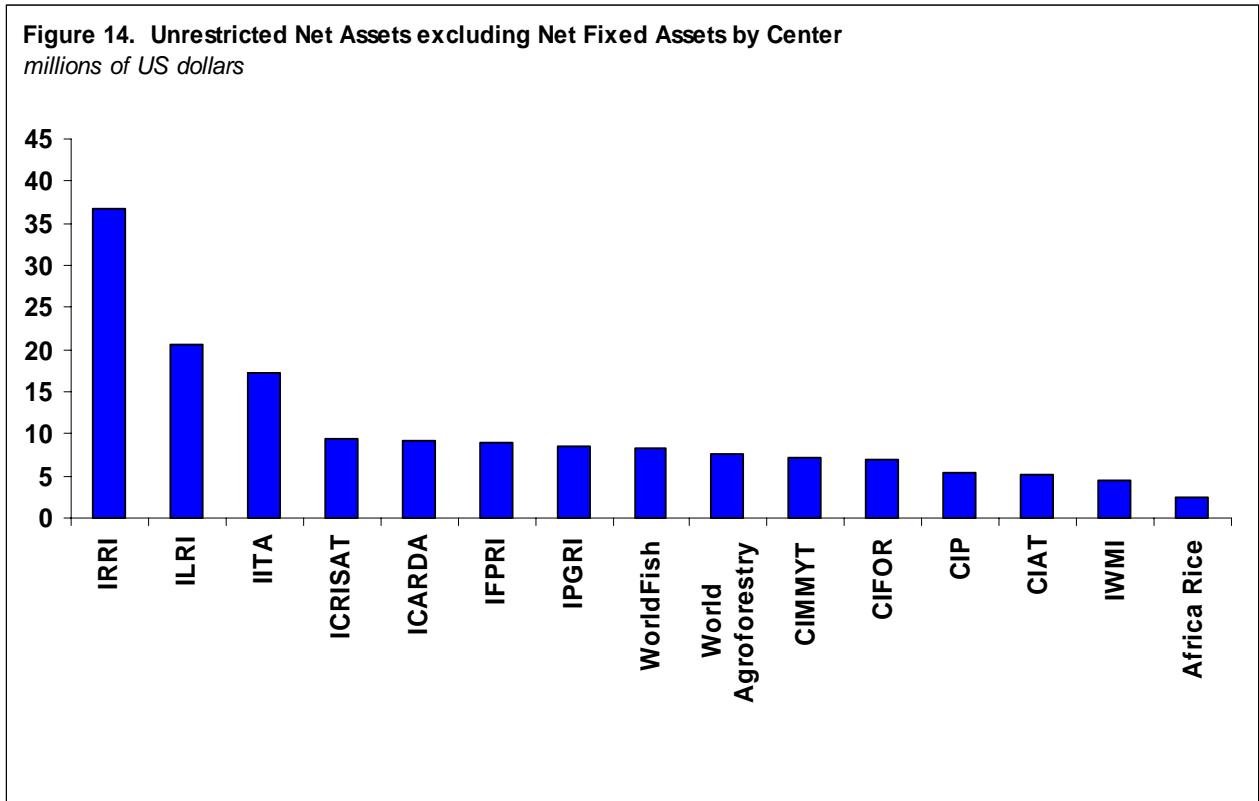
Net assets are the residual interest in an entity's assets after the liabilities have been deducted. Hence, net assets in not-for-profit organizations are equivalent to "shareholder's equity" in for-profit organizations. In the CGIAR, net assets arise mainly from the annual surplus of unrestricted funding over unrestricted expenditure. In exceptional cases, they could arise from technical reasons (such as the recognition of certain revenue and expense items directly into net assets and changes in accounting policies). In 2005, total net assets increased by \$2 million, the result of an increase of \$4 million in total assets partially offset by an increase of \$2 million in total liabilities. The level of net assets for each Center is shown in Figure 13.



Unrestricted Net Assets

As explained above, net assets in the CGIAR are mainly of the unrestricted category. Unrestricted net assets excluding net fixed assets indicate the financial capacity of an organization to adjust to unplanned changes in revenue or expenditure.

At the Center level, unrestricted net assets excluding net fixed assets increased by \$2 million to \$158 million in 2005. As a percentage of revenue, unrestricted net assets excluding net fixed assets remained unchanged in 2005 (34 percent). Figure 14 indicates the total of unrestricted net assets excluding net fixed assets by Center.

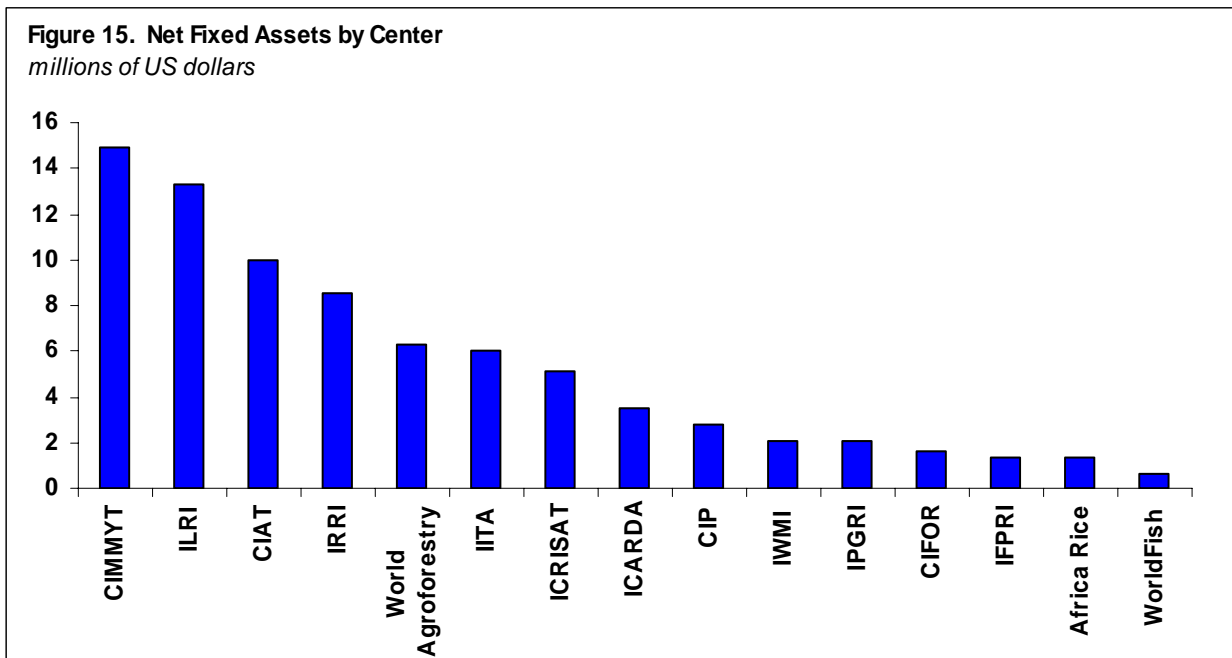


Restricted Net Assets

Restricted net assets rarely arise in the CGIAR's normal course of business because restricted operations do not result in a surplus or deficit. However, in exceptional cases an endowment may arise. An endowment is a permanently restricted net assets where income would normally be available for operations.

Net Fixed Assets

Capital invested in fixed assets makes up the bulk of designated net assets in the CGIAR⁹. This remained at the same level of \$78 million in 2005 and 2004. The CGIAR's asset base indicates a stable pattern of capital acquisition. In 2005, capital expenditure totaled \$15.8 million, about the same level as the annual depreciation charge. Annex Table A4.2 indicates capital expenditure by Center for the period 2001-2005. Figure 15 illustrates the 2005 year-end levels of net fixed assets for all the Centers. Physical research facilities of Centers need to be maintained at international standards suitable for cutting edge research. Adequate resources should be allocated for their maintenance and upkeep.

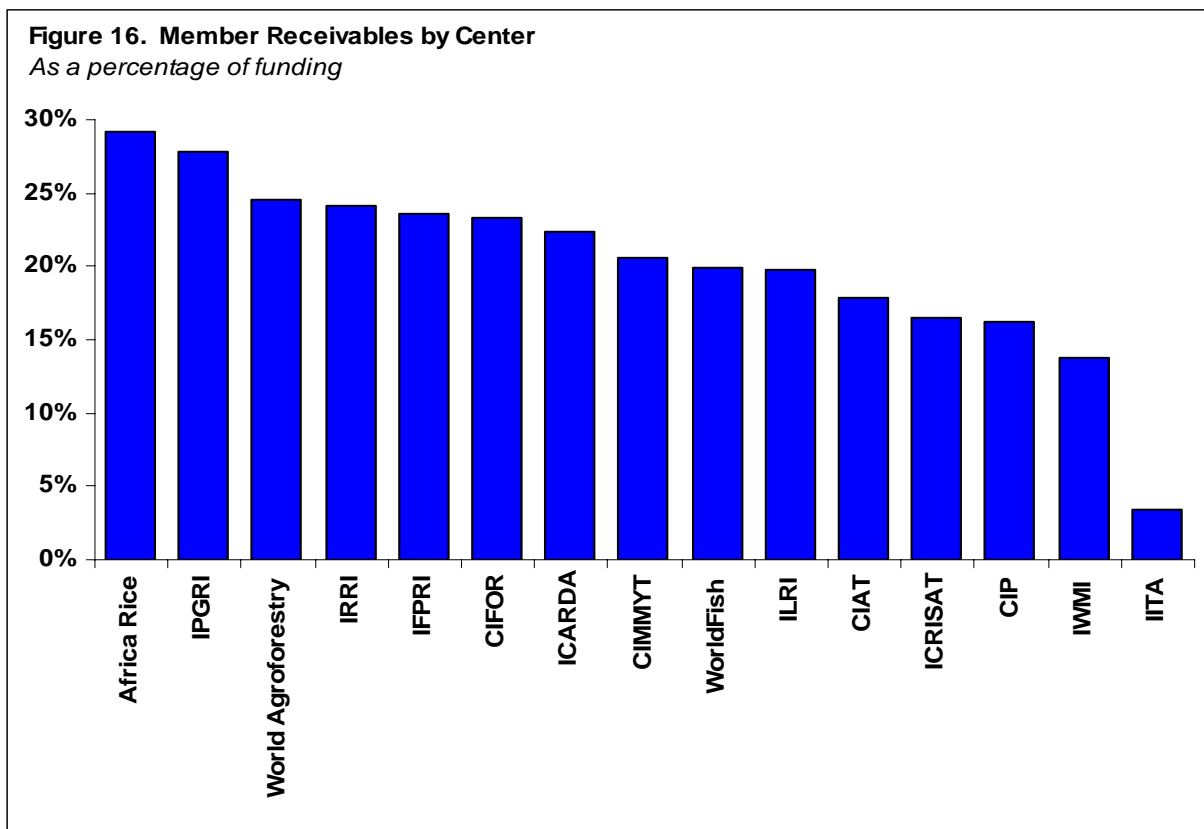


⁹ In the revised accounting guidelines (March 2004) unrestricted net assets are further divided into undesignated and designated net assets.

Liquidity

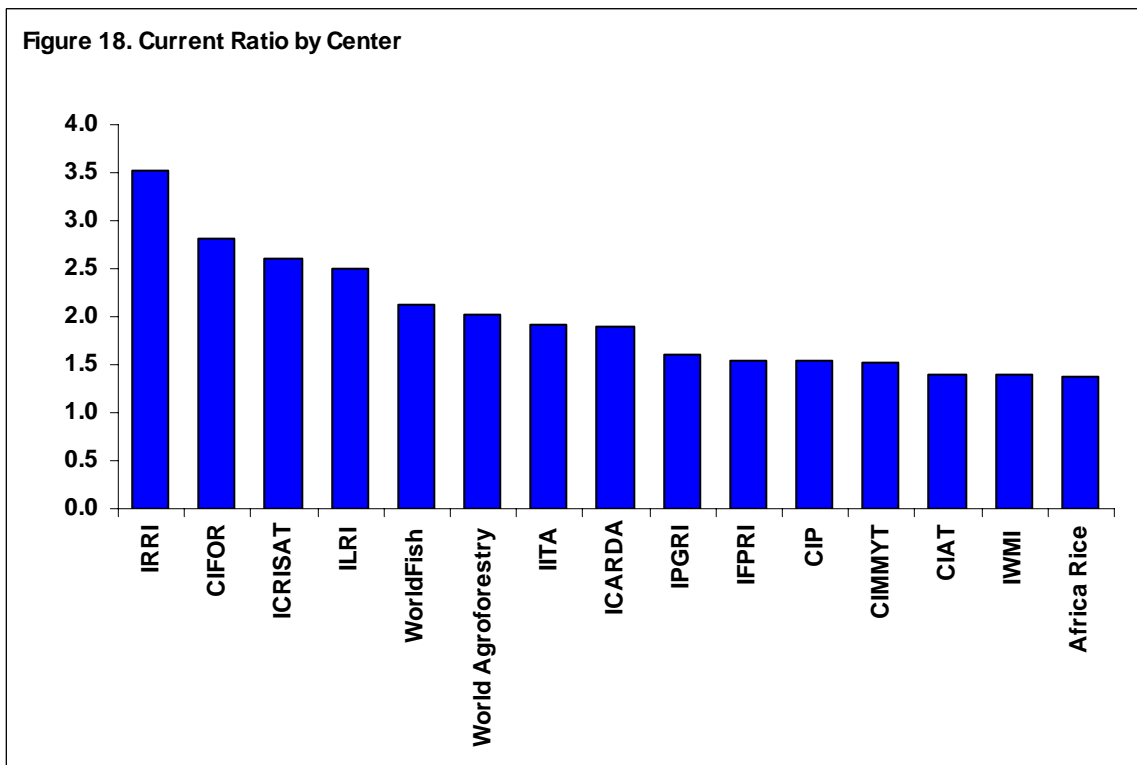
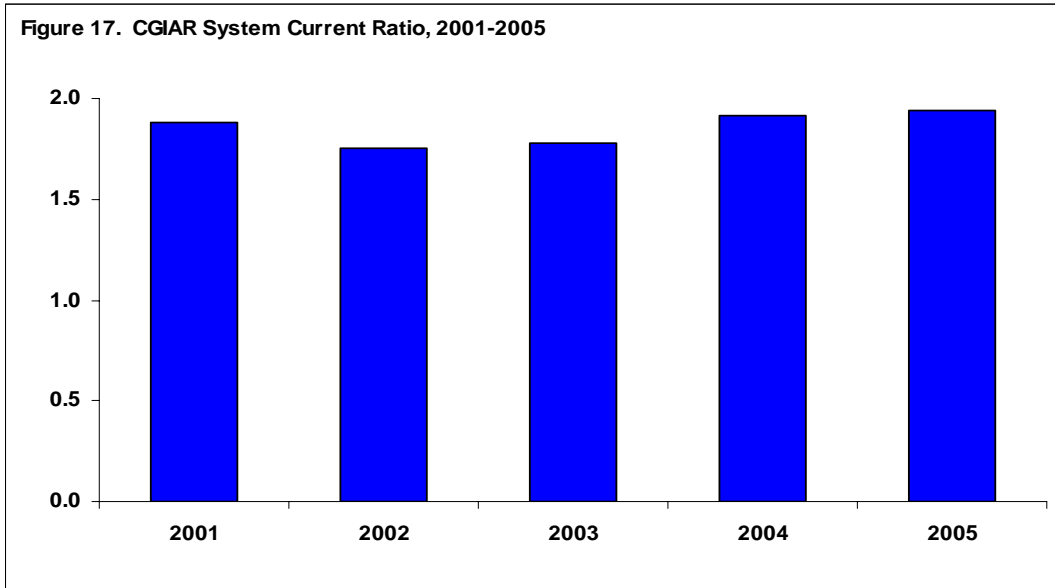
Liquidity represents an organization's ability to meet its short-term disbursement requirements. Two primary indicators of liquidity are "current ratio" and "working capital". Current ratio is the ratio of current assets to current liabilities. This measure is comparable across organizations, regardless of size, because it is a relative figure. Working capital is the difference between current assets and current liabilities and measures the ability of an organization to meet its short term obligations.

A Center's liquidity hinges on Members' disbursement pattern, which takes place throughout the entire calendar year. At the end of 2005, about 19 percent of the value of 2005 funding was outstanding as accounts receivable from Members. Figure 16 shows these by Center as a percentage of total funding.



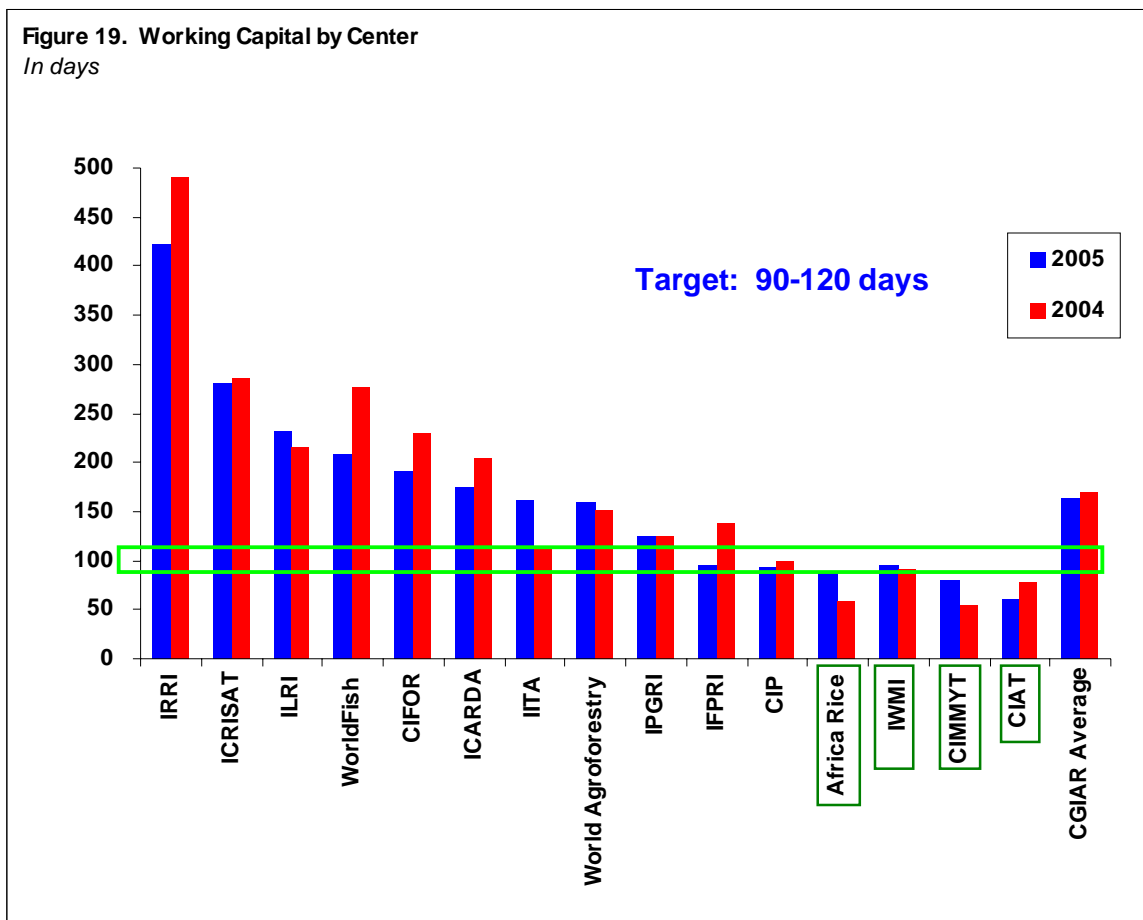
Current Ratio

The system level current ratio was 1.9, the same level as in 2004. In general, a current ratio of 1.0 or higher is considered adequate. Figure 17 shows the evolution of the CGIAR current ratio from 2001. Figure 18 shows the ratio by Center for 2005.



Liquidity indicator

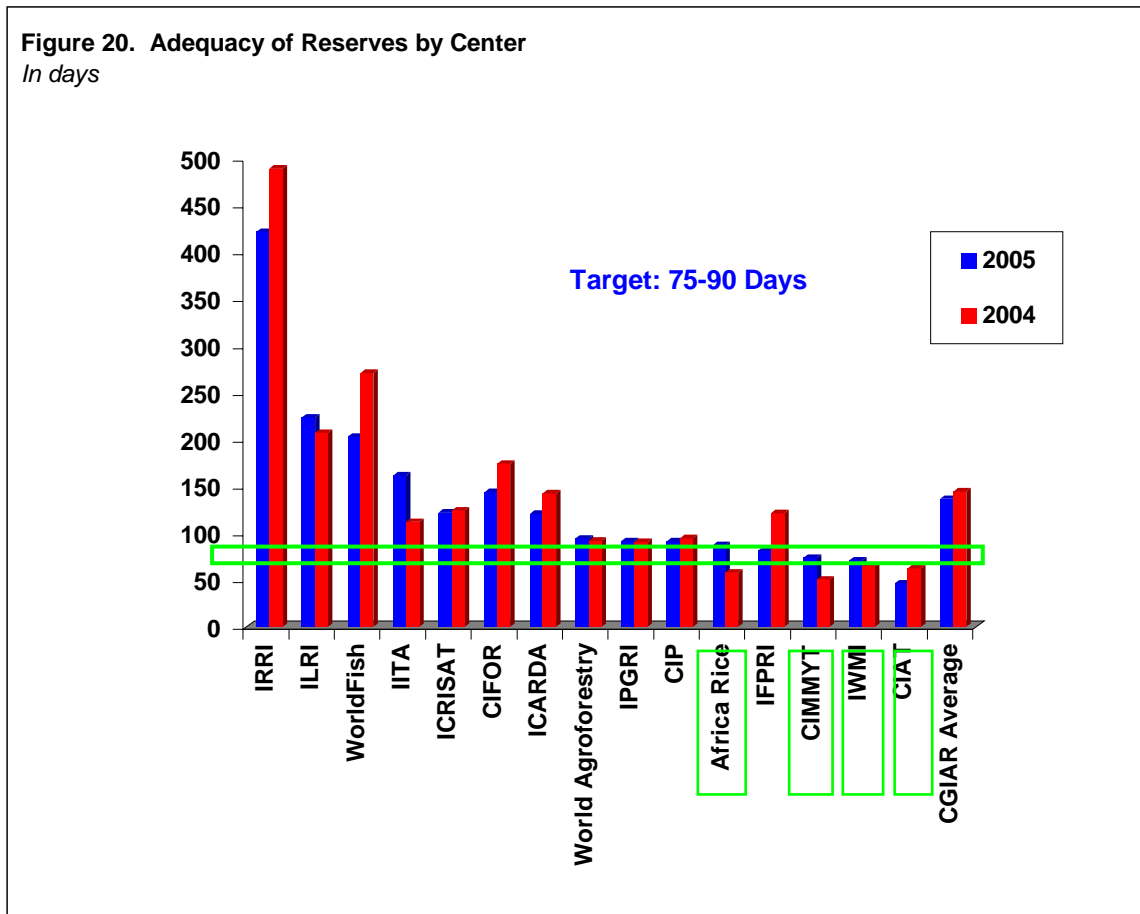
Figure 19 compares working capital expressed in expenditure days in 2005 and 2004. The 2005 system average of 163 days was lower than the 2004 average of 170 days. It is recommended that Centers build their working capital through planned annual resource allocation to the minimum recommended range of 90-120 days to ensure their ability to meet short-term obligations of Center operations. Four Centers (Africa Rice, IWMI¹⁰, CIMMYT and CIAT) had working capital levels below this range.



¹⁰ Computation of IWMI's ratio included components of the CPWF implemented by other Centers and Partners. If these had been excluded, IWMI's ratio would have been within the range.

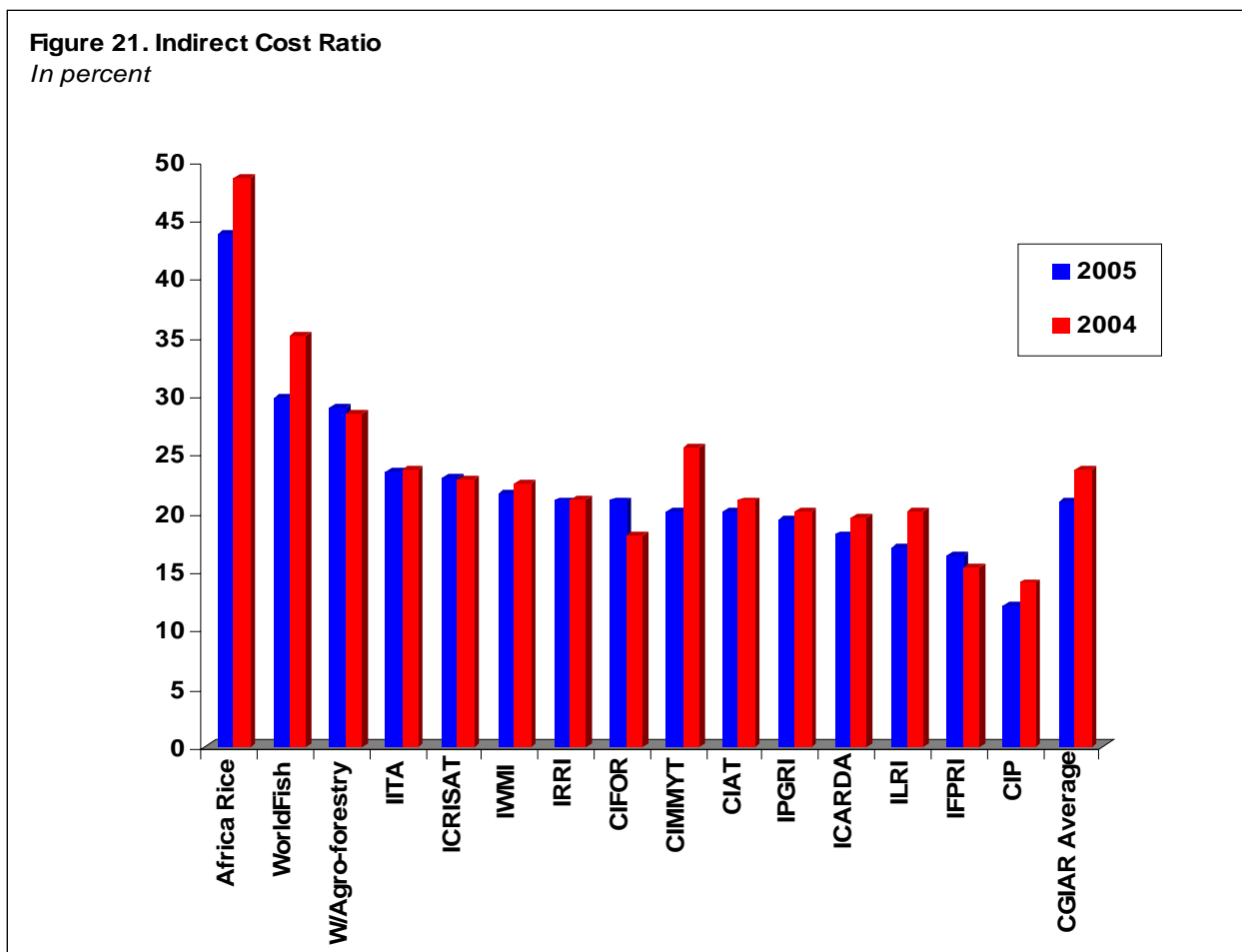
Long-term (adequacy of reserves indicator)

In the CGIAR, the reserve indicator is measured in terms of expenditure days of net assets (net of fixed assets). This is also known as adequacy of reserves. Figure 20 compares the adequacy of reserves for 2005 and 2004. The 2005 system average of 137 days was lower than the 2004 level of 145 days. The CGIAR-recommended minimum range is 75-90 days. Four Centers (Africa Rice, CIMMYT, IWMI, and CIAT) were below this range. IWMI's ratio remained below including or excluding the CPWF components implemented by other Centers and Partners.



Indirect Cost Ratio

This indicator (Figure 21), attempts to measure the efficiency of operations by measuring the level of institutional support services required to deliver an organization's output. This is computed as the ratio of indirect costs to direct costs (indirect costs divided by direct costs) expressed as a percentage. In 2005 the CGIAR's indirect cost ratio was 21 percent, lower than the 24 percent rate of 2004.



Cash Management of Restricted Operations

This indicator is intended to measure the level of restricted operations pre-financed by either the Center (receivables) or donor (payables). It is computed as restricted donors' accounts receivable divided by restricted donors' accounts payable expressed as a ratio. A ratio less than one indicates that more restricted operations are pre-financed by donors while a ratio greater than one indicates pre-financing by the Center.

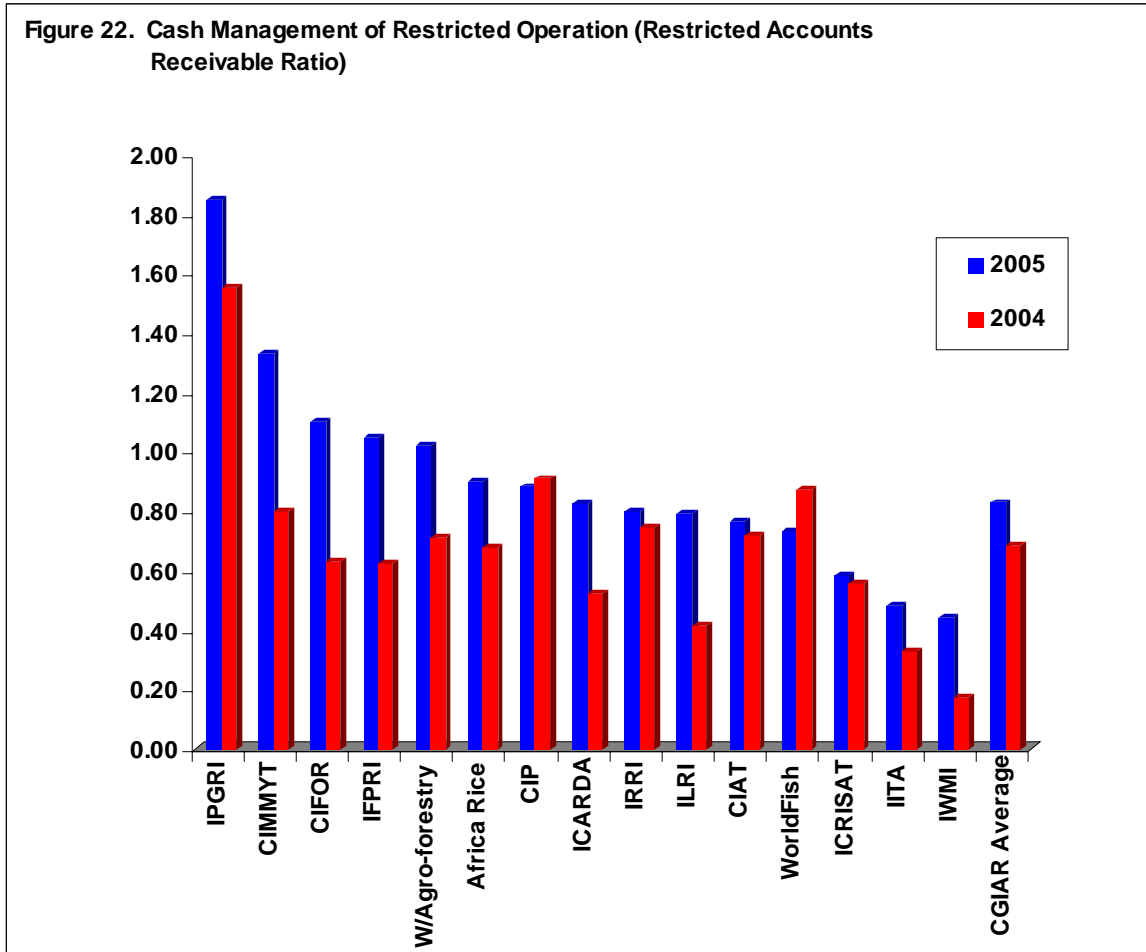


TABLE A1.1 CGIAR FUNDING TO THE APPROVED RESEARCH AGENDA BY MEMBER GROUP, 1972-2005
(millions of US dollars)

Members	1972-2001	2002	2003	2004	2005	Total
Europe						
Austria	23.4	0.2	0.8	1.7	2.1	28.3
Belgium	88.0	4.9	6.4	7.0	5.1	111.4
Denmark	144.1	10.2	9.1	8.2	7.4	179.0
European Commission	279.3	24.5	27.2	26.3	30.6	387.9
Finland	36.1	1.5	1.7	1.9	2.0	43.2
France	78.7	7.8	7.6	6.3	5.0	105.3
Germany	290.7	10.5	11.6	15.3	15.4	343.5
Ireland	12.1	2.1	2.6	3.4	5.0	25.1
Israel				0.1	0.4	0.5
Italy	105.6	4.1	4.4	7.2	7.5	129.0
Luxembourg	5.5	0.8	0.7	0.6	0.6	8.2
Netherlands	189.5	17.0	19.2	20.9	24.1	270.7
Norway	113.4	10.4	11.2	11.7	12.6	159.3
Portugal	1.8	0.3	0.0			2.1
Spain	15.6	1.3	2.3	2.3	1.9	23.4
Sweden	150.8	10.7	13.6	14.6	14.3	204.0
Switzerland	248.3	16.0	15.6	18.1	18.2	316.3
United Kingdom	245.4	24.8	26.4	35.3	44.2	376.1
Subtotal	2,028.3	146.9	160.5	181.0	196.5	2,713.1
North America						
Canada	308.7	10.7	20.9	32.5	36.4	409.2
United States	998.2	54.9	55.5	54.2	54.8	1,217.6
Subtotal	1,306.9	65.6	76.4	86.7	91.2	1,626.8
Pacific Rim						
Australia	118.2	7.3	7.3	8.8	10.6	152.1
Japan	526.8	17.1	15.0	14.4	10.9	584.2
Korea, Republic of	7.4	1.1	1.2	1.5	1.8	13.1
New Zealand	2.3	0.7	0.8	1.2	0.8	5.8
Subtotal	654.7	26.2	24.4	25.9	24.0	755.2
Developing countries						
Bangladesh	1.0				0.2	1.2
Brazil	4.2	0.9	0.3	0.2	1.3	6.8
China	9.1	1.0	1.0	1.0	1.2	13.2
Colombia	17.1	2.5	2.3	1.9	0.6	24.4
Cote d'Ivoire	0.9	0.0				0.9
Egypt, Arab Republic of	7.6	0.8	0.5	0.6	0.5	10.0
India	13.4	1.0	1.3	1.4	1.8	18.9
Indonesia	2.7	0.2	0.2	0.2	0.1	3.3
Iran, Islamic Republic of	15.6	0.9	1.2	1.0	0.7	19.3
Kenya	1.3	0.2	0.3	0.6	0.4	2.8
Malaysia				0.0	0.1	0.1
Mexico	10.1	0.9	0.7	1.6	0.7	14.1
Morocco			0.5	0.5	0.5	1.5
Nigeria	15.1		1.5 ¹⁰	4.6	3.2	24.4
Pakistan	1.5		0.1	0.2	0.4	2.2
Peru	1.5	0.9	0.4	0.6	0.4	3.9
Philippines	7.1	0.2	0.2	0.4	0.3	8.2
Romania						
Russian Federation	0.2					0.2
Saudi Arabia	5.0					5.0
South Africa	2.7	0.8	0.8	0.8	1.0	6.1
Syria, Arab Republic of	1.0	0.6	0.5	0.5	0.5	3.0
Thailand	1.1	0.1	0.1	0.2	0.1	1.5
Turkey				0.0	1.1	1.2
Uganda	0.6	0.6	0.6	0.3	0.2	2.3
Subtotal	118.8	11.6	12.4	16.6	15.3	174.6
Foundations						
Ford Foundation	59.6	1.3	0.8	0.9	0.9	63.5
IDRC	36.5	2.4	1.9	2.9	3.2	46.9
Kellogg Foundation	4.2	0.3	0.3	0.4	0.4	5.5
Rockefeller Foundation	60.6	7.5	7.8	8.5	8.7	93.1
Syngenta Foundation		1.4	1.1	0.8	0.8	4.1
Subtotal	160.9	13.0	11.9	13.3	14.0	213.1
International and regional organizations						
ADB	29.4	6.5	6.0	5.0	4.1	51.0
AFDB	17.2	0.6	0.2	0.4	0.2	18.5
Arab Fund	17.2	1.0	0.8	1.2	1.2	21.4
FAO	1.7	1.8	2.0	1.5	1.4	8.4
Gulf Cooperation Council				0.1	0.1	0.3
IDB	170.6	0.5	0.3	0.3	0.2	171.8
IFAD	68.5	5.8	5.7	6.2	7.5	93.7
OPEC Fund	14.7	0.2	0.3	0.5	0.4	16.1
UNDP	156.1	1.5	1.1	1.1	0.9	160.6
UNEP	4.9	1.3	3.6	6.6	6.1	22.6
World Bank ¹¹	795.8	50.0	50.0	50.0	50.0	995.9
Subtotal	1,276.1	69.3	69.9	72.7	72.1	1,560.1
Total members	5,545.7	332.4	355.5	396.2	413.1	7,042.9
Non-members	89.7	24.8	25.4	40.4	36.6	216.9
Total	5,635	357	381	437	450	7,260

¹⁰ 2003 revised for correction.

¹¹ Before 2002 excluded support allocated to the CGIAR Secretariat

TABLE A1.2 CGIAR FUNDING TO THE APPROVED RESEARCH AGENDA BY CENTER, 1972-2005
(millions of US dollars)

Centers	1972-2001	2002	2003	2004	2005	Total
Africa Rice	133.8	9.5	10.7	10.4	11.6	176.0
CIAT	622.1	31.3	32.0	36.3	40.3	761.8
CIFOR	88.6	12.5	13.6	14.8	16.7	146.2
CIMMYT	634.2	35.4	36.2	41.2	39.3	786.2
CIP	377.2	18.2	18.0	22.3	21.8	457.5
ICARDA	435.3	23.2	25.4	24.8	28.7	537.4
ICRISAT	576.9	20.0	23.2	27.7	28.4	676.1
IFPRI	226.5	23.7	26.5	32.8	38.2	347.7
IITA	578.2	31.4	36.6	42.8	41.2	730.3
ILRI	605.0	26.6	29.5	32.9	31.7	725.7
IPGRI	236.3	25.3	27.9	34.8	35.6	359.9
IRRI	642.7	28.7	27.3	32.4	28.5	759.6
ISNAR	135.5	7.9	8.3	5.8	-	157.4
IWMI	83.3	20.4	22.1	23.6	23.1	172.5
World Agroforestry	177.2	21.5	27.3	29.7	30.2	285.8
WorldFish	88.5	12.7	14.5	14.3	13.3	143.3
Total	5,641.3	348.1	379.0	426.5	428.5	7,223.4
System level						
Systems Office and committees	(6.1)	6.0	7.0	9.0	9.7	25.6
Advance	-	5.2	-	-	3.9	9.1
Unallocated Member funding	-	-	-	0.5	3.0 ¹²	3.4
Subtotal	5,635.2	359.3	386.1	435.9	445.0	7,261.6
Less inter-Center activities		(2.3)	(5.2)	(4.7)	(5.4)	(17.6)
Total	5,635	357	381	431	440	7,244
Plus Challenge Programs partners				5.3	10.2	15.5
TOTAL CGIAR PROGRAM	5,635	357	381	437	450	7,260

¹² From Morocco, Italy and Brazil.

TABLE A2.1 RANKING OF FUNDING TO THE CGIAR RESEARCH AGENDA, 2001-2005
(millions of US dollars)

2001		2002		2003		2004		2005	
MEMBER	AMOUNT	MEMBER	AMOUNT	MEMBER	AMOUNT	MEMBER	AMOUNT	MEMBER	AMOUNT
United States	45.4	United States	54.9	United States	55.5	United States	54.2	United States	54.8
World Bank	45.0	World Bank	50.0	World Bank	50.0	World Bank	50.0	World Bank	50.0
Japan	29.2	United Kingdom	24.8	European Comm.	27.2	United Kingdom	35.3	United Kingdom	44.2
European Comm.	21.7	European Comm.	24.5	United Kingdom	26.4	Canada	32.5	Canada	36.4
United Kingdom	19.2	Japan	17.1	Canada	20.9	European Comm.	26.3	European Commission	30.6
Switzerland	15.7	Netherlands	17.0	Netherlands	19.2	Netherlands	20.9	Netherlands	24.1
Germany	12.3	Switzerland	16.0	Switzerland	15.6	Switzerland	18.1	Switzerland	18.2
Netherlands	12.2	Canada	10.7	Japan	15.0	Germany	15.3	Germany	15.4
Canada	11.6	Sweden	10.7	Sweden	13.6	Sweden	14.6	Sweden	14.3
Denmark	10.6	Germany	10.5	Germany	11.6	Japan	14.4	Norway	12.6
Sweden	9.2	Norway	10.4	Norway	11.2	Norway	11.7	Japan	10.9
Norway	8.3	Denmark	10.2	Denmark	9.1	Australia	8.8	Australia	10.6
Australia	7.2	France	7.8	Rockefeller Fdn	7.8	Rockefeller Fdn	8.5	Rockefeller Foundation	8.7
ADB	6.9	Rockefeller Fdn	7.5	France	7.6	Denmark	8.2	Italy	7.5
IFAD	6.6	Australia	7.3	Australia	7.3	Italy	7.2	IFAD	7.5
Rockefeller Fdn	6.3	ADB	6.5	Belgium	6.4	Belgium	7.0	Denmark	7.4
France	6.0	IFAD	5.8	ADB	6.0	UNEP	6.6	UNEP	6.1
Belgium	4.5	Belgium	4.9	IFAD	5.7	France	6.3	Belgium	5.1
Italy	3.7	Italy	4.1	Italy	4.4	IFAD	6.2	Ireland	5.0
Ford Fdn	2.7	Colombia	2.5	UNEP	3.6	ADB	5.0	France	5.0
IDRC	2.5	IDRC	2.4	Ireland	2.6	Nigeria	4.6	ADB	4.1
Colombia	2.5	Ireland	2.1	Spain	2.3	Ireland	3.4	IDRC	3.2
Austria	2.1	FAO	1.8	Colombia	2.3	IDRC	2.9	Nigeria	3.2
Iran, Islamic Republic of	1.7	Finland	1.5	FAO	2.0	Spain	2.3	Austria	2.1
Arab Fund	1.6	UNDP	1.5	IDRC	1.9	Colombia	1.9	Finland	2.0
UNDP	1.6	UNEP	1.3	Finland	1.7	Finland	1.9	Spain	1.9
Finland	1.5	Syngenta Foundation	1.4	Nigeria	1.5	Austria	1.7	India	1.8
Ireland	1.5	Ford Foundation	1.3	India	1.3	Mexico	1.6	Korea, Republic of	1.8
Mexico	1.3	Spain	1.3	Korea, Republic of	1.2	Korea, Republic of	1.5	FAO	1.4
Egypt, Arab Republic of	1.3	Korea, Republic of	1.1	Iran, Islamic Republic of	1.2	FAO	1.5	Brazil	1.3
Spain	1.2	India	1.0	Syngenta Fdn	1.1	India	1.4	Arab Fund	1.2
Korea, Republic of	1.1	Arab Fund	1.0	UNDP	1.1	New Zealand	1.2	China	1.2
China	0.9	China	1.0	China	1.0	Arab Fund	1.2	Turkey	1.1
Luxembourg	0.8	Peru	0.9	Austria	0.8	UNDP	1.1	South Africa	1.0
India	0.8	Mexico	0.9	Arab Fund	0.8	Iran, Islamic Republic of	1.0	Ford Foundation	0.9
New Zealand	0.7	Iran, Islamic Republic of	0.9	South Africa	0.8	China	1.0	UNDP	0.9
UNEP	0.7	Brazil	0.9	Ford Foundation	0.8	Ford Foundation	0.9	Syngenta Foundation	0.8
Peru	0.6	Egypt, Arab Republic of	0.8	New Zealand	0.8	South Africa	0.8	New Zealand	0.8
Pakistan	0.6	South Africa	0.8	Mexico	0.7	Syngenta Fdn	0.8	Mexico	0.7
South Africa	0.5	Luxembourg	0.8	Luxembourg	0.7	Kenya	0.6	Iran, Islamic Republic of	0.7
Syria, Arab Republic of	0.5	New Zealand	0.7	Uganda	0.6	Luxembourg	0.6	Luxembourg	0.6
IDB	0.5	Uganda	0.6	Egypt, Arab Republic of	0.5	Egypt, Arab Republic of	0.6	Colombia	0.6
Brazil	0.4	Syria, Arab Republic of	0.6	Syria, Arab Republic of	0.5	Peru	0.6	Morocco	0.5
FAO	0.4	AfDB	0.6	Morocco	0.5	OPEC Fund	0.5	Egypt, Arab Republic of	0.5
OPEC Fund	0.4	IDB	0.5	Peru	0.4	Syria, Arab Republic of	0.5	Syria, Arab Republic of	0.5
Kenya	0.3	Kellogg Fdn	0.3	Kenya	0.3	Morocco	0.5	Israel	0.4
Portugal	0.3	Portugal	0.3	IDB	0.3	Philippines	0.4	Peru	0.4
AfDB	0.3	OPEC Fund	0.2	Brazil	0.3	AfDB	0.4	Kenya	0.4
Indonesia	0.3	Indonesia	0.2	OPEC Fund	0.3	Kellogg Fdn	0.4	Kellogg Foundation	0.4
Uganda	0.3	Philippines	0.2	Kellogg Fdn	0.3	IDB	0.3	OPEC Fund	0.4
Philippines	0.2	Austria	0.2	Philippines	0.2	Uganda	0.3	Pakistan	0.4
Bangladesh	0.2	Kenya	0.1	AfDB	0.2	Thailand	0.2	Philippines	0.3
Kellogg Fdn	0.2	Thailand	0.1	Indonesia	0.2	Pakistan	0.2	Bangladesh	0.2
Cote d'Ivoire	0.1	Cote d'Ivoire	0.0	Pakistan	0.1	Brazil	0.2	Uganda	0.2
Thailand	0.1			Thailand	0.1	Indonesia	0.2	IDB	0.2
				Portugal	0.0	Gulf Cooperation Council	0.1	AfDB	0.2
						Israel	0.1	Gulf Cooperation Council	0.1
						Turkey	0.0	Malaysia	0.1
						Malaysia	0.0	Thailand	0.1
						Bangladesh	-	Indonesia	0.1
Non members	23.1	Non members	24.8	Non members	25.4	Non members	40.4	Non members	36.6
	337		357		381		437		450

The top 15 contributors

Amount	261.1	279.2	298.3	326.0	345.7
% of total cont.	77%	78%	78%	75%	77%

TABLE A2.2 CGIAR FUNDING BY MEMBER
(millions of US dollars)

	Unrestricted	Restricted	Total
Europe			
Austria	-	2.1	2.1
Belgium	1.8	3.3	5.1
Denmark	4.5	3.0	7.4
European Commission	-	30.6	30.6
Finland	1.6	0.4	2.0
France	0.8	4.2	5.0
Germany	4.7	10.7	15.4
Ireland	4.5	0.5	5.0
Israel	0.4	-	0.4
Italy	5.4	2.2	7.5
Luxembourg	-	0.6	0.6
Netherlands	14.2	9.8	24.1
Norway	11.5	1.1	12.6
Portugal	-	-	-
Spain	-	1.9	1.9
Sweden	8.0	6.3	14.3
Switzerland	7.1	11.1	18.2
United Kingdom	19.7	24.5	44.2
Subtotal	84.2	112.3	196.5
North America			
Canada	15.8	20.6	36.4
United States	24.3	30.4	54.8
Subtotal	40.2	51.0	91.2
Pacific Rim			
Australia	3.9	6.6	10.6
New Zealand	0.7	0.1	0.8
Japan	10.9	-	10.9
Korea, Republic of	0.5	1.3	1.8
Subtotal	16.0	8.1	24.0
Developing countries			
Bangladesh	-	0.2	0.2
Brazil	0.1	1.2	1.3
China	0.8	0.3	1.2
Colombia	-	0.6	0.6
Egypt, Arab Republic of	0.5	-	0.5
India	0.6	1.3	1.8
Indonesia	0.1	-	0.1
Iran, Islamic Republic of	0.2	0.5	0.7
Kenya	-	0.4	0.4
Malaysia	-	0.1	0.1
Mexico	0.0	0.7	0.7
Morocco	0.5	-	0.5
Nigeria	-	3.2	3.2
Pakistan	-	0.4	0.4
Peru	-	0.4	0.4
Philippines	0.2	0.2	0.3
South Africa	0.5	0.5	1.0
Syria, Arab Republic of	0.5	-	0.5
Thailand	0.1	-	0.1
Turkey	0.1	1.0	1.1
Uganda	0.0	0.2	0.2
Subtotal	4.2	11.1	15.3
TOTAL MEMBER COUNTRIES	144.5	182.5	326.9
Foundations			
Ford Foundation	-	0.9	0.9
IDRC	-	3.2	3.2
Kellogg Foundation	-	0.4	0.4
Rockefeller Foundation	-	8.7	8.7
Syngenta Foundation	-	0.8	0.8
Subtotal		14.0	14.0
International and regional organizations			
ADB	-	4.1	4.1
AFDB	-	0.2	0.2
Arab Fund	-	1.2	1.2
FAO	-	1.4	1.4
Gulf Cooperation Council	-	0.1	0.1
IDB	-	0.2	0.2
IFAD	-	7.5	7.5
OPEC Fund	-	0.4	0.4
UNDP	-	0.9	0.9
UNICEF	-	0.1	0.1
UNESCO	-	0.1	0.1
UNEP	-	6.1	6.1
World Bank	50.0	-	50.0
Subtotal	50.0	22.3	72.3
TOTAL ORGANIZATIONS	194.5	218.7	413.2
Non members			
Total		36.6	36.6
GRAND TOTAL	195	255	450

TABLE A2.3a UNRESTRICTED FUNDING TO THE AGREED RESEARCH AGENDA BY MEMBER GROUP BY CENTER
(millions of US dollars)

Members	Africa Rice	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	IWMI	World Agroforestry	WorldFish	CGIAR/CP Partners	TOTAL
Europe																	
Austria					0.2	0.2	0.2		0.2		0.5						1.8
Belgium	0.2	0.2															4.5
Denmark				0.4	0.3	0.2		0.6	0.6	0.4	0.3	0.4	0.3	0.4	0.3		1.6
Finland			0.4					0.4									0.8
France	0.1		0.1	0.1		0.1		0.1			0.2						4.7
Germany	0.2	0.3	0.3	0.2	0.3	0.3	0.2	0.6	0.3	0.4	0.3	0.2	0.3	0.3	0.5		4.5
Ireland								0.4	0.8	0.4	0.9		0.7	0.9			0.4
Israel			0.1					0.2					0.2				5.4
Italy						0.2		0.3			3.4				0.1	1.4	8.0
Netherlands	0.9	0.3	1.3	0.8	0.9	1.1	0.3	1.5	1.0	0.7	1.9	0.4	1.1	0.6	1.3		14.2
Norway	0.8	0.9	1.0	0.3	0.3	0.8	1.1	1.2	1.2	1.6	0.6	0.3	0.1	0.5	0.8		11.5
Portugal																	
Sweden	0.5	0.5	0.4	0.3	0.9	0.6	0.5	0.6	0.5	1.0	0.5	0.5	0.4	0.5	0.3		8.0
Switzerland	0.8	0.4	0.4	0.5	0.8	0.2	0.7	0.2	0.8	0.6	0.5	0.3	0.4	0.4			7.1
United Kingdom	0.8	1.3	1.1	1.5	1.2	1.4	2.2	1.2	1.1	1.3	1.6	2.0	1.1	1.1	0.8		19.7
Subtotal	3.4	4.4	5.1	4.3	4.9	5.2	5.9	8.0	5.5	7.5	10.4	4.4	4.6	5.1	4.1	1.4	84.2
North America																	
Canada	0.7	1.7	0.5	0.9	0.6	0.7	0.7	2.1	1.0	1.9	1.3	0.9	0.5	1.7	0.5		15.8
United States	0.2	2.1	0.7	4.0	1.0	1.4	1.8	1.5	2.9	2.9	0.5	3.2	0.8	0.7	0.8		24.3
Subtotal	0.9	3.8	1.3	4.9	1.6	2.0	2.5	3.6	3.9	4.8	1.8	4.1	1.3	2.4	1.3		40.2
Pacific Rim																	
Australia		0.2	0.2	0.5	0.2	0.2	0.4	0.3		0.2	0.2	0.6	0.4	0.2	0.3		3.9
New Zealand		0.2		0.3											0.2		0.7
Japan	1.7	0.4	0.5	2.6	0.1	0.5	0.4	0.3	0.3	0.2	0.4	3.0	0.4	0.2			10.9
Korea, Republic of				0.1	0.1		0.1		0.1	0.1	0.1	0.2					0.5
Subtotal	1.7	0.8	0.7	3.4	0.3	0.7	0.8	0.6	0.3	0.5	0.7	3.8	0.7	0.4	0.5		16.0
Developing countries																	
Brazil		0.1															0.1
China			0.0	0.1	0.1	0.1	0.1	0.1		0.1	0.1	0.1	0.0				0.8
Cote d'Ivoire																	
Egypt, Arab Republic of							0.3								0.3		0.5
India				0.1	0.0	0.0	0.2	0.0		0.0	0.1		0.0		0.0		0.6
Indonesia			0.1														0.1
Iran, Islamic Republic of						0.1							0.1				0.2
Kenya																	
Malaysia																	
Mexico				0.0													0.0
Morocco								0.0								0.5	0.5
Nigeria																	
Peru																	
Philippines			0.0	0.0			0.0	0.0		0.0	0.0	0.1		0.0	0.0		0.2
Romania																	
Russian Federation																	
South Africa	0.1					0.0	0.5	0.1	0.0		0.1			0.0		0.2	0.5
Syria, Arab Republic of																	0.5
Thailand				0.0							0.0	0.0		0.0			0.1
Turkey				0.1		0.0											0.1
Uganda																	
Vietnam												0.0					0.0
Subtotal	0.1	0.1	0.1	0.3	0.2	1.0	0.2	0.3	0.0	0.1	0.3	0.3	0.1	0.1	0.3	0.7	4.2
International and regional organizations																	
World Bank (allocated)																	
General support	0.7	2.1	0.9	1.8	1.2	1.5	1.8	1.8	2.4	2.1	2.7	1.6	1.5	1.8	0.9		24.3
WB public goods		0.2				0.2	0.2	0.2	0.2	0.3	0.4	0.1	0.1	0.1	0.1		1.9
Systemwide Programs					0.3	0.3		0.2	0.2	0.3	0.3		0.3	0.2			1.7
Challenge Programs				2.5				2.0					2.0				6.5
Special allocation	0.4			1.5													1.9
World Bank allocated	1.2	2.2	0.9	5.8	1.4	2.0	2.0	4.1	2.5	2.6	3.3	1.6	3.9	2.0	1.0		36.4
World Bank - CGIAR																	
Advance																3.9	3.9
World Bank allocation to Systems Office and committees																9.7	9.7
Subtotal	1.2	2.2	0.9	5.8	1.4	2.0	2.0	4.1	2.5	2.6	3.3	1.6	3.9	2.0	1.0	13.6	50.0
Total	7.3	11.4	8.0	18.7	8.4	11.0	11.4	16.6	12.3	15.5	16.4	14.2	10.6	10.0	7.3	15.7	195

TABLE A2.3b RESTRICTED FUNDING TO THE AGREED RESEARCH AGENDA BY MEMBER GROUP BY CENTER
(millions of US dollars)

Members	Africa Rice	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	IWMI	W/Agro- forestry	WorldFish	CGIAR/ CP Partners	TOTAL
Europe																	
Austria		0.3			0.7	0.1			0.4	0.2	0.1		0.2	0.1			2.1
Belgium		0.2	0.1	0.2			0.3		0.8	0.7	1.0						3.3
Denmark		0.1		0.2	0.1	0.1	0.2	0.4	0.9	0.3	0.0	0.1	0.3	0.1	0.0	0.1	3.0
European Commission	0.9	2.3	1.9	1.9	1.4	1.9	2.0	1.6	2.5	1.9	3.4	2.8	1.0	1.5	0.9	2.9	30.6
Finland			0.1				0.2				0.1						4.2
France		0.2	0.5			0.1	0.1	0.1	0.3	0.3	0.2	0.5	2.0	0.0	0.0		4.4
Germany	0.3	1.2	0.4	0.9	0.9	0.6	0.7	1.2	0.9	0.6	0.7	1.1	0.3	0.4	0.3	0.1	10.7
Ireland								0.1		0.4							0.5
Israel																	
Italy		0.2	0.1	0.0	0.0	0.6	0.1	0.2	0.3					0.1		0.3	2.2
Luxembourg					0.4						0.3						0.6
Netherlands	0.4	0.5	0.6	0.1	0.4	0.0	0.1	0.5	0.7	0.5	1.6	0.1	1.7	1.9	0.0	0.8	9.8
Norway		0.3		0.0	0.0	0.0	0.1	0.4	0.1	0.0	0.1	0.1	0.1	(0.1)	0.0	0.1	1.1
Portugal																	
Spain			0.4	0.5	0.7			0.0		0.1				0.2			1.9
Sweden		0.1	0.5	0.0	0.1	0.0	0.0	0.5	0.0	0.0	0.1	0.1	0.8	3.9	0.0	0.1	6.3
Switzerland		1.7	0.2	1.3	1.3	0.7	0.1	0.4	0.6	0.3	0.9	1.9	1.1	0.3	0.1	0.2	11.1
United Kingdom		2.3	1.1	0.9	1.0	2.4	2.2	0.7	0.8	2.0	0.5	2.7	1.2	0.8	2.4	3.3	24.5
Subtotal	1.5	9.3	5.8	5.9	7.0	6.6	6.3	6.1	8.1	7.2	9.2	9.5	8.7	9.4	3.8	7.8	112.3
North America																	
Canada	0.6	4.8	0.2	2.0	1.3	0.4	0.6	0.5	2.4	3.7	1.3	0.3	0.5	2.0	0.0		20.6
United States	0.5	3.0	0.3	2.2	1.5	2.8	1.8	8.3	6.9	0.5	0.1	0.5	0.6	0.5	0.6	0.4	30.4
Subtotal	1.1	7.8	0.5	4.2	2.7	3.2	2.4	8.8	9.3	4.2	1.4	0.7	1.0	2.6	0.6	0.4	51.0
Pacific Rim																	
Australia		0.5	0.1	1.8	0.2	0.6	0.4	0.3		0.1	1.2	0.4	0.2	0.3	0.4		6.6
Japan																	
Korea, Republic of			0.1	0.1	0.2						0.1	0.2	0.6				1.3
New Zealand								0.0			0.0			0.0	0.1		0.1
Subtotal	0.5	0.3	1.9	0.4	0.6	0.4	0.3	0.0	0.1	1.4	1.0	0.2	0.3	0.5	0.1	0.1	8.1
Developing countries																	
Bangladesh								0.2		0.0	0.0			0.0			0.2
Brazil			0.0	0.0					0.0	0.0	0.0			0.0		1.1	1.2
China				0.3				0.0		0.0	0.0						0.3
Colombia		0.4		0.2													0.6
Egypt, Arab Republic of																	
India							0.7					0.2	0.4				1.3
Indonesia																	
Iran, Islamic Republic of				0.2		0.1	0.0					0.1					0.5
Kenya						0.0	0.0	0.1	0.2					0.1			0.4
Malaysia											0.1						0.1
Mexico		0.4		0.2	0.0						0.1						0.7
Morocco																	
Nigeria									3.2								3.2
Pakistan						0.4				0.0							0.4
Peru		0.0		0.0	0.2			0.1			0.1			0.0			0.4
Philippines							0.0			0.0	0.0	0.1			0.0		0.2
Romania																	
Russian Federation																	
South Africa	0.3			0.1		0.0	0.0	0.1		0.0	0.0		0.2	0.0		(0.2)	0.5
Turkey				0.5		0.2				0.3							1.0
Uganda								0.0									0.2
Subtotal	0.3	0.8	0.0	1.5	0.2	0.7	0.9	0.8	3.3	0.3	0.4	0.3	0.6	0.2	0.0	0.9	11.1
Foundations																	
Ford Foundation			0.3					0.1						0.4	0.1		0.9
IDRC		0.3	0.3		0.3	0.2	0.3	0.1	0.0	0.4	0.7	0.0	0.1	0.5			3.2
Kellogg Foundation		0.4															0.4
Rockefeller Foundation	0.6	1.8		1.8	0.1	0.0	0.4	0.6	0.7	0.3	0.4	1.0		0.5		0.4	8.7
Syngenta Foundation				0.8	0.0	0.0	0.0				0.0						0.8
Subtotal	0.6	2.5	0.6	2.6	0.4	0.2	0.8	0.8	0.7	0.7	1.1	1.0	0.1	1.4	0.1	0.4	14.0
International and regional organizations																	
ADB		0.9	0.0	0.3	0.0	0.4	0.4	0.5	0.0	0.1	0.0	0.8	0.3	0.0	0.3	0.0	4.1
AFDB										0.0			0.1				0.2
Arab Fund							1.2										1.2
FAO	0.0	0.1	0.0	0.0	0.1	0.4	0.2	0.1	0.0	0.1	0.1		0.2	0.0	0.0		1.4
Gulf Cooperation Council						0.1											0.1
IDB		0.1						0.0									0.2
IFAD	0.3	0.3	0.1	0.6	0.3	1.3	0.5	0.5	0.9	0.5	1.0	0.5		0.5	0.1		7.5
OPEC Fund		0.0		0.1		0.1	0.1			0.1			0.0		0.1		0.4
UNDP	0.2					0.1		0.0			0.5			0.0	0.0		0.9
UNICEF								0.1									0.1
UNESCO						0.1							0.0				0.1
UNESCAP													0.0				0.0
UNEP		1.5	0.2			0.0	2.3				1.3			0.8	0.0		6.1
Subtotal	0.5	2.9	0.4	1.0	0.4	3.7	3.4	1.3	1.0	0.7	3.1	1.3	0.7	1.4	0.6	0.0	22.3
Inter-Center activities		0.4	0.2	0.2	0.6	0.9	0.4	1.1	0.1	0.6	0.0		0.4	0.6	0.0		5.4
Subtotal	0.4	0.2	0.2	0.6	0.9	0.4	1.1	0.1	0.6	0.0	0.4	0.6	0.0	0.0	0.0	0.0	5.4
Total restricted Members	4.1	24.2	7.8	17.3	11.7	16.0	14.5	19.2	22.4	13.8	16.6	13.8	11.7	15.9	5.7	9.5	224.2
Total non-members	0.2	4.7	1.0	3.4	1.6	1.7	2.5	2.4	6.6	2.4	2.5	0.5	0.8	4.3	0.4	1.6	36.6
Total funding at Center level	4.3	28.9	8.7	20.6	13.3	17.7	17.0	21.6	29.0	16.2	19.2	14.3	12.5	20.2	6.0	11.1	260.8
Less inter-Center activities																	(5.4)
Total	4.3	28.9	8.7	20.6	13.3	17.7	17.0	21.6	29.0	16.2	19.2	14.3	12.5	20.2	6.0	11.1	255

TABLE A2.4 MEMBER FUNDING DISBURSED THROUGH THE WORLD BANK
(millions of US dollars)

Members	2004 Disbursements			2005 Disbursements				
	Nat'l Currency	in US\$	Month	Nat'l Currency	in US\$	Month		
Austria	EUR	1.8	2.2	September	EUR	1.8	2.2	October
Belgium	EUR	5.1	6.1	August	EUR	5.0		Undisbursed
Canada ¹³	CAD	17.8	13.7	Feb/July & 1, 2005	CAD	13.7	11.0	November
China			0.8	January, 2005			0.8	March, 2006
European Commission	EUR	22.4	29.3	January, 2005	EUR	22.5	27.1	March, 2006
Finland	EUR	1.3	1.8	January, 2005	EUR	1.3	1.6	February, 2006
France ¹⁴	EUR	1.5	1.9	November	EUR	1.5	1.8	March, 2006
Israel							0.5	February, 2006
Italy	EUR	4.0	5.3	February, 2005	EUR	4.5		not yet received
Japan	JPY				JPY	8.5		Undisbursed
Mexico			0.1	June			0.1	Undisbursed
Morocco			0.5	April			0.5	Undisbursed
New Zealand					NZ	0.9	0.6	February, 2006
Norway	NOK	78.0	11.5	August				
South Africa			0.5					
Spain								
Sweden		33.1	5.0	January, 2005	SEK	29.5	4.5	January
Switzerland	CHF	0.1	0.05	April			0.02	March
Thailand			0.1	December				
Turkey							0.5	Undisbursed
United States ¹⁵			38.3	Quarterly			45.9	Quarterly
Total			117.1				97.0	

¹³ 2005 includes Linkage Fund funding (CAD 450,000)

¹⁴ 2004 includes allocations to three non-CGIAR centers (AVRDC, ICIPE and ICRA).

¹⁵ 2005 includes grants for strengthening African Networks/Food Security (\$13.2 million), and for Natural Resource Management (\$6.8m).

TABLE A2.5 - CGIAR FUNDING BY CENTER

(millions of US dollars)

	Unrestricted	Restricted	Total	Percent over total funding	
				Unrestricted	Restricted
Africa Rice	7.3	4.3	11.6	63%	37%
CIAT	11.4	28.9	40.3	28%	72%
CIFOR	8.0	8.7	16.7	48%	52%
CIMMYT	18.7	20.6	39.3	48%	52%
CIP	8.4	13.3	21.8	39%	61%
ICARDA	11.0	17.7	28.7	38%	62%
ICRISAT	11.4	17.0	28.4	40%	60%
IFPRI	16.6	21.6	38.2	43%	57%
IITA	12.3	29.0	41.2	30%	70%
ILRI	15.5	16.2	31.7	49%	51%
IPGRI	16.4	19.2	35.6	46%	54%
IRRI	14.2	14.3	28.5	50%	50%
IWMI	10.6	12.5	23.1	46%	54%
World Agroforestry	10.0	20.2	30.2	33%	67%
WorldFish	7.3	6.0	13.3	55%	45%
Subtotal	178.8	249.7	428.5	42%	58%
System level					
Systems Office and committees	9.7		9.7		
Unallocated Member funding	2.1		3.0		
Advance	3.9		3.9		
Subtotal funding	194.5	249.7	445.0	44%	56%
Less inter-Center activities		(5.4)	(5.4)		
Total	195	245	440	44%	56%
Plus Challenge Program partners		10.2	10.2		
TOTAL CGIAR PROGRAM	195	255	450	43%	57%

TABLE A2.6 FUNDING OUTCOMES BY CENTER
(millions of US dollars)

	2005 Requirements ¹⁶	2005 financing			Total	Funding in relation to financing plan	2005 funding in relation to 2004 funding
		Unrestricted	Restricted	World Bank			
Africa Rice	11.6	6.1	4.3	1.2	11.6	100%	111%
CIAT	37.0	9.1	28.9	2.2	40.3	109%	111%
CIFOR	15.3	7.1	8.7	0.9	16.7	109%	113%
CIMMYT	44.3	12.9	20.6	5.8	39.3	89%	95%
CIP	23.7	7.0	13.3	1.4	21.8	92%	97%
ICARDA	27.0	9.0	17.7	2.0	28.7	106%	115%
ICRISAT	27.2	9.4	17.0	2.0	28.4	104%	102%
IFPRI	45.9	12.5	21.6	4.1	38.2	83%	117%
IITA	45.3	9.8	29.0	2.5	41.2	91%	96%
ILRI	33.7	12.9	16.2	2.6	31.7	94%	97%
IPGRI	36.9	13.1	19.2	3.3	35.6	96%	102%
IRRI	35.0	12.5	14.3	1.6	28.5	81%	88%
IWMI	29.3	6.7	12.5	3.9	23.1	79%	98%
World Agroforestry	30.3	8.0	20.2	2.0	30.2	100%	102%
WorldFish	14.6	6.3	6.0	1.0	13.3	91%	93%
Subtotal	457.1	142.4	249.7	36.4	428.5		
System level							
Systems Office and committees				9.7	9.7		
Advance				3.9	3.9		
Unallocated member funding		2.1	0.9		3.0		
Subtotal	457.1	144.5	249.7	50.0	445.0		
Less inter-Center activities			(5.4)		(5.4)		
Total	457.1	144.6	244.6	50.0	439.6		
Plus Challenge Program partners			10.2		10.2		
TOTAL CGIAR PROGRAM	457	145	255	50	450	98%	103%
Plus Earned income	7.0	10.0			10.0		
TOTAL CGIAR FUNDING	464	155	255	50	460		

¹⁶ Source: CGIAR Finance System

TABLE A2.7 CGIAR SYSTEM FUNDING BY CENTER, 2001-2005
(millions of US dollars)

	2001	2002	2003	2004	2005
	Funding to the agreed research agenda				
Africa Rice	8.8	9.5	10.7	10.4	11.6
CIAT	27.5	31.3	32.0	36.3	40.3
CIFOR	12.3	12.5	13.6	14.8	16.7
CIMMYT	39.3	35.4	36.2	41.2	39.3
CIP	18.7	18.2	18.0	22.3	21.8
ICARDA	21.1	23.2	25.4	24.8	28.7
ICRISAT	20.4	20.0	23.2	27.7	28.4
IFPRI	21.7	23.7	26.5	32.8	38.2
IITA	31.6	31.4	36.6	42.8	41.2
ILRI	24.3	26.6	29.5	32.9	31.7
IPGRI	22.3	25.3	27.9	34.8	35.6
IRRI	30.3	28.7	27.3	32.4	28.5
ISNAR	7.9	7.9	8.3	5.8	-
IWMI	10.8	20.4	22.1	23.6	23.1
World Agroforestry	21.6	21.5	27.3	29.7	30.2
WorldFish	12.1	12.7	14.5	14.3	13.3
Subtotal	330.7	348.1	379.0	426.5	428.5
System level					
Systems Office and committees	3.2	6.0	7.0	9.0	9.7
Advance	3.0	5.2			3.9
Unallocated Member funding					3.0
Subtotal	336.9	359.3	386.1	435.5	445.0
Less inter-Center activities		(2.3)	(5.2)	(4.7)	(5.4)
Subtotal funding to the agreed agenda	337	357	381	431	440
Plus Challenge Programs partners				5.3	10.2
TOTAL CGIAR PROGRAM	337	357	381	436	450

TABLE A3.1 CGIAR EXPENDITURE BY CENTER, 2001-2005

(millions of US dollars)

	2001	2002	2003	2004	2005
Africa Rice	9.7	9.8	10.1	10.1	10.9
CIAT	29.7	32.6	32.9	36.7	42.4
CIFOR	12.6	11.7	13.6	15.1	17.5
CIMMYT	40.7	41.5	37.5	41.1	38.8
CIP	19.7	19.3	17.6	21.5	22.0
ICARDA	21.3	24.3	26.2	24.6	29.1
ICRISAT	23.9	24.8	24.0	26.8	28.4
IFPRI	22.5	23.5	26.5	31.4	39.7
IITA	35.3	32.7	37.7	42.6	40.2
ILRI	28.2	28.8	31.0	31.7	32.2
IPGRI	23.1	25.7	28.3	32.0	34.6
IRRI	32.6	33.6	28.8	32.9	33.4
ISNAR	8.1	8.9	12.8	2.4	
IWMI	11.4	20.8	23.0	23.1	23.1
World Agroforestry	22.9	21.9	27.4	28.5	30.0
WorldFish	13.1	12.3	15.5	14.1	15.2
Agreed agenda	354.8	372.2	393.1	414.6	438
System level					
Systems Office and committees		11.2	7.0	9.0	9.9
Subtotal agreed agenda	354.8	383.4	400.1	423.6	447.5
Less inter-Center activities		(2.3)	(5.2)	(4.7)	(5.4)
TOTAL	355	381	395	419	442
Plus Challenge Program partners				5.3	10.2
TOTAL CGIAR PROGRAM	355	381	395	425	452

TABLE A3.2 CGIAR RESEARCH AGENDA EXPENDITURE BY OUTPUT, 2001-2005¹⁷
(millions of US dollars and percentages)

	2001		2002		2003		2004		2005	
	\$	%	\$	%	\$	%	\$	%	\$	%
Germplasm improvement	63.9	18%	67.0	18%	66.8	17%	70.0	17%	76.3	17%
Germplams collection	35.5	10%	37.2	10%	44.0	11%	50.5	12%	52.0	12%
Sustainable production	127.7	36%	130.3	35%	134.3	34%	144.9	35%	140.6	33%
Policy	49.7	14%	55.8	15%	62.2	16%	66.0	16%	80.3	18%
Enhancing NARS	78.1	22%	81.9	22%	85.7	22%	83.1	20%	88.3	20%
TOTAL	355	100%	372	100%	393	100%	415	100%	438	100%

TABLE A3.3 CENTERS' RESEARCH AGENDA EXPENDITURE BY OUTPUT
(millions of US dollars)

	Outputs					TOTAL	Funding source		
	Germplasm improvement	Germplasm collection	Sustainable production	Policy	Enhancing NARS		Funding	Earned income	Reserves
Africa Rice	2.3	0.8	3.0	0.9	4.0	10.9	11.6	0.2	0.8
CIAT	13.9	7.1	12.7	2.4	6.3	42.4	40.3	1.2	(0.9)
CIFOR		4.5	8.3	3.0	1.8	17.5	16.7	0.5	(0.4)
CIMMYT	10.5	10.1	9.2	3.0	6.1	38.8	39.3	1.5	2.0
CIP	6.3	2.0	8.6	1.7	3.4	22.0	21.8	0.3	0.1
ICARDA	6.0	2.5	13.9	1.7	5.0	29.1	28.7	0.9	0.5
ICRISAT	7.4	2.5	3.3	10.6	4.6	28.4	28.4	1.1	1.0
IFPRI	3.6	0.3	2.7	20.1	12.9	39.7	38.2	0.3	(1.1)
IITA	6.9	1.2	15.4	6.8	9.8	40.2	41.2	1.5	2.6
ILRI	3.2	2.7	20.3	3.2	2.8	32.2	31.7	2.5	2.1
IPGRI	5.4	10.3	5.5	3.9	9.4	34.6	35.6	(0.4)	0.7
IRRI	9.4	3.8	9.4	3.4	7.5	33.4	28.5	(0.4)	(5.4)
IWMI			10.0	7.8	5.4	23.1	23.1	0.5	0.4
World Agroforestry	0.7	4.3	9.9	7.1	8.0	30.0	30.2	0.3	0.5
WorldFish	0.7	0.1	8.3	4.5	1.6	15.2	13.3	0.1	(1.7)
Subtotal	76.3	52.0	140.6	80.3	88.3	438	428.5	10.3	1.2
System level									
Systems Office and committees						9.9	9.7		
Unallocated Member funding							3.0		3.0
Advance							3.9		3.9
Subtotal	76.3	52.0	140.6	80.3	88.3	447	445	10.3	8
Less inter-Center activities						(5.4)	(5.4)		
TOTAL	76.3	52.0	140.6	80.3	88.3	442	440	10.3	8
Plus Challenge Program partners	2.1	3.2	2.8	0.9	1.2	10.2	10.2		
TOTAL CGIAR PROGRAM	79	55	143	81	90	452	450	10	8

TABLE A3.4 CENTERS' RESEARCH AGENDA EXPENDITURE BY REGION

(millions of US dollars and percentages)

	SubSaharan		Asia		Latin America		CWANA		
	\$	%	\$	%	\$	%	\$	%	
Africa Rice	10.9	100%	10.9						
CIAT	42.4	36%	15.3	15%	6.4	48%	20.3	1%	0.4
CIFOR	17.5	32%	5.6	43%	7.5	25%	4.4		
CIMMYT	38.8	34%	13.2	29%	11.3	23%	8.9	14%	5.4
CIP	22.0	34%	7.5	18%	4.0	47%	10.3	1%	0.2
ICARDA	29.1	13%	3.8	6%	1.7	3%	0.9	78%	22.7
ICRISAT	28.4	59%	16.8	41%	11.7				
IFPRI	39.7	50%	19.8	33%	13.1	13%	5.2	4%	1.6
IITA	40.2	99%	39.8	0%	0.1	0%	0.1	0%	0.1
ILRI	32.2	65%	20.9	24%	7.7	6%	1.9	5%	1.6
IPGRI	34.6	34%	11.8	29%	10.0	21%	7.3	16%	5.5
IRRI	33.4	5%	1.7	89%	29.8	2%	0.7	4%	1.3
IWMI	23.1	38%	8.8	43%	10.0	11%	2.5	8%	1.9
World Agroforestry	30.0	74%	22.2	22%	6.6	4%	1.2		
WorldFish	15.2	20%	3.0	66%	10.0			14%	2.1
Subtotal	438	46%	201	30%	130	14%	64	10%	43
System level									
Systems Office and committees	9.9								
Subtotal	447								
Less inter-Center activities	(5.4)								
TOTAL	442								
Plus Challenge Program partners	10.2								
TOTAL CGIAR PROGRAM	452								

TABLE A3.5 CENTERS' RESEARCH AGENDA EXPENDITURE BY OBJECT

(millions of US dollars and percentages)

	Total	Personnel	Supplies	Collaboration	Travel	Depreciation
Africa Rice	10.9	4.9	3.9	0.6	0.8	0.8
CIAT	42.4	20.6	10.5	5.8	3.6	1.9
CIFOR	17.5	7.5	3.3	5.3	1.1	0.3
CIMMYT	38.8	18.0	10.8	6.2	1.9	2.0
CIP	22.0	9.3	7.9	2.3	2.2	0.4
ICARDA	29.1	10.9	11.2	2.9	2.6	1.5
ICRISAT	28.4	14.4	7.8	3.4	2.0	0.8
IFPRI	39.7	17.2	7.7	10.8	3.3	0.5
IITA	40.2	14.5	17.2	4.0	3.2	1.3
ILRI	32.2	15.2	4.0	9.5	1.9	1.7
IPGRI	34.6	18.2	8.6	5.5	1.8	0.5
IRRI	33.4	13.3	11.1	4.1	2.9	2.0
IWMI	23.1	13.7	0.3	6.7	2.0	0.5
World Agroforestry	30.0	13.7	8.6	2.1	4.3	1.2
WorldFish	15.2	6.5	4.7	1.6	1.9	0.3
Subtotal	438	198	117	71	36	16
System level						
Systems Office and committees	9.9					
Subtotal	447					
Less inter-Center activities	(5.4)					
TOTAL	442					
Plus Challenge Program partners	10.2					
TOTAL CGIAR PROGRAM	452					

	Total	Personnel	Supplies	Collaboration	Travel	Depreciation
Africa Rice	10.9	44%	36%	6%	7%	7%
CIAT	42.4	49%	25%	14%	8%	4%
CIFOR	17.5	42%	19%	30%	7%	2%
CIMMYT	38.8	46%	28%	16%	5%	5%
CIP	22.0	42%	36%	10%	10%	2%
ICARDA	29.1	38%	38%	10%	9%	5%
ICRISAT	28.4	51%	27%	12%	7%	3%
IFPRI	39.7	44%	20%	27%	8%	1%
IITA	40.2	36%	43%	10%	8%	3%
ILRI	32.2	47%	13%	29%	6%	5%
IPGRI	34.6	53%	25%	16%	5%	1%
IRRI	33.4	40%	33%	12%	9%	6%
IWMI	23.1	59%	1%	29%	9%	2%
World Agroforestry	30.0	46%	29%	7%	14%	4%
WorldFish	15.2	43%	31%	11%	13%	2%
TOTAL CENTER LEVEL	438	45%	27%	16%	8%	4%

TABLE A3.6 CENTER STAFFING, 2001-2005

	2001		2002		2003		2004		2005	
	International staff	Other staff	International staff	Other staff	International staff	Other staff	International staff	Other staff	International staff	Other staff
Africa Rice	30	324	30	285	34	198	39	125	40	136
CIAT	96	600	102	615	106	625	106	625	109	656
CIFOR	38	107	42	110	51	126	40	139	38	142
CIMMYT	102	795	110	681	100	649	95	537	85	480
CIP	54	503	51	405	52	405	55	456	56	440
ICARDA	108	352	109	408	116	407	106	364	105	385
ICRISAT	54	1,097	60	856	49	876	54	880	56	870
IFPRI	60	90	66	97	67	90	76	117	90	121
IITA	103	902	96	859	98	863	102	912	106	994
ILRI	83	712	73	630	70	661	92	628	74	626
IPGRI	45	171	45	175	45	181	52	194	69	188
IRRI	81	965	78	730	72	783	70	810	72	812
ISNAR	38	40	37	45	25	32				
IWMI	49	248	81	271	93	272	92	251	110	261
World Agroforestry	42	357	50	276	52	402	51	406	46	401
WorldFish	30	214	30	256	35	267	33	284	44	262
Total	1,013	7,477	1,060	6,699	1,065	6,837	1,063	6,728	1,100	6,774

TABLE A4.1 CENTERS' FINANCIAL POSITION, DECEMBER 31, 2005
(thousands of US dollars)

	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	IWMU	W/Agro-forestry	WorldFish	TOTAL
Assets															
Current assets															
Cash and cash equivalents	3,834	8,876	13,062	11,062	13,382	10,307	10,944	31,989	23,493	19,817	21,900	13,472	12,613	12,553	221,853
Accounts receivable															
Members	3,369	3,906	8,104	3,524	6,396	4,685	9,036	1,431	6,261	9,885	6,876	3,187	7,423	2,643	83,907
Employees	202	274		160	609	313		1,223	329		153	275	108	102	4,105
Others	316	728	1,252	240	902	1,832	1,297	130	1,140	872	2,142	4,414	4,934	535	22,280
Inventories	421	348	374	396	324	549		926	650		475	43	87		4,593
Prepaid expenses	363	314	10	185	527	291		375	404	221	253	183	99		3,401
Other current assets				82	5,957		315	163						63	6,580
Total current assets	8,505	24,167	22,792	15,649	28,097	17,977	21,592	36,237	32,277	30,795	31,799	21,574	25,264	15,896	346,719
Non-current assets															
Net property, plant and equipment	1,326	1,648	14,952	2,768	3,511	5,123	1,393	5,982	11,516	2,037	8,524	2,098	6,318	662	77,869
Investments				305		16,927	7,929		1,816		19,665				46,642
Other assets	6	46				881			26	128	6			130	1,223
Total non-current assets	1,326	10,027	14,952	3,073	3,511	22,931	9,322	5,982	13,358	2,165	28,195	2,098	6,318	782	125,734
Total assets	9,831	34,194	37,744	18,722	31,608	40,908	30,914	42,219	45,635	32,960	59,994	23,672	31,582	16,678	472,453
Liabilities and net assets															
Current liabilities															
Accounts payable:															
Members	3,427	4,017	12,305	4,586	7,090	7,615	13,373	8,534	8,092	5,558	6,382	14,647	7,578	4,122	119,497
In-trust Accounts															
Employees	174			735		1,220		8,442	1,709	956		97	277	130	14,514
Others	1,280	49	2,163	5,746	2,039	4,208	4,524	1,606	1,304	11,133	1,163	761	2,568	1,580	44,430
Accruals and provisions	1,288	946	572	78	4,888	405	1,221	391	1,793	1,550	7,110	40	2,053	1,626	24,086
Total current liabilities	6,148	17,396	15,040	10,410	14,752	13,448	19,118	18,973	12,898	19,197	14,655	15,545	12,476	7,458	202,526
Long-term liabilities															
Long-term loan															
Others	1,605	2,294	535	73	4,145	10,801	1,509		634	3,120		1,611	5,250	320	31,887
Total long-term liabilities	1,605	2,294	535	73	4,145	10,801	1,509		634	3,120		1,611	5,250	320	31,887
Total liabilities	6,148	19,001	15,575	10,483	18,897	24,249	20,627	18,973	13,532	22,317	14,655	17,156	17,726	7,778	234,423
Net assets															
Unrestricted															
Unrestricted net assets excluding fixed assets	2,356	5,172	7,217	5,471	9,200	9,342	8,894	17,264	20,587	8,606	36,815	4,418	7,538	8,248	157,966
Fixed assets	1,326	10,021	14,952	2,768	3,511	5,123	1,393	5,982	11,516	2,037	8,524	2,098	6,318	652	77,869
Unrestricted net assets	3,683	15,193	22,169	8,239	12,711	14,465	10,287	23,246	32,103	10,643	45,339	6,516	13,856	8,900	235,836
Restricted						2,194									2,194
Total net assets	3,683	15,193	22,169	8,239	12,711	16,659	10,287	23,246	32,103	10,643	45,339	6,516	13,856	8,900	238,030
Total liabilities and net assets	9,831	34,194	37,744	18,722	31,608	40,908	30,914	42,219	45,635	32,960	59,994	23,672	31,582	16,678	472,453

TABLE A4.2 CAPITAL INVESTMENTS BY CENTER, 2001-2005*(millions of US dollars)*

	2001	2002	2003	2004	2005
Africa Rice	0.2	0.2	0.6	0.4	0.7
CIAT	0.9	1.7	1.3	2.3	2.5
CIFOR	0.4	0.1	0.2	0.4	0.3
CIMMYT	1.9	1.4	0.5	1.6	1.6
CIP	0.4	0.1	0.3	0.5	0.4
ICARDA	0.9	1.0	0.3	0.7	1.3
ICRISAT	2.0	0.3	0.5	0.8	0.5
IFPRI	0.3	0.3	0.2	0.7	1.1
IITA	2.4	0.7	1.7	1.4	1.5
ILRI	0.8	0.7	0.7	1.6	1.5
IPGRI	1.0	0.3	0.4	0.4	0.5
IRRI	2.4	1.1	1.8	3.0	1.6
ISNAR	0.2	0.1			
IWMI	1.3	0.8	0.6	0.3	0.6
World Agroforestry	0.6	0.3	0.4	1.2	1.1
WorldFish	0.2	0.2	0.2	0.2	0.6
Total	15.9	9.3	9.7	15.5	15.8

TABLE A5.1 - CGIAR TOTAL EXPENDITURE, 1972-2005¹⁸
(millions of US dollars and percentages)

	1972-2001		2002		2003		2004		2005		TOTAL	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Center												
Africa Rice	181	3%	10	3%	10	3%	10	2%	11	2%	211	3%
CIAT	30	0%	33	9%	33	8%	37	9%	42	10%	815	10%
CIFOR	86	1%	12	3%	14	3%	15	4%	18	4%	128	2%
CIMMYT	735	12%	42	11%	38	10%	41	10%	39	9%	853	11%
CIP	434	7%	19	5%	18	4%	22	5%	22	5%	493	6%
ICARDA	500	8%	24	7%	26	7%	25	6%	29	7%	580	7%
ICRISAT	673	11%	25	7%	24	6%	27	6%	28	7%	750	9%
IFPRI	258	4%	23	6%	26	7%	31	8%	40	9%	347	4%
IITA	796	13%	33	9%	38	10%	43	10%	40	9%	906	11%
ILRI	654	11%	29	8%	31	8%	32	8%	32	7%	746	9%
IPGRI	256	4%	26	7%	28	7%	32	8%	35	8%	344	4%
IRRI	822	14%	34	9%	29	7%	33	8%	33	8%	950	12%
ISNAR	169	3%	9	2%	13	3%	2	1%			193	2%
IWMI	94	2%	21	6%	23	6%	23	6%	23	5%	184	2%
World Agroforestry	186	3%	22	6%	27	7%	28	7%	30	7%	293	4%
WorldFish	90	2%	12	3%	16	4%	14	3%	15	3%	147	2%
Total	5,961	100%	372	100%	393	100%	415	100%	438	100%	7,944	100%
Output												
Germplasm improvement	423	6%	67	18%	67	17%	70	17%	76	17%	703	9%
Germplasm collection	822	12%	37	10%	44	11%	51	12%	52	12%	1,005	12%
Sustainable production	3,500	53%	130	35%	134	34%	145	35%	141	32%	4,050	49%
Policy	465	7%	56	15%	62	16%	66	16%	80	18%	729	9%
Enhancing NARS	1,430	22%	82	22%	86	22%	83	20%	88	20%	1,769	21%
Total	6,640	100%	372	100%	393	100%	415	100%	438	100%	8,257	100%
Sector/Commodity												
Cereals	2,643	32%	118	37%	113	34%	123	34%	126	32%	3,123	43%
Rice	1,194	13%	49	16%	46	14%	51	14%	51	13%	1,392	19%
Wheat	556	8%	26	8%	25	8%	27	7%	25	6%	659	9%
Maize	505	11%	26	8%	41	12%	45	13%	50	12%	667	9%
Legumes	915	11%	33	10%	38	11%	41	11%	41	10%	1,067	15%
Roots and tubers	887	19%	49	15%	50	15%	57	16%	57	14%	1,100	15%
Bananas/plantains	122	4%	28	9%	29	9%	32	9%	33	8%	244	3%
Production sectors	4,567	65%	227	72%	229	69%	253	71%	257	65%	5,534	75%
Livestock	1,005	17%	41	13%	42	13%	43	12%	45	11%	1,177	16%
Trees	277	12%	36	11%	44	13%	47	13%	57	14%	460	6%
Water									23	6%	23	0%
Fish	94	5%	12	4%	16	5%	15	4%	16	4%	152	2%
Total	5,440	100%	316	100%	331	100%	358	100%	398	100%	7,346	100%
Region												
Sub-Saharan Africa	2,776	43%	159	43%	179	46%	154	43%	201	46%	3,470	42%
Asia	2,031	32%	123	33%	124	32%	112	31%	130	30%	2,519	31%
Latin America & the Caribbean	1,077	17%	57	15%	54	14%	58	16%	64	14%	1,310	16%
Central and West Asia & North Africa	756	9%	34	9%	36	9%	32	9%	43	10%	900	11%
Total	5,961	100%	372	100%	393	100%	356	100%	438	100%	8,199	100%
Object												
Personnel	3,489	49%	182	49%	181	46%	172	45%	197	45%	4,220	51%
Supplies & services	2,157	40%	149	40%	122	31%	143	27%	118	27%	2,689	33%
Collaboration & partnerships					47	12%		16%	70	16%	117	1%
Travel	454	7%	27	7%	28	7%	25	8%	35	8%	568	7%
Depreciation	540	4%	14	4%	16	4%	16	4%	18	4%	603	7%
Total	6,640	100%	372	100%	393	100%	355	100%	438	100%	8,198	100%

¹⁸ This data is aggregated at the Center level.

TABLE 6.1 CGIAR PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	337	357	381	437	450
<i>(of which unrestricted)</i>	43%	44%	44%	45%	43%
Earned income	15.8	14.0	17.2	16.1	10.3
Total revenue	353	371	398	453	460
Agenda funding (millions of US dollars)					
Members					
Europe	131	147	161	181	197
Pacific Rim	38	26	24	26	24
North America	57	65	76	87	91
Developing countries	12	12	12	17	15
International and regional organizations	64	69	70	73	72
Foundations	12	13	12	13	14
Subtotal	314	332	356	397	413
Non-members					
Total	23	25	25	40	45
Total					
Total	337	357	381	437	458
Top three contributors					
	United States World Bank	United States World Bank	United States World Bank	United States World Bank	United States World Bank
	Japan	United Kingdom	E.C.	United Kingdom	United Kingdom
Staffing (number)					
Internationally recruited staff	1,013	1,060	1,065	1,063	1,100
Support staff	7,477	6,699	6,837	6,728	6,774
Total	8,490	7,759	7,902	7,791	7,874
Agenda program expenditure by output					
Germplasm improvement	18%	18%	17%	17%	17%
Germplasm collection	10%	10%	11%	12%	12%
Sustainable production	36%	35%	34%	35%	34%
Policy	14%	15%	16%	16%	18%
Enhancing NARS	22%	22%	22%	20%	20%
Total (millions of US dollars)	355	381	395	425	452
Object of expenditure					
Personnel costs	49%	49%	46%	45%	45%
Supplies & services	40%	40%	31%	29%	27%
Collaboration & partnerships			12%	14%	16%
Travel	7%	7%	7%	8%	8%
Depreciation	4%	4%	4%	4%	4%
Expenditure by region					
Sub-Saharan Africa	43%	43%	45%	47%	46%
Asia	31%	33%	32%	32%	30%
Latin America & the Caribbean	16%	15%	14%	12%	14%
Central and West Asia & North Africa	9%	9%	9%	9%	10%
Result of operations [Surplus/(deficit)] in US\$m					
	(2)	(10)	3	28	8
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	99.5	96.0	126.8	155.5	158.0
Liquidity indicators					
Working capital (days expenditure)	129	125	151	170	163
Current ratio	1.9	1.8	1.8	1.9	1.9
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	107	96	124	145	137
Fixed asset indicators					
Capital expenditure (millions of US dollars)	15.9	9.262	9.735	15.5	15.8
Capital expenditure / depreciation	104%	65%	63%	90%	101%
Efficiency of operations indicator					
Indirect cost ratio				24%	21%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.68	0.83

TABLE A6.2 AFRICA RICE PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	8.8	9.5	10.7	10.4	11.6
<i>(of which unrestricted)</i>	44%	61%	70%	67%	63%
Earned income	1.0	0.6	0.3	0.1	0.2
Total revenue	9.8	10.1	11.0	10.5	11.8
Agenda funding (millions of US dollars)					
Members					
Europe	3.3	3.9	4.2	5.0	5.0
Pacific Rim	2.0	2.2	1.8	1.9	1.7
North America	1.0	1.1	1.3	1.2	2.0
Developing countries	0.1	0.0	0.0	0.3	0.3
International and regional organizations	1.7	1.7	2.9	1.5	1.7
Foundations	0.3	0.2	0.3	0.2	0.7
Subtotal	8.4	9.1	10.6	10.2	11.4
Non-members					
	0.4	0.4	0.1	0.2	0.2
Total	8.8	9.5	10.7	10.4	11.6
Top three contributors					
	Japan World Bank Netherlands	Japan World Bank Netherlands	World Bank Japan E.C.	Japan E.C. World Bank	Japan Canada Netherlands
Staffing (number)					
Internationally recruited staff	30	30	34	39	40
Support staff	324	285	198	125	136
Total	354	315	232	164	176
Agenda program expenditure by output					
Germplasm improvement	16%	15%	28%	19%	21%
Germplasm collection	5%	9%	11%	10%	7%
Sustainable production	39%	41%	26%	38%	28%
Policy	10%	13%	8%	10%	9%
Enhancing NARS	29%	18%	27%	23%	36%
Total (millions of US dollars)	9.7	9.8	10.1	10.1	10.9
Object of expenditure					
Personnel costs	41%	44%	49%	52%	44%
Supplies & services	44%	41%	36%	29%	36%
Collaboration & partnerships			5%	4%	6%
Travel	7%	6%	5%	7%	7%
Depreciation	7%	4%	4%	8%	7%
Expenditure by region					
Sub-Saharan Africa	100%	100%	100%	100%	100%
Asia	0%	0%	0%	0%	0%
Latin America & the Caribbean	0%	0%	0%	0%	0%
Central and West Asia & North Africa	0%	0%	0%	0%	0%
Result of operations [Surplus/(deficit)] in US\$m	0.1	0.3	0.9	0.4	0.8
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	(0.8)	(0.3)	0.6	1.5	2.4
Liquidity indicators					
Working capital (days expenditure)	(30)	(10)	22	58	87
Current ratio	0.9	1.0	1.1	1.2	1.4
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	(32)	(10)	23	58	87
Fixed asset indicators					
Capital expenditure (millions of US dollars)	0.2	0.2	0.6	0.4	0.7
Capital expenditure / depreciation	28%	46%	145%	42%	90%
Efficiency of operations indicator					
Indirect cost ratio				49%	44%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.68	0.90

TABLE A6.3 CIAT PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	27.5	31.0	32.0	36.3	40.3
<i>(of which unrestricted)</i>	36%	35%	35%	37%	28%
Earned income	2.3	0.7	1.0	1.0	1.2
Total revenue	29.8	31.7	32.9	37.2	41.5
Agenda funding (millions of US dollars)					
Members					
Europe	9.9	10.4	10.6	11.9	13.7
Pacific Rim	4.1	2.3	1.3	1.6	1.3
North America	4.4	6.7	6.6	8.8	11.7
Developing countries	2.5	2.8	2.5	2.3	0.9
International and regional organizations	4.1	5.7	6.8	6.4	5.1
Foundations	1.0	1.4	1.8	2.2	2.4
Subtotal	26.0	29.3	29.5	33.2	35.1
Non-members					
	1.5	1.7	1.5	2.7	4.7
Total	27.5	31.0	31.0	36.0	39.8
Top three contributors					
	World Bank United States Japan	World Bank United States Japan	United States World Bank Canada	United States Canada World Bank	Canada United States United Kingdom
Staffing (number)					
Internationally recruited staff	96	102	106	106	109
Support staff	600	615	625	625	656
Total	696	717	731	731	765
Agenda program expenditure by output					
Germplasm improvement	29%	29%	32%	31%	33%
Germplasm collection	15%	15%	15%	15%	17%
Sustainable production	35%	35%	33%	34%	30%
Policy	5%	5%	5%	6%	6%
Enhancing NARS	17%	17%	14%	15%	15%
Total (millions of US dollars)	29.7	32.3	32.9	36.7	42.4
Object of expenditure					
Personnel costs	54%	41%	53%	51%	49%
Supplies & services	34%	36%	27%	25%	25%
Collaboration & partnerships			8%	12%	14%
Travel	8%	7%	8%	9%	8%
Depreciation	4%	3%	3%	4%	4%
Expenditure by region					
Sub-Saharan Africa	24%	25%	33%	36%	36%
Asia	12%	12%	15%	15%	15%
Latin America & the Caribbean	62%	61%	52%	49%	48%
Central and West Asia & North Africa	2%	2%	1%	1%	1%
Result of operations [Surplus/(deficit)] in US\$m	0.1	(0.6)	0.1	0.5	(0.9)
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	3.6	2.8	5.0	6.0	5.2
Liquidity indicators					
Working capital (days expenditure)	81	66	75	77	61
Current ratio	1.8	1.7	1.4	1.5	1.4
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	46	33	58	63	47
Fixed asset indicators					
Capital expenditure (millions of US dollars)	0.9	1.7	1.3	2.3	2.5
Capital expenditure / depreciation	75%	163%	114%	157%	134%
Efficiency of operations indicator					
Indirect cost ratio				21%	20%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.72	0.76

TABLE A6.4 CIFOR PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	12.3	12.4	13.6	14.8	16.7
<i>(of which unrestricted)</i>	48%	35%	35%	54%	48%
Earned income	0.4		0.2	0.2	0.5
Total revenue	12.7	12.4	13.8	15.0	17.2
Agenda funding (millions of US dollars)					
Members					
Europe	5.7	7.0	7.7	9.0	10.9
Pacific Rim	1.6	0.9	1.2	1.3	1.0
North America	1.4	1.4	1.4	1.4	1.7
Developing countries	0.2	0.2	0.1	0.2	0.1
International and regional organizations	2.3	2.0	1.4	1.4	1.2
Foundations	0.1	0.2	0.3	0.5	0.6
Subtotal	11.3	11.6	12.2	13.9	15.5
Non-members					
Total	12.3	12.4	13.6	14.7	16.5
Top three contributors					
	World Bank E.C. Japan	World Bank E.C. Japan	E.C. Netherlands United Kingdom	Netherlands United Kingdom World Bank	United Kingdom E.C. Netherlands
Staffing (number)					
Internationally recruited staff	38	42	51	40	38
Support staff	107	110	126	139	142
Total	145	152	177	179	180
Agenda program expenditure by output					
Germplasm improvement	0%	0%	0%	0%	0%
Germplasm collection	12%	17%	20%	18%	25%
Sustainable production	41%	47%	52%	51%	47%
Policy	24%	23%	22%	23%	17%
Enhancing NARS	10%	13%	7%	8%	10%
Total (millions of US dollars)	12.6	11.7	13.6	15.1	17.5
Object of expenditure					
Personnel costs	47%	51%	50%	50%	42%
Supplies & services	44%	41%	15%	16%	19%
Collaboration & partnerships			27%	27%	30%
Travel	6%	5%	6%	6%	7%
Depreciation	4%	3%	2%	2%	2%
Expenditure by region					
Sub-Saharan Africa	30%	30%	30%	32%	32%
Asia	35%	35%	35%	34%	43%
Latin America & the Caribbean	35%	35%	35%	34%	25%
Central and West Asia & North Africa	0%	0%	0%	0%	0%
Result of operations [Surplus/(deficit)] in US\$m	0.1	0.8	0.2	(0.1)	(0.4)
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	5.7	6.9	7.2	7.2	6.8
Liquidity indicators					
Working capital (days expenditure)	166	215	197	230	191
Current ratio	2.1	2.1	1.9	2.9	2.8
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	173	223	197	174	144
Fixed asset indicators					
Capital expenditure (millions of US dollars)	0.4	0.1	0.2	0.4	0.3
Capital expenditure / depreciation	80%	25%	73%	116%	86%
Efficiency of operations indicator					
Indirect cost ratio				18%	21%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.63	1.10

TABLE A6.5 CIMMYT PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	39.3	35.2	36.2	41.2	39.3
<i>(of which unrestricted)</i>	36%	36%	41%	46%	48%
Earned income	1.1	1.2	2.0	1.3	1.5
Total revenue	40.4	36.4	38.3	42.5	40.8
Agenda funding (millions of US dollars)					
Members					
Europe	10.3	9.5	9.8	10.4	10.1
Pacific Rim	3.4	3.3	4.2	5.1	5.3
North America	6.8	6.9	10.0	10.4	9.1
Developing countries	3	2.0	1.5	2.2	1.9
International and regional organizations	6.8	5.2	4.8	6.9	6.7
Foundations	2.5	2.4	3.1	3.0	2.6
Subtotal	32.8	29.4	33.4	38.0	35.7
Non-members					
Total	39.3	35.2	35.9	40.2	39.1
Top three contributors					
	United States World Bank E.C.	United States World Bank E.C.	United States World Bank E.C.	United States World Bank E.C.	World Bank United States Canada
Staffing (number)					
Internationally recruited staff	102	110	100	95	85
Support staff	795	681	649	537	480
Total	897	791	749	632	565
Agenda program expenditure by output					
Germplasm improvement	30%	32%	29%	31%	27%
Germplasm collection	14%	15%	16%	14%	26%
Sustainable production	26%	26%	29%	27%	24%
Policy	4%	5%	6%	5%	8%
Enhancing NARS	25%	23%	20%	23%	16%
Total (millions of US dollars)	40.7	41.3	37.5	41.1	38.8
Object of expenditure					
Personnel costs	49%	41%	48%	41%	46%
Supplies & services	43%	41%	29%	35%	28%
Collaboration & partnerships			12%	14%	16%
Travel	4%	4%	3%	5%	5%
Depreciation	3%	3%	8%	5%	5%
Expenditure by region					
Sub-Saharan Africa	35%	38%	37%	37%	34%
Asia	28%	28%	28%	28%	29%
Latin America & the Caribbean	27%	25%	25%	25%	23%
Central and West Asia & North Africa	10%	10%	10%	10%	14%
Result of operations [Surplus/(deficit)] in US\$m					
	(0.4)	(4.9)	0.7	1.4	2.0
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	4.3	(0.3)	3.1	4.9	7.2
Liquidity indicators					
Working capital (days expenditure)	44	3	39	54	79
Current ratio	1.5	1.0	1.3	1.3	1.5
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	40	(3)	33	50	74
Fixed asset indicators					
Capital expenditure (millions of US dollars)	1.9	1.4	0.5	1.6	1.6
Capital expenditure / depreciation	136%	106%	16%	78%	82%
Efficiency of operations indicator					
Indirect cost ratio				25%	20%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.80	1.33

TABLE A6.6 CIP PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	18.7	18.0	18.0	22.3	21.8
<i>(of which unrestricted)</i>	50%	43%	46%	42%	39%
Earned income		0.6	0.4	0.3	0.3
Total revenue	18.7	18.5	18.4	22.6	22.1
Agenda funding (millions of US dollars)					
Members					
Europe	9.8	10.2	10.5	13.1	11.9
Pacific Rim	1.8	1.1	0.7	1.1	0.8
North America	2.7	2.7	2.7	2.9	4.3
Developing countries	0.5	0.8	0.3	0.4	0.3
International and regional organizations	3.3	2.6	2.9	1.9	1.8
Foundations	0.2	0.3	0.0	0.7	0.4
Subtotal	18.3	17.7	17.1	20.1	19.5
Non-members					
Total	18.7	18.0	17.6	22.2	21.1
Top three contributors					
	Switzerland	Switzerland	World Bank	Switzerland	United States
	United States	United States	Switzerland	Spain	United Kingdom
	World Bank	World Bank	United States	United Kingdom	Switzerland
Staffing (number)					
Internationally recruited staff	54	51	52	55	56
Support staff	503	405	405	456	440
Total	557	456	457	511	496
Agenda program expenditure by output					
Germplasm improvement	24%	28%	32%	27%	29%
Germplasm collection	14%	6%	8%	11%	9%
Sustainable production	41%	41%	37%	37%	39%
Policy	6%	5%	8%	10%	8%
Enhancing NARS	16%	19%	15%	15%	15%
Total (millions of US dollars)	19.7	19.1	17.6	21.5	22.0
Object of expenditure					
Personnel costs	42%	46%	46%	45%	42%
Supplies & services	48%	42%	35%	34%	36%
Collaboration & partnerships			7%	10%	10%
Travel	8%	9%	9%	10%	10%
Depreciation	2%	2%	2%	2%	2%
Expenditure by region					
Sub-Saharan Africa	18%	30%	41%	41%	34%
Asia	51%	43%	34%	35%	18%
Latin America & the Caribbean	26%	19%	14%	12%	47%
Central and West Asia & North Africa	5%	9%	11%	12%	1%
Result of operations [Surplus/(deficit)] in US\$m					
	(1.0)	(0.6)	0.9	1.1	0.1
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	2.6	2.7	4.5	5.5	5.5
Liquidity indicators					
Working capital (days expenditure)	49	51	97	99	93
Current ratio	1.3	1.3	1.4	1.6	1.5
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	50	52	97	95	91
Fixed asset indicators					
Capital expenditure (millions of US dollars)	0.4	0.1	0.3	0.5	0.4
Capital expenditure / depreciation	100%	27%	79%	149%	115%
Efficiency of operations indicator					
Indirect cost ratio				14%	12%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.91	0.88

TABLE A6.7 ICARDA PROGRAM AND RESOURCE HIGHLIGHTS, 2001.-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	21.1	23.1	25.4	24.8	28.7
<i>(of which unrestricted)</i>	38%	37%	42%	42%	38%
Earned income	0.4	1.2	0.8	0.5	0.9
Total revenue	21.5	24.3	26.2	25.3	29.6
Agenda funding (millions of US dollars)					
Members					
Europe	6.7	7.0	8.7	10.0	11.9
Pacific Rim	1.4	0.9	1.3	1.1	1.3
North America	2	7.9	6.4	4.5	5.3
Developing countries	3.2	1.3	1.8	1.7	1.7
International and regional organizations	6.7	5.4	5.5	4.8	5.7
Foundations				0.1	0.2
Subtotal	20.0	22.4	23.7	22.1	26.1
Non-members					
	1.1	0.7	1.3	2.3	1.7
Total	21.1	23.1	25.0	24.4	27.8
Top three contributors					
	World Bank Arab Fund United States	World Bank Arab Fund United States	United States World Bank E.C.	United States United Kingdom E.C.	United States United Kingdom World Bank
Staffing (number)					
Internationally recruited staff	108	109	116	106	105
Support staff	352	408	407	364	385
Total	460	517	523	470	490
Agenda program expenditure by output					
Germplasm improvement	20%	18%	17%	19%	21%
Germplasm collection	13%	15%	12%	16%	9%
Sustainable production	47%	47%	41%	46%	48%
Policy	5%	4%	6%	5%	6%
Enhancing NARS	14%	15%	24%	14%	17%
Total (millions of US dollars)	21.3	24.3	26.2	24.6	29.1
Object of expenditure					
Personnel costs	42%	41%	37%	43%	38%
Supplies & services	40%	43%	40%	29%	38%
Collaboration & partnerships			11%	7%	10%
Travel	12%	12%	10%	13%	9%
Depreciation	5%	4%	3%	7%	5%
Expenditure by region					
Sub-Saharan Africa	15%	15%	15%	15%	13%
Asia	12%	12%	12%	12%	6%
Latin America & the Caribbean	3%	3%	3%	3%	3%
Central and West Asia & North Africa	70%	70%	70%	70%	78%
Result of operations [Surplus/(deficit)] in US\$m	0.2	0.0	0.0	0.7	0.5
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	7.7	8.6	8.8	9.4	9.2
Liquidity indicators					
Working capital (days expenditure)	175	174	188	205	175
Current ratio	2.0	1.8	2.0	2.0	1.9
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	138	135	127	143	121
Fixed asset indicators					
Capital expenditure (millions of US dollars)	0.9	0.9	0.3	0.7	1.3
Capital expenditure / depreciation	82%	102%	35%	43%	89%
Efficiency of operations indicator					
Indirect cost ratio				20%	18%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.52	0.83

TABLE A6.8 ICRISAT PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	20.4	19.8	23.2	27.7	28.4
<i>(of which unrestricted)</i>	48%	48%	41%	40%	40%
Earned income	1.4	1.0	1.4	2.3	1.1
Total revenue	21.8	20.8	24.6	30.1	29.5
Agenda funding (millions of US dollars)					
Members					
Europe	6.7	7.6	8.3	10.1	12.1
Pacific Rim	2.6	1.6	1.3	1.4	1.2
North America	4.8	4.9	5.2	5.0	5.0
Developing countries	0.7	0.4	0.4	0.9	1.1
International and regional organizations	4.1	4.1	5.2	6.0	5.3
Foundations	0.4	0.3	0.6	0.9	0.8
Subtotal	19.3	18.9	21.1	24.3	25.5
Non-members	1.1	1.0	1.8	3.2	2.5
Total	20.4	19.8	22.9	27.5	27.9
Top three contributors					
	United States World Bank Japan	United States World Bank Japan	United States United Kingdom World Bank	United Kingdom United States UNEP	United Kingdom United States UNEP
Staffing (number)					
Internationally recruited staff	54	60	49	54	56
Support staff	1,097	856	876	880	870
Total	1,151	916	925	934	926
Agenda program expenditure by output					
Germplasm improvement	27%	22%	31%	27%	26%
Germplasm collection	10%	13%	7%	6%	9%
Sustainable production	32%	30%	34%	38%	12%
Policy	15%	18%	11%	13%	37%
Enhancing NARS	15%	17%	16%	16%	16%
Total (millions of US dollars)	23.9	24.7	24.0	26.8	28.4
Object of expenditure					
Personnel costs	42%	42%	48%	48%	51%
Supplies & services	35%	35%	37%	36%	27%
Collaboration & partnerships			6%	6%	12%
Travel	6%	6%	5%	7%	7%
Depreciation	5%	5%	4%	4%	3%
Expenditure by region					
Sub-Saharan Africa	52%	49%	51%	50%	59%
Asia	44%	50%	49%	50%	41%
Latin America & the Caribbean	2%	0%	0%	0%	0%
Central and West Asia & North Africa	2%	1%	0%	0%	0%
Result of operations [Surplus/(deficit)] in US\$m					
	(2.1)	(4.0)	0.6	3.3	1.0
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	9.9	5.9	7.4	8.9	9.3
Liquidity indicators					
Working capital (days expenditure)	243	219	284	287	280
Current ratio	3.2	2.5	2.4	2.9	2.6
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	159	92	167	124	122
Fixed asset indicators					
Capital expenditure (millions of US dollars)	2	0.3	0.5	0.8	0.5
Capital expenditure / depreciation	182%	23%	53%	82%	64%
Efficiency of operations indicator					
Indirect cost ratio				23%	23%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.56	0.58

TABLE A6.9 IFPRI PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	21.7	22.9	26.5	32.8	38.2
<i>(of which unrestricted)</i>	36%	37%	42%	46%	43%
Earned income	0.7	0.4	0.7	0.8	0.3
Total revenue	22.5	23.3	27.2	33.6	38.5
Agenda funding (millions of US dollars)					
Members					
Europe	9.5	8.8	8.5	12.1	14.1
Pacific Rim	1.5	1.4	1.3	1.0	0.9
North America	4.2	4.0	5.2	9.1	12.4
Developing countries	0.2	0.9	0.6	0.4	1.0
International and regional organizations	3.5	3.9	5.5	4.5	5.5
Foundations	0.7	1.2	0.8	1.1	0.8
Subtotal	19.6	20.2	22.0	28.2	34.7
Non-members	2.1	2.7	3.3	3.6	2.4
Total	21.7	22.9	25.3	31.8	37.1
Top three contributors					
	United States Germany World Bank	United States Germany World Bank	World Bank United States E.C.	United States World Bank E.C.	United States World Bank Canada
Staffing (number)					
Internationally recruited staff	60	66	67	76	90
Support staff	90	97	90	117	121
Total	150	163	157	193	211
Agenda program expenditure by output					
Germplasm improvement	0%	0%	0%	0%	9%
Germplasm collection	1%	0%	0%	25%	1%
Sustainable production	4%	8%	6%	4%	7%
Policy	56%	60%	58%	44%	51%
Enhancing NARS	39%	32%	36%	27%	32%
Total (millions of US dollars)	22.5	22.7	26.5	31.4	39.7
Object of expenditure					
Personnel costs	48%	51%	46%	45%	44%
Supplies & services	44%	40%	29%	21%	20%
Collaboration & partnerships			16%	22%	27%
Travel	7%	8%	8%	11%	8%
Depreciation	1%	1%	1%	1%	1%
Expenditure by region					
Sub-Saharan Africa	49%	49%	48%	50%	50%
Asia	25%	29%	32%	33%	33%
Latin America & the Caribbean	19%	19%	17%	13%	13%
Central and West Asia & North Africa	7%	4%	3%	3%	4%
Result of operations [Surplus/(deficit)] in US\$m	0.6	0.6	0.7	2.2	(1.1)
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	7.3	7.9	8.7	10.5	8.9
Liquidity indicators					
Working capital (days expenditure)	144	141	150	138	95
Current ratio	1.9	1.8	1.7	1.7	1.5
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	121	130	128	121	82
Fixed asset indicators					
Capital expenditure (millions of US dollars)	0.3	0.3	0.2	0.7	1.1
Capital expenditure / depreciation	100%	88%	86%	231%	208%
Efficiency of operations indicator					
Indirect cost ratio				15%	16%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.62	1.05

TABLE A6.10 IITA PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	31.6	31.4	36.6	42.8	41.2
<i>(of which unrestricted)</i>	38%	39%	33%	29%	30%
Earned income	2.2	1.0	1.3	1.5	1.5
Total revenue	33.8	32.4	37.9	44.3	42.7
Agenda funding (millions of US dollars)					
Members					
Europe	8.9	10.4	12.4	13.6	13.7
Pacific Rim	3.1	1.7	0.6	0.4	0.3
North America	11.2	10.9	15.0	15.7	13.1
Developing countries	0.2	0.1	1.6	4.4	3.3
International and regional organizations	4.5	5.1	4.1	3.3	3.5
Foundations	0.9	0.5	0.5	0.5	0.7
Subtotal	28.8	28.8	34.2	37.9	34.6
Non-members					
	2.8	2.6	2.4	4.8	6.6
Total	31.6	31.4	36.6	42.7	41.2
Top three contributors					
	United States World Bank Japan	United States World Bank Japan	United States E.C. World Bank	United States Nigeria Canada	United States Canada Nigeria
Staffing (number)					
Internationally recruited staff	103	96	98	102	106
Support staff	902	859	863	912	994
Total	1,005	955	961	1,014	1,100
Agenda program expenditure by output					
Germplasm improvement	29%	29%	21%	19%	17%
Germplasm collection	6%	4%	4%	3%	3%
Sustainable production	38%	38%	38%	38%	38%
Policy	6%	8%	13%	15%	17%
Enhancing NARS	22%	21%	24%	25%	25%
Total (millions of US dollars)	35.3	32.6	37.7	42.6	40.2
Object of expenditure					
Personnel costs	42%	39%	36%	36%	36%
Supplies & services	46%	49%	40%	40%	43%
Collaboration & partnerships			14%	14%	10%
Travel	6%	6%	6%	7%	8%
Depreciation	6%	5%	4%	3%	3%
Expenditure by region					
Sub-Saharan Africa	100%	100%	99%	99%	99%
Asia	0%	0%	0%	0%	0.3%
Latin America & the Caribbean	0%	0%	0%	0%	0.3%
Central and West Asia & North Africa	0%	0%	0%	0%	0.3%
Result of operations [Surplus/(deficit)] in US\$m					
	(1.5)	(0.2)	0.2	1.7	2.6
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	10.3	11.1	11.0	12.8	17.3
Liquidity indicators					
Working capital (days expenditure)	106	124	113	112	162
Current ratio	1.8	1.5	1.5	1.6	1.9
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	112	131	113	112	162
Fixed asset indicators					
Capital expenditure (millions of US dollars)	2.4	0.7	1.7	1.4	1.5
Capital expenditure / depreciation	120%	39%	114%	94%	113%
Efficiency of operations indicator					
Indirect cost ratio				24%	24%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.33	0.48

TABLE A6.11 ILRI PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	24.3	26.4	29.5	32.9	31.7
(of which unrestricted)	47%	48%	48%	48%	49%
Earned income	1.9	0.4	1.6	2.1	2.5
Total revenue	26.2	26.8	31.1	34.9	34.2
Agenda funding (millions of US dollars)					
Members					
Europe	12.5	14.2	15.9	16.9	14.8
Pacific Rim	1.6	1.1	0.8	0.7	0.6
North America	3.8	4.2	4.8	7.6	9.0
Developing countries	0.1	0.4	0.7	0.7	0.4
International and regional organizations	4.1	4.3	4.5	3.9	3.3
Foundations	1.1	0.3	0.3	0.7	0.7
Subtotal	23.2	24.5	27.1	30.4	28.8
Non-members					
	1.1	1.8	2.1	1.8	2.4
Total	24.3	26.4	29.2	32.2	31.2
Top three contributors					
	United Kingdom United States World Bank	United Kingdom United States World Bank	United Kingdom United States World Bank	United Kingdom Canada United States	Canada United States United Kingdom
Staffing (number)					
Internationally recruited staff	83	73	70	92	74
Support staff	712	630	661	628	626
Total	795	703	731	720	700
Agenda program expenditure by outputs					
Germplasm improvement	8%	9%	9%	8%	10%
Germplasm collection	6%	7%	7%	7%	8%
Sustainable production	62%	60%	66%	64%	63%
Policy	9%	10%	6%	12%	10%
Enhancing NARS	15%	15%	11%	10%	9%
Total (millions of US dollars)	28.2	27.4	31.0	31.7	32.2
Object of expenditure					
Personnel costs	52%	49%	44%	43%	47%
Supplies & services	35%	39%	39%	30%	13%
Collaboration & partnerships			6%	12%	29%
Travel	5%	5%	4%	6%	6%
Depreciation	8%	8%	7%	9%	5%
Expenditure by regions					
Sub-Saharan Africa	67%	66%	66%	66%	65%
Asia	21%	22%	24%	28%	24%
Latin America & the Caribbean	10%	10%	8%	4%	6%
Central and West Asia & North Africa	2%	2%	2%	2%	5%
Result of operations (millions of US dollars)					
	(2.0)	(0.7)	0.1	3.2	2.1
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	11.4	12.1	13.5	18.2	20.6
Liquidity indicators					
Working capital (days expenditure)	155	168	159	216	231
Current ratio	2.7	2.5	2.0	2.1	2.5
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	160	174	176	207 ¹	224
Fixed asset indicators					
Capital expenditure (millions of US dollars)	0.8	0.7	0.7	1.6	1.5
Capital expenditure / depreciation	36%	31%	30%	54%	93%
Efficiency of operations indicator					
Indirect cost ratio				20%	17%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.41	0.79

¹ ILRI indicators for 2004 were re-computed to exclude investment in subsidiary

TABLE A6.12 IPGRI PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	22.3	25.3	27.9	34.8	35.6
<i>(of which unrestricted)</i>	44%	43%	43%	45%	46%
Earned income	0.8	0.4	0.2	0.0	-0.4
Total revenue	23.1	25.7	28.1	34.8	35.2
Agenda funding (millions of US dollars)					
Members					
Europe	11.6	12.7	13.5	17.3	19.5
Pacific Rim	1.9	1.3	1.7	1.6	2.1
North America	1.3	1.6	1.9	3.1	3.3
Developing countries	0.8	1.2	0.9	0.8	0.7
International and regional organizations	4.6	5.1	5.8	5.6	6.3
Foundations	0.2	0.1	0.1	1.1	1.1
Subtotal	20.4	21.9	23.8	29.6	33.0
Non-members	1.9	3.4	3.9	4.8	2.5
Total	22.3	25.3	27.7	34.4	35.5
Top three contributors					
	World Bank Netherlands Japan	World Bank Netherlands Japan	E.C. World Bank Netherlands	Italy Netherlands E.C.	World Bank Italy Netherlands
Staffing (number)					
Internationally recruited staff	45	45	45	52	69
Support staff	171	175	181	194	188
Total	216	220	226	246	257
Agenda program expenditure by output					
Germplasm improvement	14%	18%	16%	17%	16%
Germplasm collection	30%	29%	28%	29%	30%
Sustainable production	13%	12%	13%	15%	16%
Policy	10%	10%	11%	11%	11%
Enhancing NARS	33%	31%	31%	29%	27%
Total (millions of US dollars)	23.1	25.6	28.3	32.0	34.6
Object of expenditure					
Personnel costs	41%	41%	48%	49%	53%
Supplies & services	41%	47%	26%	26%	25%
Collaboration & partnerships			19%	18%	16%
Travel	7%	6%	6%	5%	5%
Depreciation	2%	2%	2%	2%	1%
Expenditure by region					
Sub-Saharan Africa	30%	30%	30%	32%	34%
Asia	27%	27%	27%	25%	29%
Latin America & the Caribbean	22%	21%	21%	20%	21%
Central and West Asia & North Africa	22%	21%	21%	23%	16%
Result of operations [Surplus/(deficit)] in US\$m	0.1	0.1	(0.3)	2.8	0.7
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	5.2	5.2	5.0	7.9	8.6
Liquidity indicators					
Working capital (days expenditure)	111	107	101	124	124
Current ratio	1.7	1.5	1.4	1.4	1.6
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	84	76	67	91	92
Fixed asset indicators					
Capital expenditure (millions of US dollars)	1	0.3	0.4	0.4	0.5
Capital expenditure / depreciation	250%	78%	99%	75%	98%
Efficiency of operations indicator					
Indirect cost ratio				20%	19%
Cash management of restricted operations					
Restricted accounts receivable ratio				1.55	1.85

TABLE A6.13 IRRI PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	30.3	28.5	27.3	32.4	28.5
<i>(of which unrestricted)</i>	48%	51%	50%	50%	50%
Earned income	1.7	4.6	4.8	4.1	-0.4
Total revenue	32.0	33.1	32.1	36.4	28.1
Agenda funding (millions of US dollars)					
Members					
Europe	10	12.4	13.0	14.6	13.9
Pacific Rim	8.4	4.4	5.2	5.7	4.8
North America	4.5	4.6	4.5	5.6	4.8
Developing countries	1.1	1.1	0.5	0.6	0.6
International and regional organizations	5.2	4.5	2.8	2.9	2.9
Foundations	0.8	1.1	0.7	0.7	1.0
Subtotal	30.0	28.2	26.8	30.1	28.0
Non-members	0.3	0.2	0.1	2.2	0.5
Total	30.3	28.5	26.9	32.3	28.5
Top three contributors					
	World Bank United States United Kingdom	World Bank United States United Kingdom	United Kingdom Japan United States	United Kingdom United States Japan	United Kingdom United States Japan
Staffing (number)					
Internationally recruited staff	81	78	72	70	72
Support staff	965	730	783	810	812
Total	1,046	808	855	880	884
Agenda program expenditure by output					
Germplasm improvement	28%	31%	25%	24%	28%
Germplasm collection	8%	8%	8%	12%	12%
Sustainable production	37%	31%	35%	32%	28%
Policy	13%	13%	13%	12%	10%
Enhancing NARS	13%	17%	19%	20%	22%
Total (millions of US dollars)	32.6	33.4	28.8	32.9	33.4
Object of expenditure					
Personnel costs	48%	49%	44%	39%	40%
Supplies & services	39%	38%	31%	33%	33%
Collaboration & partnerships			7%	14%	12%
Travel	5%	7%	10%	7%	9%
Depreciation	7%	6%	7%	7%	6%
Expenditure by region					
Sub-Saharan Africa	3%	4%	4%	4%	5%
Asia	92%	92%	92%	92%	89%
Latin America & the Caribbean	4%	3%	3%	3%	2%
Central and West Asia & North Africa	1%	1%	1%	1%	4%
Result of operations [Surplus/(deficit)] in US\$m					
	(0.6)	(0.2)	3.3	3.5	(5.4)
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	15.8	16.7	38.3	41.5	36.8
Liquidity indicators					
Working capital (days expenditure)	237	232	553	490	422
Current ratio	1.7	1.8	4.4	4.4	3.5
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	190	195	523	490	422
Fixed asset indicators					
Capital expenditure (millions of US dollars)	2.4	1.1	1.8	3.0	1.6
Capital expenditure / depreciation	109%	42%	90%	132%	77%
Efficiency of operations indicator					
Indirect cost ratio	21%	18%	22%	21%	21%
Cash management of restricted operations					
Restricted accounts receivable ratio	0.44	0.77	3.62	0.74	0.80

TABLE A6.14 IWMI PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	10.8	20.3	22.1	23.6	23.1
(of which unrestricted)	44%	35%	48%	46%	46%
Earned income	0.7	0.7	0.2	0.2	0.5
Total revenue	11.5	21.0	22.3	23.8	23.6
Agenda funding (millions of US dollars)					
Members					
Europe	4.5	10.9	11.4	12.7	13.3
Pacific Rim	1.2	0.8	1.2	1.2	1.0
North America	1.5	1.5	2.0	2.5	2.3
Developing countries	0.1	0.5	0.5	0.7	0.7
International and regional organizations	2.5	4.7	6.1	5.6	4.5
Foundations	0.1	0.0	0.0	0.3	0.1
Subtotal	9.9	18.4	21.2	22.9	21.9
Non-members					
	0.9	1.9	0.9	0.6	0.8
Total	10.8	20.3	22.1	23.5	22.7
Top three contributors					
	World Bank ADB Netherlands	World Bank ADB Netherlands	Netherlands World Bank France	World Bank Netherlands France	World Bank Netherlands United Kingdom
Staffing (number)					
Internationally recruited staff	49	81	93	92	110
Support staff	248	271	272	251	261
Total	297	352	365	343	371
Agenda program expenditure by outputs					
Germplasm improvement	0%	0%	0%	0%	0%
Germplasm collection	0%	0%	24%	0%	0%
Sustainable production	41%	40%	32%	42%	43%
Policy	28%	35%	27%	35%	34%
Enhancing NARS	26%	25%	18%	23%	23%
Total (millions of US dollars)	11.4	20.7	23.0	23.1	23.1
Object of expenditure					
Personnel costs	63%	54%	51%	52%	59%
Supplies & services	25%	36%	17%	10%	1%
Collaboration & partnerships			21%	27%	29%
Travel	9%	7%	9%	9%	9%
Depreciation	4%	2%	2%	2%	2%
Expenditure by regions					
Sub-Saharan Africa	9%	13%	19%	28%	38%
Asia	80%	76%	70%	63%	43%
Latin America & the Caribbean	5%	4%	5%	4%	11%
Central and West Asia & North Africa	6%	6%	6%	5%	8%
Result of operations (millions of US dollars)					
	0.1	0.2	(0.7)	0.7	0.4
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	4.2	4.0	3.3	4.2	4.4
Liquidity indicators					
Working capital (days expenditure)	162	92	78	91 ¹	96 ¹
Current ratio	2.8	2.1	1.6	1.5	1.4
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	138	73	54	65 ¹	71 ¹
Fixed asset indicators					
Capital expenditure (millions of US dollars)	1.3	0.8	0.6	0.3	0.6
Capital expenditure / depreciation	325%	188%	108%	64%	124%
Efficiency of operations indicator					
Indirect cost ratio				22%	22%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.17	0.44

¹ IWMI data are not comparable between 2004 and 2005. The 2004 data included components of the Challenge Program on Water and Food that were implemented by other Centers and Partners, while in 2005 these data were excluded

TABLE A6.15 WORLD AGROFORESTRY PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
Center income (millions of US dollars)					
Agenda funding	21.6	21.3	27.3	29.7	30.2
<i>(of which unrestricted)</i>	31%	32%	31%	32%	33%
Earned income	0.6	0.6	0.7	0.5	0.3
Total revenue	22.2	21.9	27.9	30.2	30.5
Agenda funding (millions of US dollars)					
Members					
Europe	11.3	11.1	15.0	15.3	14.5
Pacific Rim	0.9	0.7	0.9	0.9	0.8
North America	3.7	4.0	5.1	5.8	5.0
Developing countries	0.2	0.3	0.4	0.2	0.2
International and regional organizations	3.5	3.1	3.1	3.1	3.4
Foundations	0.8	0.8	1.2	1.2	1.4
Subtotal	20.4	20.1	25.6	26.5	25.3
Non-members					
	1.2	1.2	1.4	2.9	4.3
Total	21.6	21.3	27.0	29.4	29.6
Top three contributors					
	World Bank Sweden Canada	World Bank Sweden Canada	Sweden Canada E.C.	Sweden Canada Netherlands	Sweden Canada Netherlands
Staffing (number)					
Internationally recruited staff	42	50	52	51	46
Support staff	357	276	402	406	401
Total	399	326	454	457	447
Agenda program expenditure by output					
Germplasm improvement	5%	3%	3%	5%	2%
Germplasm collection	4%	4%	9%	11%	14%
Sustainable production	46%	48%	42%	35%	33%
Policy	17%	14%	25%	23%	24%
Enhancing NARS	28%	30%	21%	26%	27%
Total (millions of US dollars)	22.9	21.8	27.4	28.5	30.0
Object of expenditure					
Personnel costs	42%	55%	46%	47%	46%
Supplies & services	31%	30%	27%	27%	29%
Collaboration & partnerships			15%	7%	7%
Travel	10%	11%	9%	15%	14%
Depreciation	5%	5%	4%	4%	4%
Expenditure by region					
Sub-Saharan Africa	82%	82%	79%	81%	74%
Asia	13%	14%	17%	16%	22%
Latin America & the Caribbean	5%	4%	3%	3%	4%
Central and West Asia & North Africa	0%	0%	0%	0%	0%
Result of operations [Surplus/(deficit)] in US\$m	(0.7)	0.2	0.5	1.8	0.5
Center financial information (millions of US dollars)					
Unrestricted net assets excluding fixed assets	7.7	8.6	5.0	6.9	2.6
Liquidity indicators					
Working capital (days expenditure)	101	123	128	152	160
Current ratio	1.9	1.8	1.8	1.8	2.0
Adequacy of reserve indicator					
Net assets excl. fixed assets expenditure in days	128	152	71	92	94
Fixed asset indicators					
Capital expenditure (millions of US dollars)	0.6	0.3	0.4	1.2	1.1
Capital expenditure / depreciation	55%	31%	37%	97%	89%
Efficiency of operations indicator					
Indirect cost ratio				28%	29%
Cash management of restricted operations					
Restricted accounts receivable ratio				0.71	1.02

TABLE A6.16 WORLD FISH PROGRAM AND RESOURCE HIGHLIGHTS, 2001-2005

ACTUAL	2001	2002	2003	2004	2005	
Center income (millions of US dollars)						
Agenda funding	12.1	12.7	14.5	14.3	13.3	
<i>(of which unrestricted)</i>	41%	42%	42%	47%	55%	
Earned income	0.4		1.4	0.9	0.1	
Total revenue	12.5	12.7	15.9	15.2	13.4	
Agenda funding (millions of US dollars)						
Members						
Europe	5.7	6.3	6.3	7.2	7.9	
Pacific Rim	1	0.9	0.8	0.9	1.0	
North America	2.5	2.4	3.0	2.7	2.0	
Developing countries	0.3	0.4	0.4	0.4	0.3	
International and regional organizations	2.3	1.8	2.4	2.3	1.6	
Foundations			0.0	0.1	0.1	
Subtotal	11.8	11.8	12.9	13.5	12.9	
Non-members	0.3	0.9	1.3	0.7	0.4	
Total	12.1	12.7	14.2	14.2	13.3	
Top three contributors						
	United States World Bank United Kingdom	United States World Bank United Kingdom	United States United Kingdom World Bank	United Kingdom United States Netherlands	United Kingdom United States Netherlands	
Staffing (number)						
Internationally recruited staff	30	30	35	33	44	
Support staff	214	256	267	284	262	
Total	244	286	302	317	306	
Agenda program expenditure by output						
Germplasm improvement	10%	7%	3%	7%	5%	
Germplasm collection	1%	1%	1%	1%	1%	
Sustainable production	62%	46%	54%	55%	55%	
Policy	23%	31%	33%	27%	29%	
Enhancing NARS	14%	15%	10%	10%	10%	
Total (millions of US dollars)	13.1	12.3	15.5	14.1	15.2	
Object of expenditure						
Personnel costs	35%	43%	38%	46%	43%	
Supplies & services	58%	48%	36%	25%	31%	
Collaboration & partnerships			16%	18%	11%	
Travel	6%	8%	9%	10%	13%	
Depreciation	1%	1%	1%	2%	2%	
Expenditure by region						
Sub-Saharan Africa	30%	30%	30%	30%	20%	
Asia	50%	58%	58%	58%	66%	
Latin America & the Caribbean	4%	4%	4%	4%	0%	
Central and West Asia & North Africa	8%	8%	8%	8%	14%	
Result of operations [Surplus/(deficit)] in US\$m						
	(0.5)	0.4	0.3	1.0	(1.7)	
Center financial information (millions of US dollars)						
Unrestricted net assets excluding fixed assets	7.7	8.6	9.2	10.2	8.2	
Liquidity indicators						
Working capital (days expenditure)	226	272	223	277	208	
Current ratio	2.2	2.1	2.1	2.3	2.1	
Adequacy of reserve indicator						
Net assets excl. fixed assets expenditure in days	215	260	216	271	203	
Fixed asset indicators						
Capital expenditure (millions of US dollars)	0.2	0.2	0.2	0.2	0.6	
Capital expenditure / depreciation	200%	115%	124%	89%	191%	
Efficiency of operations indicator						
Indirect cost ratio				35%	30%	
Cash management of restricted operations						
Restricted accounts receivable ratio				0.87	0.73	

GLOSSARY OF TERMS

Net Assets

The residual balance of total assets minus total liabilities (i.e. equivalent of “retained earnings” or “owner’s worth” in a commercial business).

Unrestricted Net Assets

Net assets that are not restricted and are available for Board and Management designation based on business needs.

Restricted Net Assets

Net assets whose use is restricted by time or purposes.

Net Fixed Assets

This represents the cumulative cost of property and equipment less the accumulated depreciation.

Liquidity

This is defined as an organization’s ability to meet current maturing obligations. Liquidity is measured by two indicators, i.e. current ratio and working capital in days of cash expenditure.

Current Ratio

This ratio is defined as current assets divided by current liabilities. As a general rule of thumb, a current ratio of 1.5 is considered desirable.

Working Capital

This is defined as current asset minus current liabilities.

Short-term Solvency (liquidity indicator)

This is **Working Capital** as defined above divided by per day operating expenses excluding depreciation. This indicator measures the ability of a Center to sustain current level of operation in the event of donor delays in grant remittance.

Long-term Stability (adequacy of reserve indicator)

This is computed as **Unrestricted Net Assets**, less **Net Fixed Assets**, (both as defined above) divided by per day operating expenses excluding depreciation. This measures the ability to sustain activity levels of a Center in the event of unexpected funding reduction from donors.

Indirect Cost Rate

This is the ratio of indirect costs to direct costs expressed as a percentage. This ratio generally measures how much research program activity a Center is able to support on its institutional cost base.

Cash Management of Restricted Operations

This financial health indicator is computed as restricted donor’s accounts receivable divided by restricted accounts payable expressed as a ratio. The rule of thumb desirable rate is less than 1.

Per day Operating Expenses

The total annual Operating Expenses of a Center less depreciation divided by 365 days.