



EXECUTIVE SUMMARY  
2007 FINANCIALS

## A COLLABORATIVE EFFORT OF IRRI AND THE CGIAR SECRETARIAT

THE 2007 FINANCIAL RESULTS REPORTED HERE ARE BASED ON AUDITED FINANCIAL STATEMENTS OF THE 15 CENTERS AND 4 CHALLENGE PROGRAMS SUPPORTED BY THE CGIAR. THE AGGREGATION, ANALYSES AND REPORTS, INCLUDING THIS SUMMARY, WERE PRODUCED THROUGH A JOINT EFFORT OF A TEAM FROM THE INTERNATIONAL RICE RESEARCH INSTITUTE (IRRI), COMPRISING NORMAN A. MACDONALD, MELBA M. AQUINO AND RODELITA D. PANERGALIN, AND THE CGIAR SECRETARIAT.

Members of the CGIAR support the CGIAR Centers and programs of their choice. The 2007 financial outcome<sup>1</sup> discussed here is an aggregation of the audited financial statements of the 15 Centers and the 4 Challenge Programs supported by the CGIAR. The full 2007 Financial Report is available on the accompanying CD and at the CGIAR website at [www.cgiar.org](http://www.cgiar.org).

### Overview

Total System<sup>2</sup> revenues in 2007 were \$520 million, an increase of \$72 million (16%, or 14% in real terms) from \$448 million in 2006. The improvement in revenue was driven by increases in both contributions from Members and non-members and in Center-earned income.

Contributions increased by \$69 million (16%, or 14% in real terms) to \$495 million. Of this increase, \$52 million was volume and \$17 million was foreign exchange gains on contributions not denominated in US dollars. Center-earned income increased by \$3 million (14%) to \$25 million.

Expenditure in 2007 was \$506 million, an increase of \$48 million (10%) over 2006. The net result was a surplus of \$14 million, which was added to reserves.

In comparison with the financing plan approved at the 2006 Annual General Meeting (AGM06), the actual total revenues of \$520 million are 7% higher, and the \$14 million in net surplus compares with a planned deficit of \$28 million, for an improvement over projections of \$42 million.

### Background

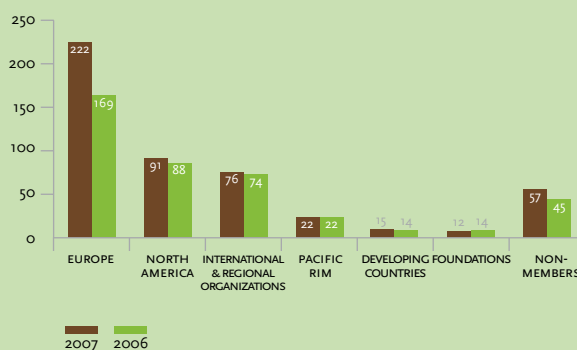
The review and aggregation of the financial statements was done in accordance with fiduciary management and reporting standards approved by the CGIAR to guide the Centers. Additional information on financial compliance is contained in Box 1.

### BOX 1 COMPLIANCE WITH FIDUCIARY GUIDELINES (FGs)

To ensure transparency and consistency in financial practices and the presentation of financial information, the 15 Centers supported by the CGIAR are required to follow financial guidelines issued by the CGIAR Secretariat. Developed with input from Center finance personnel and external experts, these guidelines aim to bring the CGIAR's fiduciary practices into conformity with relevant international standards. The most recent update (FG6) was on procurement of goods, works and services. The update of the guideline on indirect cost allocation (FG5) was recently launched.

As part of the annual review of substantive financial performance, and in keeping with practice established in 2004, a peer group of Centers' finance and internal audit professionals reviewed the Centers' externally audited 2007 financial statements to assess their compliance with CGIAR accounting policies and reporting guidelines, as well as to validate the analysis underpinning the CGIAR financial report.

FIGURE 1  
CGIAR CONTRIBUTIONS (\$ MILLION)



### Overall Financial Outcome

A summary of the CGIAR program outcome for 2007, compared with the approved and the actual outcome for 2006, is shown in Table 1. Highlights of the System's 2007 financial performance are shown in Table 4 on page 58 with comparative information for the previous 4 years.

<sup>1</sup> The outcome is reported in United States dollars.

<sup>2</sup> The CGIAR System comprises the 15 Centers supported by the CGIAR, System Offices and Challenge Programs.

**TABLE 1  
SUMMARY OF 2007 CGIAR-APPROVED PROGRAM VERSUS ACTUAL OUTCOME (\$ MILLION)**

	Actual 2007 Outcome	2007 Plan Approved at AGMo6	Actual 2006 Outcome
<b>Expenditure</b>			
Centers <sup>1</sup>	458	452	418
Challenge Programs			
Centers	31	27	29
Partners	17	34	11
<b>Total expenditure</b>	<b>506</b>	<b>513</b>	<b>458</b>
<b>Revenue</b>			
Funding			
Centers <sup>2</sup>	447	414	386
Challenge Programs			
Centers	31	27	29
Partners	17	29	11
<b>Subtotal funding</b>	<b>495</b>	<b>470</b>	<b>426</b>
Earned income	25	15	22
<b>Total revenue</b>	<b>520</b>	<b>485</b>	<b>448</b>
<b>Carried forward for future use/(Financed from reserves)</b>	<b>14</b>	<b>(28)</b>	<b>(10)</b>

<sup>1</sup> Includes System Office and CGIAR committees

<sup>2</sup> Includes System Office, CGIAR committees and unallocated Member funds

### Contributions to Centers and Programs

Of the total contributions of \$495 million, 36% was unrestricted, a decrease of 6 percentage points from 42% in 2006. Correspondingly, restricted contributions increased in 2007 to 64% from 58% in 2006. Table 5 on page 59 shows contributions to the CGIAR by source and type.

As shown in Figure 1, the increase in 2007 contributions came mainly from two Member groups: Contributions from Europe increased by \$53 million (31%), and those from non-members increased by \$12 million (27%). The increase from Europe was a special one-time additional allocation from the European Commission (EC), which brought its total contribution to \$62.4 million. The increase in contributions from non-members came mainly from the Bill & Melinda Gates Foundation, which increased its contributions by \$15.3 million.

About 17 Members made contributions in their national currencies. As these currencies strengthened against the United States dollar in 2007, translation of the contributions into US dollars resulted in an additional \$17 million. Offsetting these gains were approximately \$14 million in expenditure arising from diminished purchasing power as the US dollar weakened against other currencies of expenditure. The movement of the US dollar against selected currencies of contribution and expenditure during 2007 is shown in Table 2 on page 56.

Contributions from 15 Members accounted for 74% of funding for the research agenda in 2007. The EC, contributing \$62.4 million, ranked as the largest contributor in 2007, followed by the United States of America with \$59.5 million and the World Bank with \$50.0 million. India was the highest contributor among developing countries at \$6.7 million. The top contributors among all Members and those among developing countries in 2007 and 2006 are shown in Table 3 on page 56.

### Resource Allocation

Total CGIAR expenditure in 2007 increased by 10% to \$506 million. The following paragraphs summarize, at the System level, resource allocation by object of expenditure and by CGIAR developing region.

**Expenditure by Object.** The significant change is the share of personnel costs decreasing by 3%, with a corresponding increase in the share of the costs of supplies and services (3%), as shown in Figure 2 on page 57.

**Expenditure by Region.** Allocation of expenditure by region shows stability in 2007 and 2006, and confirms the CGIAR's focus on sub-Saharan Africa (SSA), which was allocated almost half of the System's resources.

### Center Perspectives

The contribution increase noted at the System level is the aggregate of a range of outcomes at individual

**TABLE 2  
MOVEMENT OF USD VERSUS OTHER MAJOR CURRENCIES**

**Contribution Currencies**

Currency	Currency Unit in USD		Movement*
	2006	2007	
YEN	119.00	112.35	-6%
GBP	0.52	0.50	-3%
CAD	1.09	1.08	-1%
NOK	6.23	5.42	-13%
SEK	6.85	6.40	-7%
CHF	1.22	1.13	-8%

**Expenditure Basket**

Currency	Currency Unit in USD		Movement*
	2006	2007	
EUR	0.76	0.68	-11%
COP	2,225.44	1,987.81	-11%
INR	44.25	39.42	-11%
NGN	128.27	117.97	-8%
KES	69.40	62.68	-10%
PHP	49.13	41.40	-16%

\* negative movement denotes depreciation of the USD vs the national currency  
 CAD = Canadian dollar, CHF = Swiss franc, COP = Colombian peso, EUR = euro,  
 GBP = United Kingdom pound, KES = Kenyan shilling, INR = Indian rupee,  
 NGN = Nigerian naira, NOK = Norwegian kroner, PHP = Philippines peso,  
 SEK = Swedish kroner, USD = United States dollar, YEN = Japanese yen.

**TABLE 3  
TOP MEMBER CONTRIBUTIONS (\$ MILLION)**

	2007		2006
<b>Industrialized Countries and Multilateral Organizations</b>			
European Commission	62.4	United States of America	60.7
United States of America	59.5	World Bank	50.0
World Bank	50.0	United Kingdom	44.1
United Kingdom	44.6	Canada	26.9
Canada	31.1	Netherlands	20.1
<b>Developing Countries</b>			
India	6.7	India	4.1
China	1.2	Nigeria	2.5
Kenya	0.8	Mexico	1.1
Pakistan	0.7	Turkey	1.0
Colombia	0.7	Kenya	0.9

Centers. Total contributions for 13 Centers increased in 2007 compared with 2006. IITA maintained its level of contributions in 2007 compared with 2006, and contributions to Africa Rice decreased by 8%.

Financial results (contributions plus Center-earned income, less expenditure) showed that eleven Centers (compared with five in 2006) ended the year with a surplus. As a percentage of total revenues, ICRISAT had a surplus of 11%; CIFOR, ICARDA and World Agroforestry had surpluses between 6% and 10%; and the remaining seven Centers had surpluses of 5% or less. Four Centers (CIAT, ILRI, IRRI and WorldFish) incurred deficits, all of which, except for CIAT's, were planned. IRRI's deficit was 8% of total revenues, WorldFish's was 6%, and ILRI's and CIAT's were each 4%. Figure 4 illustrates the financial results by Center.

Table 6 on page 60 provides the 2007 financial results by Center and for the System as a whole, including results for those portions of Challenge Programs implemented by partners to the CGIAR, and compares these with 2006. Table 7 on page 61 provides an overview of the System's finances (expenditure allocation and financing). Table 8 on page 62 summarizes the System's overall financial position for the 2003-2007 period.

**Summary of Challenge Programs**

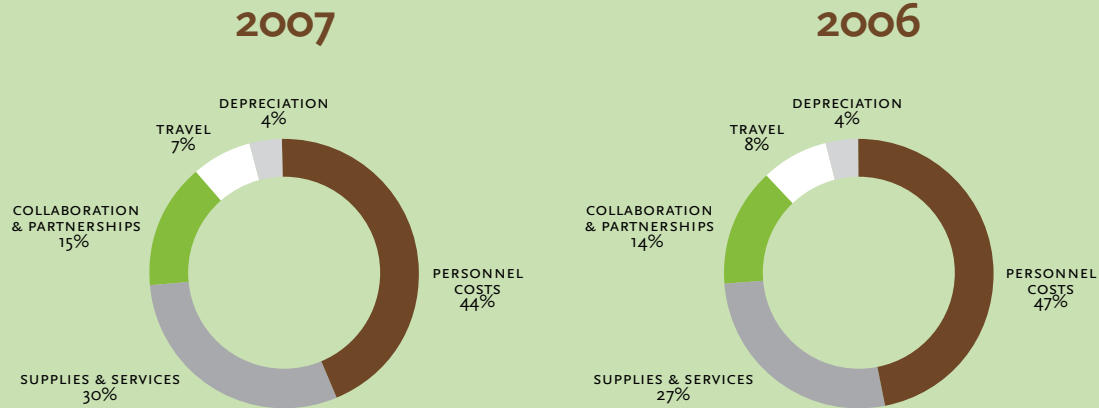
During the year, \$68 million was available for Challenge Programs, compared with \$34 million in 2006, for an increase of \$34 million (100%). The largest increase was for the Generation Challenge Programme, which received a special one-time additional allocation from the EC. In addition, the Bill & Melinda Gates Foundation made \$14 million available to HarvestPlus in 2007. Expenditure of \$48 million, compared with \$40 million in 2006, resulted in the addition of \$20 million to the cumulative balance of Challenge Program funds. Table 9 on page 63 summarizes Challenge Program funds and expenditure.

**Progress Report on Action Plans Following 2006 Financial Report**

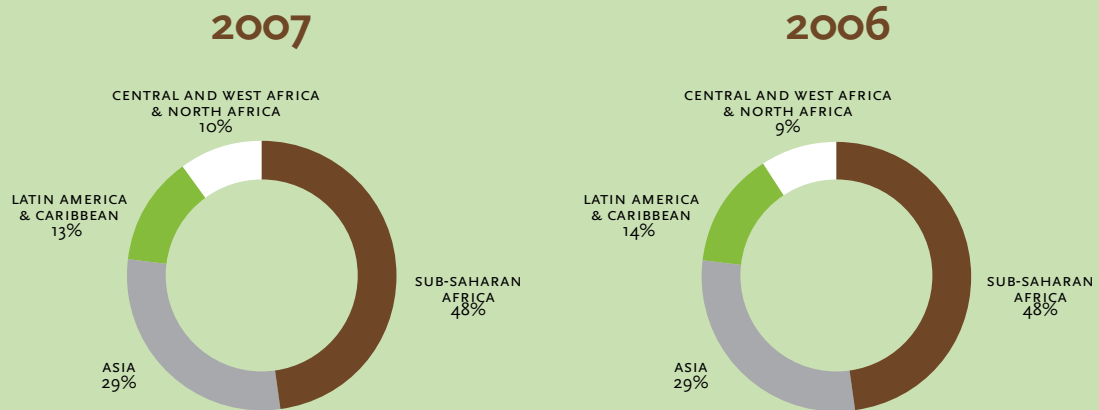
Following the review of 2006 financial indicators, the Executive Council requested five Centers to submit action plans to address deficiencies in liquidity and reserves indicators. CIAT had been cited for low liquidity relative to the CGIAR recommended benchmark of 90-120 days of operating expenditure. Bioversity, CIAT and IWMI had been cited for low reserves relative to the CGIAR recommended benchmark of 75-90 days of operating expenditure.

In 2007, Bioversity and IWMI achieved the recommended benchmark for reserves, while CIAT remained below the recommended benchmarks for both indicators.

**FIGURE 2**  
**EXPENDITURE BY OBJECT**



**FIGURE 3**  
**EXPENDITURE BY REGION**



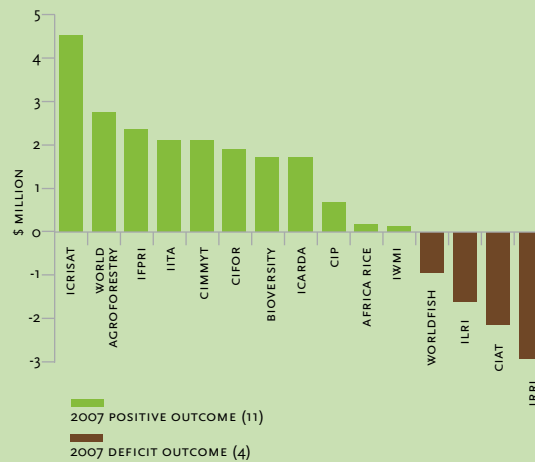
IRRI and WorldFish drew down their reserves in 2007, as recommended by the Executive Council.

**Conclusion**

Overall, the 2007 financial results showed an improvement in performance in various dimensions compared with 2006. On the downside, the continued decline of unrestricted contributions confirms the need for continued vigilance regarding financial health at both the Center and System levels.

The favorable external environment in 2007 that included volume increases and exchange gains allowed Centers to improve their financial health. However, Centers continue to carefully assess their financial strategies, including for resource mobilization, project cost recovery and reserves management.

**FIGURE 4**  
**FINANCIAL RESULTS BY CENTER**



**TABLE 4**  
**CGIAR PROGRAM AND RESOURCE HIGHLIGHTS**

<b>Actual</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>Revenues (\$ million)</b>					
Agenda funding (of which unrestricted)	381 44%	437 45%	450 43%	426 42%	495 36%
Earned income	17	16	10	22	25
<b>Total</b>	<b>398</b>	<b>453</b>	<b>460</b>	<b>448</b>	<b>520</b>
<b>Agenda funding (\$million)</b>					
<b>Members</b>					
Europe	161	181	197	169	222
North America	76	87	91	88	91
Pacific Rim	25	26	24	22	22
Developing countries	12	17	15	14	15
Foundations	12	13	14	14	12
International and regional organizations	70	73	72	74	76
<b>Subtotal</b>	<b>356</b>	<b>397</b>	<b>413</b>	<b>381</b>	<b>438</b>
<b>Non-members</b>	<b>25</b>	<b>40</b>	<b>37</b>	<b>45</b>	<b>57</b>
<b>Total</b>	<b>381</b>	<b>437</b>	<b>450</b>	<b>426</b>	<b>495</b>
<b>Top three contributors</b>					
	USA World Bank EC	USA World Bank United Kingdom	USA World Bank United Kingdom	USA World Bank United Kingdom	EC USA World Bank
<b>Staffing (number)</b>					
Internationally recruited	1,065	1,063	1,100	1,115	1,096
Nationally recruited	6,837	6,728	6,774	7,039	6,986
<b>Total</b>	<b>7,902</b>	<b>7,791</b>	<b>7,874</b>	<b>8,154</b>	<b>8,082</b>
<b>Object of expenditure</b>					
Personnel costs	46%	45%	45%	47%	44%
Supplies & services	31%	29%	27%	27%	30%
Collaboration & partnerships	12%	14%	16%	14%	15%
Travel	7%	8%	8%	8%	7%
Depreciation	4%	4%	4%	4%	4%
<b>Total Expenditure (\$ million)</b>	<b>395</b>	<b>425</b>	<b>452</b>	<b>458</b>	<b>506</b>
<b>Expenditure by region</b>					
Sub-Saharan Africa	45%	47%	46%	48%	48%
Asia	32%	32%	30%	29%	29%
Latin America & the Caribbean	14%	12%	14%	14%	13%
Central and West Asia & North Africa	9%	9%	10%	9%	10%
<b>Result of operations [surplus/(deficit) in \$ million]</b>	<b>3</b>	<b>28</b>	<b>8</b>	<b>(10)</b>	<b>14</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	127	156	158	145	159
<b>Liquidity indicators</b>					
Working capital (days expenditure) <sup>1</sup>	151	164	155	149	161
Current ratio	1.8	1.9	1.9	1.8	1.7
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	124	145	137	124	127
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	9.7	15.5	15.8	16.8	18.7
Capital expenditure/depreciation	63%	90%	101%	107%	110%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio		24%	21%	20%	20%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio <sup>2</sup>		0.55	0.80	0.46	0.32

<sup>1</sup> 2004 and 2005 restated to exclude investment in nonmarketable government of India bonds held by ICRISAT.

<sup>2</sup> 2004 and 2005 restated to reflect refinement of formula (accounts receivables stated net of allowance for doubtful accounts).

**TABLE 5**  
**CGIAR FUNDING BY MEMBER, 2007 (\$ MILLION)**

	Unrestricted	Restricted	Total
<b>Europe</b>			
Austria		2.9	2.9
Belgium	3.5	4.6	8.1
Denmark	2.1	0.3	2.4
European Commission		62.4	62.4
Finland	2.1	0.7	2.8
France	1.3	2.9	4.2
Germany	5.6	10.2	15.8
Ireland	5.9	2.3	8.2
Israel	0.5		0.5
Italy	4.2	2.4	6.6
Luxembourg		0.8	0.8
Netherlands	6.1	7.8	13.9
Norway	13.3	1.2	14.5
Portugal	0.8		0.8
Spain	0.2	2.0	2.2
Sweden	8.4	5.2	13.6
Switzerland	7.8	9.9	17.7
United Kingdom	23.3	21.3	44.6
<b>Subtotal</b>	<b>85.1</b>	<b>136.9</b>	<b>222.0</b>
<b>North America</b>			
Canada	12.7	18.4	31.1
United States of America	19.9	39.6	59.5
<b>Subtotal</b>	<b>32.6</b>	<b>58.0</b>	<b>90.6</b>
<b>Pacific Rim</b>			
Australia	3.8	5.8	9.6
Japan	1.7	7.3	9.0
Korea, Republic of	0.5	1.4	1.9
New Zealand	0.7	0.7	1.4
<b>Subtotal</b>	<b>6.7</b>	<b>15.2</b>	<b>21.9</b>
<b>Developing countries</b>			
Bangladesh	0.1		0.1
Brazil		0.2	0.2
China	1.2	0.01	1.2
Colombia		0.7	0.7
Egypt, Arab Republic of		0.1	0.1
India	1.0	5.7	6.7
Indonesia	0.1		0.1
Iran, Islamic Republic of	0.1	0.3	0.4
Kenya		0.8	0.8
Malaysia	0.01	0.2	0.2
Mexico		0.7	0.7
Morocco	0.5		0.5
Nigeria	0.08	0.05	0.1
Pakistan		0.7	0.7
Peru		0.3	0.3
Philippines	0.2	0.2	0.4
South Africa	0.04	0.38	0.4
Syria, Arab Republic of	0.5	0.2	0.7
Thailand	0.1		0.1
Turkey		0.4	0.4
Uganda		0.3	0.3
<b>Subtotal</b>	<b>3.9</b>	<b>11.2</b>	<b>15.1</b>
<b>Total Member Countries</b>	<b>128.3</b>	<b>221.3</b>	<b>349.6</b>
<b>Foundations</b>			
Ford Foundation		0.8	0.8
IDRC		4.6	4.6
Kellogg Foundation		0.6	0.6
Rockefeller Foundation		5.0	5.0
Syngenta Foundation		0.6	0.6
<b>Subtotal</b>		<b>11.6</b>	<b>11.6</b>
<b>International and regional organizations</b>			
ADB		3.7	3.7
AfDB		0.02	0.02
Arab Fund		1.3	1.3
FAO	0.8	2.1	2.9
Gulf Cooperation Council		0.6	0.6
IDB		1.1	1.1
IFAD		8.6	8.6
OPEC Fund		0.5	0.5
UNDP		0.8	0.8
UNEP		6.7	6.7
World Bank	50.0		50.0
<b>Subtotal</b>	<b>50.8</b>	<b>25.4</b>	<b>76.2</b>
<b>Total Organizations</b>	<b>179.1</b>	<b>258.3</b>	<b>437.4</b>
Non-members	0.1	57.3	57.4
<b>Grand Total</b>	<b>179</b>	<b>316</b>	<b>495</b>

**TABLE 6**  
**FINANCIAL RESULTS BY CENTER (\$ MILLION)**

Center	2007					2006				
	Agenda funding	Earned income	Total revenue	Expenditure	Result	Agenda funding	Earned income	Total revenue	Expenditure	Result
Africa Rice	10.2	0.2	10.4	10.3	0.2	11.1	0.4	11.5	11.2	0.3
Bioversity	39.0	0.3	39.3	37.6	1.7	31.2	0.9	32.2	34.6	(2.4)
CIAT	45.1	1.7	46.8	48.9	(2.1)	36.5	1.4	37.9	41.8	(3.9)
CIFOR	18.2	0.6	18.8	16.9	1.9	15.7	0.5	16.2	16.5	(0.3)
CIMMYT	43.3	2.6	45.9	43.9	2.1	36.0	1.8	37.8	37.4	0.4
CIP	26.0	0.8	26.8	26.1	0.6	22.3	0.6	22.9	22.9	0.0
ICARDA	27.7	1.1	28.8	27.1	1.7	24.4	1.6	26.0	27.0	(1.0)
ICRISAT	37.4	4.9	42.3	37.8	4.5	32.3	2.9	35.2	34.0	1.2
IFPRI	46.4	1.7	48.1	45.7	2.4	37.2	0.9	38.1	39.1	(1.0)
IITA	45.1	1.7	46.8	44.7	2.1	45.1	1.4	46.5	44.4	2.1
ILRI	35.2	3.8	39.0	40.6	(1.6)	26.7	3.9	30.6	34.8	(4.2)
IRRI	32.5	2.3	34.8	37.7	(2.9)	27.7	3.9	31.6	33.3	(1.7)
IWMI	23.5	0.6	24.1	24.0	0.1	20.0	0.5	20.5	20.6	(0.1)
World Agroforestry	31.5	1.6	33.1	30.4	2.7	29.9	1.2	31.1	31.9	(0.8)
WorldFish	15.1	1.2	16.4	17.3	(0.9)	14.8	0.4	15.2	15.5	(0.3)
<b>Subtotal</b>	<b>476.2</b>	<b>25.1</b>	<b>501.4</b>	<b>489.0</b>	<b>12.4</b>	<b>410.9</b>	<b>22.3</b>	<b>433.3</b>	<b>445.0</b>	<b>(11.7)</b>
System level										
System Office and committees	12.3		12.3	12.3		9.3		9.3	9.3	
Advance	(2.0)		(2.0)	(2.0)		(1.9)		(1.9)	(1.9)	
Unallocated Member funding	1.7 <sup>2</sup>		1.7 <sup>2</sup>		1.7 <sup>2</sup>	0.7 <sup>1</sup>		0.7 <sup>1</sup>		0.7 <sup>1</sup>
Additional Challenge Program funds										
Subtotal	12.0		12.0	10.3	1.7	9.6		9.6	7.4	2.2
Less inter-Center activities <sup>3</sup>	(10.2)		(10.2)	(10.2)		(5.6)		(5.6)	(5.6)	
<b>Subtotal System level</b>	<b>1.8</b>		<b>1.8</b>	<b>0.1</b>	<b>1.7</b>	<b>4.0</b>		<b>4.0</b>	<b>1.8</b>	<b>2.2</b>
<b>Total</b>	<b>478.0</b>	<b>25.1</b>	<b>503.2</b>	<b>489.0</b>	<b>14.1</b>	<b>414.9</b>	<b>22.3</b>	<b>437.3</b>	<b>446.9</b>	<b>(9.5)</b>
Plus Challenge Program partners <sup>4</sup>	16.5		16.5	16.5		11.3		11.3	11.3	
<b>Total CGIAR Program</b>	<b>495</b>	<b>25</b>	<b>520</b>	<b>506</b>	<b>14</b>	<b>426</b>	<b>22</b>	<b>448</b>	<b>458</b>	<b>(10)</b>

<sup>1</sup> From Italy, Brazil and Morocco.

<sup>2</sup> From Morocco, Israel, Portugal and China.

<sup>3</sup> Inter-Center activities netted out at the System, not Center, level to maintain the integrity of Center accounts.

<sup>4</sup> Challenge Program components implemented by partners to the CGIAR.

**TABLE 7  
CENTER FINANCES, 2007 (\$ MILLION)**

Center	Expenditure allocation										Financing										Reserves
	Personnel	Supplies & services	Collaboration & partnerships	Travel	Depreciation	Total	Member funding						Total funding	Earned income	Addition/ (Draw)						
							Europe	North America	Pacific rim	Developing countries	Foundations	Intl & regnl organizations				Non-members	Inter-Center activities				
Africa Rice	5.5	2.8	0.8	0.6	0.6	10.3	3.8	1.5	1.6	0.4	0.3	2.1	0.5	0.8	10.3	0.2	0.2				
Bioversity	19.5	9.2	6.5	1.9	0.5	37.6	23.8	1.6	1.0	0.7	0.3	9.1	1.7	0.8	39.1	0.3	1.7				
CIAT	18.8	17.6	7.5	3.5	1.5	48.9	17.8	9.8	1.0	0.9	2.7	6.9	5.2	0.8	45.1	1.7	(2.1)				
CIFOR	8.2	2.6	4.8	1.0	0.3	16.9	11.1	1.7	0.9	0.1	1.1	1.8	1.4	0.1	18.2	0.6	1.9				
CIMMYT	19.6	12.7	7.6	2.2	1.8	43.8	13.4	8.0	3.4	1.6	1.8	5.6	9.3	0.2	43.3	2.6	2.1				
CIP	10.6	8.6	3.9	2.0	1.0	26.1	11.2	4.6	0.9	0.6	0.8	2.7	3.4	1.8	26.0	0.8	0.6				
ICARDA	11.1	9.5	2.3	2.8	1.4	27.1	10.6	4.2	1.4	2.4	0.4	7.2	0.6	0.9	27.7	1.1	1.7				
ICRISAT	18.6	12.2	2.1	3.2	1.7	37.8	13.6	6.2	1.3	3.8	0.9	6.1	4.3	1.2	37.4	4.9	4.5				
IFPRI	19.5	8.0	13.9	3.6	0.7	45.7	20.0	10.4	0.9	0.3	0.5	5.2	7.4	1.7	46.4	1.7	2.4				
IITA	19.4	14.1	7.2	2.7	1.3	44.7	15.8	17.5	0.4	0.4	0.7	4.1	5.7	0.5	45.1	1.7	2.1				
ILRI	17.8	14.8	4.0	2.4	1.7	40.6	16.9	10.1	0.6	0.5	0.3	2.9	2.9	1.0	35.2	3.8	(1.6)				
IRRI	15.5	12.1	4.9	2.9	2.3	37.7	13.6	4.7	5.6	1.2	0.7	5.0	1.7	0.0	32.5	2.3	(2.9)				
IWMI	11.8	7.9	1.6	1.8	0.8	24.0	16.1	2.1	1.0	0.6	0.1	2.2	0.7	0.7	23.5	0.6	0.1				
World Agroforestry	12.5	9.0	4.2	3.6	1.0	30.4	14.0	5.4	0.5	0.2	1.1	3.8	6.0	0.5	31.5	1.6	2.6				
WorldFish	8.5	4.1	2.5	1.8	0.4	17.3	8.2	2.0	1.3	0.3	0.1	2.5	0.8	0.0	15.1	1.2	(0.9)				
<b>Subtotal</b>	<b>216.9</b>	<b>145.0</b>	<b>74.0</b>	<b>36.0</b>	<b>17.0</b>	<b>488.9</b>	<b>209.9</b>	<b>89.8</b>	<b>21.8</b>	<b>14.0</b>	<b>11.7</b>	<b>67.2</b>	<b>51.6</b>	<b>10.2</b>	<b>476.2</b>	<b>25.1</b>	<b>12.4</b>				
<b>System level</b>																					
System Office and Committees						12.3	1.2	0.1				11.0			12.3						
Advance						(2.0)	0.7					(2.0)			(2.0)						
Unallocated Member funding <sup>1</sup>						10.3	1.9	0.1		1.0		9.0			12.0		2				
<b>Subtotal</b>						<b>(10.2)</b>				<b>1.0</b>		<b>9.0</b>			<b>(10.2)</b>		<b>2</b>				
Less inter-Center activities						0.1	1.9	0.1		1.0		9.0			1.8		2				
<b>Subtotal System level</b>		<b>0.1</b>				<b>0.1</b>				<b>1.0</b>		<b>9.0</b>			<b>1.8</b>		<b>2</b>				
<b>Total</b>	<b>216.9</b>	<b>145.1</b>	<b>74.0</b>	<b>36.0</b>	<b>17.0</b>	<b>489.2</b>	<b>211.8</b>	<b>89.9</b>	<b>21.8</b>	<b>15.0</b>	<b>11.7</b>	<b>76.2</b>	<b>51.6</b>	<b>10.2</b>	<b>478.0</b>	<b>25.1</b>	<b>14.1</b>				
Plus Challenge Program partners <sup>2</sup>	7.3	4.9	2.5	1.2	0.6	16.5	10.1	0.6			0.1	0.1	5.7		16.6						
<b>Total CGIAR Program</b>	<b>224</b>	<b>150</b>	<b>77</b>	<b>37</b>	<b>18</b>	<b>506</b>	<b>222</b>	<b>91</b>	<b>22</b>	<b>15</b>	<b>12</b>	<b>76</b>	<b>57</b>	<b>10.2</b>	<b>495</b>	<b>25</b>	<b>14</b>				

<sup>1</sup> From Morocco, Israel, Portugal and China.

<sup>2</sup> Challenge Program components implemented by partners to the CGIAR.

**TABLE 8**  
**CGIAR SYSTEM FINANCIAL POSITION (\$ THOUSANDS)**

	2003	2004	2005	2006	2007
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	201,662	237,047	221,853	255,899	329,054
Accounts receivable					
Members	87,768	69,717	83,907	56,363	65,101
Employees	2,797	3,594	4,105	4,726	3,727
Others	14,527	17,147	22,280	20,952	26,689
Inventories	4,165	4,540	4,593	6,001	5,539
Pre-paid expenses	3,262	2,994	3,401	3,140	4,063
Other current assets	4,567	16,924	6,580	943	1,812
<b>Total current assets</b>	<b>318,748</b>	<b>351,963</b>	<b>346,719</b>	<b>348,024</b>	<b>435,985</b>
<b>Noncurrent assets</b>					
Net property, plant and equipment	79,585	78,433	77,869	78,277	76,177
Investments	37,838	34,985	46,642	41,020	52,819
Others assets		3,012	1,223	7,076	6,748
<b>Total noncurrent assets</b>	<b>117,423</b>	<b>116,430</b>	<b>125,734</b>	<b>126,373</b>	<b>135,744</b>
<b>Total assets</b>	<b>436,171</b>	<b>468,393</b>	<b>472,453</b>	<b>474,397</b>	<b>571,729</b>
<b>Liabilities and net assets</b>					
<b>Current liabilities</b>					
Accounts payable					
Members	110,925	115,904	119,497	112,065	172,599
Employees	13,805	12,435	14,514	19,024	19,727
Others	47,181	49,216	44,430	49,254	63,378
Accruals and provisions	28,925	24,294	24,086	25,938	30,563
<b>Total current liabilities</b>	<b>200,836</b>	<b>201,849</b>	<b>202,527</b>	<b>206,281</b>	<b>286,267</b>
<b>Long-term liabilities</b>	<b>25,876</b>	<b>30,486</b>	<b>31,897</b>	<b>42,383</b>	<b>48,016</b>
<b>Total liabilities</b>	<b>226,712</b>	<b>232,335</b>	<b>234,424</b>	<b>248,664</b>	<b>334,283</b>
<b>Net assets</b>					
<b>Unrestricted</b>					
Unrestricted net assets excl. fixed assets	126,820	155,539	157,966	145,088	158,867
Fixed assets	79,585	78,433	77,869	78,277	76,177
<b>Unrestricted net assets</b>	<b>206,405</b>	<b>233,972</b>	<b>235,835</b>	<b>223,365</b>	<b>235,044</b>
<b>Restricted</b>	<b>3,054</b>	<b>2,086</b>	<b>2,194</b>	<b>2,368</b>	<b>2,402</b>
<b>Total net assets</b>	<b>209,459</b>	<b>236,058</b>	<b>238,029</b>	<b>225,733</b>	<b>237,446</b>
<b>Total liabilities and net assets</b>	<b>436,171</b>	<b>468,393</b>	<b>472,453</b>	<b>474,397</b>	<b>571,729</b>

**TABLE 9**  
**SUMMARY OF CHALLENGE PROGRAMS, 2007 (\$ MILLIONS)**

<b>Funds Available</b>	<b>HarvestPlus</b>		<b>Water &amp; Food</b>		<b>Generation</b>		<b>SSA</b>		<b>Total</b>	
ADB	0.2								0.2	
Bill & Melinda Gates Foundation	14.4				3.5				17.9	
European Commission			3.9		12.1		2.6		18.6	
Italy							0.6		0.6	
IFAD			0.3						0.3	
Netherlands			1.8						1.8	
Norway			0.3						0.3	
Pioneer					0.02				0.02	
Rockefeller Foundation					0.3				0.3	
Sweden	0.1		0.1		0.1				0.3	
Switzerland			1.2		0.4				1.6	
Syngenta Foundation					0.03				0.03	
United Kingdom	1.0		7.5		5.1		4.1		17.6	
USA	1.9								1.9	
World Bank	2.0		2.0		2.0		0.5		6.5	
<b>Total</b>	<b>19.6</b>		<b>17.1</b>		<b>23.5</b>		<b>7.8</b>		<b>68.0</b>	

<b>Expenditure</b>	<b>HarvestPlus</b>		<b>Water &amp; Food</b>		<b>Generation</b>		<b>SSA</b>		<b>Total</b>	
	Center	Others	Center	Others	Center	Others	Center	Others	Center	Others
Bioversity	0.1				0.7		0.3		1.1	
CIAT	1.6		1.1		0.8		0.1		3.6	
CIMMYT	1.1		0.5		3.9				5.5	
CIP	0.6		0.1		0.7				1.4	
ICARDA	0.1		0.6		0.3				1.0	
ICRISAT	0.3		0.5		0.7				1.5	
IFPRI	3.3		0.3						3.6	
IITA	0.7				0.3		0.9		1.9	
ILRI			0.2						0.2	
IRRI	0.8		3.1		1.5				5.4	
IWMI			4.9						4.9	
World Agroforestry			0.05						0.05	
WorldFish			1.1						1.1	
<b>Subtotal</b>	<b>8.6</b>	<b>5.5</b>	<b>12.4</b>	<b>2.4</b>	<b>8.9</b>	<b>7.1</b>	<b>1.3</b>	<b>1.5</b>	<b>31.2</b>	<b>16.5</b>
<b>Total</b>	<b>14.1</b>		<b>14.8</b>		<b>16.0</b>		<b>2.8</b>		<b>47.7</b>	
<b>2007 Balance</b>	<b>5.5</b>		<b>2.3</b>		<b>7.5</b>		<b>5.0</b>		<b>20.3</b>	
<b>2006 Cumulative balance</b>	<b>11.1</b>		<b>2.1</b>		<b>9.2</b>		<b>2.9</b>		<b>25.3</b>	
<b>Cumulative balance</b>	<b>16.6</b>		<b>4.4</b>		<b>16.7</b>		<b>7.9</b>		<b>45.6</b>	