



This detailed report on the financial performance of the CGIAR Consortium Member Centers in 2014 is based on their audited financial statements.

# CGIAR Financial Report For Year **2014**

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# Executive Summary

**CGIAR is the world's leading research partnership on sustainable crop and animal agriculture, forestry and fisheries, with annual turnover of US\$1 billion and over 10,000 staff in 96 countries. CGIAR members, countries, private foundations, and regional and international organizations contribute financing, technical support, and strategic direction.**

The CGIAR system saw some growth in 2014 even though contributions through Windows 1 and 2 of the CGIAR Fund were lower than the financing plan projections. A new Strategy and Results Framework (SRF) was developed, with significant stakeholder engagement and input<sup>1</sup>. Donors contributing to the CGIAR Fund may designate their resources to one or more of three funding windows:

- Contributions to Window 1 are received from donors without restriction. The Fund Council sets priorities and decides how Window 1 Funds should be employed, mainly through Funding of CRPs and the operational costs of system entities.
- Contributions to Window 2 are designated by CGIAR Fund donors to specific CRPs. Prior to disbursement of these resources to the CRP Lead Centers, the cost sharing percentage (CSP) of 2% is deducted to contribute towards financing system costs.
- Window 3 contributions are allocated to specific Centers by Donors. Centers receive the funds net of the 2% CSP.

In addition, donors also continue to contribute bilateral funding directly to centers. The proportion

of contributions through the fund has increased from 48% in 2013 to 59% in 2014.

Whilst 2013 was a period of consolidation, 2014 has been a turbulent year for the system, marked by the following significant events:

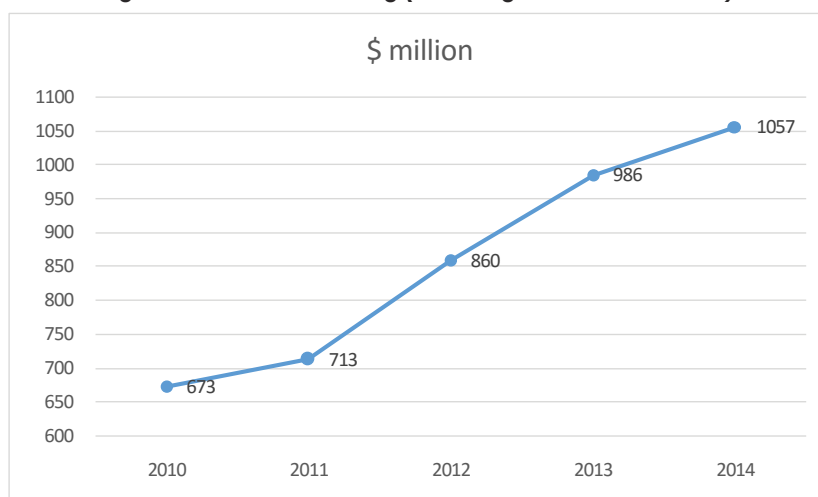
- Following the trend of previous years where an average growth rate of 13% had been achieved, in late 2013 the finance plan predicted 10% growth in W1-2 contributions into the fund. However, when contributions with donors were confirmed in August and September of 2014, it became apparent that rather than the anticipated increase of 10%, there would be an overall 15% decrease in contributions available for the CRPs compared to 2013 i.e. from \$362 million in 2013 to \$315 million in 2014. This announcement was shared with the Centers in the last quarter of 2014, too late for significant savings to be made in the current year. It is anticipated that the impact will show in 2015 as Centers have revised their plans to accommodate the anticipated cuts in Window 1-2 funding. Nonetheless, overall funding for the CGIAR (i.e. through W1, W2, W3 and bilateral) increased by 7% relative to 2013.

<sup>1</sup> The CGIAR Fund Council has endorsed the SRF for review and approval by the Funders Forum.

# Financial Highlights

During the five years from 2008 to 2013, CGIAR sustained an average annual growth rate of 13%, depicted in Figure 1 below, and achieved \$1 billion in revenue in 2013. Total revenue growth for 2014, relative to 2013, was \$71 million, driven by an increase in revenue from the CGIAR Fund of \$137 million (from \$483 million in 2013 to \$620 million in 2014), or 28%. A further analysis of the CGIAR Fund growth indicates that \$98 million was through Window3. There was a corresponding decline in bilateral revenue of \$66 million from \$503 million in 2013 to \$437 million in 2014, indicating that there is a continuing migration of funding from bilateral into the CGIAR Fund.

Figure 1: Evolution of funding (excluding Center own income)



# Accounting Standards and Audit

Externally audited financial statements from each Center form the basis for this financial report. They were reviewed and aggregated according to fiduciary management and reporting standards approved by CGIAR to guide the Centers in these areas. In conformity with Generally

## Box 1: Compliance with financial guidelines

To ensure transparency and consistency in financial practices and the presentation of financial information, the 15 CGIAR Centers are required to follow financial guidelines approved by the Consortium Board. These are developed by the Consortium, with input from Center finance professionals and external experts.

A group of Center finance and internal audit professionals annually conduct a peer review of the Centers' externally audited 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. The 2014 peer review will be completed in June 2015. In the past, all Center financial statements were pronounced satisfactory from this peer group, meaning full acceptability. Furthermore, each Center and the Consortium Office received an unqualified audit opinion from its external auditors in 2014.

## Box 2: Center auditors

### Center Auditors

	2013	2014
<b>AfricaRice</b>	KPMG	KPMG
<b>Bioversity</b>	PricewaterhouseCoopers	PricewaterhouseCoopers
<b>CIAT</b>	Ernst & Young	Ernst & Young
<b>CIFOR</b>	PricewaterhouseCoopers	PricewaterhouseCoopers
<b>CIMMYT</b>	KPMG	KPMG
<b>CIP</b>	Ernst & Young	Ernst & Young
<b>ICARDA</b>	Ernst & Young	Ernst & Young
<b>ICRISAT</b>	KPMG	KPMG
<b>IFPRI</b>	KPMG	KPMG
<b>IITA</b>	PricewaterhouseCoopers	PricewaterhouseCoopers
<b>ILRI</b>	KPMG	KPMG
<b>IRRI</b>	KPMG	KPMG
<b>IWMI</b>	KPMG	KPMG
<b>World Agroforestry</b>	PricewaterhouseCoopers	PricewaterhouseCoopers
<b>WorldFish</b>	Grant Thornton	Grant Thornton
<b>Consortium Office</b>	PricewaterhouseCoopers	PricewaterhouseCoopers

Accepted Accounting Principles (GAAP), Center financial statements were prepared on the accrual basis. To ensure that Center financial statements accord with international GAAP, CGIAR Financial Guideline No. 2 states that accounting policies and reporting practices will be updated to bring them into compliance with International Financial Reporting Standards (IFRS). Additional information on financial compliance is in Box 1 and Box 2 shows the Centers' external auditors for the years ended 31st December 2013 and 2014, respectively.

# Financial Outcome

System revenues in 2014 amounted to \$1,080 million (including \$23 million of Center own income), an increase of \$73 million, or 7%, over the \$1,007 million recorded in 2013. Table 1 sets out total revenues and expenditures for 2014 compared to 2013.

**Table 1: Total revenues and expenditures, 2014 compared to 2013 (\$ million)<sup>2</sup>**

Revenue	2014			2013		
	Total	CRPs	Non-CRPs	Total	CRPs	Non-CRPs
CGIAR Fund Windows 1&2	382	362	20	343	324	19
CGIAR Fund Window 3	238	182	56	140	115	25
	620	544	76	483	439	44
Bilateral	437	338	99	503	362	141
Sub-total funding	1,057	882	175	986	801	185
Center own income	23	5	18	21	5	16
<b>Total revenue</b>	<b>1,080</b>	<b>887</b>	<b>193</b>	<b>1,007</b>	<b>806</b>	<b>201</b>
<b>Expenditure</b>						
CRPs	887			806		
Other programs	160			161		
Systems entities and special initiatives	20			17		
<b>Total expenditure</b>	<b>1,067</b>			<b>984</b>		
<b>Net result</b>	<b>13</b>			<b>23</b>		

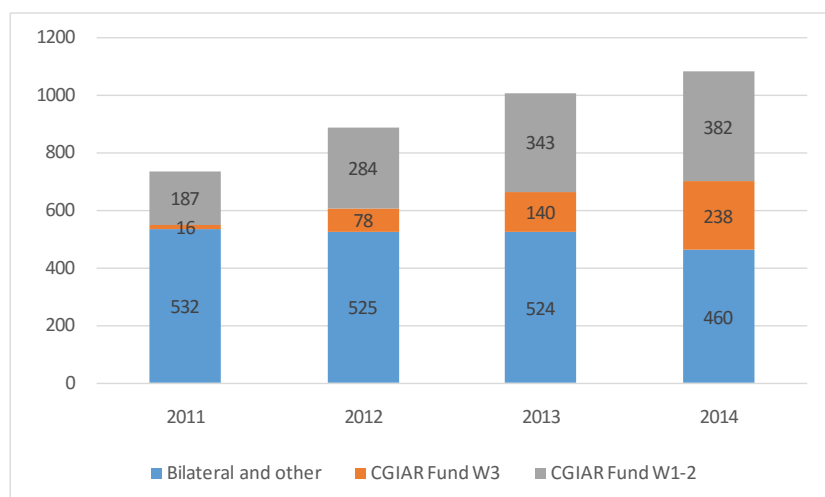
Expenditures in 2014 were \$1,067 million, an increase of \$83 million, or 8%, over 2013 expenditures of \$984 million. The net result was a surplus of \$13 million, equivalent to 1% of revenue.<sup>3</sup> Three Centers finished the year with a deficit, two with balanced budgets and one held unrestricted income that has been designated by their Center board, and will be fully spent by the end of 2015. The remaining seven Centers generated surpluses

from other income and/or unrestricted grants, and two from a combination of other income and recovery of indirect costs.

Figure 2 demonstrates the changing modalities of funding, illustrating the impetus given by the contribution of the CGIAR Fund to overall income growth.

<sup>2</sup>Table 1 is a summary of all revenues and expenses in the CGIAR, and includes figures for systems offices, special initiatives and other partner programs, which are not part of the Center summaries.

<sup>3</sup> The surplus as a percentage of revenue excludes CGIAR collaboration costs. Other revenue is Center-generated income, such as from interest, guesthouse revenue and sales of farm production. It does not include unrestricted grants, which are included under non-CRP revenue.

**Figure 2: Analysis of Revenue by Source of Funding (\$ million)<sup>4</sup>**

Donors can contribute either through the CGIAR Fund or through bilateral grants made directly to Centers. Figure 2 is based on information provided in the financial statements of the Centers, which show the expenditure rate (i.e. revenue is recognized to the extent that service is provided or expenses incurred). The impact of the reduction in contributions into the CGIAR Fund will only show in Center results in 2015. CRPs were able to maintain an increase in W1-2 spending in 2014 by supplementing with funds carried forward.

# The CGIAR Fund and Donor Contributions

The statements of the 15 Centers were prepared on the accrual basis of accounting. Hence, the revenues reported therein are only the earned portion of funding based on revenue recognition, which, in the CGIAR context, means money spent. This is the case for Tables 1, 7, 8 and 11. The CGIAR Fund, however, reports funding based on cash receipts and disbursements, as the CGIAR Fund is not an implementing agent of CGIAR. Therefore, Tables 2, 3, 4 and 5 do not match the tables referred to above.

## **CGIAR Fund receipts, disbursements and balances**

In 2014, contributions to the CGIAR Fund were \$551 million (\$555 million including contributions in process), \$97 million less than in 2013 (15% reduction), mainly due to one-time contributions made by some donors in 2013 which were not repeated in 2014. Window 1 and 2 combined

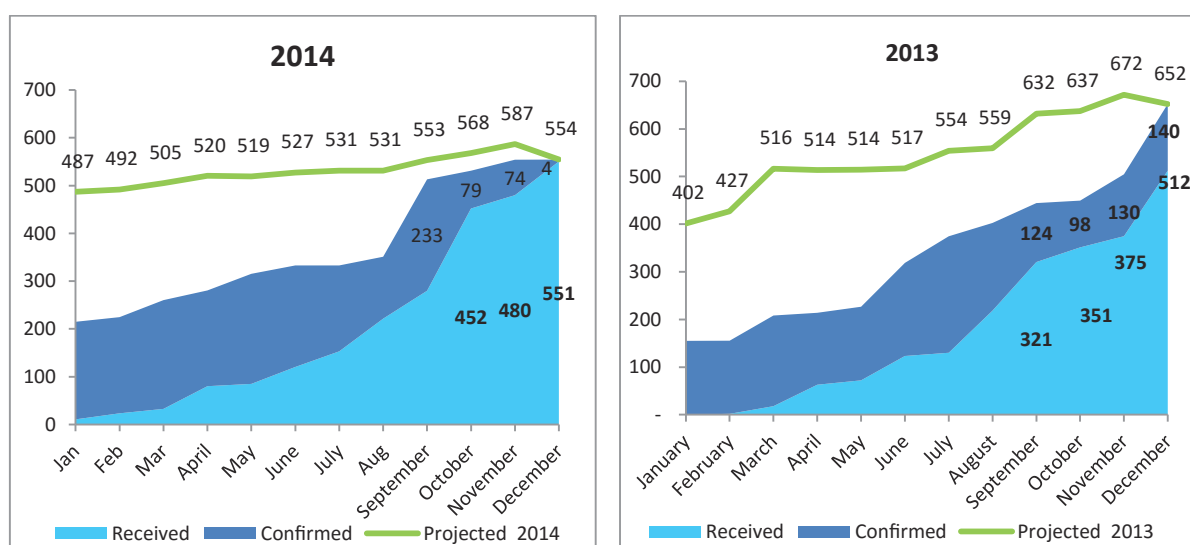
make up 54% of total CGIAR Fund income for 2014, and Window 3 the remaining 46%.

As of December 31, 2014, nearly all (99%) of the CGIAR Fund contributions were received, and contributions to Windows 1 and 2 have been collected in full, enabling the disbursement of the budget requirements for 2014 before the end of the year.

Figure 3 illustrates how the quality of projections improved from 2013 to 2014. In 2014, the following donors had made multiyear commitments to the CGIAR Fund: Australia, Belgium, Bill & Melinda Gates Foundation, Denmark, IFAD, Luxembourg, the Netherlands, New Zealand, Russia, South Africa, Sweden, Switzerland, and the United Kingdom.

<sup>4</sup>Including Center own income, which is aggregated with bilateral.

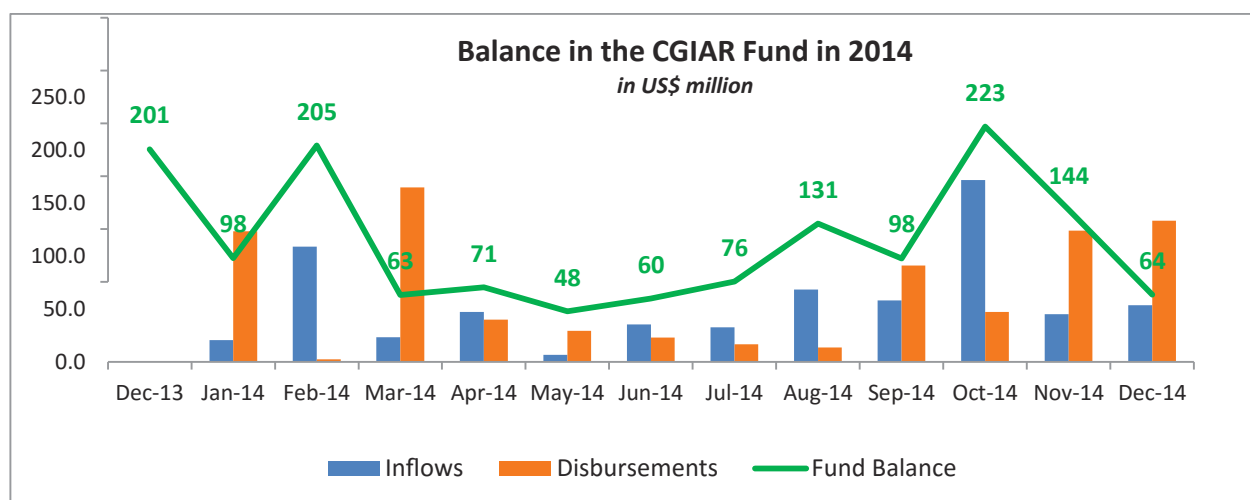
Figure 3: CGIAR Fund projections, 2014 and 2013 (\$ million)



In 2014 the CGIAR Fund received a total of \$674 million, of which \$123 million was collection of prior years' contribution. \$875 million was made available for distribution during the year of which \$811 million was disbursed, leaving a balance of

\$64 million remaining in the CGIAR Fund at the end of 2014, of which \$32 million was in Windows 1-2, \$22 million in Window 3 and \$10 million was provisional (i.e., the donor has not decided on the final allocation).

Figure 4: CGIAR Fund inflows, disbursements and balance, 2014 (\$ million)



Of the \$811 million disbursed by the CGIAR Fund in 2014, \$469.8 million was received through Windows 1 and 2, of which \$120.3 million related to 2013 activities that had been pre-financed by Centers. The remainder of \$349.5 million was used to fund 2014 CRP activities and system costs and special initiatives.

Tables 2 to 4 show the status of the CGIAR Fund

(statement of receipts, disbursements and fund balances) as of the end of December 31, 2014; donor contributions received by the CGIAR Fund by window; and a breakdown of Window 2 contributions by donor and by CRP, respectively. The CGIAR Fund windows 1 & 2 being a comingled fund, the disbursements are shown in Table 5, by activity and program. Window 3 however is Center specific contributions, hence disbursements are broken down by Center.



Table 2: CGIAR Fund statement of receipts, disbursements and fund balance, end of 2014<sup>5</sup> (\$ million)

	Window 1	Window 2	Window 3	Provisional	Total
<b>Balance b/f from 2013</b>	<b>124</b>	<b>32</b>	<b>37</b>	<b>8</b>	<b>201</b>
<b>Receipts</b>					
Prior years contributions received in 2014	1.5	38.2	74.8	8.5	123
2014 Contributions received in 2014 <sup>A</sup>	189.1	110.5	242.2	8.7	551
<b>Total available in 2014</b>	<b>314.6</b>	<b>181.0</b>	<b>353.7</b>	<b>25.3</b>	<b>875</b>
<b>Transfers</b>					
Cost Sharing Percentage	9.60	(3.0)	(6.6)		-
Transfer from Provisional			15.6	(15.6)	-
<b>Less: Disbursements</b>	<b>(291.9)</b>	<b>(177.8)</b>	<b>(341.1)</b>	<b>0.0 -</b>	<b>811</b>
<b>Fund Balance</b>	<b>32</b>	<b>0</b>	<b>22</b>	<b>10</b>	<b>64</b>
<b>Contributions in process <sup>A</sup></b>		<b>0.1</b>	<b>3.8</b>		<b>4</b>

<sup>A</sup> see Table 3

<sup>5</sup>This table and other tables in this section show the cash movement in and out of the CGIAR Fund. The overall results reported in Table 1 are based on accrual accounting, as stated in Section 2, and are therefore not comparable.

Table 3: Donor contributions to the CGIAR Fund, 2014 (\$ million)

Receipts	Window 1	Window 2	Window 3	Provisional	Total CGIAR Fund
Australia	5.1	11.8	14.2		31.1
Austria			1.8		1.8
Bangladesh			0.1		0.1
Belgium		7.9	2.0		9.9
Bill & Melinda Gates Foundation	0.5		73.5		74.0
Canada	12.7	2.7			15.4
China		0.2	2.9		3.0
Denmark	6.4				6.4
European Commission			6.7		6.7
Finland	1.3	1.3	1.3		3.8
France	1.5				1.5
IFAD			4.1		4.1
India	0.8		5.3		6.0
Ireland		2.7	3.0		5.7
Japan	0.1	0.1	6.0		6.1
Korea	0.3				0.3
Luxembourg	0.3		0.4		0.7
Morocco			0.5		0.5
Netherlands	11.4	30.0			41.4
New Zealand	2.2	4.3			6.5
Norway	18.2				18.2
Portugal			0.5		0.5
Russia		0.5			0.5
South Africa		0.1	0.3	0.5	0.9
Sweden	21.9				21.9
Switzerland	6.0	10.9			16.9
Thailand			0.1		0.1
Turkey			0.5		0.5
United Kingdom	53.1	7.8	26.3		87.3
USA	0.8	30.2	92.9	8.2	132.1
World Bank	47.0				47.0
<b>Sub-total 2014 receipts</b>	<b>189</b>	<b>111</b>	<b>242</b>	<b>9</b>	<b>551</b>
<b>Contributions in process <sup>A</sup></b>					
Iran			0.5		0.5
Morocco			1.0		1.0
Netherlands			1.9		1.9
Sudan		0.1	0.4		0.5
<b>sub-total contributions in process</b>	<b>-</b>	<b>0</b>	<b>4</b>	<b>-</b>	<b>4</b>
<b>Total 2014 contributions</b>	<b>189</b>	<b>111</b>	<b>246</b>	<b>9</b>	<b>555</b>

<sup>A</sup> Contributions which are supported by signed contribution agreement but the money was not yet received by Dec 31, 2014  
Contributions which are supported by signed contribution agreement but the money was not yet received by Dec 31, 2014

Table 4: Contributions to Window 2 of the CGIAR Fund by donor and CRP, 2014 (\$ million)

Donors	Total	Dryland Systems	Humidtropics	AAS	PIM	WHEAT	MAIZE	GRISP	RTB	Grain Legumes	Dryland Cereals	Livestock and Fish	A4NH	WLE	FTA	CCAFS	Genebanks
<b>2013 Contributions received in 2014</b>																	
Belgium	7.7	1.9	1.9						1.9								
USA	30.5			1.0	1.5	4.5	1.5	4.5	5.0	5.0	2.0	4.0	1.5		1.9		
sub-total	38	2	2	1	2	5	2	5	7	5	2	4	2	-	2	-	-
<b>2014 Contributions Received</b>																	
Australia	11.8	0.8	0.4	0.4	1.2	1.2	0.8	0.8	0.4	1.2	0.4	0.8	1.2	1.2	0.8	0.4	
Belgium	7.9	2.0	2.0						2.0						2.0		
Canada	2.7					2.7											
China	0.2					0.1	0.0	0.1									
Finland	1.3											0.6			0.6		
Ireland	2.7												1.4			1.4	
Japan	0.1							0.1									0.0
Netherlands	30.0	2.8			6.4				4.3			4.3	4.3	2.9	2.9	2.1	
New Zealand	4.3			1.7								1.7	0.5			0.9	
Russia	0.5																
South Africa	0.1						0.1										
Switzerland	10.9	1.1	2.2	1.1	0.8				1.6				0.5	1.1		0.8	1.6
United Kingdom	7.8															7.8	
USAID	30.2			1.0	1.5	4.5	1.5	4.5	5.0	5.0	2.0	4.0	1.2				
sub-total	111	7	5	4	10	9	2	5	13	6	2	11	9	5	6	13	2
<b>Confirmed in process</b>																	
Sudan	0.1	0.1															
sub-total	0.1	0.1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	149	9	6	5	11	13	4	10	20	11	4	15	11	5	8	13	2

Table 5: Disbursements from the CGIAR Fund, end 2014 (\$ million)

Windows 1 & 2 (by Program)		
CRP 1.1	Dryland Systems	18.7
CRP 1.2	Humidtropics	19.0
CRP 1.3	Aquatic Agricultural Systems	20.1
CRP 2	Policies, Institutions and Markets	30.0
CRP 3.1	WHEAT	20.9
CRP 3.2	MAIZE	20.1
CRP 3.3	Rice (GRiSP)	44.9
CRP 3.4	Root, Tubers and Bananas	36.3
CRP 3.5	Grain Legumes	20.2
CRP 3.6	Drylands Cereals	9.5
CRP 3.7	Livestock and Fish	20.3
CRP 4	Agriculture for Nutrition and Health	23.8
CRP 5	Water, Land and Ecosystems	45.7
CRP 6	Forests, Trees and Agroforestry	33.6
CRP 7	Climate Change, Agriculture and Food Security	56.1
	Genebanks	31.0
	Systems entities and special initiatives	19.5
	<b>Subtotal</b>	<b>470</b>
<b>Window 3 (Center)</b>		
	AfricaRice	7.7
	Bioversity	6.2
	CIAT	12.5
	CIFOR	11.5
	CIMMYT	69.6
	CIP	20.3
	ICARDA	7.8
	ICRISAT	17.1
	IFPRI	51.2
	IITA	49.2
	ILRI	20.4
	IRRI	30.0
	IWMI	5.1
	World Agroforestry	19.4
	WorldFish	13.1
	<b>Subtotal</b>	<b>341</b>
	<b>Total</b>	<b>811</b>

# The 2014 Finance Plan and Disbursement of Windows 1 and 2 Funds

In 2013, to give the system stability and to facilitate planning for the Centers, the Consortium put in place a two-year plan (earlier allocations having been done on an annual basis) in an effort to increase predictability and stability. This plan, with the agreement of Centers, Consortium and Fund Office, projected continuing 10% annualized growth, based on the strong growth since the inception of the reform. However, since this growth did not materialize, a reduction in allocations was announced in October 2014.

However, the rate of disbursement has improved, and 2014 is the first year in which 99% of the Finance Plan was disbursed before the end of the year.

**Table 6: Finance Plan and cash disbursements, 2014 (\$ million)**

	2014							2013			
	Final 2014 Finance Plan	Other 2014 Allocations <sup>A</sup>	Total Due for 2014	Paid in 2014 for 2013	Paid in 2014 for 2014	Paid in 2015 for 2014		Final 2013 Finance Plan	Paid in 2013 for 2012	Paid in 2013 for 2013	Paid in 2014 for 2013
Dryland Systems	15.4	0.7	16.1	2.9	15.9	0.2		14.7	0.7	11.8	2.9
Humidtropics	15.0	0.6	15.6	3.4	15.6	-		13.7	7.3	10.3	3.4
Aquatic Agricultural Systems <sup>B</sup>	15.1	0.6	15.7	4.7	15.5	-		8.6	3.3	4.0	4.7
Policies, Institutions and Markets	21.2	-	21.2	8.9	21.2	-		23.8	-	15.0	8.9
WHEAT <sup>B</sup>	16.6	0.9	17.5	5.4	15.5	-		12.5	-	7.1	5.4
MAIZE	14.2	-	14.2	6.2	14.0	0.2		14.0	0.1	7.8	6.2
Rice (GRiSP)	33.7	0.6	34.3	10.6	34.3	-		34.5	-	23.9	10.6
Root, Tubers and Bananas	26.9	0.7	27.6	8.8	27.5	0.1		24.0	2.2	15.1	8.8
Grain Legumes	13.8	0.6	14.4	5.9	14.4	-		20.6	10.1	14.7	5.9
Drylands Cereals	6.1	0.7	6.8	2.6	6.8	-		8.5	5.3	5.8	2.6
Livestock and Fish	16.0	-	16.0	4.3	16.0	-		13.6	1.0	9.4	4.3
Agriculture for Nutrition and Health	16.7	-	16.7	7.1	16.7	-		35.4	4.5	28.3	7.1
Water, Land and Ecosystems	27.8	0.2	28.0	17.7	28.0	-		28.2	4.4	10.5	17.7
Forests, Trees and Agroforestry	26.5	-	26.5	7.3	26.4	0.1		28.8	2.4	21.5	7.3
Climate Change, Agriculture and Food Security	41.4	1.5	42.9	13.2	42.9	-		40.0	2.7	26.8	13.2
Genebanks	18.6	1.0	19.6	11.5	19.6	-		18.4	3.0	6.9	11.5
Systems entities and special initiatives	19.5	-	19.5	-	19.5	-		-	-	18.1	-
	344.5	8.0	352.5	120.3	349.5	0.7		339.1	47.0	237.0	120.3
<b>Total paid in the year</b>					<b>470</b>					<b>284</b>	

<sup>A</sup> Other allocations are for the ICARDA Investment plan and for Results Based Management pilots

<sup>B</sup> Contract limits prevented full disbursement of Finance Plan allocations for AAS (total contract W1/2 \$37.9m including extension) and WHEAT (total contract W1/2 \$41.0m)

Figure 5: Actual disbursements versus planned disbursements for 2013 and 2014 (\$ million)

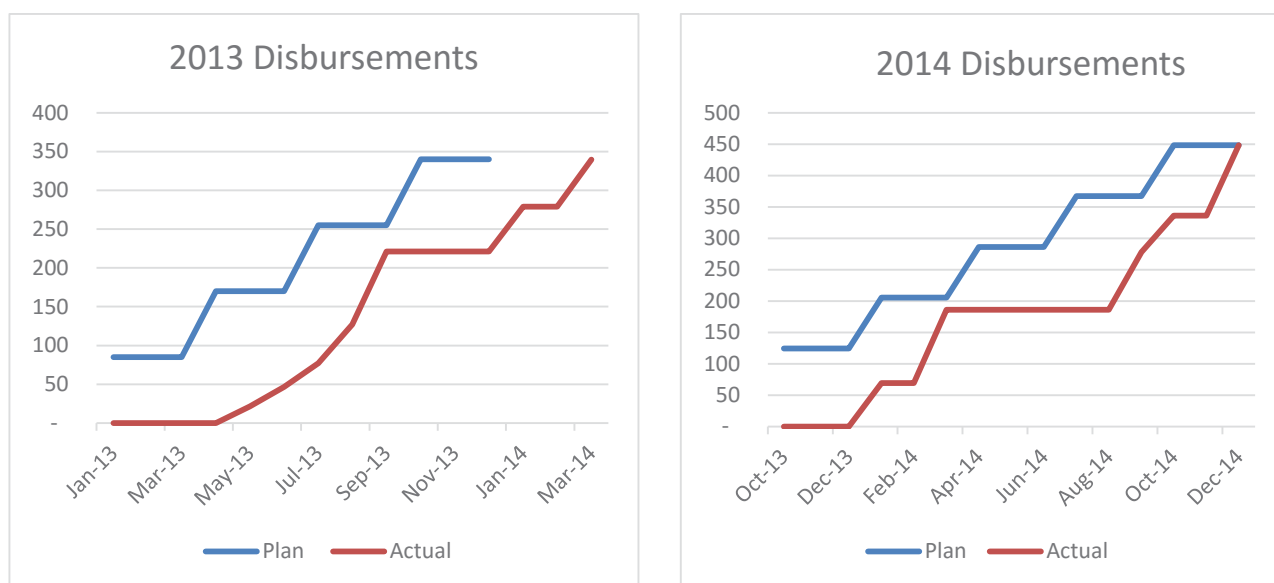


Figure 5 above shows significant improvement in the disbursement rate compared to the Financing Plan at the end of 2014, compared to that for 2013 i.e. a move from 65% to 99%, respectively.

Improvement is still needed to achieve quarterly disbursement rates that are close to plan.

# CGIAR Research Programs' Financial Summary

CRP expenditure in 2014 totaled \$887 million, an increase of 10% over 2013, and 83% of the total CGIAR expenditure for the year. Table 7 shows an analysis of this expenditure. Windows 1 and 2, at \$362 million, account for 42% of CRP funding (consistent with \$324 million, or 41% in 2013). Window 3 at \$182 million, or 21%, shows the most growth over 2013, when Window 3 at \$115 million represented 13% of the total. Bilateral, at \$338 million or 38% of total, has dropped from the 2013 total of \$362 million, or 45% of total.

Table 7: Summary of CRP Funding, 2014 (\$ million)

CGIAR Research Program on:		From Financial Statements of Individual Centers					% of Individual CRP funding			Total
		Windows 1 and 2	Window 3	Bilateral	Own Funds	Total	Windows 1 and 2	Window 3	Bilateral	(% of Total)
CRP 1.1	Dryland Systems	18.1	10.4	15.3	0.6	44.4	41%	23%	35%	5%
CRP 1.2	Humidtropics	14.7	11.5	7.7	0.5	34.3	43%	33%	23%	4%
CRP 1.3	Aquatic Agricultural Systems	15.3	5.9	10.2	-	31.4	49%	19%	33%	4%
CRP 2	Policies, Institutions and Markets	24.7	20.3	41.8	1.4	88.2	28%	23%	47%	10%
CRP 3.1	WHEAT	17.2	7.9	13.6	-	38.6	45%	20%	35%	4%
CRP 3.2	MAIZE	19.1	13.3	27.9	-	60.3	32%	22%	46%	7%
CRP 3.3	Rice (GRiSP)	35.2	23.6	35.1	-	93.9	37%	25%	37%	11%
CRP 3.4	Root, Tubers and Bananas	31.1	20.3	23.7	0.3	75.4	41%	27%	31%	9%
CRP 3.5	Grain Legumes	16.4	13.3	16.3	0.1	46.1	36%	29%	35%	5%
CRP 3.6	Drylands Cereals	8.6	5.6	7.2	-	21.3	40%	26%	34%	2%
CRP 3.7	Livestock and Fish	15.2	7.1	9.3	-	31.6	48%	22%	30%	4%
CRP 4	Agriculture for Nutrition and Health	26.7	20.5	45.4	0.3	93.0	29%	22%	49%	10%
CRP 5	Water, Land and Ecosystems	25.1	3.6	25.8	0.8	55.2	45%	6%	47%	6%
CRP 6	Forests, Trees and Agroforestry	30.4	12.4	35.6	0.9	79.3	38%	16%	45%	9%
CRP 7	Climate Change, Agriculture and Food Security	45.0	6.5	17.4	-	68.9	65%	9%	25%	8%
	Genebanks	19.3	-	5.1	0.5	24.9	78%	0%	20%	3%
<b>Total</b>		<b>362</b>	<b>182</b>	<b>338</b>	<b>5</b>	<b>887</b>	<b>42%</b>	<b>21%</b>	<b>38%</b>	<b>100%</b>

# Centers' Financial Summary

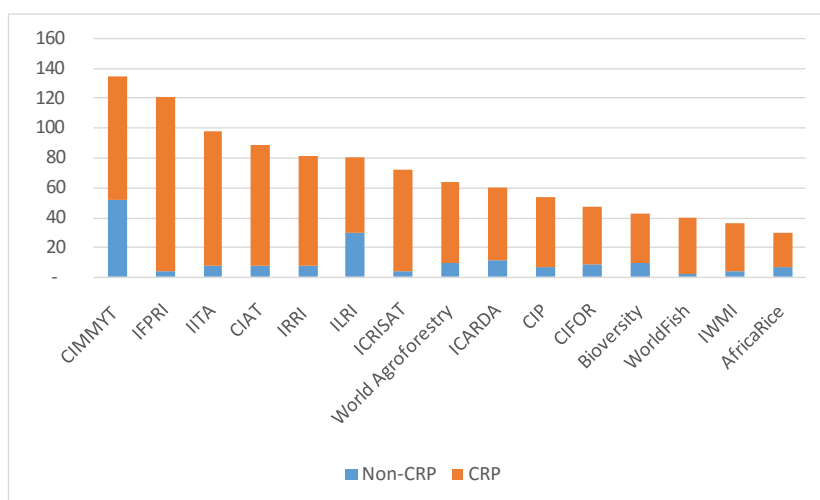
Table 8: Center revenue, expenditure and surplus, 2014 (\$ million)

Center	Revenue				Expenditure			Surplus/ (Deficit)
	CRP	Non-CRP	Other	Total	CRP	Non-CRP	Total	
AfricaRice	22.4	5.9	0.7	29.0	22.4	6.6	29.0	0.0
Bioversity	33.0	7.7	1.8	42.4	36.1	6.1	42.2	0.2
CIAT	81.4	4.8	2.2	88.5	81.9	2.7	84.7	3.8
CIFOR	38.3	8.4	0.4	47.1	38.9	10.4	49.3	(2.2)
CIMMYT	83.0	49.8	1.3	134.1	83.0	47.3	130.2	3.8
CIP	48.3	5.6	0.5	54.3	48.3	4.2	52.5	1.8
ICARDA	48.5	10.6	0.6	59.7	48.5	13.1	61.5	(1.8)
ICRISAT	68.0	1.6	2.1	71.8	68.0	1.6	69.6	2.1
IFPRI	116.7	3.6	0.2	120.5	116.5	2.7	119.2	1.3
IITA	90.7	6.4	0.8	97.9	90.7	5.9	96.6	1.3
ILRI	50.9	20.8	8.3	79.9	51.2	27.8	79.0	0.9
IRRI	73.0	6.3	1.3	80.6	73.0	8.7	81.7	(1.1)
IWMI	31.8	3.2	0.9	35.9	31.8	3.3	35.1	0.9
World Agroforestry	53.9	7.9	1.2	63.0	54.5	7.6	62.0	1.0
WorldFish	38.5	1.0	0.4	40.0	38.5	0.7	39.2	0.8
Subtotal	878.4	143.7	22.6	1,044.7	883.3	148.5	1,031.8	12.9
Other program partners	3.4	11.3		14.7	3.4	11.3	14.7	0.0
Total	881.7	155.0	22.6	1,059.4	886.7	159.8	1,046.4	12.9
Systems entities and special initiatives		20.1		20.1		20.1	20.1	0.0
<b>Total</b>	<b>882</b>	<b>175</b>	<b>23</b>	<b>1,080</b>	<b>887</b>	<b>180</b>	<b>1,067</b>	<b>13</b>

CRP revenues total \$882 million, and the expenditure for 2014 was \$887 million. The difference was funded through Center own income. Annex Table A2.1 provides supplementary analysis of the source of funding by Center.

Figure 6 sets out Center revenue by source of funding. CIMMYT has the highest non-CRP revenue having removed a number of projects from their CRP activities in 2013. ILRI also has substantial non-CRP revenue, which is explained by the BecA-ILRI Hub that it operates in Nairobi with Biosciences Eastern and Central Africa.

Figure 6: CRP versus non-CRP revenue by Center (\$ million)



# Collection of Cost-Sharing Percentage (CSP)

The Cost Sharing Percentage (CSP) is a charge levied on funds to finance CGIAR system entities. The current CSP rate is 2%. The exception for paying CSP applies to legacy grants signed before 13th May 2011. The Trustee deducts the 2% CSP amount from the CGIAR Fund for Windows - 2 and 3. The authorization for this is contained in the Contribution Agreements entered into with the various donors.

In the case of bilateral funding, which is sent directly to centers, the centers are required to retain the relevant CSP amounts and to account for this. The collected amounts are transferred to Window 1 and are intended to be the bilateral donors' share in financing the operations of system entities.

A persistent issue relating to CSP is that not all

donors agree for this to be accordingly levied on the bilateral funds that they contribute. The reasons ventured by donors that result in full CSP being uncollectible are summarized as follows:

- In spite of the fact that some donors fully pay for CSP charges on W3 funds, their local missions are not aware of this charge or refuse to accept that it be charged.
- Sub-contracts of principal donor grants: Some centers receive funds through sub-contractors of other organizations, for which the principal donor is also a major direct contributor to the CGIAR Fund. The primary contractor refuses to pay CSP charges over their subcontract to a CGIAR center even though there is no such restriction by the principal donor.



- Some Governments reject the notion of CSP charges.
- The cap of the overhead rate permitted by some donors is lower than the actual overhead, rendering it impossible to retain CSP. These caps range from 4% to 15%.
- Some donors are averse to any overhead charges.

The rate of collection in 2014, compared to that in 2013, has improved from 36% to 49%, aided by a combination of increased contributions through W3, lower contributions through bilateral funding and improved collection rates. Full collection of the CSP on all bilateral grants would generate \$8.6 million. The potential uncollected CSP has reduced from \$6.7 million in 2013 to \$4.5 million in 2014.

**Table 9: CSP recovery by Center, 2014 compared to 2013**

Center	Bilateral Funding (\$ million)									
	2014					2013				
	Total Funding	Funds on which CSP was Applied	% over Total Funding	CSP Collected	% over Funds on which CSP was Applied	Total Funding	Funds on which CSP was Applied	% over Total Funding	CSP Collected	% over Funds on which CSP was Applied
AfricaRice	8.8	1.8	20.1%	0.035	1.98%	10.7	2.3	21.6%	0.015	0.65%
Bioversity	13.6	2.9	21.2%	0.058	2.00%	15.3	4.1	26.9%	0.082	2.00%
CIAT	47.8	21.8	45.6%	0.401	1.84%	37.5	12.8	34.2%	0.243	1.90%
CIFOR	16.2	6.0	37.0%	0.119	1.98%	18.0	4.3	24.0%	0.092	2.13%
CIMMYT	51.0	13.0	25.5%	0.249	1.91%	98.0	5.5	5.6%	0.108	1.95%
CIP	14.2	5.0	35.4%	0.102	2.03%	18.5	1.5	8.4%	0.031	2.01%
ICARDA	22.9	10.3	45.1%	0.206	2.00%	29.2	13.5	46.1%	0.269	2.00%
ICRISAT	24.2	9.6	39.8%	0.192	1.99%	27.4	6.8	24.7%	0.139	2.05%
IFPRI	63.4	45.3	71.5%	0.906	2.00%	74.0	55.5	75.1%	1.111	2.00%
IITA	43.8	18.3	41.8%	0.366	2.00%	35.9	15.9	44.3%	0.318	2.00%
ILRI	32.5	21.1	65.0%	0.422	2.00%	32.9	10.4	31.6%	0.193	1.85%
IRRI	29.9	17.6	58.8%	0.354	2.01%	41.2	13.1	31.8%	0.119	0.91%
IWMI	12.4	5.2	41.8%	0.105	2.02%	13.2	5.0	37.8%	0.088	1.76%
World Agroforestry	33.3	20.0	60.1%	0.419	2.10%	33.6	18.5	55.2%	0.306	1.65%
WorldFish	12.1	9.7	80.2%	0.194	2.00%	12.1	7.5	62.5%	0.148	1.96%
<b>Total</b>	<b>426.2</b>	<b>207.7</b>	<b>48.7%</b>	<b>4.128</b>	<b>1.99%</b>	<b>497.5</b>	<b>176.9</b>	<b>35.6%</b>	<b>3.262</b>	<b>1.84%</b>

**Table 10: Analysis of CSP Collection by Center**

Center	2014 (Amounts in \$million)													
	Includes CSP	%	Legacy A	%	Donor doesn't accept B	%	No overhead/donor overhead cannot cover CSP	%	Non-SRF/CRP D	%	Other E	%	Further information requested F	Total
AfricaRice	1.8	20%	1.6	18%	0%	4.7	54%	0%	0%	0.7	8%	0%	0%	8.8
Bioversity	3.6	26%	0.6	4%	3.1	23%	4.8	35%	1.3	10%	0%	0.3	2%	13.6
CIAT	21.8	46%	1.7	4%	2.4	5%	0.1	0%	0%	21.9	46%	0%	0%	47.8
CIFOR	6.1	38%	2.2	13%	7.3	45%	0.7	4%	0%	0%	0%	0%	0%	16.2
CIMMYT	13.1	26%	32.1	63%	3.0	6%	0%	2.6	5%	0.2	0%	0.0	0%	51.0
CIP	5.1	36%	6.6	47%	1.7	12%	0%	0%	0%	0.2	1%	0.5	4%	14.2
ICARDA	10.3	45%	7.6	33%	0%	4.1	18%	0%	0%	0.9	4%	0%	0%	22.9
ICRISAT	9.8	41%	9.3	38%	5.1	21%	0%	0%	0%	0%	0%	0.0	0%	24.2
IFPRI	45.3	71%	16.9	27%	0%	0%	0%	0%	0%	0%	0%	1.2	2%	63.4
IITA	18.3	42%	3.3	7%	0%	18.4	42%	3.5	8%	0.3	1%	0%	0%	43.8
ILRI	21.1	65%	5.7	18%	0%	5.7	17%	0%	0%	0%	0%	0%	0%	32.5
IRRI	18.6	62%	7.9	26%	2.0	7%	0%	0%	0%	1.0	4%	0.4	1%	29.9
IWMI	5.3	42%	2.9	23%	0.3	3%	1.6	13%	0%	2.4	19%	0%	0%	12.4
World Agroforestry	20.4	61%	4.6	14%	0%	4.4	13%	2.3	7%	1.6	5%	0%	0%	33.3
WorldFish	9.7	80%	1.2	10%	0.9	7%	0%	0%	0%	0%	0%	0.3	3%	12.1
<b>Total</b>	<b>210.3</b>	<b>49%</b>	<b>104.1</b>	<b>25%</b>	<b>25.8</b>	<b>6%</b>	<b>44.3</b>	<b>10%</b>	<b>9.7</b>	<b>2%</b>	<b>29.2</b>	<b>7%</b>	<b>2.8</b>	<b>426.2</b>

<sup>A</sup>Legacy : Grants which were signed on or before 13 May 2011

<sup>B</sup>Donor doesn't accept : Donor has expressly stated that they will not pay CSP

<sup>C</sup>No overhead/donor overhead does not cover CSP : Donor has not expressly refused to pay CSP, but the overhead allowed does not cover Center overhead and CSP

<sup>D</sup>Non-SRF/CRP : Center indicates that grant is outside of SRF and so not liable to CSP

<sup>E</sup>Other : Sundry reasons such as donations in kind, CSP already accounted for (Challenge Program), consultancy-type income

<sup>F</sup>Pending information : Further information has been requested from Center, but not received at time of publication



# CGIAR Results

Aggregated Center data from 2010 to 2014, shown in Table 11(a) and elaborated below, reflect the financial position of the CGIAR system as a whole.

*Table 11: Summary of CGIAR revenue and expenditure, 2009-2014 (\$ million)*

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>	-	95	260	324	362
<b>CRP Window 3</b>	-	-	57	112	182
<b>Bilateral</b>	-	126	383	361	338
<b>Total CRP revenue</b>	-	221	700	798	882
<b>Non-CRP</b>					
Window 3, restricted	-	-	40	28	38
Bilateral, restricted	444	356	71	120	84
Window 3 & Bilateral, unrestricted	229	127	35	21	22
Systems Entities, Special Initiatives & Other Program Partners	-	8	14	19	31
<b>Total non-CRP Grant Revenue</b>	673	492	160	188	175
<b>Total Grant Revenue</b>	673	713	860	985	1,057
Other Income	23	22	27	22	22
<b>Total Revenue</b>	696	735	887	1,007	1,080
<b>Expenditure</b>					
Restricted CRP Expenditure	-	221	700	806	882
Restricted non-CRP Expenditure	444	356	111	143	133
Unrestricted	213	122	30	18	31
Extraordinary Expenditure	-	-	22	-	-
Systems Entities and Special Initiatives	-	8	14	17	20
<b>Total Expenditure</b>	657	707	876	984	1,066
<b>Results of Operations</b>	39	28	11	22	13

As well as the revenue and expenditure of the Centers, the CGIAR results include the revenue and expenditure of the systems entities, special

initiatives and other partner programs. The details per entity, for 2014, are depicted in Table 12 below:

**Table 12: System Entities, Special Initiatives and Other Partner Programs, 2014 (\$ million)**

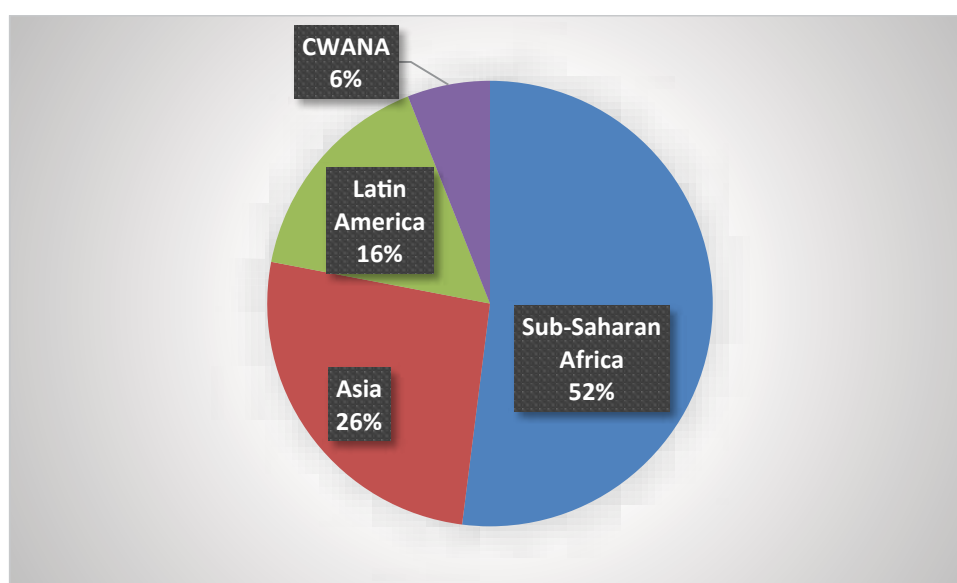
	Cash disbursed from Fund	Revenue Recognition				Total	Expenditure
		CRP W1/2	W1/2	Non-CRP W3	Bilateral		
System Entities							
Fund Office	2.7		3.9			3.9	3.9
Consortium Office	7.0		7.0			7.0	7.0
ISPC	2.3		1.9		1.3	3.2	3.2
IEA	2.7		2.6			2.6	2.6
Trustee	0.8		0.8			0.8	0.8
Sub-total	15.5	-	16.2	-	1.3	17.5	17.5
Special Initiatives							
SIAC <sup>A</sup>	1.2		0.4		1.2	1.6	1.6
GRAP <sup>B</sup>			0.3			0.3	0.3
Open Access			0.4			0.4	0.4
Sub-total	1.2	-	1.1	-	1.2	2.3	2.3
Other							
Generation CP <sup>C</sup>	2.8					-	
CP Partners			2.8	6.3	2.2	11.3	11.3
Global Crop Diversity Trust Management Costs		3.4				3.4	3.4
Sub-total	2.8	3.4	2.8	6.3	2.2	14.7	14.7
Total CGIAR	19.5	3.4	20.1	6.3	4.7	34.5	34.5

<sup>A</sup> Strengthening Impact Assessment in the CGIAR

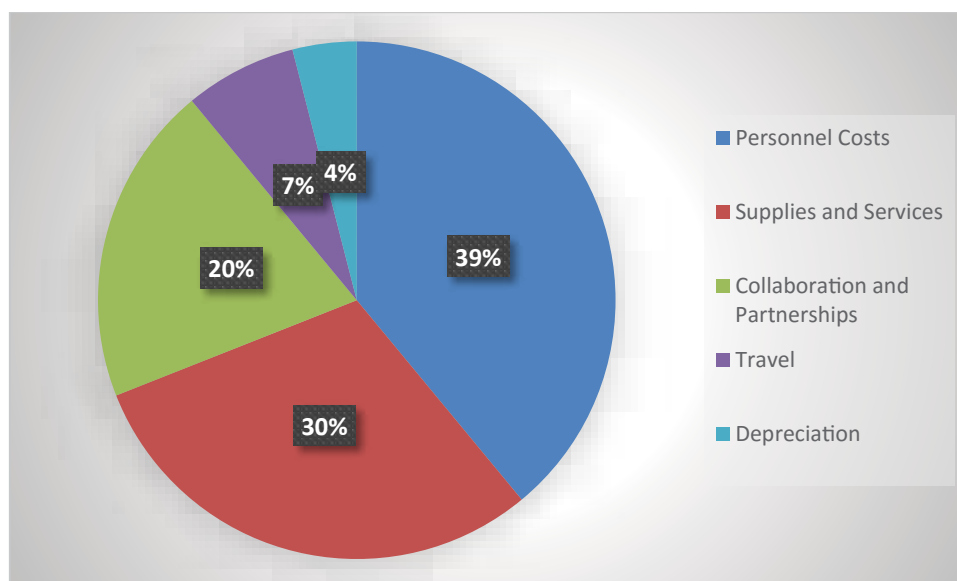
<sup>B</sup> Gender Research Action Plan

<sup>C</sup> Challenge Programme

**Figure 7: Expenditure by region, 2014**



The distribution of expenditure by region has remained largely consistent with 2013. Expenditures in sub-Saharan Africa have slightly increased from 50% in 2013 to 52% in 2014. Asia has also marginally increased from 25% in 2013 to 26% in 2014. Whilst expenditure in Central and West Asia and North Africa (CWANA) has remained stable at 6%, the expenditure in Latin America shows a small decrease from 19% to 16%.

*Figure 8: Expenditure by cost category, 2014*

Expenditure by cost category also remains consistent with the spending pattern of 2013. Personnel costs account for 39% of total (versus 38% in 2013), and supplies and services for 30% (against 29% in 2013). The spending on collaboration and partnerships has remained stable at 20% of total in both years, as has travel at 7%. Depreciation accounts for only 4% of total in 2014, versus 6% in 2013.

Table 13: Summarized CGIAR financial position, 2010-2014 (\$ million)

	Notes	2010	2011	2012	2013	2014
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	A	558	626	691	495	572
Accounts receivable						
Donors	B	126	115	132	179	164
Employees		4	4	5	6	7
Others	C	27	37	55	82	68
Inventories		5	5	5	8	7
Prepaid expenses		5	5	13	14	10
Other current assets	D	3	4	2	2	4
<b>Total current assets</b>		<b>728</b>	<b>797</b>	<b>902</b>	<b>785</b>	<b>832</b>
<b>Non-current assets</b>						
Net property, plant, and equipment		81	84	110	103	107
Investments		92	125	143	144	178
Other assets	D	3	5	8	12	7
<b>Total non-current assets</b>		<b>176</b>	<b>214</b>	<b>261</b>	<b>259</b>	<b>292</b>
<b>Total assets</b>		<b>905</b>	<b>1,011</b>	<b>1,163</b>	<b>1,044</b>	<b>1,124</b>
<b>Liabilities and net assets</b>						
<b>Current liabilities</b>						
Accounts payable						
Donors	E	212	261	351	304	418
Employees		19	19	24	25	24
Others	F	263	288	315	213	172
Accruals and provisions		39	43	63	61	49
<b>Total current liabilities</b>		<b>533</b>	<b>611</b>	<b>752</b>	<b>602</b>	<b>663</b>
<b>Long-term non-current liabilities</b>						
Others	G	55	58	55	63	69
<b>Total non-current liabilities</b>		<b>55</b>	<b>58</b>	<b>55</b>	<b>63</b>	<b>69</b>
<b>Total liabilities</b>		<b>589</b>	<b>668</b>	<b>807</b>	<b>665</b>	<b>732</b>
<b>Net assets</b>						
<b>Unrestricted</b>						
Unrestricted net assets excluding fixed assets		233	257	242	272	281
Fixed assets		81	84	110	103	107
<b>Unrestricted net assets</b>		<b>314</b>	<b>341</b>	<b>352</b>	<b>375</b>	<b>388</b>
<b>Restricted</b>		<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Total net assets</b>		<b>316</b>	<b>343</b>	<b>356</b>	<b>379</b>	<b>392</b>
<b>Total liabilities and net assets</b>		<b>905</b>	<b>1,011</b>	<b>1,163</b>	<b>1,044</b>	<b>1,124</b>

<sup>A</sup>Cash and cash Equivalents include cash on hand, all bank accounts and short-term investments

<sup>B</sup>Accounts receivable (Donors) represents balances of approved grants and expenses incurred in advance of receipt of donor funds

<sup>C</sup>Accounts receivable (Other) include advances to partner organisations, taxes, and other advances

<sup>D</sup>Other assets include accrued interest, housing and vehicle loans, and staff provident fund

<sup>E</sup>Accounts payable (Donors) represents grants received in advance, applicable to succeeding periods

<sup>F</sup>Other liabilities include suppliers, partners, taxes and funds in trust

<sup>G</sup>Other non-current liabilities consist principally of long-term employee liabilities

Cash and cash equivalents totaled \$572 million at the end of 2014, an increase of \$77 million over 2013. In addition, the system held \$178 million in long-term investments, an increase of \$44 million over 2013, a total increase in liquidity of \$121 million. Window 1-2 funds of \$111 million were disbursed in December 2014, whilst at the end of 2013, there was an equivalent amount (\$118 million) owed and not disbursed until the following year. This accounts for the increase in cash and investments.

At the end of 2013, accounts receivable from donors totaled \$164 million, equal to 16% of all funding. The figure in 2012 was \$179 million, or 18%. Meanwhile, Centers held \$418 million of grants received in advance (\$304 million in 2013).

Property, plant and equipment net of depreciation amounted to \$107 million, which is consistent with the previous year's balance of \$103 million.

Total net assets at the end of the year were \$392 million, up from \$379 million in 2013. These assets comprised \$281 million in unrestricted net assets (\$272 million in 2013) excluding investments in fixed assets, \$107 million in fixed assets (\$103 million in 2013), and \$4 million in restricted assets, unchanged from 2012. Net assets by Center are set out in Figure 9. These unrestricted net assets equal 103 days of operating reserves, compared to 115 days in 2013.

The short-term solvency or liquidity ratio is computed by adding current assets to long-term investment, subtracting current liabilities, and dividing the remainder by daily operating expenses excluding depreciation. For CGIAR as a whole, this amounted to 127 days (134 days in 2013).

# Centers' Financial Performance Indicators

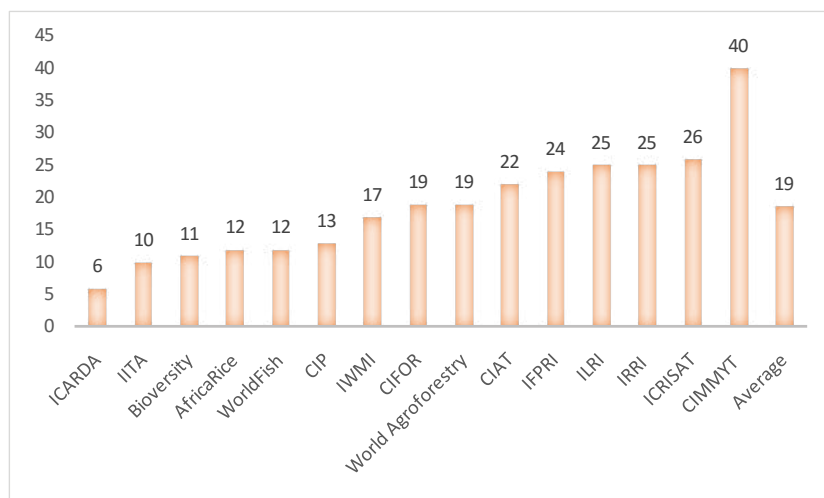
The reserves (or unrestricted net assets) held by Centers range from \$9 million to \$40 million, and average \$19 million, but the absolute amount says little about each Center's financial health. CGIAR has long used five financial indicators:

- (1) The long-term financial stability ratio measures the adequacy of an organization's reserves.
- (2) The short-term solvency ratio monitors the liquidity of a Center and its ability to operate in the short term.

- (3) The indirect cost ratio measures the efficiency of a Center's support functions.
- (4) The management of the donor receivable/payable or current ratio measures cash flow from donors.
- (5) The external audit opinion provides an outside view.

Set out below are the indicators and how individual Centers measure up.

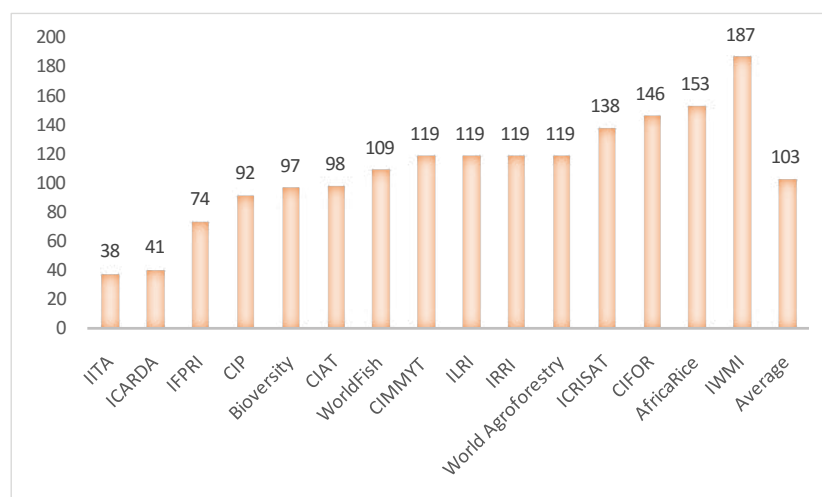
**Figure 9: Unrestricted net assets (excluding net fixed assets) by Center, 2014 (\$ million)**



The measure of a Center's long-term financial stability is computed as unrestricted net assets less net fixed assets divided by daily operating expenses. The minimum recommendation is 75-90 days. Trends may be used to evaluate how a Center is performing over time.

This indicator shows a Center's capacity to operate without interruption if funding is disrupted and is based on the residual days of unrestricted net assets after taking investments in fixed assets into account. The CGIAR target is at least 75 days. The system average has decreased from 115 days in 2013 to 103 days in 2014, although still above the target. The continuing annual decrease is due to the growth in operating expenses (by a total of 8% from 2013 to 2014) not being matched by an equivalent growth in surplus. In the case of three Centers, a deficit causing a reduction in net assets, was recorded. For the second year running, both IITA and ICARDA are below the minimum target of 75 days; both are working to recover from systemic shocks in earlier years but have not been able to build sufficient reserves to maintain the growth in operating expenses. IITA's indicator has dropped from 44 to 38 days, and ICARDA from 59 to 41. IFPRI is just one day below the targeted 75 days, having dropped from 77 days in 2013; IFPRI's reduction is due to the growth in operating expenses (10%) not being

**Figure 10: Available reserves by Center, 2014 (days)**



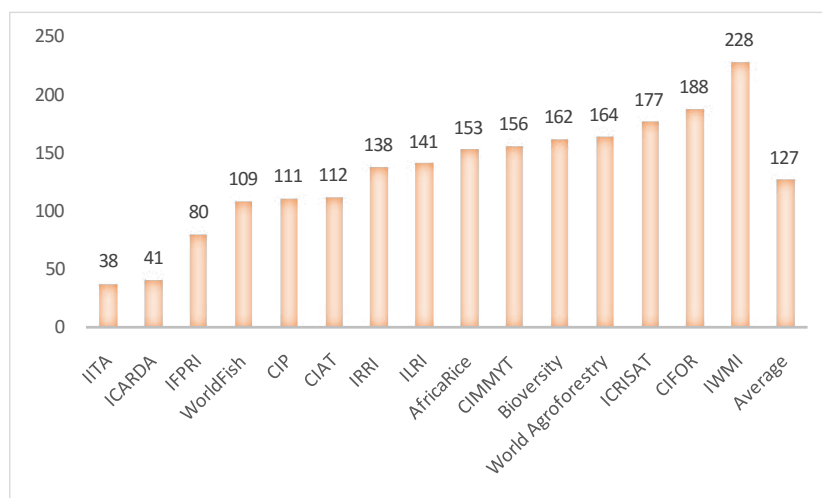
matched by a growth in reserves.

Liquidity is an organization's ability to meet its short-term spending requirements. Two primary indicators of liquidity are current ratio and working capital. Current ratio is current assets divided by current liabilities, represented as a number (Figure 12). This liquidity measure is comparable across organizations, regardless of size, because it is a relative figure. Working capital expressed in terms of future spending requirements is useful for such purposes.

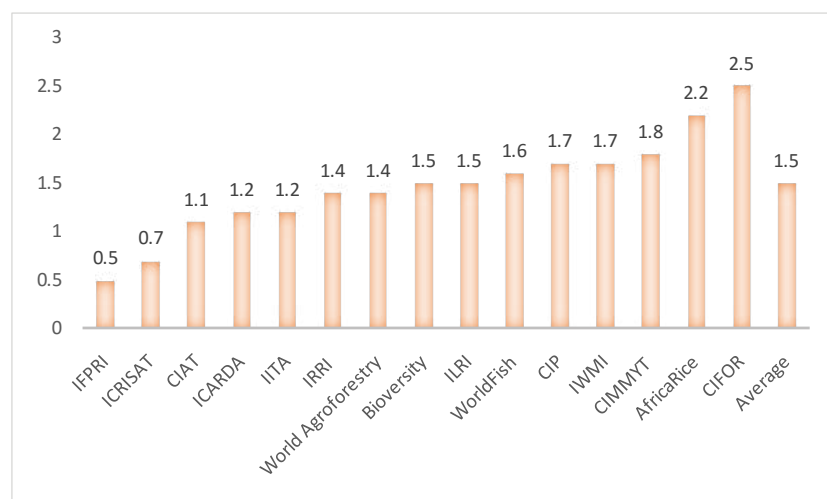
Center liquidity hinges to some extent on CGIAR Fund and bilateral donor disbursements, which occur throughout the year. Funding under restricted grants is usually made available in advance, so Centers generally have positive cash flow in this area.

The system average of 127 days is a decrease from the 2013 average of 134 days but is still above the recommended range of 90-120 days that should ensure the viability of Center operations. Three Centers this year have reported results below the recommended minimum. The situation for IITA and ICARDA has been briefly reported above; in the case of IFPRI, this indicator has steadily declined over the last three years, as their operating expenses have increased by 50% over this period but only minimal surpluses have been added to reserves over the same period.

**Figure 11: Center liquidity expressed in days of operation, 2014**



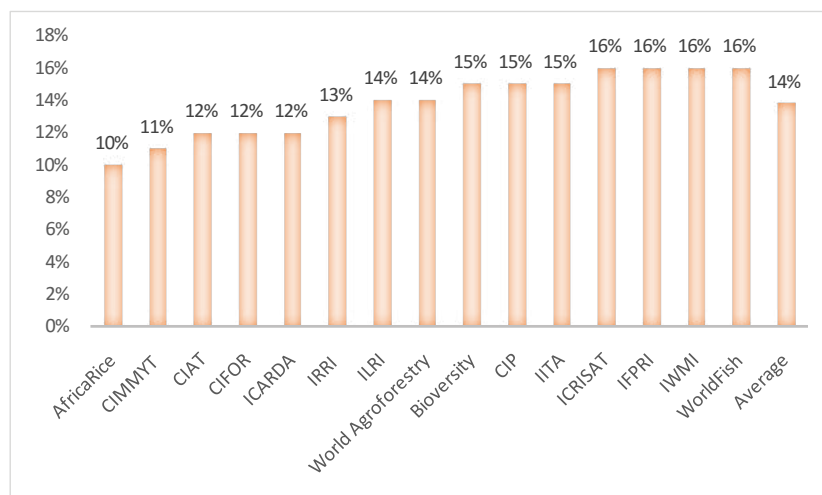
**Figure 12: Current 2014 ratio by Center**



As a rule, a current ratio of 1.5-2.0 is normally considered desirable. Seven of the Centers have a current ratio below 1.5, which is acceptable in the CGIAR operating environment given that Center liabilities consist primarily of revenue received in advance.

The indirect cost ratio indicator is a percentage calculated as indirect costs divided by direct costs. This ranges from 10% to 16%, a reduction in range relative to the 2013 range of 10-19%. The average has remained constant at 14%.

**Figure 13: Indirect cost ratio by Center, 2014 (%)**





**A1 Cumulative Grant Income since 1972**

A1.1 CGIAR GRANT INCOME FOR THE APPROVED RESEARCH AGENDA

A1.2 CGIAR GRANT INCOME FOR THE APPROVED RESEARCH AGENDA BY CENTER

**A2 Analysis of Grant income for 2014**

A2.1 FUNDING TO THE AGREED RESEARCH AGENDA BY DONOR GROUP BY CENTER

A2.2 ANALYSIS OF W3 AND BILATERAL DONORS FOR 2014

A2.3 BREAKDOWN OF OTHER DONORS FOR 2014

**A3 Analysis of Expenditure**

A3.1 CGIAR EXPENDITURE BY CENTER

A3.2 CENTERS' RESEARCH EXPENDITURE BY REGION 2014

A3.3 CENTERS' EXPENDITURE BY OBJECT

A3.4 CENTER STAFF

**A4 Analysis of Balance Sheet Information**

A4.1 CENTERS' FINANCIAL POSITION, DECEMBER 31, 2014

A4.2 ADDITIONS TO PROPERTY, PLANT AND EQUIPMENT BY CENTER

**A5 Expenditure by Center, Region and Object since 1972**

A5.1 CGIAR EXPENDITURE BY CENTER, REGION AND OBJECT

**A6 Key Financial Data by CRP****A7 Detail information by Center**

**Table A1.1 CGIAR Grant Income to Centers for the Approved Research Agenda**  
(\$ million)

	1972-2010	2011	2012	2013	2014	Total
<b>CGIAR Fund (Windows 1 &amp; 2)</b>	-	186	284	343	382	1,195
<b>Window 3 and Bilateral Contributions by group of Donor:</b>						
<b>Europe</b>						
Austria	40.0	3.0	2.3	2.1	2.2	49.6
Belgium	159.0	14.0	5.8	3.8	3.7	186.3
Denmark	204.0	-	0.2	0.6	0.8	205.6
European Commission	573.0	21.0	22.3	31.9	30.1	678.3
Finland	61.0	2.0	3.2	7.5	8.6	82.3
France	135.0	1.0	1.4	2.2	1.2	140.8
Germany	439.0	21.0	19.6	18.3	18.3	516.1
Ireland	69.0	6.0	6.5	6.8	8.3	96.6
Italy	158.0	1.0	0.7	2.4	1.7	163.8
Luxembourg	12.0	1.0	0.2	0.3	0.4	13.9
Netherlands	349.0	7.0	6.7	5.2	8.0	375.9
Norway	242.0	6.0	5.4	6.1	5.8	265.3
Portugal	5.0	-	0.4	0.3	0.2	6.0
Russia	-	-	-	-	0.2	0.2
Spain	35.0	1.0	0.1	0.1	0.3	36.5
Sweden	274.0	4.0	11.0	8.9	12.1	309.9
Switzerland	413.0	12.0	11.0	11.7	10.5	458.2
United Kingdom	601.0	3.0	9.6	10.4	13.2	637.2
<b>Subtotal</b>	<b>3,769</b>	<b>103</b>	<b>107</b>	<b>118</b>	<b>126</b>	<b>4,222</b>
<b>North America</b>						
Canada	583.9	7.3	9.4	13.8	12.7	627.0
United States of America	1,561.0	59.3	89.9	114.0	130.6	1,954.8
<b>Subtotal</b>	<b>2,145</b>	<b>67</b>	<b>99</b>	<b>128</b>	<b>143</b>	<b>2,582</b>
<b>Pacific Rim</b>						
Australia	217.4	29.0	24.4	36.2	31.7	338.7
Japan	646.9	12.9	14.2	18.1	13.3	705.4
Korea, Republic of	21.8	1.5	1.5	1.5	2.0	28.3
New Zealand	16.1	0.4	-	-	-	16.5
<b>Subtotal</b>	<b>902</b>	<b>44</b>	<b>40</b>	<b>56</b>	<b>47</b>	<b>1,089</b>
<b>Developing countries</b>						
Bangladesh	-	-	-	-	0.1	0.1
China	23.7	3.1	4.1	4.1	4.2	39.2
Colombia	28.1	1.7	1.7	5.3	4.2	41.0
Egypt, Arab Republic of	12.3	0.6	0.4	0.5	0.4	14.3
India	53.5	10.2	7.9	11.2	11.8	94.6
Iran, Islamic Republic of	21.7	0.6	0.7	0.5	0.5	24.0
Kenya	-	-	-	-	0.2	0.2
Libya	-	0.6	0.3	3.2	2.4	6.4
Malaysia	0.6	0.1	0.3	0.2	-	1.2
Mexico	22.1	16.0	31.3	34.0	21.5	124.9
Morocco	2.8	-	0.1	0.1	0.3	3.3
Nigeria	30.8	2.0	3.3	4.6	5.9	46.6
Peru	6.1	0.4	0.4	0.9	0.6	8.4
Philippines	10.6	1.0	1.1	1.3	2.6	16.5
South Africa	-	-	-	-	0.2	0.2
Syria	-	-	-	-	0.9	0.9
Thailand	-	-	-	-	0.1	0.1
Turkey	3.8	1.0	0.2	0.5	0.5	6.1
Uganda	4.0	1.0	0.4	0.5	0.7	6.6
<b>Subtotal</b>	<b>220</b>	<b>38</b>	<b>52</b>	<b>67</b>	<b>57</b>	<b>435</b>
<b>Foundations</b>						
Bill & Melinda Gates Foundation	71.4	71.0	70.2	82.3	84.8	379.7
Ford Foundation	67.1	0.2	0.3	0.4	0.6	68.6
IDRC	65.8	2.5	0.6	4.3	1.7	74.9
Kellogg Foundation	7.7	0.1	0.1	0.1	0.0	8.0
Rockefeller Foundation	112.2	1.0	1.4	1.1	1.1	116.8
Syngenta Foundation	11.0	4.0	-	4.7	4.1	23.7
<b>Subtotal</b>	<b>335</b>	<b>79</b>	<b>73</b>	<b>93</b>	<b>92</b>	<b>672</b>
<b>International and regional organizations</b>						
ADB	66.0	3.4	3.2	1.9	0.7	75.3
AfDB	22.0	1.2	4.1	10.5	22.1	59.9
Arab Fund	29.0	2.0	2.1	1.7	2.7	37.5
FAO	28.0	5.0	2.4	2.1	4.2	41.7
Gulf Cooperation Council	3.0	1.0	0.3	0.5	0.4	5.3
IDB	177.0	0.0	1.2	0.5	0.8	179.4
IFAD	141.0	21.7	14.7	13.7	12.2	203.3
OPEC Fund	19.0	-	0.8	0.6	0.8	21.2
UNDP	166.0	-	-	0.1	0.2	166.3
UNEP	50.0	2.0	2.2	3.1	2.5	59.8
World Bank	1,246.0	4.8	3.0	3.1	1.5	1,258.5
<b>Subtotal</b>	<b>1,947</b>	<b>41</b>	<b>34</b>	<b>38</b>	<b>48</b>	<b>2,108</b>
<b>Total</b>	<b>9,318</b>	<b>558</b>	<b>688</b>	<b>842</b>	<b>896</b>	<b>12,303</b>
Others (analysis for 2014 available on Annex Table 2.3)	674.0	155.0	173.7	144.0	160.8	1,307.6
<b>Total</b>	<b>9,992</b>	<b>713</b>	<b>860</b>	<b>986</b>	<b>1,057</b>	<b>13,611</b>

**Table A1.2 CGIAR Grant Income for the Approved Research Agenda by Center**  
(\$ million)

Centers	1972-2010	2011	2012	2013	2014	Total
AfricaRice	254	22	23	30	28	357
Bioversity	542	36	36	37	41	692
CIAT	994	60	69	74	86	1,283
CIFOR	252	30	41	44	47	414
CIMMYT	1,014	80	115	155	133	1,497
CIP	600	33	43	51	54	781
ICARDA	690	36	38	54	59	877
ICRISAT	902	63	55	61	70	1,151
IFPRI	615	81	84	109	120	1,009
IITA	969	47	62	73	97	1,248
ILRI	923	39	51	68	72	1,153
IRRI	962	76	85	77	79	1,279
ISNAR	157	-	-	-	-	157
IWMI	301	34	39	37	35	446
World Agroforestry	450	42	51	56	62	661
WorldFish	226	17	26	35	39	343
<i>less</i> Inter-Center activities *	(87)	(21)	-	-	-	(108)
<b>Total</b>	<b>9,764</b>	<b>675</b>	<b>818</b>	<b>960</b>	<b>1,022</b>	<b>13,240</b>
<b>System-level</b>						
System entities and special initiatives	110	9	14	17	20	170
<b>Total funding to the agreed agenda</b>	<b>9,874</b>	<b>684</b>	<b>832</b>	<b>976</b>	<b>1,042</b>	<b>13,410</b>
<i>plus</i> Other partner programs	118	29	29	10	15	201
<b>Total CGIAR Program</b>	<b>9,992</b>	<b>713</b>	<b>860</b>	<b>986</b>	<b>1,057</b>	<b>13,611</b>

\* As from 2012, all inter-Center activities have been eliminated at Center level.

**Table A2.1 Funding to the Agreed Research Agenda by Donor Group by Center, 2014**  
(\$ million)

Members	Africa Rice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	World Fish	System Entities, Special Initiatives and Other Partner Programs	TOTAL
<b>CGIAR Fund (Windows 1 &amp; 2)</b>																	
Total Window 1 & 2 Funding	10.2	21.0	74.5	30.8	46.3	39.4	29.8	40.3	55.6	33.6	32.0	38.9	29.9	19.5	18.5	23.5	543.8
less payments to other CGIAR centers	-	-	39.1	13.8	7.0	18.0	9.0	11.4	28.0	6.4	4.1	12.3	10.8	0.2	1.1	-	161.3
<b>Net Funding from W1/2 to CRPs</b>	<b>10</b>	<b>21</b>	<b>35</b>	<b>17</b>	<b>39</b>	<b>21</b>	<b>21</b>	<b>29</b>	<b>28</b>	<b>27</b>	<b>28</b>	<b>27</b>	<b>19</b>	<b>19</b>	<b>17</b>	<b>24</b>	<b>382</b>
<b>Window 3 and Bilateral Contributions by group of Donor:</b>																	
<b>Europe</b>																	
Austria	-	0.7	0.2	0.4	-	0.4	0.4	0.2	-	0.0	0.1	-	-	-	-	-	2.2
Belgium	-	0.4	-	-	-	0.3	-	-	-	1.5	-	-	-	1.5	-	-	3.7
Denmark	-	-	-	-	-	-	-	-	-	0.0	-	-	-	0.7	0.0	-	0.8
European Commission	1.2	2.1	2.5	7.2	0.1	1.6	1.6	1.2	2.0	1.6	2.4	0.0	0.4	2.6	3.5	-	30.1
Finland	-	0.4	-	0.7	-	1.4	-	-	0.3	-	1.2	-	-	4.5	-	-	8.6
France	0.0	0.0	0.0	0.1	-	-	0.0	-	-	0.3	-	0.5	0.1	0.0	-	-	1.2
Germany	0.5	0.6	2.1	0.5	1.1	1.5	0.9	1.1	1.3	1.8	2.1	1.5	1.0	1.2	0.8	-	18.3
Ireland	-	-	-	0.2	-	2.9	-	1.0	1.0	0.0	1.2	-	-	1.4	0.6	-	8.3
Italy	-	1.7	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-	1.7
Luxembourg	-	0.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.4
Netherlands	-	1.4	-	0.2	-	-	-	0.3	1.0	1.3	-	-	1.3	2.5	0.1	-	8.0
Norway	-	-	0.0	3.6	-	-	-	-	0.1	-	-	-	-	2.0	0.2	-	5.8
Portugal	-	-	-	-	-	-	-	-	-	-	0.0	0.2	-	-	-	-	0.2
Russia	-	-	-	-	0.0	-	0.1	-	0.0	-	-	-	-	-	-	-	0.2
Spain	-	-	-	-	0.0	0.0	-	-	-	-	0.2	-	-	-	-	-	0.3
Sweden	-	-	0.3	-	-	-	-	-	-	0.6	11.0	-	-	0.2	0.0	-	12.1
Switzerland	-	0.4	2.0	0.3	2.8	0.0	-	0.0	0.7	0.5	-	1.7	0.6	0.1	1.4	-	10.5
United Kingdom	0.1	-	0.0	3.6	0.0	4.4	-	0.0	3.2	-	1.7	-	-	0.0	-	-	13.2
<b>Subtotal</b>	<b>2</b>	<b>8</b>	<b>7</b>	<b>17</b>	<b>4</b>	<b>13</b>	<b>3</b>	<b>4</b>	<b>10</b>	<b>8</b>	<b>20</b>	<b>4</b>	<b>3</b>	<b>17</b>	<b>7</b>	<b>-</b>	<b>126</b>
<b>North America</b>																	
Canada	0.9	-	1.3	0.3	2.1	0.1	-	-	2.2	-	3.6	0.1	0.3	1.7	-	-	12.7
United States of America	0.1	3.8	1.3	4.7	29.5	7.4	9.2	10.4	27.3	12.4	6.1	5.5	3.8	1.7	7.6	-	130.6
<b>Subtotal</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>32</b>	<b>7</b>	<b>9</b>	<b>10</b>	<b>30</b>	<b>12</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>8</b>	<b>-</b>	<b>143</b>
<b>Pacific Rim</b>																	
Australia	-	0.0	0.7	3.7	8.4	-	5.1	0.9	0.1	-	2.6	4.1	1.7	1.9	2.5	-	31.7
Japan	5.7	0.1	0.4	0.2	0.3	-	0.5	0.3	0.1	1.2	-	3.9	0.4	0.1	0.1	-	13.3
Korea, Republic of	-	0.1	-	0.4	0.3	0.1	-	-	-	-	0.4	0.8	-	-	-	-	2.0
<b>Subtotal</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>9</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>-</b>	<b>47</b>
<b>Developing countries</b>																	
Bangladesh	-	-	-	-	-	-	-	-	-	-	-	0.1	-	-	-	-	0.1
China	0.4	0.2	0.1	0.0	0.1	1.0	0.1	0.2	0.2	-	0.1	1.8	-	0.0	-	-	4.2
Colombia	-	-	4.2	-	-	-	-	-	-	-	-	-	-	-	-	-	4.2
Egypt, Arab Republic of	-	-	-	-	-	-	0.2	-	-	-	-	-	-	-	0.3	-	0.4
India	-	0.4	-	-	0.8	0.6	1.0	7.3	0.3	-	0.0	1.0	0.2	0.2	-	-	11.8
Iran, Islamic Republic of	-	-	0.0	-	0.2	-	0.3	-	-	-	-	0.0	-	-	-	-	0.5
Kenya	-	-	-	-	-	-	-	-	-	-	0.2	-	-	-	-	-	0.2
Libya	-	-	-	-	-	-	2.4	-	-	-	-	-	-	-	-	-	2.4
Mexico	-	-	0.1	-	21.1	-	-	-	-	-	0.1	-	-	-	0.1	-	21.5
Morocco	-	-	0.0	-	-	-	0.3	-	-	-	-	-	-	-	-	-	0.3
Nigeria	0.9	-	-	-	-	0.4	-	0.5	0.0	3.8	-	-	0.2	-	-	-	5.9
Peru	-	0.1	0.1	-	0.1	0.1	-	-	0.2	-	-	-	-	0.1	-	-	0.6
Philippines	-	0.1	-	-	0.0	-	-	0.3	-	-	-	2.0	-	-	0.2	-	2.6
South Africa	-	0.0	-	-	-	-	-	-	-	-	-	-	-	0.1	0.0	-	0.2
Syria	-	-	-	-	-	-	0.9	-	-	-	-	-	-	-	-	-	0.9
Thailand	-	0.0	0.0	-	0.0	-	-	0.0	-	-	-	0.0	-	-	-	-	0.1
Turkey	-	-	-	-	0.2	0.0	0.2	0.0	-	-	-	0.0	-	-	-	-	0.5
Uganda	0.0	0.7	0.0	-	0.0	-	-	-	-	-	-	-	-	-	-	-	0.7
<b>Subtotal</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>23</b>	<b>2</b>	<b>5</b>	<b>8</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>-</b>	<b>57</b>
<b>Foundations</b>																	
Bill & Melinda Gates Foundation	2.6	0.0	2.5	-	16.2	7.6	-	10.2	6.1	14.3	5.3	15.3	0.3	3.0	-	1.2	84.8
Ford Foundation	-	-	0.6	-	-	-	-	-	-	-	0.0	-	-	0.0	-	-	0.6
IDRC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.7	-	1.7
Kellogg Foundation	-	-	-	-	-	-	-	-	-	-	-	0.0	-	-	-	-	0.0
Rockefeller Foundation	-	-	-	0.0	-	-	-	-	-	-	-	0.9	-	0.1	0.1	-	1.1
Syngenta Foundation	0.1	-	0.1	-	1.7	0.7	-	-	-	0.2	0.4	0.9	-	-	-	-	4.1
<b>Subtotal</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>18</b>	<b>8</b>	<b>-</b>	<b>10</b>	<b>6</b>	<b>14</b>	<b>6</b>	<b>17</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>92</b>
<b>International and regional organizations</b>																	
ADB	-	-	-	-	-	-	0.0	-	0.2	-	-	0.1	0.2	-	0.1	-	0.7
AfDB	2.8	-	-	1.1	-	-	4.1	-	0.6	13.6	-	-	-	-	-	-	22.1
Arab Fund	-	-	-	-	-	-	2.7	-	-	-	-	-	-	-	-	-	2.7
FAO	-	1.0	0.1	0.2	0.0	-	0.2	0.0	0.2	0.1	-	0.1	0.0	0.9	0.1	1.3	4.2
Gulf Cooperation Council	-	-	-	-	-	-	0.4	-	-	-	-	-	-	-	-	-	0.4
IDB	-	-	0.3	-	-	-	-	-	0.5	-	-	-	-	-	-	-	0.8
IFAD	0.4	0.9	1.0	-	0.6	0.1	2.8	0.3	0.7	1.2	0.1	1.7	0.8	1.6	0.0	-	12.2
OPEC Fund	-	-	0.3	-	0.1	0.1	0.1	-	-	-	-	-	0.1	-	0.1	-	0.8
UNDP	-	-	-	0.2	-	-	0.0	-	-	-	-	-	-	-	-	-	0.2
UNEP	-	1.6	0.2	-	-	-	-	-	-	-	0.3	-	0.1	0.4	-	-	2.5
World Bank	-	-	0.2	-	(0.0)	-	-	-	0.9	-	0.1	-	0.2	0.2	0.1	-	1.5
<b>Subtotal</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>3</b>	<b>15</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>48</b>
<b>Others (analysis on Table A2.3)</b>	<b>2</b>	<b>3</b>	<b>30</b>	<b>2</b>	<b>8</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>43</b>	<b>15</b>	<b>5</b>	<b>10</b>	<b>4</b>	<b>14</b>	<b>2</b>	<b>9</b>	<b>161</b>
<b>Center Only Total</b>	<b>28</b>	<b>41</b>	<b>86</b>	<b>47</b>	<b>133</b>	<b>54</b>	<b>59</b>	<b>70</b>	<b>120</b>	<b>97</b>	<b>72</b>	<b>79</b>	<b>35</b>	<b>62</b>	<b>39</b>	<b>35</b>	<b>1,057</b>

**Table A2.2 : Analysis of W3 and Bilateral Donors 2014**  
(\$ million)

Donor	Window 3	Bilateral	Total
<b>Europe</b>			
Austria	1.2	1.1	2.3
Belgium	2.0	1.7	3.7
Denmark	-	0.8	0.8
European Commission	15.6	14.6	30.1
Finland	0.9	7.6	8.6
France	-	1.2	1.2
Germany	-	18.3	18.3
Ireland	1.7	6.6	8.3
Italy	-	1.7	1.7
Luxembourg	0.4	-	0.4
Netherlands	3.2	4.8	8.0
Norway	-	5.8	5.8
Portugal	0.1	0.2	0.2
Russia	0.2	-	0.2
Spain	0.3	0.0	0.3
Sweden	-	12.1	12.1
Switzerland	0.5	10.0	10.5
United Kingdom	8.0	5.2	13.2
<b>North America</b>			
Canada	0.3	12.4	12.7
United States of America	92.3	38.3	130.6
<b>Pacific Rim</b>			
Australia	16.1	15.6	31.7
Japan	9.2	4.1	13.3
Korea, Republic of	-	2.0	2.0
<b>Developing countries</b>			
Bangladesh	0.1	-	0.1
China	1.9	2.3	4.2
Colombia	-	4.2	4.2
Egypt, Arab Republic of	-	0.4	0.4
India	4.7	7.1	11.8
Iran, Islamic Republic of	0.4	0.1	0.5
Kenya	-	0.2	0.2
Libya	-	2.4	2.4
Mexico	0.4	21.1	21.5
Morocco	0.1	0.2	0.3
Nigeria	-	5.9	5.9
Peru	-	0.6	0.6
Philippines	-	2.6	2.6
South Africa	0.1	0.1	0.2
Syria	-	0.9	0.9
Thailand	0.1	-	0.1
Turkey	0.5	0.0	0.5
Uganda	-	0.7	0.7
<b>Foundations</b>			
Bill & Melinda Gates Foundation	51.2	33.6	84.8
Ford Foundation	-	0.6	0.6
IDRC	-	1.7	1.7
Kellogg Foundation	-	0.0	0.0
Rockefeller Foundation	-	1.1	1.1
Syngenta Foundation	-	4.1	4.1
<b>International and regional organizations</b>			
ADB	-	0.7	0.7
AfDB	-	22.1	22.1
Arab Fund	-	2.7	2.7
FAO	-	4.3	4.3
Gulf Cooperation Council	-	0.4	0.4
IDB	-	0.8	0.8
IFAD	4.0	8.2	12.2
OPEC Fund	-	0.8	0.8
UNDP	-	0.2	0.2
UNEP	-	2.5	2.5
World Bank	-	1.5	1.5
<b>Others</b>	22.3	138.6	160.8
<b>Total</b>	<b>238</b>	<b>437</b>	<b>675</b>
CRP	182	338	520
Non-CRP	56	99	155
<b>Total</b>	<b>238</b>	<b>437</b>	<b>675</b>

Table A2.3 Breakdown of Other Donor for 2014  
(\$ million)

Members	Africa Rice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	World Fish	CP partners	TOTAL
Other Programs (multi-donor)	0.3	0.3	20.0	-	0.3	0.5	0.3	1.7	19.4	1.0	0.1	2.3	1.4	0.0	0.3	8.6	56.4
Challenge Program	-	-	1.6	-	-	-	-	-	-	-	-	-	-	-	-	-	1.6
FLAR (Latin American Fund for Irrigated Rice)	-	-	-	-	-	-	-	-	1.7	-	-	-	-	-	-	-	1.7
Ethiopia Strategy Support Program	-	-	-	-	-	-	-	-	6.6	-	-	-	-	-	-	-	6.6
CAADP/FTF/AUC/DREA	-	-	-	-	-	-	-	-	0.9	-	-	-	-	-	-	-	0.9
2020 Resilience Conference	-	-	-	-	-	-	-	-	0.8	-	-	-	-	-	-	-	0.8
Global Nutrition Report	-	-	-	-	-	-	-	-	-	-	-	-	-	0.5	-	-	0.5
World Congress on Agroforestry	-	-	-	-	-	-	-	-	-	-	-	-	-	0.1	-	-	0.1
Award	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.3
West Africa Agricultural Productivity Programme (WAAPP)	0.8	-	-	-	-	-	-	0.0	0.1	0.4	-	-	-	-	-	-	0.7
Multidonor other	-	-	0.4	-	0.2	-	-	0.2	-	-	-	-	-	-	-	-	5.2
Developing Countries other	0.9	0.0	0.6	-	0.2	-	0.4	0.2	0.2	1.3	-	1.3	-	0.0	0.0	-	1.9
Europe other	-	-	-	0.5	-	0.0	-	-	0.6	-	-	0.1	0.7	-	-	-	0.5
Pacific Rim other	-	-	-	-	-	-	0.1	-	-	-	-	0.0	0.4	-	-	-	8.2
Foundations other	-	1.0	0.3	-	1.0	0.0	0.7	1.5	1.0	0.6	0.1	1.1	-	0.7	0.2	-	19.1
International and Regional Organizations other	0.1	0.8	1.6	0.2	1.0	0.3	2.1	0.9	2.8	2.4	1.4	2.1	0.3	2.1	1.0	-	1.1
North America other	-	-	-	0.2	0.0	-	-	-	0.1	-	-	-	0.7	0.0	0.0	-	28.8
Academic or Research Institute other	0.1	0.1	3.6	0.3	4.4	0.5	0.6	0.9	4.1	6.7	3.0	2.1	0.4	1.5	0.5	-	19.8
Private Sector	-	0.3	1.6	0.6	0.7	0.3	0.4	0.9	5.1	2.2	0.0	1.1	0.1	6.3	0.2	-	5.6
Miscellaneous	-	0.0	0.4	0.5	(0.0)	0.0	0.4	0.2	0.1	1.0	0.1	0.3	-	2.6	0.1	-	161
<b>Total</b>	<b>2</b>	<b>3</b>	<b>30</b>	<b>2</b>	<b>8</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>43</b>	<b>15</b>	<b>5</b>	<b>10</b>	<b>4</b>	<b>14</b>	<b>2</b>	<b>9</b>	<b>161</b>

**Table A3.1 CGIAR Expenditure by Center**  
(\$ million)

	2010	2011	2012	2013	2014
AfricaRice	20	21	22	30	29
Bioversity	39	36	37	38	42
CIAT	56	61	68	73	85
CIFOR	25	28	34	43	49
CIMMYT	56	73	110	151	130
CIP	33	34	44	49	52
ICARDA	38	37	46	55	62
ICRISAT	61	65	56	62	70
IFPRI	67	80	84	108	119
IITA	52	47	75	72	97
ILRI	43	43	54	71	79
IRRI	57	74	84	78	82
IWMI	27	32	40	38	35
World Agroforestry	37	42	53	57	62
WorldFish	16	17	27	34	39
<b>Agreed agenda</b>	<b>627</b>	<b>690</b>	<b>834</b>	<b>957</b>	<b>1,032</b>
<b>System level</b>					
System entities and special initiatives	17	9	14	17	20
<i>less</i> Inter-center activities *	(18)	(21)			
<b>Subtotal System Level</b>	<b>(0)</b>	<b>(12)</b>	<b>14</b>	<b>17</b>	<b>20</b>
<b>Total</b>	<b>627</b>	<b>678</b>	<b>848</b>	<b>974</b>	<b>1,052</b>
<i>plus</i> Other program partners	30	29	29	10	15
<b>Total CGIAR Program</b>	<b>657</b>	<b>707</b>	<b>876</b>	<b>984</b>	<b>1,067</b>

\* As from 2012, inter-Center activities have been deducted from Center figures

Table A3.2 Centers' Research Expenditure by Region, 2014

	Expenditure		SubSaharan Africa		Asia		Latin America		CWANA <sup>1</sup>
	\$ million		\$ million		\$ million		\$ million		\$ million
AfricaRice	29	100%	29	0%	-	0%	-	0%	-
Bioversity	42	42%	18	25%	11	22%	9	11%	5
CIAT	85	45%	38	16%	14	39%	33	0%	-
CIFOR	49	49%	24	33%	16	18%	9	0%	-
CIMMYT	130	22%	29	12%	16	61%	79	5%	7
CIP	52	64%	33	18%	9	18%	10	0%	-
ICARDA	62	16%	10	11%	7	1%	0	72%	44
ICRISAT	70	46%	32	54%	37	0%	-	0%	-
IFPRI	119	57%	68	32%	38	8%	9	3%	4
IITA	97	94%	90	3%	3	3%	3	0%	-
ILRI	79	98%	77	2%	2	0%	-	0%	0
IRRI	82	29%	24	62%	51	8%	7	1%	0
IWMI	35	41%	14	51%	18	1%	0	7%	2
World Agroforestry	62	68%	42	26%	16	6%	4	0%	-
WorldFish	39	16%	6	79%	31	0%	-	5%	2
<b>Subtotal</b>	<b>1,032</b>	<b>52%</b>	<b>534</b>	<b>26%</b>	<b>269</b>	<b>16%</b>	<b>163</b>	<b>6%</b>	<b>66</b>
<b>System level</b>									
System entities and special initiatives	20								
Other program partners	15								
<b>Total CGIAR program</b>	<b>1,067</b>								

<sup>1</sup> Central and West Asia and North Africa



Table A3.3 Centers' Expenditure by Object, 2014

	Total	Personnel costs	Supplies and services	Collaboration and partnerships (\$ million)	Travel	Depreciation
AfricaRice	29	12	9	5	2	1
Bioversity	42	17	13	10	2	0
CIAT	85	34	23	20	6	2
CIFOR	49	20	17	8	3	1
CIMMYT	130	50	28	39	5	8
CIP	52	25	13	8	4	2
ICARDA	62	18	21	9	8	6
ICRISAT	70	23	25	14	6	2
IFPRI	119	37	35	42	3	2
IITA	97	33	30	21	8	5
ILRI	79	33	28	9	7	2
IRRI	82	34	28	10	5	5
IWMI	35	18	9	4	3	1
World Agroforestry	62	29	17	6	8	2
WorldFish	39	20	11	5	3	0
<b>Subtotal</b>	<b>1,032</b>	<b>404</b>	<b>306</b>	<b>209</b>	<b>74</b>	<b>38</b>
<b>System level</b>						
System entities and special initiatives	20					
Other program partners	15					
<b>Total CGIAR Program</b>	<b>1,067</b>					

	Total \$ million	Personnel costs	Supplies and services	Collaboration and partnerships	Travel	Depreciation
AfricaRice	29	42%	30%	16%	8%	4%
Bioversity	42	41%	31%	23%	4%	1%
CIAT	85	41%	27%	23%	7%	2%
CIFOR	49	40%	34%	17%	7%	2%
CIMMYT	130	39%	21%	30%	4%	6%
CIP	52	49%	24%	15%	8%	4%
ICARDA	62	30%	35%	14%	12%	9%
ICRISAT	70	33%	36%	20%	8%	3%
IFPRI	119	31%	30%	35%	3%	1%
IITA	97	34%	31%	22%	8%	5%
ILRI	79	42%	35%	11%	9%	3%
IRRI	82	41%	35%	12%	6%	6%
IWMI	35	51%	26%	12%	8%	3%
World Agroforestry	62	46%	28%	10%	13%	3%
WorldFish	39	51%	27%	13%	8%	1%
<b>Total center level</b>	<b>1,032</b>	<b>39%</b>	<b>30%</b>	<b>20%</b>	<b>7%</b>	<b>4%</b>
<b>System level</b>						
System entities and special initiatives	20					
Other program partners	15					
<b>Total CGIAR Program</b>	<b>1,067</b>					

Table A3.4 Center Staff

	2010		2011		2012		2013		2014	
	International	Other	International	Other	International	Other	International	Other	International	Other
AfricaRice	58	270	59	255	51	224	60	250	66	274
Bioversity	60	156	60	198	62	148	58	152	62	175
CIAT	95	692	90	700	88	744	109	761	128	824
CIFOR	52	131	72	125	73	133	94	159	103	178
CIMMYT	101	542	119	679	191	811	229	1,001	214	1,024
CIP	62	520	90	700	79	620	91	651	99	640
ICARDA	91	515	93	525	89	324	105	277	112	246
ICRISAT	82	1,108	73	1,146	76	1,162	99	1,260	98	1,395
IFPRI	132	245	146	316	149	328	165	369	177	399
IITA	100	857	102	881	116	958	144	1,071	192	1,328
ILRI	102	546	103	482	108	485	144	545	159	641
IRRI	131	998	133	1,080	129	1,127	151	1,223	160	1,266
IWMI	97	185	106	196	113	202	121	210	130	212
World Agroforestry	78	307	77	317	60	393	78	465	79	541
WorldFish	37	209	42	201	53	290	61	338	67	366
<b>Total</b>	<b>1,278</b>	<b>7,281</b>	<b>1,365</b>	<b>7,801</b>	<b>1,437</b>	<b>7,949</b>	<b>1,709</b>	<b>8,732</b>	<b>1,846</b>	<b>9,509</b>

Other represents all staff that are not internationally recruited, i.e., regionally or nationally recruited staff and post docs.

**Table A4.1 Centers' Financial Position, December 31, 2014**  
(\$ million)

	Africa Rice	Bioversity	CIAT	GFOR	CIMMYT	CIP	ICARDA	ICRISAT	IPRI	ITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish	TOTAL
<b>Assets</b>																
<b>Current assets</b>																
Cash and cash equivalents	9	42	44	21	90	27	12	17	36	37	76	62	45	30	24	572
Accounts receivable																
Donors	9	7	15	8	16	6	20	8	17	14	11	8	4	16	5	164
Employees	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	7
Others	2	1	8	2	7	4	1	4	16	3	3	5	1	13	1	71
Inventories					2			1		1	2	1				7
Prepaid expenses	1			1			3	1	1		2			1	1	10
Other current assets																
<b>Total current assets</b>	<b>22</b>	<b>50</b>	<b>68</b>	<b>33</b>	<b>115</b>	<b>37</b>	<b>36</b>	<b>32</b>	<b>70</b>	<b>56</b>	<b>95</b>	<b>77</b>	<b>50</b>	<b>60</b>	<b>31</b>	<b>832</b>
<b>Non-current assets</b>																
Net property, plant and equipment	1	2	9	4	22	6	3	9	3	11	9	16	3	9		107
Investments		1	18	5		1	7	48	87			7		11		178
Other assets					1			5								7
<b>Total non-current assets</b>	<b>1</b>	<b>3</b>	<b>27</b>	<b>10</b>	<b>23</b>	<b>7</b>	<b>3</b>	<b>62</b>	<b>90</b>	<b>11</b>	<b>9</b>	<b>23</b>	<b>3</b>	<b>20</b>		<b>292</b>
<b>Total assets</b>	<b>23</b>	<b>53</b>	<b>95</b>	<b>43</b>	<b>138</b>	<b>44</b>	<b>39</b>	<b>94</b>	<b>160</b>	<b>67</b>	<b>104</b>	<b>100</b>	<b>53</b>	<b>80</b>	<b>31</b>	<b>1,124</b>
<b>Liabilities and net assets</b>																
<b>Current liabilities</b>																
Accounts payable																
Donors	5	10	17	6	39	10	15	28	114	34	48	29	20	33	10	418
Employees	1	1		1	2		4	1	4	4	2	2	1	1	1	24
Others	1	21	37	3	22	11	5	15	8	8	7	20	7	3	4	172
Accruals and provisions	3	1	6	3		1	6	3	3		8	4	1	8	5	49
<b>Total current liabilities</b>	<b>10</b>	<b>33</b>	<b>60</b>	<b>13</b>	<b>63</b>	<b>22</b>	<b>30</b>	<b>47</b>	<b>126</b>	<b>46</b>	<b>65</b>	<b>55</b>	<b>29</b>	<b>45</b>	<b>19</b>	<b>663</b>
<b>Non-current liabilities</b>																
Others		7	4	7	13	3		8	7		5	4	4	7		69
<b>Total non-current liabilities</b>		<b>7</b>	<b>4</b>	<b>7</b>	<b>13</b>	<b>3</b>	<b></b>	<b>8</b>	<b>7</b>	<b></b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>7</b>		<b>69</b>
<b>Total liabilities</b>	<b>10</b>	<b>40</b>	<b>64</b>	<b>20</b>	<b>76</b>	<b>25</b>	<b>30</b>	<b>55</b>	<b>133</b>	<b>46</b>	<b>70</b>	<b>59</b>	<b>33</b>	<b>52</b>	<b>19</b>	<b>732</b>
<b>Net assets</b>																
Unrestricted																
Unrestricted net assets excluding fixed assets	12	11	22	19	40	13	6	26	24	10	25	25	17	19	12	281
Fixed assets	1	2	9	4	22	6	3	9	3	11	9	16	3	9	9	107
<b>Unrestricted net assets</b>	<b>13</b>	<b>13</b>	<b>31</b>	<b>23</b>	<b>62</b>	<b>19</b>	<b>9</b>	<b>35</b>	<b>27</b>	<b>21</b>	<b>34</b>	<b>41</b>	<b>20</b>	<b>28</b>	<b>12</b>	<b>388</b>
<b>Restricted</b>								4								4
<b>Total net assets</b>	<b>13</b>	<b>13</b>	<b>31</b>	<b>23</b>	<b>62</b>	<b>19</b>	<b>9</b>	<b>39</b>	<b>27</b>	<b>21</b>	<b>34</b>	<b>41</b>	<b>20</b>	<b>28</b>	<b>12</b>	<b>392</b>
<b>Total liabilities and net assets</b>	<b>23</b>	<b>53</b>	<b>95</b>	<b>43</b>	<b>138</b>	<b>44</b>	<b>39</b>	<b>94</b>	<b>160</b>	<b>67</b>	<b>104</b>	<b>100</b>	<b>53</b>	<b>80</b>	<b>31</b>	<b>1,124</b>

*Table A4.2 : Additions to Property, Plant and Equipment by Center  
(\$ million)*

	2010	2011	2012	2013	2014
<b>AfricaRice</b>	1.2	0.1	1.7	1.0	1.8
<b>Bioversity</b>	0.5	0.3	0.4	0.7	0.6
<b>CIAT</b>	2.6	2.9	3.7	4.1	2.8
<b>CIFOR</b>	0.7	1.1	0.7	3.5	1.9
<b>CIMMYT</b>	4.9	5.7	37.9	13.5	4.7
<b>CIP</b>	2.2	1.6	3.7	1.4	1.1
<b>ICARDA</b>	1.3	1.5	1.7	2.9	6.0
<b>ICRISAT</b>	2.8	2.3	3.8	3.6	3.1
<b>IFPRI</b>	0.6	1.2	0.7	1.0	1.5
<b>IITA</b>	5.3	0.6	3.5	0.5	0.8
<b>ILRI</b>	2.5	2.4	1.7	4.6	6.9
<b>IRRI</b>	4.6	5.2	6.6	5.8	6.8
<b>IWMI</b>	0.4	1.0	0.9	0.9	1.0
<b>World Agroforestry</b>	0.9	1.7	2.2	2.3	3.8
<b>WorldFish</b>	0.0	0.0	0.0	0.2	0.5
<b>Total</b>	<b>30.4</b>	<b>27.6</b>	<b>69.1</b>	<b>45.9</b>	<b>43.3</b>

Table A5.1 CGIAR Expenditure by Center, Region and Object

	1972-2010		2011		2012		2013		2014		TOTAL	
	\$ million	%	\$ million	%	\$ million	%	\$ million	%	\$ million	%	\$ million	%
<b>Center</b>												
AfricaRice	295	3%	21	3%	22	3%	30	3%	29	3%	397	3%
Bioversity	561	5%	36	5%	37	4%	38	4%	42	4%	714	5%
CIAT	1,093	10%	61	9%	68	8%	73	8%	85	8%	1,379	9%
CIFOR	245	2%	28	4%	34	4%	43	4%	49	5%	400	3%
CIMMYT	1,118	10%	73	11%	110	13%	151	16%	130	13%	1,582	11%
CIP	655	6%	34	5%	44	5%	49	5%	52	5%	834	6%
ICARDA	762	7%	37	5%	46	6%	55	6%	62	6%	961	7%
ICRISAT	1,008	9%	65	9%	56	7%	62	6%	70	7%	1,260	9%
IFPRI	637	6%	80	12%	84	10%	108	11%	119	12%	1,027	7%
IITA	1,192	11%	47	7%	75	9%	72	7%	97	9%	1,482	10%
ILRI	997	9%	43	6%	54	7%	71	7%	79	8%	1,243	8%
IRRI	1,171	11%	74	11%	84	10%	78	8%	82	8%	1,488	10%
ISNAR <sup>1</sup>	193	2%									193	1%
IWMI	308	3%	32	5%	40	5%	38	4%	35	3%	453	3%
World Agroforestry	455	4%	42	6%	53	6%	57	6%	62	6%	669	5%
WorldFish	235	2%	17	2%	27	3%	34	4%	39	4%	352	2%
<b>Total</b>	<b>10,923</b>	<b>100%</b>	<b>688</b>	<b>100%</b>	<b>834</b>	<b>100%</b>	<b>957</b>	<b>100%</b>	<b>1,032</b>	<b>100%</b>	<b>14,434</b>	<b>100%</b>
<b>Region</b>												
Sub-Saharan Africa												
Asia	4,806	44%	323	47%	442	53%	474	50%	534	52%	6,578	46%
Latin America and the Caribbean	3,320	30%	229	33%	225	27%	242	25%	269	26%	4,286	30%
Central and West Asia and North Africa	1,648	15%	84	12%	108	13%	187	19%	163	16%	2,190	15%
<b>Total</b>	<b>10,923</b>	<b>100%</b>	<b>688</b>	<b>100%</b>	<b>834</b>	<b>100%</b>	<b>957</b>	<b>100%</b>	<b>1,032</b>	<b>100%</b>	<b>14,434</b>	<b>100%</b>
<b>Object</b>												
Personnel												
Collaboration & partnership costs	5,403	49%	296	43%	303	36%	364	38%	404	39%	6,770	47%
Supplies & services	614	6%	110	16%	139	17%	277	29%	209	20%	1,348	9%
Travel	3,413	31%	206	30%	291	35%	190	20%	306	30%	4,406	31%
Depreciation	781	7%	48	7%	58	7%	71	7%	74	7%	1,031	7%
	714	7%	28	4%	43	5%	56	6%	38	4%	879	6%
<b>Total</b>	<b>10,923</b>	<b>100%</b>	<b>688</b>	<b>100%</b>	<b>834</b>	<b>100%</b>	<b>956</b>	<b>100%</b>	<b>1,032</b>	<b>100%</b>	<b>14,434</b>	<b>100%</b>

<sup>1</sup> The International Service for National Agricultural Research (ISNAR) was subsumed in part under IFPRI after 2004.

Table A6.1 CGIAR Research Program on Dryland Systems

Lead Center:

ICARDA

Start Date:

July 2012

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget *	18.3	18.8	17.5	0.5	55.0	91.0	146.1
Approved Financing							132.7

## Major donors

CGIAR Fund	18.1	-	-	-	18.1	20.8	38.9
Australia	-	5.4	0.1	-	5.4	6.6	12.1
IFAD	-	1.1	1.7	-	2.8	6.2	9.0
USA	-	2.3	0.3	-	2.6	-	2.6
Netherlands	-	1.9	0.1	-	2.0	-	2.0
India	-	0.1	1.8	-	1.9	2.1	4.0
United Kingdom	-	-	1.7	-	1.7	-	1.7
Others < \$1 m	-	(0.4)	9.7	0.6	9.8	30.2	40.0
	18.1	10.4	15.3	0.6	44.4	65.9	110.3

## Participants

ICARDA	8.8	5.6	7.2	-	21.6	34.1	55.7
Bioversity	0.7	-	0.0	0.6	1.3	1.8	3.1
CIAT	0.3	-	0.5	-	0.9	1.2	2.0
CIP	0.4	-	-	-	0.4	1.0	1.4
ICRISAT	4.7	1.1	3.5	-	9.3	12.8	22.1
ILRI	1.6	1.8	3.0	-	6.4	8.6	15.0
IWMI	0.9	-	0.0	-	1.0	1.9	2.9
World Agroforestry	0.6	1.9	1.1	-	3.6	4.5	8.1
	18.1	10.4	15.3	0.6	44.4	65.9	110.3

## Themes

	Total	Gender
North Africa and West Asia	10.2	-
Central Asia	4.3	0.2
Western Africa	8.7	0.7
Eastern and Southern Africa	12.1	0.7
South Asia	8.6	0.6
CRP Management/Coordination	2.3	-
less Inter-center activity	(1.8)	-
	44.4	2.2

## Window 1-2 Cash flow

Opening Balance	4.4
Cash Receipts from CGIAR Fund †	13.0
Disbursements:	
AfricaRice	-
Bioversity	0.8
CIAT	0.6
CIFOR	-
CIMMYT	-
CIP	0.4
ICARDA	8.8
ICRISAT	5.9
IFPRI	-
IITA	-
ILRI	-
IRRI	-
IWMI	1.4
World Agroforestry	0.5
WorldFish	-
	(18.4)
Closing Balance held by Lead Center	(1.0)

\* Annual approved budget includes carry forward, therefore the cumulative may appear to be higher than contract value

† Disbursement of \$5.7 million made in December and not received until January 2015

Table A6.2 CGIAR Research Program on Integrated Systems for the Humid Tropics

Lead Center: IITA  
Start Date: July 2012

	2014				Prior Years	Total	
	CGIAR Fund		Bilateral	Center Own			Total
	Window 1/2	Window 3					
Approved Budget	16.9	18.2	8.5		71.1	114.6	
Approved Financing						144.4	

**Major donors**

CGIAR Fund	14.7	-	-	-	14.7	19.0	33.7
USA	-	7.1	-	-	7.1	8.9	16.0
Belgium	-	1.8	-	-	1.8	-	1.8
Wageningen University	-	-	1.8	-	1.8	-	1.8
European Commission	-	1.2	0.3	-	1.6	1.8	3.3
Netherlands	-	-	1.3	-	1.3	-	1.3
Others < \$1 m	-	1.3	4.4	0.5	6.2	16.4	22.6
	14.7	11.5	7.7	0.5	34.3	46.1	80.3

**Participants**

IITA	8.4	9.2	4.3	-	21.8	28.9	50.7
Bioversity	0.6	0.4	0.0	0.4	1.4	1.6	3.0
CIAT	1.3	0.1	1.8	0.0	3.3	4.6	7.8
CIP	0.7	-	0.1	-	0.9	2.3	3.2
ILRI	2.3	1.8	1.1	-	5.2	6.5	11.6
IWMI	0.5	-	0.2	-	0.6	0.9	1.5
World Agroforestry	0.9	-	0.2	-	1.1	1.4	2.5
	14.7	11.5	7.7	0.5	34.3	46.1	80.3

**Flagship Projects**

	Total	Gender
Cross-cutting	2.8	1.4
East and Central Africa	23.3	6.0
West Africa	9.4	2.3
Central Mekong	2.1	0.5
Central America and Caribbean	1.6	0.6
Subcontracted within the centers	(4.8)	-
	34.3	10.7

**Window 1-2 Cash flow**

Opening Balance	(1.4)
Cash Receipts from CGIAR Fund	19.0
Disbursements:	
AfricaRice	-
Bioversity	0.6
CIAT	1.3
CIFOR	-
CIMMYT	-
CIP	0.7
ICARDA	-
ICRISAT	-
IFPRI	-
IITA	8.7
ILRI	2.3
IRRI	-
IWMI	0.5
World Agroforestry	0.9
WorldFish	-
	(15.0)
Closing Balance held by Lead Center	2.6

Table A6.3 CGIAR Research Program on Aquatic Agricultural Systems

Lead Center: WorldFish  
Start Date: July 2011

	2014				Prior Years	Total	
	CGIAR Fund		Bilateral	Center Own			Total
	Window 1/2	Window 3					
Approved Budget *	15.7	7.0	9.0		54.8	86.5	
Approved Financing						85.0	

**Major donors**

CGIAR Fund	15.3	-	-	-	15.3	22.9	38.2
USA	-	4.4	0.6	-	5.0	10.8	15.8
Australia	-	1.5	1.0	-	2.5	3.4	5.9
European Commission	-	-	2.0	-	2.0	1.1	3.1
Canada	-	-	1.7	-	1.7	1.7	3.4
Others < \$1 m	-	-	4.9	-	4.9	12.7	17.6
	15.3	5.9	10.2	-	31.4	52.6	84.0

**Participants**

WorldFish	14.1	5.9	9.9	-	29.9	50.8	80.7
Bioversity	0.5	-	0.0	-	0.6	0.9	1.5
IWMI	0.6	-	0.3	-	0.9	0.9	1.8
	15.3	5.9	10.2	-	31.4	52.6	84.0

**Flagship Projects**

	Total	Gender only
FP1 - Bangladesh Southern Polder Zone	9.4	1.3
FP2 - Cambodia: Tonle Sap	3.8	1.0
FP3 - Philippines: VisMin	3.2	1.0
FP4 - Solomon Islands: Malaita and Western Provinces	2.0	0.5
FP5 - Zambia Barotse	3.9	1.0
FP6 - Global Science and Scaling	9.1	1.4
	31.4	6.1

**Window 1-2 Cash flow**

Opening Balance	(5.2)
Cash Receipts from CGIAR Fund	20.1
Disbursements:	
AfricaRice	
Bioversity	0.6
CIAT	
CIFOR	
CIMMYT	
CIP	
ICARDA	
ICRISAT	
IFPRI	
IITA	
ILRI	
IRRI	
IWMI	0.5
World Agroforestry	
WorldFish	14.1
	(15.3)
Closing Balance held by Lead Center	(0.3)

\* Annual approved budget includes carry forward, therefore the cumulative may appear to be higher than contract value



Table A6.4 CGIAR Research Program on Policies, Institutions and Markets

Lead Center: IFPRI  
Start Date: January 2012

	2014				Prior Years	Total	
	CGIAR Fund		Bilateral	Total			
	Window 1/2	Window 3					Center Own
Approved Budget	28.0	22.9	42.6	1.4	94.9	170.0	264.9
Approved Financing							265.2

**Major donors**

CGIAR Fund	24.7	-	-	-	24.7	42.2	66.9
USA/World Bank	-	14.0	1.5	-	15.6	33.5	49.1
USA	-	-	11.8	-	11.8	18.0	29.8
Germany	-	2.9	1.6	-	4.5	-	4.5
United Kingdom	-	-	1.6	-	1.6	1.3	2.9
European Commission	-	-	1.0	-	1.0	2.9	3.9
Others < \$1 m	-	3.4	24.3	1.4	29.1	70.2	99.3
	24.7	20.3	41.8	1.4	88.2	168.2	256.5

**Participants**

IFPRI	16.1	18.5	35.5	0.4	70.4	128.1	198.5
Bioversity	1.1	0.0	1.4	0.9	3.4	4.8	8.2
CIAT	0.9	-	0.7		1.6	3.1	4.7
CIMMYT	0.3		0.0		0.3	0.5	0.8
CIP	0.9		0.5		1.4	5.9	7.3
ICARDA	0.4		0.0		0.4	0.7	1.1
ICRISAT	1.4	1.0	2.0		4.4	10.7	15.1
IITA	0.6	0.0	0.4		1.1	5.8	6.9
ILRI	1.3	0.7	0.6		2.6	4.5	7.1
IWMI	0.2		0.0		0.2	0.1	0.3
World Agroforestry	1.3	0.1	0.6	0.1	2.0	2.6	4.6
WorldFish	0.3		0.1		0.4	1.3	1.7
	24.7	20.3	41.8	1.4	88.2	168.2	256.4

**Flagship Projects**

	Total	Gender only
Foresight modelling	6.8	0.5
Science policy and incentives for innovation	7.0	0.7
Technology adoption and sustainable intensification	7.5	0.9
Policy and public expenditure	42.1	2.8
Value chains	10.9	2.9
Social protection	4.0	1.0
Natural resource property regimes	4.9	2.2
Cross-cutting gender	1.4	1.4
Partnerships and capacity building	1.0	-
CRP Management and coordination	2.6	0.2
	88.2	12.7

**Window 1-2 Cash flow**

Opening Balance	(0.1)
Cash Receipts from CGIAR Fund	30.1
Disbursements:	
AfricaRice	-
Bioversity	1.1
CIAT	0.8
CIFOR	
CIMMYT	0.3
CIP	0.8
ICARDA	0.1
ICRISAT	1.2
IFPRI	16.1
IITA	0.5
ILRI	0.7
IRRI	
IWMI	0.2
World Agroforestry	0.7
WorldFish	0.3
	(22.8)
Closing Balance held by Lead Center	7.1

Table A6.5 CGIAR Research Program on Wheat

Lead Center:

CIMMYT

Start Date:

January 2012

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget*	19.5	13.7	17.5		50.7	95.8	146.5
Approved Financing							227.5

## Major donors

CGIAR Fund	17.2	-	-	-	17.2	23.1	40.3
USA	-	1.6	3.5	-	5.1	2.5	7.6
Cornell University	-	-	2.9	-	2.9	7.7	10.6
Mexico	-	-	2.8	-	2.8	15.6	18.4
Bill and Melinda Gates Foundation	-	2.1	-	-	2.1	2.1	4.2
Others < \$1 m	-	4.2	4.4	-	8.6	22.3	30.8
	17.2	7.9	13.6		38.7	73.2	111.9

## Participants

CIMMYT	14.4	5.1	7.4	-	26.9	58.4	85.3
ICARDA	2.9	2.8	6.1	-	11.8	14.8	26.6
	17.2	7.9	13.6	-	38.7	73.2	111.9

## Flagship Projects

	Total	Gender only
Maximising value for money, social inclusivity through prioritizing WHEAT R4D investments	2.8	0.9
Novel diversity and tools to adapt to climate change and recourse constraints	10.8	0.8
Global partnership to accelerate genetic gain in farmers field	16.9	1.8
Sustainable intensification of wheat-based cropping systems	5.5	1.2
Human and institutional capacities for seed systems and scaling out	1.1	0.1
ICARDA Infrastructure	0.2	-
CRP Management and coordination	3.9	0.1
Subcontracted within the centers	(2.6)	-
	38.7	4.9

## Window 1-2 Cash flow

Opening Balance	(2.2)
Cash Receipts from CGIAR Fund	20.9
Disbursements:	
AfricaRice	-
Bioversity	-
CIAT	-
CIFOR	-
CIMMYT	15.3
CIP	-
ICARDA	3.1
ICRISAT	-
IFPRI	-
IITA	-
ILRI	-
IRRI	-
IWMI	-
World Agroforestry	-
WorldFish	-
	(18.4)
Closing Balance held by Lead Center	0.2

\* Annual approved budget includes carry forward, therefore the cumulative may appear to be higher than contract value

Table A6.6 CGIAR Research Program on Maize

Lead Center: CIMMYT  
Start Date: July 2011

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget *	19.7	13.0	28.8		61.5	148.7	210.2
Approved Financing							244.2

**Major donors**

CGIAR Fund	19.1	-	-	-	19.1	30.0	49.1
Bill and Melinda Gates Foundation	-	8.3	4.0	-	12.3	31.6	43.9
Mexico	-	-	8.7	-	8.7	32.1	40.8
AfDB	-	-	8.3	-	8.3	3.1	11.5
USA	-	3.9	0.2	-	4.0	4.9	8.9
Switzerland	-	-	1.9	-	1.9	5.5	7.4
Australia	-	0.2	1.5	-	1.7	9.1	10.9
Support for Food Security Activities	-	-	1.0	-	1.0	3.1	4.0
Others < \$1 m	-	0.9	2.4	-	3.2	38.7	42.0
	19.1	13.3	27.9	-	60.3	158.1	218.4

**Participants**

CIMMYT	16.9	11.6	17.6	-	46.0	141.1	187.1
IITA	2.3	1.7	10.3	-	14.3	17.0	31.3
	19.1	13.3	27.9	-	60.3	158.1	218.4

**Flagship Projects**

	Total	Gender Only
Sustainable intensification of maize-based cropping systems	12.0	1.8
Novel tools, technologies and traits for improving genetic gains and breeding efficiency	10.2	0.4
Stress resilient and nutritious maize	17.9	2.8
Aligning with and strengthening maize seed systems for effective product delivery	8.7	1.1
Inclusive and profitable maize futures	10.7	2.8
CRP Management and coordination	4.2	0.2
Subcontracted within the centers	(3.3)	
	60.3	9.1

**Window 1-2 Cash flow**

Opening Balance	0.3
Cash Receipts from CGIAR Fund	20.1
Disbursements:	
AfricaRice	-
Bioversity	-
CIAT	-
CIFOR	-
CIMMYT	17.1
CIP	-
ICARDA	-
ICRISAT	-
IFPRI	-
IITA	1.7
ILRI	-
IRRI	-
IWMI	-
World Agroforestry	-
WorldFish	-
	(18.8)
Closing Balance held by Lead Center	1.6

\* Annual approved budget includes carry forward, therefore the cumulative may appear to be higher than contract value

Table A6.7 CGIAR Research Program on Rice

Lead Center:

IRRI

Start Date:

January 2011

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	34.3	19.5	36.8		90.6	325.8	416.4
Approved Financing							593.4

## Major donors

CGIAR Fund	35.2	-	-	-	35.2	139.6	174.8
Bill and Melinda Gates Foundation	-	11.6	2.8	-	14.4	25.4	39.8
Japan	-	4.7	1.6	-	6.2	17.9	24.1
USA	-	4.9	0.3	-	5.2	12.1	17.3
Switzerland	-	-	1.7	-	1.7	3.6	5.3
European Commission	-	1.3	0.4	-	1.7	7.8	9.5
IFAD	-	0.4	1.2	-	1.6	3.7	5.3
Fundo Latinoamericano de Reservas	-	-	1.4	-	1.4	2.3	3.7
India	-	-	1.1	-	1.1	2.6	3.7
IDRC	-	-	1.0	-	1.0	2.9	3.9
Syngenta Foundation	-	-	1.0	-	1.0	-	1.0
Others < \$1 m	-	0.7	22.7	-	23.4	69.7	93.1
	35.2	23.6	35.1	-	93.9	287.5	381.4

## Participants

IRRI	22.3	19.1	24.9	-	66.4	208.5	274.8
Africa Rice	9.4	4.5	7.6	-	21.5	60.2	81.7
CIAT	3.5	-	2.6	-	6.1	18.8	24.9
	35.2	23.6	35.1	-	93.9	287.5	381.4

## Themes

	Total	Gender Only
Harnessing genetic diversity	14.6	-
Accelerating development, delivery and adoption	34.3	2.2
Ecological and sustainable development	17.8	1.8
Extracting more value from rice harvests	3.4	0.4
Technology evaluations	7.3	3.6
Supporting global growth of rice sector	8.0	1.1
Cross-cutting gender work and participation in the CGIAR Gender Network	0.9	0.9
Institutional capacity	2.5	0.9
Program coordination and capacity building	3.0	-
New frontier	1.6	-
MISTIG: Metrics and indicators for tracking in GRISP	0.6	-
	93.9	10.9

## Window 1-2 Cash flow

Opening Balance	-
Cash Receipts from CGIAR Fund	44.9
Disbursements:	
AfricaRice	8.5
Bioversity	-
CIAT	3.4
CIFOR	-
CIMMYT	-
CIP	-
ICARDA	-
ICRISAT	-
IFPRI	-
IITA	-
ILRI	-
IRRI	29.3
IWMI	-
World Agroforestry	-
WorldFish	-
	(41.2)
Closing Balance held by Lead Center	3.7

Table A6.8 CGIAR Research Program on Roots, Tubers and Bananas

Lead Center: CIP  
Start Date: January 2012

	2014				Prior Years	Total	
	CGIAR Fund		Bilateral	Center Own			Total
	Window 1 / 2	Window 3					
Approved Budget *	33.9	25.1	33.7		138.8	231.4	
Approved Financing						207.4	

**Major donors**

CGIAR Fund	31.1	-	-	-	31.1	51.7	82.8
Bill and Melinda Gates Foundation	-	10.8	4.5	-	15.3	20.4	35.7
USA	-	5.8	0.2	-	6.0	12.3	18.3
IFAD	-	2.1	0.5	-	2.6	1.7	4.3
AFDB	-	-	2.6	-	2.6	2.2	4.8
Ireland	-	-	2.4	-	2.4	2.2	4.6
Nigeria	-	-	1.4	-	1.4	3.1	4.5
Finland	-	-	1.4	-	1.4	1.1	2.5
Others < \$1m	-	1.5	10.6	0.3	12.4	21.7	34.1
	31.1	20.3	23.7	0.3	75.4	116.3	191.7

**Participants**

CIP	13.1	11.0	11.0	-	35.1	59.8	94.8
Bioversity	6.3	0.2	1.4	0.1	8.0	18.2	26.2
CIAT	5.2	0.8	1.5	0.2	7.7	10.9	18.6
IITA	6.6	8.3	9.8	-	24.7	27.5	52.1
	31.1	20.3	23.7	0.3	75.4	116.3	191.7

**Themes**

	Total	Gender Only
Unlocking the value and use potential of genetic resources	5.2	0.2
Accelerating the development and selection of cultivars	27.1	1.1
Managing priority pests and diseases	8.2	0.6
Making available low-cost, high-quality planting material for farmers	11.0	0.5
Developing tools for more productive, ecologically robust cropping systems	3.6	0.2
Promoting postharvest technologies, value chains, and market opportunities	11.0	0.8
Enhancing impact through partnerships	7.3	0.9
CRP Management and coordination	1.8	0.1
Results based management pilot	0.2	
	75.4	4.3

**Window 1-2 Cash flow**

Opening Balance	3.6
Cash Receipts from CGIAR Fund	36.3
Disbursements:	
AfricaRice	-
Bioversity	6.4
CIAT	4.9
CIFOR	-
CIMMYT	-
CIP	13.1
ICARDA	-
ICRISAT	-
IFPRI	-
IITA	6.8
ILRI	-
IRRI	-
IWMI	-
World Agroforestry	-
WorldFish	-
	(31.2)
Closing Balance held by Lead Center	8.7

\* Annual approved budget includes carry forward, therefore the cumulative may appear to be higher than contract value

Table A6.9 CGIAR Research Program on Grain Legumes

Lead Center: ICRISAT  
Start Date: July 2012

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	17.9	18.9	19.5	0.1	56.3	86.2	142.5
Approved Financing							139.1

**Major donors**

CGIAR Fund	16.4	-	-	-	16.4	27.2	43.6
Bill and Melinda Gates Foundation	-	7.4	0.3	-	7.7	5.8	13.5
USA	-	4.6	0.5	-	5.1	4.1	9.2
India	-	1.1	2.7	-	3.8	4.9	8.7
Wageningen University	-	-	2.2	-	2.2	1.4	3.6
Switzerland	-	-	2.0	-	2.0	-	2.0
Canada	-	-	1.3	-	1.3	5.3	6.6
Others < \$1 m	-	0.2	7.3	0.1	7.6	21.4	29.0
	16.4	13.3	16.3	0.1	46.1	70.0	116.1

**Participants**

ICRISAT	7.7	7.5	6.4	-	21.6	29.8	51.4
CIAT	2.6	1.9	4.9	0.1	9.5	15.3	24.8
ICARDA	2.5	1.2	0.9	-	4.5	7.7	12.2
IITA	3.6	2.7	4.1	-	10.5	17.2	27.7
	16.4	13.3	16.3	0.1	46.1	70.0	116.1

**Themes**

	Total	Gender only
Drought and low phosphorus tolerant common bean, cowpea and soybean	9.9	0.1
Heat tolerant chickpea, common bean, faba bean and lentil	5.6	0.4
Short duration, drought tolerant and aflatoxin free groundnut	7.6	0.4
High nitrogen fixing chickpea, common bean, faba bean and soybean	8.3	0.2
Insect-smart chickpea, cowpea and pigeonpea production systems	4.7	0.2
Extra early chickpea and lentil varieties	2.8	0.2
Herbicide tolerant, machine harvestable chickpea, faba bean and lentil varieties	3.2	0.3
Hybrid pigeonpea	3.9	0.2
CRP management and coordination	3.2	0.6
Gender strategies	1.3	
Subcontracted within the centers	(4.3)	
	46.1	2.5

**Window 1-2 Cash flow**

Opening Balance	0.8
Cash Receipts from CGIAR Fund	20.2
Disbursements:	
AfricaRice	-
Bioversity	-
CIAT	2.7
CIFOR	-
CIMMYT	-
CIP	-
ICARDA	3.3
ICRISAT	8.7
IFPRI	-
IITA	5.0
ILRI	-
IRRI	-
IWMI	-
World Agroforestry	-
WorldFish	-
	(19.6)
Closing Balance held by Lead Center	1.5

Table A6.10 CGIAR Research Program on Dryland Cereals

Lead Center: ICRISAT  
Start Date: July 2012

	2014				Prior Years	Total	
	CGIAR Fund		Bilateral	Center Own			Total
	Window 1/2	Window 3					
Approved Budget	9.5	6.3	9.9		25.7	35.6	61.2
Approved Financing							84.3

**Major donors**

CGIAR Fund	8.6	-	-	-	8.6	11.0	19.6
Bill and Melinda Gates Foundation	-	1.4	2.9	-	4.3	6.2	10.5
USA	-	2.0	0.1	-	2.0	-	2.0
India	-	0.6	0.9	-	1.5	1.0	2.5
Others < \$1 m	-	1.6	3.4	-	4.9	5.4	10.3
	8.6	5.6	7.2	-	21.3	23.6	44.9

**Participants**

ICRISAT	6.5	5.5	6.5	-	18.5	19.5	38.0
ICARDA	2.1	0.0	0.7	-	2.8	4.1	6.9
	8.6	5.6	7.2	-	21.3	23.6	44.9

**Themes**

	Total	Gender only
Data collection and knowledge dissemination	2.2	0.1
Improved varieties and hybrids	8.5	0.5
Management options	3.7	0.2
Seed dissemination	2.6	0.2
Post-harvest value and market access	2.1	0.1
CRP Management and coordination	2.2	
	21.3	1.1

**Window 1-2 Cash flow**

Opening Balance	1.0
Cash Receipts from CGIAR Fund	9.5
Disbursements:	
AfricaRice	-
Bioversity	-
CIAT	-
CIFOR	-
CIMMYT	-
CIP	-
ICARDA	2.7
ICRISAT	6.6
IFPRI	-
IITA	-
ILRI	-
IRRI	-
IWMI	-
World Agroforestry	-
WorldFish	-
	(9.3)
Closing Balance held by Lead Center	1.2

Table A6.11 CGIAR Research Program on Livestock and Fish

Lead Center: ILRI  
Start Date: January 2012

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	17.4	6.6	11.5		35.5	44.9	80.3
Approved Financing							119.7

**Major donors**

CGIAR Fund	15.2	-	-	-	15.2	19.1	34.3
Bill and Melinda Gates Foundation	-	2.8	0.5	-	3.2	-	3.2
European Commission/IFAD	-	1.3	0.7	-	2.0	1.2	3.2
Switzerland	-	-	1.4	-	1.4	2.7	4.1
USA	-	1.1	0.1	-	1.3	1.8	3.1
European Commission	-	1.1	-	-	1.1	1.3	2.4
Germany	-	-	1.1	-	1.1	1.2	2.3
Others < \$1 m	-	0.8	5.5	-	6.3	13.3	19.6
	15.2	7.1	9.3		31.6	40.4	72.0

**Participants**

ILRI	11.2	4.3	5.2	-	20.7	25.0	45.7
CIAT	1.7	0.4	2.1	-	4.2	5.7	9.9
ICARDA	0.7	0.0	0.1	-	0.8	1.2	2.0
WorldFish	1.6	2.3	2.0	-	5.9	8.5	14.4
	15.2	7.1	9.3	-	31.6	40.4	72.0

**Themes**

	Total	Gender
Animal health	7.0	0.2
Animal genetics	5.8	0.5
Feeds and forages	5.8	0.1
Value chain development	5.8	0.8
Targeting sustainable interventions	2.5	0.1
Gender, impact and learning	2.2	1.7
CRP Management and coordination	2.6	
Subcontracted within the centers	(0.2)	
	31.6	3.4

**Window 1-2 Cash flow**

Opening Balance	5.5
Cash Receipts from CGIAR Fund	20.3
Disbursements:	
AfricaRice	-
Bioversity	-
CIAT	1.7
CIFOR	-
CIMMYT	-
CIP	-
ICARDA	0.7
ICRISAT	-
IFPRI	-
IITA	-
ILRI	11.3
IRRI	-
IWMI	-
World Agroforestry	-
WorldFish	1.6
	(15.3)
Closing Balance held by Lead Center	10.5



Table A6.12 CGIAR Research Program on Agriculture for Nutrition and Health

Lead Center:

IFPRI

Start Date:

January 2012

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget *	17.9	18.3	38.6		74.9	121.4	196.3
Approved Financing							191.4

**Major donors**

CGIAR Fund	26.7	-	-	-	26.7	35.3	62.0
Harvest Plus †	-	-	23.9	-	23.9	5.6	29.5
Family Health Inc	-	-	4.5	-	4.5	8.1	12.6
Bill and Melinda Gates Foundation	-	0.3	2.4	-	2.6	5.9	8.5
United Kingdom	-	0.9	1.7	-	2.5	1.5	4.0
Canada	-	-	2.0	-	2.0	-	2.0
European Commission	-	1.3	-	-	1.3	2.4	3.7
Others < \$1 m	-	18.1	11.1	0.3	29.5	18.2	47.7
	26.7	20.5	45.4	0.3	93.0	89.6	182.5

**Participants**

IFPRI	7.7	15.2	18.6	0.3	41.8	27.2	69.0
Bioversity	1.9	0.2	1.5	-	3.6	5.3	8.9
CIAT	3.2	0.1	17.8	-	21.0	23.7	44.7
CIMMYT	3.2	-	0.3	-	3.5	2.8	6.3
CIP	0.5	2.1	0.9	-	3.4	1.6	5.0
ICRISAT	1.6	0.3	0.0	-	2.0	4.4	6.4
IITA	3.0	2.0	3.2	-	8.2	12.7	20.9
ILRI	4.3	0.4	1.8	-	6.4	10.2	16.6
IRRI	0.7	-	1.1	-	1.8	0.1	1.9
World Agroforestry	0.5	0.2	-	-	0.8	1.2	2.0
World Fish	0.2	-	0.2	-	0.4	0.5	0.9
	26.7	20.5	45.4	0.3	93.0	89.6	182.5

**Themes**

	Total	Gender
Value Chains for Enhanced Nutrition	7.1	0.3
Biofortification	52.4	1.2
Agriculture Associated Diseases	11.7	2.0
Integrated Programs and Policies	19.7	9.0
CRP Management /Coordination	2.2	-
	93.0	12.5

**Window 1-2 Cash flow**

Opening Balance	9.8
Cash Receipts from CGIAR Fund	23.8
Disbursements:	
AfricaRice	-
Bioversity	2.1
CIAT	0.2
CIFOR	-
CIMMYT	-
CIP	0.4
ICARDA	-
ICRISAT	1.2
IFPRI	16.6
IITA	1.4
ILRI	3.2
IRRI	-
IWMI	-
World Agroforestry	0.3
WorldFish	0.1
	(25.6)
Closing Balance held by Lead Center	8.0

\* Annual approved budget includes carry forward, therefore the cumulative may appear to be higher than contract value

† Prior Year figures have been adjusted to reflect A4NH remapping bilateral, reducing Harvest Plus contribution

Table 6.13 CGIAR Research Program on Water, Land and Ecosystems

Lead Center:

IWMI

Start Date:

January 2012

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget *	39.2	4.6	25.9	0.5	70.3	143.3	213.6
Approved Financing							246.3

## Major donors

CGIAR Fund	25.1	-	-	-	25.1	45.9	71.0
AfDB	-	-	3.8	-	3.8	1.5	5.3
Water and Food Challenge Program	-	-	3.0	-	3.0	-	3.0
Bill and Melinda Gates Foundation	-	1.9	0.6	-	2.5	8.3	10.8
USA	-	0.8	1.6	-	2.4	3.9	6.3
India	-	-	1.8	-	1.8	1.9	3.7
Germany	-	-	1.6	-	1.6	-	1.6
Australia	-	0.6	1.5	-	2.1	5.9	8.1
Netherlands	-	-	1.0	-	1.0	-	1.0
Others < \$1 m	-	0.3	10.9	0.8	12.0	47.0	59.0
	25.1	3.6	25.8	0.8	55.2	114.4	169.6

## Participants

IWMI	14.7	0.7	10.4	-	25.8	60.2	86.0
Bioversity	2.2	-	1.6	0.7	4.6	6.9	11.5
CIAT	1.2	0.3	2.0	-	3.4	14.2	17.6
CIP	0.5	0.1	-	-	0.6	0.8	1.4
ICARDA	1.3	0.6	0.9	-	2.7	5.3	8.1
ICRISAT	1.1	-	2.1	-	3.2	5.3	8.5
IFPRI	1.9	-	0.6	-	2.5	2.2	4.7
IITA	0.2	1.8	4.4	-	6.4	8.1	14.5
ILRI	0.2	0.1	0.3	-	0.6	3.1	3.7
IRRI	-	-	0.6	-	0.6	0.6	1.2
World Agroforestry	1.5	-	2.7	0.1	4.3	6.7	11.1
World Fish	0.4	-	0.1	-	0.5	0.9	1.4
	25.1	3.6	25.8	0.8	55.2	114.4	169.6

## Flagship Projects

	Total	Gender only
Integrating Ecosystem Solutions into Policy and Investments	0.9	0.1
Sustainably increasing land and water productivity	18.1	2.2
Regenerating degraded agricultural ecosystems	8.4	1.2
Recovering and reusing resources in urbanised ecosystems	4.5	0.4
Managing resource variability and competing use	13.0	1.3
Ecosystem services and resilience	0.3	
Gender, Poverty & Institutions	0.5	0.4
Strengthening decision analysis and information systems	6.8	0.6
Management	1.2	0.1
Communication	0.8	0.2
Research Support	0.8	-
	55.2	6.5

## Window 1-2 Cash flow

Opening Balance	(5.8)
Cash Receipts from CGIAR Fund	45.7
Disbursements:	
AfricaRice	-
Bioversity	1.6
CIAT	-
CIFOR	-
CIMMYT	-
CIP	0.4
ICARDA	1.2
ICRISAT	0.9
IFPRI	1.6
IITA	0.2
ILRI	0.2
IRRI	-
IWMI	15.3
World Agroforestry	1.2
WorldFish	0.1
	(22.6)
Closing Balance held by Lead Center	17.3

Table 6.14 CGIAR Research Program on Forests, Trees and Agroforestry

Lead Center: CIFOR  
Start Date: July 2011

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	30.4	11.1	41.6	4.1	87.2	116.3	203.5
Approved Financing						12.7	266.3

**Major donors**

CGIAR Fund	30.4	-	-	-	30.4	67.8	98.2
Norway	-	-	5.5	-	5.5	10.3	15.8
Australia	-	4.7	0.5	-	5.2	2.7	7.9
MARS Inc	-	-	5.1	-	5.1	12.0	17.1
USA	-	3.7	0.6	-	4.4	10.1	14.5
IFAD	-	1.6	1.3	-	2.9	4.6	7.5
European Commission	-	-	2.8	-	2.8	11.4	14.2
Finland	-	-	2.0	-	2.0	-	2.0
Canada	-	-	1.9	-	1.9	2.9	4.8
Belgium	-	-	1.5	-	1.5	-	1.5
Others < \$1 m	-	2.4	14.4	0.9	17.7	59.5	77.2
	30.4	12.4	35.6	0.9	79.3	181.3	260.6

**Participants**

CIFOR	16.6	8.3	11.9	0.6	37.4	82.5	119.9
Bioversity	3.4	0.7	1.3	0.3	5.7	16.4	22.1
CIAT	0.8	-	0.3	-	1.1	2.3	3.4
World Agroforestry	9.6	3.4	22.1	-	35.1	80.0	115.1
	30.4	12.4	35.6	0.9	79.3	181.3	260.6

**Themes**

	Total	Gender only
Smallholder production systems and markets	23.5	-
Management and conservation of forest and tree resources	10.6	0.2
Landscape management for environmental services, biodiversity conservation and	12.7	0.2
Climate change adaptation and mitigation	22.0	0.4
Impacts of trade and investment on forests and people	4.8	0.4
CRP Management and Coordination	5.5	-
	79.3	1.3

**Window 1-2 Cash flow**

Opening Balance	0.0
Cash Receipts from CGIAR Fund	33.6
Disbursements:	
AfricaRice	-
Bioversity	3.8
CIAT	0.5
CIFOR	15.9
CIMMYT	-
CIP	-
ICARDA	-
ICRISAT	-
IFPRI	-
IITA	-
ILRI	-
IRRI	-
IWMI	-
World Agroforestry	11.3
WorldFish	-
	(31.5)
Closing Balance held by Lead Center	2.1

Table A6.15 CRP 7 CGIAR Research Program on Climate change, Agriculture and Food Security

Lead Center: CIAT  
Start Date: January 2011

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	45.7	9.6	19.3		74.7	216.2	290.9
Approved Financing							392.5

**Major donors**

CGIAR Fund	45.0	-	-	-	45.0	120.1	165.1
European Commission	-	3.2	1.0	-	4.3	2.5	6.8
MADR	-	-	4.0	-	4.0	3.3	7.3
Columbia University	-	-	2.1	-	2.1	-	2.1
IFAD	-	0.5	0.7	-	1.3	1.1	2.4
Germany	-	-	1.2	-	1.2	1.3	2.4
USA	-	1.2	-	-	1.2	3.3	4.5
Australia	-	0.1	0.9	-	1.0	1.4	2.4
Others < \$1 m	-	1.4	7.5	-	8.9	53.0	61.9
	45.0	6.5	17.4	-	68.9	185.9	254.8

**Participants**

CIAT	12.3	2.0	5.9	-	20.2	43.2	63.4
Africa Rice	0.4	-	0.1	-	0.5	2.3	2.8
Bioversity	3.5	0.7	1.9	-	6.1	17.6	23.7
CIFOR	0.4	0.5	0.6	-	1.5	2.0	3.5
CIMMYT	3.5	0.5	0.3	-	4.3	15.3	19.6
CIP	1.6	0.1	0.2	-	2.0	6.2	8.2
ICARDA	0.9	0.1	0.5	-	1.5	5.4	6.9
ICRISAT	3.7	0.1	2.2	-	6.0	15.1	21.1
IFPRI	2.0	0.3	0.3	-	2.6	9.2	11.8
IITA	1.3	0.5	0.6	-	2.4	4.1	6.4
ILRI	6.1	0.6	1.3	-	8.0	22.1	30.1
IRRI	2.4	-	0.3	-	2.7	3.8	6.5
IWMI	2.2	0.4	0.7	-	3.4	11.9	15.2
World Agroforestry	3.9	0.5	1.9	-	6.3	22.4	28.7
World Fish	0.9	-	0.6	-	1.4	5.4	6.8
	45.0	6.5	17.4	-	68.9	185.9	254.8

**Themes**

	Total	Gender only
Adaptation to progressive climate change	23.0	3.5
Managing climate risk	10.0	1.6
Pro-poor mitigation	12.2	1.1
Integration for decision making	20.3	3.4
CRP Management and coordination	5.0	-
Subcontracted within the centers	(1.7)	-
	68.9	9.5

**Window 1-2 Cash flow**

Opening Balance	-
Cash Receipts from CGIAR Fund	56.1
Disbursements:	
AfricaRice	0.4
Bioversity	3.0
CIAT	11.8
CIFOR	0.3
CIMMYT	2.9
CIP	1.3
ICARDA	0.9
ICRISAT	2.3
IFPRI	2.1
IITA	1.2
ILRI	1.0
IRRI	5.9
IWMI	1.7
World Agroforestry	1.7
WorldFish	0.5
	(37.0)
Closing Balance held by Lead Center	19.0

Table A6.16 Genebanks

CRP:  
Lead Center:  
Duration:  
Start Date:

Genebanks  
Bioversity  
4 years  
January 2012

	2014					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	19.6	0.0	5.1	1.1	25.8	42.1	67.9
Approved Financing	18.4						

## By Major Donor

CGIAR Fund	19.3	-	-	-	19.3	27.4	46.7
Others < \$1 m	-	-	5.1	0.5	5.6	9.1	14.7
	19.3	-	5.1	0.5	24.9	36.5	61.4

## Participants

Bioversity	0.7	-	0.5	-	1.2	2.4	3.6
Africa Rice	0.4	-	0.0	-	0.4	0.7	1.1
CIAT	2.5	-	0.3	0.1	2.8	5.2	8.0
CIMMYT	1.1	0.0	0.9	-	2.0	4.5	6.5
CIP	3.7	-	0.7	-	4.4	7.8	12.2
ICARDA	1.4	-	0.8	-	2.1	2.8	4.9
ICRISAT	2.1	-	0.4	0.1	2.6	4.9	7.5
IITA	1.0	-	0.7	-	1.7	2.5	4.2
ILRI	0.8	-	0.4	0.0	1.2	1.5	2.7
IRRI	1.2	-	0.4	-	1.6	2.9	4.5
World Agroforestry	1.0	-	-	0.3	1.4	1.2	2.6
GCDT Management	3.4	-	-	-	3.4	-	3.4
	19.3	0.0	5.1	0.5	24.9	36.5	61.4

The following tables (A7.1 to A7.15) present summaries for each Financial Center over the last five years. Certain adjustments have been made for consolidation purposes:

- For Lead Centers, CRP income is adjusted by deducting the revenue equivalent of the CGIAR collaboration expenses for Window 1-2. Generally, these collaboration expenses are managed through the Program Partner Agreement.
- Inter-center activity, also included in the total CGIAR Collaboration Expenses, can also occur in W3 and/or bilateral. This is deducted from the total shown in the Statement of Activity in the Center's financial statement, so there may appear to be a difference between the financial statement and the summary.
- The indicators in the following tables have been calculated according to the instructions in Financial Guideline 1 (Financial Management). Centers may use other bases for calculations in their own financial statements or presentations.

Table A7.1 AfricaRice Center  
(\$ million)

	2010	2011	2012	2013	2014
Revenues					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	8.5	9.8	9.5	10.2
less Collaboration CGIAR	-	-	-	-	-
Should equal Total CRP revenue	-	8.5	9.8	9.5	10.2
3.3 GRiSP	-	8.2	8.7	8.8	9.4
7 Climate Change, Agriculture & Food Security	-	0.0	0.7	0.4	0.4
Genebanks	-	0.3	0.4	0.3	0.4
<b>CRP Windows 1 and 2</b>	-	<b>8.5</b>	<b>9.8</b>	<b>9.5</b>	<b>10.2</b>
<b>CRP Window 3</b>	-	<b>11.7</b>	<b>1.6</b>	<b>3.9</b>	<b>4.5</b>
<b>Bilateral</b>	-	-	<b>9.2</b>	<b>8.5</b>	<b>7.7</b>
<b>Total CRP revenue</b>	-	<b>20.2</b>	<b>20.7</b>	<b>21.9</b>	<b>22.4</b>
Non-CRP W3	-	-	-	5.7	3.1
Non-CRP Bilateral	14.0	0.3	0.3	1.7	2.0
Unrestricted	8.3	1.8	1.5	0.8	0.8
<b>Total non-CRP Grant Revenue</b>	<b>22.3</b>	<b>2.1</b>	<b>1.8</b>	<b>8.2</b>	<b>5.9</b>
<b>Total Grant Revenue</b>	<b>22.3</b>	<b>22.3</b>	<b>22.5</b>	<b>30.1</b>	<b>28.3</b>
Other Income	0.1	0.1	0.2	0.6	0.7
<b>Total Revenue</b>	<b>22.4</b>	<b>22.4</b>	<b>22.7</b>	<b>30.7</b>	<b>29.0</b>
Expenditure					
Restricted CRP Expenditure	-	20.2	20.7	21.9	22.4
Restricted non-CRP Expenditure	14.0	0.3	0.3	7.4	5.1
Unrestricted	6.3	0.7	1.2	0.8	1.4
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>20.3</b>	<b>21.2</b>	<b>22.1</b>	<b>30.1</b>	<b>29.0</b>
<b>Results of Operations</b>	<b>2.1</b>	<b>1.2</b>	<b>0.6</b>	<b>0.6</b>	<b>-</b>
Staffing					
Internationally recruited	58	59	51	60	66
Nationally recruited	270	255	224	250	274
<b>Total</b>	<b>328</b>	<b>314</b>	<b>275</b>	<b>310</b>	<b>340</b>
Indicators					
<b>Short-term Solvency expressed in days</b>	<b>195</b>	<b>221</b>	<b>215</b>	<b>156</b>	<b>153</b>
<b>Current Ratio</b>	<b>2.5</b>	<b>2.4</b>	<b>2.5</b>	<b>2.0</b>	<b>2.2</b>
<b>Reserves expressed in days</b>	<b>195</b>	<b>221</b>	<b>215</b>	<b>156</b>	<b>153</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m) - Additions	1.2	2.3	1.7	1.0	1.8
Capital Expenditure/Depreciation	101%	100%	101%	121%	182%
<b>Indirect/Direct cost ratio</b>	<b>16%</b>	<b>14%</b>	<b>15%</b>	<b>15%</b>	<b>10%</b>
In-house				<b>17%</b>	<b>11%</b>
Partners				<b>10%</b>	<b>7%</b>
<b>Cash Management on Restricted Operations</b>	<b>1.73</b>	<b>3.65</b>	<b>4.91</b>	<b>1.35</b>	<b>2.13</b>

**Table A7.2 Bioversity International**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	6.3	20.2	19.5	21.0
less Collaboration CGIAR	-	-	0.2	-	-
Should equal Total CRP revenue	-	6.3	20.0	19.5	21.0
1.1 Dryland Systems	-	-	0.5	0.7	0.7
1.2 Humidtropics	-	-	0.2	0.2	0.6
1.3 Aquatic agricultural systems	-	-	0.2	0.5	0.5
2 Policies, Institutions and Markets	-	-	1.0	1.1	1.1
3.2 Maize	-	-	-	-	0.1
3.4 Roots, Tubers & Bananas	-	-	5.8	6.2	6.3
4 Nutrition and Health	-	-	1.6	1.3	1.9
5 Water, Land & Ecosystems	-	-	1.9	1.8	2.2
6 Forests, Trees and Agroforestry	-	1.9	3.9	3.6	3.4
7 Climate Change, Agriculture & Food Security	-	3.6	4.1	3.3	3.5
Genebanks	-	0.8	0.9	0.9	0.7
<b>CRP Window 1/2</b>	-	<b>6.3</b>	<b>20.0</b>	<b>19.5</b>	<b>21.0</b>
<b>CRP Window 3</b>	-	-	<b>0.6</b>	<b>1.7</b>	<b>2.2</b>
<b>Bilateral</b>	-	-	<b>9.8</b>	<b>11.9</b>	<b>9.8</b>
<b>Total CRP Revenue</b>	-	<b>6.3</b>	<b>30.4</b>	<b>33.1</b>	<b>33.0</b>
Non-CRP W3	-	-	-	0.1	3.7
Non-CRP Bilateral	21.8	19.7	3.4	1.8	2.2
Unrestricted	16.3	10.0	1.8	1.8	1.8
<b>Total non-CRP Grant Revenue</b>	<b>38.1</b>	<b>29.7</b>	<b>5.2</b>	<b>3.7</b>	<b>7.7</b>
<b>Total Grant Revenue</b>	<b>38.1</b>	<b>36.0</b>	<b>35.5</b>	<b>36.7</b>	<b>40.6</b>
Other Income	-	0.9	1.7	2.3	1.8
<b>Total Revenue</b>	<b>38.1</b>	<b>36.9</b>	<b>37.3</b>	<b>39.0</b>	<b>42.4</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	6.3	30.4	33.1	33.0
Restricted non-CRP Expenditure	21.8	19.7	3.4	1.9	5.9
Unrestricted	15.3	10.2	2.9	3.0	3.4
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>37.1</b>	<b>36.2</b>	<b>36.7</b>	<b>38.0</b>	<b>42.2</b>
<b>Results of Operations</b>	<b>1.0</b>	<b>0.7</b>	<b>0.6</b>	<b>1.0</b>	<b>0.2</b>
<b>Staffing</b>					
Internationally recruited	60	60	62	58	62
Nationally recruited	156	198	148	152	157
<b>Total</b>	<b>216</b>	<b>258</b>	<b>210</b>	<b>210</b>	<b>219</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>137</b>	<b>164</b>	<b>180</b>	<b>181</b>	<b>162</b>
<b>Current Ratio</b>	<b>1.1</b>	<b>1.1</b>	<b>1.1</b>	<b>1.8</b>	<b>1.5</b>
<b>Reserves expressed in days</b>	<b>90</b>	<b>99</b>	<b>105</b>	<b>108</b>	<b>97</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m) - Additions	0.5	0.3	0.4	0.7	0.6
Capital Expenditure/Depreciation	100%	111%	94%	170%	161%
<b>Indirect/Direct cost ratio</b>	<b>17%</b>	<b>18%</b>	<b>18%</b>	<b>17%</b>	<b>15%</b>
In-house				<b>18%</b>	<b>17%</b>
Partners				<b>2%</b>	<b>1%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.32</b>	<b>0.94</b>	<b>1.33</b>	<b>0.94</b>	<b>0.69</b>



**Table A7.3 Centro Internacional de Agricultura Tropical**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	38.1	61.7	68.9	74.5
less Collaboration CGIAR	-	-	25.6	-	34.9
Should equal Total CRP revenue	-	12.5	26.8	31.4	35.4
1.1 Dryland Systems	-	-	0.4	0.4	0.3
1.2 Humidtropics	-	-	0.5	1.2	1.3
2 Policies, Institutions and Markets	-	-	0.7	1.0	0.9
3.3 GRiSP	-	4.3	4.0	3.5	3.5
3.4 Roots, Tubers & Bananas	-	-	2.9	4.6	5.2
3.5 Grain Legumes	-	-	1.4	3.0	2.6
3.7 Livestock and Fish	-	-	1.2	1.3	1.7
4 Nutrition and Health	-	-	0.6	3.2	3.2
5 Water, Land & Ecosystems	-	-	1.1	1.6	1.2
6 Forests, Trees and Agroforestry	-	-	0.3	0.3	0.8
7 Climate Change, Agriculture & Food Security	-	6.0	11.3	9.0	12.3
Genebanks	-	2.1	2.3	2.2	2.5
<b>CRP Window 1/2</b>	-	<b>12.5</b>	<b>26.7</b>	<b>31.4</b>	<b>35.4</b>
<b>CRP Window 3</b>	-	-	<b>0.4</b>	<b>4.3</b>	<b>5.5</b>
<b>CRP Bilateral</b>	-	<b>8.3</b>	<b>24.7</b>	<b>30.8</b>	<b>40.5</b>
<b>Total CRP Revenue</b>	-	<b>20.8</b>	<b>51.8</b>	<b>66.5</b>	<b>81.4</b>
Non-CRP W3	-	-	0.5	0.9	0.7
Non-CRP Bilateral	39.8	32.8	15.1	6.1	4.1
Unrestricted	16.3	6.1	1.8	0.1	0.0
<b>Total non-CRP Grant Revenue</b>	<b>56.1</b>	<b>38.9</b>	<b>17.4</b>	<b>7.0</b>	<b>4.8</b>
<b>Total Grant Revenue</b>	<b>56.1</b>	<b>59.7</b>	<b>69.3</b>	<b>73.5</b>	<b>86.3</b>
Other Income	6.1	2.8	4.3	1.7	2.2
<b>Total Revenue</b>	<b>62.2</b>	<b>62.5</b>	<b>73.5</b>	<b>75.2</b>	<b>88.5</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	20.8	51.8	66.5	81.4
Restricted non-CRP Expenditure	39.8	32.8	15.6	6.9	4.8
Unrestricted	16.3	7.4	0.7	0.6	1.6
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>56.1</b>	<b>61.0</b>	<b>68.1</b>	<b>72.8</b>	<b>84.7</b>
<b>Results of Operations</b>	<b>6.1</b>	<b>1.5</b>	<b>5.4</b>	<b>2.4</b>	<b>3.8</b>
<b>Staffing</b>					
Internationally recruited	95	90	88	109	128
Nationally recruited	692	700	744	761	824
<b>Total</b>	<b>787</b>	<b>790</b>	<b>832</b>	<b>870</b>	<b>952</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>95</b>	<b>97</b>	<b>113</b>	<b>121</b>	<b>112</b>
<b>Current Ratio</b>	<b>1.4</b>	<b>1.3</b>	<b>1.4</b>	<b>1.4</b>	<b>1.1</b>
<b>Reserves expressed in days</b>	<b>84</b>	<b>83</b>	<b>100</b>	<b>105</b>	<b>98</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	2.6	3.0	3.7	4.1	2.8
Capital Expenditure/Depreciation	140%	134%	193%	119%	148%
<b>Indirect/Direct cost ratio</b>	<b>12%</b>	<b>15%</b>	<b>16%</b>	<b>15%</b>	<b>12%</b>
In-house					<b>12%</b>
Partners					<b>12%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.73</b>	<b>0.74</b>	<b>0.79</b>	<b>1.29</b>	<b>0.89</b>

**Table A7.4 Center for International Forestry Research**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	11.2	30.0	27.6	30.8
less Collaboration CGIAR	-	- 6.5	- 15.1	- 13.5	- 13.8
Should equal Total CRP revenue	-	<b>4.7</b>	<b>14.8</b>	<b>14.1</b>	<b>17.0</b>
6 Forests, Trees and Agroforestry	-	4.6	14.3	13.8	16.6
7 Climate Change, Agriculture & Food Security	-	0.2	0.6	0.3	0.4
<b>CRP Window 1/2</b>	-	<b>4.8</b>	<b>14.8</b>	<b>14.1</b>	<b>17.0</b>
<b>CRP Window 3</b>	-	<b>8.3</b>	<b>1.1</b>	<b>7.9</b>	<b>8.8</b>
<b>CRP Bilateral</b>	-	-	<b>18.0</b>	<b>14.7</b>	<b>12.5</b>
<b>Total CRP Revenue</b>	-	<b>13.1</b>	<b>34.0</b>	<b>36.8</b>	<b>38.3</b>
Non-CRP W3	-	-	-	-	-
Non-CRP Bilateral	15.4	10.4	-	2.9	4.1
Unrestricted	11.6	6.4	6.8	4.2	4.3
<b>Total non-CRP Grant Revenue</b>	<b>27.0</b>	<b>16.8</b>	<b>6.8</b>	<b>7.1</b>	<b>8.4</b>
<b>Total Grant Revenue</b>	<b>27.0</b>	<b>29.9</b>	<b>40.8</b>	<b>43.8</b>	<b>46.7</b>
Other Income	0.1	0.1	0.3	0.4	0.4
<b>Total Revenue</b>	<b>27.1</b>	<b>30.0</b>	<b>41.1</b>	<b>44.2</b>	<b>47.1</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	13.1	34.0	36.8	38.3
Restricted non-CRP Expenditure	15.4	10.4	-	2.9	4.1
Unrestricted	9.5	4.5	- 0.1	3.3	6.9
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>24.9</b>	<b>28.0</b>	<b>33.8</b>	<b>42.9</b>	<b>49.3</b>
<b>Results of Operations</b>	<b>2.2</b>	<b>2.0</b>	<b>7.2</b>	<b>1.3</b>	<b>- 2.2</b>
<b>Staffing</b>					
Internationally recruited	52	72	73	94	103
Nationally recruited	131	125	133	159	178
<b>Total</b>	<b>183</b>	<b>197</b>	<b>206</b>	<b>253</b>	<b>281</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>236</b>	<b>235</b>	<b>275</b>	<b>229</b>	<b>187</b>
<b>Current Ratio</b>	<b>2.1</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.5</b>
<b>Reserves expressed in days</b>	<b>190</b>	<b>190</b>	<b>237</b>	<b>195</b>	<b>145</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	0.7	1.1	0.7	2.1	1.9
Capital Expenditure/Depreciation	129%	161%	106%	163%	184%
<b>Indirect/Direct cost ratio</b>	<b>28%</b>	<b>19%</b>	<b>20%</b>	<b>19%</b>	<b>16%</b>
In-house				<b>0%</b>	<b>0%</b>
Partners				<b>0%</b>	<b>0%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.09</b>	<b>0.52</b>	<b>0.21</b>	<b>0.54</b>	<b>1.32</b>

Adjustments to revenue and expenses have been made to eliminate inter-center activity as follows:

Windows 1-2	13.8
Window 3	0.1
Bilateral	0.1
<b>Total per Financial Statements</b>	<b>14.0</b>

*Table A7.5 Centro Internacional de Mejoramiento de Maiz y Trigo*  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	2.7	29.4	30.7	46.3
less Collaboration CGIAR	-	-	3.9	4.3	7.0
	-	2.7	25.5	26.4	39.4
2 Policies, Institutions and Markets	-	-	-	0.3	0.3
3.1 Wheat	-	-	9.7	9.3	14.4
3.2 Maize	-	2.7	11.8	11.5	16.9
4 Nutrition and Health	-	-	-	2.8	3.2
7 Climate Change, Agriculture & Food Security	-	4.2	3.2	4.1	3.5
Genebanks	-	0.8	0.9	0.9	1.1
<b>CRP Window 1/2</b>	-	<b>7.7</b>	<b>25.6</b>	<b>28.9</b>	<b>39.4</b>
<b>CRP Window 3</b>	-	<b>25.5</b>	<b>8.8</b>	<b>16.4</b>	<b>17.2</b>
<b>CRP Bilateral</b>	-	-	<b>74.1</b>	<b>37.8</b>	<b>26.4</b>
<b>Total CRP Revenue</b>	-	<b>33.2</b>	<b>108.5</b>	<b>83.1</b>	<b>83.0</b>
Non-CRP W3	-	-	0.2	15.8	22.2
Non-CRP Bilateral	43.5	40.5	6.1	56.2	27.6
Unrestricted	15.3	6.2	0.1	-	-
<b>Total non-CRP Grant Revenue</b>	<b>58.8</b>	<b>46.7</b>	<b>6.4</b>	<b>72.0</b>	<b>49.8</b>
<b>Total Grant Revenue</b>	<b>58.8</b>	<b>79.9</b>	<b>114.9</b>	<b>155.1</b>	<b>132.8</b>
Other Income	2.0	1.7	1.1	1.2	1.3
<b>Total Revenue</b>	<b>60.8</b>	<b>81.6</b>	<b>116.0</b>	<b>156.3</b>	<b>134.1</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	33.2	108.5	83.1	83.0
Restricted non-CRP Expenditure	43.5	40.5	6.3	72.0	49.8
Unrestricted	12.5	-	4.7	3.8	2.6
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>56.0</b>	<b>72.8</b>	<b>110.1</b>	<b>151.3</b>	<b>130.2</b>
<b>Results of Operations</b>	<b>4.8</b>	<b>8.8</b>	<b>5.9</b>	<b>5.0</b>	<b>3.8</b>
<b>Staffing</b>					
Internationally recruited	101	119	191	229	214
Nationally recruited	542	679	811	1,001	1,024
<b>Total</b>	<b>643</b>	<b>798</b>	<b>1,002</b>	<b>1,230</b>	<b>1,238</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>192</b>	<b>197</b>	<b>82</b>	<b>129</b>	<b>156</b>
<b>Current Ratio</b>	<b>1.7</b>	<b>1.8</b>	<b>1.3</b>	<b>1.8</b>	<b>1.8</b>
<b>Reserves expressed in days</b>	<b>141</b>	<b>157</b>	<b>45</b>	<b>94</b>	<b>119</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	4.9	5.7	37.9	13.5	4.7
Capital Expenditure/Depreciation	150%	118%	262%	46%	58%
<b>Indirect/Direct cost ratio</b>	<b>16%</b>	<b>10%</b>	<b>7%</b>	<b>11%</b>	<b>11%</b>
In-house					<b>11%</b>
Partners					<b>11%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.05</b>	<b>0.22</b>	<b>0.19</b>	<b>0.54</b>	<b>0.42</b>

**Table A7.6 Centro Internacional de la Papa**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	3.7	29.9	37.1	39.4
less Collaboration CGIAR	-	-	13.2	17.3	18.0
Should equal Total CRP revenue		<b>3.7</b>	<b>16.7</b>	<b>19.8</b>	<b>21.4</b>
1.1 Dryland Systems	-	-	0.4	0.4	0.4
1.2 Humidtropics	-	-	0.4	0.4	0.8
2 Policies, Institutions and Markets	-	-	0.7	0.9	0.9
3.4 Roots, Tubers & Bananas	-	-	9.1	12.1	13.1
4 Nutrition and Health	-	-	0.3	0.6	0.5
5 Water, Land & Ecosystems	-	-	0.4	0.4	0.5
7 Climate Change, Agriculture & Food Security	-	0.9	2.0	1.6	1.6
Genebanks	-	2.8	3.4	3.4	3.7
<b>CRP Window 1/2</b>	-	<b>3.7</b>	<b>16.7</b>	<b>19.8</b>	<b>21.4</b>
<b>CRP Window 3</b>	-	-	<b>1.5</b>	<b>8.3</b>	<b>13.4</b>
<b>CRP Bilateral</b>	-	-	<b>21.2</b>	<b>18.6</b>	<b>13.5</b>
<b>Total CRP Revenue</b>	-	<b>3.7</b>	<b>39.4</b>	<b>46.7</b>	<b>48.3</b>
Non-CRP W3	-	-	-	-	0.8
Non-CRP Bilateral	21.4	20.3	2.7	0.1	0.1
Unrestricted	12.1	9.2	1.1	4.4	4.6
<b>Total non-CRP Grant Revenue</b>	<b>33.5</b>	<b>29.5</b>	<b>3.8</b>	<b>4.5</b>	<b>5.6</b>
<b>Total Grant Revenue</b>	<b>33.5</b>	<b>33.2</b>	<b>43.3</b>	<b>51.2</b>	<b>53.8</b>
Other Income	0.6	0.6	0.8	0.4	0.5
<b>Total Revenue</b>	<b>34.1</b>	<b>33.8</b>	<b>44.1</b>	<b>51.6</b>	<b>54.3</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	3.7	39.4	46.7	48.3
Restricted non-CRP Expenditure	21.4	20.3	2.7	0.1	1.0
Unrestricted	11.6	9.7	1.7	2.0	3.2
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>33.0</b>	<b>33.7</b>	<b>43.9</b>	<b>48.7</b>	<b>52.5</b>
<b>Results of Operations</b>	<b>1.1</b>	<b>0.1</b>	<b>0.2</b>	<b>2.8</b>	<b>1.8</b>
<b>Staffing</b>					
Internationally recruited	62	71	79	91	99
Nationally recruited	520	518	620	651	640
<b>Total</b>	<b>582</b>	<b>589</b>	<b>699</b>	<b>742</b>	<b>739</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>120</b>	<b>113</b>	<b>90</b>	<b>99</b>	<b>111</b>
<b>Current Ratio</b>	<b>1.5</b>	<b>1.5</b>	<b>1.3</b>	<b>1.6</b>	<b>1.7</b>
<b>Reserves expressed in days</b>	<b>100</b>	<b>92</b>	<b>72</b>	<b>79</b>	<b>92</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	2.2	1.6	3.1	1.4	1.1
Capital Expenditure/Depreciation	121%	104%	131%	124%	58%
<b>Indirect/Direct cost ratio</b>	<b>21%</b>	<b>21%</b>	<b>17%</b>	<b>17%</b>	<b>15%</b>
In-house				<b>20%</b>	<b>17%</b>
Partners				<b>5%</b>	<b>5%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.12</b>	<b>0.26</b>	<b>0.70</b>	<b>0.67</b>	<b>0.48</b>

**Table A7.7 International Center for Agricultural Research in the Dry Areas**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	2.5	16.0	23.7	29.8
less Collaboration CGIAR	-	-	5.1	6.9	9.0
Should equal Total CRP revenue	-	2.5	10.9	16.8	20.8
1.1 Dryland Systems	-	-	4.0	4.9	8.8
2 Policies, Institutions and Markets	-	-	0.0	0.4	0.4
3.1 Wheat	-	-	1.7	2.4	2.9
3.5 Grain Legumes	-	-	1.2	3.3	2.5
3.6 Dryland Cereals	-	-	0.9	2.3	2.1
3.7 Livestock and Fish	-	-	0.4	0.5	0.7
5 Water, Land & Ecosystems	-	-	0.8	0.8	1.3
7 Climate Change, Agriculture & Food Security	-	1.5	1.4	1.0	0.9
Genebanks	-	1.0	0.5	1.1	1.4
<b>CRP Window 1/2</b>	-	2.5	10.9	16.8	20.8
<b>CRP Window 3</b>	-	-	4.4	7.9	10.3
<b>CRP Bilateral</b>	-	-	17.3	16.8	17.3
<b>Total CRP Revenue</b>	-	2.5	32.7	41.5	48.5
Non-CRP W3	-	-	0.1	0.3	0.1
Non-CRP Bilateral	26.2	23.9	2.0	11.9	9.4
Unrestricted	12.0	9.5	3.7	0.5	1.1
<b>Total non-CRP Grant Revenue</b>	<b>38.2</b>	<b>33.4</b>	<b>5.8</b>	<b>12.7</b>	<b>10.6</b>
<b>Total Grant Revenue</b>	<b>38.2</b>	<b>35.9</b>	<b>38.4</b>	<b>54.2</b>	<b>59.1</b>
Other Income	0.7	1.5	1.5	1.9	0.6
<b>Total Revenue</b>	<b>38.9</b>	<b>37.4</b>	<b>39.9</b>	<b>56.1</b>	<b>59.7</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	2.5	32.7	41.5	48.5
Restricted non-CRP Expenditure	26.2	23.9	2.1	12.2	9.5
Unrestricted	12.1	10.6	4.2	1.2	3.6
Extraordinary Expenditure	-	-	6.7	-	-
<b>Total Expenditure</b>	<b>38.3</b>	<b>37.0</b>	<b>45.6</b>	<b>54.9</b>	<b>61.5</b>
<b>Results of Operations</b>	<b>0.6</b>	<b>0.4</b>	<b>- 5.7</b>	<b>1.3</b>	<b>- 1.8</b>
<b>Staffing</b>					
Internationally recruited	91	93	89	105	112
Nationally recruited	515	525	324	277	246
<b>Total</b>	<b>606</b>	<b>618</b>	<b>413</b>	<b>382</b>	<b>358</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>151</b>	<b>144</b>	<b>104</b>	<b>59</b>	<b>41</b>
<b>Current Ratio</b>	<b>1.7</b>	<b>1.7</b>	<b>1.4</b>	<b>1.2</b>	<b>1.2</b>
<b>Reserves expressed in days</b>	<b>114</b>	<b>108</b>	<b>78</b>	<b>59</b>	<b>41</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	2.9	2.7	1.7	2.9	6.0
Capital Expenditure/Depreciation	118%	160%	91%	120%	107%
<b>Indirect/Direct cost ratio</b>	<b>18%</b>	<b>17%</b>	<b>15%</b>	<b>13%</b>	<b>12%</b>
In-house				14%	13%
Partners				8%	8%
<b>Cash Management on Restricted Operations</b>	<b>0.30</b>	<b>0.57</b>	<b>0.86</b>	<b>0.75</b>	<b>1.24</b>

**Table A7.8 International Crops Research Institute for the Semi-Arid Tropics**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	2.1	21.6	40.8	40.3
less Collaboration CGIAR	-	-	5.6	15.8	11.4
Should equal Total CRP revenue	-	2.1	15.9	25.0	28.9
1.1 Dryland Systems	-	-	1.8	3.2	4.7
2 Policies, Institutions and Markets	-	-	1.6	1.6	1.4
3.5 Grain Legumes	-	-	3.0	7.0	7.7
3.6 Dryland Cereals	-	-	2.4	5.6	6.5
4 Nutrition and Health	-	-	0.9	2.3	1.6
5 Water, Land & Ecosystems	-	-	1.0	0.9	1.1
7 Climate Change, Agriculture & Food Security	-	2.1	3.5	2.6	3.7
Genebanks	-	2.1	1.7	1.9	2.1
<b>CRP Window 1/2</b>	-	<b>4.2</b>	<b>15.9</b>	<b>25.0</b>	<b>28.9</b>
<b>CRP Window 3</b>	-	<b>1.8</b>	<b>2.9</b>	<b>8.2</b>	<b>15.6</b>
<b>CRP Bilateral</b>	-	-	<b>20.4</b>	<b>25.8</b>	<b>23.6</b>
<b>Total CRP Revenue</b>	-	<b>6.0</b>	<b>39.3</b>	<b>59.0</b>	<b>68.0</b>
Non-CRP W3	-	-	-	-	-
Non-CRP Bilateral	43.7	46.1	10.8	1.4	0.9
Unrestricted	16.2	10.4	4.9	0.7	0.7
<b>Total non-CRP Grant Revenue</b>	<b>59.9</b>	<b>56.5</b>	<b>15.7</b>	<b>2.1</b>	<b>1.6</b>
<b>Total Grant Revenue</b>	<b>59.9</b>	<b>62.5</b>	<b>55.0</b>	<b>61.1</b>	<b>69.7</b>
Other Income	4.8	4.5	4.8	3.0	2.1
<b>Total Revenue</b>	<b>64.7</b>	<b>67.0</b>	<b>59.8</b>	<b>64.0</b>	<b>71.8</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	6.0	39.3	59.0	68.0
Restricted non-CRP Expenditure	43.7	46.1	10.8	1.4	0.9
Unrestricted	17.5	13.2	6.0	1.4	0.6
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>61.2</b>	<b>65.3</b>	<b>56.1</b>	<b>61.8</b>	<b>69.6</b>
<b>Results of Operations</b>	<b>3.5</b>	<b>1.7</b>	<b>3.8</b>	<b>2.3</b>	<b>2.1</b>
<b>Staffing</b>					
Internationally recruited	82	73	76	99	98
Nationally recruited	1,108	1,146	1,162	1,260	1,395
<b>Total</b>	<b>1,190</b>	<b>1,219</b>	<b>1,238</b>	<b>1,359</b>	<b>1,493</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>205</b>	<b>190</b>	<b>244</b>	<b>219</b>	<b>177</b>
<b>Current Ratio</b>	<b>1.8</b>	<b>0.6</b>	<b>0.7</b>	<b>0.7</b>	<b>0.7</b>
<b>Reserves expressed in days</b>	<b>130</b>	<b>118</b>	<b>158</b>	<b>147</b>	<b>138</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	2.8	2.8	3.3	3.6	3.1
Capital Expenditure/Depreciation	98%	127%	99%	159%	181%
<b>Indirect/Direct cost ratio</b>	<b>23%</b>	<b>18%</b>	<b>15%</b>	<b>17%</b>	<b>16%</b>
In-house					<b>16%</b>
Partners					<b>16%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.22</b>	<b>0.16</b>	<b>0.59</b>	<b>0.28</b>	<b>0.27</b>

**Table A7.9 International Food Policy Research Institute**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	2.1	27.1	54.2	55.6
less Collaboration CGIAR	-	-	13.2	25.0	28.0
Should equal Total CRP revenue	-	<b>2.1</b>	13.9	29.2	27.6
2 Policies, Institutions and Markets	-	-	8.8	17.9	16.1
4 Nutrition and Health	-	-	2.6	8.7	7.7
7 Climate Change, Agriculture & Food Security	-	0.5	2.3	2.0	2.0
<b>CRP Window 1/2</b>	-	<b>0.5</b>	<b>14.2</b>	<b>29.3</b>	<b>27.6</b>
<b>CRP Window 3</b>	-	<b>2.1</b>	<b>10.5</b>	<b>16.0</b>	<b>34.2</b>
<b>CRP Bilateral</b>	-	-	<b>55.9</b>	<b>60.2</b>	<b>54.8</b>
<b>Total CRP Revenue</b>	-	<b>2.6</b>	<b>80.6</b>	<b>105.5</b>	<b>116.7</b>
Non-CRP W3	-	-	-	-	0.5
Non-CRP Bilateral	53.2	62.3	1.2	1.4	1.4
Unrestricted	17.2	16.6	1.9	1.7	1.7
<b>Total non-CRP Grant Revenue</b>	<b>70.4</b>	<b>78.9</b>	<b>3.1</b>	<b>3.1</b>	<b>3.6</b>
<b>Total Grant Revenue</b>	<b>70.4</b>	<b>81.5</b>	<b>83.7</b>	<b>108.6</b>	<b>120.2</b>
Other Income	- 0.4	0.3	0.4	0.3	0.2
<b>Total Revenue</b>	<b>70.0</b>	<b>81.8</b>	<b>84.1</b>	<b>109.0</b>	<b>120.5</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	2.6	80.6	106.2	116.5
Restricted non-CRP Expenditure	53.2	62.3	1.2	1.4	2.0
Unrestricted	12.9	14.6	2.5	0.7	0.7
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>66.1</b>	<b>79.5</b>	<b>84.3</b>	<b>108.3</b>	<b>119.2</b>
<b>Results of Operations</b>	<b>3.9</b>	<b>2.3</b>	<b>- 0.2</b>	<b>0.6</b>	<b>1.3</b>
<b>Staffing</b>					
Internationally recruited	132	146	149	165	177
Nationally recruited	245	316	328	369	399
<b>Total</b>	<b>377</b>	<b>462</b>	<b>477</b>	<b>534</b>	<b>576</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>137</b>	<b>125</b>	<b>118</b>	<b>98</b>	<b>80</b>
<b>Current Ratio</b>	<b>1.4</b>	<b>1.4</b>	<b>1.0</b>	<b>1.0</b>	<b>0.5</b>
<b>Reserves expressed in days</b>	<b>116</b>	<b>103</b>	<b>91</b>	<b>77</b>	<b>74</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	0.6	1.6	2.0	1.0	1.5
Capital Expenditure/Depreciation	75%	175%	163%	66%	90%
<b>Indirect/Direct cost ratio</b>	<b>16%</b>	<b>15%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>
In-house				<b>16%</b>	<b>16%</b>
Partners				<b>1%</b>	<b>16%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.45</b>	<b>0.66</b>	<b>0.37</b>	<b>0.36</b>	<b>0.23</b>

**Table A7.10 International Institute of Tropical Agriculture**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Centre CRP Income	-	1.5	18.7	31.3	33.6
less Collaboration CGIAR	-	-	2.9	4.8	6.4
Should equal Total CRP revenue	-	1.5	15.8	26.5	27.2
1.2 Humidtropics	-	-	4.3	7.0	8.7
2 Policies, Institutions and Markets	-	-	0.5	0.7	0.6
3.2 Maize	-	0.7	1.7	1.5	2.3
3.4 Roots, Tubers & Bananas	-	-	4.5	6.5	6.6
3.5 Grain Legumes	-	-	1.8	6.5	3.6
4 Nutrition and Health	-	-	1.0	2.4	3.0
5 Water, Land & Ecosystems	-	-	0.2	0.3	0.2
7 Climate Change, Agriculture & Food Security	-	0.8	1.0	0.7	1.3
Genebanks	-	-	0.8	1.0	1.0
<b>CRP Window 1/2</b>	-	1.5	15.8	26.5	27.2
<b>CRP Window 3</b>	-	-	7.6	14.3	26.2
<b>CRP Bilateral</b>	-	3.1	24.1	30.6	37.2
<b>Total CRP Revenue</b>	-	1.5	47.5	71.5	90.7
Non-CRP W3	36.4	31.5	9.9	-	-
Non-CRP Bilateral	-	-	-	-	3.5
Unrestricted	16.0	13.8	4.7	1.5	3.0
<b>Total non-CRP Grant Revenue</b>	<b>52.4</b>	<b>45.3</b>	<b>14.7</b>	<b>1.5</b>	<b>6.4</b>
<b>Total Grant Revenue</b>	<b>52.4</b>	<b>46.8</b>	<b>62.2</b>	<b>72.9</b>	<b>97.2</b>
Other Income	0.8	0.6	1.0	0.8	0.8
<b>Total Revenue</b>	<b>53.2</b>	<b>47.4</b>	<b>63.1</b>	<b>73.7</b>	<b>97.9</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	1.5	47.5	71.5	90.7
Restricted non-CRP Expenditure	36.4	31.5	9.9	-	3.5
Unrestricted	16.6	13.7	3.2	0.2	2.4
Extraordinary Expenditure	-	-	14.8	-	-
<b>Total Expenditure</b>	<b>53.0</b>	<b>46.7</b>	<b>75.4</b>	<b>71.7</b>	<b>96.6</b>
<b>Results of Operations</b>	<b>0.2</b>	<b>0.7</b>	<b>-</b>	<b>12.3</b>	<b>2.0</b>
<b>Staffing</b>					
Internationally recruited	100	102	116	144	192
Nationally recruited	857	881	958	1,071	1,328
<b>Total</b>	<b>957</b>	<b>983</b>	<b>1,074</b>	<b>1,215</b>	<b>1,520</b>
<b>Indicators</b>					
Short-term Solvency expressed in days	135	159	31	44	38
Current Ratio	1.9	1.6	1.2	1.3	1.2
Reserves expressed in days	135	159	44	44	38
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	5.3	1.5	3.5	0.5	0.8
Capital Expenditure/Depreciation	268%	96%	247%	12%	17%
<b>Indirect/Direct cost ratio</b>	<b>17%</b>	<b>16%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>
In-house				16%	19%
Partners				4%	4%
<b>Cash Management on Restricted Operations</b>	<b>0.06</b>	<b>0.09</b>	<b>0.11</b>	<b>0.96</b>	<b>0.42</b>



**Table A7.11 International Livestock Research Institute**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	4.2	19.3	28.6	32.0
less Collaboration CGIAR	-	-	2.7	3.0	4.1
Should equal Total CRP revenue	-	<b>4.2</b>	16.6	25.5	27.8
1.1 Dryland Systems	-	-	1.0	0.9	1.6
1.2 Humidtropics	-	-	1.4	2.0	2.3
2 Policies, Institutions and Markets	-	-	1.1	1.7	1.3
3.7 Livestock and Fish	-	-	5.0	8.4	11.2
4 Nutrition and Health	-	-	1.8	3.3	4.3
5 Water, Land & Ecosystems	-	-	0.2	0.2	0.2
7 Climate Change, Agriculture & Food Security	-	4.2	5.5	8.2	6.1
Genebanks	-	-	0.6	0.9	0.8
<b>CRP Window 1/2</b>	-	<b>4.2</b>	<b>16.6</b>	<b>25.6</b>	<b>27.8</b>
<b>CRP Window 3</b>	-	<b>1.8</b>	<b>0.8</b>	<b>6.5</b>	<b>9.4</b>
<b>CRP Bilateral</b>	-	-	<b>12.6</b>	<b>14.4</b>	<b>13.7</b>
<b>Total CRP Revenue</b>	-	<b>6.0</b>	<b>30.0</b>	<b>46.4</b>	<b>50.9</b>
Non-CRP W3	23.5	19.1	18.0	2.0	1.8
Non-CRP Bilateral	-	-	-	18.6	18.2
Unrestricted	17.7	14.4	2.6	0.9	0.8
<b>Total non-CRP Grant Revenue</b>	<b>41.2</b>	<b>33.5</b>	<b>20.6</b>	<b>21.5</b>	<b>20.8</b>
<b>Total Grant Revenue</b>	<b>41.2</b>	<b>39.5</b>	<b>50.6</b>	<b>67.9</b>	<b>71.7</b>
Other Income	3.3	4.1	5.2	5.4	8.3
<b>Total Revenue</b>	<b>44.5</b>	<b>43.6</b>	<b>55.8</b>	<b>73.3</b>	<b>79.9</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	6.0	30.0	46.4	51.2
Restricted non-CRP Expenditure	23.5	19.1	18.0	20.6	19.9
Unrestricted	19.8	17.6	5.9	3.7	7.9
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>43.3</b>	<b>42.7</b>	<b>53.5</b>	<b>70.7</b>	<b>79.0</b>
<b>Results of Operations</b>	<b>1.2</b>	<b>0.9</b>	<b>2.2</b>	<b>2.5</b>	<b>0.9</b>
<b>Staffing</b>					
Internationally recruited	102	103	108	144	159
Nationally recruited	546	482	485	545	641
<b>Total</b>	<b>648</b>	<b>585</b>	<b>593</b>	<b>689</b>	<b>800</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>210</b>	<b>212</b>	<b>189</b>	<b>148</b>	<b>141</b>
<b>Current Ratio</b>	<b>2.0</b>	<b>1.5</b>	<b>1.4</b>	<b>1.4</b>	<b>1.5</b>
<b>Reserves expressed in days</b>	<b>170</b>	<b>144</b>	<b>164</b>	<b>128</b>	<b>119</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	2.5	2.4	0.8	4.6	6.9
Capital Expenditure/Depreciation	74%	152%	68%	318%	304%
<b>Indirect/Direct cost ratio</b>	<b>23%</b>	<b>23%</b>	<b>20%</b>	<b>13%</b>	<b>14%</b>
In-house				<b>14%</b>	<b>15%</b>
Partners				<b>3%</b>	<b>7%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.22</b>	<b>0.27</b>	<b>0.15</b>	<b>0.17</b>	<b>0.23</b>

**Table A7.12 International Rice Research Institute**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	35.7	37.7	39.2	38.9
less Collaboration CGIAR	-	- 12.3	- 12.7	- 12.5	- 12.3
Should equal Total CRP revenue	-	23.3	25.0	26.8	26.6
3.3 GRiSP	-	22.0	22.7	22.2	22.3
4 Nutrition and Health	-	-	-	1.2	0.7
5 Water, Land & Ecosystems	-	-	-	0.6	-
7 Climate Change, Agriculture & Food Security	-	0.2	1.1	1.6	2.4
Genebanks	-	1.0	1.2	1.2	1.2
<b>CRP Window 1/2</b>	-	<b>23.2</b>	<b>25.0</b>	<b>26.8</b>	<b>26.6</b>
<b>CRP Window 3</b>	-	<b>48.4</b>	<b>11.9</b>	<b>7.5</b>	<b>19.1</b>
<b>CRP Bilateral</b>	-	-	<b>40.4</b>	<b>35.4</b>	<b>27.3</b>
<b>Total CRP Revenue</b>	-	<b>71.6</b>	<b>77.3</b>	<b>69.7</b>	<b>73.0</b>
Non-CRP W3	40.8	1.2	5.4	-	1.0
Non-CRP Bilateral	-	-	-	5.1	4.2
Unrestricted	15.9	2.9	1.8	2.1	1.2
<b>Total non-CRP Grant Revenue</b>	<b>56.7</b>	<b>4.1</b>	<b>7.3</b>	<b>7.2</b>	<b>6.3</b>
<b>Total Grant Revenue</b>	<b>56.7</b>	<b>75.7</b>	<b>84.5</b>	<b>76.9</b>	<b>79.3</b>
Other Income	1.7	1.8	2.0	0.7	1.3
<b>Total Revenue</b>	<b>58.4</b>	<b>77.5</b>	<b>86.5</b>	<b>77.6</b>	<b>80.6</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	71.6	77.3	69.7	73.0
Restricted non-CRP Expenditure	40.8	1.2	5.4	5.1	5.2
Unrestricted	16.4	1.2	1.6	3.0	3.5
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>57.2</b>	<b>74.0</b>	<b>84.3</b>	<b>77.8</b>	<b>81.7</b>
<b>Results of Operations</b>	<b>1.2</b>	<b>3.5</b>	<b>2.2</b>	<b>- 0.2</b>	<b>- 1.1</b>
<b>Staffing</b>					
Internationally recruited	131	133	129	151	160
Nationally recruited	998	1,080	1,127	1,223	1,266
<b>Total</b>	<b>1,129</b>	<b>1,213</b>	<b>1,256</b>	<b>1,374</b>	<b>1,426</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>181</b>	<b>161</b>	<b>142</b>	<b>159</b>	<b>138</b>
<b>Current Ratio</b>	<b>1.6</b>	<b>1.0</b>	<b>1.1</b>	<b>1.2</b>	<b>1.4</b>
<b>Reserves expressed in days</b>	<b>181</b>	<b>161</b>	<b>142</b>	<b>138</b>	<b>119</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	4.6	5.2	6.6	5.8	6.8
Capital Expenditure/Depreciation	131%	97%	112%	163%	143%
<b>Indirect/Direct cost ratio</b>	<b>13%</b>	<b>11%</b>	<b>12%</b>	<b>14%</b>	<b>13%</b>
In-house				<b>16%</b>	<b>14%</b>
Partners				<b>4%</b>	<b>4%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.03</b>	<b>0.25</b>	<b>0.28</b>	<b>0.71</b>	<b>0.28</b>

**Table A7.13 International Water Management Institute**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Centre CRP Income	-	2.3	26.9	28.0	29.9
less Collaboration CGIAR	-	-	7.7	9.7	10.8
Should equal Total CRP revenue	-	2.3	19.2	18.3	19.0
1.1 Dryland Systems			0.4	0.8	0.9
1.2 Humidtropics			0.3	0.4	0.5
1.3 Aquatic agricultural systems		0.1	0.2	0.2	0.6
2 Policies, Institutions and Markets				0.1	0.2
5 Water, Land & Ecosystems			14.7	14.2	14.7
7 Climate Change, Agriculture & Food Security		2.2	3.6	2.5	2.2
Genebanks					
<b>CRP Window 1/2</b>	-	2.3	19.2	18.3	19.0
<b>CRP Window 3</b>	-	1.1	4.3	1.8	1.1
<b>CRP Bilateral</b>	-	-	13.7	12.5	11.7
<b>Total CRP Revenue</b>	-	3.4	37.2	32.6	31.8
Non-CRP W3	20.7	21.2	1.7	3.1	2.5
Non-CRP Bilateral	-	-	-	0.6	0.7
Unrestricted	10.2	9.5	0.4	0.0	-
<b>Total non-CRP Grant Revenue</b>	<b>30.9</b>	<b>30.7</b>	<b>2.2</b>	<b>3.8</b>	<b>3.2</b>
<b>Total Grant Revenue</b>	<b>30.9</b>	<b>34.1</b>	<b>39.3</b>	<b>36.4</b>	<b>35.0</b>
Other Income	0.6	1.0	1.4	1.1	0.9
<b>Total Revenue</b>	<b>31.5</b>	<b>35.1</b>	<b>40.7</b>	<b>37.5</b>	<b>35.9</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	3.4	37.2	32.6	31.8
Restricted non-CRP Expenditure	20.7	21.2	1.7	3.8	3.2
Unrestricted	6.9	7.8	0.7	1.1	0.1
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>27.6</b>	<b>32.4</b>	<b>39.6</b>	<b>37.5</b>	<b>35.1</b>
<b>Results of Operations</b>	<b>3.9</b>	<b>2.7</b>	<b>1.1</b>	<b>0.0</b>	<b>0.9</b>
<b>Staffing</b>					
Internationally recruited	97	106	113	121	130
Nationally recruited	185	196	202	210	212
<b>Total</b>	<b>282</b>	<b>302</b>	<b>315</b>	<b>331</b>	<b>342</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>219</b>	<b>218</b>	<b>187</b>	<b>203</b>	<b>228</b>
<b>Current Ratio</b>	<b>2.0</b>	<b>2.2</b>	<b>1.8</b>	<b>2.3</b>	<b>1.7</b>
<b>Reserves expressed in days</b>	<b>188</b>	<b>187</b>	<b>161</b>	<b>170</b>	<b>187</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	0.4	1.0	0.9	0.9	1.0
Capital Expenditure/Depreciation	57%	143%	121%	120%	85%
<b>Indirect/Direct cost ratio</b>	<b>21%</b>	<b>17%</b>	<b>14%</b>	<b>13%</b>	<b>16%</b>
In-house				19%	18%
Partners					0%
<b>Cash Management on Restricted Operations</b>	<b>0.09</b>	<b>0.14</b>	<b>0.18</b>	<b>1.07</b>	<b>0.19</b>

**Table A7.14 World AgroForestry Center**  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	9.4	19.8	18.0	19.5
less Collaboration CGIAR	-	-	0.4	0.2	0.2
Should equal Total CRP revenue	-	9.4	19.4	17.9	19.3
1.1 Dryland Systems	-	-	0.7	0.4	0.6
1.2 Humidtropics	-	-	0.2	0.6	0.9
2 Policies, Institutions and Markets	-	-	0.6	1.0	1.2
4 Nutrition and Health	-	-	0.3	0.3	0.5
5 Water, Land & Ecosystems	-	-	1.4	1.4	1.5
6 Forests, Trees and Agroforestry	-	4.6	10.9	9.4	9.6
7 Climate Change, Agriculture & Food Security	-	4.8	5.3	3.9	3.9
Genebanks	-	-	-	0.9	1.0
<b>CRP Window 1/2</b>	-	<b>9.4</b>	<b>19.4</b>	<b>17.9</b>	<b>19.3</b>
<b>CRP Window 3</b>	-	<b>9.1</b>	-	<b>0.2</b>	<b>6.1</b>
<b>CRP Bilateral</b>	-	-	<b>26.0</b>	<b>31.5</b>	<b>28.5</b>
<b>Total CRP Revenue</b>	-	<b>18.5</b>	<b>45.4</b>	<b>49.5</b>	<b>53.9</b>
Non-CRP W3	26.0	17.7	4.1	-	1.0
Non-CRP Bilateral	-	-	-	4.6	5.5
Unrestricted	14.0	5.7	1.5	1.5	1.3
<b>Total non-CRP Grant Revenue</b>	<b>40.0</b>	<b>23.4</b>	<b>5.6</b>	<b>6.0</b>	<b>7.9</b>
<b>Total Grant Revenue</b>	<b>40.0</b>	<b>41.9</b>	<b>50.9</b>	<b>55.6</b>	<b>61.8</b>
Other Income	2.1	1.2	1.7	1.4	1.2
<b>Total Revenue</b>	<b>42.1</b>	<b>43.1</b>	<b>52.6</b>	<b>57.0</b>	<b>63.0</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	18.5	45.4	49.5	53.9
Restricted non-CRP Expenditure	26.0	17.7	4.1	4.6	6.6
Unrestricted	10.9	5.7	3.4	2.8	1.5
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>36.9</b>	<b>41.9</b>	<b>52.9</b>	<b>56.9</b>	<b>62.0</b>
<b>Results of Operations</b>	<b>5.2</b>	<b>1.2</b>	<b>- 0.2</b>	<b>0.1</b>	<b>1.0</b>
<b>Staffing</b>					
Internationally recruited	78	77	60	78	79
Nationally recruited	307	317	393	465	541
<b>Total</b>	<b>385</b>	<b>394</b>	<b>453</b>	<b>543</b>	<b>620</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>253</b>	<b>242</b>	<b>195</b>	<b>184</b>	<b>164</b>
<b>Current Ratio</b>	<b>2.3</b>	<b>2.2</b>	<b>1.4</b>	<b>1.3</b>	<b>1.4</b>
<b>Reserves expressed in days</b>	<b>199</b>	<b>194</b>	<b>155</b>	<b>139</b>	<b>119</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	0.9	1.8	2.9	2.3	3.8
Capital Expenditure/Depreciation	95%	107%	112%	93%	204%
<b>Indirect/Direct cost ratio</b>	<b>19%</b>	<b>15%</b>	<b>15%</b>	<b>14%</b>	<b>14%</b>
In-house					<b>14%</b>
Partners					<b>14%</b>
<b>Cash Management on Restricted Operations</b>	<b>0.36</b>	<b>0.61</b>	<b>0.59</b>	<b>0.59</b>	<b>0.48</b>

Table A7.15 WorldFish Center  
(\$ million)

	2010	2011	2012	2013	2014
<b>Revenues</b>					
<b>CRP Windows 1 and 2</b>					
Lead Center CRP Income	-	2.6	9.5	15.7	18.5
less Collaboration CGIAR	-	-	0.1	-	0.8
Should equal Total CRP revenue	-	2.5	9.1	14.9	17.4
1.3 Aquatic Agricultural Systems	-	2.5	7.1	12.1	14.1
2 Policies, Institutions and Markets	-	-	0.1	0.3	0.3
3.7 Livestock and Fish	-	-	1.1	1.2	1.6
4 Nutrition and Health	-	-	0.0	0.1	0.2
5 Water, Land & Ecosystems	-	-	0.2	0.6	0.4
7 Climate Change, Agriculture & Food Security	-	0.4	0.5	0.7	0.9
<b>CRP Window 1/2</b>	-	<b>2.9</b>	<b>9.1</b>	<b>14.9</b>	<b>17.4</b>
<b>CRP Window 3</b>	-	<b>5.1</b>	<b>1.0</b>	<b>7.0</b>	<b>8.3</b>
<b>CRP Bilateral</b>	-	-	<b>15.9</b>	<b>11.8</b>	<b>12.8</b>
<b>Total CRP Revenue</b>	-	<b>8.0</b>	<b>25.9</b>	<b>33.8</b>	<b>38.5</b>
Non-CRP W3	9.1	4.3	0.2	-	0.3
Non-CRP Bilateral	-	-	-	0.3	0.1
Unrestricted	8.1	4.9	0.5	0.7	0.6
<b>Total non-CRP Grant Revenue</b>	<b>17.2</b>	<b>9.2</b>	<b>0.7</b>	<b>1.0</b>	<b>1.0</b>
<b>Total Grant Revenue</b>	<b>17.2</b>	<b>17.2</b>	<b>26.6</b>	<b>34.7</b>	<b>39.5</b>
Other Income	0.5	0.6	0.7	0.4	0.4
<b>Total Revenue</b>	<b>17.7</b>	<b>17.8</b>	<b>27.3</b>	<b>35.1</b>	<b>40.0</b>
<b>Expenditure</b>					
Restricted CRP Expenditure	-	8.0	25.9	33.8	38.5
Restricted non-CRP Expenditure	9.1	4.3	0.2	0.3	0.4
Unrestricted	7.1	5.1	0.8	0.2	0.3
Extraordinary Expenditure	-	-	-	-	-
<b>Total Expenditure</b>	<b>16.2</b>	<b>17.4</b>	<b>26.8</b>	<b>34.2</b>	<b>39.2</b>
<b>Results of Operations</b>	<b>1.0</b>	<b>0.4</b>	<b>0.5</b>	<b>0.9</b>	<b>0.8</b>
<b>Staffing</b>					
Internationally recruited	37	42	53	61	67
Nationally recruited	209	201	290	338	366
<b>Total</b>	<b>246</b>	<b>243</b>	<b>343</b>	<b>399</b>	<b>433</b>
<b>Indicators</b>					
<b>Short-term Solvency expressed in days</b>	<b>178</b>	<b>200</b>	<b>136</b>	<b>117</b>	<b>109</b>
<b>Current Ratio</b>	<b>2.5</b>	<b>2.1</b>	<b>1.7</b>	<b>1.7</b>	<b>1.6</b>
<b>Reserves expressed in days</b>	<b>178</b>	<b>172</b>	<b>136</b>	<b>117</b>	<b>109</b>
<b>Fixed Assets</b>					
Capital Expenditure (\$m)	-	0.0	0.0	0.2	0.5
Capital Expenditure/Depreciation	27%	32%	41%	140%	111%
<b>Indirect/Direct cost ratio</b>	<b>17%</b>	<b>18%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>
In-house					
Partners					
<b>Cash Management on Restricted Operations</b>	<b>1.23</b>	<b>1.02</b>	<b>0.37</b>	<b>1.25</b>	<b>0.49</b>

**CGIAR Research Programs (CRPs)**

- 1.1 CRP ON DRYLAND SYSTEMS
- 1.2 CRP ON INTEGRATED SYSTEMS FOR THE HUMID TROPICS (HUMIDTROPICS)
- 1.3 CRP ON AQUATIC AGRICULTURAL SYSTEMS (AAS)
- 2 CRP ON POLICIES, INSTITUTIONS AND MARKETS (PIM)
- 3.1 CRP ON WHEAT (WHEAT)
- 3.2 CRP ON MAIZE (MAIZE)
- 3.3 GLOBAL RICE SCIENCE PARTNERSHIP (GRISP)
- 3.4 CRP ON ROOTS, TUBERS AND BANANAS (RTB)
- 3.5 CRP ON GRAIN LEGUMES
- 3.6 CRP ON DRYLAND CEREALS
- 3.7 CRP ON LIVESTOCK AND FISH
- 4 CRP ON AGRICULTURE FOR NUTRITION AND HEALTH (A4NH)
- 5 CRP ON WATER, LAND AND ECOSYSTEMS (WLE)
- 6 CRP ON FORESTS, TREES AND AGROFORESTRY (FTA)
- 7 CRP ON CLIMATE CHANGE, AGRICULTURE AND FOOD SECURITY (CCAFS)
- CRP FOR MANAGING AND SUSTAINING CROP COLLECTIONS (GENEBANKS)

**CGIAR Centers**

<b>AfricaRice</b>	Africa Rice Center
<b>Bioversity</b>	Bioversity International
<b>CIAT</b>	Centro Internacional de Agricultura Tropical (International Center for Tropical Agriculture)
<b>Bioversity</b>	
<b>CIFOR</b>	Center for International Forestry Research
<b>CIMMYT</b>	Centro Internacional de Mejoramiento de Maíz y Trigo (International Maize and Wheat Improvement Center)
<b>CIP</b>	Centro Internacional de la Papa (International Potato Center)
<b>ICARDA</b>	International Center for Agricultural Research in the Dry Areas
<b>ICRISAT</b>	International Crops Research Institute for the Semi-Arid Tropics
<b>IFPRI</b>	International Food Policy Research Institute

# GLOBAL FOOD SECURITY

<b>SAGARPA IITA</b>	International Institute of Tropical Agriculture
<b>ILRI</b>	International Livestock Research Institute
<b>IRRI</b>	International Rice Research Institute
<b>IWMI</b>	International Water Management Institute
<b>World Agroforestry</b>	World Agroforestry Centre (sometimes still abbreviated as ICRAF)
<b>WorldFish</b>	WorldFish (sometimes still abbreviated as ICLARM)

### Challenge Programs

Generation (GCP)  
HarvestPlus  
Sub-Saharan Africa (SSA)  
Water and Food (CPWF)

### Donor Abbreviations

<b>AATF</b>	African Agricultural Technology Foundation
<b>ACIAR</b>	Australian Center for International Agricultural Research
<b>ADB</b>	Asian Development Bank
<b>AfDB</b>	African Development Bank
<b>AFESD</b>	Arab Fund for Economic and Social Development
<b>AGRA</b>	Alliance for a Green Revolution in Africa
<b>BMGF</b>	Bill and Melinda Gates Foundation
<b>CIDA</b>	Canadian International Development Agency
<b>DfID</b>	Department for International Development (UK)
<b>EC</b>	European Community
<b>EU</b>	European Union
<b>FLAR</b>	Fondo Latinoamericano de Reservas
<b>GCP</b>	Generation Challenge Program
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GTZ</b>	German Technical Cooperation
<b>IDRC</b>	International Development Research Center
<b>IFAD</b>	International Fund for Agricultural Development
<b>SAGARPA</b>	Secretaria de Agricultura, Ganadería, Desarrollo Rural, Pesca y Alimentación
<b>SDC</b>	Swiss Agency for Development and Cooperation

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<b>SFSA</b>	Support for Food Security Activities
<b>SIDA</b>	Swedish International Development Cooperation Agency
<b>UNDP</b>	United Nations Development Program
<b>UNEP</b>	United Nations Environmental Program
<b>USAID</b>	United States Agency for International Development
<b>USDA</b>	United States Department of Agriculture

### Other Abbreviations

<b>CGIAR</b>	With the reforms, "CGIAR" has been adopted as a name. It was originally an abbreviation for the Consultative Group on International Agricultural Research
<b>CIARC</b>	Consortium of International Agricultural Research Centers
<b>CRP</b>	CGIAR Research Program
<b>CSP</b>	Cost-sharing percentage
<b>ISPC</b>	Independent Science and Partnership Council
<b>SRF</b>	Strategy and Results Framework

### Terminology

<b>Bilateral grants</b>	Grants that are received by Centers directly from donors, which can be unrestricted or restricted.
<b>Center</b>	One of the 15 Research Centers that belong to the Consortium, all of which are separate legal entities.
<b>CGIAR</b>	The partnership of Centers, donors, Fund Office, partners, Independent Science and Partnership Council, and other participants working together to implement the Strategy and Results Framework. Once an abbreviation, CGIAR is now a name in itself.
<b>CGIAR Fund</b>	The multi-donor trust CGIAR Fund administered by the World Bank, as trustee, and governed by the Fund Council.
<b>CGIAR Research Program (CRP)</b>	Research program for the coordinated implementation by CGIAR Centers of the Strategy and Results Framework.
<b>Consortium</b>	The partnership of 15 CGIAR Centers led by the Consortium Board and supported by the Consortium Office.
<b>Cost Sharing</b>	The cost-sharing percentage

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<b>Percentage</b>	determined by the Fund Office and designed to cover system costs, which is chargeable to all contributions.
<b>CRP Lead Center</b>	The Center assigned by the Consortium to coordinate the implementation of activities and receive fund transfers from the CGIAR Fund with respect to a CRP under a governing program implementation agreement.
<b>Daily operating expenses</b>	Total operating expenses of a Center less depreciation divided by 365 days. This indicator measures the daily cash requirement of a Center in the course of normal operations.
<b>Direct costs</b>	Operating costs incurred by a Center that can be traced directly to a project or discrete research activity. Common examples of direct costs include the cost of staff assigned to a specific project, or the cost of supplies or equipment consumed by the project.
<b>Indirect costs</b>	General and management costs not directly attributable to research that need to be allocated indirectly. They are also often referred to as overhead, institutional costs or governance costs.
<b>Indirect cost rate</b>	Ratio of indirect costs to direct costs expressed as a percentage.
<b>Liquidity</b>	An organization's ability to meet its short-term obligations. Technically, it is the difference between current assets and current liabilities. Liquidity can be in terms of a ratio (called "current ratio") or number of days of operating expenditure. Liquidity is also referred to as "working capital."
<b>Long-term Stability (Adequacy of Reserve Indicator)</b>	Indicator that measures the number of days of operation that a Center can support from its own resources (i.e., reserves). It is computed as unrestricted net assets less net fixed assets, divided by daily operating expenses excluding depreciation.

# GLOSSARY