



**CGIAR**

## **Financial Report 2010**

*This detailed report on the financial performance of the CGIAR Centers in 2010 is based on their audited financial statements. This report, as well as the “Executive Summary of the 2010 CGIAR Financial Results”, was produced through a joint collaborative effort between IRRI and the CGIAR Consortium Office. The IRRI team which, was led by Norman A. Macdonald, included Sunil Kumar Jhunjhunwala, Melba M. Aquino, and Anabel Valdenarro.*

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## ***Acronyms***

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

## ***Centers and Programs of the CGIAR***

### **Centers**

Africa Rice	Africa Rice Center
Bioversity	Bioversity International
CIAT	Centro Internacional de Agricultura Tropical (International Center for Tropical Agriculture)
CIFOR	Center for International Forestry Research
CIMMYT	Centro Internacional de Mejoramiento de Maíz y Trigo (International Maize and Wheat Improvement Center)
CIP	Centro Internacional de la Papa (International Potato Center)
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IRRI	International Rice Research Institute
IWMI	International Water Management Institute
World Agroforestry	World Agroforestry Centre
WorldFish	WorldFish Center

### **Challenge Programs (CP)**

Generation (GCP)  
HarvestPlus  
Sub-Saharan Africa (SSA)  
Water & Food (CPWF)  
Climate Change, Agriculture and Food Security (CCAFS)

## INTRODUCTION

Members of the Consultative Group on International Agricultural Research (CGIAR) support Centers and programs of their choice. The 2010 financial outcome<sup>1</sup> discussed here is an aggregation of the audited financial statements of the 15 Centers and the [five](#) Challenge Programs supported by the CGIAR.

### Context

The extensive reforms that the CGIAR approved in 2008 were still in transition during 2010. A major component of the reforms was a change in the financing architecture of the CGIAR anchored on establishing the CGIAR Fund to serve as a new multi-donor, multi-year funding mechanism providing financing to priority areas of agricultural research. Although the Fund was not yet operationalized in 2010, this new financing structure contributed to the Centers adopting cautious policies about funding expectations not only for this year but also for future years. The structural changes called for in the reforms (e.g., establishing the Consortium of CGIAR Centers and the Fund Council and transforming the CGIAR Secretariat into the Fund Office) also promised important changes in fiduciary oversight and management in the system. In addition, external factors such as the world economic situation raised concern about the impact this may have on CGIAR donors, and hence funding.

The structural changes brought about by the ongoing reforms are resulting in a shift away from the previous programs based on Centers' Medium Term Plans (MTP's) and towards the Strategy and Results Framework (SRF) being built upon Consortium Research Programs (CRP's).

### Financial Outcome

Total System<sup>2</sup> revenues in 2010 amounted to \$696 million, an increase of \$67 million (11%) in comparison to the \$629 million in 2009. This is attributable to an increase in Agenda funding, from both Members and Non-Members' contributions. In 2010, the Bill and Melinda Gates Foundation became a member of the CGIAR. Their grants used to be reported under Non-Members, but are now under the Member grouping, with sub-group "Foundation". Earned income for the year of \$23 million is the same level as that of 2009.

Expenditure in 2010 was \$657 million, an increase of \$54 million (9%) over 2009. The overall net result was a surplus of \$39 million, allowing centers to add to their reserves.

Table 1 summarizes the actual outcomes for 2010 and 2009. Table 2 shows the CGIAR program and resource highlights for 2010 as well as for the previous four years.

### Background

The financial statements were reviewed and aggregated according to fiduciary management and reporting standards approved by the CGIAR to guide the Centers in these areas. Additional information on financial compliance is in the Box 1 and financial concepts in Box 2.

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<sup>1</sup> The outcome is reported in US Dollars.

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

**Box 1. Compliance with Financial Guidelines (FGs)**

To ensure transparency and consistency in financial practices and the presentation of financial information, the 15 Centers supported by the CGIAR are required to follow financial guidelines issued by the CGIAR Secretariat. Developed with input from Center finance personnel and external experts, these guidelines aim to bring the CGIAR's fiduciary practices into conformity with relevant international standards. The most recent update (FG3) on auditing is now in the final stage of the update process.

As part of the annual review of substantive financial performance, and in keeping with practice established in 2004, a peer group of Centers' finance and internal audit professionals reviewed the Centers' externally audited 2010 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. All Centers audited financial statements received an unqualified audit opinion.

**Overall Financial Outcome**

A summary of the CGIAR program outcome for 2010 and 2009 is shown in Table 1.

<b>Table 1. CGIAR Financial Results &amp; Highlights</b>		
	(\$ million)	
	<b><u>2010</u></b>	<b><u>2009</u></b>
<b>Revenue</b>		
Funding - Members <sup>1</sup>	584	481
- non-members	89	125
Center Income	23	23
<b>Total revenue</b>	<b>696</b>	<b>629</b>
<b>Expenditure</b>		
Center Program <sup>1</sup>	592	549
Challenge Programs	65	54
<b>Total Expenditure</b>	<b>657</b>	<b>603</b>
<b>Net operating result</b>	<b>39</b>	<b>26</b>
<sup>1</sup> includes System-level activities		

**Composition of Funding**

Of the \$673 million in total contributions, 34% was unrestricted, the same percentage as for 2009. Unrestricted contributions increased by \$24 million or 12%, from \$205 million in 2009 to \$229

million in 2010. Restricted contributions also increased, by \$43 million or 11% from \$401 million in 2009 to \$444 million in 2010.

### **Sources of Funding**

Industrialized countries provided 60% of the total funding in 2010. International and regional organizations contributed 11%, developing countries 4%, foundations 12% and non-members with 13%. The 2010 contribution of \$71.4 by The Bill and Melinda Gates Foundation, now reported under foundations, represents 90% of grants from that Member group.

### **Program Expenditure**

As already mentioned, expenditure on program activities of \$657 million in 2010 was an increase of \$54 million compared with 2009. The pattern of expenditure was very much as in previous years, with personnel cost maintaining the largest share at 43% of the total.

The share of each object of expenditure against total expenditure varies among the Centers, reflecting the wide variability in the type of operations across the CGIAR System.

### **Center Highlights**

Virtually all of the Centers reported an increase in contributions in 2010, resulting in a strengthened position at the System level, and thus greater financial stability. There was a wide range of outcomes at individual Centers, with ICRISAT posting the highest increase in percentage and dollar value at \$12 million or 25%. ICARDA and CIMMYT came in next with 22% and 20% increases. Six Centers follow with 11% to 19% increases: World Agroforestry (19%), IRRI (18%), CIAT (17%), CIFOR (14%), IFPRI (13%) and Bioversity (11%). IWMI, IITA and CIP had increases of less than 10%. Africa Rice had the same level of contributions while WorldFish had a very small decrease of 1%. ILRI completed a very large project in 2009 which greatly boosted their restricted funding in that year, so their revenue in 2010 was reduced by \$13.6M in comparison with the previous year.

The financial results (the net outcome: all revenue, less all expenditure) of the individual centers was a surplus in each case, with a total of \$39 million. As a percentage of total revenues, IWMI was highest with a surplus of 13%, World Agroforestry followed with 12%, and Africa Rice and CIAT both had 10%. WorldFish ended with 9%, CIMMYT and CIFOR had 8%. The remaining Centers had smaller but significant surpluses.

### **Financial Position**

The CGIAR as a whole finished 2010 in a strengthened financial position, notwithstanding the global economic situation. Nevertheless, centers will need to remain cautious in their financial management, as the continued uncertainty regarding the outlook in the major world economies may adversely impact on donors' future contributions.

Total net assets at the end of the year were \$316 million (\$277 million in 2009). Of these, unrestricted net assets (which excludes investments in fixed assets) amounted to \$233 million (\$199 million in 2009), representing 141 days of operating expenses (134 days in 2009).

**Box 2. Financial Concept**

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

The context of the CGIAR's research is changing. The new CGIAR Strategy and Results Framework (SRF) defines four system-level outcomes – reduction in poverty, increased global food security, improvement of nutrition, and better management of natural resources – that will shape the CGIAR's research in coming years.

Table 2. CGIAR Program and Resource Highlights

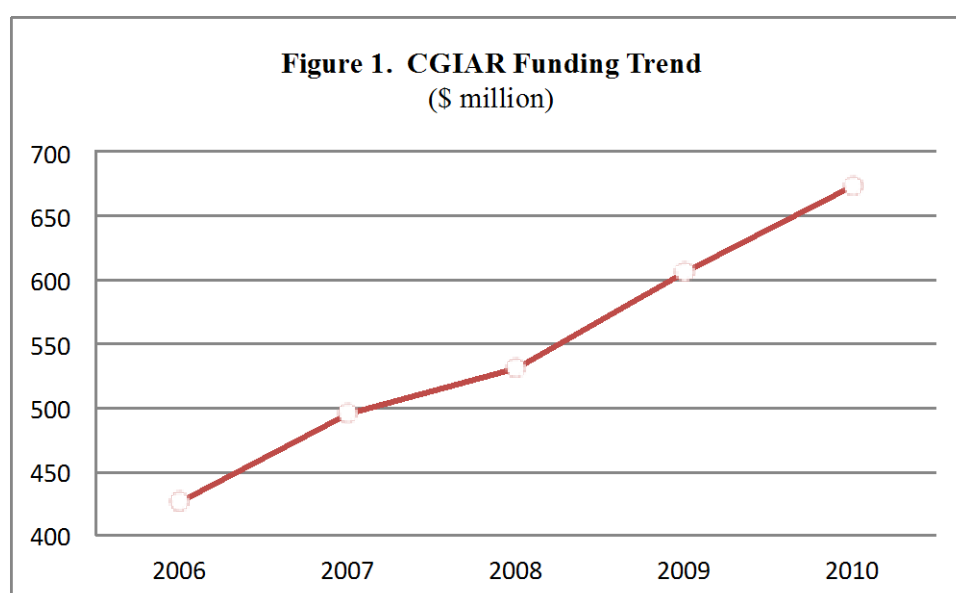
Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	426	495	531	606	673
(of which unrestricted)	42%	36%	36%	34%	34%
Earned income	22.4	25.2	22.3	23.3	23.1
<b>Total</b>	<b>448</b>	<b>520</b>	<b>553</b>	<b>629</b>	<b>696</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	169	222	213	220	233
North America	88	91	92	121	127
Pacific Rim	22	22	28	33	42
Developing countries	14	15	20	19	25
Foundations <sup>1</sup>	14	12	8	9	80
International and regional organizations	74	76	78	79	77
<b>Subtotal</b>	<b>381</b>	<b>438</b>	<b>439</b>	<b>481</b>	<b>584</b>
<b>Non-members</b>	45	57	92	125	89
<b>Total</b>	<b>426</b>	<b>495</b>	<b>531</b>	<b>606</b>	<b>673</b>
<b>Top three contributors</b>	USA World Bank United Kingdom	EC USA World Bank	USA World Bank United Kingdom	USA World Bank Canada	USA Bill & Melinda Gates Foundation World Bank
<b>Staffing (number)</b>					
Internationally recruited	1,115	1,096	1,163	1,238	1,278
Nationally recruited	7,039	6,986	6,904	6,922	7,281
<b>Total</b>	<b>8,154</b>	<b>8,082</b>	<b>8,067</b>	<b>8,160</b>	<b>8,559</b>
<b>Object of expenditure</b>					
Personnel costs	47%	44%	44%	42%	43%
Supplies & services	27%	30%	29%	27%	27%
Collaboration & partnerships	14%	15%	16%	18%	18%
Travel	8%	7%	8%	7%	8%
Depreciation	4%	4%	3%	6%	4%
<b>Total Expenditure (\$ million)</b>	<b>458</b>	<b>506</b>	<b>542</b>	<b>603</b>	<b>657</b>
<b>Result of operations [surplus/(deficit) in \$ million]</b>	<b>(10)</b>	<b>14</b>	<b>11</b>	<b>26</b>	<b>39</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	145.1	158.8	164.6	198.8	232.6
<b>Liquidity indicators</b>					
Working capital (days expenditure)	149	161	150	159	170
Current ratio	1.8	1.7	1.6	1.6	1.5
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets (days expenditure)	124	127	123	134	141
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	16.8	18.7	21.2	30.9	30.4
Capital expenditure/depreciation	107%	110%	119%	95%	118%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	20%	20%	19%	17%	18%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.46	0.33	0.36	0.18	0.23

<sup>1</sup>In 2010, the Bill and Melinda Gates Foundation became an official Member of the System

## FUNDING

In recent years, there has been a steady increase in funding by CGIAR Members and Non-members, and the 2010 level of \$673 million for the research agenda was \$67 million (11%) above the 2009 funding.

Figure 1 shows CGIAR funding from 2006 to 2010 in historical dollars. The Annex Table A1.1 presents details of Members' support from 1972 to 2010 and Table A1.2 shows the allocations by Center. Annex Table A2.1 ranks CGIAR funding by Member from 2007 to 2010. Annex Table A2.2 presents 2010 unrestricted and restricted funding by Member. Annex Table A2.3 presents the amount of unrestricted funds and Table A2.4 the amount of restricted funds provided by each Member to each Center in support of their 2010 research programs.



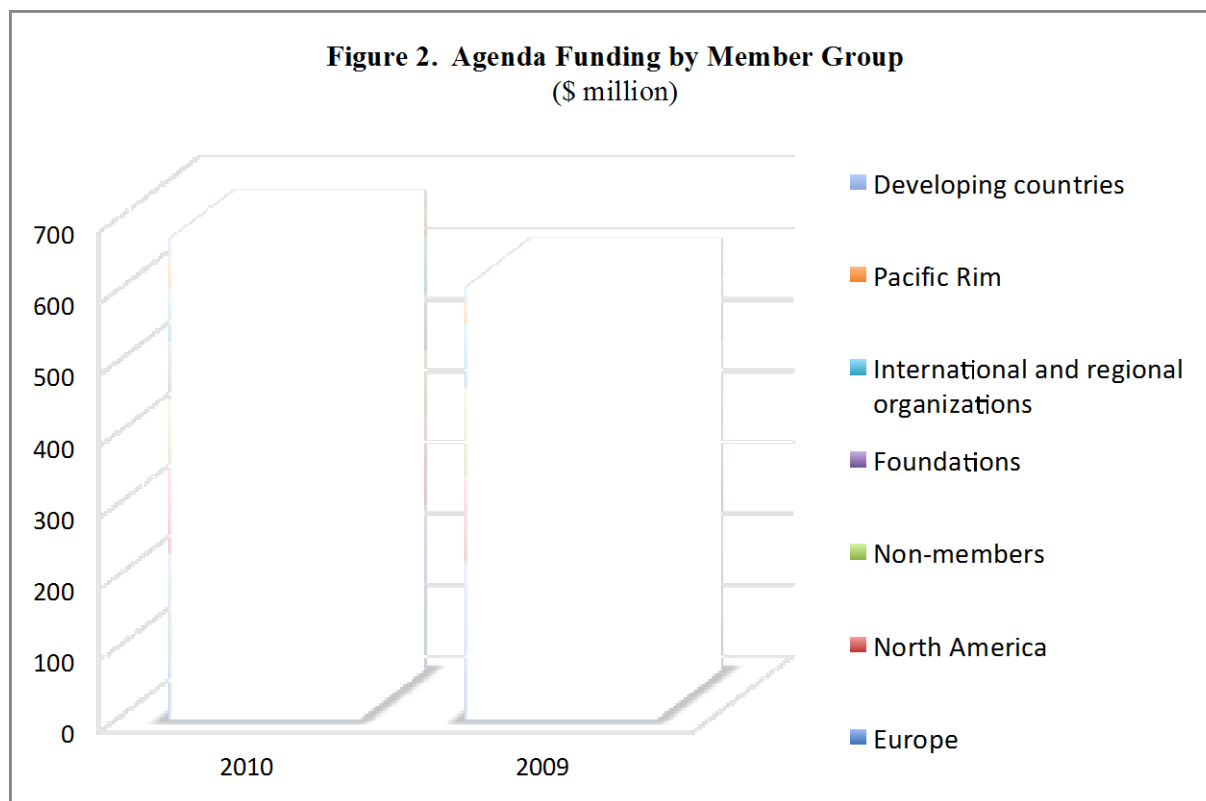
## Financial Outcome

At the System-level in 2010, total revenue amounted to \$696 million, and the result was an overall surplus of \$39 million – the excess of revenue over expenditure (Table 3). Centers are to be lauded for their prudent financial management during a year of increasing revenues and programmatic operations.

One factor in generating this improved result was that centers have been working closely with donors to achieve better cost recoveries in projects funded with restricted grants. Another reason is caution – centers have been careful in their recruitments and their investments because of the prevailing uncertainty about the global economy.

## Funding Profile

Sixty one of the 65 CGIAR Members<sup>3</sup> contributed \$584 million (\$481 million in 2009), and the remaining \$89 million came from a broad range of sources from non-members. Excluding non-member funding, the average Member funding was approximately \$9.6 million, 19% higher than the 2009 average of \$8 million. Figure 2 compares the composition of funding for 2010 with that of 2009. Figure 3 presents the composition of funding by Center and Member group in 2010.

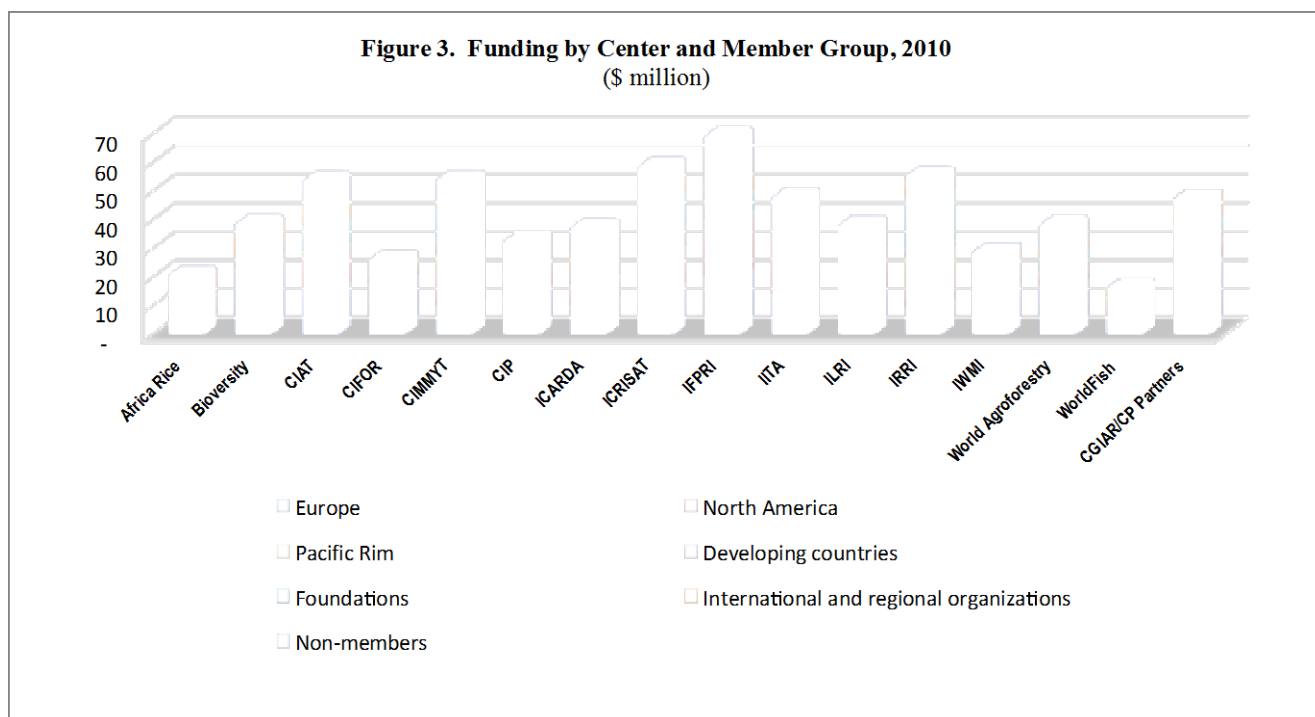


<sup>3</sup> For presentation purposes, Members are divided into four distinct groups: Industrialized countries (23), Developing countries (24), Foundations (6), and International and regional organizations (12). Industrialized countries are further divided geographically into three subgroups: Europe, North America and Pacific Rim.

**Table 3. Financial Results by Center**  
(\$ million)

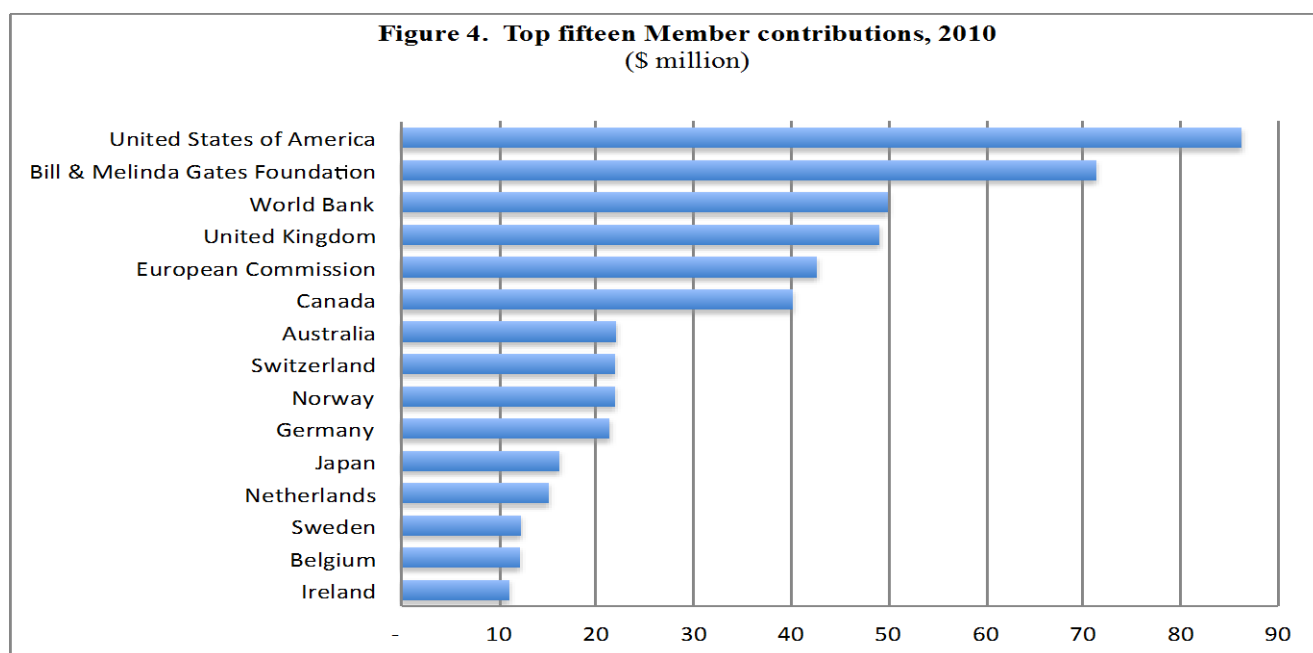
Center	2010					2009				
	Agenda funding <sup>1</sup>	Earned income	Total revenue	Expenditure	Result	Agenda funding	Earned income	Total revenue	Expenditure	Result
AfricaRice	22.3	0.1	22.4	20.3	2.1	22.3	0.1	22.4	19.8	2.6
Bioversity	39.5	-	39.5	38.5	1.0	35.7	0.1	35.8	36.3	(0.5)
CIAT	56.1	6.1	62.2	56.1	6.1	48.0	1.2	49.2	47.0	2.2
CIFOR	27.0	0.1	27.1	24.9	2.2	23.6	0.3	23.9	22.7	1.2
CIMMYT	58.8	2.0	60.8	56.0	4.8	48.8	1.6	50.4	44.3	6.1
CIP	33.5	0.6	34.1	33.0	1.1	32.7	0.6	33.3	31.8	1.5
ICARDA	38.7	0.7	39.4	38.3	1.1	31.8	1.3	33.1	32.5	0.6
ICRISAT	59.9	4.8	64.7	61.2	3.5	47.8	4.2	52.0	49.9	2.1
IFPRI	70.9	(0.4)	70.5	66.6	3.9	62.5	0.6	63.1	58.4	4.7
IITA	51.4	0.8	52.2	52.0	0.2	48.9	3.8	52.7	51.3	1.4
ILRI	41.1	3.3	44.4	43.3	1.1	54.7	3.8	58.5	57.3	1.2
IRRI	56.7	1.7	58.4	57.2	1.2	48.1	1.8	49.9	50.1	(0.2)
IWMI	30.2	0.6	30.8	26.9	3.9	28.2	0.5	28.7	25.7	3.0
World Agroforestry	40.0	2.1	42.1	36.9	5.2	33.5	3.0	36.5	34.9	1.6
WorldFish	17.2	0.5	17.7	16.2	1.5	17.3	0.4	17.7	17.9	(0.2)
<b>Subtotal</b>	<b>643</b>	<b>23</b>	<b>666</b>	<b>627</b>	<b>39</b>	<b>584</b>	<b>23</b>	<b>607</b>	<b>580</b>	<b>27</b>
<b>System level</b>										
System level activities	17.4		17.4	17.4		18.9		18.9	18.9	
Unallocated Member funding						(0.7)		(0.7)		(0.7)
Subtotal	17.4		17.4	17.4		18.2		18.2	18.9	(0.7)
Less Inter-Center activities	(17.6)		(17.6)	(17.6)		(20.3)		(20.3)	(20.3)	
<b>Subtotal System level</b>	<b>(0.1)</b>		<b>(0.1)</b>	<b>(0.1)</b>		<b>(2.1)</b>		<b>(2.1)</b>	<b>(1.4)</b>	<b>(0.7)</b>
<b>Total</b>	<b>643</b>	<b>23</b>	<b>666</b>	<b>627</b>	<b>39</b>	<b>582</b>	<b>23</b>	<b>605</b>	<b>578</b>	<b>27</b>
Plus Challenge Program partners	29.9		29.9	29.9	0.0	24.0		24.0	24.5	(0.5)
<b>Total CGIAR Program</b>	<b>673</b>	<b>23</b>	<b>696</b>	<b>657</b>	<b>39</b>	<b>606</b>	<b>23</b>	<b>629</b>	<b>603</b>	<b>26</b>

<sup>1</sup> Funding may differ from Centers' audited financial statements due to system-level adjustments.



Overall, funding increased by \$67 million (11%) over 2009. The top 15 Member contributors accounted for approximately 73% (\$494 million) of contributions for the research agenda in 2010. The United States of America, contributing \$86.3 million, ranked as the largest contributor; followed by Bill and Melinda Gates Foundation (\$71.4), the World Bank (\$50 million), and United Kingdom (\$49.1 million) and the European Commission (\$42.7). Figure 4 shows the top 15 contributors for 2009 in descending rank.

As was the case in 2009, India ranked as the top developing country contributor in 2010 (\$9.2 million) followed by China (\$4.2 million) and Mexico (\$4.2million).



## Disbursements

CGIAR Members have the option to disburse their funding either directly to the Centers or through the Secretariat using the Multi-Donor Trust Fund administered by the World Bank.

In 2010, approximately \$134.7 million (20% of total funding) from 14 Members was disbursed through the World Bank, compared with \$143.5 million (24% of total funding) from 14 Members in 2009.

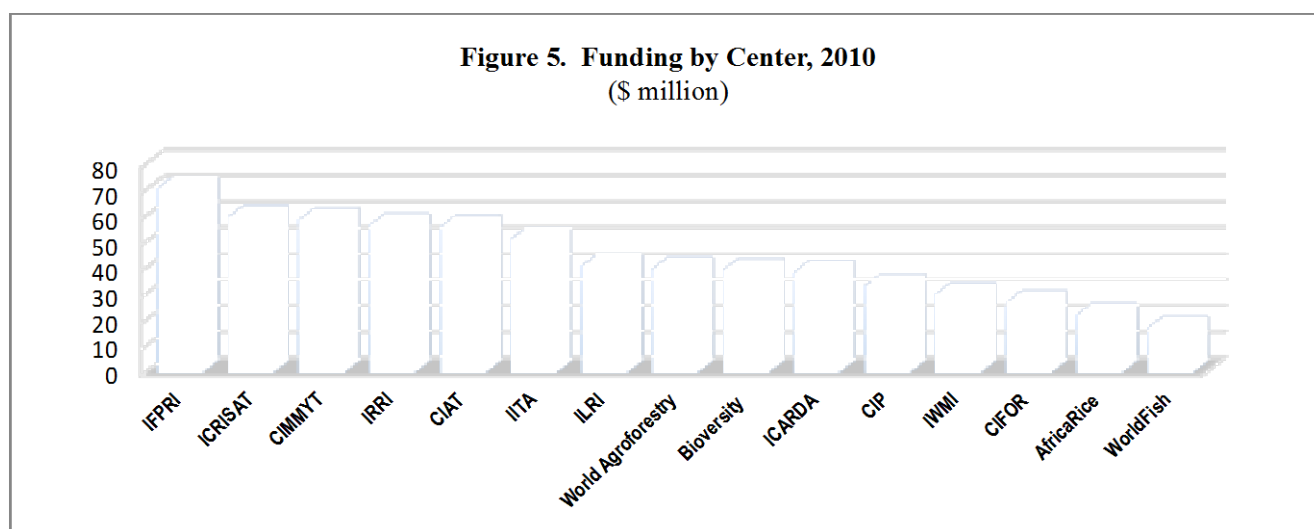
The main advantage to Members of using the World Bank's payment system is a reduction in the number of disbursement transactions. Members make only one transfer to the World Bank trust fund account instead of as many as 15 to individual Center's bank accounts. Since 2001, Centers entered into formal contractual agreements with the World Bank concerning accountability for the funds they receive. Annex Table A2.5 shows Member disbursements through the World Bank in 2009 and 2010.

Disbursement of World Bank funding is also managed by the CGIAR's Secretariat.

## Center Perspective <sup>4</sup>

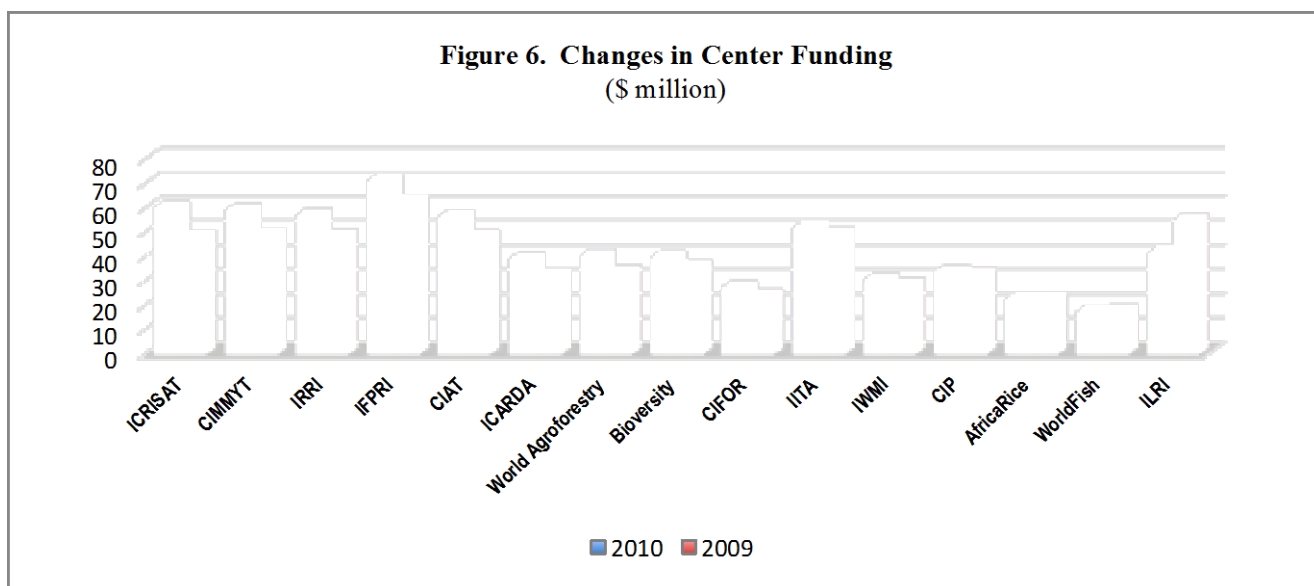
Figure 5 illustrates the distribution of funding by Center in 2010. IFPRI, the Center with the highest funding in 2010 and 2009, received \$70.9 million followed by ICRISAT with \$59.9 million. CIMMYT, IRRI, CIAT and IITA received \$58.8 million, \$56.7 million, \$56.1 million and \$51.4 million respectively. ILRI and World Agroforestry received \$41.1 million and \$40 million. Four Centers (Bioversity, ICARDA, CIP and IWMI) received between \$30 million and \$40 million. CIFOR and Africa Rice received between \$20 million and \$30 million, while WorldFish received \$18 million.

<sup>4</sup> To maintain the integrity of Center financial statements, the presentation of funding received by Centers (and expenditure reported) includes Inter-Center activities. However, at the aggregate CGIAR level, these activities (funding and expenditure) are eliminated to avoid double counting. In 2009 Inter-Center activities totaled \$17.6 million.



As set out<sup>5</sup> in Figure 6, contributions increased for 12 Centers in 2010. ICRISAT had the highest increase at \$12.1 million, followed by CIMMYT at \$10 million then by IRRI, IFPRI and CIAT hitting the \$8 million mark. The remaining 7 Centers had increases of below \$10 million. Africa Rice had the same level of contributions as that of 2009 (\$22.3 million).

Annex Table A2.6 presents 2010 funding outcomes by Center.



### Modalities of Funding

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

<sup>5</sup> Figures include "Inter-Center activities".

### Unrestricted Funding

Unrestricted funding refers to funds that support a Center as a whole. The World Bank's funding for general support is the best example of this type because, within the research agenda, allocation of the funding is totally unconstrained. Centers can allocate unrestricted funds to any program or cost within the research agenda on the basis of institutional needs and priorities.

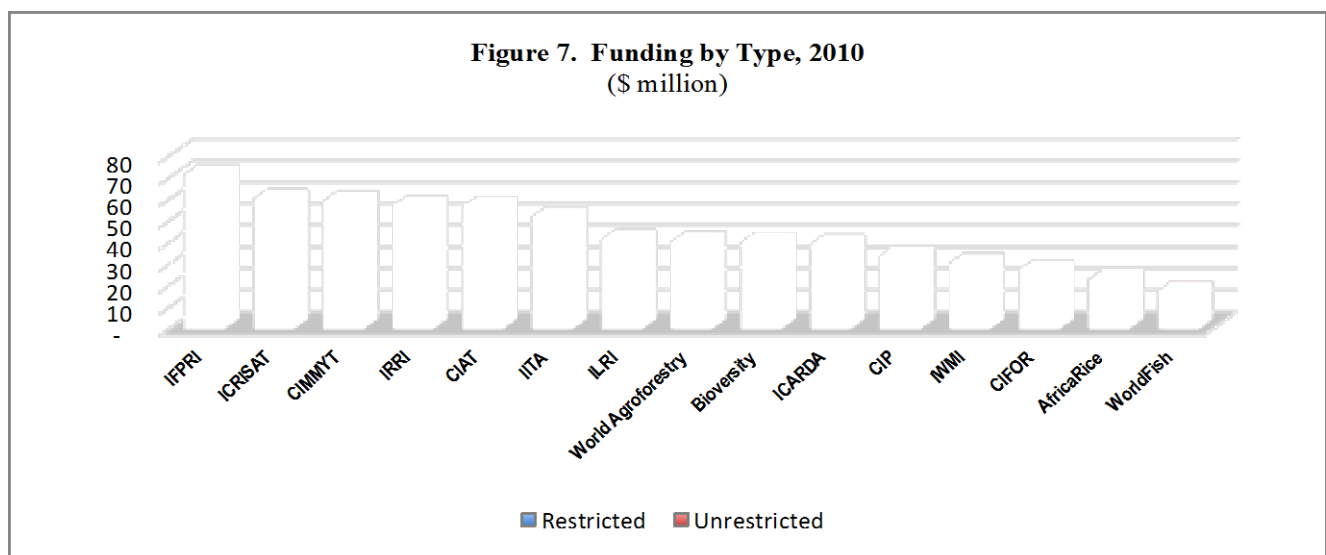
### Restricted Funding

Three levels of restriction are associated with restricted contributions to the CGIAR: the least restricted are programs (e.g., Challenge Programs, System Wide and Ecoregional Programs), followed by targeted (e.g., geographic), and the most restricted are projects (usually requiring line item reporting).

For the projects category, funding is restricted by contract. Funds in this category must be spent in accordance with a contract between a Member and the Center implementing the project, subproject, or activity. Funds for each line item in the budget are specified. Any reallocation of funds between budget lines generally requires the prior consent of the Member. Accountability requirements are detailed in the contract, which often call for financial audits on a periodic (e.g. annual) or end-of-project basis.

Unrestricted funding in 2010 was \$229 million (\$205 million in 2009), while restricted funding was \$444 million (\$401 million in 2009). As a percentage of total funding, unrestricted was 34% and restricted funding was 66%, the same percentages as for 2009 too.

Figure 7 shows the funding by type for each Center.



### World Bank Funding

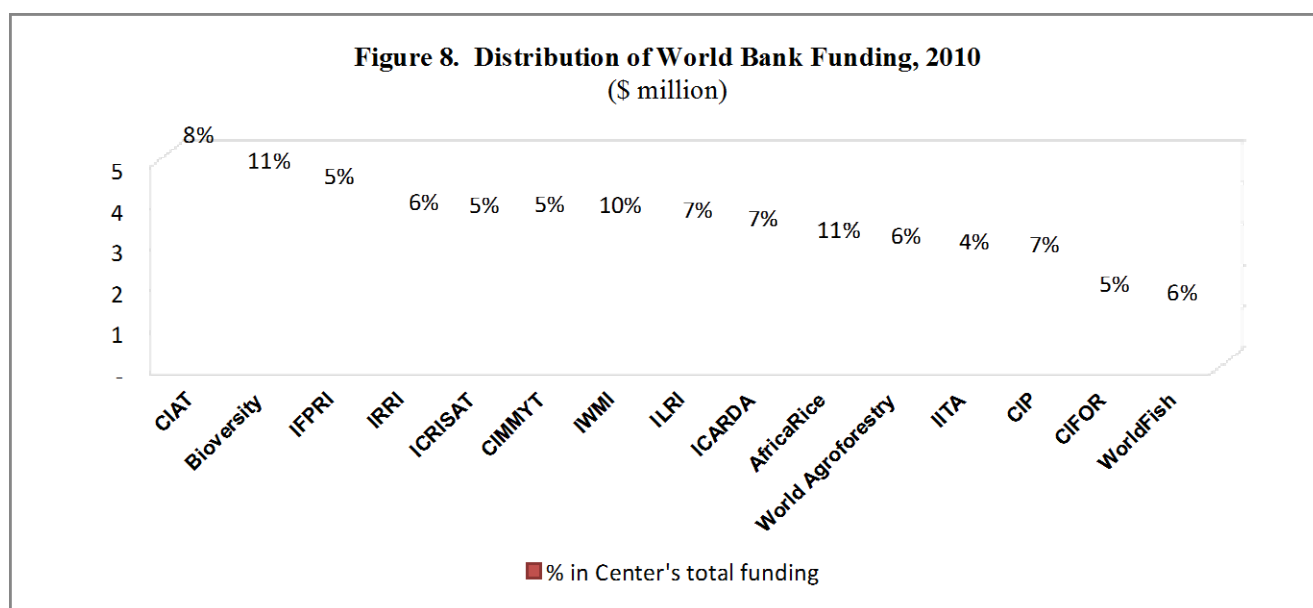
In 2005, the World Bank initiated a new approach to allocating its support to the CGIAR Centers: general support and support for System-level programs and initiatives. The general support is further proportioned between base and performance-linked allocations. The base support is allocated on the

basis of the ratio of each Center's actual funding from the previous year, over total System funding (excluding World Bank support and inter-Center activities). The remaining portion is allocated based on performance assessed using a set of indicators. Three performance categories were used: satisfactory, superior and outstanding.

World Bank support to the CGIAR in 2010 amounted to \$50 million, of which approximately \$26.2 million was allocated to Centers as general support, \$8.8 million for Challenge Programs, \$2.9 million for global public goods, \$3.5 million for System Wide Programs and \$1.1 million for alignment/restructuring. The balance of \$7.5 million went to cover the costs of System-level activities.

Annex Table A2.7 represents the allocation of the World Bank's funding to the CGIAR in 2010, as well as for the prior four years.

Figure 8 illustrates the distribution of 2010 World Bank funding by Center, and the share of the World Bank's funding in each Center's total funding. As in previous years, all 15 Centers received funding from the World Bank in 2010.



### Challenge Programs

During the year, \$85.2 million was available for Challenge Programs, compared with \$58.2 million in 2009, an increase of 46%. Expenditure of \$64.6 million resulted in the net increase of \$20.6 million to the cumulative balance of Challenge Program funds. Table 4 summarizes Challenge Program revenue and expenditure.

**Table 4. Summary of Challenge Programs, 2010**  
(\$ millions )

Funds Available	Harvest Plus	Water & Food	Gener- ation	SSA	CCAFS	Total
ADB						
ABIA Donors				0.1		0.1
Australia		0.3				0.3
Bill & Melinda Gates Foundation	2.7		4.3			7.1
Canada	26.7				5.4	32.1
Denmark					0.5	0.5
European Commission		1.7	4.5	3.2	6.6	16.0
France						
Germany		(0.0)			0.0	
Italy				0.3		0.3
IFAD		0.1				0.1
Meridien Institute					0.1	0.1
New Zealand					0.5	0.5
Pioneer			0.0			
Switzerland		1.3	0.4			1.8
Syngenta Foundation	1.0		0.28			1.3
United Kingdom	3.9	4.8	4.9			13.6
USA	0.9				1.0	1.9
World Food Programme	0.2					0.2
Zinc Project Consortium	0.3					0.3
World Bank	2.0	2.0	2.0	1.1	1.7	8.8
Earned Income	0.1	0.0	0.1			0.2
<b>Total</b>	<b>37.8</b>	<b>10.2</b>	<b>16.5</b>	<b>4.7</b>	<b>15.8</b>	<b>85.2</b>

Expenditure	HarvestPlus		Water & Food		Generation		SSA		CCAFS		Total	
	Center	Others	Center	Others	Center	Others	Center	Others	Center	Others	Center	Others
Africa Rice			0.01		0.6						0.6	
Bioversity	0.1				0.1		0.5				0.7	
CIAT	3.6		0.3		0.9		2.0				6.8	
CIFOR											-	
CIMMYT	2.0				0.9		0.5				3.4	
CIP	0.2				0.3						0.5	
ICARDA	0.10		0.3		0.3						0.7	
ICRISAT	0.9		0.1		2.1				1.0		4.1	
IFPRI	5.2		0.9		0.1						6.2	
IITA	1.5				0.2		0.4				2.1	
ILRI			0.5								0.5	
IRRI	1.0		0.1		1.0						2.1	
IWMI			5.0						0.4		5.4	
World Agroforestry									1.1		1.1	
WorldFish			0.5								0.5	
<b>Subtotal</b>	<b>14.6</b>	<b>8.9</b>	<b>7.7</b>	<b>1.5</b>	<b>6.5</b>	<b>10.6</b>	<b>3.4</b>	<b>2.6</b>	<b>2.6</b>	<b>6.3</b>	<b>34.7</b>	<b>29.9</b>
<b>Total</b>		<b>23.5</b>		<b>9.2</b>		<b>17.1</b>		<b>6.0</b>		<b>8.9</b>		<b>64.6</b>
<b>2010 balance</b>		<b>14.4</b>		<b>1.0</b>		<b>(0.6)</b>		<b>(1.3)</b>		<b>6.9</b>		<b>20.6</b>
<b>2009 cumulative balance</b>		<b>24.6</b>		<b>2.3</b>		<b>12.4</b>		<b>3.6</b>		<b>(0.5)</b>		<b>42.4</b>
<b>2010 cumulative balance</b>		<b>39.0</b>		<b>3.3</b>		<b>11.7</b>		<b>2.3</b>		<b>6.4</b>		<b>62.9</b>

## AGENDA RESOURCES

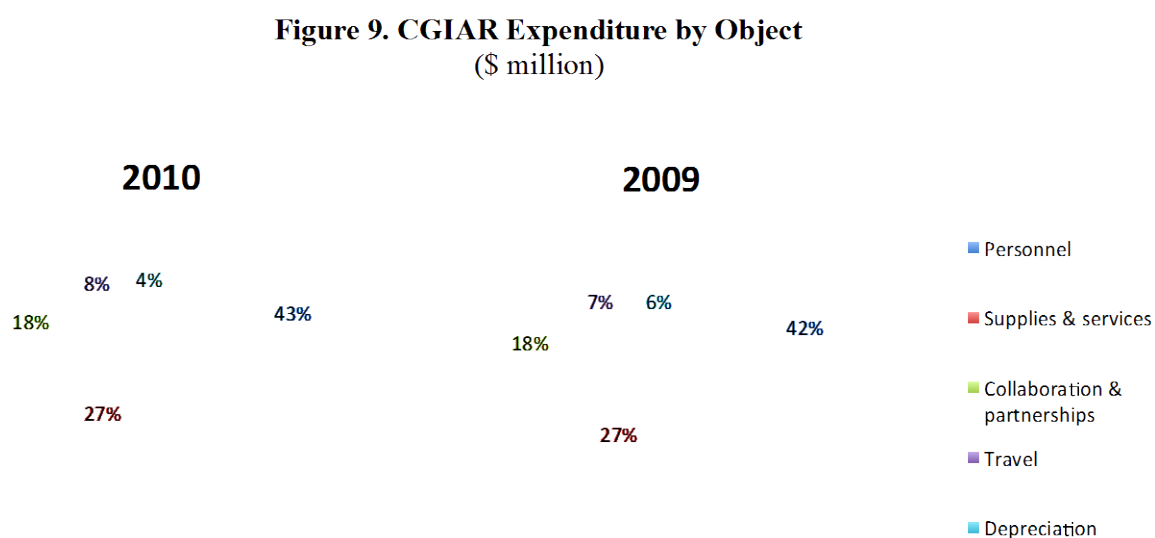
Spending on the 2010 research agenda amounted to \$657 million (including Challenge Programs), an increase of \$54 million or 9% over \$603 million in 2009. Thirteen Centers had higher expenditure in 2010, whereas in 2009 twelve centers had an increase.

### Allocation of Resources

The allocation of resources is reviewed from the perspective of CGIAR regions and object of expenditure. Annex Table A3.1 provides data on expenditure by Center from 2006 to 2010.

### By Object of Expenditure<sup>6</sup>

As shown in Figure 9, the pattern of expenditure by object did not change significantly from 2009, with personnel cost maintaining the largest share at 43%.



Annex Table A3.2 provides detailed Center-level information on object of expenditure. Annex Table A3.3 presents data on CGIAR staffing from 2006 to 2010.

### CGIAR Expenditure Over 38 Years

To analyze CGIAR research from the perspective of record of expenditure, the CGIAR Secretariat organized all available Center data on resource use from 1972 to 2010. Annex Table A5.1 summarizes all CGIAR expenditure from 1972 to 2010 by Center, and by object.

<sup>6</sup> The new CGIAR Accounting Guidelines introduced *Collaboration and partnerships* as a fifth object of expenditure beginning 2003.

## **FINANCIAL POSITION**

The aggregations of 2006-2010 Center data, shown in Table 5 and elaborated below, reflect the financial position of the CGIAR System as a whole. Annex Table A4.1 provides details by Center as of December 31, 2010.

The 2010 financial data confirmed that, as was the case in previous years, the CGIAR as a whole was in a strong financial position.

Cash and cash-equivalent balances totaled \$650 million at the end of 2010 (up from \$560 million in 2009). This figure includes \$92 million in cash investments disclosed under non-current assets (up from \$80 million in 2009).

At the end of 2010, \$126 million, equivalent to 19% of the total funding was outstanding as accounts receivable from Members.

Net property, plant and equipment amounted to \$81 million, up from \$76 million in 2009.

Total net assets at the end of the year were \$316 million (up from \$277 million in 2009). These assets were made up of \$233 million in unrestricted net assets excluding investments in fixed assets (up from \$199 million in 2009), \$81 million in investments in fixed assets (up from \$76 million in 2009) and \$2 million in restricted net assets (almost the same level as that of 2009). Investments in fixed assets totaled \$30.4 million in 2010 against \$30.9 million in 2009 (Table A4.2).

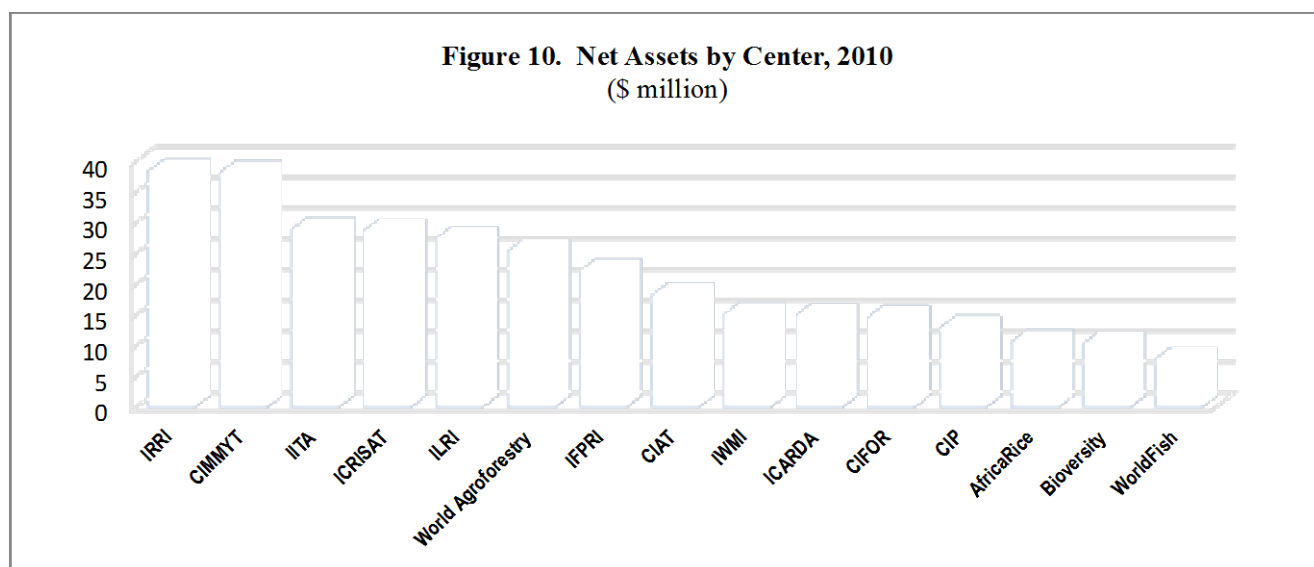
**Table 5. CGIAR System Financial Position**  
( \$ thousand)

	2006	2007	2008	2009	2010
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	255,899	329,054	360,051	480,239	558,149
Accounts receivable					
Members	56,363	65,101	79,766	68,824	125,788
Employees	4,726	3,727	3,437	3,765	3,717
Others	20,952	26,689	27,171	30,729	27,193
Inventories	6,001	5,539	5,833	4,662	5,165
Pre-paid expenses	3,140	4,063	4,354	4,165	5,216
Other current assets	943	1,812	2,283	2,437	3,187
<b>Total current assets</b>	<b>348,024</b>	<b>435,985</b>	<b>482,895</b>	<b>594,821</b>	<b>728,415</b>
<b>Non-current assets</b>					
Net property, plant, and equipment	78,277	76,177	78,507	75,892	81,284
Investments	41,020	52,819	61,265	80,204	92,150
Others assets	7,076	6,748	2,279	3,704	2,777
<b>Total non-current assets</b>	<b>126,373</b>	<b>135,744</b>	<b>142,051</b>	<b>159,800</b>	<b>176,211</b>
<b>Total assets</b>	<b>474,397</b>	<b>571,729</b>	<b>624,946</b>	<b>754,621</b>	<b>904,626</b>
<b>Liabilities and net assets</b>					
<b>Current liabilities</b>					
Accounts payable					
Members	112,065	172,599	196,601	230,828	211,956
Employees	19,024	19,727	17,890	19,770	19,236
Others	49,254	63,378	86,142	136,122	262,913
Accruals and provisions	25,938	30,563	32,869	39,667	39,237
<b>Total current liabilities</b>	<b>206,281</b>	<b>286,267</b>	<b>333,502</b>	<b>426,387</b>	<b>533,342</b>
<b>Long-term liabilities</b>	<b>42,383</b>	<b>48,016</b>	<b>46,184</b>	<b>51,548</b>	<b>55,307</b>
<b>Total liabilities</b>	<b>248,664</b>	<b>334,283</b>	<b>379,686</b>	<b>477,935</b>	<b>588,649</b>
<b>Net assets</b>					
<b>Unrestricted</b>					
Unrestricted net assets excl fixed assets	145,089	158,867	164,599	198,752	232,601
Fixed assets	78,277	76,177	78,507	75,892	81,284
<b>Unrestricted net assets</b>	<b>223,365</b>	<b>235,044</b>	<b>243,106</b>	<b>274,644</b>	<b>313,885</b>
<b>Restricted</b>	<b>2,368</b>	<b>2,402</b>	<b>2,154</b>	<b>2,042</b>	<b>2,092</b>
<b>Total net assets</b>	<b>225,733</b>	<b>237,446</b>	<b>245,260</b>	<b>276,686</b>	<b>315,977</b>
<b>Total liabilities and net assets</b>	<b>474,397</b>	<b>571,729</b>	<b>624,946</b>	<b>754,621</b>	<b>904,626</b>

## Net Assets

Net assets are the residual interest in an entity's assets after all liabilities have been deducted. Hence, net assets in not-for-profit organizations are equivalent to "shareholder's equity" in for-profit organizations. In the CGIAR, net assets arise mainly from the annual surplus of unrestricted funding over unrestricted expenditure.

In 2010, total net assets increased by \$39 million, the result of an increase of \$150 million in total assets offset by an increase of \$111 million in total liabilities. The level of net assets for each Center is shown in Figure 10.

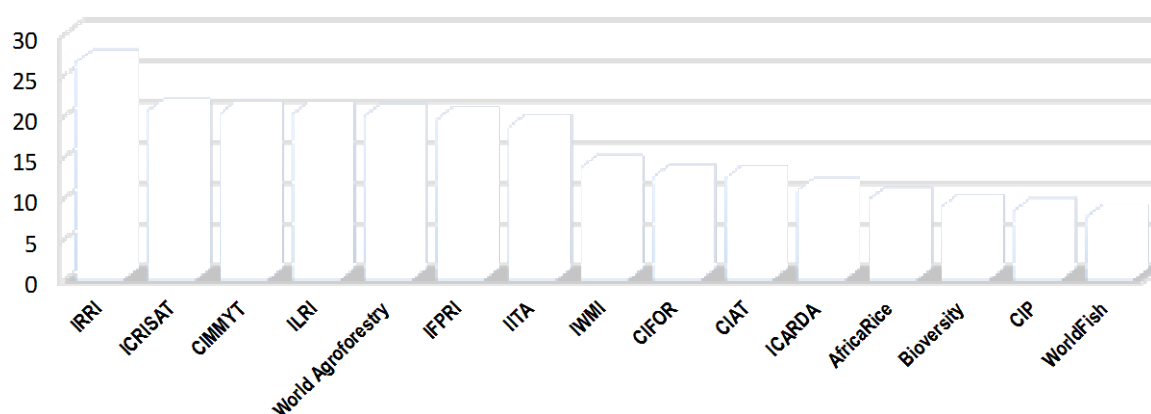


## Unrestricted Net Assets

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

Unrestricted net assets excluding net fixed assets increased by \$34 million; from \$199 million in 2009 to \$233 million in 2010. When expressed in terms of percentage of revenue, they increased to 35% from the 32% of 2009. Figure 11 indicates the total of unrestricted net assets excluding net fixed assets by Center.

**Figure 11. Unrestricted Net Assets excluding Net Fixed Assets by Center, 2010**  
(\$ million)



### Restricted Net Assets

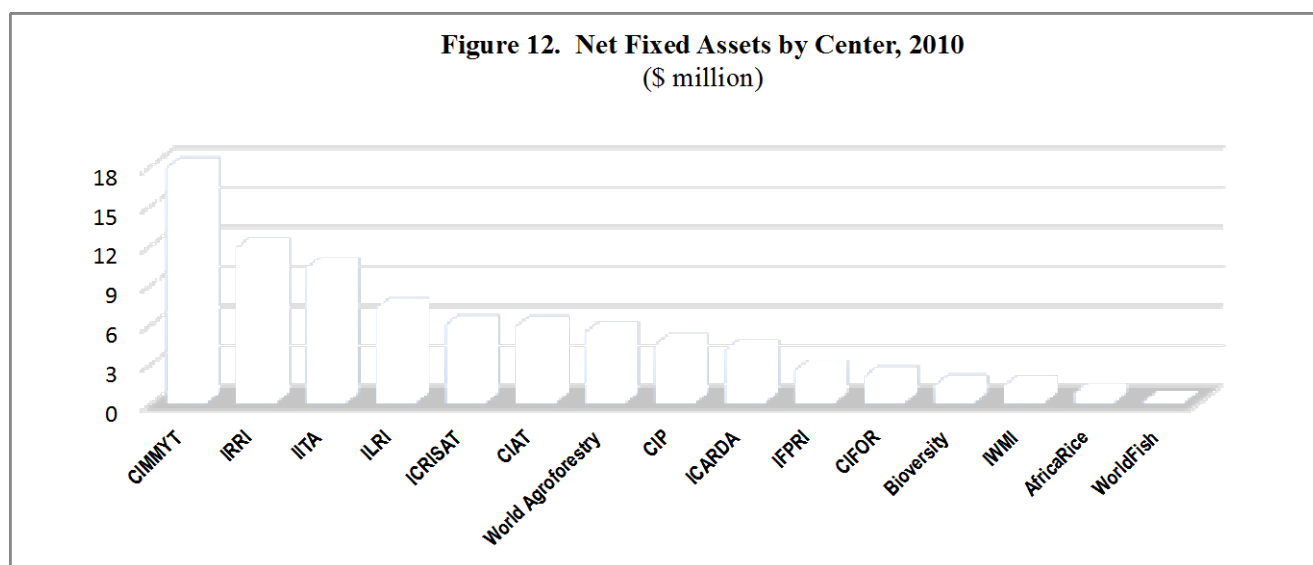
Restricted net assets rarely arise in the normal course of CGIAR business because the recognition of restricted funding revenue is always based on the extent of restricted expenditure. However, there is an exceptional case where a permanent endowment, of which only the income generated could be spent, was provided to a Center. In this case the endowment became a permanently restricted net asset.

### Net Fixed Assets

Many centers have substantial investments in their infrastructure, and the costs of these fixed assets forms part of designated net assets, in accordance with CGIAR Financial Guidelines.<sup>7</sup> Centers aim to keep their physical research facilities at international standards suitable for conducting cutting-edge research, and there is a constant need for adequate resources for their maintenance and updating and replacement.

The net value of these investments amounted to \$81 million in 2010, an increase from \$76 million in 2009. There is a fairly stable pattern within the CGIAR centers where the annual capital investment broadly corresponds to the annual depreciation cost, and this was the case in 2010 - capital expenditure totaled \$30.4 million and annual depreciation charge totaled \$26 million. Annex Table A4.2 indicates capital expenditure by Center for 2006-2010. Figure 12 illustrates the 2010 year-end levels of net fixed assets for all the Centers.

<sup>7</sup> In the accounting guidelines (revised in February 2006) unrestricted net assets are further divided into undesignated and designated net assets.

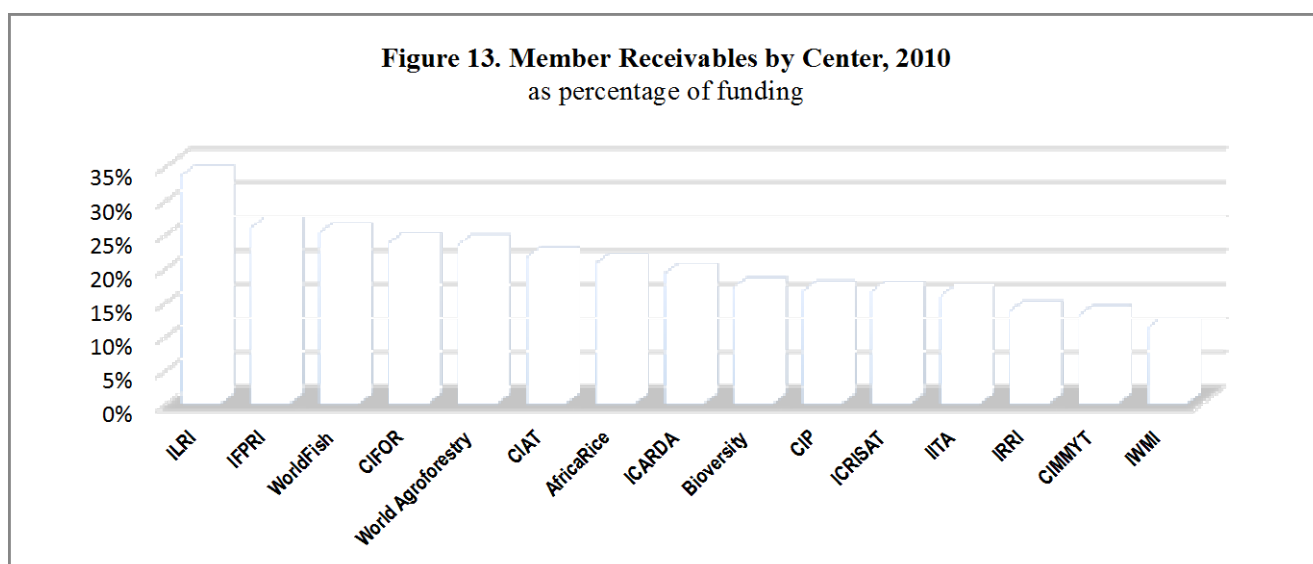


## Liquidity

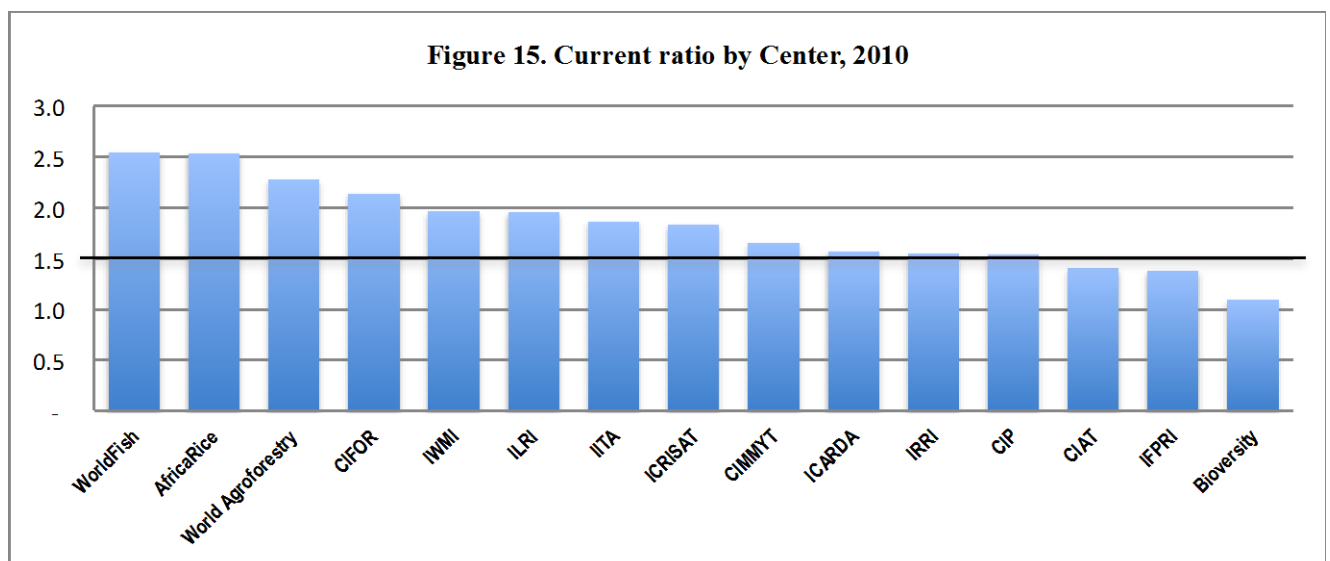
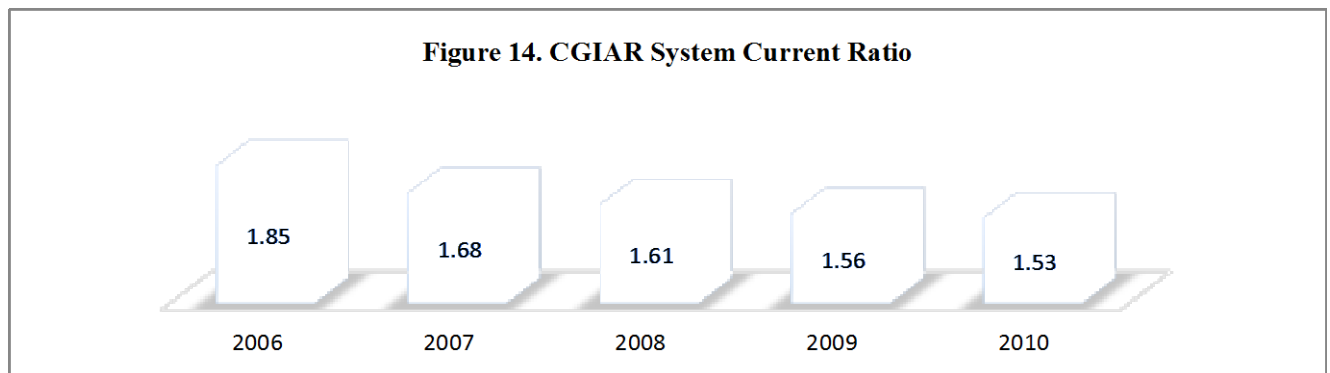
Liquidity is an organization's ability to meet its short-term spending requirements. Two primary indicators of liquidity are "current ratio" and "working capital". Current ratio is current assets divided by current liabilities, represented as a number. This liquidity measure is comparable across organizations,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

The Centers' liquidity levels hinges to some extent on the pattern of Members' disbursements, which occur throughout the calendar year. With regard to restricted grants, funding for these is usually made available in advance, so centers generally have positive cash flow in this area. With regard to unrestricted grants, there are some exceptions, but most members make disbursements in the later months of the year, or even the subsequent year.

At the end of 2010, about 19% of the value of 2010 funding was outstanding as accounts receivable from Members, which Figure 13 shows by Center as a percentage of their funding.



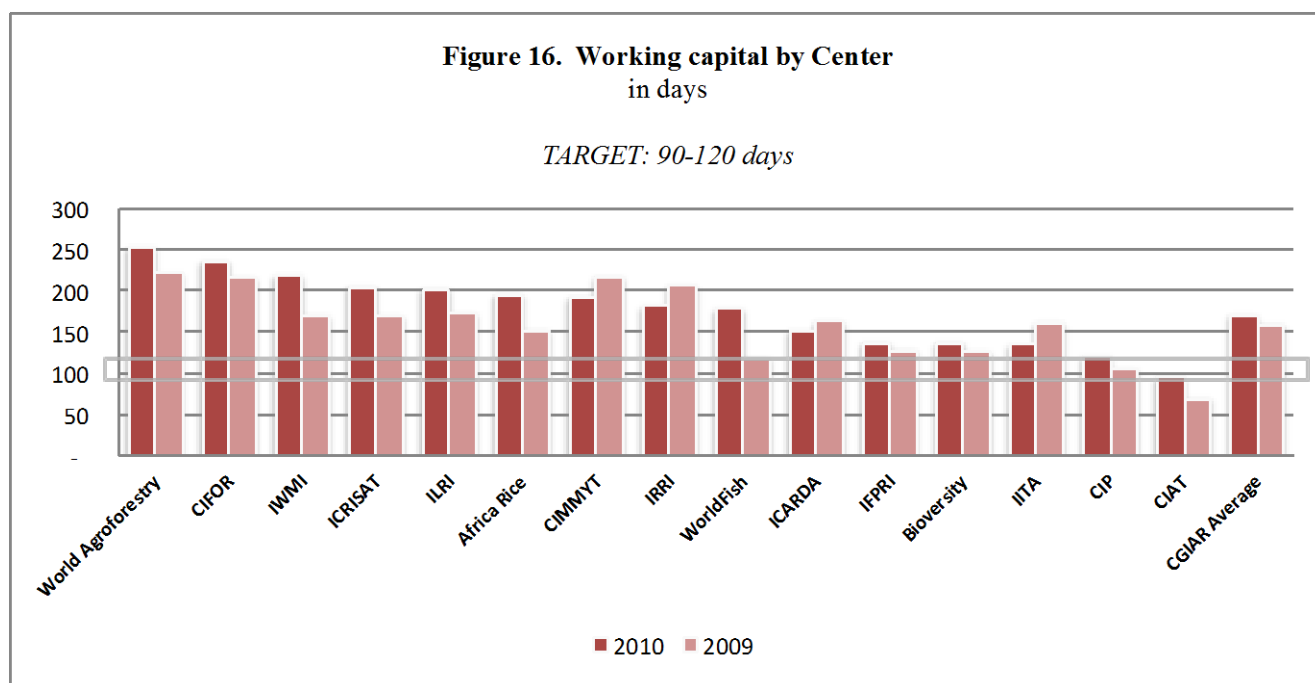
The System-level current ratio in 2010 is 1.5 (1.6 in 2009) - the ratio is within the normative range, where as a general rule a current ratio above 1.5 is considered adequate. Figure 14 shows the evolution of the CGIAR current ratio from 2006. At the end of 2010, three Centers had a current ratio below 1.5 as shown in Figure 15, and this stems from later payments of unrestricted grants.



### Liquidity Indicator

Figure 16 compares working capital expressed as Center expenditure requirements (excluding depreciation) in days in 2010 and 2009. Through planned annual resource allocation, Centers ensure their working capital is adequate to ensure the viability of Center operations, and there is a minimum recommended range of 90-120 days.

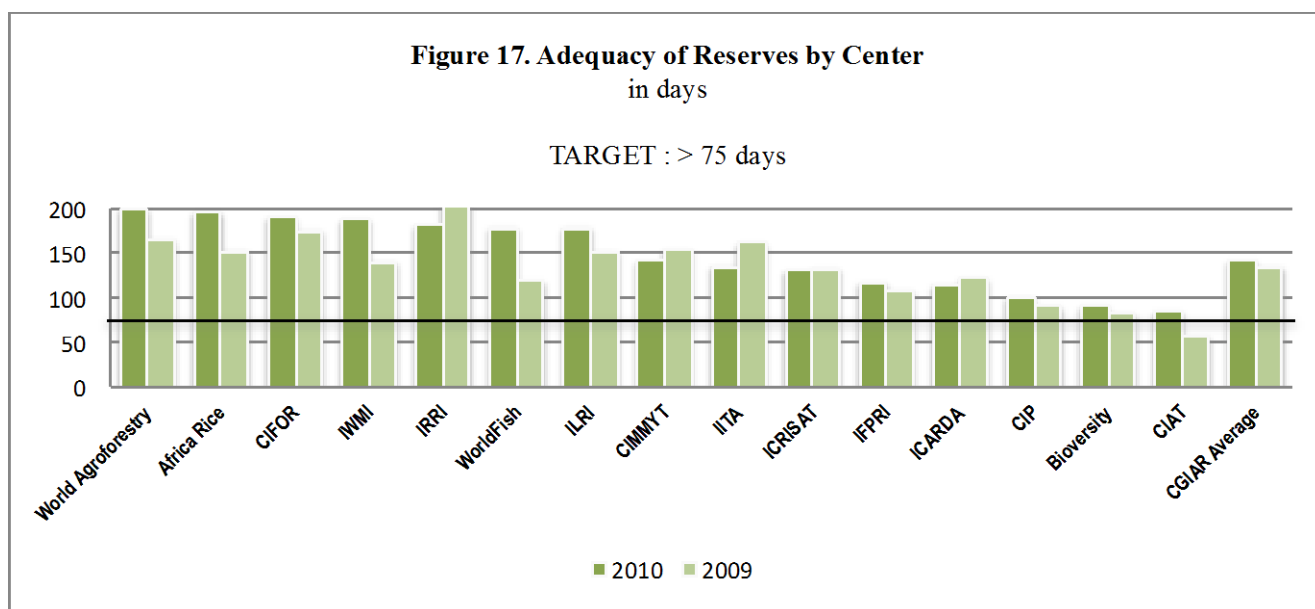
In 2010 the system has an average of 170 days of expenditure, which is higher than the 159 days of 2009. All Centers are in compliance with the recommended benchmark range, and most (13 in total) exceed the targeted days.



### Adequacy of Reserve Indicator

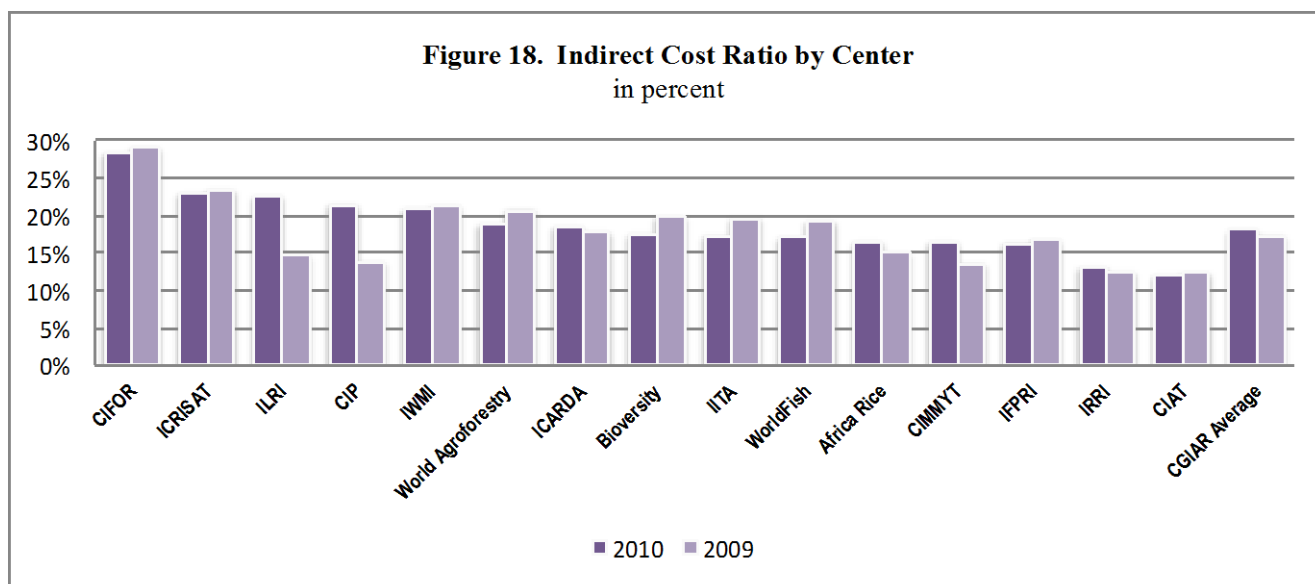
This indicator demonstrates capacity for continuity of operations, and is based on the residual of unrestricted net assets after taking investments in fixed assets into account. The target within the CGIAR is to have a level of the Adequacy of Reserves indicator of at least 75 days, and this was achieved by all centers in 2010.

Figure 17 compares the Adequacy of Reserves indicator expressed as Center expenditure requirements (excluding depreciation) in days in 2010 and 2009. The 2010 System average of 141 days of expenditure is 7 days higher than the 2009 system average of 134 days.



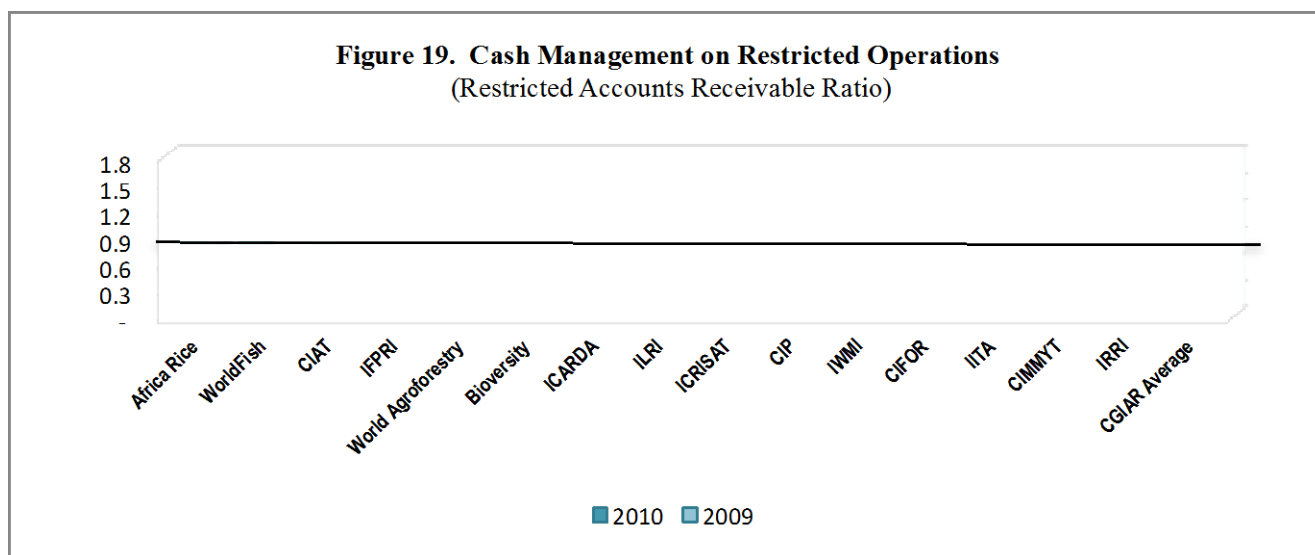
## Indirect Cost Ratio

The indirect cost ratio indicator (Figure 18), which is required by the accounting guidelines (FG.5) to be computed and audited annually, is the ratio of indirect costs to direct costs (indirect costs divided by direct costs) expressed as a percentage. In 2010, the CGIAR's indirect cost ratio is an average of 18%.



### Cash Management on Restricted Operations

The cash management on restricted operations indicator is computed as restricted donors' accounts receivable divided by restricted donors' accounts payable expressed as a ratio. The desirable ratio is less than 1, and 13 of the centers achieved this.



# Annex Tables

Table A.1.1 CGIAR Funding to the Approved Research Agenda by Member Group  
(\$ million)

Members	1972-2006	2007	2008	2009	2010	Total
<b>Europe</b>						
Austria	30.3	2.9	2.6	2.3	2.2	40.3
Belgium	118.8	8.1	9.7	10.6	12.2	159.4
Denmark	185.7	2.4	3.8	6.4	5.9	204.2
European Commission	394.5	62.4	32.6	40.7	42.7	572.9
Finland	45.3	2.8	3.7	4.8	4.4	61.0
France	112.5	4.2	8.1	5.3	4.9	135.0
Germany	358.8	15.7	19.3	23.8	21.4	439.0
Ireland	30.1	8.2	9.4	9.7	11.1	68.5
Israel	1.0	0.5	0.2			1.7
Italy	133.7	6.6	7.6	6.3	4.2	158.4
Luxembourg	8.6	0.8	0.6	0.8	0.7	11.5
Netherlands	290.9	13.9	14.9	14.5	15.2	349.4
Norway	172.7	14.6	17.4	15.5	22.0	242.2
Portugal	2.1	0.8	0.5	0.4	0.7	4.5
Spain	25.5	2.2	2.4	2.6	2.2	34.9
Sweden	218.4	13.6	14.7	15.0	12.3	274.0
Switzerland	333.0	17.7	20.4	19.7	22.0	412.8
United Kingdom	420.2	44.6	45.4	41.6	49.1	600.9
<b>Subtotal</b>	<b>2,882.1</b>	<b>222.0</b>	<b>213.3</b>	<b>220.0</b>	<b>233.2</b>	<b>3,770.6</b>
<b>North America</b>						
Canada	436.1	31.1	34.1	42.4	40.2	583.9
United States of America	1,278.3	59.5	58.0	78.9	86.3	1,561.0
<b>Subtotal</b>	<b>1,714.4</b>	<b>90.6</b>	<b>92.1</b>	<b>121.3</b>	<b>126.5</b>	<b>2,144.9</b>
<b>Pacific Rim</b>						
Australia	162.2	9.6	10.4	13.1	22.1	217.4
Japan	593.3	8.9	12.3	16.1	16.3	646.9
Korea, Republic of	14.9	1.9	1.8	1.5	1.7	21.8
New Zealand	6.8	1.4	3.8	2.1	2.0	16.1
<b>Subtotal</b>	<b>777.2</b>	<b>21.8</b>	<b>28.3</b>	<b>32.8</b>	<b>42.1</b>	<b>902.2</b>
<b>Developing countries</b>						
Bangladesh	1.2	0.1	0.2	0.1	0.1	1.7
Brazil	6.9	0.2	0.3	0.8	0.4	8.6
China	14.1	1.2	1.1	3.1	4.2	23.7
Colombia	24.8	0.7	0.8	1.1	0.7	28.1
Cote d'Ivoire	0.9		0.2	0.01		1.1
Egypt, Arab Republic of	10.5	0.1	0.7	0.5	0.5	12.3
India	23.0	6.7	7.5	7.2	9.1	53.5
Indonesia	3.4	0.1	0.1	0.2	0.3	4.1
Iran, Islamic Republic of	19.7	0.4	0.6	0.6	0.4	21.7
Kenya	3.7	0.8	1.0	0.3	0.3	6.1
Malaysia	0.2	0.2		0.1	0.1	0.6
Mexico	15.2	0.7	0.8	1.2	4.2	22.1
Morocco	2.0	0.5			0.3	2.8
Nigeria	26.9	0.1	2.6	0.2	1.0	30.8
Pakistan	2.4	0.7	0.7	0.4	0.2	4.4
Peru	4.2	0.3	0.4	0.5	0.7	6.1
Philippines	8.6	0.4	0.3	0.6	0.7	10.6
Russian Federation	0.2					0.2
Saudi Arabia	5.0					5.0
South Africa	6.6	0.5	0.6	0.5	0.2	8.4
Syria, Arab Republic of	3.6	0.7	0.6	0.6	0.5	6.0
Thailand	1.6	0.1	0.1	0.1	0.1	2.0
Turkey	2.2	0.4	0.6	0.2	0.4	3.8
Uganda	2.4	0.3	0.5	0.3	0.5	4.0
<b>Subtotal</b>	<b>189.3</b>	<b>15.2</b>	<b>19.7</b>	<b>18.6</b>	<b>24.9</b>	<b>267.7</b>
<b>Foundations</b>						
Bill & Melinda Gates Foundation					71.4	71.4
Ford Foundation	64.5	0.8	0.9	0.5	0.4	67.1
IDRC	50.8	4.6	3.5	3.6	3.3	65.8
Kellogg Foundation	5.9	0.6	0.7	0.3	0.2	7.7
Rockefeller Foundation	101.5	5.0	2.3	2.0	1.4	112.2
Syngenta Foundation	4.6	0.6	0.8	2.1	2.9	11.0
<b>Subtotal</b>	<b>227.2</b>	<b>11.6</b>	<b>8.2</b>	<b>8.5</b>	<b>79.6</b>	<b>335.2</b>
<b>International and regional organizations</b>						
ADB	54.7	3.7	2.0	3.1	2.1	65.6
AfDB	19.5		0.9	0.7	0.6	21.7
Arab Fund	22.6	1.3	1.0	1.3	2.4	28.6
FAO	10.1	2.9	4.6	5.5	4.7	27.8
Gulf Cooperation Council	0.6	0.6	0.6	0.7	0.4	2.9
IDB	172.2	1.1	0.8	1.5	1.2	176.8
IFAD	102.1	8.6	9.8	9.1	10.9	140.5
OPEC Fund	16.6	0.5	0.7	0.5	0.9	19.2
UNDP	161.1	0.8	0.8	2.4	1.0	166.1
UNEP	29.1	6.7	6.8	4.7	3.1	50.4
World Bank	1,045.9	50.0	50.0	50.0	50.0	1,245.9
<b>Subtotal</b>	<b>1,634.4</b>	<b>76.2</b>	<b>78.0</b>	<b>79.4</b>	<b>77.3</b>	<b>1,945.5</b>
<b>Total members</b>	<b>7,424.5</b>	<b>437.2</b>	<b>439.7</b>	<b>480.7</b>	<b>583.6</b>	<b>9,366.1</b>
Non-members	261.9	57.3	91.5	125.0	89.6	625.3
<b>Total</b>	<b>7,686</b>	<b>495</b>	<b>531</b>	<b>606</b>	<b>673</b>	<b>9,991</b>

## Annex Tables

**Table A1.2 CGIAR Funding to the Approved Research Agenda by Center**  
(\$ million)

Centers	1972-2006	2007	2008	2009	2010	Total
AfricaRice	187.1	10.2	12.5	22.3	22.3	254.4
Bioversity	391.1	39.0	37.0	35.7	39.5	542.3
CIAT	798.4	45.1	46.3	48.0	56.1	993.9
CIFOR	161.9	18.2	21.3	23.6	27.0	252.0
CIMMYT	822.2	43.3	40.8	48.8	58.8	1,013.9
CIP	479.9	26.0	27.4	32.7	33.5	599.5
ICARDA	561.8	27.7	30.1	31.8	38.7	690.1
ICRISAT	708.5	37.4	48.0	47.8	59.9	901.6
IFPRI	384.9	46.4	49.9	62.5	70.9	614.6
IITA	775.4	45.1	48.4	48.9	51.4	969.2
ILRI	752.4	35.2	39.9	54.7	41.1	923.3
IRRI	787.3	32.5	37.5	48.1	56.7	962.1
ISNAR	157.5					157.5
IWMI	192.5	23.5	26.1	28.2	30.2	300.5
World Agroforestry	315.8	31.5	29.3	33.5	40.0	450.1
WorldFish	158.1	15.1	18.6	17.3	17.2	226.3
<b>Total</b>	<b>7,634.7</b>	<b>476.2</b>	<b>513.1</b>	<b>583.9</b>	<b>643.3</b>	<b>9,851.3</b>
<b>System-level</b>						
System-level activities	34.9	12.3	16.1	18.9	17.4	99.7
Advance/Unallocated Member funding/Additional challenge Program funds	12.8	(0.3)	(0.6)	(0.7)		11.2
<b>Subtotal</b>	<b>47.7</b>	<b>12.0</b>	<b>15.5</b>	<b>18.2</b>	<b>17.4</b>	<b>110.9</b>
<i>less</i> Inter-Center activities	(23.1)	(10.2)	(15.8)	(20.3)	(17.6)	(87.0)
<b>Total System Level</b>	<b>24.6</b>	<b>1.8</b>	<b>(0.3)</b>	<b>(2.1)</b>	<b>(0.1)</b>	<b>23.9</b>
<b>Total funding to the agreed agenda</b>	<b>7,659</b>	<b>478</b>	<b>513</b>	<b>582</b>	<b>643</b>	<b>9,875</b>
<i>plus</i> Challenge Programs partners	26.8	16.6	18.3	24.0	29.9	115.6
<b>Total CGIAR Program</b>	<b>7,686</b>	<b>495</b>	<b>531</b>	<b>606</b>	<b>673</b>	<b>9,991</b>

# Annex Tables

Table A2.1 Ranking of Funding to the CGIAR Research Agenda  
(\$ million)

2006		2007		2008		2009		2010	
Member	Amount	Member	Amount	Member	Amount	Member	Amount	Member	Amount
United States of America	60.7	European Commission	62.4	United States of America	58.0	United States of America	78.9	United States of America	86.3
World Bank	50.0	United States of America	59.5	World Bank	50.0	World Bank	50.0	Bill & Melinda Gates Foundation	71.4
United Kingdom	44.1	World Bank	50.0	United Kingdom	45.4	Canada	42.4	World Bank	50.0
Canada	26.9	United Kingdom	44.6	Canada	34.1	United Kingdom	41.6	United Kingdom	49.1
Netherlands	20.1	Canada	31.1	European Commission	32.6	European Commission	40.7	European Commission	42.7
Switzerland	16.7	Switzerland	17.7	Switzerland	20.4	Germany	23.8	Canada	40.2
Germany	15.3	Germany	15.7	Germany	19.3	Switzerland	19.7	Australia	22.1
Sweden	14.4	Norway	14.6	Norway	17.4	Japan	16.1	Norway	22.0
Norway	13.4	Netherlands	13.9	Netherlands	14.9	Norway	15.5	Switzerland	22.0
Australia	10.1	Sweden	13.6	Sweden	14.7	Sweden	15.0	Germany	21.4
Japan	9.1	Australia	9.6	Japan	12.3	Netherlands	14.5	Japan	16.3
Rockefeller Foundation	8.4	Japan	8.9	Australia	10.4	Australia	13.1	Netherlands	15.2
IFAD	8.3	IFAD	8.6	IFAD	9.8	Belgium	10.6	Sweden	12.3
Belgium	7.4	Ireland	8.2	Belgium	9.7	Ireland	9.7	Belgium	12.2
France	7.1	Belgium	8.1	Ireland	9.4	IFAD	9.1	Ireland	11.1
Denmark	6.7	India	6.7	France	8.1	India	7.2	IFAD	10.9
European Commission	6.6	UNEP	6.7	Italy	7.6	Denmark	6.4	India	9.2
UNEP	6.5	Italy	6.6	India	7.5	Italy	6.3	Denmark	5.9
Ireland	5.0	Rockefeller Foundation	5.0	UNEP	6.8	FAO	5.5	France	4.9
Italy	4.8	IDRC	4.6	FAO	4.6	France	5.3	FAO	4.7
India	4.1	France	4.2	Denmark	3.8	Finland	4.8	Finland	4.4
IDRC	3.9	ADB	3.7	New Zealand	3.8	UNEP	4.7	Italy	4.2
ADB	3.7	Austria	2.9	Finland	3.7	IDRC	3.6	China	4.2
Nigeria	2.5	FAO	2.9	IDRC	3.5	ADB	3.1	Mexico	4.2
Spain	2.1	Finland	2.8	Austria	2.6	China	3.1	IDRC	3.3
Austria	2.1	Denmark	2.4	Nigeria	2.6	Spain	2.6	UNEP	3.1
Finland	2.1	Spain	2.2	Spain	2.4	UNDP	2.4	Syngenta Foundation	2.9
Korea, Republic of	1.8	Korea, Republic of	1.9	Rockefeller Foundation	2.3	Austria	2.3	Arab Fund	2.4
FAO	1.7	New Zealand	1.4	ADB	2.0	Syngenta Foundation	2.1	Austria	2.2
Arab Fund	1.2	Arab Fund	1.3	Korea, Republic of	1.8	New Zealand	2.1	Spain	2.2
Mexico	1.1	China	1.2	China	1.1	Rockefeller Foundation	2.0	ADB	2.1
AfDB	1.0	IDB	1.1	Arab Fund	1.0	Korea, Republic of	1.5	New Zealand	2.0
Ford Foundation	1.0	Kenya	0.8	Kenya	1.0	IDB	1.5	Korea, Republic of	1.7
Turkey	1.0	Portugal	0.8	AfDB	0.9	Arab Fund	1.3	Rockefeller Foundation	1.4
New Zealand	1.0	UNDP	0.8	Ford Foundation	0.9	Mexico	1.2	IDB	1.2
Kenya	0.9	Luxembourg	0.8	Colombia	0.8	Colombia	1.1	Nigeria	1.0
China	0.8	Ford Foundation	0.8	IDB	0.8	Luxembourg	0.8	UNDP	1.0
Syria, Arab Republic of	0.6	Pakistan	0.7	Kellogg Foundation	0.7	Brazil	0.8	OPEC Fund	0.9
Luxembourg	0.5	Colombia	0.7	Mexico	0.8	Gulf Cooperation Council	0.7	Luxembourg	0.7
OPEC Fund	0.5	Mexico	0.7	Syngenta Foundation	0.8	AfDB	0.7	Portugal	0.7
Morocco	0.5	Syria, Arab Republic of	0.7	UNDP	0.8	Philippines	0.6	Colombia	0.7
South Africa	0.5	Kellogg Foundation	0.6	Egypt, Arab Republic of	0.7	Syria, Arab Republic of	0.6	Peru	0.7
Egypt, Arab Republic of	0.5	Syngenta Foundation	0.6	OPEC Fund	0.7	Iran, Islamic Republic of	0.6	Philippines	0.7
Syngenta Foundation	0.5	Gulf Cooperation Council	0.6	Pakistan	0.7	Ford Foundation	0.5	AfDB	0.6
UNDP	0.5	Israel	0.5	Gulf Cooperation Council	0.6	Peru	0.5	Egypt, Arab Republic of	0.5
Israel	0.5	Morocco	0.5	Iran, Islamic Republic of	0.6	South Africa	0.5	Syria, Arab Republic of	0.5
Kellogg Foundation	0.4	OPEC Fund	0.5	Luxembourg	0.6	Egypt, Arab Republic of	0.5	Uganda	0.5
IDB	0.4	South Africa	0.5	South Africa	0.6	OPEC Fund	0.5	Brazil	0.4
Iran, Islamic Republic of	0.4	Iran, Islamic Republic of	0.4	Syria, Arab Republic of	0.6	Portugal	0.4	Iran, Islamic Republic of	0.4
Colombia	0.4	Turkey	0.4	Turkey	0.6	Pakistan	0.4	Turkey	0.4
Philippines	0.4	Philippines	0.4	Portugal	0.5	Uganda	0.3	Ford Foundation	0.4
Gulf Cooperation Council	0.3	Peru	0.3	Uganda	0.5	Nigeria	0.2	Gulf Cooperation Council	0.4
Peru	0.3	Uganda	0.3	Peru	0.4	Kenya	0.3	Indonesia	0.3
Pakistan	0.2	Malaysia	0.2	Brazil	0.3	Kellogg Foundation	0.3	Kenya	0.3
Malaysia	0.1	Brazil	0.2	Philippines	0.3	Turkey	0.2	Morocco	0.3
Thailand	0.1	Nigeria	0.1	Bangladesh	0.2	Indonesia	0.2	Pakistan	0.2
Uganda	0.1	Bangladesh	0.1	Cote d'Ivoire	0.2	Malaysia	0.1	South Africa	0.2
Indonesia	0.1	Thailand	0.1	Israel	0.2	Bangladesh	0.1	Kellogg Foundation	0.2
		Egypt, Arab Republic of	0.1	Indonesia	0.1	Thailand	0.1	Bangladesh	0.1
		Indonesia	0.1	Thailand	0.1	Cote d'Ivoire	0.0	Malaysia	0.1
		AfDB	0.0	Malaysia	0.04			Thailand	0.1
Non-members	44.8	Non-members	57.3	Non-members	91.5	Non-members	125.0	Non-members	89.5
	426		495		531		606		673

## Annex Tables

Table A2.2 CGIAR Funding by Member, 2010  
(\$ million)

	Unrestricted	Restricted	Total
<b>Europe</b>			
Austria	-	2.2	2.2
Belgium	9.1	3.1	12.2
Denmark	5.3	0.6	5.9
European Commission	-	42.7	42.7
Finland	3.9	0.5	4.4
France	1.8	3.1	4.9
Germany	6.8	14.6	21.4
Ireland <sup>1</sup>	7.3	3.8	11.1
Italy	2.4	1.8	4.2
Luxembourg	-	0.7	0.7
Netherlands	9.3	5.9	15.2
Norway <sup>1</sup>	15.5	6.5	22.0
Portugal	0.2	0.5	0.7
Spain	-	2.2	2.2
Sweden	8.9	3.4	12.3
Switzerland <sup>1</sup>	11.9	10.1	22.0
United Kingdom <sup>1</sup>	31.3	17.8	49.1
<b>Subtotal</b>	<b>113.8</b>	<b>119.5</b>	<b>233.3</b>
<b>North America</b>			
Canada	15.3	24.9	40.2
United States of America	31.4	54.9	86.3
<b>Subtotal</b>	<b>46.7</b>	<b>79.8</b>	<b>126.5</b>
<b>Pacific Rim</b>			
Australia	8.8	13.3	22.1
Japan	1.6	14.7	16.3
Korea, Republic of	0.4	1.3	1.7
New Zealand	1.1	0.9	2.0
<b>Subtotal</b>	<b>11.9</b>	<b>30.2</b>	<b>42.0</b>
<b>Developing countries</b>			
Bangladesh	0.1	-	0.1
Brazil	-	0.4	0.4
China <sup>1</sup>	1.1	3.1	4.2
Colombia	-	0.7	0.7
Cote d'Ivoire	-	-	-
Egypt, Arab Republic of	0.3	0.2	0.5
India	0.5	8.6	9.1
Indonesia	-	0.3	0.3
Iran, Islamic Republic of	0.1	0.3	0.4
Kenya	-	0.3	0.3
Malaysia	-	0.1	0.1
Mexico	-	4.2	4.2
Morocco	-	0.3	0.3
Nigeria	0.7	0.3	1.0
Pakistan	-	0.2	0.2
Peru	-	0.7	0.7
Philippines	0.2	0.5	0.7
South Africa	0.2	-	0.2
Syria, Arab Republic of	0.5	-	0.5
Thailand	0.1	-	0.1
Turkey	-	0.4	0.4
Uganda	-	0.5	0.5
<b>Subtotal</b>	<b>3.8</b>	<b>21.1</b>	<b>24.9</b>
<b>Total Member Countries</b>	<b>176.1</b>	<b>250.6</b>	<b>426.7</b>
<b>Foundations</b>			
Bill & Melinda Gates Foundation	-	71.4	71.4
Ford Foundation	-	0.4	0.4
IDRC	-	3.3	3.3
Kellogg Foundation	-	0.2	0.2
Rockefeller Foundation	-	1.4	1.4
Syngenta Foundation	-	2.9	2.9
<b>Subtotal</b>	<b>-</b>	<b>79.6</b>	<b>79.6</b>
<b>International and regional organizations</b>			
ADB	-	2.1	2.1
AfDB	-	0.6	0.6
Arab Fund	-	2.4	2.4
FAO	1.4	3.3	4.7
Gulf Cooperation Council	-	0.4	0.4
IDB	-	1.2	1.2
IFAD	-	10.9	10.9
OPEC Fund	-	0.9	0.9
UNDP	-	1.0	1.0
UNEP	-	3.1	3.1
World Bank <sup>1</sup>	50.0	-	50.0
<b>Subtotal</b>	<b>51.4</b>	<b>25.7</b>	<b>77.3</b>
<b>Total Organizations</b>	<b>227.5</b>	<b>355.9</b>	<b>583.6</b>
<b>Non-members</b>			
Others	1.6	88.0	89.6
<b>Subtotal</b>	<b>1.6</b>	<b>88.0</b>	<b>89.6</b>
<b>Grand Total</b>	<b>229</b>	<b>444</b>	<b>673</b>

<sup>1</sup> Includes contribution for CGIAR transition management

# Annex Tables

Table A2.3 Unrestricted Funding to the Agreed Research Agenda by Member Group by Center, 2010  
(\$ million)

Members	AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWM	World Agroforestr	WorldFish	System level /CP	TOTAL
<b>Europe</b>																	
Austria																	
Belgium	0.65	1.25	1.46			2.22	0.62	0.60		1.54	0.16			0.61			9.12
Denmark					0.78				1.16	0.80	0.79			1.78			5.31
European Commission																	
Finland				0.98					0.99		0.98			0.98			3.95
France	0.25	0.40	0.19	0.12	0.08		0.22	0.09	0.14			0.09	0.24				1.82
Germany		0.44	0.56	0.28	0.53	0.38	0.40	0.59	0.75	0.65	0.67	0.61	0.31	0.43	0.21		6.80
Ireland		0.68				0.28		0.77	0.86	1.06	1.12		0.48	1.03		0.98	7.26
Israel																	
Italy		2.44															2.44
Netherlands		2.11		2.21			1.47		1.35				1.47	0.74			9.35
Norway	0.25	1.06	0.73	1.39	0.49	0.52	1.06	1.39	1.30	1.71	1.80	0.41	0.82	1.06	1.20	0.38	15.54
Portugal		0.15															0.15
Spain																	
Sweden	0.49	0.77	0.50	0.43	0.37	0.98	0.62	0.55	0.72	0.51	1.17	0.55	0.40	0.50	0.36		8.91
Switzerland		1.40	1.35	0.51	0.94	1.24	0.39	0.89	0.73	0.30	0.94	0.94	0.41	0.51	0.57	0.76	11.86
United Kingdom	1.03	2.00	1.55	1.31	1.77	1.37	1.70	3.13	2.23	1.30	1.65	2.42	1.29	1.30	0.95	6.26	31.27
<b>Subtotal</b>	<b>2.7</b>	<b>12.7</b>	<b>6.4</b>	<b>7.2</b>	<b>5.0</b>	<b>7.0</b>	<b>6.5</b>	<b>8.0</b>	<b>10.2</b>	<b>7.9</b>	<b>9.3</b>	<b>5.0</b>	<b>5.4</b>	<b>8.9</b>	<b>3.3</b>	<b>8.4</b>	<b>113.8</b>
<b>North America</b>																	
Canada	0.66	1.08	1.4	0.49	1.4	0.90	1.0	1.04	1.3	1.44	1.2	1.24	0.7	0.94	0.5		15.34
United States of America	0.50	0.35	2.8	2.00	3.3	1.35	1.4	2.76	2.3	3.17	3.5	3.95	1.1	1.38	1.5		31.38
<b>Subtotal</b>	<b>1.2</b>	<b>1.4</b>	<b>4.2</b>	<b>2.5</b>	<b>4.7</b>	<b>2.3</b>	<b>2.4</b>	<b>3.8</b>	<b>3.6</b>	<b>4.6</b>	<b>4.7</b>	<b>5.2</b>	<b>1.8</b>	<b>2.3</b>	<b>2.0</b>		<b>46.7</b>
<b>Pacific Rim</b>																	
Australia		0.42	0.42	0.42	1.28	0.42	0.42	0.82	0.84		0.42	1.28	0.82	0.42	0.80		8.78
Japan	0.38				0.60							0.63	(0.00)				1.61
Korea, Republic of		0.04			0.04	0.04		0.04		0.04	0.04	0.15					0.39
New Zealand			0.54												0.54		1.09
<b>Subtotal</b>	<b>0.4</b>	<b>0.5</b>	<b>1.0</b>	<b>0.4</b>	<b>1.9</b>	<b>0.5</b>	<b>0.4</b>	<b>0.9</b>	<b>0.8</b>	<b>0.0</b>	<b>0.5</b>	<b>2.1</b>	<b>0.8</b>	<b>0.4</b>	<b>1.3</b>		<b>11.9</b>
<b>Developing countries</b>																	
Bangladesh												0.10					0.10
Brazil																	
China		0.13		0.01	0.14	0.12	0.02	0.06	0.08		0.20	0.11	0.02	0.04		0.2	1.13
Cote d'Ivoire																	
Egypt, Arab Republic of															0.25		0.25
India		0.08			0.11	0.04			0.14			0.15					0.52
Indonesia																	
Iran, Islamic Republic of		0.01		0.01			0.13										0.14
Kenya																	
Malaysia																	
Mexico																	
Morocco																	
Nigeria										0.67							0.67
Peru																	
Philippines		0.02			0.01	0.01		0.04				0.11		0.01	0.03		0.22
Russian Federation																	
South Africa		0.04			0.05	0.01			0.05		0.05			0.02	0.03		0.25
Syria, Arab Republic of							0.50										0.50
Thailand		0.01	0.02		0.01			0.02				0.08					0.14
Turkey								0.01									0.01
Uganda																	
<b>Subtotal</b>	<b>-</b>	<b>0.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.3</b>	<b>0.2</b>	<b>0.6</b>	<b>0.1</b>	<b>0.3</b>	<b>0.7</b>	<b>0.3</b>	<b>0.6</b>	<b>0.0</b>	<b>0.1</b>	<b>0.3</b>	<b>0.2</b>	<b>3.9</b>
<b>Foundations</b>																	
Rockefeller Foundation																	
Syngenta Foundation																	
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>International and regional organizations</b>																	
<b>FAO</b>																1.36	<b>1.36</b>
<b>World Bank</b>																	
General support	1.80	1.26	1.88	1.36	1.88	1.54	2.05	1.54	2.23	1.86	2.52	2.41	1.43	1.56	0.88		26.20
Global public goods		2.48	0.07				0.07	0.15	0.03				0.05				2.85
Systemwide Programs		0.30	1.24		0.49	0.24	0.50		0.20		0.29	0.27					3.53
Challenge Programs	0.19	0.21	1.51		0.72	0.12	0.18	1.46	0.98	0.40	0.13	0.47	1.58	0.76	0.13		8.84
Alignment/Restructuring	0.45					0.28			0.40								1.13
System Level Activities																7.50	7.50
<b>sub-total World Bank</b>	<b>2.4</b>	<b>4.3</b>	<b>4.7</b>	<b>1.4</b>	<b>3.1</b>	<b>2.2</b>	<b>2.8</b>	<b>3.2</b>	<b>3.8</b>	<b>2.3</b>	<b>2.9</b>	<b>3.2</b>	<b>3.1</b>	<b>2.3</b>	<b>1.0</b>	<b>7.5</b>	<b>50.05</b>
<b>Subtotal</b>	<b>2.4</b>	<b>4.3</b>	<b>4.7</b>	<b>1.4</b>	<b>3.1</b>	<b>2.2</b>	<b>2.8</b>	<b>3.2</b>	<b>3.8</b>	<b>2.3</b>	<b>2.9</b>	<b>3.2</b>	<b>3.1</b>	<b>2.3</b>	<b>1.0</b>	<b>8.9</b>	<b>51.4</b>
Non-members	1.6			0.0							0.0	0.0					1.60
<b>Total</b>	<b>8.2</b>	<b>19.1</b>	<b>16.2</b>	<b>11.5</b>	<b>15.0</b>	<b>12.0</b>	<b>12.8</b>	<b>15.9</b>	<b>18.8</b>	<b>15.4</b>	<b>17.7</b>	<b>16.0</b>	<b>11.1</b>	<b>14.1</b>	<b>8.0</b>	<b>17.4</b>	<b>229.3</b>

## Annex Tables

Table A2.4 Restricted Funding to the Agreed Research Agenda by Member Group by Center, 2010  
(\$ million)

Members	Africa Rice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish	CGIAR/ CP Partners	TOTAL
<b>Europe</b>																	
Austria		0.52	0.50	0.29	0.00	0.07	0.40	0.19	0.00	0.12	0.14	0.00		0.01		0.01	2.25
Belgium		1.71												1.41			3.13
Denmark			0.02		0.01		0.00		0.02		0.00		0.06		0.13		0.64
European Commission	1.36	4.71	2.92	3.64	1.52	1.64	1.19	2.06	1.59	4.01	1.19	1.87	1.93	2.02	1.06	10.00	42.69
Finland		0.08		0.18										0.28			0.54
France			1.19				0.02				0.00		0.60				3.09
Germany	0.63	0.97	0.74	0.58	1.14	1.58	0.71	1.21	2.80	0.34	0.97	0.48	1.13	0.87	0.44	0.01	14.59
Ireland				0.03		0.82		1.00	0.42	0.05				1.44			3.77
Israel																	
Italy		0.19	0.27		0.04		0.36		0.16	0.03	0.28			0.18		0.30	1.82
Luxembourg		0.10				0.63											0.72
Netherlands		2.20	0.05	0.58	0.01		0.63	0.61		0.78			0.63	0.27		0.10	5.85
Norway		0.01	0.03	3.82	0.01		0.00	1.00		0.04	0.00		0.02	0.80	0.32	0.07	6.55
Portugal		0.03					0.18					0.17					0.45
Spain		0.18	0.01	0.48	0.37	1.01			0.01								2.20
Sweden	0.00	0.00	0.01	0.01	0.01	0.00	0.10	0.01	1.37	0.01	0.32	0.00	0.40	0.20	0.96	0.05	3.45
Switzerland	0.01	0.10	1.39	0.71	1.45	0.81	0.04	0.05	0.76	0.02	0.34	1.09	2.72	0.12	0.06	0.41	10.07
United Kingdom	0.15	0.17	2.01	0.46	0.42	0.81	0.19	1.29	2.52	0.31	0.77	0.44	2.53	0.22	0.40	5.05	17.75
<b>Subtotal</b>	<b>2.1</b>	<b>11.0</b>	<b>9.1</b>	<b>11.0</b>	<b>5.0</b>	<b>7.4</b>	<b>3.8</b>	<b>7.6</b>	<b>10.1</b>	<b>6.1</b>	<b>4.2</b>	<b>4.4</b>	<b>10.0</b>	<b>8.1</b>	<b>3.4</b>	<b>16.3</b>	<b>119.6</b>
<b>North America</b>																	
Canada	0.07	0.06	6.22	0.06	1.31	1.50	0.07	0.55	2.27	0.64	4.89	0.42	0.14	0.15	0.06	6.43	24.85
United States of America	2.14	0.01	1.69	0.17	4.42	2.73	1.47	6.32	11.71	14.69	1.75	2.82	0.94	1.47	1.83	0.76	54.92
<b>Subtotal</b>	<b>2.2</b>	<b>0.1</b>	<b>7.9</b>	<b>0.2</b>	<b>5.7</b>	<b>4.2</b>	<b>1.5</b>	<b>6.9</b>	<b>14.0</b>	<b>15.3</b>	<b>6.6</b>	<b>3.2</b>	<b>1.1</b>	<b>1.6</b>	<b>1.9</b>	<b>7.2</b>	<b>79.8</b>
<b>Pacific Rim</b>																	
Australia	0.00	0.23	0.14	1.25	4.07	0.34	2.57	0.52	0.41		0.47	1.59	0.31	0.27	1.04	0.05	13.27
Japan	3.80	0.17	0.63	0.27	1.41		0.50	0.49	1.20	0.60		5.05	0.40	0.08	0.13		14.70
Korea, Republic of		0.19		0.11	0.12	0.10	0.01				0.08	0.68					1.29
New Zealand		0.01				0.61		0.01					0.00	0.01	0.08	0.22	0.95
<b>Subtotal</b>	<b>3.8</b>	<b>0.6</b>	<b>0.8</b>	<b>1.6</b>	<b>5.6</b>	<b>1.1</b>	<b>3.1</b>	<b>1.0</b>	<b>1.6</b>	<b>0.6</b>	<b>0.6</b>	<b>7.3</b>	<b>0.7</b>	<b>0.4</b>	<b>1.3</b>	<b>0.3</b>	<b>30.2</b>
<b>Developing countries</b>																	
Bangladesh																	
Brazil		0.01	0.27	0.00	0.03	0.04			0.00		(0.00)						0.36
China	1.63	0.04	0.00		0.03	0.01	0.00		0.03			1.36		0.00			3.12
Colombia			0.44		0.22	0.03											0.69
Egypt, Arab Republic of							0.19								0.04		0.22
India					0.41	0.11	0.35	6.90			0.01	0.33	0.27	0.02	0.18		8.57
Indonesia				0.00										0.31			0.31
Iran, Islamic Republic of			0.01		0.09		0.16					0.05					0.31
Kenya											0.10			0.24			0.34
Malaysia		0.05										0.01			0.06		0.12
Mexico					4.19												4.19
Morocco							0.26										0.26
Nigeria									0.16	0.13							0.29
Pakistan							0.16										0.16
Peru		0.12	0.12		0.03	0.26			0.09					0.07			0.69
Philippines								0.04				0.45					0.49
Russian Federation																	
South Africa																	
Syria, Arab Republic of							0.01										0.01
Thailand													0.01				0.01
Turkey					0.24	0.00	0.17										0.41
Uganda		0.47															0.47
<b>Subtotal</b>	<b>1.6</b>	<b>0.7</b>	<b>0.8</b>	<b>0.0</b>	<b>5.2</b>	<b>0.5</b>	<b>1.3</b>	<b>6.9</b>	<b>0.3</b>	<b>0.1</b>	<b>0.1</b>	<b>2.2</b>	<b>0.3</b>	<b>0.6</b>	<b>0.3</b>	<b>-</b>	<b>21.0</b>
<b>Foundations</b>																	
Bill & Melinda Gates Foundation	0.10	0.57	7.47		9.65	3.92	0.08	11.54	6.42	1.21	0.12	17.30	3.28	4.13	(0.00)	5.58	71.36
Ford Foundation			0.01	0.31							0.04			0.07			0.43
IDRC		0.09	0.11	0.50		0.38	0.48	0.50	0.34		0.61		0.14	0.10	0.02		3.26
Kellogg Foundation			0.04					0.09		0.05		0.05					0.22
Rockefeller Foundation						0.13					0.12	0.93	0.24	0.02			1.44
Syngenta Foundation	0.12	0.05	0.09		0.95	0.01	0.01	0.05	0.12	0.04	1.03	0.12				0.36	2.94
<b>Subtotal</b>	<b>0.2</b>	<b>0.7</b>	<b>7.7</b>	<b>0.8</b>	<b>10.6</b>	<b>4.4</b>	<b>0.6</b>	<b>12.2</b>	<b>6.9</b>	<b>1.3</b>	<b>1.9</b>	<b>18.4</b>	<b>3.7</b>	<b>4.3</b>	<b>0.0</b>	<b>5.9</b>	<b>79.6</b>
<b>International and regional organizations</b>																	
ADB		0.00	0.01		0.00		0.44	0.28	0.37	0.00		0.87	0.08			0.01	2.07
AfDB	0.58												0.00				0.58
Arab Fund							2.43										2.43
FAO	0.19	0.85	0.01	0.06	0.08	0.02	0.39	0.13	0.11	0.36	0.47	0.04	0.08	0.32	0.18		3.27
Gulf Cooperation Council							0.40										0.40
IDB		0.04	0.68			0.24	0.03		0.20								1.19
IFAD	0.67	0.76	1.19		0.26	0.03	1.61	1.41	0.93	0.69	0.37	1.00	0.30	1.46	0.17	0.02	10.89
OPEC Fund			0.07		0.11	0.09	0.29	0.06			0.07		0.09		0.09		0.88
UNDP	0.17						0.07		0.60				0.03	0.12			0.98
UNEP		2.55	0.30	0.03									0.08		0.11		3.06
<b>Subtotal</b>	<b>1.6</b>	<b>4.2</b>	<b>2.3</b>	<b>0.1</b>	<b>0.5</b>	<b>0.4</b>	<b>5.7</b>	<b>1.9</b>	<b>2.2</b>	<b>1.0</b>	<b>0.9</b>	<b>1.9</b>	<b>0.7</b>	<b>1.9</b>	<b>0.5</b>	<b>0.0</b>	<b>25.7</b>
<b>Inter-Center activities</b>	<b>0.87</b>	<b>0.18</b>	<b>1.74</b>	<b>0.49</b>	<b>3.98</b>	<b>0.16</b>	<b>0.71</b>	<b>0.70</b>	<b>0.72</b>	<b>2.92</b>	<b>2.14</b>	<b>0.52</b>	<b>0.99</b>	<b>1.00</b>	<b>0.47</b>	<b>-</b>	<b>17.57</b>
<b>Subtotal</b>	<b>0.9</b>	<b>0.2</b>	<b>1.7</b>	<b>0.5</b>	<b>4.0</b>	<b>0.2</b>	<b>0.7</b>	<b>0.7</b>	<b>0.7</b>	<b>2.9</b>	<b>2.1</b>	<b>0.5</b>	<b>1.0</b>	<b>1.0</b>	<b>0.5</b>	<b>-</b>	<b>17.6</b>
Total restricted Members	12.49	17.43	30.35	14.29	36.59	18.09	16.69	37.17	35.76	27.37	16.50	38.03	17.39	17.90	7.80	29.70	373.34
Total Non-members	1.65	2.96	9.56	1.19	7.25	3.44	9.26	6.87	16.51	8.66	6.93	2.68	1.66	8.03	1.38	0.20	88.03
<b>Total funding at Center level</b>	<b>14.1</b>	<b>20.4</b>	<b>39.9</b>	<b>15.5</b>	<b>43.8</b>	<b>21.5</b>	<b>25.9</b>	<b>44.0</b>	<b>52.1</b>	<b>36.0</b>	<b>23.4</b>	<b>40.7</b>	<b>19.1</b>	<b>25.9</b>	<b>9.2</b>	<b>29.9</b>	<b>461.6</b>
less Inter-Center activities	(0.87)	(0.18)	(1.74)	(0.49)	(3.98)	(0.16)	(0.71)	(0.70)	(0.72)	(2.92)	(2.14)	(0.52)	(0.99)	(1.00)	(0.47)	-	(17.57)
<b>Total</b>	<b>13.3</b>	<b>20.2</b>	<b>38.2</b>	<b>15.0</b>	<b>39.9</b>	<b>21.4</b>	<b>25.2</b>	<b>43.3</b>	<b>51.4</b>	<b>33.1</b>	<b>21.3</b>	<b>40.2</b>	<b>18.1</b>	<b>24.9</b>	<b>8.7</b>	<b>29.9</b>	<b>444.0</b>

## Annex Tables

**Table A2.5 Member Funding Disbursed through the World Bank**  
(\$ million)

Members	2009 Disbursements				2010 Disbursements				
	Nat'l Currency	in US\$	Month		Nat'l Currency	in US\$	Month		
Austria	EUR	1.8	2.6	July		EUR	1.8	2.2	June
Bangladesh			0.1	April, 2010					
Canada	CAD	48.3	47.7	April, 2010		CAD	15.8	15.8	January, 2011
China			1.2	April, 2010				1.2	January, 2011
Finland	EUR	3.0	4.3	January, 2010		EUR	3.0	3.9	December
France	EUR	1.5	2.2	January, 2010		EUR	1.5	2.0	July - October
Italy	EUR	4.0	5.9	November		EUR	2.0	2.7	April
Japan			4.0	March, 2010					
Luxembourg						EUR	0.6	0.8	December
Morocco								0.5	November
New Zealand	NZD	1.9	1.2	June		NZD	2.2	1.6	April, June
Norway						NOK	98.0	16.0	December
Portugal			0.6	April				0.6	September
South Africa			0.5	April, 2010					
Switzerland	CHF	13.2	12.8	September		CHF	15.0	15.0	Sept 2010, Jan 2011
Thailand			0.1	September				0.1	September
United States of America			60.3	Quarterly				72.5	Quarterly
Total			143.5					134.7	

## Annex Tables

**Table A2.6 - CGIAR Funding Outcomes by Center, 2010**  
(\$ million)

Centers	2010 Requirements <sup>1</sup>	Unrestricted			Restricted	Total	Percent over total funding	
		World bank	Members	Total			Unrestricted	Restricted
AfricaRice		2.4	5.8	8.2	14.1	22.3	37%	63%
Bioversity		4.3	14.8	19.1	20.4	39.5	48%	52%
CIAT		4.7	11.5	16.2	39.9	56.1	29%	71%
CIFOR		1.4	10.1	11.5	15.5	27.0	43%	57%
CIMMYT		3.1	11.9	15.0	43.8	58.8	26%	75%
CIP		2.2	9.8	12.0	21.5	33.5	36%	64%
ICARDA		2.8	10.0	12.8	25.9	38.7	33%	67%
ICRISAT		3.2	12.7	15.9	44.0	59.9	27%	73%
IFPRI		3.8	15.0	18.8	52.1	70.9	27%	73%
IITA		2.3	13.1	15.4	36.0	51.4	30%	70%
ILRI		2.9	14.8	17.7	23.4	41.1	43%	57%
IRRI		3.2	12.8	16.0	40.7	56.7	28%	72%
IWMI		3.1	8.0	11.1	19.1	30.2	37%	63%
World Agroforestry		2.3	11.8	14.1	25.9	40.0	35%	65%
WorldFish		1.0	7.0	8.0	9.2	17.2	47%	53%
<b>Subtotal</b>		<b>43</b>	<b>169</b>	<b>212</b>	<b>431</b>	<b>643</b>	33%	67%
<b>System level</b>								
System Level Activities		7.5	9.9	17.4		17.4		
Unallocated Member funding								
Subtotal funding		7	10	17		17	100%	
<i>less</i> Inter-Center activities					(17.6)	(17.6)		
<b>Subtotal System Level</b>		7	10	17	(18)	(1)		
<b>Total</b>		<b>50</b>	<b>179</b>	<b>229</b>	<b>414</b>	<b>643</b>	36%	64%
<i>plus</i> Challenge Programs Partners					29.9	29.9		
<b>Total CGIAR Program</b>	0	<b>50</b>	<b>179</b>	<b>229</b>	<b>444</b>	<b>673</b>	34%	66%

## Annex Tables

**Table A2.7 World Bank Funding by Center**  
(\$ million)

	2006	2007	2008	2009	2010					Total	2006	2007	2008	2009	2010
					General Support	Global public Goods	System wide Program	Challenge Program	Alignment/ Restructuring						
AfricaRice	1.3	1.4	1.1	1.2	1.8				0.5	2.3	10%	12%	14%	9%	10%
Bioversity	3.1	4.5	3.0	3.0	1.3	2.5	0.3			4.0	9%	10%	11%	8%	10%
CIAT	2.6	3.9	4.1	2.3	1.9	0.1	1.2			3.2	6%	7%	9%	9%	6%
CIFOR	1.3	1.2	1.3	1.8	1.4					1.4	5%	8%	6%	6%	5%
CIMMYT	3.5	3.2	2.4	1.8	1.9		0.5			2.4	15%	10%	7%	6%	4%
CIP	2.2	2.2	2.0	2.4	1.5		0.2		0.3	2.1	6%	10%	8%	7%	6%
ICARDA	2.6	2.4	2.1	2.2	2.1	0.1	0.5			2.6	7%	11%	9%	7%	7%
ICRISAT	2.0	2.6	2.3	2.5	1.5	0.2				1.7	7%	6%	7%	5%	3%
IFPRI	3.3	2.4	2.2	2.8	2.2	0.0	0.2		0.4	2.9	11%	9%	5%	4%	4%
IITA	2.7	2.8	2.5	2.2	1.9					1.9	6%	6%	6%	5%	4%
ILRI	2.0	2.4	2.4	2.0	2.5		0.3			2.8	8%	8%	7%	6%	7%
IRRI	2.1	2.3	1.9	2.9	2.4		0.3			2.7	6%	7%	7%	5%	5%
IWMI	2.1	1.0	1.6	1.8	1.4	0.1				1.5	17%	10%	4%	6%	5%
World Agroforestry	2.3	2.2	1.7	1.9	1.6					1.6	7%	8%	7%	6%	4%
WorldFish	1.4	0.8	1.2	0.9	0.9					0.9	8%	9%	6%	6%	5%
<b>Subtotal</b>	<b>34.4</b>	<b>35.3</b>	<b>31.8</b>	<b>31.5</b>	<b>26.2</b>	<b>2.85</b>	<b>3.5</b>	<b>-</b>	<b>1.1</b>	<b>33.7</b>	<b>9%</b>	<b>8%</b>	<b>7%</b>	<b>6%</b>	<b>5%</b>
<b>System level</b>															
System level activities	9.3	10.2	11.6	12.2	7.5					7.5					
<b>Total allocated</b>	<b>43.7</b>	<b>45.5</b>	<b>43.4</b>	<b>43.7</b>	<b>33.7</b>	<b>2.85</b>	<b>3.5</b>	<b>-</b>	<b>1.1</b>	<b>41.2</b>	<b>11%</b>	<b>10%</b>	<b>10%</b>	<b>9%</b>	<b>6%</b>
Challenge Programs	8.2	6.5	6.6	6.3				8.8		8.8					
Advance	(1.9)	(2.0)	-	0.0						-					
<b>Total</b>	<b>50.0</b>	<b>50.0</b>	<b>50.0</b>	<b>50.0</b>	<b>33.7</b>	<b>2.85</b>	<b>3.5</b>	<b>8.8</b>	<b>1.1</b>	<b>50.0</b>	<b>11%</b>	<b>11%</b>	<b>12%</b>	<b>10%</b>	<b>7%</b>

## Annex Tables

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

	2006	2007	2008	2009	2010
AfricaRice	11.2	10.3	10.9	19.8	20.3
Bioversity	34.6	37.6	37.9	36.3	38.5
CIAT	41.8	48.9	47.3	47.0	56.1
CIFOR	16.5	16.9	20.6	22.7	24.9
CIMMYT	37.4	43.9	41.7	44.3	56.0
CIP	22.9	26.1	27.6	31.8	33.0
ICARDA	27.0	27.1	32.0	32.5	38.3
ICRISAT	34.0	37.8	47.9	49.9	61.2
IFPRI	39.1	45.7	48.3	58.4	66.6
IITA	44.4	44.7	51.0	51.3	52.0
ILRI	34.8	40.6	42.6	57.3	43.3
IRRI	33.3	37.7	41.4	50.1	57.2
IWMI	20.6	24.0	25.2	25.7	26.9
World Agroforestry	31.9	30.4	28.3	34.9	36.9
WorldFish	15.5	17.3	20.8	17.9	16.2
<b>Agreed agenda</b>	<b>445</b>	<b>489</b>	<b>524</b>	<b>580</b>	<b>627</b>
<b>System level</b>					
System Level Activities	7.4	10.3	16.1	18.9	17.4
less Inter-Center Activities	(5.6)	(10.2)	(15.8)	(20.3)	(17.6)
<b>Subtotal System Level</b>	<b>1.8</b>	<b>0.1</b>	<b>0.3</b>	<b>(1.4)</b>	<b>(0.1)</b>
<b>Total</b>	<b>447</b>	<b>489</b>	<b>524</b>	<b>579</b>	<b>627</b>
plus Challenge Programs Partners	11.3	16.5	18.3	24.5	29.9
<b>Total CGIAR Program</b>	<b>458</b>	<b>506</b>	<b>542</b>	<b>603</b>	<b>657</b>

## Annex Tables

**Table A3.2 Centers' Research Agenda Expenditure by Object, 2010**  
(\$ million)



	Total	Personnel	Supplies	Collaboration	Travel	Depreciation
AfricaRice	20.3	6.5	6.9	4.3	1.5	1.1
Bioversity	38.5	20.3	10.5	5.8	1.4	0.5
CIAT	56.1	27.1	10.2	12.8	4.1	1.9
CIFOR	24.9	10.4	6.8	5.4	1.8	0.5
CIMMYT	56.0	20.9	19.3	9.4	3.1	3.3
CIP	33.0	13.7	10.6	4.2	2.7	1.8
ICARDA	38.3	13.0	13.6	4.7	4.5	2.5
ICRISAT	61.2	27.5	14.3	12.5	4.0	2.9
IFPRI	66.6	29.8	11.7	19.4	4.9	0.8
IITA	52.0	19.9	18.5	7.6	4.0	2.0
ILRI	43.3	19.3	15.0	2.7	3.0	3.3
IRRI	57.2	22.1	14.3	13.6	3.7	3.5
IWMI	26.9	12.8	7.1	3.9	2.4	0.7
World Agroforestry	36.9	15.8	10.6	4.2	5.3	1.0
WorldFish	16.2	8.6	4.1	1.6	1.8	0.1
<b>Subtotal</b>	<b>627</b>	<b>268</b>	<b>173</b>	<b>112</b>	<b>48</b>	<b>26</b>
<b>System level</b>						
System Level Activities	17.4					
less Inter-Center activities	(17.6)					
<b>Subtotal</b>	<b>(0)</b>					
<b>Total</b>	<b>627</b>					
plus Challenge Programs Partners	29.9					
<b>Total CGIAR Program</b>	<b>657</b>					

	Total	Personnel	Supplies	Collaboration	Travel	Depreciation
Africa Rice	20.3	32%	34%	21%	7%	6%
Bioversity	38.5	53%	27%	15%	4%	1%
CIAT	56.1	48%	18%	24%	7%	3%
CIFOR	24.9	42%	27%	22%	7%	2%
CIMMYT	56.0	37%	35%	17%	5%	6%
CIP	33.0	42%	32%	13%	8%	5%
ICARDA	38.3	34%	35%	12%	12%	7%
ICRISAT	61.2	45%	23%	20%	7%	5%
IFPRI	66.6	45%	18%	29%	7%	1%
IITA	52.0	38%	35%	15%	8%	4%
ILRI	43.3	45%	34%	6%	7%	8%
IRRI	57.2	39%	25%	24%	6%	6%
IWMI	26.9	48%	26%	15%	9%	2%
World Agroforestry	36.9	43%	29%	11%	14%	3%
WorldFish	16.2	53%	25%	10%	11%	1%
<b>Total Center Level</b>	<b>627</b>	<b>43%</b>	<b>27%</b>	<b>18%</b>	<b>8%</b>	<b>4%</b>

## Annex Tables

**Table A3.3 Center's Staffing**

	2006		2007		2008		2009		2010	
	International	Other	International	Other	International	Other	International	Other	International	Other
AfricaRice	49	151	45	197	47	237	56	249	58	270
Bioversity	69	179	71	187	71	187	70	180	60	156
CIAT	96	640	87	683	82	645	92	643	95	692
CIFOR	41	137	37	132	43	138	40	131	52	131
CIMMYT	83	437	72	534	77	521	85	521	101	542
CIP	60	493	59	473	59	456	64	483	62	520
ICARDA	104	397	95	413	93	426	93	432	91	515
ICRISAT	59	873	59	1,015	64	1,099	73	1,031	82	1,108
IFPRI	89	121	107	114	107	125	118	228	132	245
IITA	107	1,128	111	1,007	103	968	97	882	100	857
ILRI	81	693	92	680	83	617	110	573	102	546
IRRI	73	832	74	831	149	827	134	921	131	998
IWMI	115	259	95	235	86	178	91	174	97	185
World Agroforestry	45	421	49	235	50	259	72	259	78	307
WorldFish	44	278	43	250	49	221	43	215	37	209
<b>Total</b>	<b>1,115</b>	<b>7,039</b>	<b>1,096</b>	<b>6,986</b>	<b>1,163</b>	<b>6,904</b>	<b>1,238</b>	<b>6,922</b> 	<b>1,278</b> 	<b>7,281</b>

## Annex Tables

**Table A4.1 Centers' Financial Position, December 31, 2010**  
(\$ thousand)

	AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish	TOTAL
<b>Assets</b>																
<b>Current assets</b>																
Cash and cash equivalents	10,567	158,135	17,585	21,387	58,761	20,207	34,187	28,906	52,580	30,662	26,925	35,190	28,010	27,308	7,739	558,149
Accounts receivable																
Members	4,612	6,790	12,128	6,398	7,648	5,593	7,442	9,938	18,370	8,232	13,827	7,742	3,387	9,345	4,336	125,788
Employees	278		519	346	586	160	100	553		356	190	241	218	96	74	3,717
Others	413	565	1,517	976	2,585	309	559	8,042	2,033	356	4,110	1,340	1,116	2,782	490	27,193
Inventories	319		378		843	578	458	949		385	739	393	35	88		5,165
Prepaid expenses	284	254	69	443		225	1,049	379		512	743	102	75	839	242	5,216
Other current assets						1,464			776	76	871					3,187
<b>Total current assets</b>	16,473	165,744	32,196	29,550	70,423	28,536	43,795	48,767	73,759	40,579	47,405	45,008	32,841	40,458	12,881	728,415
<b>Non-current assets</b>																
Net property, plant and equipment	808	1,400	5,839	2,082	17,840	4,484	4,047	5,971	2,530	10,275	7,200	11,801	1,388	5,429	190	81,284
Investments			16,887			581		24,412	15,072			30,154		5,044		92,150
Other assets				1,688				1,076			13					2,777
<b>Total non-current assets</b>	808	1,400	22,726	3,770	17,840	5,065	4,047	31,459	17,602	10,275	7,213	41,955	1,388	10,473	190	176,211
<b>Total assets</b>	17,281	167,144	54,922	33,320	88,263	33,601	47,842	80,226	91,361	50,854	54,618	86,963	34,229	50,931	13,071	904,626
<b>Liabilities and net assets</b>																
<b>Current liabilities</b>																
Accounts payable																
Members	1,974	9,192	9,400	11,785	17,404	12,681	14,091	19,023	26,337	9,276	17,023	38,132	12,019	12,241	1,378	211,956
In-trust Accounts																
Employees	595	1,400	108	202	1,221	217	2,288	1,561	2,172	5,369	1,793		1,285	1,012	13	19,236
Others	728	139,788	23,179	261	21,040	5,512	4,099	16,128	35,704	6,790	2,405	858	2,583	2,233	1,605	262,913
Accruals and provisions	3,186	1,554	2,301	1,546	2,889	430	5,112	2,514		316	2,546	9,477	826	4,483	2,057	39,237
<b>Total current liabilities</b>	6,483	151,934	34,988	13,794	42,554	18,840	25,590	39,226	64,213	21,751	23,767	48,467	16,713	19,969	5,053	533,342
<b>Long-term liabilities</b>																
Long-term loan																
Others		4,727	1,552	4,764	7,395	1,710	7,176	12,148	4,854		3,291		2,280	5,410		55,307
<b>Total long-term liabilities</b>		4,727	1,552	4,764	7,395	1,710	7,176	12,148	4,854		3,291		2,280	5,410		55,307
<b>Total liabilities</b>	6,483	156,661	36,540	18,558	49,949	20,550	32,766	51,374	69,067	21,751	27,058	48,467	18,993	25,379	5,053	588,649
<b>Net assets</b>																
<b>Unrestricted</b>																
Unrestricted net assets excluding fixed assets	9,990	9,083	12,543	12,680	20,474	8,567	11,029	20,789	19,764	18,828	20,360	26,695	13,848	20,123	7,828	232,601
Fixed assets	808	1,400	5,839	2,082	17,840	4,484	4,047	5,971	2,530	10,275	7,200	11,801	1,388	5,429	190	81,284
<b>Unrestricted net assets</b>	10,798	10,483	18,382	14,762	38,314	13,051	15,076	26,760	22,294	29,103	27,560	38,496	15,236	25,552	8,018	313,885
<b>Restricted</b>																
Restricted net assets								2,092								2,092
<b>Total net assets</b>	10,798	10,483	18,382	14,762	38,314	13,051	15,076	28,852	22,294	29,103	27,560	38,496	15,236	25,552	8,018	315,977
<b>Total liabilities and net assets</b>	17,281	167,144	54,922	33,320	88,263	33,601	47,842	80,226	91,361	50,854	54,618	86,963	34,229	50,931	13,071	904,626

# Annex Tables

**Table A4.2 Capital Investments by Center**  
(\$ million)

	2006	2007	2008	2009	2010
<b>AfricaRice</b>	0.7	0.6	0.3	1.2	1.2
<b>Bioversity</b>	0.3	0.3	0.5	0.3	0.5
<b>CIAT</b>	1.9	1.0	2.7	2.6	2.6
<b>CIFOR</b>	0.3	0.6	0.4	0.7	0.7
<b>CIMMYT</b>	1.0	1.4	2.0	4.6	4.9
<b>CIP</b>	2.0	0.9	1.0	2.0	2.2
<b>ICARDA</b>	0.9	0.5	0.7	1.5	1.3
<b>ICRISAT</b>	0.8	1.0	1.1	3.1	2.8
<b>IFPRI</b>	0.2	2.5	0.4	1.2	0.6
<b>IITA</b>	2.0	1.0	1.3	2.3	5.3
<b>ILRI</b>	1.5	4.3	7.4	6.7	2.5
<b>IRRI</b>	3.5	3.6	2.0	3.2	4.6
<b>IWMI</b>	0.9	0.2	0.3	0.5	0.4
<b>World Agroforestry</b>	0.6	0.5	0.8	1.0	0.9
<b>WorldFish</b>	0.2	0.3	0.3	0.1	0.0
<b>Total</b>	<b>16.8</b>	<b>18.7</b>	<b>21.2</b>	<b>30.9</b>	<b>30.4</b>

## Annex Tables

**Table A5.1 CGIAR Expenditure<sup>1</sup>**  
(\$ million)

	1972-2006		2007		2008		2009		2010		TOTAL	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
<b>Center</b>												
AfricaRice	233	3%	10	2%	11	2%	20	3%	20	3%	295	3%
Bioversity	411	5%	38	8%	38	8%	36	6%	39	6%	561	5%
CIAT	894	10%	49	10%	47	9%	47	8%	56	9%	1,093	10%
CIFOR	160	2%	17	3%	21	4%	23	4%	25	4%	245	2%
CIMMYT	932	11%	44	9%	42	8%	44	8%	56	9%	1,118	11%
CIP	537	6%	26	5%	28	5%	32	5%	33	5%	655	6%
ICARDA	632	7%	27	6%	32	6%	33	6%	38	6%	762	7%
ICRISAT	811	9%	38	8%	48	9%	50	9%	61	10%	1,008	9%
IFPRI	418	5%	46	9%	48	9%	58	10%	67	11%	637	5%
ITA	993	11%	45	9%	51	10%	51	9%	52	8%	1,192	11%
ILRI	813	9%	41	8%	43	8%	57	10%	43	7%	997	9%
IRRI	984	11%	38	8%	41	8%	50	9%	57	9%	1,171	11%
ISNAR <sup>2</sup>	193	2%				0%		0%		0%	193	2%
IWMI	205	2%	24	5%	25	5%	26	4%	27	4%	307	3%
World Agroforestry	325	4%	30	6%	28	5%	35	6%	37	6%	455	4%
WorldFish	163	2%	17	4%	21	4%	18	3%	16	3%	235	2%
<b>Total</b>	<b>8,704</b>	<b>100%</b>	<b>489</b>	<b>100%</b>	<b>524</b>	<b>100%</b>	<b>580</b>	<b>100%</b>	<b>627</b>	<b>100%</b>	<b>10,924</b>	<b>100%</b>
<b>Object</b>												
Personnel	4,445	51%	217	44%	229	44%	245	42%	268	43%	5,403	50%
Supplies & services	2,788	32%	145	30%	151	29%	156	27%	173	27%	3,413	32%
Collaboration & partnerships	236	3%	74	15%	86	16%	105	18%	112	18%	614	4%
Travel	615	7%	36	7%	40	8%	41	7%	48	8%	781	7%
Depreciation	620	6%	17	4%	18	3%	33	6%	26	4%	714	7%
<b>Total</b>	<b>8,704</b>	<b>100%</b>	<b>489</b>	<b>100%</b>	<b>524</b>	<b>100%</b>	<b>580</b>	<b>100%</b>	<b>627</b>	<b>100%</b>	<b>10,924</b>	<b>100%</b>

<sup>1</sup> This data is aggregated at the Center level.

<sup>2</sup> The International Service for National Agricultural Research (ISNAR) was subsumed in part under IFPRI after 2004.

## Annex Tables

Table A6.1 AfricaRice Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	11.1	10.2	12.5	22.3	22.3
(of which unrestricted)	56%	49%	54%	25%	37%
Earned income	0.4	0.2	0.3	0.1	0.1
<b>Total revenue</b>	<b>11.5</b>	<b>10.4</b>	<b>12.8</b>	<b>22.4</b>	<b>22.4</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	4.0	3.8	3.1	4.0	4.8
North America	2.2	1.5	1.1	4.3	3.4
Pacific Rim	1.7	1.6	1.8	6.4	4.2
Developing countries	0.1	0.4	1.5	1.2	1.6
Foundations	0.4	0.2	0.0	0.0	0.2
International and regional organizations	2.5	2.1	3.0	2.6	4.0
<b>Subtotal</b>	<b>10.9</b>	<b>9.7</b>	<b>10.5</b>	<b>18.5</b>	<b>18.2</b>
<b>Non-members</b>	<b>0.3</b>	<b>0.5</b>	<b>0.5</b>	<b>1.4</b>	<b>3.2</b>
<b>Total</b>	<b>11.1</b>	<b>10.2</b>	<b>11.0</b>	<b>19.9</b>	<b>21.4</b>
<b>Top three contributors</b>					
	Japan	Japan	Japan	Japan	Japan
	Netherlands	World Bank	Nigeria	USA	USA
	World Bank	E.C.	World Bank	E.C.	World Bank
<b>Staffing (number)</b>					
Internationally recruited	49	45	47	56	58
Nationally recruited	151	197	237	249	270
<b>Total</b>	<b>200</b>	<b>242</b>	<b>284</b>	<b>305</b>	<b>328</b>
<b>Object of expenditure</b>					
Personnel costs	47%	53%	50%	32%	32%
Supplies & services	34%	27%	27%	28%	34%
Collaboration & partnerships	6%	8%	11%	29%	21%
Travel	5%	6%	6%	6%	7%
Depreciation	8%	6%	5%	5%	6%
<b>Total Expenditure (\$ million)</b>	<b>11.2</b>	<b>10.3</b>	<b>10.9</b>	<b>19.8</b>	<b>20.3</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>0.3</b>	<b>0.2</b>	<b>1.9</b>	<b>2.6</b>	<b>2.2</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	2.9	3.1	5.3	7.8	10.0
<b>Liquidity indicators</b>					
Working capital (days expenditure)	102	114	181	152	195
Current ratio	1.7	1.6	2.0	1.8	2.5
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	102	114	181	152	195
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	0.7	0.6	0.3	1.2	1.2
Capital expenditure / depreciation	75%	87%	53%	119%	101%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	28%	33%	29%	15%	16%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	2.03	2.58	1.53	0.81	1.73

## Annex Tables

Table A6.2 Bioversity Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	31.2	39.0	37.0	35.7	39.5
(of which unrestricted)	49%	47%	48%	44%	48%
Earned income	0.9	0.3	1.1	0.1	0.0
<b>Total</b>	<b>32.1</b>	<b>39.3</b>	<b>38.1</b>	<b>35.8</b>	<b>39.5</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	17.4	23.8	23.0	21.4	23.7
North America	2.5	1.6	1.7	1.9	1.5
Pacific Rim	1.7	1.0	0.9	1.0	1.1
Developing countries	0.6	0.7	0.9	0.8	1.0
Foundations	0.8	0.2	0.2	0.2	0.7
International and regional organizations	6.1	9.1	6.9	7.3	8.5
<b>Subtotal</b>	<b>29.1</b>	<b>36.4</b>	<b>33.7</b>	<b>32.6</b>	<b>36.4</b>
<b>Non-members</b>					
<b>Total</b>	<b>31.2</b>	<b>38.2</b>	<b>36.9</b>	<b>35.2</b>	<b>39.3</b>
<b>Top three contributors</b>					
	Netherlands World Bank United Kingdom	E.C. World Bank Netherlands	Netherlands Italy World Bank	Netherlands E.C. World Bank	E.C. Netherlands World Bank
<b>Staffing (number)</b>					
Internationally recruited	69	71	71	70	60
Nationally recruited	179	187	187	180	156
<b>Total</b>	<b>248</b>	<b>258</b>	<b>258</b>	<b>250</b>	<b>216</b>
<b>Object of expenditure</b>					
Personnel costs	54%	52%	57%	57%	53%
Supplies & services	24%	25%	20%	20%	27%
Collaboration & partnerships	16%	17%	17%	18%	15%
Travel	5%	5%	5%	4%	4%
Depreciation	1%	1%	1%	1%	1%
<b>Total Expenditure (\$ million)</b>	<b>34.6</b>	<b>37.6</b>	<b>37.9</b>	<b>36.3</b>	<b>38.5</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(2.5)</b>	<b>1.7</b>	<b>0.2</b>	<b>(0.5)</b>	<b>1.0</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	6.3	8.1	8.4	8.1	9.1
<b>Liquidity indicators</b>					
Working capital (days expenditure)	104	123	121	126	137
Current ratio	1.6	1.4	1.2	1.2	1.1
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	67	82	81	82	90
<b>Fixed asset indicators</b>					
Capital expenditure ( \$ million)	0.3	0.3	0.5	0.3	0.5
Capital expenditure / depreciation	70%	71%	87%	56%	93%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	18%	19%	19%	20%	17%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.61	0.55	0.76	0.20	0.32

## Annex Tables

Table A6.3 CIAT Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	36.5	45.1	46.3	48.0	56.1
(of which unrestricted)	34%	30%	27%	29%	29%
Earned income	1.4	1.7	1.9	1.2	6.1
<b>Total</b>	<b>37.9</b>	<b>46.8</b>	<b>48.2</b>	<b>49.2 </b>	<b>62.2</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	12.8	17.8	18.2	16.0	15.5
North America	9.1	9.8	8.1	9.0	12.1
Pacific Rim	1.1	1.0	1.4	1.5	1.8
Developing countries	0.6	0.9	1.0	0.9	0.8
Foundations	3.1	2.6	1.6	0.8	7.7
International and regional organizations	4.7	6.9	7.3	4.8	7.0
<b>Subtotal</b>	<b>31.3</b>	<b>39.0</b>	<b>37.5</b>	<b>33.0 </b>	<b>44.9</b>
<b>Non-members</b>	4.7	5.2	6.4	13.1	9.5
<b>Total</b>	<b>36.0</b>	<b>44.2</b>	<b>44.0</b>	<b>46.1 </b>	<b>54.4</b>
<b>Top three contributors</b>					
	Canada USA United Kingdom	Canada United Kingdom World Bank	Canada United Kingdom World Bank	BMGF Canada United Kingdom	Canada BMGF World Bank
<b>Staffing (number)</b>					
Internationally recruited	96	87	82	92	95
Nationally recruited	640	683	645	643	692
<b>Total</b>	<b>736</b>	<b>770</b>	<b>727</b>	<b>735 </b>	<b>787</b>
<b>Object of expenditure</b>					
Personnel costs	52%	38%	42%	48%	48%
Supplies & services	25%	36%	27%	19%	18%
Collaboration & partnerships	11%	15%	19%	22%	24%
Travel	9%	7%	8%	6%	7%
Depreciation	3%	3%	4%	5%	3%
<b>Total Expenditure (\$ million)</b>	<b>41.8</b>	<b>48.9</b>	<b>47.3</b>	<b>47.0 </b>	<b>56.1</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(3.9)</b>	<b>(2.1)</b>	<b>0.9</b>	<b>2.2</b>	<b>6.1</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	1.8	4.2	2.4	7.5	12.5
<b>Liquidity indicators</b>					
Working capital (days expenditure)	36	50	31	69	95
Current ratio	1.2	1.2	1.1	1.3	1.4
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	18	39	39	56	84
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	1.9	1.0	2.7	2.6	2.6
Capital expenditure / depreciation	137%	66%	135%	114%	140%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	20%	20%	18%	12%	12%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.35	0.70	0.30	0.30	0.73

## Annex Tables

Table A.6.4 CIFOR Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	15.7	18.2	21.3	23.6	27.0
(of which unrestricted)	50%	46%	45%	41%	43%
Earned income	0.5	0.6	0.6	0.3	0.1
<b>Total</b>	<b>16.1</b>	<b>18.8</b>	<b>21.9</b>	<b>23.9</b>	<b>27.1</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	9.6	11.1	13.2	14.1	18.4
North America	1.5	1.7	2.0	1.7	2.7
Pacific Rim	0.7	0.9	1.0	1.6	2.0
Developing countries	0.1	0.1	0.0	0.1	0.0
Foundations	0.7	1.1	1.0	1.0	0.8
International and regional organizations	2.0	1.8	2.2	2.9	1.4
<b>Subtotal</b>	<b>14.5</b>	<b>16.7</b>	<b>19.4</b>	<b>21.4</b>	<b>25.3</b>
<b>Non-members</b>	1.2	1.4	1.8	1.9	1.2
<b>Total</b>	<b>15.7</b>	<b>18.1</b>	<b>21.3</b>	<b>23.3</b>	<b>26.5</b>
<b>Top three contributors</b>					
	Netherlands	E.C.	E.C.	E.C.	Norway
	United Kingdom	Netherlands	Netherlands	Norway	E.C.
	World Bank	USA	Norway	Netherlands	Netherlands
<b>Staffing (number)</b>					
Internationally recruited	41	37	43	40	52
Nationally recruited	137	132	138	131	131
<b>Total</b>	<b>178</b>	<b>169</b>	<b>181</b>	<b>171</b>	<b>183</b>
<b>Object of expenditure</b>					
Personnel costs	49%	48%	39%	42%	42%
Supplies & services	13%	15%	23%	24%	27%
Collaboration & partnerships	29%	29%	29%	24%	22%
Travel	6%	6%	8%	7%	7%
Depreciation	3%	2%	2%	3%	2%
<b>Total Expenditure (\$ million)</b>	<b>16.5</b>	<b>16.9</b>	<b>20.6</b>	<b>22.7</b>	<b>24.9</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(0.3)</b>	<b>1.9</b>	<b>1.3</b>	<b>1.2</b>	<b>2.2</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	6.6	8.3	9.4	10.6	12.7
<b>Liquidity indicators</b>					
Working capital (days expenditure)	193	219	213	216	236
Current ratio	2.8	2.2	2.5	1.7	2.1
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	150	182	176	175	190
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	0.3	0.6	0.4	0.7	0.7
Capital expenditure / depreciation	79%	185%	129%	121%	129%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	21%	20%	20%	29%	28%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.62	0.23	0.31	0.12	0.09

## Annex Tables

Table A6.5 CIMMYT Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	36.0	43.3	40.8	48.8	58.8
(of which unrestricted)	45%	31%	27%	22%	26%
Earned income	1.8	2.6	2.3	1.6	2.0
<b>Total</b>	<b>37.8</b>	<b>45.9</b>	<b>43.1</b>	<b>50.4 </b>	<b>60.8</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	10.2	13.4	10.0	10.3	10.0
North America	8.9	8.0	6.2	9.1	10.4
Pacific Rim	5.0	3.4	5.0	4.5	7.5
Developing countries	1.7	1.6	1.9	2.4	5.5
Foundations	2.1	1.8	0.6	0.7	10.6
International and regional organizations	5.5	5.6	3.8	2.8	3.6
<b>Subtotal</b>	<b>33.4</b>	<b>33.7</b>	<b>27.5</b>	<b>29.8 </b>	<b>47.6</b>
<b>Non-members</b>	2.4	9.3	12.3	15.9	7.2
<b>Total</b>	<b>35.9</b>	<b>43.1</b>	<b>39.8</b>	<b>45.7 </b>	<b>54.8</b>
<b>Top three contributors</b>					
	USA	E.C	BMGF	BMGF	BMGF
	World Bank	USA	USA	USA	USA
	United Kingdom	World Bank	World Bank	Cornell University	Australia
<b>Staffing (number)</b>					
Internationally recruited	83	72	77	85	101
Nationally recruited	437	534	521	521	542
<b>Total</b>	<b>520</b>	<b>606</b>	<b>598</b>	<b>606 </b>	<b>643</b>
<b>Object of expenditure</b>					
Personnel costs	44%	45%	42%	40%	37%
Supplies & services	33%	29%	33%	29%	35%
Collaboration & partnerships	15%	17%	16%	18%	17%
Travel	5%	5%	5%	6%	5%
Depreciation	3%	4%	5%	7%	6%
<b>Total Expenditure (\$ million)</b>	<b>37.4</b>	<b>43.9</b>	<b>41.7</b>	<b>44.3 </b>	<b>56.0</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>0.4</b>	<b>2.1</b>	<b>1.4</b>	<b>6.1</b>	<b>4.8</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	6.6	10.0	11.5	17.3	20.5
<b>Liquidity indicators</b>					
Working capital (days expenditure)	94	142	165	217	192
Current ratio	1.4	1.8	1.9	1.6	1.7
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	80	91	106	153	141
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	1.0	1.4	2.0	4.6	4.9
Capital expenditure / depreciation	106%	80%	98%	154%	150%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	25%	19%	19%	14%	16%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.38	0.24	0.33	0.07	0.05

## Annex Tables

Table A6.6 CIP Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	22.3	26.0	27.4	32.7	33.5
(of which unrestricted)	44%	32%	31%	37%	36%
Earned income	0.6	0.8	0.5	0.6	0.6
<b>Total</b>	<b>23.0</b>	<b>26.8</b>	<b>28.0</b>	<b>33.3 </b>	<b>34.1</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	9.8	11.2	11.2	13.8	14.3
North America	5.2	4.6	4.6	6.3	6.5
Pacific Rim	0.5	0.9	1.2	1.3	1.5
Developing countries	0.3	0.6	0.6	0.8	0.6
Foundations	0.6	0.8	0.8	0.7	4.4
International and regional organizations	3.1	2.7	2.5	3.1	2.6
<b>Subtotal</b>	<b>19.6</b>	<b>20.8</b>	<b>20.9</b>	<b>26.0 </b>	<b>29.9</b>
<b>Non-members</b>					
	2.2	3.4	4.9	5.4	3.4
<b>Total</b>	<b>21.8</b>	<b>24.2</b>	<b>25.8</b>	<b>31.4 </b>	<b>33.3</b>
<b>Top three contributors</b>					
	USA Canada United Kingdom	Canada E.C World Bank	Canada Switzerland World Bank	USA World Bank Canada	USA BMGF Canada
<b>Staffing (number)</b>					
Internationally recruited	60	59	59	64	62
Nationally recruited	493	473	456	483	520
<b>Total</b>	<b>553</b>	<b>532</b>	<b>515</b>	<b>547 </b>	<b>582</b>
<b>Object of expenditure</b>					
Personnel costs	46%	40%	43%	40%	42%
Supplies & services	26%	33%	31%	34%	32%
Collaboration & partnerships	16%	15%	15%	13%	13%
Travel	8%	8%	8%	8%	8%
Depreciation	4%	4%	3%	5%	5%
<b>Total Expenditure (\$ million)</b>	<b>22.9</b>	<b>26.1</b>	<b>27.6</b>	<b>31.8 </b>	<b>33.0</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>0.1</b>	<b>0.6</b>	<b>0.3</b>	<b>1.5</b>	<b>1.1</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	5.4	6.1	6.2	7.4	8.6
<b>Liquidity indicators</b>					
Working capital (days expenditure)	96	104	92	104	120
Current ratio	1.5	1.5	1.4	1.4	1.5
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	89	92	84	90	100
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	2.0	0.9	1.0	2.0	2.2
Capital expenditure / depreciation	222%	98%	134%	131%	121%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	13%	13%	13%	14%	21%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.13	0.19	0.16	0.06	0.12

## Annex Tables

Table A6.7 ICARDA Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	24.4	27.7	30.1	31.8	38.7
(of which unrestricted)	44%	38%	36%	39%	33%
Earned income	1.6	1.1	1.8	1.3	0.7
<b>Total</b>	<b>26.0</b>	<b>28.8</b>	<b>31.9</b>	<b>33.1</b>	<b>39.4</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	8.2	10.6	9.6	10.0	10.3
North America	4.3	4.2	5.1	3.9	3.9
Pacific Rim	1.4	1.4	2.0	2.7	3.5
Developing countries	1.6	2.4	2.4	2.4	1.9
Foundations	0.2	0.4	0.4	0.3	0.6
International and regional organizations	6.8	7.2	7.6	6.7	8.5
<b>Subtotal</b>	<b>22.6</b>	<b>26.2</b>	<b>27.0</b>	<b>26.0</b>	<b>28.7</b>
<b>Non-members</b>	1.0	0.7	2.2	5.7	9.3
<b>Total</b>	<b>23.6</b>	<b>26.8</b>	<b>29.2</b>	<b>31.7</b>	<b>38.0</b>
<b>Top three contributors</b>					
	United Kingdom	USA	USA	Libya	Australia
	USA	United Kingdom	United Kingdom	USA	USA
	World Bank	E.C.	World Bank	World Bank	World Bank
<b>Staffing (number)</b>					
Internationally recruited	104	95	93	93	91
Nationally recruited	397	413	426	432	515
<b>Total</b>	<b>501</b>	<b>508</b>	<b>519</b>	<b>525</b>	<b>606</b>
<b>Object of expenditure</b>					
Personnel costs	42%	41%	38%	38%	34%
Supplies & services	31%	35%	36%	34%	35%
Collaboration & partnerships	11%	9%	10%	12%	12%
Travel	10%	10%	12%	12%	12%
Depreciation	6%	5%	5%	4%	7%
<b>Total Expenditure (\$ million)</b>	<b>27.0</b>	<b>27.1</b>	<b>32.0</b>	<b>32.5</b>	<b>38.3</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(1.0)</b>	<b>1.7</b>	<b>(0.1)</b>	<b>0.5</b>	<b>1.0</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	8.3	10.5	10.4	10.4	11.0
<b>Liquidity indicators</b>					
Working capital (days expenditure)	167	200	205	163	151
Current ratio	1.8	1.9	1.9	1.6	1.6
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	118	149	124	121	114
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	0.9	0.5	0.7	1.5	1.3
Capital expenditure / depreciation	55%	36%	50%	113%	53%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	16%	22%	21%	18%	18%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.46	0.58	0.65	0.31	0.30

## Annex Tables

Table A6.8 ICRISAT Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	32.3	37.4	48.0	47.8	59.9
(of which unrestricted)	37%	32%	29%	30%	27%
Earned income	2.9	4.9	2.6	4.2	4.8
<b>Total</b>	<b>35.3</b>	<b>42.3</b>	<b>50.6</b>	<b>52.0 </b>	<b>64.7</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	10.9	13.6	14.6	12.9	15.5
North America	6.3	6.2	7.9	6.9	10.7
Pacific Rim	1.1	1.3	1.4	1.5	1.9
Developing countries	2.4	3.8	5.7	5.4	7.0
Foundations	0.7	0.9	0.9	0.8	12.2
International and regional organizations	7.1	6.1	6.7	5.3	5.0
<b>Subtotal</b>	<b>28.4</b>	<b>31.9</b>	<b>37.2</b>	<b>32.8 </b>	<b>52.3</b>
<b>Non-members</b>					
<b>Total</b>	<b>32.0</b>	<b>36.2</b>	<b>47.5</b>	<b>46.4 </b>	<b>59.2</b>
<b>Top three contributors</b>					
	USA	USA	BMGF	BMGF	BMGF
	United Kingdom	E.C.	USA	USA	USA
	UNEP	India	India	India	India
<b>Staffing (number)</b>					
Internationally recruited	59	59	64	73	82
Nationally recruited	873	1,015	1,099	1,031	1,108
<b>Total</b>	<b>932</b>	<b>1,074</b>	<b>1,163</b>	<b>1,104 </b>	<b>1,190</b>
<b>Object of expenditure</b>					
Personnel costs	47%	49%	45%	47%	45%
Supplies & services	31%	32%	29%	26%	23%
Collaboration & partnerships	12%	6%	14%	15%	20%
Travel	8%	8%	8%	7%	7%
Depreciation	2%	5%	4%	5%	5%
<b>Total Expenditure (\$ million)</b>	<b>34.0</b>	<b>37.8</b>	<b>47.9</b>	<b>49.9 </b>	<b>61.2</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>1.2</b>	<b>4.5</b>	<b>2.7</b>	<b>2.2</b>	<b>3.5</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	10.5	14.5	15.8	17.2	20.8
<b>Liquidity indicators</b>					
Working capital (days expenditure)	171	206	170	169	205
Current ratio	2.1	1.7	1.9	1.6	1.8
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	114	148	127	132	130
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	0.8	1.0	1.1	3.1	2.8
Capital expenditure / depreciation	112%	58%	51%	138%	98%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	23%	23%	23%	23%	23%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.27	0.14	0.30	0.08	0.22

## Annex Tables

Table A6.9 IFPRI Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	37.2	46.4	49.9	62.5	70.9
(of which unrestricted)	39%	29%	31%	27%	27%
Earned income	0.9	1.7	0.4	0.6	-0.4
<b>Total</b>	<b>38.1</b>	<b>48.1</b>	<b>50.3</b>	<b>63.1</b>	<b>70.5</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	11.6	20.0	16.5	23.6	20.3
North America	10.4	10.4	10.8	14.3	17.6
Pacific Rim	0.9	0.9	0.9	1.1	2.4
Developing countries	1.0	0.3	0.4	0.6	0.7
Foundations	1.1	0.5	0.3	0.7	6.9
International and regional organizations	5.2	5.2	3.9	7.1	6.0
<b>Subtotal</b>	<b>30.2</b>	<b>37.3</b>	<b>32.8</b>	<b>47.4</b>	<b>53.9</b>
<b>Non-members</b>	5.5	7.4	16.7	14.2	16.3
<b>Total</b>	<b>35.7</b>	<b>44.7</b>	<b>49.5</b>	<b>61.6</b>	<b>70.2</b>
<b>Top three contributors</b>					
	USA World Bank United Kingdom	USA United Kingdom E.C.	USA World Bank CAADP	USA United Kingdom BMGF	USA BMGF United Kingdom
<b>Staffing (number)</b>					
Internationally recruited	89	107	107	118	132
Nationally recruited	121	114	125	228	245
<b>Total</b>	<b>210</b>	<b>221</b>	<b>232</b>	<b>346</b>	<b>377</b>
<b>Object of expenditure</b>					
Personnel costs	45%	42%	46%	44%	45%
Supplies & services	21%	17%	15%	17%	18%
Collaboration & partnerships	24%	30%	31%	31%	29%
Travel	8%	8%	7%	7%	7%
Depreciation	2%	2%	2%	1%	1%
<b>Total Expenditure (\$ million)</b>	<b>39.1</b>	<b>45.7</b>	<b>48.3</b>	<b>58.4</b>	<b>66.6</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(1.0)</b>	<b>2.4</b>	<b>2.0</b>	<b>4.7</b>	<b>3.9</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	8.4	9.9	11.4	15.7	19.8
<b>Liquidity indicators</b>					
Working capital (days expenditure)	96	94	114	128	137
Current ratio	1.5	1.4	1.4	1.4	1.4
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	81	81	94	108	116
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	0.2	2.5	0.4	1.2	0.6
Capital expenditure / depreciation	33%	345%	50%	159%	75%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	15%	16%	16%	17%	16%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.53	0.41	0.43	0.29	0.45

## Annex Tables

Table A6.10 IITA Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	45.1	45.1	48.4	48.9	51.4
(of which unrestricted)	29%	29%	27%	30%	30%
Earned income	1.4	1.7	2.9	3.8	0.8
<b>Total</b>	<b>46.5</b>	<b>46.8</b>	<b>51.3</b>	<b>52.7</b>	<b>52.2</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	14.3	15.8	16.2	13.3	13.9
North America	15.6	17.5	16.5	19.1	19.9
Pacific Rim	0.4	0.4	0.5	0.4	0.6
Developing countries	3.0	0.5	2.2	0.1	0.8
Foundations	0.6	0.7	0.7	0.3	1.3
International and regional organizations	3.6	4.1	4.4	4.6	3.3
<b>Subtotal</b>	<b>37.5</b>	<b>38.9</b>	<b>40.4</b>	<b>37.8</b>	<b>39.8</b>
<b>Non-members</b>					
	7.2	5.7	5.7	7.4	8.7
<b>Total</b>	<b>44.7</b>	<b>44.6</b>	<b>46.2</b>	<b>45.2</b>	<b>48.5</b>
<b>Top three contributors</b>					
	USA	USA	USA	USA	USA
	World Bank	E.C.	E.C.	E.C.	E.C.
	Nigeria	World Bank	United Kingdom	World Bank	World Bank
<b>Staffing (number)</b>					
Internationally recruited	107	111	103	97	100
Nationally recruited	1,128	1,007	968	882	857
<b>Total</b>	<b>1,235</b>	<b>1,118</b>	<b>1,071</b>	<b>979</b>	<b>957</b>
<b>Object of expenditure</b>					
Personnel costs	40%	43%	38%	39%	38%
Supplies & services	35%	31%	33%	35%	35%
Collaboration & partnerships	15%	17%	19%	16%	15%
Travel	7%	6%	7%	7%	8%
Depreciation	3%	3%	2%	3%	4%
<b>Total Expenditure (\$ million)</b>	<b>44.4</b>	<b>44.7</b>	<b>51.0</b>	<b>51.3</b>	<b>52.0</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>2.1</b>	<b>2.1</b>	<b>0.3</b>	<b>1.4</b>	<b>0.2</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	18.7	21.1	21.4	21.9	18.8
<b>Liquidity indicators</b>					
Working capital (days expenditure)	159	175	158	161	135
Current ratio	1.9	1.9	2.0	1.8	1.9
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	159	175	158	161	135
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	2.0	1.0	1.3	2.3	5.3
Capital expenditure / depreciation	153%	76%	102%	168%	268%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	20%	21%	20%	20%	17%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.22	0.07	0.25	0.09	0.06

## Annex Tables

Table A6.11 ILRI Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	26.7	35.2	39.9	54.7	41.1
(of which unrestricted)	51%	40%	37%	31%	43%
Earned income	3.9	3.8	4.2	3.8	3.3
<b>Total</b>	<b>30.6</b>	<b>39.0</b>	<b>44.1</b>	<b>58.5</b>	<b>44.5</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	12.3	16.9	16.5	15.2	13.5
North America	5.9	10.1	11.4	26.7	11.3
Pacific Rim	0.4	0.6	0.5	0.3	1.0
Developing countries	0.5	0.5	0.7	0.4	0.4
Foundations	0.5	0.3	0.5	1.4	1.9
International and regional organizations	3.1	2.9	3.5	2.9	3.9
<b>Subtotal</b>	<b>22.8</b>	<b>31.3</b>	<b>33.1</b>	<b>46.9</b>	<b>32.0</b>
<b>Non-members</b>					
<b>Total</b>	<b>26.0</b>	<b>34.2</b>	<b>37.7</b>	<b>51.9</b>	<b>39.0</b>
<b>Top three contributors</b>					
	USA Canada United Kingdom	Canada E.C. USA	Canada USA United Kingdom	Canada USA Germany	Canada USA World Bank
<b>Staffing (number)</b>					
Internationally recruited	81	92	83	110	102
Nationally recruited	693	680	617	573	546
<b>Total</b>	<b>774</b>	<b>772</b>	<b>700</b>	<b>683</b>	<b>648</b>
<b>Object of expenditure</b>					
Personnel costs	49%	44%	47%	34%	45%
Supplies & services	31%	36%	35%	26%	34%
Collaboration & partnerships	6%	10%	7%	11%	6%
Travel	6%	6%	7%	6%	7%
Depreciation	8%	4%	4%	23%	8%
<b>Total Expenditure (\$ million)</b>	<b>34.8</b>	<b>40.6</b>	<b>42.6</b>	<b>57.3</b>	<b>43.3</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(4.2)</b>	<b>(1.6)</b>	<b>1.5</b>	<b>1.2</b>	<b>1.2</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	14.2	11.7	9.8	18.2	20.4
<b>Liquidity indicators</b>					
Working capital (days expenditure)	194	144	117	172	202
Current ratio	2.3	1.7	1.5	2.0	2.0
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	159	130	90	151	178
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	1.5	4.3	7.4	6.7	2.5
Capital expenditure / depreciation	57%	260%	455%	50%	74%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	22%	17%	16%	14%	23%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.34	0.18	0.25	0.32	0.22

## Annex Tables

Table A6.12 IRRI Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	27.7	32.5	37.5	48.1	56.7
(of which unrestricted)	51%	42%	36%	30%	28%
Earned income	3.9	2.3	0.3	1.8	1.7
<b>Total</b>	<b>31.6</b>	<b>34.8</b>	<b>37.7</b>	<b>49.9</b>	<b>58.4</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	10.6	13.6	9.2	9.0	9.4
North America	5.0	4.7	6.4	6.3	8.4
Pacific Rim	4.3	5.6	7.0	6.3	9.4
Developing countries	0.9	1.2	1.3	2.0	2.8
Foundations	0.7	0.6	0.1	0.5	18.4
International and regional organizations	5.1	5.0	4.9	6.0	5.1
<b>Subtotal</b>	<b>26.6</b>	<b>30.8</b>	<b>29.0</b>	<b>30.1</b>	<b>53.5</b>
<b>Non-members</b>	<b>1.1</b>	<b>1.7</b>	<b>8.2</b>	<b>17.6</b>	<b>2.7</b>
<b>Total</b>	<b>27.7</b>	<b>32.5</b>	<b>37.1</b>	<b>47.7</b>	<b>56.2</b>
<b>Top three contributors</b>					
	United Kingdom	E.C	BMGF	BMGF	BMGF
	USA	United Kingdom	USA	USA	USA
	Switzerland	Japan	Japan	Japan	Japan
<b>Staffing (number)</b>					
Internationally recruited	73	74	149	134	131
Nationally recruited	832	831	827	921	998
<b>Total</b>	<b>905</b>	<b>905</b>	<b>976</b>	<b>1,055</b>	<b>1,129</b>
<b>Object of expenditure</b>					
Personnel costs	43%	41%	43%	39%	39%
Supplies & services	31%	32%	32%	26%	25%
Collaboration & partnerships	12%	13%	11%	21%	24%
Travel	8%	8%	8%	8%	6%
Depreciation	6%	6%	6%	6%	6%
<b>Total Expenditure (\$ million)</b>	<b>33.3</b>	<b>37.7</b>	<b>41.4</b>	<b>50.1</b>	<b>57.2</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(1.7)</b>	<b>(2.9)</b>	<b>(3.6)</b>	<b>(0.2)</b>	<b>1.2</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	33.6	29.9	26.8	26.5	26.7
<b>Liquidity indicators</b>					
Working capital (days expenditure)	388	309	260	206	181
Current ratio	3.1	2.2	1.8	1.6	1.6
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	388	309	260	206	181
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	3.5	3.6	2.0	3.2	4.6
Capital expenditure / depreciation	173%	158%	81%	103%	131%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	21%	20%	17%	12%	13%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.52	0.21	0.11	0.05	0.03

## Annex Tables

Table A6.13 IWMI Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	20.0	23.5	26.1	28.2	30.2
(of which unrestricted)	44%	32%	35%	33%	37%
Earned income	0.5	0.6	0.7	0.5	0.6
<b>Total</b>	<b>20.5</b>	<b>24.1</b>	<b>26.8</b>	<b>28.7</b>	<b>30.8</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	11.6	16.2	17.1	16.1	15.3
North America	1.8	2.1	1.9	2.5	2.9
Pacific Rim	0.8	1.0	1.8	1.2	1.5
Developing countries	0.7	0.6	0.8	0.9	0.3
Foundations	0.3	0.1	0.1	0.2	3.7
International and regional organizations	3.4	2.2	2.7	3.8	3.8
<b>Subtotal</b>	<b>18.6</b>	<b>22.1</b>	<b>24.4</b>	<b>24.7</b>	<b>27.5</b>
<b>Non-members</b>	1.2	0.7	0.6	2.7	1.7
<b>Total</b>	<b>19.9</b>	<b>22.8</b>	<b>25.0</b>	<b>27.4</b>	<b>29.2</b>
<b>Top three contributors</b>					
	World Bank France United Kingdom	United Kingdom E.C Netherlands	United Kingdom Switzerland World Bank	United Kingdom World Bank Switzerland	United Kingdom BMGF Switzerland
<b>Staffing (number)</b>					
Internationally recruited	115	95	86	91	97
Nationally recruited	259	235	178	174	185
<b>Total</b>	<b>374</b>	<b>330</b>	<b>264</b>	<b>265</b>	<b>282</b>
<b>Object of expenditure</b>					
Personnel costs	61%	49%	45%	47%	48%
Supplies & services	6%	33%	37%	31%	26%
Collaboration & partnerships	13%	7%	7%	11%	15%
Travel	17%	8%	8%	9%	9%
Depreciation	2%	3%	2%	2%	2%
<b>Total Expenditure (\$ million)</b>	<b>20.6</b>	<b>24.0</b>	<b>25.2</b>	<b>25.7</b>	<b>26.9</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(0.1)</b>	<b>0.1</b>	<b>1.6</b>	<b>3.0</b>	<b>3.9</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	4.0	4.8	6.6	9.7	13.8
<b>Liquidity indicators</b>					
Working capital (days expenditure)	100	114	132	170	219
Current ratio	1.8	1.5	1.7	1.6	2.0
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	64	77	104	140	188
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	0.9	0.2	0.3	0.5	0.4
Capital expenditure / depreciation	188%	30%	64%	91%	57%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	21%	26%	26%	21%	21%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.31	0.18	0.22	0.13	0.09

## Annex Tables

Table A6.14 World Agroforestry Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	29.9	31.5	29.3	33.5	40.0
(of which unrestricted)	31%	31%	40%	37%	35%
Earned income	1.2	1.6	2.0	3.0	2.1
<b>Total</b>	<b>31.1</b>	<b>33.1</b>	<b>31.3</b>	<b>36.5</b>	<b>42.1</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	11.7	14.0	14.6	14.1	17.0
North America	6.0	5.5	4.1	4.0	3.9
Pacific Rim	0.6	0.5	0.5	0.5	0.8
Developing countries	0.2	0.2	0.2	0.4	0.7
Foundations	1.5	1.1	0.9	0.3	4.3
International and regional organizations	3.8	3.8	3.1	3.9	4.2
<b>Subtotal</b>	<b>23.8</b>	<b>25.0</b>	<b>23.4</b>	<b>23.2</b>	<b>30.9</b>
<b>Non-members</b>					
	5.7	6.0	4.7	9.4	8.1
<b>Total</b>	<b>29.5</b>	<b>31.0</b>	<b>28.1</b>	<b>32.6</b>	<b>39.0</b>
<b>Top three contributors</b>					
	USA	USA	Ireland	BMGF	BMGF
	Sweden	E.C.	USA	USA	USA
	Canada	Ireland	E.C.	Ireland	Ireland
<b>Staffing (number)</b>					
Internationally recruited	45	49	50	72	78
Nationally recruited	421	235	259	259	307
<b>Total</b>	<b>466</b>	<b>284</b>	<b>309</b>	<b>331</b>	<b>385</b>
<b>Object of expenditure</b>					
Personnel costs	43%	41%	42%	41%	43%
Supplies & services	31%	30%	31%	38%	29%
Collaboration & partnerships	11%	14%	12%	10%	11%
Travel	12%	12%	13%	9%	14%
Depreciation	3%	3%	3%	2%	3%
<b>Total Expenditure (\$ million)</b>	<b>31.9</b>	<b>30.4</b>	<b>28.3</b>	<b>34.9</b>	<b>36.9</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(0.9)</b>	<b>2.7</b>	<b>3.0</b>	<b>1.6</b>	<b>5.2</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	7.0	10.3	13.5	14.9	20.1
<b>Liquidity indicators</b>					
Working capital (days expenditure)	140	178	229	221	253
Current ratio	2.0	2.0	2.3	1.9	2.3
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	82	128	178	165	199
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	0.6	0.5	0.8	1.0	0.9
Capital expenditure / depreciation	68%	47%	84%	129%	95%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	22%	22%	21%	21%	19%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	1.10	0.75	0.74	0.24	0.36

## Annex Tables

Table A6.15 WorldFish Program and Resource Highlights

Actual	2006	2007	2008	2009	2010
<b>Revenues (\$ million)</b>					
Agenda funding	14.8	15.1	18.6	17.3	17.2
(of which unrestricted)	50%	38%	41%	39%	47%
Earned income	0.4	1.2	0.7	0.4	0.5
<b>Total</b>	<b>15.2</b>	<b>16.3</b>	<b>19.3</b>	<b>17.7 </b>	<b>17.7</b>
<b>Agenda funding (\$ million)</b>					
<b>Members</b>					
Europe	7.0	8.2	8.5	7.3	6.7
North America	2.0	2.0	4.0	4.5	3.9
Pacific Rim	1.4	1.3	2.0	1.9	2.6
Developing countries	0.5	0.3	0.7	0.8	0.6
Foundations	0.0	0.0	0.0	0.0	0.0
International and regional organizations	3.3	2.5	2.4	1.7	1.6
<b>Subtotal</b>	<b>14.1</b>	<b>14.3</b>	<b>17.6</b>	<b>16.2 </b>	<b>15.4</b>
<b>Non-members</b>					
<b>Total</b>	<b>0.7</b>	<b>0.8</b>	<b>1.1</b>	<b>1.0 </b>	<b>1.3</b>
<b>Total</b>	<b>14.8</b>	<b>15.1</b>	<b>18.6</b>	<b>17.2 </b>	<b>16.7</b>
<b>Top three contributors</b>					
	United Kingdom	E.C.	USA	USA	USA
	USA	United Kingdom	Sweden	E.C.	Australia
	World Bank	USA	United Kingdom	Sweden	Norway
<b>Staffing (number)</b>					
Internationally recruited	44	43	49	43	37
Nationally recruited	278	250	221	215	209
<b>Total</b>	<b>322</b>	<b>293</b>	<b>270</b>	<b>258 </b>	<b>246</b>
<b>Object of expenditure</b>					
Personnel costs	50%	49%	45%	49%	53%
Supplies & services	21%	24%	19%	21%	25%
Collaboration & partnerships	17%	15%	26%	19%	10%
Travel	10%	10%	9%	10%	11%
Depreciation	2%	2%	1%	1%	1%
<b>Total Expenditure (\$ million)</b>	<b>15.5</b>	<b>17.3</b>	<b>20.8</b>	<b>17.9 </b>	<b>16.2</b>
<b>Result of operations [surplus/(deficit) \$ million]</b>	<b>(0.3)</b>	<b>(0.9)</b>	<b>(1.5)</b>	<b>(0.2)</b>	<b>1.5</b>
<b>Center financial information (\$ million)</b>					
Unrestricted net assets excluding fixed assets	7.0	7.3	5.8	5.7	7.8
<b>Liquidity indicators</b>					
Working capital (days expenditure)	204	172	119	118	178
Current ratio	2.6	2.5	1.9	1.5	2.5
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	194	158	107	118	178
<b>Fixed asset indicators</b>					
Capital expenditure (\$ million)	0.2	0.3	0.3	0.1	0.0
Capital expenditure / depreciation	54%	71%	112%	41%	27%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio	21%	20%	19%	19%	17%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio	0.45	0.59	0.95	0.60	1.24

## Glossary of Terms

### **Net Assets**

The total of what is owned by a Center after deducting what is owed (the equivalent of “retained earnings” or “owner’s equity” in a commercial business). Net assets are the accumulated “surpluses” (excess of revenue over expenses) over the years.

### **Unrestricted Net Assets**

Net assets resulting from an excess of unrestricted revenue over unrestricted expenses. Use of unrestricted net assets is determined by the Center’s Board management.

### **Restricted Net Assets**

Net assets resulting from an excess of restricted grant revenue over restricted expenses. Use of restricted net assets is determined by the Members contributing the restricted grants. Restricted net assets are uncommon in the Centers because of the accounting policies and business practices followed in the CGIAR.

### **Net Fixed Assets**

The cost of fixed assets (property and equipment) net of the depreciation charge. It is also referred to as “book value” of property and equipment.

### **Liquidity**

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”.

### **Quick Ratio**

A more restricted measure of liquidity because it takes into account only those current assets that are cash or easily convertible into cash to pay for the current liabilities.

### **Working Capital**

Current assets minus current liabilities.

### **Short-term Solvency (liquidity indicator)**

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

### **Long-term Stability (adequacy of reserve indicator)**

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 per day operating expenses (defined below) excluding depreciation.

### **Direct Costs**

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 (the proportion of time allocated to the project), or the cost of supplies or equipment consumed by the project.

**Indirect Costs**

Operating costs incurred for the purpose of managing, overseeing and supporting a Center's overall research activities, and that therefore cannot be directly identified with a specific project or research activity. Common indirect costs in the CGIAR include the cost of Center (not research) management, and the cost of Boards of Trustees.

**Indirect Cost Rate**

Ratio of indirect costs to direct costs expressed as a percentage.

**Cash Management of Restricted Operation**

A ratio that measures the ability of a Center to manage restricted projects operations with the amount of cash advances received and reimbursements expected from donors. It is computed as restricted donors' accounts receivable divided by restricted donors' accounts payable expressed as a ratio. The desirable benchmark is a ratio less than 1.

**Per day Operating Expenses**

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.