

A close-up, macro photograph of a plant stem, likely a sunflower, showing several stamens. The stem is green and textured, running vertically on the left side. The stamens are thin, light-colored filaments with small, round, yellowish-brown anthers at their tips. The background is a deep, dark blue/purple, creating a high-contrast effect. On the far left edge, there is a vertical strip of color calibration bars in yellow, cyan, magenta, and black. On the right side, there are several thin, intersecting lines in yellow, blue, and white, creating a geometric pattern.

# Executive Summary of the 2005 CGIAR Financial Results

The 2005 financial results reported here are based on the audited financial statements of the 15 Centers and four Challenge Programs supported by the Consultative Group on International Agricultural Research (CGIAR). The aggregation, analyses and reports, including this summary, were produced through a joint collaborative effort between the International Rice Research Institute (IRRI) and the CGIAR Secretariat. The IRRI team was led by Kwame Akuffo-Akoto and included Loriza E. Dagdag and Rodelita D. Panergalin.

## Executive Summary of the 2005 CGIAR Financial Results

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# Compliance with Financial Guidelines

The Future Harvest Centers of the Consultative Group on International Agricultural Research (CGIAR) are institutions governed by their respective boards of trustees. To ensure transparency and consistency in financial practices and the presentation of financial information, the Centers are required to follow financial guidelines approved by the membership. Developed by the CGIAR Secretariat with the input of Center finance personnel and external financial experts, these guidelines aim to bring CGIAR financial practices into conformity with those generally accepted worldwide.

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

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

By the end of 2005, the two remaining centers had committed to joining the consortium.

# Executive Summary of the 2005 CGIAR Financial Results

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

## Overview

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

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

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

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

## 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 on page 50.

## Overall Financial Outcome

The positive outcome for 2005 ensured that the overall CGIAR financial position remained strong at the end of the year. Table A summarizes the approved CGIAR program and the outcome for 2005 by its major components, with actual outcome in 2004 for comparison. Highlights of the System's 2005 financial performance are shown in table 1, with information for the previous 4 years for comparison.

## Contributions to Centers and Programs

The year 2005 showed a further increase in aggregate contributions to the System. Contributions to Centers and programs totaled \$450 million compared with \$437 million in 2004, an increase of \$13 million (3 percent). Unrestricted contributions remained unchanged from the \$195 million of 2004. Restricted contributions totaled \$255 million compared with \$242 million in 2004, an increase of \$13 million (5 percent). Table 2 provides a schedule of contributions for 1972-2005 by Member.

As shown in figure 1, the increase in contributions in 2005 came from two groups: Europe increased by \$15.5 million (9 percent) and North America by \$4.5 million (5 percent). In contrast, contributions from the other groups decreased, most significantly from the Pacific Rim, with Japan reducing its contribution by about 20 percent. Many of the European



**Table A. Summary of 2005 CGIAR Approved Program vs Actual Outcome**

(millions of US dollars)

		Actual 2004 Outcome	Actual 2005 Outcome	2005 Plan Approved at AGMO4
<b>Expenditure</b>				
Centers		406	417	439
Challenge Programs	— { Centers Partners	14 5	25 10	25
<b>Total expenditure</b>		<b>425</b>	<b>452</b>	<b>464</b>
<b>Financing</b>				
Funding				
Centers		418	415	416
Challenge Programs	— { Centers Partners	14 5	25 10	41
<b>Subtotal funding</b>		<b>437</b>	<b>450</b>	<b>457</b>
Earned income		16	10	7
<b>Total financing</b>		<b>453</b>	<b>460</b>	<b>464</b>
<b>Carried forward for future use</b>		<b>28</b>	<b>8</b>	

Members make their contributions in their national currency, which Centers then convert into US dollars. In 2005, these currencies generally weakened against the US dollar, as did the yen, further reducing the Japanese contribution in dollar terms. The impact of exchange rate movements on 2005 contributions was a net loss of about \$2.4 million, compared with a gain of \$4 million in 2004.

Fifteen contributors accounted for approximately 77 percent of contributions for the research agenda in 2005. The United States of America, contributing \$54.8 million, was the

single largest contributor, followed by the World Bank (\$50.0 million) and the United Kingdom (\$44.2 million). The top five contributors held the same rankings as in 2004. Table B shows the top contributors in 2005 and 2004.

#### Resource Allocation

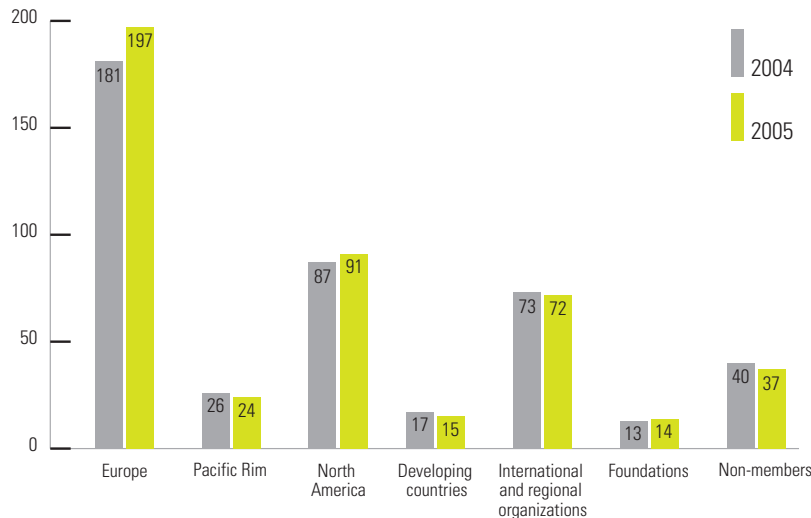
Total CGIAR expenditure in 2005 of \$452 million was 6 percent higher than in 2004. The following summarizes expenditure by Center and resource allocation at the System level by (i) object, (ii) output, and (iii) region.

**Distribution among Centers:** Figure 2 shows the distribution of expenditure by Center in 2005.

**Expenditure by Object:** Personnel costs, at 45 percent, were unchanged in 2005, as shown in figure 3. However, total staffing increased from 7,791 to 7,874.

**Expenditure by Output:** Illustrative allocations based on the 2005 financing plan ratios by the five CGIAR output — germplasm improvement, germplasm collection, sustainable production, policy and enhancing national

**Figure 1. CGIAR Funding**  
(millions of US dollars)



agricultural research systems (NARS) — remained about the same in 2005 as in 2004 (table 4).

**Expenditure by Region:** Illustrative allocations by region using the 2005 financing plan ratios appear in figure 5, which confirms that there were no major shifts between 2004 and 2005.

### Center Perspectives

The growth noted at the System level reflects a range of outcomes at individual Centers. Total contributions increased for 8 Centers compared with 12 in 2004. Five Centers, (Africa Rice, CIAT, CIFOR, ICARDA and IFPRI) had increases of between 10 and 17 percent. Three Centers (ICRISAT, IPGRI and World Agroforestry) had increases of below 5 percent. Contributions to seven Centers were lower. CIMMYT, CIP, IITA, ILRI, IWMI<sup>1</sup> and WorldFish had reductions of 10 percent or less, while IRRI had a 12 percent reduction.

Operational results (contributions plus earned income, less expenditure) show that 10 Centers ended the year with resources higher than expenditure compared with 14 in 2004. As a percentage of total resources, four Centers (Africa Rice, CIMMYT, IITA and ILRI) had resources more than 5 percent higher than expenditure, six Centers (CIP, ICARDA, ICRISAT,

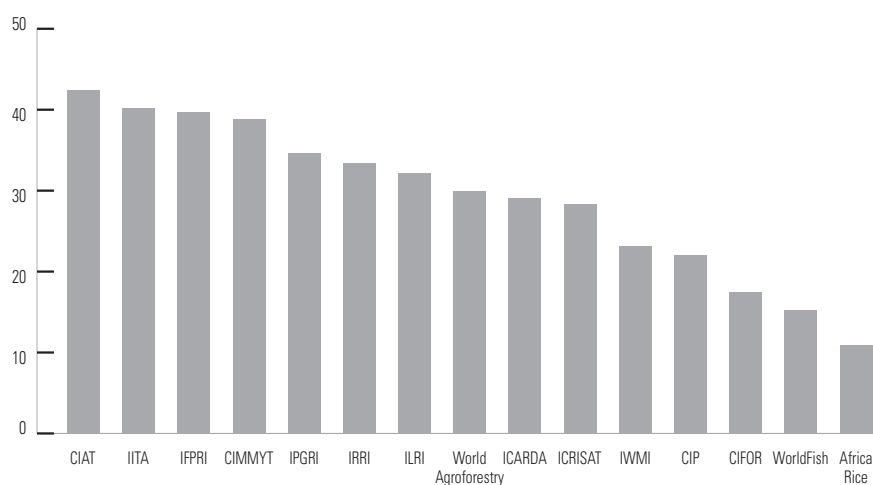
**Table B. Top Contributors for 2004 and 2005**  
(millions of US dollars)

	2004		2005	
<b>Industrialized Countries and Multilateral Organizations</b>				
United States of America	54.2	United States of America	54.8	
World Bank	50.0	World Bank	50.0	
United Kingdom	35.3	United Kingdom	44.2	
Canada	32.5	Canada	36.4	
European Commission	26.3	European Commission	30.6	
<b>Developing Countries</b>				
Nigeria	4.6	Nigeria	3.2	
India	1.9	Colombia	1.8	
Brazil	1.6	Mexico	1.3	
China	1.4	India	1.2	
South Africa	1.0	China	1.0	

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

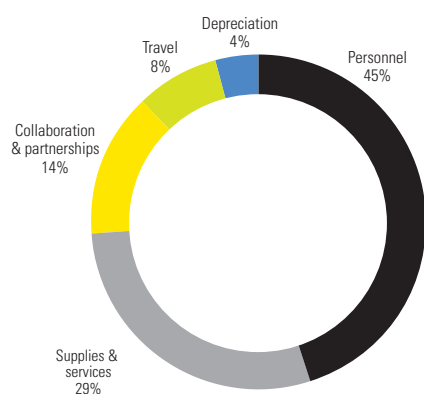
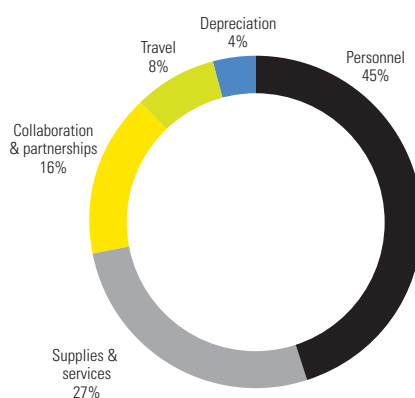
**Figure 2. Expenditure by Center**

(millions of US dollars)



IPGRI, IWMI<sup>2</sup> and World Agroforestry) had surpluses below 5 percent. Five Centers incurred deficits. Three of these (CIAT, CIFOR and IFPRI) had deficits of 5 percent or less, while two had deficits above 10 percent (IRRI 19 percent and WorldFish 13 percent).

Table 3 provides 2005 and 2004 results of operations by Center and for the System as a whole, including results for that portion of Challenge Programs implemented by CGIAR partners. Table 4 provides an overview of System finances (expenditure allocations and revenue) for 2005. Table 5 summarizes the System's overall financial position for the years 2001-2005.

**Figure 3. Expenditure by Object****2004****2005**

### Summary of Challenge Programs

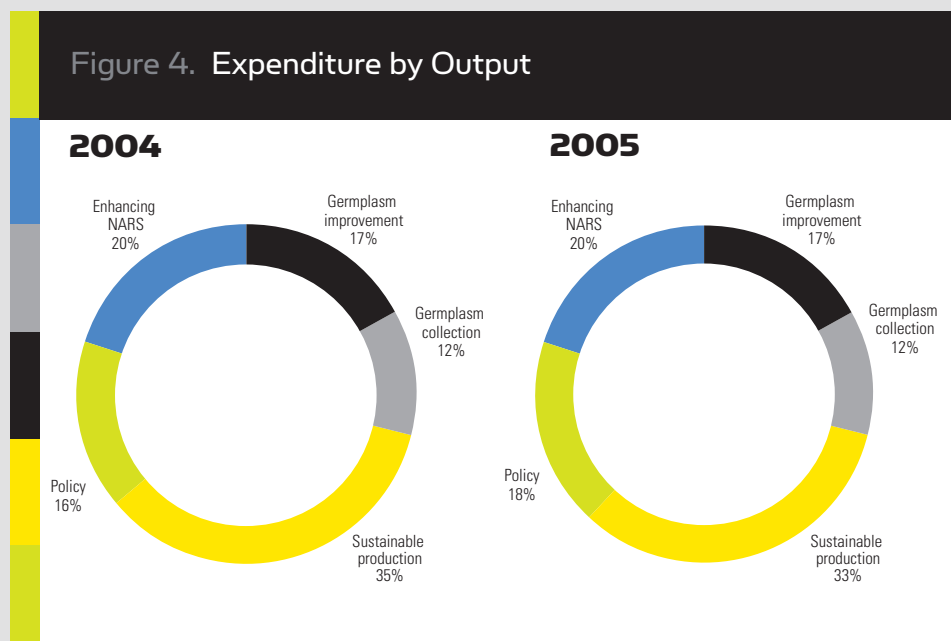
The Sub-Saharan Africa Challenge Program, which was approved at the 2004 Annual General Meeting with funding of \$2.3 million, became in 2005 the fourth Challenge Program.

In 2005, \$38 million was available for Challenge Programs compared with \$37 million in 2004. Of that amount, \$35 million was spent compared with \$19 million in 2004. The Bill & Melinda Gates Foundation increased its support to HarvestPlus from \$7 million to almost \$9 million. Table 6 summarizes Challenge Program resources and expenditure.

<sup>2</sup> See Footnote 1.



Figure 4. Expenditure by Output



### 2005 Progress Report on Requested Action Plans

Following the review of 2004 performance indicators (liquidity and reserves), the Executive Council requested seven Centers to submit action plans to address deficiencies in their performance indicators. Four of the Centers (Africa Rice, CIAT, CIMMYT and IWMI<sup>3</sup>), were cited for indicators that were near or below CGIAR recommended minimum targets.

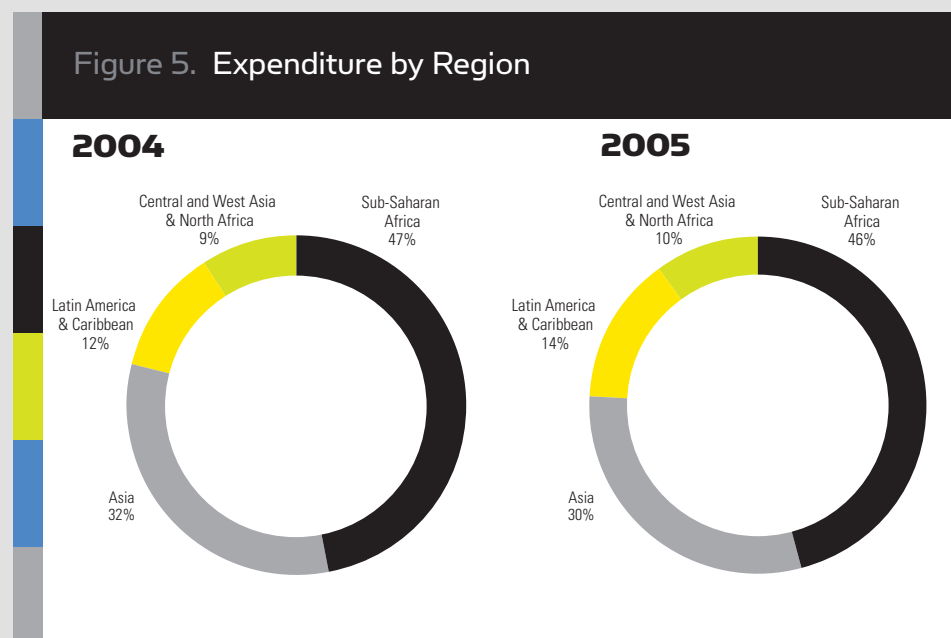
At the end of 2005, all cited Centers except CIAT showed progress towards meeting the targets. Africa Rice now has reserves within the recommended range, and the reserves of IWMI and CIMMYT, though still lagging, showed an improvement over 2004.

On the other hand, three Centers (IRRI, WorldFish and ILRI) were considered in 2004 to have excessive reserves. In 2005, IRRI and WorldFish made progress in reducing their reserves, while ILRI's positive operating results increased its reserves.

### Conclusion

The 2005 results show an improvement in CGIAR finances in the aggregate. As in the last several years, however, there was significant variability in financial performance among the 15 Centers according to several indicators of financial health. This suggests a need for continued vigilance both at the Center and System level.

Figure 5. Expenditure by Region



3 See Footnote 1.

Table 1. CGIAR Program and Resource Highlights, 2001-2005

ACTUAL	2001	2002	2003	2004	2005
<b>Center income (millions of US dollars)</b>					
Agenda funding	337	357	381	437	450
(of which unrestricted)	43%	44%	44%	45%	43%
Earned Income	16	14	17	16	10
<b>Total revenue</b>	<b>353</b>	<b>371</b>	<b>398</b>	<b>453</b>	<b>460</b>
<b>Member funding (millions of US dollars)</b>					
<b>Members</b>					
Europe	131	147	161	181	197
Pacific Rim	38	26	24	26	24
North America	57	66	76	87	91
Developing countries	13	12	12	17	15
International and regional organizations	64	69	70	73	72
Foundations	12	13	12	13	14
<b>Subtotal</b>	<b>314</b>	<b>332</b>	<b>355</b>	<b>396</b>	<b>413</b>
<b>Non-members</b>					
<b>Total</b>	<b>23</b>	<b>25</b>	<b>25</b>	<b>40</b>	<b>37</b>
<b>Total</b>	<b>337</b>	<b>357</b>	<b>381</b>	<b>437</b>	<b>450</b>
Top three contributors	USA World Bank Japan	USA World Bank United Kingdom	USA World Bank E.C.	USA World Bank United Kingdom	USA World Bank United Kingdom
<b>Staffing (number)</b>					
Internationally recruited staff	1,013	1,060	1,065	1,063	1,100
Support staff	7,477	6,699	6,837	6,728	6,774
<b>Total</b>	<b>8,490</b>	<b>7,759</b>	<b>7,902</b>	<b>7,791</b>	<b>7,874</b>
<b>Agenda program expenditure by output<sup>1</sup></b>					
Germplasm improvement	18%	18%	17%	17%	17%
Germplasm collection	10%	10%	11%	12%	12%
Sustainable production	36%	35%	34%	35%	33%
Policy	14%	15%	16%	16%	18%
Enhancing NARS	22%	22%	22%	20%	20%
<b>Total (millions of US dollars)</b>	<b>355</b>	<b>381</b>	<b>395</b>	<b>425</b>	<b>452</b>
<b>Object of expenditure</b>					
Personnel costs	49%	49%	46%	45%	45%
Supplies & services	40%	40%	31%	29%	27%
Collaboration & partnerships			12%	14%	16%
Travel	7%	7%	7%	8%	8%
Depreciation	4%	4%	4%	4%	4%
<b>Expenditure by region</b>					
Sub-Saharan Africa	43%	43%	45%	47%	46%
Asia	31%	33%	32%	32%	30%
Latin America & the Caribbean	16%	15%	14%	12%	14%
Central and West Asia & North Africa	9%	9%	9%	9%	10%
<b>Result of operations [Surplus /(deficit) in US\$m]</b>	<b>(1.7)</b>	<b>(9.6)</b>	<b>3.2</b>	<b>28.0</b>	<b>8.0</b>
<b>Center financial information (millions of US dollars)</b>					
Unrestricted net assets excluding fixed assets	100	96	127	156	158
<b>Liquidity indicators</b>					
Working capital (days expenditure)	129	125	151	170	163
Current ratio	1.9	1.8	1.8	1.9	1.9
<b>Adequacy of reserve indicator</b>					
Net assets excl. fixed assets expenditure in days	107	96	124	145	137
<b>Fixed asset indicators</b>					
Capital expenditure (millions of US dollars)	15.9	9.3	9.7	15.5	15.8
Capital expenditure / depreciation	104%	65%	63%	90%	101%
<b>Efficiency of operations indicator</b>					
Indirect cost ratio				24%	21%
<b>Cash management on restricted operations</b>					
Restricted accounts receivable ratio				0.68	0.83

1 Starting in 2003 the research agenda is presented in terms of output.

**Table 2. CGIAR Funding to the Research Agenda by Member Group, 1972-2005**  
(millions of US dollars)

MEMBERS	1972-1981	1982-1991	1992-2001	2002	2003	2004	2005	Total
<b>Europe</b>								
Austria		6.0	17.4	0.2	0.8	1.7	2.1	28.3
Belgium	17.2	23.4	47.4	4.9	6.4	7.0	5.1	111.4
Denmark	6.4	20.3	117.4	10.2	9.1	8.2	7.4	179.0
European Commission	17.4	87.3	174.6	24.5	27.2	26.3	30.6	387.9
Finland		23.5	12.6	1.5	1.7	1.9	2.0	43.2
France	4.2	24.4	50.1	7.8	7.6	6.3	5.0	105.3
Germany	52.4	91.2	147.1	10.5	11.6	15.3	15.4	343.5
Ireland	0.4	3.7	8.0	2.1	2.6	3.4	5.0	25.1
Israel						0.1	0.4	0.5
Italy	2.0	68.9	34.7	4.1	4.4	7.2	7.5	129.0
Luxembourg		0.3	5.2	0.8	0.7	0.6	0.6	8.2
Netherlands	15.7	51.2	122.6	17.0	19.2	20.9	24.1	270.7
Norway	12.6	32.0	68.8	10.4	11.2	11.7	12.6	159.3
Portugal			1.8	0.3	0.0			2.1
Spain	0.5	5.0	10.1	1.3	2.3	2.3	1.9	23.4
Sweden	22.0	44.5	84.3	10.7	13.6	14.6	14.3	204.0
Switzerland	11.4	72.9	164.0	16.0	15.6	18.1	18.2	316.3
United Kingdom	36.5	88.4	120.5	24.8	26.4	35.3	44.2	376.1
<b>Subtotal</b>	<b>198.4</b>	<b>643.2</b>	<b>1,186.7</b>	<b>146.9</b>	<b>160.5</b>	<b>181.0</b>	<b>196.5</b>	<b>2,713.1</b>
<b>North America</b>								
Canada	53.4	119.6	135.7	10.7	20.9	32.5	36.4	409.2
United States of America	169.7	439.3	389.2	54.9	55.5	54.2	54.8	1,217.6
<b>Subtotal</b>	<b>223.1</b>	<b>558.9</b>	<b>524.9</b>	<b>65.6</b>	<b>76.4</b>	<b>86.7</b>	<b>91.2</b>	<b>1,626.8</b>
<b>Pacific Rim</b>								
Australia	17.3	37.2	63.7	7.3	7.3	8.8	10.6	152.1
Japan	28.4	159.6	338.8	17.1	15.0	14.4	10.9	584.2
Korea, Republic of		0.5	6.9	1.1	1.2	1.5	1.8	13.1
New Zealand	0.2	0.1	2.0	0.7	0.8	1.2	0.8	5.8
<b>Subtotal</b>	<b>45.9</b>	<b>197.4</b>	<b>411.4</b>	<b>26.2</b>	<b>24.4</b>	<b>25.9</b>	<b>24.0</b>	<b>755.2</b>
<b>Developing countries</b>								
Bangladesh			1.0				0.2	1.2
Brazil		1.2	3.0	0.9	0.3	0.2	1.3	6.8
China		3.0	6.1	1.0	1.0	1.0	1.2	13.2
Colombia			17.1	2.5	2.3	1.9	0.6	24.4
Côte d'Ivoire			0.9	0.0				0.9
Egypt, Arab Republic of			7.6	0.8	0.5	0.6	0.5	10.0
India	0.5	5.0	7.9	1.0	1.3	1.4	1.8	18.9
Indonesia			2.7	0.2	0.2	0.2	0.1	3.3
Iran, Islamic Republic of	5.0		10.6	0.9	1.2	1.0	0.7	19.3
Kenya			1.3	0.2	0.3	0.6	0.4	2.8
Malaysia						0.0	0.1	0.1
Mexico	1.4	2.2	6.5	0.9	0.7	1.6	0.7	14.1
Morocco					0.5	0.5	0.5	1.5
Nigeria	6.7	4.7	3.7		1.5 <sup>1</sup>	4.6	3.2	24.4
Pakistan			1.5		0.1	0.2	0.4	2.2
Peru			1.5	0.9	0.4	0.6	0.4	3.9
Philippines	0.7	2.7	3.7	0.2	0.2	0.4	0.3	8.2
Romania								0.0
Russian Federation			0.2					0.2
Saudi Arabia	2.0	3.0						5.0
South Africa			2.7	0.8	0.8	0.8	1.0	6.1
Syria, Arab Republic of			1.0	0.6	0.5	0.5	0.5	3.0
Thailand			1.1	0.1	0.1	0.2	0.1	1.5
Turkey							1.1	1.2
Uganda			0.6	0.6	0.6	0.3	0.2	2.3
<b>Subtotal</b>	<b>16.3</b>	<b>21.8</b>	<b>80.7</b>	<b>11.6</b>	<b>12.4</b>	<b>16.6</b>	<b>15.3</b>	<b>174.6</b>
<b>Foundations</b>								
Ford Foundation	23.0	9.5	27.1	1.3	0.8	0.9	0.9	63.5
IDRC	9.6	9.9	17.0	2.4	1.9	2.9	3.2	46.9
Kellogg Foundation	1.9	1.0	1.3	0.3	0.3	0.4	0.4	5.5
Rockefeller Foundation	23.8	9.8	27.0	7.5	7.8	8.5	8.7	93.1
Syngenta Foundation				1.4	1.1	0.8	0.8	4.1
<b>Subtotal</b>	<b>58.3</b>	<b>30.2</b>	<b>72.4</b>	<b>13.0</b>	<b>11.9</b>	<b>13.3</b>	<b>14.0</b>	<b>213.1</b>
<b>International and regional organizations</b>								
ADB	1.5	1.0	26.9	6.5	6.0	5.0	4.1	51.0
AFDB	0.1	5.9	11.2	0.6	0.2	0.4	0.2	18.5
Arab Fund	1.1	3.3	12.8	1.0	0.8	1.2	1.2	21.4
FAO			1.7	1.8	2.0	1.5	1.4	8.4
Gulf Cooperation Council						0.1	0.1	0.3
IDB	43.4	91.4	35.8	0.5	0.3	0.3	0.2	171.8
IFAD	11.1	26.8	30.6	5.8	5.7	6.2	7.5	93.7
OPEC Fund	2.0	10.7	2.0	0.2	0.3	0.5	0.4	16.1
UNDP	29.1	75.2	51.8	1.5	1.1	1.1	0.9	160.6
UNEP	1.4	0.4	3.1	1.3	3.6	6.6	6.1	22.6
World Bank <sup>2</sup>	69.4	278.9	447.5	50.0	50.0	50.0	50.0	995.9
<b>Subtotal</b>	<b>159.1</b>	<b>493.6</b>	<b>623.4</b>	<b>69.3</b>	<b>69.9</b>	<b>72.7</b>	<b>72.1</b>	<b>1,560.1</b>
Total Members	701.1	1,945.1	2,899.5	332.4	355.5	396.2	413.1	7,042.9
Non-members	1.9	3.4	83.6	24.8	25.4	40.4	36.6	216.9
<b>TOTAL</b>	<b>703</b>	<b>1,949</b>	<b>2,983</b>	<b>357</b>	<b>381</b>	<b>437</b>	<b>450</b>	<b>7,260</b>

1 2003 revised for correction.

2 Before 2002 excluded support allocated to the CGIAR Secretariat.

**Table 3. Results of Operation by Center, 2004-2005**

(millions of US dollars)

Center	2004					2005				
	Member funding	Center income	Total revenue	Expenditure	Result	Member funding	Center income	Total revenue	Expenditure	Result
Africa Rice	10.4	0.1	10.5	10.1	0.4	11.6	0.2	11.7	10.9	0.8
CIAT	36.3	1.0	37.2	36.7	0.5	40.3	1.2	41.5	42.4	(0.9)
CIFOR	14.8	0.2	15.0	15.1	(0.1)	16.7	0.5	17.2	17.5	(0.4)
CIMMYT	41.2	1.3	42.5	41.1	1.4	39.3	1.5	40.8	38.8	2.0
CIP	22.3	0.3	22.6	21.5	1.1	21.8	0.3	22.0	22.0	0.1
ICARDA	24.8	0.5	25.3	24.6	0.7	28.7	0.9	29.6	29.1	0.5
ICRISAT	27.7	2.3	30.1	26.8	3.3	28.4	1.1	29.5	28.4	1.0
IFPRI	32.8	0.8	33.6	31.4	2.2	38.2	0.3	38.6	39.7	(1.1)
IITA	42.8	1.5	44.3	42.6	1.7	41.2	1.5	42.8	40.2	2.6
ILRI	32.9	2.1	34.9	31.7	3.2	31.7	2.5	34.3	32.2	2.1
IPGRI	34.8	0.0	34.8	32.0	2.8	35.6	(0.4)	35.2	34.6	0.7
IRRI	32.4	4.1	36.4	32.9	3.5	28.5	(0.4)	28.1	33.4	(5.4)
ISNAR <sup>1</sup>	5.8	0.4	6.2	2.4	3.8					
IWMI <sup>2</sup>	23.6	0.2	23.8	23.1	0.7	23.1	0.5	23.6	23.1	0.4
World Agroforestry	29.7	0.5	30.2	28.5	1.8	30.2	0.3	30.5	30.0	0.5
WorldFish	14.3	0.9	15.2	14.1	1.0	13.3	0.1	13.5	15.2	(1.7)
<b>Subtotal</b>	<b>426.5</b>	<b>16.1</b>	<b>442.6</b>	<b>414.6</b>	<b>28.0</b>	<b>428.5</b>	<b>10.3</b>	<b>438.8</b>	<b>437.5</b>	<b>1.2</b>
System level										
System Office and committees	9.0		9.0	9.0		9.7		9.7	9.9	
Unallocated Member funding <sup>3</sup>	0.5		0.5		0.5	3.0		3.0		3.0
Advance						3.9		3.9		3.9
<b>Subtotal</b>	<b>436.0</b>	<b>16.1</b>	<b>452.1</b>	<b>423.6</b>	<b>28.5</b>	<b>445.0</b>	<b>10.3</b>	<b>455.3</b>	<b>447.5</b>	<b>8.0</b>
Less inter-Center activities <sup>4</sup>	(4.7)		(4.7)	(4.7)		(5.4)		(5.4)	(5.4)	
<b>TOTAL</b>	<b>431.3</b>	<b>16.1</b>	<b>447.4</b>	<b>418.9</b>	<b>28.5</b>	<b>439.6</b>	<b>10.3</b>	<b>449.9</b>	<b>442.1</b>	<b>8.0</b>
Plus Challenge Programs partners	5.3		5.3	5.3		10.2		10.2	10.2	
<b>TOTAL CGIAR PROGRAM</b>	<b>437</b>	<b>16</b>	<b>453</b>	<b>425</b>	<b>28</b>	<b>450</b>	<b>10</b>	<b>460</b>	<b>452</b>	<b>8</b>

<sup>1</sup> ISNAR closed in March 2004.

<sup>2</sup> IWMI data are not comparable between 2004 and 2005. The 2004 data included components of the Challenge Program on Water and Food that were implemented by other Centers and Partners, while in 2005 these data were excluded.

<sup>3</sup> From Italy, Brazil and Morocco.

<sup>4</sup> Inter-Center activities netted out at the system, not center, level to maintain the integrity of Center accounts.

# Table 4. Center Finances, 2005

(millions of US dollars)

Center	Expenditure Allocations						Revenue										Reserves Addition (+/ Draw-)
	Germplasm improvement	Germplasm collection	Sustainable production	Policy	Enhancing NARS	Total expenditure	Europe	Pacific Rim	North America	Developing countries	Intl & regnl organizations	Foundations	Non- members	Inter-Center activities	Total funding	Center income	
Africa Rice Center	2.3	0.8	3.0	0.9	4.0	10.9	5.0	1.7	2.0	0.3	1.7	0.6	0.2		11.6	0.2	0.8
	13.9	7.1	12.7	2.4	6.3	42.4	13.7	1.3	11.7	0.9	5.1	2.5	4.7	0.4	40.3	1.2	(0.9)
		4.5	8.3	3.0	1.8	17.5	10.9	1.0	1.7	0.1	1.3	0.6	1.0	0.2	16.7	0.5	(0.4)
	10.5	10.1	9.2	3.0	6.1	38.8	10.1	5.3	9.1	1.9	6.8	2.6	3.4	0.2	39.3	1.5	2.0
	6.3	2.0	8.6	1.7	3.4	22.0	11.9	0.8	4.3	0.4	1.8	0.4	1.6	0.6	21.8	0.3	0.1
	6.0	2.5	13.9	1.7	5.0	29.1	11.9	1.3	5.2	1.7	5.7	0.2	1.7	0.9	28.7	0.9	0.5
	7.4	2.5	3.3	10.6	4.6	28.4	12.2	1.2	5.0	1.1	5.3	0.8	2.5	0.4	28.4	1.1	1.0
	3.6	0.3	2.7	20.1	12.9	39.7	14.1	0.9	12.4	1.0	5.4	0.8	2.4	1.1	38.2	0.3	(1.1)
	6.9	1.2	15.4	6.8	9.8	40.2	13.7	0.3	13.1	3.3	3.5	0.7	6.6	0.1	41.2	1.5	2.6
	3.2	2.7	20.3	3.2	2.8	32.2	14.8	0.6	9.0	0.4	3.3	0.7	2.4	0.6	31.7	2.5	2.1
IWMI <sup>2</sup>	5.4	10.3	5.5	3.9	9.4	34.6	19.5	2.1	3.3	0.7	6.3	1.1	2.5		35.6	(0.4)	0.7
	9.4	3.8	9.4	3.4	7.5	33.4	13.9	4.8	4.8	0.6	2.9	1.0	0.5	0.4	28.5	(0.4)	(5.4)
			10.0	7.8	5.4	23.1	13.3	1.0	2.3	0.7	4.5	0.1	0.8	0.4	23.1	0.5	0.4
	0.7	4.3	9.9	7.1	8.0	30.0	14.5	0.8	5.0	0.2	3.4	1.4	4.3	0.6	30.2	0.3	0.5
World Agroforestry	0.7	0.1	8.3	4.5	1.6	15.2	7.9	1.0	2.0	0.3	1.6	0.1	0.4		13.3	0.1	(1.7)
Subtotal	76.3	52.0	140.6	80.3	88.3	437.5	187.2	24.0	90.8	13.7	58.7	13.6	35.0	5.4	428.5	10.3	1.2
System level																	
System Office											9.7				9.7		
and Committees						9.9				1.6					3.0		3.0
Unallocated							1.4				3.9				3.9		3.9
Member funding <sup>1</sup>																	
Advance																	
Subtotal	76	52	141	80	88	447	188.6	24.0	90.8	15.3	72.3	13.6	35.0	5.4	445.0	10.3	8.0
Less inter-Center activities						(5.4)								(5.4)			
TOTAL	76	52	141	80	88	442.1	188.6	24.0	90.8	15.3	72.3	13.6	35.0		439.6	10.3	8.0
Plus Challenge																	
Program partners	2.1	3.2	2.8	0.9	1.2	10.2	7.8		0.4			0.4	1.6		10.2		
TOTAL CGIAR PROGRAM	78	55	143	81	90	452	197	24	91	15	72	14	37		450	10	8

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

<sup>2</sup> IWMI data are not comparable between 2004 and 2005. The 2004 data included components of the Challenge Program on Water and Food that were implemented by other Centers and Partners, while in 2005 these data were excluded.

**Table 5. CGIAR System Financial Position, 2001-2005**

(thousands of US dollars)

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