Consultative Group on International Agricultural Research

CGIAR

Financial Report 1999

The mission of the CGIAR is to contribute
to food security and poverty eradication
in developing countries through research,
partnerships, capacity building, and policy support,
promoting sustainable agricultural development
based on the environmentally sound management of
natural resources.

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About this Report

CGIAR
1999 Financial Report

The Consultative Group on International Agricultural Research (CGIAR) is a unique global partnership with a compelling international agenda. Established in the early 1970s, the CGIAR works to promote food security, poverty eradication, and the sound management of natural resources throughout the developing world.

The CGIAR pursues these objectives through the activities of 16 international research Centers, located and operating throughout the world. CGIAR Centers collaborate with agricultural research institutions of the developing and developed world on the basis of a common research agenda approved by CGIAR Members.

The CGIAR Partnership conducts research on almost 30 food commodities and dozens of ecosystems. The goal is to harness cutting-edge knowledge to help meet the world's enormous food needs and to do so with a steadfast allegiance to scientific excellence and the public welfare.

The CGIAR Secretariat reports on the financial results of the CGIAR System at the end of each calendar year. These results, given in U.S. dollars, are consolidated from the financial results of the 16 CGIAR Centers. Each Center issues its own audited financial statement to its contributors.

The *1999 CGIAR Financial Report* provides a comprehensive systemwide view of the CGIAR's financial flows in 1999. Section I summarizes the financial outcome of the CGIAR and describes the aid environment in which it operated in 1999. Section II reviews 1999 funding flows. Section III documents the allocation of resources by Centers in support of the research agenda in 1999. Section IV describes the CGIAR's 1999 financial position. Section V reports the compliance of CGIAR Centers with established CGIAR financial guidelines in 1999. The CGIAR's annual financial decisionmaking process and schedule are outlined in Box 1 (see page 5). Financial concepts and terminology used by the CGIAR are summarized in Box 2 (see page 7). CGIAR investment trends during the 1972–1999 period are summarized in Box 3 (see page 26).

Detailed financial data are provided in the six annexes to this report. Annex I provides historical data on contributions to the CGIAR research agenda by Member and by Center from 1972 to 1999 and includes relevant aid statistics. Annex II provides funding data. Annex III provides expenditure data. Annex IV elaborates the CGIAR's 1999 financial position, Annex V presents details of CGIAR investments during the 1972–1999 period, and Annex VI provides program and resource highlights by Center for the period 1996–1999.

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Acronyms

ADB	Asian Development Bank
AFDB	African Development Bank
CGIAR	Consultative Group on International Agricultural Research
DAC	Development Assistance Committee, OECD
EC	European Commission
GNP	Gross National Product
ICW	International Centers Week, CGIAR
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
MTM	Mid-Term Meeting, CGIAR
MTP	Mid-Term Plan
NARS	National Agricultural Research System(s)
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
TAC	Technical Advisory Committee, CGIAR
UNDP	United Nations Development Programme

CGIAR Centers

CIAT	Centro Internacional de Agricultura Tropical
CIFOR	Center for International Forestry Research
CIMMYT	Centro Internacional de Mejoramiento de Maïz y Trigo
CIP	Centro Internacional de la Papa
ICARDA	International Center for Agricultural Research in the Dry Areas
ICLARM	International Center for Living Aquatic Resources Management
ICRAF	International Centre for Research in Agroforestry
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IPGRI	International Plant Genetic Resources Institute
IRRI	International Rice Research Institute
ISNAR	International Service for National Agricultural Research
IWMI	International Water Management Institute
WARDA	West Africa Rice Development Association

Overview

The funding goal for 1999 was to attain the level of agenda funding approved at ICW98: $340 million. CGIAR Members contributed $330 million, a decrease of $10 million or 3 percent from the approved funding goal and the actual level of support in 1998. The primary reason for the shortfall was the default, due to bureaucratic mishaps, by the European Commission on its 1999 commitment of $16 million.

Overall Financial Outcome

Member funding of $330 million plus Center-generated income of $12 million totaled $342 million in funding to Centers. Total expenditures in 1999 (including expenditures on CGIAR Committees) were $349 million. Therefore, the operating deficit for the CGIAR System as a whole was $7 million. This shortfall was offset by a drawdown from operating funds.

In 1999, 11 Centers had operating deficits: ICARDA ($2.5 million), CIMMYT ($2.2 million), CIAT ($1.3 million), ISNAR ($1.3 million), CIP ($1.3 million), CIFOR ($0.8 million), ICRISAT ($0.6 million), ICRAF ($0.5 million), IPGRI ($0.3 million), IITA (0.2 million), and IRRI ($0.1 million). ICARDA's deficit of $2.5 million includes expenditures of $1.1 million for which funding was received in 1998.

Five Centers had operating surpluses: ICLARM ($2.1 million), ILRI ($1.5 million), IFPRI ($1.3 million), IWMI ($0.2 million), and WARDA ($0.2 million). The ICLARM and ILRI surpluses were due to special allocations from the Finance Committee: $2.5 million for ICLARM's headquarters move and $1.5 for ILRI's systemwide livestock program. These amounts were unspent in 1999 but were included in income. The surpluses of IFPRI and IWMI were due to advances received in 1999 and included in 1999 income; these surpluses will not be expended until 2000. Surpluses for all four Centers will become deficits in 2000 and will result in a drawdown from reserves. If these amounts had not been included in Member income, the total operating deficit for the CGIAR System would have been $11 million.

Composition of Funding[1]

In 1999, unrestricted support was $179 million or 54 percent of total agenda support, compared with $179 million or 53 percent in 1998. Restricted support was $151 million or 46 percent of total agenda support, compared with $161 million or 47 percent in 1998.

[1] *CGIAR funding can be unrestricted or restricted for programs, specific projects, subprojects, or activities. See page 14 for details.*

Sources of Funding

The number of Members contributing to the agenda increased from 54 in 1998 to 55 in 1999. Syria made an initial contribution of $0.5 million. (The CGIAR has 58 Members.)

The top 12 donors in 1999 contributed 73 percent of funding, compared with 75 percent in 1998. Australia replaced the European Commission in the list of top 12 donors. Developing countries increased their contributions in both absolute and percentage terms: from $13.2 million (3.9 percent) in 1998 to $14.7 million (4.5 percent) in 1999. Contributions from non-CG donors increased by $3.1 million to $15.0 million in 1999. The increase came primarily from contributions by foundations and through collaboration with the private sector in Latin America.

Program Investments

Agenda investments in 1999 were $347 million, an increase of $10 million or 3 percent from 1998. Distribution of resources by undertaking was consistent with the 1999 financing plan. Efforts to increase productivity, the major thrust of CG activities, accounted for 34 percent of total investment (down from 37 percent in 1998). Within this undertaking, crops accounted for 71 percent of investment, livestock for 14 percent, forestry for 11 percent, and fisheries for 4 percent. Also within this undertaking, investment in germplasm enhancement increased marginally, while investment in production systems development and management decreased significantly by $13 million or 13 percent. Protecting the environment accounted for 20 percent of total investment (up from 19 percent in 1998). Investment in policy research increased from 12 percent to 13 percent. Investment in biodiversity preservation decreased from 11 percent to 10 percent. Investment to strengthen NARS increased from 21 percent to 23 percent.

In 1999, investments in sub-Saharan Africa increased to 42 percent of total investment from 40 percent in 1998. Investment in WANA decreased from 10 percent to 9 percent and in LAC from 18 percent to 17 percent. Investments in Asia remained constant at 32 percent.

In 1999, personnel expenditures remained at 50 percent of total expenditures. In absolute terms, these expenditures increased from $170 million in 1998 to $172 million in 1999. In percentage terms, they represent a 6 percent decrease from the 1994–1995 average of 56 percent. This decrease reflects Centers' efforts to increase their financial flexibility by reducing their reliance on scientific support staff and by outsourcing a greater proportion of their activities.

Center Highlights

Funding for five Centers exceeded that approved at ICW98: IITA, $4.0 million (15 percent); WARDA, $0.9 million (9 percent); IWMI, $0.7 million (7 percent); ICLARM, $0.6 million (4 percent); and IFPRI, $0.5 million (2 percent). Funding for CIMMYT ($33.8 million) and ISNAR ($8.2 million) nearly equaled financing plan targets.

Funding for four Centers was within 10 percent of, and thus broadly in line with, financing plan targets: IRRI, $0.7 million (−2 percent); ICRAF, $0.6 million (−3 percent); ICRISAT, $ 2.2 million (−9 percent); and IPGRI, $2.0 million (−9 percent). If the

EC had not defaulted on its contributions, IRRI would have had funding exceeding its financing plan target, and ICRAF, ICRISAT, and IPGRI would have had funding within 3 percent or less of their targets.

Funding for the five remaining Centers was 10 percent or more outside financing plan targets: ICARDA, $3.4 million (–15 percent); CIFOR, $1.9 million (–14 percent); CIAT, $4.5 million (–13 percent); CIP, $2.9 million (–13 percent); and ILRI, $3.1 million (–10 percent). If the EC had not defaulted on its contribution, all five Centers would have had shortfalls that put their funding within 10 percent of their financing plan targets: ILRI, $2.7 million (–9 percent); ICARDA, $1.9 million (–8 percent); CIAT, $2.7 million (–8 percent); CIFOR, $1.1 million (–8 percent); and CIP, $1.0 million (–4 percent). These shortfalls primarily reflect slower-than-planned project implementation.

Disbursements

The disbursement targets set under the stabilization program—50 percent of funds disbursed in January and the balance by mid-year—were not met in 1999. By the end of 1999, 89 percent of funds had been disbursed, compared with 88 percent in 1998. The opportunity cost of the disbursement delays is estimated at about $6 million.

World Bank Funding

The World Bank contributed $45 million to CGIAR programs in 1999, the same amount that it contributed in 1998. Bank support remained constant at 13 percent of total CGIAR research agenda support.

Financial Position

The 1999 financial data confirm that the CGIAR as a whole is in a strong financial condition. Total net assets at the end of 1999 were $263 million. Operating funds decreased by $7 million to $44 million, representing 46 days of revenue. (This decrease of $7 million from 1998 represents the operating deficit incurred in 1999. Included in the operating funds is $5 million in funding that was received in 1999 but that will be expensed in 2000. If this figure had been excluded, the total deficit for 1999 would have been $12 million and the operating fund, $39 million). In 1999, the capital fund increased to $46 million, representing 26 percent of the net assets value of CGIAR capital stock. Following a change in accounting for land and buildings, investments in fixed assets decreased to $174 million at the end of 1999 from $227 million at the end of 1998. Cash reserves totaled $212 million, representing 228 days of expenditures. The current ratio is 1.62. Capital investments totaled $18.8 million in 1999. At the end of 1999, 11 percent of the value of 1999 agenda contributions, or nearly two months of income, was outstanding as accounts receivable from Members.

Aid Environment

The CGIAR is financed by contributions from its Members—industrial and developing countries, foundations, and international and regional organizations. Industrial countries, specifically the members of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD), account for more than two-thirds of CGIAR financing. Because aid budgets finance CGIAR contributions, annual trends in total aid disbursements provide one of the more relevant indices for describing the CGIAR's external financial environment.

In 1999, Official Development Assistance (ODA) increased to $56 billion, some $3.9 billion more than in 1998. The aggregate ratio of ODA to GNP in DAC countries increased from 0.23 percent in 1998 to 0.24 percent in 1999. In a preliminary report on the financial flows to developing countries in 1999, the OECD stated that most of the increase was due to special assistance from Japan to countries affected by the Asian financial crisis and to the international effort to assist refugees from Kosovo.

Data for each DAC member are shown in Annex 1, Table 1-3. Total aid from G7 countries was 0.21 percent of their combined GNP. Decreases in aid from Italy and the United Kingdom were largely due to timing of deposits to international financial institutions. Total aid from non-G7 countries was 0.44 percent of their combined GNP. Denmark, the Netherlands, Norway, and Sweden remained the only countries to reach the United Nations ODA target of 0.7 percent of GNP.

In 1999, CGIAR grants from DAC countries as a percentage of ODA averaged 0.59 percent, a decrease from 0.66 percent in 1998. Excluding the special assistance from Japan to Asian countries and the additional aid to Kosovo, CGIAR grants as a percentage of ODA would have remained at around the same level as that in 1998. On the basis of percentage of ODA, Switzerland and Denmark continued to be the largest contributors.

Overview

Box 1.
Annual Financial Decisionmaking Process and Schedule

Introduction of Research Agenda. The CGIAR's Technical Advisory Committee (TAC) introduces the research agenda at the International Centers Week (ICW). Planning, including revision of estimates of resource requirements, thus begins approximately 14 months before the start of activity.

Submission of Centers' Medium-Term Plans. Centers prepare and submit three-year, medium-term plans (MTPs). These plans update original proposals, taking into account current activity, changes in the research environment, and subsequent plan modifications (which may be introduced in the third year of the period covered by the plans).

Discussion of Proposed Plans. The Centers and the TAC discuss the proposed MTPs.

Setting of Agenda (May). At the mid-term meeting (MTM), the TAC proposes the next year's research agenda on the basis of three-year plans presented by the Centers. The CGIAR debates the TAC's recommendations, taking into consideration advice from the Finance Committee on funding prospects, and endorses the proposed research agenda and financial allocations, with or without modification. Following the MTM, the Members indicate general levels of financing so that the Centers can prepare their financing plans.

Preparation of Financing Plans (June–September). Centers prepare their individual financing plans for the following year on the basis of financing information solicited through bilateral contacts with Members. World Bank funding is reflected in the plans on a percentage basis of funding secured by Centers from their Members—11 percent in 1998 and 11.5 percent in 1999.

Confirmation of Program Content (mid-September). On the basis of interactions with their Members, Centers determine whether any changes in funding for the research agenda are expected. They communicate these changes and their implications for program content to the TAC and the CGIAR Secretariat. The TAC reviews this content and highlights the need for any significant CGIAR action at ICW.

Review of Financing Plans (end of September–October). Following confirmation of program content by the TAC, the Finance Committee reviews Center financing plans on the basis of funding information solicited by the CGIAR Secretariat. During this effort, the Committee scrutinizes the consistency and feasibility of the proposed World Bank contribution to each Center's funds.

Approval of Research Agenda and Financing Plans (October). At ICW, the CGIAR reviews and approves the finalized research agenda and Center financing plans for the following year.

Implementation of Agenda and Disbursement of Funds (January–December). Centers commence implementation of the research agenda on January 1, and Members disburse funds to the Centers. Eighty percent of the World Bank funds are distributed in January; the remaining funds are disbursed in June, following a review of updated Center financing plans by the Finance Committee at the MTM.

Preparation of Financial Statements (December). At the end of the calendar year, Centers prepare audited financial statements showing the use of the funds received in support of the research agenda. In addition, they confirm the use of World Bank funds and refund any overcommitted funds to the Bank.

Table 1. CGIAR Financial Highlights, 1995–1999

(in $ million)

	1995		1996		1997		1998	1999
A. Resource Summary ($)	Agenda	Total	Agenda	Total	Agenda	Total	Total	Total
CGIAR Contributions	270	329	304	332	320	333	340	330
Annual Change (%)	1%	1%	13%	1%	5%	0%	2%	–3%
Other Revenue	15		14		13		13	12
Total Revenue		344		346		346	353	342
System Expenditure	286	338	325	355	333	346	337	349
Net Surplus/(Deficit)	6		(9)		0		16	(7)
Agenda Funding, % of total	82%		92%		96%		100%	100%
Targeted Funding, % of total	37%		41%		39%		47%	46%
# Contributing CGIAR Members	41		44		50		54	55
Total CGIAR Contributions as % ODA	0.46%		0.55%		0.67%		0.66%	0.59%
B. Expenditure Share Profile (%)								
CGIAR Undertakings								
Increasing Productivity	47%		40%		40%		37%	34%
Protecting the Environment	16%		16%		17%		19%	20%
Saving Biodiversity	10%		11%		11%		11%	10%
Improving Policies	9%		12%		11%		12%	13%
Strengthening NARS	18%		21%		21%		21%	23%
Region								
Sub-Saharan Africa (SSA)	39%		38%		40%		40%	42%
Asia	32%		33%		31%		32%	32%
Latin America and the Caribbean (LAC)	17%		17%		17%		18%	17%
West Asia and North Africa (WANA)	12%		12%		12%		10%	9%
Object								
Personnel	55%		53%		51%		50%	50%
Supplies/Services	31%		34%		36%		37%	38%
Travel	7%		7%		7%		7%	7%
Depreciation	7%		6%		6%		6%	5%
C. CGIAR Staff (#)								
International Staff	881		897		862		892	907
Other Staff	9,498		9,416		8,295		7,578	7,701
Total Staff	10,379		10,313		9,157		8,470	8,608
D. CGIAR Financial Indicators								
Net Fixed Assets ($)	218		231		232		227	174
Capital Fund as % of Fixed Assets	11%		11%		18%		20%	23%
Operating Fund in Days (Revenue)	56		48		45		54	46
Current Ratio	1.9		1.6		1.7		1.8	1.6
Memo Notes:								
Centers' Cost Deflator (1999=1.0)	0.87		0.92		0.95		0.98	1.00
Estimated Total ODA, in $ billion	58.9		55.1		47.6		52.1	56.0

Box 2.
Financial Concepts and Terminology

Research Agenda. The research agenda is made up of all the CGIAR Center activities. One or more Centers may execute these activities jointly with national agricultural research systems (NARS), advanced research institutions, or non-governmental organizations (NGOs). Centers develop the agenda and conduct programs in collaboration with partners. The TAC reviews the agenda and, if appropriate, recommends it for CGIAR financing. Projects included in the agenda must

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

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

Financing Modalities. Centers primarily are financed through annual support from CGIAR Members. Modest amounts also are available from Centers' annual miscellaneous income, including *ad hoc* contributions from organizations that are not CGIAR Members. Member financing may be directed to

- the CGIAR with flexibility regarding allocation based on CGIAR priorities;
- Centers or programs without any restrictions; or
- a specific Center program, project, subproject, or activity as defined in a contractual agreement.

All Members are expected to help pay the full cost of Center operations, including administrative costs, of which they must bear a proportionate share. World Bank financing always is made available as general CGIAR support. All Members are encouraged to provide their support in a similar manner. Members usually disburse funds directly to Centers throughout the year. The CGIAR Secretariat provides disbursement services, through the World Bank, to Members that prefer to make an annual disbursement.

CGIAR Agenda Matrix. The distribution of financial resources is presented as the CGIAR research agenda matrix, in which the 16 CGIAR Centers comprise the rows and the 19 current CGIAR activities comprise the columns. Activities are divided into five groups representing the principal undertakings of the CGIAR. The matrix reflects the full allocation of Center project costs among the CGIAR activities. Projects are the basic units of activity. Approximately 300 projects became effective in 1997. The CGIAR has identified several systemwide programs to respond to specific challenges and strengthen collaboration among Centers and with partners.

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

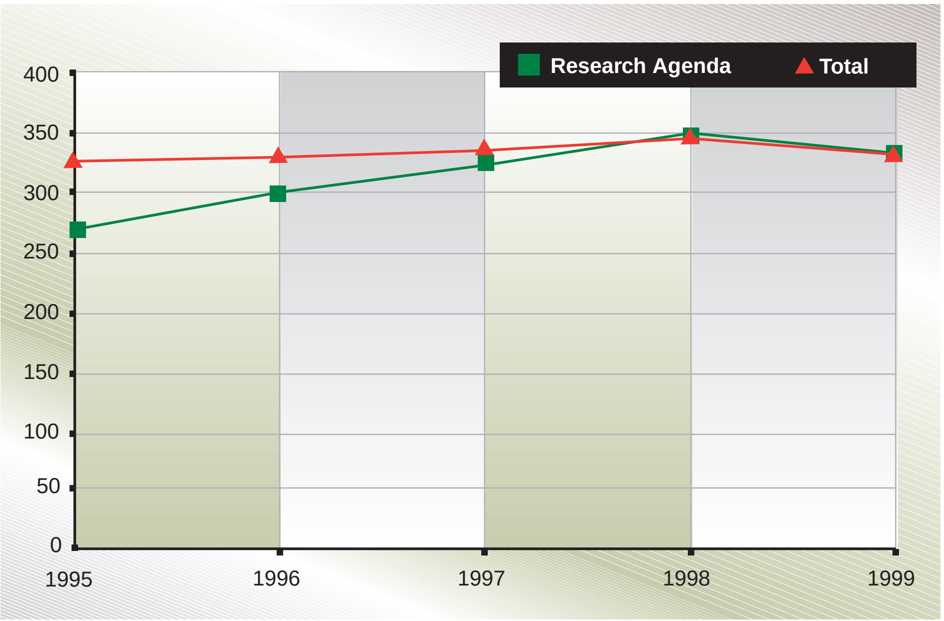
CGIAR Contributions

In 1999, CGIAR Members contributed $330 million in support of the research agenda (see Box 2 on page 7). This figure represented a decrease of $10 million or 3 percent from the approved financing plan target. It also represented a decrease of $10 million from actual support in 1998. The primary reason for the shortfall was the default, due to bureaucratic mishaps, by the European Commission on its 1999 commitment of $16 million.

Figure 1 shows CGIAR funding from 1995 to 1999. Annex II presents details of Members' support as well as individual receipts by Center. Annex Table II-1 ranks CGIAR contributions by Member to the research agenda for the period 1996 to 1999. Annex Table II-2 presents 1999 CGIAR funding by Member (both institutional support and targeted support). Annex Table II-3 presents the amount of funds provided by each Member to each Center in support of the approved research agenda.

Figure 1. CGIAR Funding, 1995–1999

(in $ million)



Evolution of 1999 Support to the Approved Research Agenda

At the ICW in October 1998, the Finance Committee recommended and the CGIAR approved a financing plan of $340 million for the 1999 research agenda. However, the CGIAR emphasized that the $340 million was not a ceiling and encouraged Members to allocate additional support if possible. In addition, it urged Centers to exercise caution in spending and to plan on the basis of identified funding. The Finance Committee further recommended that $5 million of the World Bank's 1999 contribution be earmarked to support strategic research agenda initiatives and that an additional $5 million of the contribution be set aside for any unforeseen needs during 1999.

By the MTM in May 1999, updates from Centers indicated that funding for the research agenda, at the aggregate level, would be in line with the approved financing plan of $340 million.

At ICW99, the Centers reconfirmed that aggregate funding would be in the $340 million range. Ten Centers were expecting to receive funding equaling or exceeding that specified in their financing plans. Six Centers—CIMMYT, CIAT, CIFOR, CIP, ICARDA, and ILRI—were projecting funding to be 1 percent to 5 percent less than that specified in their approved financing plans. It was noted that disbursements by Members were running behind schedule. The Finance Committee and the Group urged Members to accelerate disbursements of funds to Centers.

Centers were notified in December 1999 that the EC would not be able to honor its 1999 commitment of $16 million. Japan's contributions were received that same month. These contributions were $4.0 million higher than planned due to a better-than-anticipated exchange rate for the yen against the U.S. dollar.

Overall Financial Outcome

Member funding of $330 million plus Center-generated income of $12 million totaled $342 million in funding to Centers. Total expenditures in 1999 (including expenditures on CGIAR Committees) were $349 million. Therefore, the operating deficit for the CGIAR System as a whole was $7 million. This shortfall was offset by a drawdown from operating funds.

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Five Centers had operating surpluses: ICLARM ($2.1 million), ILRI ($1.5 million), IFPRI ($1.3 million), IWMI ($0.2 million), and WARDA ($0.2 million). The ICLARM and ILRI surpluses were due to special allocations from the Finance Committee: $2.5 million for ICLARM's headquarters move and $1.5 for ILRI's systemwide livestock program. Although unspent in 1999, these amounts were included in income. The surpluses of IFPRI and IWMI were due to advances received in 1999 and included in 1999 income; these surpluses will not be expended until 2000. Surpluses for all four Centers will become deficits in 2000 and will result in a drawdown from reserves. If these amounts had not been included in Member income, the total operating deficit for the CGIAR System would have been $12 million.

Contribution Profile

In 1999, the number of Members contributing to the CGIAR research agenda grew from 54 to 55. Syria was a new contributor in 1999. The average contribution for the CGIAR membership as a whole decreased from $6.2 million in 1998 to $6.0 million in 1999.

The 55 contributing Members can be divided into four groups: industrialized countries (21), developing countries (19), foundations (3), and international and regional organizations (12). For analytical purposes, industrialized countries can be further subdivided along geographical lines into three subgroups: Europe, North America, and the Pacific Rim. Trends associated with any of the groups should not be interpreted as policy decisions by the groups because contributions to the CGIAR are voluntary, and each Member decides the amount and recipients of its contributions.

Figure 2 compares the composition of funding for the 1999 research agenda with that for the 1998 research agenda. Figure 2a presents the composition of funding by Center in 1999.

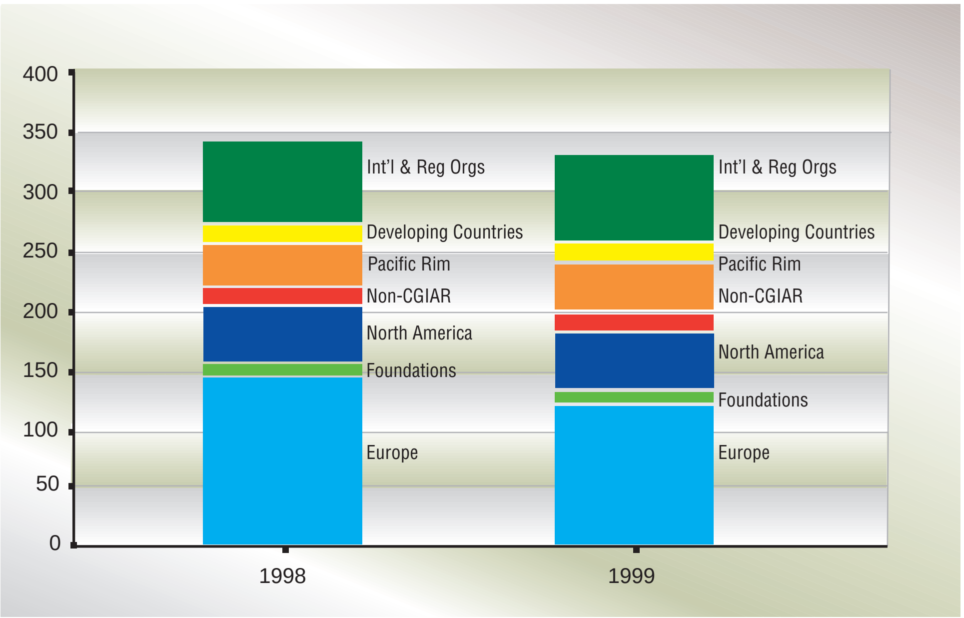
Funding for the research agenda decreased by $10 million (3 percent) from 1998. The $10 million funding decrease reflects decreases of $22 million from Europe and $1 million from both North America and foundations. These decreases were offset in part by increases of $5 million from the Pacific Rim, $4 million from international and regional organizations, $2 million from developing countries, and $3 million from non-Members.

Europe's share of contributions—$126 million—fell from 44 percent of the total in 1998 to 38 percent in 1999. The reduction resulted from funding decreases by the European Commission ($18.9 million), Denmark ($3.7 million), and the Netherlands ($3.1 million). These decreases were offset in part by increases from the United Kingdom ($2.4 million) and Sweden ($1.0 million). The European Commission's funding decrease reflects a $2.9 million decrease in special project funding, as Lome II-funded projects were completed, in addition to the $16 million commitment default. The Commission remains committed to the CGIAR and is taking steps to correct the problems that led to the default.

North America's contributions decreased marginally by $1 million to $52 million, but its share of total contributions increased from 15 percent to 16 percent.

Figure 2. Agenda Contributions, 1998–1999

(by Member group in $ million)

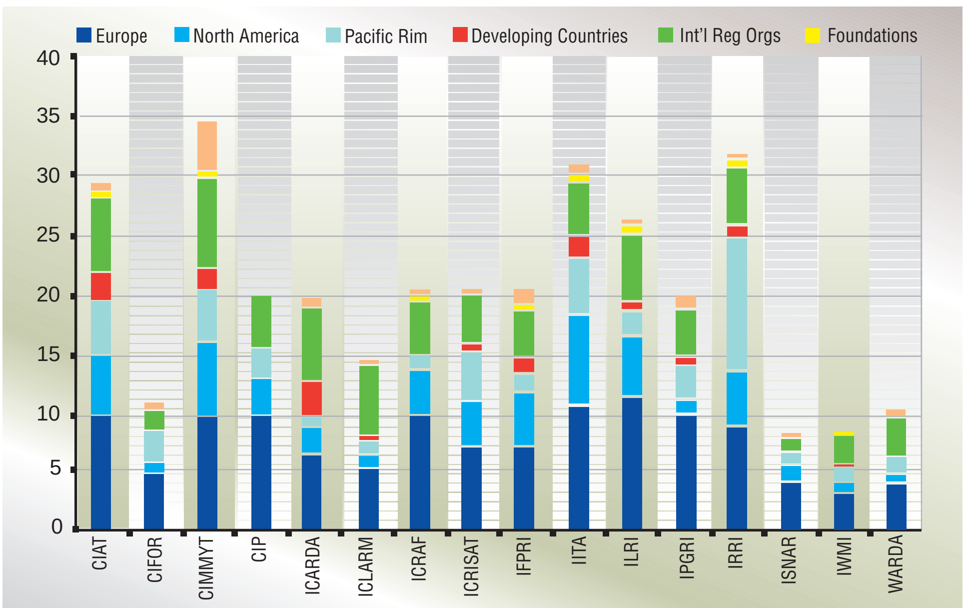


The increase in contributions from the Pacific Rim, up from $44 million in 1998 to $48 million in 1999, reflects an increase from Japan of $4 million. As noted above, this increase owes to the strength of the Yen against the dollar. Contributions from Australia and New Zealand—$8 million and $0.4 million, respectively—remained unchanged from 1998.

Following the pattern of the last several years, developing countries continued to increase their contributions both in absolute and in percentage terms. Total contributions increased from $13.2 million (3.9 percent) in 1998 to $14.7 million (4.5 percent) in 1999, an increase of $1.5 million or 11 percent. Colombia maintained its position as the largest contributor among the developing countries for the fourth year in a row and increased its contribution in 1999 by $0.2 million to $2.7 million. Syria made a first-time contribution of $0.5 million. Nigeria increased its support (particularly to IITA) to $1.6 million. In addition, Mexico increased its support to $1.7 million. China increased its support from $0.5 million to $0.7 million.

Figure 2a: Agenda Contributions by Center and Member Groups, 1999

(in $ million)



Contributions from international organizations increased by $4 million to $68 million. The World Bank contributed the largest portion of this amount ($45 million). Increases in funding were received from the International Fund for Agricultural Development (IFAD) ($2.9 million), the African Development Bank (AFDB) ($1.5 million), the Asian Development Bank (ADB) ($0.6 million), the International Development Research Centre (IDRC) ($0.6 million), and the Arab Fund ($0.4 million). These increases were offset in part by a decrease in funding from UNDP ($1.1 million). At $6.9 million, the IFAD's 1999 contribution represents a marked increase over its 1998 contribution of $4.0 million. Funding from ADB, which totaled $4.4 million in 1999, continues to grow in importance. AFDB increased its contribution to $2.3 million.

Non-CGIAR donors increased their contribution by $3.1 million, from $11.9 million in 1998 to $15 million in 1999, and now contribute 4.5 percent of the total funding. Table 2 indicates the contributions of each of these donors in 1998 and 1999.

Table 2. Contributions by Major Non-CGIAR Donors, 1998 and 1999
(in $ million)

	1998	1999
Multi-donor projects	2.3	3.7
Foundations	1.8	3.0
Non-member countries	2.9	2.2
Private sector	0.6	1.3
Common Fund for Commodities	1.1	1.3
UN organizations	0.3	0.5
NGOs	0.1	0.5
Other	2.8	2.5
Total	**11.9**	**15.0**

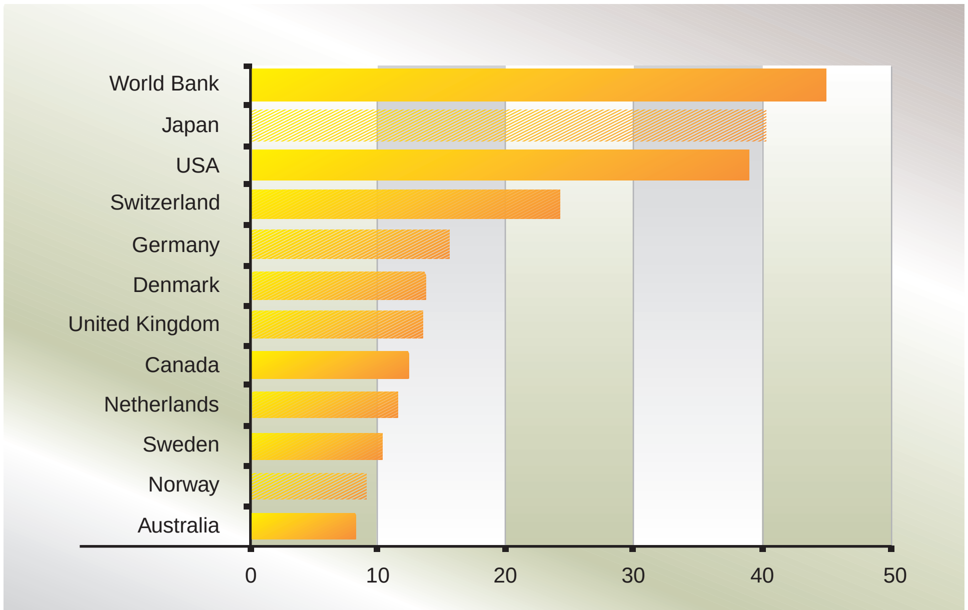
"Other" includes miscellaneous funding from a wide variety of organizations.

Multi-donor projects are multi-year projects funded by a number of donors. Contributions from individual donors cannot be separately identified in any given year. Contributions from foundations include contributions from Nippon, Novartis, Sasakawa, Neys-van Hoogs, Gatsby, Hilton, MacArthur, and Lincoln International Foundation. Non-Member country contributions include contributions from Bolivia, Honduras, Malawi, Mozambique, Turkey, and Yemen. Private-sector contributions primarily include contributions, for collaborative work, from Latin American agricultural producers but also include $0.2 million from Monsanto. Other miscellaneous contributions include contributions from a wide variety of organizations, including the International Tropical Timber Organization, the International Institute of Biological Control, and the European Space Agency.

In 1999, the top 12 contributors to the CGIAR funded 73 percent of the research agenda, compared with 75 percent in 1998. Figure 3 illustrates the level of their support. Australia replaced the EC in the list of top 12 donors in 1999. Other top 12 contributors remained unchanged from 1998.

Figure 3. Top Twelve Agenda Contributors, 1999

(in $ million)



Disbursements

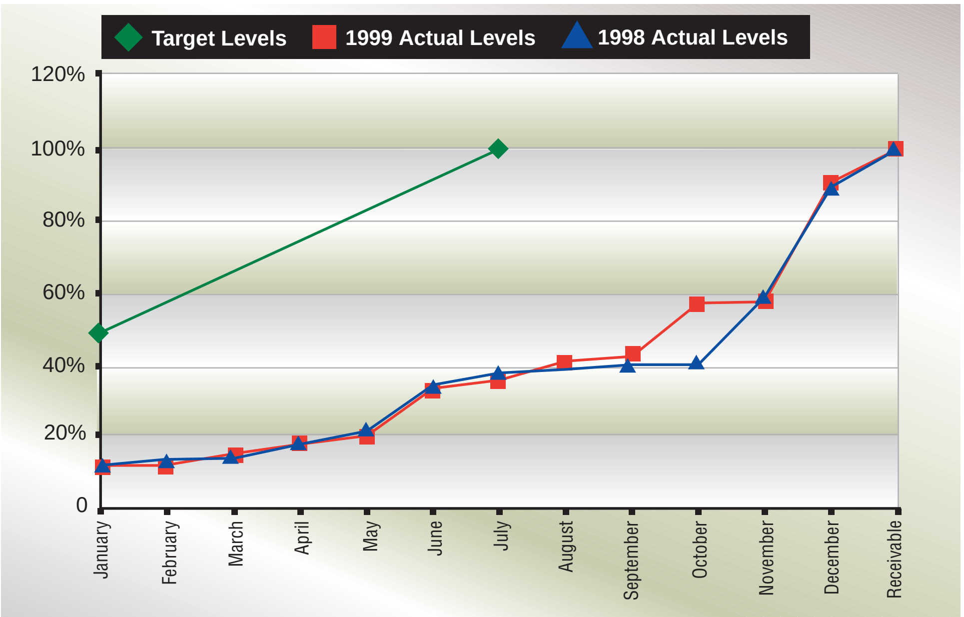
The disbursement targets set under the stabilization program—50 percent of funds disbursed in January and the balance by mid-year—were not met in 1999. By the end of 1999, 89 percent of funds had been disbursed, compared with 88 percent in 1998. Dollar receipts decreased from $300 million in 1998 to $293 million in 1999.

The pace of disbursement presents a challenge to Centers' cash flow. Receipt of less than 100 percent of funds by June 30 has resulted in a net opportunity cost to the Centers of approximately $6 million annually. This cost reflects borrowing costs and lost investment income.

The primary reasons for the deteriorating disbursement situation in 1999 were increasing delays in the timing of disbursements by some of the major contributors and the funding on a reimbursable basis of some targeted grants (as targeted funding increases as a percentage of total funding, the associated disbursement of funds will decelerate).

Figure 4 compares disbursements in 1998 and 1999 with target levels. Annex Table II-4 details the disbursements in 1999.

Figure 4. Disbursement of Funds, 1999
(cumulative percentages)



CGIAR Members have the option to disburse their contributions either directly to the Centers or through the Secretariat using the World Bank's payment system. In the last few years, the number of Members using this system has more than doubled from 6 to 14, as has the amount disbursed (from $24 million in 1994 to $36 million in 1999). The bulk of the contributions disbursed through the Bank are unrestricted. The main advantage to Members of use of the Bank's payment system is a reduction in the number of financial transactions: Members make only 1 transfer to the World Bank account instead of as many as 16 to various Centers' bank accounts. Annex Table II-4a illustrates Member disbursements through the World Bank in 1998 and 1999.

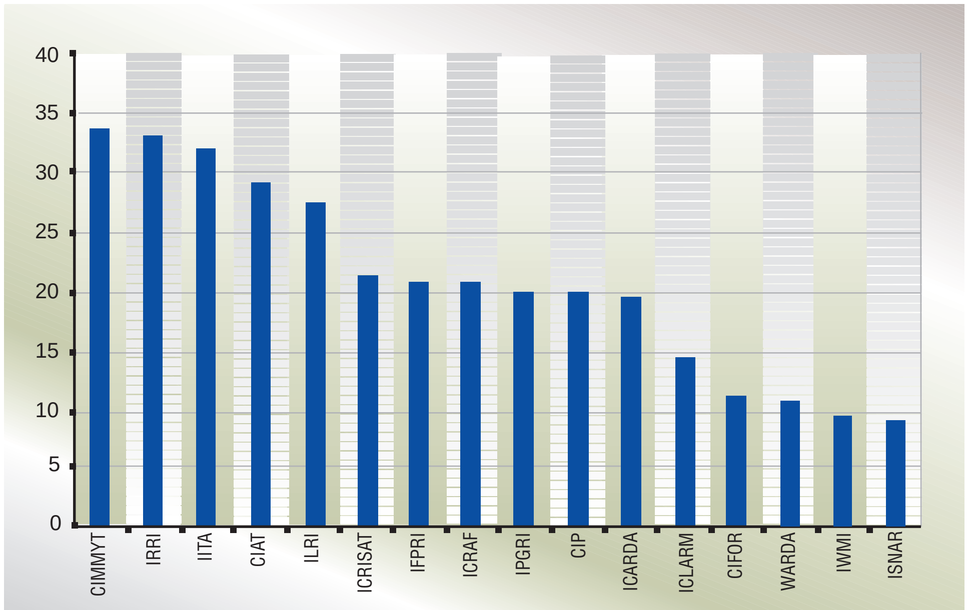
In addition to Member contributions, the Secretariat also manages the disbursement of the World Bank's contributions. In 1999, approximately $81 million (25 percent of total contributions) was disbursed through the World Bank's payment system.

Center Perspective

Figure 5 illustrates the distribution of research agenda funding by Center. In 1999, CIMMYT was the recipient of the largest amount of agenda funding; IRRI and IITA were the second and third largest recipients, respectively. Each of these Centers had funding in excess of $30 million. With $8.2 million, ISNAR was the smallest recipient of agenda funding.

Figure 5. Research Agenda Funding, 1999

(by Center in $ million)



Funding for five Centers was at or above levels approved at ICW98: IITA, $4.0 million (15 percent); WARDA, $0.9 million (9 percent); IWMI, $0.7 million (8 percent); ICLARM, $0.6 million (4 percent); and IFPRI, $0.5 million (3 percent). In addition, funding for CIMMYT and ISNAR—$33.8 million and $8.2 million, respectively—was in line with their financing plan targets.

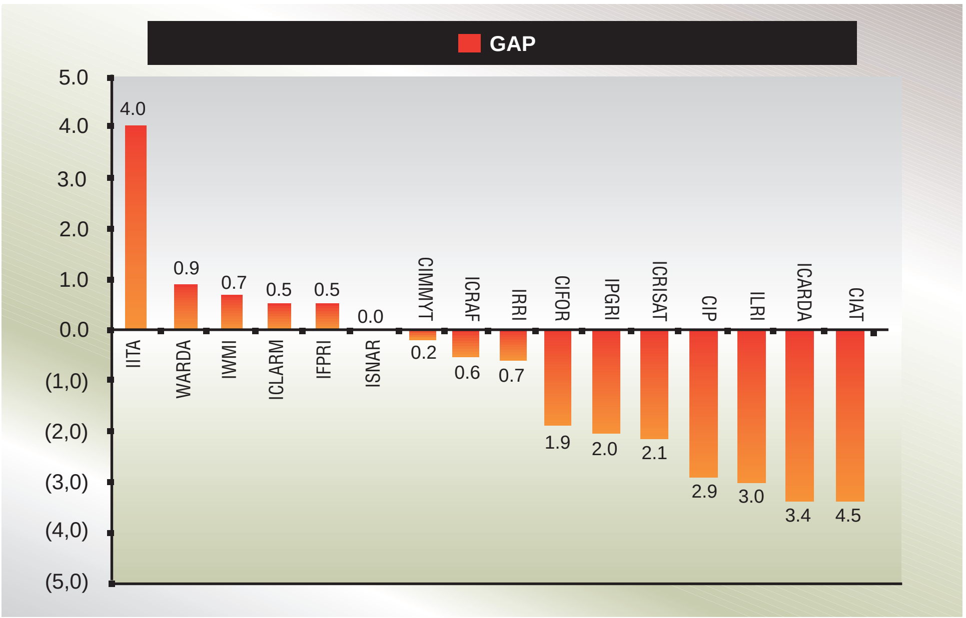
Funding for four Centers was within 10 percent of, and thus broadly in line with financing plan targets: IRRI, $0.7 million (-2 percent); ICRAF, $0.6 million (-3 percent); ICRISAT, $ 2.2 million (-9 percent); and IPGRI, $2.0 million (-9 percent). If the EC had not defaulted on its contributions, IRRI would have had funding exceeding its financing plan target and ICRAF, ICRISAT, and IPGRI would have had funding within 3 percent or less of their targets.

Funding for the five remaining Centers was 10 percent or more outside their financing plan targets: ICARDA, $3.4 million (-15 percent); CIFOR, $1.9 million (-14 percent); CIAT, $4.5 million (-13 percent); CIP, $2.9 million (-13 percent); and ILRI, $3.1 million (-10 percent). If the EC had not defaulted on its contribution, all five Centers would have had shortfalls that put their funding within 10 percent, and thus broadly in line with, their financing plan targets: ILRI, $2.7 million (-9 percent); ICARDA, $1.9 million (-8 percent); CIAT, $2.7 million (-8 percent); CIFOR, $1.1 million (-8 percent); and CIP, $1.0 million (-4 percent). These shortfalls primarily reflect slower-than-planned project implementation.

Figure 6 compares the actual funding received by Centers relative to their approved funding plans and indicates excesses and shortfalls.

Figure 6. Funding Outcomes vs. Financing Plan, 1999

(in $ million)



As Figure 7 shows, eight of the Centers received greater agenda funding in 1999 than in 1998: ICLARM (+34 percent), CIMMYT (+12 percent), ILRI (+8 percent), WARDA (+8 percent), IFPRI (+3 percent), IITA (+5 percent), CIFOR (+2 percent), and ICRAF (+1 percent). (ICLARM's funding includes a special allocation of $2.5 million from the Finance Committee to facilitate the move of its headquarters from Manila to Penang. If this allocation had been excluded, the Center's increase would have been a more modest 4 percent.) Five Centers received somewhat less funding than that received in 1998: IPGRI (-5 percent), IMWI (-6 percent), IRRI (-7 percent), CIP (-10 percent), and CIAT (-11 percent). The remaining three Centers received funding well below their 1998 funding: ISNAR (-15 percent), ICRISAT (-20 percent), and ICARDA (-23 percent). (ICRISAT and ICARDA received special allocations from the Finance Committee in 1998. If these allocations are excluded from the calculations, the percentage reductions become -7 percent for ICRISAT and -8 percent for ICARDA.)

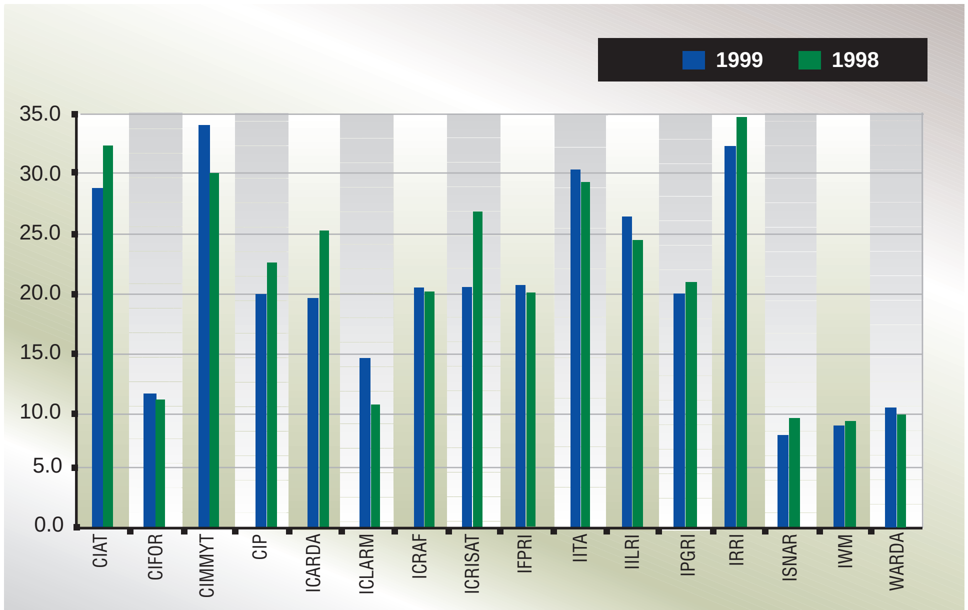
Annex Table II-5 details 1999 funding by Center. Annex Table II-6 presents 1999 funding outcomes by Center. Annex Table II-7 shows CGIAR System grants by Center from 1995 to 1999.

Funding Modalities

Analysis of the categories and types of funding received in support of the research agenda provides another perspective on the challenges faced by Centers in undertaking the approved agenda (see Financing Modalities in Box 2 on page 7).

Depending on the degree of flexibility in its use, CGIAR funding has been traditionally divided into two broad categories: unrestricted support and restricted support, which is targeted to a specific program, project, subproject, or activity.

Figure 7. Changes in Center Funding, 1998–1999



Unrestricted Support

Unrestricted support refers to unrestricted funds to support the Center as a whole. World Bank contributions are the best example of this type of funding because, within the research agenda, allocation of the contribution 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 support

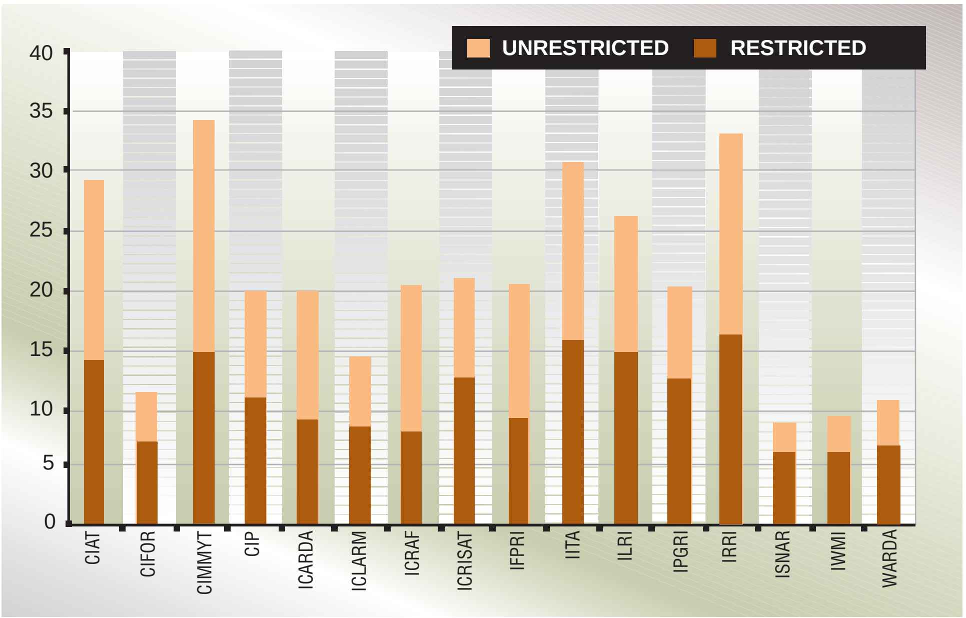
There are two types of restricted support. The first is restricted support by attribution, which refers to funds for a program or region. Use of these funds within a program or region is unconstrained, but Centers are required to document their allocation. France, the United Kingdom, and the EC have given restricted support by attribution.

The second type of restricted support is restricted support by contract, which refers to funds that must be expended 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 within the budget generally requires the prior consent of the Member. Accountability is detailed in the contract, which often requires financial audits on a periodic (annual) or end-of-project basis. Some Members' support is restricted support by contract.

In 1999, unrestricted support was 54 percent ($179 million) of total agenda support, up from 53 percent in 1998. Restricted support (by attribution and by contract) was 46 percent of total agenda support, down from 47 percent in 1998. In absolute terms, this support was $151 million ($10 million less than in 1998).

Figure 8. Agenda Funding by Funding Type, 1999

(in $ million)



World Bank Support

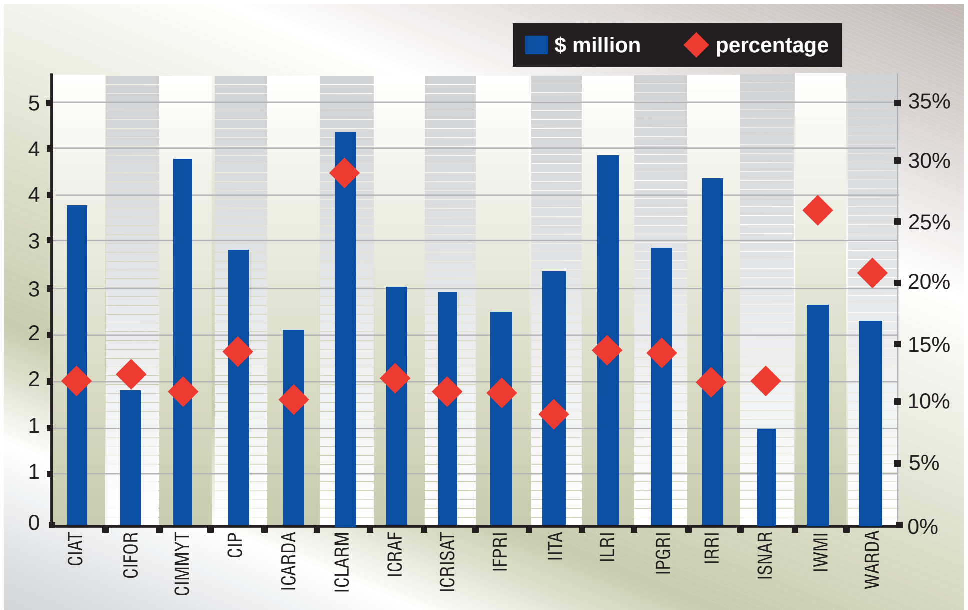
The World Bank contributed $45 million to the CGIAR in 1999, the same amount as in 1998. Bank support amounted to 13 percent of total CGIAR research agenda support in 1999.

Following the procedure established at ICW98, the Finance Committee allocated the Bank's 1999 contribution and authorized its disbursement in two tranches. The first tranche of $26.8 million was allocated to Centers in January 1999. The second tranche of $7.8 million was allocated to Centers in June. In addition, $3.95 million was allocated to Centers for systemwide programs as follows: IWMI ($1.25 million), ILRI ($1.2 million), IPGRI ($0.6 million), ICRAF ($0.4 million), IFPRI ($0.25 million), and CIMMYT ($0.25 million). ICLARM received $2.5 million to facilitate the move of its headquarters from Manila to Penang, and WARDA received $0.95 million in crisis funding. $1.5 million was allocated in support of the CGIAR strategic agenda initiative to the following Centers: CIP ($0.5 million), ILRI ($0.33 million), ICLARM ($0.17 million), IWMI ($0.17 million), IRRI ($0.17 million), and CIMMYT ($0.17 million). $1.5 million was allocated to CGIAR committees and reserves.

Figure 9 illustrates the actual amount of total 1999 World Bank support and the percentage of total agenda Center funding that it represented in 1999. In 1999, all 16 Centers received Bank support, ranging from 10 percent to 22 percent of total agenda contributions. Annex Table II-8 presents data on Bank support for the 1995–1999 period.

CGIAR reserves at the beginning of 1999 were $4.0 million. During the year, $0.5 million was allocated to reserves.

Figure 9. Distribution of World Bank Support, 1999



1999 CGIAR Funding

Spending on agenda programs in 1999 amounted to $347 million, an increase of 3 percent over spending in 1998 ($337 million). The agenda expenditures of nine Centers were higher in 1999 than in 1998. The Centers with the largest increases in expenditures were CIMMYT ($5.2 million; 16 percent), IITA ($3.3 million; 11 percent), ICLARM ($2.0 million; 19 percent), CIFOR ($1.6 million; 14 percent), and IFPRI ($1.5 million; 8 percent). The Centers with the most significant decreases in agenda expenditures were CIAT ($2.8 million; 8 percent), ILRI ($1.2 million; 4 percent), and IPGRI ($1.1 million; 6 percent). The allocation of resources is reviewed below from the perspective of undertaking, region, and object of expenditure. Annex III presents expenditure data. Annex Table III-1 provides data on investments by Center from 1995 to 1999.

By Undertaking

Figure 10 illustrates 1999 investments in the CGIAR's five principal undertakings: increasing productivity, protecting the environment, saving biodiversity, improving policies, and strengthening NARS. Annex Table III–2 provides details for the 1995–1999 period.

Investments in the five CGIAR undertakings by Center are presented in Figures 10a, 10b, 10c, 10d, and 10e. Annex Table III–3 provides details.

Efforts to increase productivity continued to be the major thrust of CGIAR activities. Investments in these efforts totaled $117 million (34 percent of total investment), down from $124 million (37 percent of total investment) in 1998. Among productivity investments, investments in germplasm enhancement increased marginally (from $60.0 million to $61.2), while investments in production systems development and management decreased by 13 percent (from $64.3 million to $56.1 million). Crops accounted for 71 percent of investments, livestock for 13 percent, forestry for 12 percent, and fish for 4 percent.

Investments in efforts to protect the environment (see Figure 10b) increased in dollar terms (from $64.5 million to $67.9 million) and percentage terms (from 19 percent to 20 percent).

Investments in efforts to save biodiversity (see Figure 10c) decreased in dollar terms (from $37.2 million to $36.2 million) and percentage terms (from 11 percent to 10 percent).

Investments in improvement of policies (see Figure 10d) increased in dollar terms (from $39.9 million to $46.8 million) and percentage terms (from 12 percent to 13 percent).

Investments in efforts to strengthen NARS (see Figure 10e) increased in dollar terms (from $70.9 million to $78.6 million) and percentage terms (from 21 percent to 23 percent). Distribution of these investments among training, organization and management counseling, and other programs changed little from previous years.

Agenda Resources

Figure 10. Investments in CGIAR Undertakings, 1999

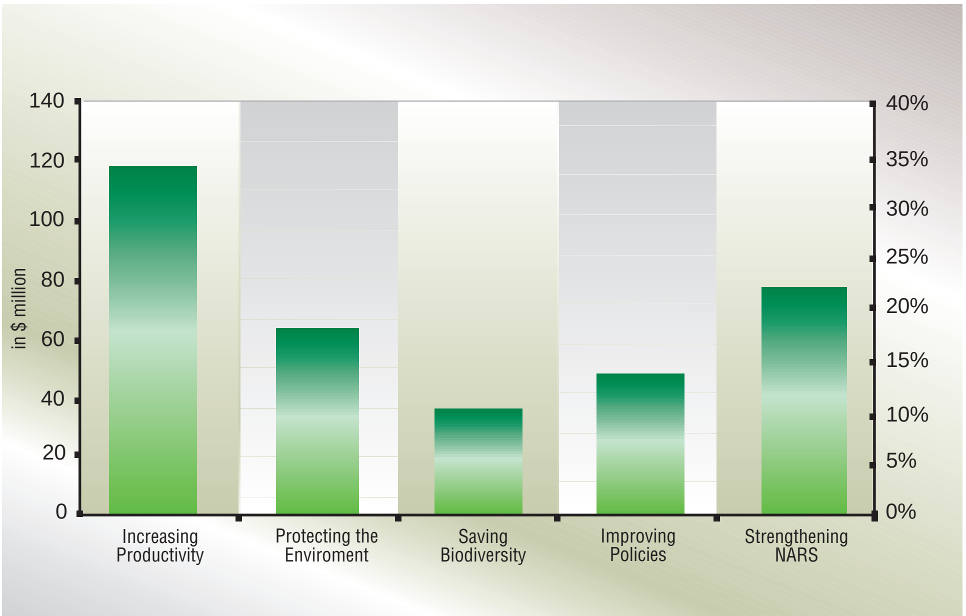


Figure 10a. Center Investments in Increasing Productivity

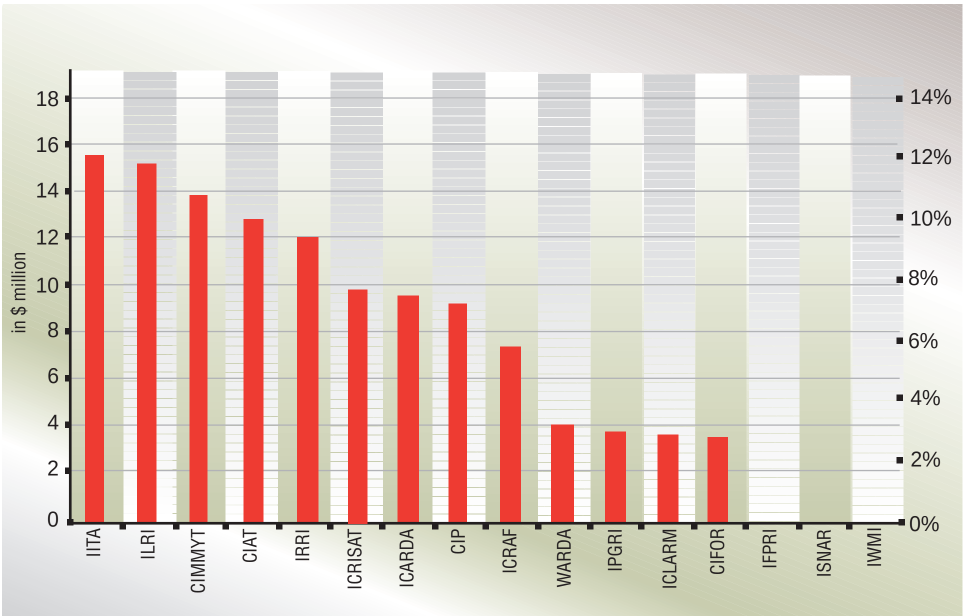


Figure 10b. Center Investments in Protecting the Environment

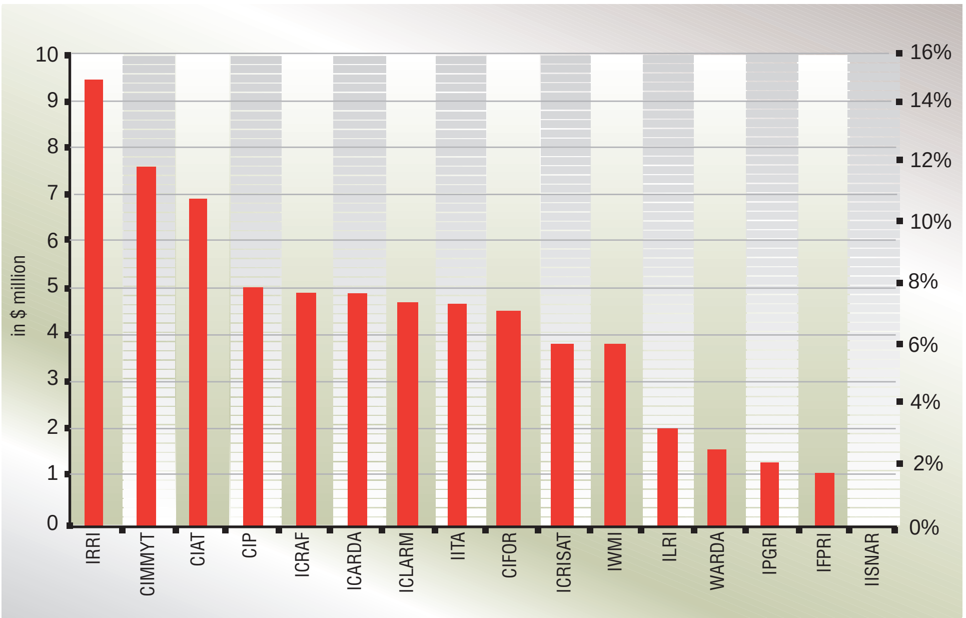
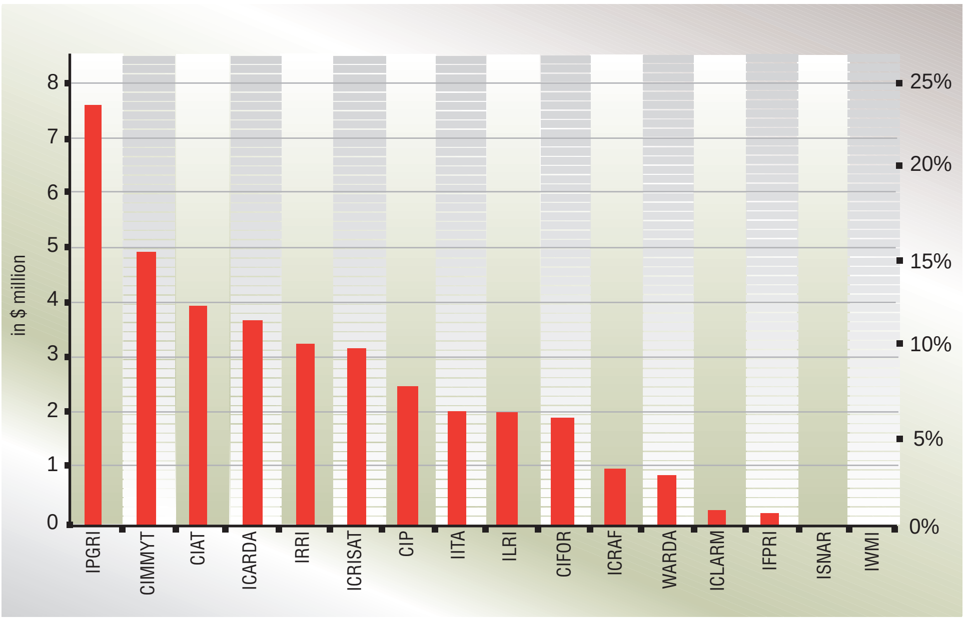


Figure 10c. Center Investments in Saving Biodiversity



Agenda Resources

Figure 10d. Center Investments in Improving Policies

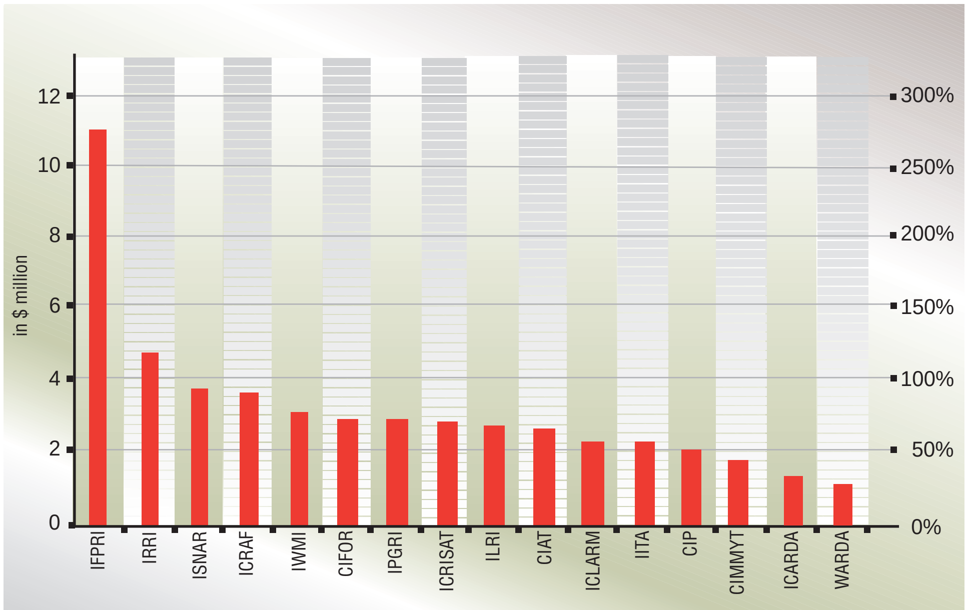
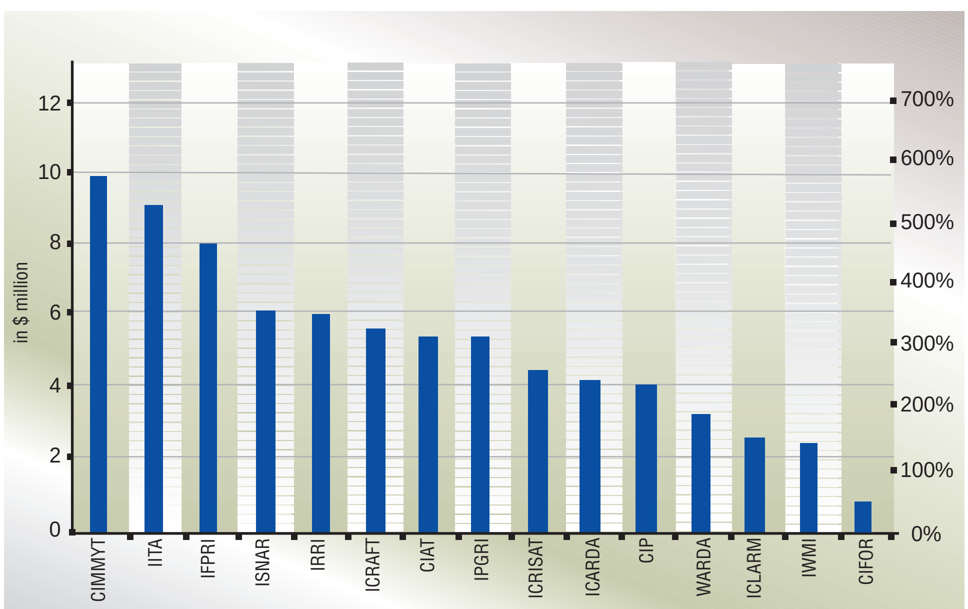


Figure 10e. Center Investments in Strengthening NARS



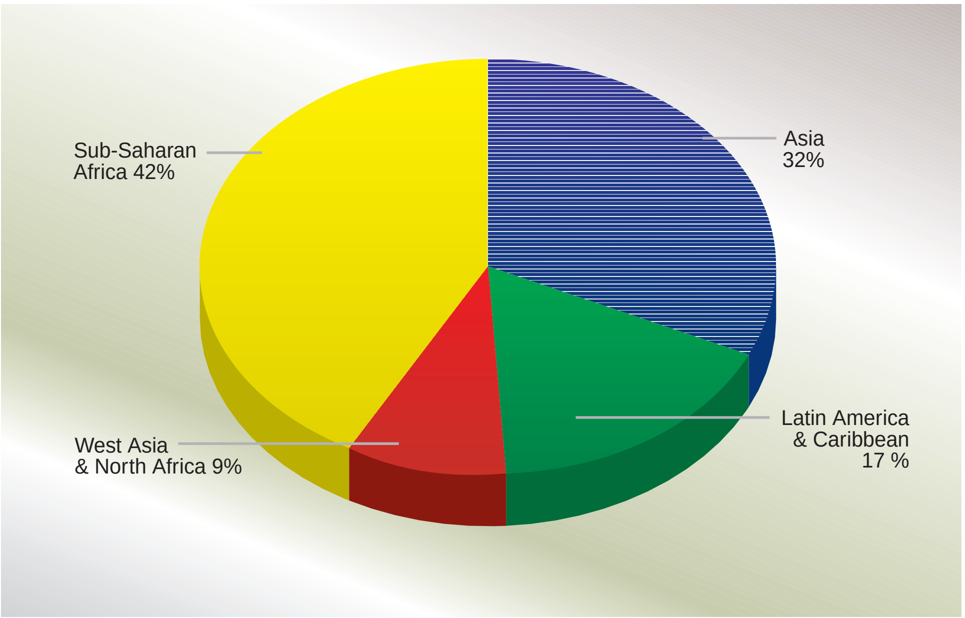
By Region

Figure 11 presents the 1999 allocation of CGIAR resources to developing regions. Investment in sub-Saharan Africa increased from 40 percent ($137 million) of total investment in 1998 to 42 percent ($144 million) in 1999. Investment in Asia remained at 32 percent ($111 million). Investment in Latin America and the Caribbean (LAC) decreased from 18 percent to 17 percent ($59 million), and investment in West Asia and North Africa (WANA) decreased from 10 percent to 9 percent ($33 million).

All Centers made investments in programs for sub-Saharan Africa in 1999. Six Centers—IITA, ILRI, ICRAF, CIMMYT, WARDA, and ICRISAT—accounted for more than two-thirds of allocations to this region. The pattern was similar in Asia. A majority of the Centers made investments in Asia. Four Centers—IRRI, ICRISAT, CIMMYT, and CIP—accounted for the majority of allocations to this region. About half of the allocations for WANA continued to be made by ICARDA. CIAT accounted for more than one-third of the allocations made in LAC.

Figure 11. CGIAR Allocations by Developing Region,1999

(percentage of total)

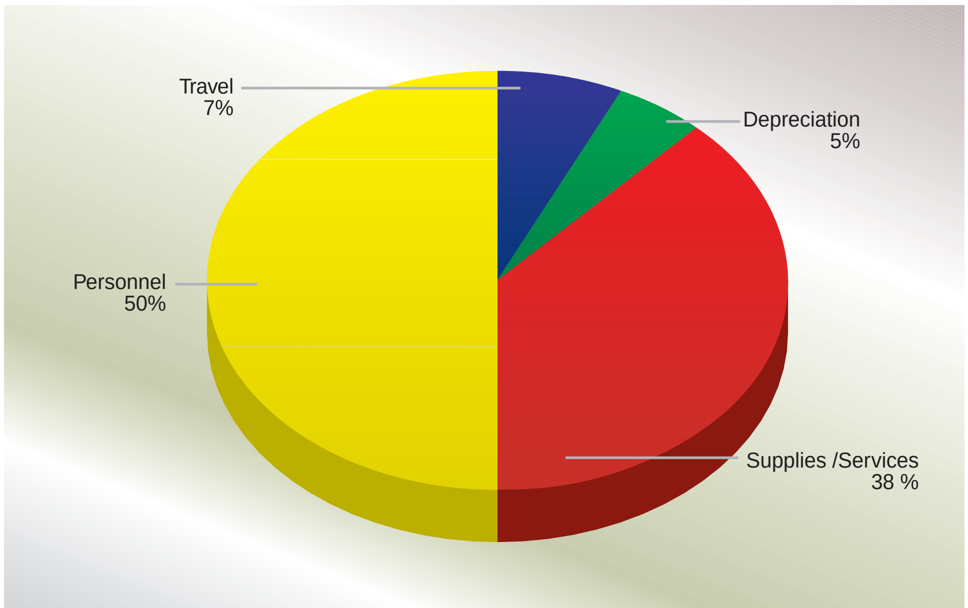


By Object of Expenditure

The trend of reduced personnel spending continued in 1999. As Figure 12 indicates, personnel costs amounted to 50 percent of total 1999 costs, a significant decrease from the mid-1990s, when personnel expenditures accounted for 55 percent of total annual costs. From 1998 to 1999, expenditures on supply and services increased from 37 percent to 38 percent of total expenditures, travel expenditures remained constant at 7 percent, and depreciation expenditures decreased from 6 percent to 5 percent. In absolute terms, supply and service expenditures increased by $10 million (7.5 percent) from the previous year, personnel expenditures increased by $2 million (1 percent), depreciation expenditures decreased by $2 million (10 percent), and travel expenditures remained constant at $24 million. Annex III-4 presents regional allocations. Annex Table III–5 provides detailed Center-level information on object expenditures. Annex Table III-6 presents data on CGIAR staffing from 1995 to 1999.

Figure 12. CGIAR Expenditure by Object, 1999

(percentage of total)



Cost Changes

The costs at CGIAR Centers are affected by both inflation and fluctuations in currency values—the relationship between the exchange rates of expenditure currencies and the U.S. dollar, the CGIAR's unit of account. An aggregate CGIAR cost increase index in dollar terms can be established with data on the proportion of expenditures in various currencies and with data on the annual exchange rates of currencies reported by the International Monetary Fund. In 1999, the loss of Centers' purchasing power was 2.7 percent, compared with 3.8 percent in 1998. Annex Table III-7 presents data on Centers' inflation rates from 1995 to 1999.

CGIAR Investments Over Twenty-Eight Years

To analyze CGIAR activity from the perspective of the record of expenditure (investment), the CGIAR Secretariat organized all available Center data on resource use from 1972 to 1999. Annex Table V–1 summarizes all CGIAR investments. The table shows investments in five-year periods and for 1997–1999 by Center, undertaking, commodity group and production sector, region, and object of expenditure. Box 3 highlights some key trends indicated in the table.

Box 3.
Twenty-Eight Years of CGIAR Investment (1972–1999)

The 28-year time series analysis of CGIAR investments confirms expected trends and reveals some less obvious patterns as well.

As expected, the oldest Centers account for the largest share of the total $5.9 billion invested. On the high end, IRRI and IITA account for 13 percent and 12 percent of the total, respectively. CIAT, CIMMYT, and ICRISAT each account for 11 percent of the total. ILRI, the livestock enterprise, and its predecessors ILCA and ILRAD account for 10 percent of the total, and ICARDA and CIP account for 8 percent and 7 percent, respectively. The remaining eight Centers together account for 17 percent of investment. At the Center level, investment levels have begun to stabilize.

Efforts to increase productivity have been the largest component of expenditure, totaling 55 percent overall. Since the early 1990s, however, this undertaking has been receiving a smaller proportion of funds, such that by 1999 it accounted for only 34 percent of all investments. An increasing share of funding has been directed to environmental, biodiversity, and policy undertakings. Of interest, and perhaps of some surprise, is the steady investment, totaling 21 percent overall, in strengthening of NARS.

Recent trends in total production sector and commodity investments confirm that natural resource management increasingly has become a focus of CGIAR activity. By far the largest commodity group has been cereals, which account for 45 percent of commodity sector investments. Of that group, rice has accounted for nearly half of the investment—$1.1 billion or 20 percent overall. Wheat and maize each have accounted for about $0.5 billion or 10 percent. In 1999, however, cereal expenditures decreased to 39 percent. Legumes and roots/tubers each have accounted for 15 percent to 16 percent of commodity sector investments; these shares have varied little. In the production sectors, the share of investments in crops and livestock has been falling, while that in forestry and fisheries has been climbing.

Sub-Saharan Africa has received the largest regional share of investments, accounting for $2.5 billion or 42 percent of total expenditure. That share has been fairly constant over time. Investments in Asia, mainly in crops, have been $1.8 billion or 30 percent. If the majority of investments in livestock are subtracted from the CGIAR's total investments in Africa, crop investments in Africa approximately equal those in Asia during the 28-year period.

Object-of-expenditure data reveal two interesting trends. First, investments in CGIAR capital assets were relatively much higher in the early years, when the Centers' physical plants were established. But as a share of total investment, these investments have decreased from 24 percent in the first five-year period to 5 percent (represented by depreciation) in 1999. Second, personnel costs decreased from 55 percent of the total expenditure in the mid-1980s to 50 percent in 1999. This percentage reduction is significant in dollar terms because of the large overall share of personnel costs ($3.2 billion).

Financial Position

The aggregation of 1995–1999 Center data, shown in Table 3 and elaborated below, reflects the financial position of the CGIAR System. Annex Table IV–1 provides details by Center.

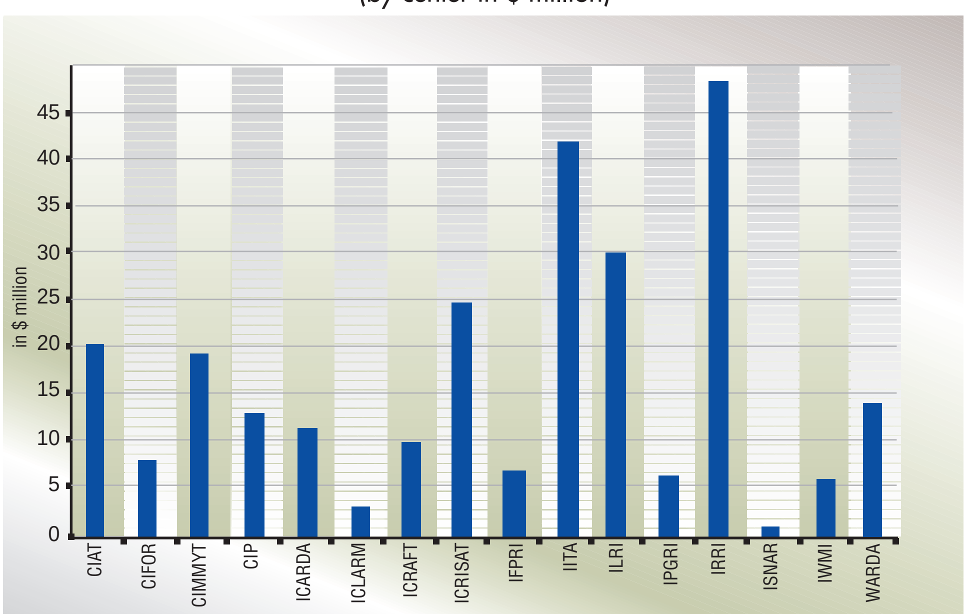
The 1999 financial data confirm that the CGIAR as a whole is in a strong financial condition. Total net assets at the end of 1999 were $263 million (1998: $323 million). These assets are made up of $44 million (1998: $51 million) in operating funds, $46 million (1998: $45 million) in capital funds, and $173 million (1998: $227 million) in investments in fixed assets. Cash balances increased by $41 million from $171 million at the end of 1998 to $212 million at the end of 1999.

Net Assets

Net assets in not-for-profit organizations are equivalent to equity capital and reserves in for-profit organizations. The CGIAR's net assets include fixed assets (net of accumulated depreciation) and operating and capital funds. In 1992, following the introduction of depreciation accounting, the CGIAR's net assets grew substantially as Centers began setting aside cash to ensure an orderly asset acquisition and renewal program. In 1999 the CGIAR changed its policy with regard to accounting for land and buildings, which revert to the host government of a Center should the Center cease operations. The new policy states that land and buildings do not have a residual value and should be written out of a Center's books of account. Centers will no longer annually depreciate such land and buildings but will instead carry them in their balance sheets at a fully written down value of zero. As a result, Centers' annual depreciation charges and total net assets will decrease. The new policy was implemented by some Centers in 1999. All Centers will have implemented it by the end of 2000. The net effect of the policy in 1999 was to reduce investments in fixed assets (and by implication in net assets) by $53 million.

Figure 13. Net Assets, 1999

(by center in $ million)



Following the change in accounting for land and buildings, aggregate net assets fell by $59.7 million from $322.9 million in 1998 to $263.2 million in 1999. The level of these assets for each Center is shown in Figure 13. Investments in fixed assets decreased by $53.3 million from $227.0 million in 1998 to $173.7 million (inclusive of $9.6 million in fixed assets held in custody) in 1999. In addition, operating funds decreased by $7.5 million from $51.5 million in 1998 to $44.0 million in 1999, while capital funds increased by $1.3 million from $44.6 million in 1998 to $45.9 million in 1999.

Operating Fund

The operating fund—accumulated operating surplus/deficit—is equivalent to "retained earnings" in a business enterprise. In a not-for-profit context, the operating fund indicates the financial capacity of an organization to adjust to unplanned changes in revenue.

Beginning in 1996, the CGIAR operating fund was defined as revenue expressed in number of revenue days. At the System level, the operating fund decreased from 54 days in 1998 to 46 days in 1999 because the aggregate statement of activity for the System resulted in an operating deficit of $7 million for 1999. As Figure 14 indicates, the total of revenue days for the majority of Centers continued to be above the CGIAR's average of 46 days. Only two Centers, ICARDA and WARDA, had negative operating days—19 and 31, respectively—at the end of 1999.

Figure 14. Operating Fund, 1999

(by Center in revenue days)

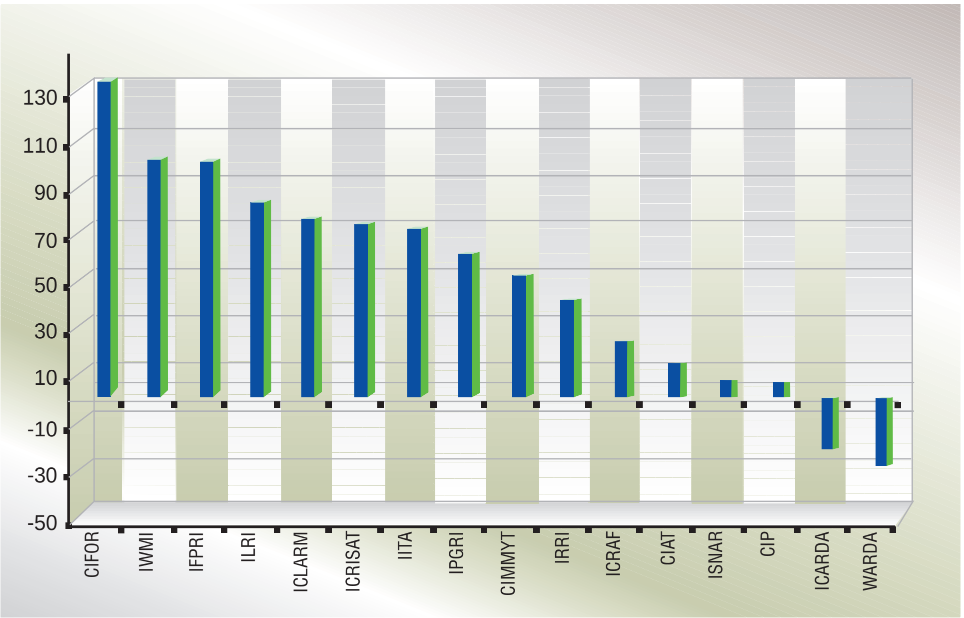


Table 3. CGIAR System Financial Position, 1995–1999

(in $ thousand)

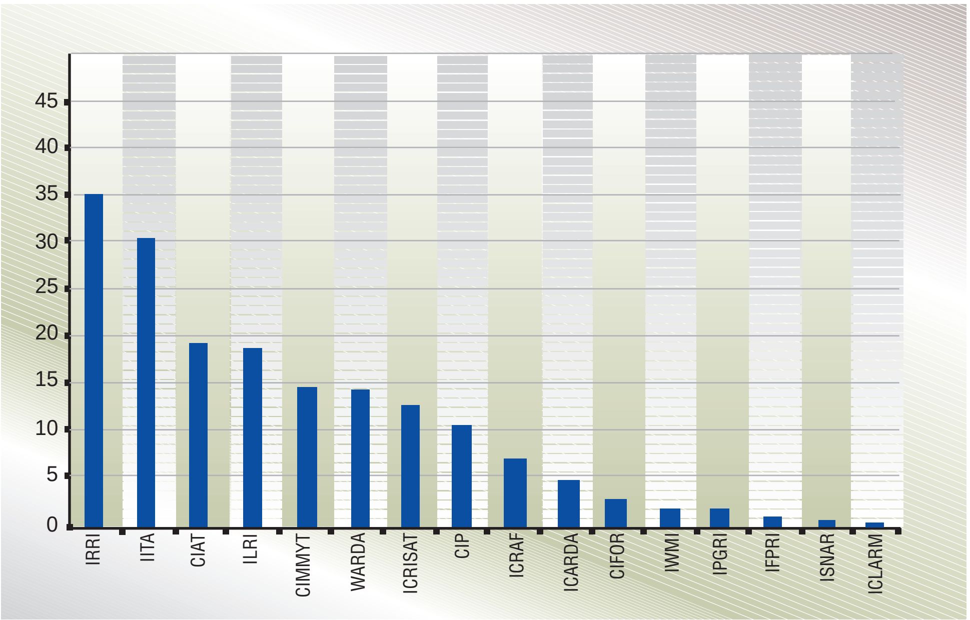
	1995	1996	1997	1998	1999
Assets					
Current Assets					
Cash and Cash Equivalents	170,756	174,391	146,767	171,110	212,347
Accounts Receivable:					
Donors	42,940	46,060	72,261	65,965	54,062
Employees	2,153	2,339	2,662	2,699	2,591
Others	16,021	16,293	13,506	13,154	12,656
Inventories	10,137	9,224	8,811	7,257	6,653
Pre-paid Expenses	4,170	4,180	3,811	2,786	3,398
Other Current Assets	9,276	5,342	2,988	3,247	4,549
Total Current Assets	255,454	257,829	250,806	266,218	296,256
Fixed Assets					
Property, Plant, and Equipment	431,721	448,840	467,865	475,861	399,398
Less: Accumulated Depreciation	214,113	217,119	237,148	248,819	225,702
Total Fixed Assets (Net)	217,608	231,721	230,717	227,042	173,696
Total Assets	473,061	489,550	481,523	493,260	469,952
Liabilities and Net Assets					
Current Liabilities					
Bank Indebtedness	2,368	1,280	928	1,444	3,649
Accounts Payable:					
Donors	60,255	66,376	72,194	67,200	100,576
Employees	16,071	21,547	4,673	8,971	9,876
Others	27,901	28,441	24,208	17,824	21,871
In-trust Accounts	1,218	5,448	1,107	1,732	3,457
Accruals and Provisions	34,530	42,689	43,863	50,054	43,855
Total Current Liabilities	142,343	166,249	146,973	147,225	183,284
Long-Term Liabilities					
Long-term Loan	1,128	811	1,617	190	0
Other	8,464	554	17,064	22,915	23,453
Total Long-Term Liabilities	9,592	1,365	18,681	23,105	23,453
Total Liabilities	151,935	167,614	165,654	170,330	206,737
Net Assets					
Capital Invested in Fixed Assets:					
Center-owned	211,383	221,415	218,549	214,154	163,717
In Custody	10,468	9,900	12,168	12,626	9,639
Capital Fund	46,160	45,638	42,082	44,628	45,893
Operating Fund and Other Funds	53,115	44,972	43,070	51,522	43,966
Other Funds (net)	1,915	-2,365	1,829		
Total Net Assets	321,127	321,925	315,869	322,930	263,215
Total Liabilities/Net Assets	473,061	489,539	481,523	493,260	469,952

Fixed Assets

The CGIAR's asset base indicates a stable pattern of capital acquisition. In 1999, capital expenditures totaled $18.0 million, while the annual depreciation charge totaled $17.9 million. Annex Table IV–2 indicates capital expenditures by Center for the period 1995–1999. Figure 15 illustrates the 1999 year-end levels of net fixed assets for all Centers. ICARDA, ICRISAT, and ICLARM introduced the new accounting policy for depreciation on land and buildings in 1999. The net result was a reduction in the net fixed assets of ICARDA ($19.1 million), ICRISAT ($27.9 million), and ICLARM ($4.0 million).

Figure 15. Net Fixed Assets, 1999

(by Center in $ million)



Financial Position

Capital Fund

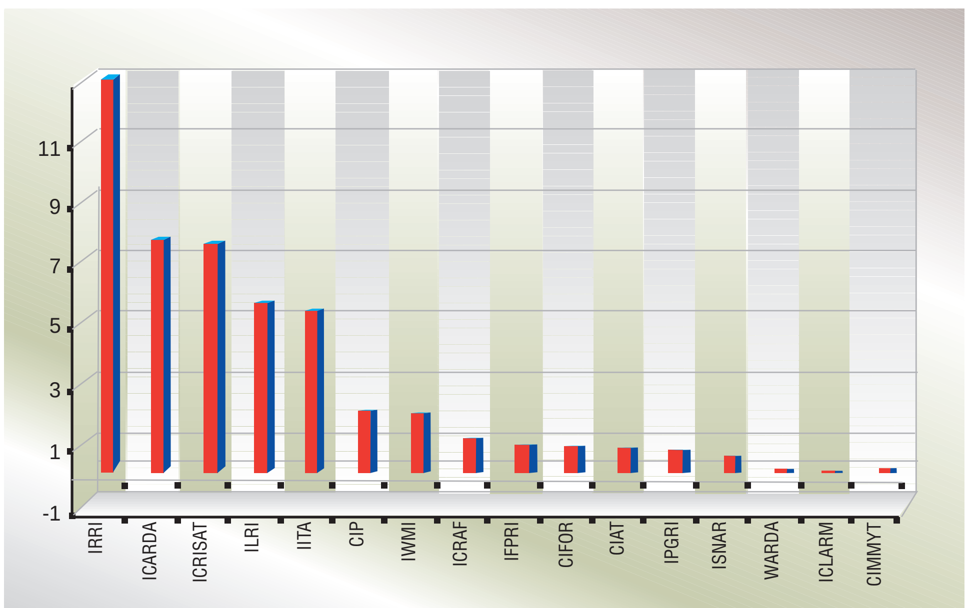
The capital fund is designated for fixed asset acquisition, both renewal and new items. It is established primarily by the setting aside of funds equal to the value of the depreciation charge (so-called funding depreciation). Figure 16 shows capital fund levels by Center. All Centers had a positive capital fund balance at the end of 1999. WARDA and CIMMYT had capital fund balances of −$0.7 million and −$0.2 million, respectively.

In 1999 the capital fund increased by $1.3 million. The fund represents 26 percent of the net asset value of the CGIAR's capital stock at the end of 1999. At this level of value, the fund is considered adequate to meet short-term asset requirements.

The CGIAR Secretariat and Center financial staff continue to monitor the acquisition rate of assets, including any long-term major infrastructure investments, and the availability of resources. If it becomes apparent that the useful life of fixed assets is longer than previously thought, assumed asset lives conceivably could be increased sufficiently to reduce depreciation costs, with no ill effects on Center operations.

Figure 16. Capital Fund, 1999

(by Center in $ million)



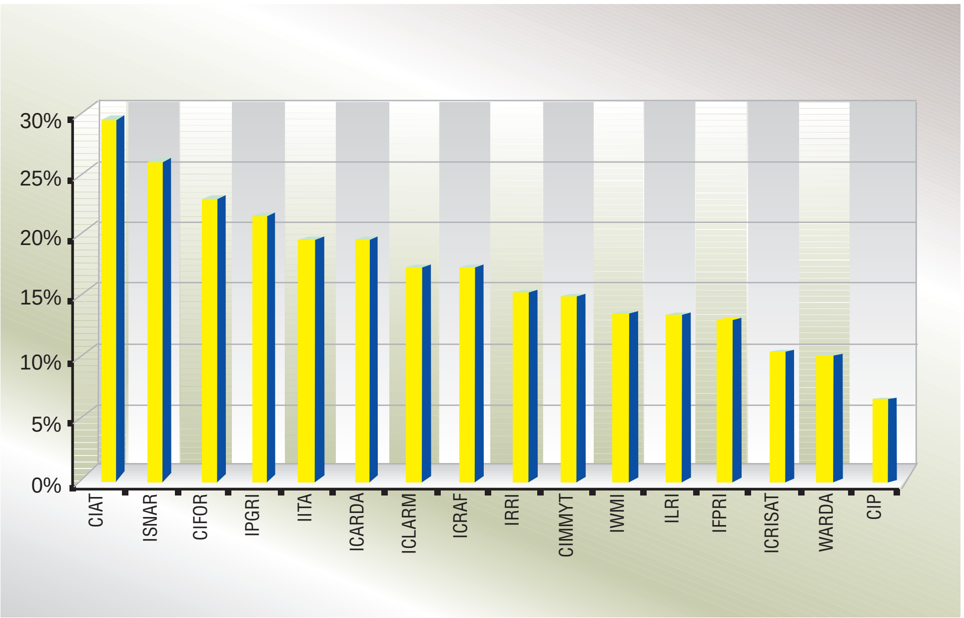
Liquidity

Liquidity represents 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 fraction. This liquidity measure is comparable across organizations, regardless of size, because it is a relative figure. Working capital is the amount by which current assets exceed current liabilities. Because of the different sizes of CGIAR Centers, absolute numbers are not helpful for comparative purposes. Working capital expressed in terms of future spending requirements is useful for such purposes.

Centers' liquidity hinges on Members' disbursements, which span the entire calendar year. With few exceptions, Members' progress in making disbursements in the earlier months of the year has not been encouraging. At the end of 1999, 11 percent of the value of 1999 agenda contributions (nearly two months of income) was outstanding as accounts receivable from Members. Figure 17 presents these accounts as a percentage of grants.

Figure 17. Member Receivables, 1999

(by Center as a percentage of grants)



Current Ratio

The systemwide current ratio in the CGIAR dropped marginally from 1.81 in 1998 to 1.62 in 1999. The CGIAR's average current ratio is within the normative range. As a general rule of thumb, a current ratio of 1.5 is considered adequate. Four Centers have current ratios of less than 1.5: CIAT (1.2), CIP (1.2), ISNAR (1.1), and WARDA (0.9). Figure 18 shows the evolution of the current ratio since 1995.

Working Capital

Figure 19 compares working capital expressed as Center spending requirements in days in 1998 and 1999. In 1999 the system average of expenditure was 119 days, compared with 126 days in 1998. In all but one Center, the number of working days in 1999 was generally in line with that in 1998. Because of their low level of working capital, CIAT, CIMMYT, CIP, ICLARM, ICRAF, and ISNAR are in need of continued careful cash management. WARDA, which has negative working capital, also is in need of careful cash management.

Figure 18. CGIAR System Current Ratio, 1995–1999

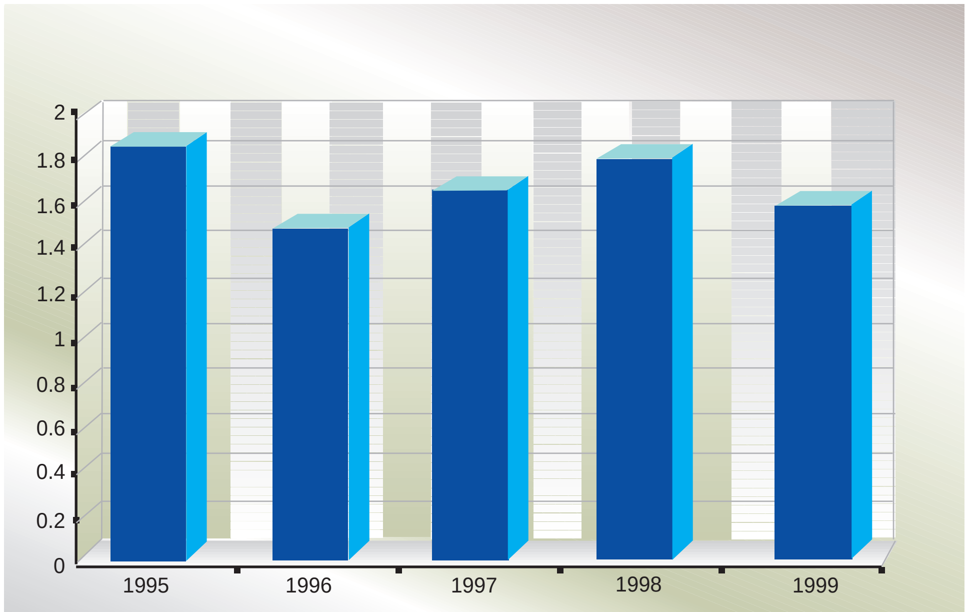
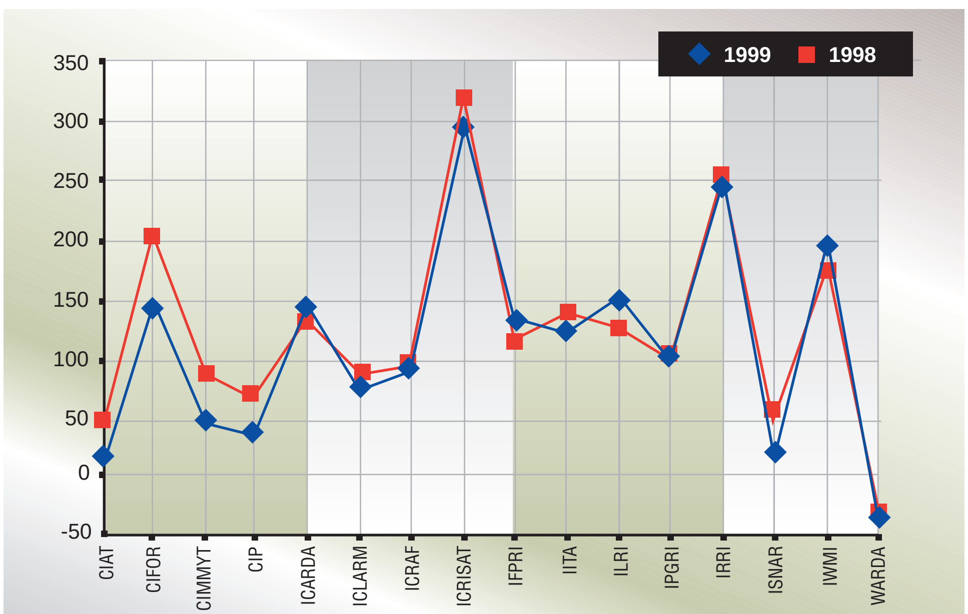


Figure 19. Working Capital, 1998–1999

(by Center in days)



Agenda Resources

The CGIAR Centers are independent institutions governed by their respective boards of trustees. In the interest of transparency and consistency in financial practices and the presentation of financial information, the Centers follow financial guidelines issued by the CGIAR Secretariat. These guidelines aim to bring the CGIAR's financial practices into conformity with those generally accepted worldwide. Developed with the input of Center financial personnel, external financial experts, and secretariat staff, the guidelines are amended as required to reflect changing practices. Guidelines covering accounting policies and the preparation of externally audited annual financial statements are particularly relevant in this regard. The most recent revision of these guidelines took effect in 1999 and brought CGIAR practices up to date with the current practices of not-for-profit organizations.

As part of the annual review of substantive financial performance, Pricewaterhouse Coopers (PwC) has reviewed the externally audited 1999 Center financial statements to ensure compliance with CGIAR policy and reporting guidelines. PwC has confirmed that all Centers comply with existing policy and reporting guidelines and that any departures have resulted in no material misstatements of financial information.

Annex I

Table I-1. CGIAR Contributions to the Approved Research Agenda by Member Group, 1972–1999

(in $ millions)

Members	1972-76	1977-81	1982-86	1987-91	1992-96	1997	1998	1999	Total
Europe									
Austria			1.0	5.0	7.1	1.8	2.3	2.3	**19.4**
Belgium	3.5	13.7	9.2	14.2	19.9	5.5	6.0	6.8	**78.9**
Denmark	1.7	4.7	5.9	14.4	45.0	19.1	17.7	14.0	**122.5**
European Commission		17.4	28.3	59.0	76.6	23.1	24.9	6.0	**235.2**
Finland			2.1	21.4	3.9	2.1	2.1	1.5	**33.1**
France	1.1	3.1	6.1	18.3	21.4	4.9	5.9	5.9	**66.8**
Germany	13.3	39.1	36.6	54.6	76.2	16.6	16.3	15.5	**268.1**
Ireland		0.4	1.9	1.8	3.0	0.8	1.0	0.9	**9.8**
Italy	0.1	1.9	29.1	39.8	17.6	4.0	3.0	3.2	**98.8**
Luxembourg				0.3	1.0	0.7	0.7	0.7	**3.4**
Netherlands	4.1	11.6	20.5	30.7	55.9	14.5	14.7	11.6	**163.6**
Norway	3.3	9.3	11.4	20.6	28.4	7.2	8.3	8.9	**97.3**
Portugal						0.3	0.3	0.5	**1.0**
Spain		0.5	2.5	2.5	3.9	1.8	1.1	0.9	**13.2**
Sweden	7.2	14.8	16.5	28.0	39.0	7.1	9.3	10.3	**132.2**
Switzerland	1.9	9.5	26.6	46.3	63.6	20.9	22.7	22.8	**214.3**
United Kingdom	9.0	27.5	32.6	55.8	50.8	10.2	11.5	13.9	**211.4**
Subtotal	**45.1**	**153.3**	**230.5**	**412.7**	**513.4**	**140.6**	**147.6**	**125.8**	**1769.0**
North America									
Canada	17.3	36.1	48.6	71.0	75.2	12.9	12.3	12.3	**285.8**
United States	41.6	128.1	222.0	217.3	183.5	38.3	40.5	39.4	**910.7**
Subtotal	**58.9**	**164.2**	**270.6**	**288.3**	**258.7**	**51.2**	**52.8**	**51.7**	**1196.5**
Pacific Rim									
Australia	4.0	13.3	20.5	16.7	25.5	6.6	7.8	8.1	**102.5**
Japan	2.5	25.9	54.7	104.9	166.3	33.5	35.3	39.9	**463.0**
New Zealand	0.1	0.1	0.1				0.4	0.4	**1.1**
Subtotal	**6.6**	**39.3**	**75.3**	**121.7**	**191.7**	**40.0**	**43.5**	**48.4**	**566.6**
Developing & Transition Economies									
Bangladesh						0.1	0.1	0.3	**0.5**
Brazil			1.0	0.2	0.0	0.5	0.7	0.4	**2.7**
China			1.5	1.5	2.5	0.5	0.5	0.7	**7.2**
Colombia					4.5	2.6	2.5	2.7	**12.2**
Cote d'Ivoire					0.3	0.2	0.1	0.1	**0.7**
Egypt					1.0	1.1	1.4	1.4	**4.8**
India		0.5	2.5	2.5	4.0	0.8	0.8	0.7	**11.9**
Indonesia					1.2	0.5	0.1	0.4	**2.3**
Iran	2.0	3.0			1.9	1.5	2.0	1.8	**12.2**
Kenya							0.5	0.4	**0.9**
Korea				0.5	2.6	0.6	0.9	0.8	**5.3**
Mexico		1.4	2.0	0.2	0.6	0.5	0.6	1.7	**7.0**
Nigeria	1.3	5.4	4.2	0.5	0.0	0.1	1.0	1.6	**14.0**
Pakistan						0.5	0.2	0.0	**0.7**
Peru							0.4	0.3	**0.7**
Philippines		0.7	1.6	1.1	1.7	0.4	0.7	0.3	**6.5**
Russian Fed.					0.2				**0.2**
Saudi Arabia	1.0	1.0	3.0						**5.0**
South Africa						0.5	0.6	0.5	**1.6**
Syria								0.5	**0.5**
Thailand						0.5	0.3	0.1	**0.9**
Subtotal	**4.3**	**11.9**	**15.8**	**6.5**	**20.6**	**10.8**	**13.2**	**14.7**	**97.8**
Foundations									
Ford Fdn.	16.8	6.2	4.9	4.6	12.9	3.2	3.1	2.6	**54.4**
Kellogg Fdn.	1.3	0.6	1.0		0.4	0.3	0.3	0.1	**3.9**
Rockefeller Fdn.	17.1	6.7	3.5	6.3	7.7	2.1	3.4	3.5	**50.3**
Subtotal	**35.2**	**13.5**	**9.4**	**11.0**	**21.0**	**5.6**	**6.8**	**6.2**	**108.6**
International & Regional Organizations									
ADB	0.3	1.2		1.0	4.0	1.8	3.8	4.4	**16.5**
AFDB		0.1	0.6	5.3	5.6	1.0	0.8	2.3	**15.8**
Arab Fund		1.1	1.4	1.9	5.1	1.0	1.5	1.9	**14.0**
FAO						0.3	0.6	0.2	**1.0**
IDB	11.2	32.2	42.6	48.8	25.8	4.5	2.1	1.5	**168.6**
IDRC	3.9	5.7	6.5	3.4	4.4	2.4	2.4	3.0	**31.7**
IFAD		11.1	24.9	1.9	4.2	3.1	4.0	6.9	**56.1**
OPEC Fund		2.0	9.5	1.2	0.8	0.2	0.2	0.2	**14.0**
UNDP	7.4	21.7	37.0	38.2	38.6	4.5	3.2	2.1	**152.6**
UNEP	0.9	0.5	0.3	0.1	1.2	0.2	0.1	0.2	**3.5**
World Bank	16.1	53.3	116.1	162.8	222.5	45.0	45.0	45.0	**705.8**
Subtotal	**39.9**	**128.9**	**238.9**	**264.5**	**312.3**	**63.9**	**63.7**	**67.7**	**1179.7**
Non-CG Donors	0.8	1.1	3.4		6.2	8.2	11.9	15.0	**46.7**
Total	**191**	**512**	**844**	**1,105**	**1,324**	**320**	**340**	**330**	**4,965**

Table I-2. CGIAR Contributions to the Approved Research Agenda by Center, 1972–1999[1]

(in $ million)

Centers	1972-76	1977-81	1982-86	1987-91	1992-96	1997	1998	1999	Total
CIAT	28.3	65.8	107.0	132.5	138.8	31.7	32.1	28.7	**564.8**
CIFOR					30.5	10.6	11.3	11.5	**63.9**
CIMMYT	33.7	72.6	97.2	130.8	130.2	28.6	30.1	33.8	**557.0**
CIP	10.9	34.8	52.9	83.2	91.4	22.6	22.2	20.0	**338.0**
ICARDA	1.5	47.2	91.5	92.2	92.2	22.3	25.2	19.5	**391.5**
ICLARM					30.3	9.0	10.6	14.2	**64.2**
ICRAF					71.3	21.8	20.4	20.6	**134.2**
ICRISAT	19.8	59.5	103.2	143.1	134.4	26.9	26.5	21.2	**534.5**
IFPRI	1.0	9.9	20.5	41.5	51.3	18.2	20.1	20.8	**183.3**
IITA	37.1	72.4	101.1	107.9	111.3	27.5	29.2	30.7	**517.2**
ILRI[2]	13.6	80.8	107.0	155.2	124.6	25.2	24.6	26.6	**557.5**
IPGRI[3]	1.4	11.4	20.5	33.6	64.2	18.8	21.2	20.1	**191.2**
IRRI	30.2	71.3	104.6	137.5	139.1	28.6	34.8	32.5	**578.6**
ISNAR		3.3	16.8	34.4	36.6	9.9	9.6	8.2	**118.8**
IWMI					36.0	9.5	9.4	8.8	**63.7**
WARDA	1.9	9.4	12.6	28.6	34.6	8.6	10.0	10.8	**116.3**
Subtotal	**179.3**	**538.2**	**834.9**	**1120.5**	**1316.9**	**319.6**	**337.1**	**328.1**	**4974.7**
Reserves/CGIAR Committees			9.1	-16.0	7.0	0.8	2.5	1.5	**4.9**
Total	**179**	**538**	**844**	**1,105**	**1,324**	**320**	**340**	**330**	**4,980**

[1] Figures shown for 1972-1980 are total expenditures (operations/capital) and may be higher or lower than the contributions for that year (due to the accounting convention followed in the 1970s).

[2] Formerly ILCA and ILRAD

[3] Formerly IBPGR and INIBAP

Table I-3. ODA and CGIAR Contributions by DAC Countries, 1995–1999

		1995	1996	1997	1998	1999
EUROPE						
Austria	Total ODA (in US$ millions)	747	640	531	506	482
	ODA as % of GNP	0.32	0.28	0.26	0.24	0.24
	CGIAR Contributions as % of Total ODA	0.20%	0.20%	0.34%	0.45%	0.48%
Belgium	Total ODA (in US$ millions)	1,033	937	764	878	753
	ODA as % of GNP	0.38	0.35	0.31	0.35	0.30
	CGIAR Contributions as % of Total ODA	0.47%	0.60%	0.72%	0.68%	0.90%
Denmark	Total ODA (in US$ millions)	1,628	1,773	1,635	1,704	1,724
	ODA as % of GNP	0.97	1.04	0.97	0.99	1.00
	CGIAR Contributions as % of Total ODA	0.62%	1.02%	1.16%	1.04%	0.81%
Finland	Total ODA (in US$ millions)	387	409	379	396	402
	ODA as % of GNP	0.32	0.34	0.33	0.32	0.32
	CGIAR Contributions as % of Total ODA	0.26%	0.24%	0.55%	0.53%	0.37%
France	Total ODA (in US$ millions)	8,439	7,430	6,348	5,899	5,494
	ODA as % of GNP	0.55	0.48	0.45	0.41	0.38
	CGIAR Contributions as % of Total ODA	0.06%	0.06%	0.08%	0.10%	0.11%
Germany	Total ODA (in US$ millions)	7,481	7,515	5,913	5,589	5,478
	ODA as % of GNP	0.31	0.32	0.28	0.26	0.26
	CGIAR Contributions as % of Total ODA	0.21%	0.22%	0.28%	0.29%	0.28%
Ireland	Total ODA (in US$ millions)	143	177	187	205	241
	ODA as % of GNP	0.27	0.30	0.31	0.31	0.31
	CGIAR Contributions as % of Total ODA	0.47%	0.40%	0.42%	0.49%	0.37%
Italy	Total ODA (in US$ millions)	1,521	2,397	1,231	2,356	1,750
	ODA as % of GNP	0.14	0.20	0.11	0.20	0.15
	CGIAR Contributions as % of Total ODA	0.18%	0.10%	0.31%	0.13%	0.18%
Luxembourg	Total ODA (in US$ millions)	68	77	87	106	116
	ODA as % of GNP	0.38	0.41	0.55	0.61	0.64
	CGIAR Contributions as % of Total ODA	0.44%	0.26%	0.78%	0.66%	0.60%
Netherlands	Total ODA (in US$ millions)	3,321	3,303	2,946	3,049	3,134
	ODA as % of GNP	0.80	0.83	0.81	0.80	0.79
	CGIAR Contributions as % of Total ODA	0.39%	0.48%	0.49%	0.48%	0.37%
Norway	Total ODA (in US$ millions)	1,244	1,311	1,306	1,321	1,370
	ODA as % of GNP	0.87	0.85	0.86	0.91	0.91
	CGIAR Contributions as % of Total ODA	0.49%	0.48%	0.55%	0.63%	0.65%
Portugal	Total ODA (in US$ millions)			250		274
	ODA as % of GNP			0.25	1/	0.25
	CGIAR Contributions as % of Total ODA			0.12%		0.18%
Spain	Total ODA (in US$ millions)	1,309	1,258	1,227	1,383	1,347
	ODA as % of GNP	0.23	0.22	0.24	0.25	0.23
	CGIAR Contributions as % of Total ODA	0.05%	0.06%	0.15%	0.08%	0.07%
Sweden	Total ODA (in US$ millions)	1,704	1,968	1,672	1,551	1,643
	ODA as % of GNP	0.77	0.82	0.79	0.71	0.70
	CGIAR Contributions as % of Total ODA	0.37%	0.43%	0.41%	0.60%	0.63%
Switzerland	Total ODA (in US$ millions)	1,084	1,021	839	888	976
	ODA as % of GNP	0.34	0.34	0.34	0.33	0.35
	CGIAR Contributions as % of Total ODA	1.10%	1.86%	2.30%	2.56%	2.34%
United Kingdom	Total ODA (in US$ millions)	3,185	3,185	3,371	3,835	3,279
	ODA as % of GNP	0.29	0.27	0.26	0.27	0.23
	CGIAR Contributions as % of Total ODA	0.31%	0.34%	0.30%	0.30%	0.42%
NORTH AMERICA						
Canada	Total ODA (in US$ millions)	2,113	1,782	2,045	1,704	1,721
	ODA as % of GNP	0.39	0.31	0.34	0.29	0.28
	CGIAR Contributions as % of Total ODA	0.60%	0.78%	0.63%	0.73%	0.71%
United States	Total ODA (in US$ millions)	7,303	9,058	6,878	8,130	9,135
	ODA as % of GNP	0.10	0.12	0.09	0.10	0.10
	CGIAR Contributions as % of Total ODA	0.44%	0.34%	0.56%	0.50%	0.43%
PACIFIC RIM						
Australia	Total ODA (in US$ millions)	1,136	1,093	1,076	998	981
	ODA as % of GNP	0.34	0.29	0.28	0.28	0.26
	CGIAR Contributions as % of Total ODA	0.50%	0.60%	0.61%	0.78%	0.83%
Japan	Total ODA (in US$ millions)	14,484	9,437	9,358	10,683	15,302
	ODA as % of GNP	0.28	0.20	0.22	0.28	0.35
	CGIAR Contributions as % of Total ODA	0.23%	0.39%	0.36%	0.33%	0.26%
New Zealand	Total ODA (in US$ millions)				130	134
	ODA as % of GNP				0.27	0.27
	CGIAR Contributions as % of Total ODA				0.31%	0.30%
ODA as % of GNP—DAC Average		0.27	0.25	0.22	0.23	0.24
CGIAR Contributions from DAC Countries as % of Total ODA — Average		0.30%	0.36%	0.44%	0.42%	0.39%
CGIAR Grants as a % of ODA		0.46%	0.55%	0.67%	0.66%	0.59%

[1] *Portugal contributed $.3 million to the CGIAR in 1998. However, its ODA data for 1998 is not yet available.*

Table II-1. Ranking Contributions to the CGIAR Research Agenda, 1996–1999

($ million)

	1996		1997		1998		1999	
	Member	Amount	Member	Amount	Member	Amount	Member	Amount
#1	World Bank	44.9	World Bank	45.0	World Bank	45.0	World Bank	45.0
	Japan	36.4	United States	38.3	United States	40.5	Japan	39.9
	United States	30.5	Japan	33.5	Japan	35.3	United States	39.4
	European Com.	19.7	European Com.	23.1	European Com.	24.9	Switzerland	22.8
	Switzerland	19.0	Switzerland	20.9	Switzerland	22.7	Germany	15.5
	Denmark	18.0	Denmark	19.1	Denmark	17.7	Denmark	14.0
	Germany	16.8	Germany	16.6	Germany	16.3	United Kingdom	13.9
	Netherlands	15.9	Netherlands	14.5	Netherlands	14.7	Canada	12.3
	Canada	13.9	Canada	12.9	Canada	12.3	Netherlands	11.6
#10	United Kingdom	10.7	United Kingdom	10.2	United Kingdom	11.5	Sweden	10.3
	Sweden	8.4	Norway	7.2	Sweden	9.3	Norway	8.9
	Australia	6.6	Sweden	7.1	Norway	8.3	Australia	8.1
	UNDP	6.5	Australia	6.5	Australia	7.8	IFAD	6.9
	Norway	6.3	Belgium	5.5	Belgium	6.0	Belgium	6.8
	IDB	5.7	France	4.9	France	5.9	European Com.	6.0
	Belgium	5.6	IDB	4.5	IFAD	4.0	France	5.9
	France	4.7	UNDP	4.5	ADB	3.8	ADB	4.4
	Ford Fdn.	3.3	Italy	4.0	Rockefeller Fdn.	3.4	Rockefeller Fdn.	3.5
	Rockefeller	2.4	Ford Fdn.	3.2	UNDP	3.2	Italy	3.2
#20	Italy	2.3	IFAD	3.1	Ford Fdn.	3.1	IDRC	3.0
	Colombia	2.1	Colombia	2.6	Italy	3.0	Colombia	2.7
	IFAD	1.9	IDRC	2.3	Colombia	2.5	Ford Fdn.	2.6
	AfDB	1.7	Finland	2.1	IDRC	2.4	AfDB	2.3
	Austria	1.5	Rockefeller Fdn.	2.1	Austria	2.3	Austria	2.3
	ADB	1.4	ADB	1.8	IDB	2.1	UNDP	2.1
	Iran	1.4	Spain	1.8	Finland	2.1	Arab Fund	1.9
	India	1.4	Austria	1.8	Iran	2.0	Iran	1.8
	Arab Fund	1.3	Iran	1.5	Arab Fund	1.5	Mexico	1.7
	Spain	1.2	Egypt	1.1	Egypt	1.4	Nigeria	1.6
#30	IDRC	1.2	AfDB	1.0	Spain	1.1	Finland	1.5
	Finland	1.1	Arab Fund	1.0	Ireland	1.0	IDB	1.5
	Ireland	0.7	Ireland	0.8	Nigeria	1.0	Egypt	1.4
	Philippines	0.7	India	0.8	Korea	0.9	Spain	0.9
	Korea	0.6	Luxembourg	0.7	India	0.8	Ireland	0.9
	Indonesia	0.5	Korea	0.6	AfDB	0.8	Korea	0.8
	Brazil	0.5	Brazil	0.5	Philippines	0.7	Luxembourg	0.7
	China	0.5	Indonesia	0.5	Luxembourg	0.7	India	0.7
	Egypt	0.5	Mexico	0.5	Brazil	0.7	China	0.7
	Kellogg Fdn.	0.4	China	0.5	South Africa	0.6	South Africa	0.5
#40	Luxembourg	0.4	Pakistan	0.5	Mexico	0.6	Syria	0.5
	Cote d'Ivoire	0.3	South Africa	0.5	FAO	0.5	Portugal	0.5
	UNEP	0.3	Thailand	0.5	China	0.5	New Zealand	0.4
	Mexico	0.2	Philippines	0.4	Kenya	0.5	Indonesia	0.4
	OPEC Fund	0.2	Kellogg Fdn.	0.3	New Zealand	0.4	Kenya	0.4
			FAO	0.3	Peru	0.4	Brazil	0.4
			Portugal	0.3	Thailand	0.3	Philippines	0.3
			OPEC Fund	0.2	Kellogg Fdn.	0.3	Bangladesh	0.3
			UNEP	0.2	Portugal	0.3	Peru	0.3
			Cote d'Ivoire	0.2	OPEC Fund	0.2	FAO	0.2
#50			Bangladesh	0.1	Pakistan	0.2	UNEP	0.2
					Indonesia	0.1	OPEC Fund	0.2
					Bangladesh	0.1	Cote d'Ivoire	0.1
					Cote d'Ivoire	0.1	Thailand	0.1
					UNEP	0.1	Kellogg Fdn.	0.1
							Pakistan	0.0
	Non-CG Donors	4.8	Non-CG Donors	8.2	Non-CG Donors	11.9	Non-CG Donors	15.0
		304		**320**		**340**		**330**

Table II–2. CGIAR Funding by Member, 1999

($ million)

Members	Institutional	Targeted	Total
Europe			
Austria	1.3	0.9	**2.3**
Belgium	2.2	4.7	**6.8**
Denmark	8.6	5.5	**14.0**
European Commission	0.0	6.0	**6.0**
Finland	1.4	0.1	**1.5**
France	0.3	5.7	**5.9**
Germany	6.3	9.1	**15.5**
Ireland	0.4	0.5	**0.9**
Italy	2.0	1.2	**3.2**
Luxembourg	0.3	0.5	**0.7**
Netherlands	6.9	4.8	**11.6**
Norway	6.6	2.3	**8.9**
Portugal	0.5	0.0	**0.5**
Spain	0.5	0.4	**0.9**
Sweden	7.4	2.9	**10.3**
Switzerland	7.1	15.7	**22.8**
United Kingdom	0.0	13.9	**13.9**
Subtotal	**51.7**	**74.2**	**125.9**
North America			
Canada	8.0	4.3	**12.3**
United States	25.4	14.1	**39.4**
Subtotal	**33.3**	**18.4**	**51.7**
Pacific Rim			
Australia	3.5	4.6	**8.1**
Japan	39.0	1.0	**40.0**
New Zealand	0.0	0.4	**0.4**
Subtotal	**42.5**	**6.0**	**48.5**
Developing Countries			
Bangladesh	0.0	0.3	**0.3**
Brazil	0.2	0.2	**0.4**
China	0.7		**0.7**
Colombia	0.0	2.7	**2.7**
Cote d'Ivoire	0.1		**0.1**
Egypt	0.5	0.9	**1.4**
India	0.6	0.1	**0.7**
Indonesia	0.2	0.2	**0.4**
Iran	0.3	1.5	**1.8**
Kenya	0.0	0.4	**0.4**
Korea	0.4	0.4	**0.8**
Mexico	0.1	1.6	**1.7**
Nigeria	1.1	0.5	**1.6**
Pakistan	0.0	0.0	**0.0**
Peru	0.3	0.0	**0.3**
Philippines	0.3	0.0	**0.7**
South Africa	0.3	0.2	**0.5**
Syria	0.0	0.5	**0.5**
Thailand	0.1	0.0	**0.1**
Subtotal	**5.7**	**8.9**	**14.7**
Total Member Countries	**133.2**	**107.5**	**240.7**
Foundations			
Ford Fdn.	0.0	2.6	**2.6**
Kellogg Fdn.	0.0	0.1	**0.1**
Rockefeller Fdn.	0.0	3.5	**3.5**
Foundation Total	**0.0**	**6.2**	**6.2**
International & Regional Organizations			
ADB		4.4	**4.4**
AFDB		2.3	**2.3**
Arab Fund	0.3	1.7	**1.9**
FAO	0.0	0.2	**0.2**
IDB		1.5	**1.5**
IDRC		3.0	**3.0**
IFAD		6.9	**6.9**
OPEC Fund		0.2	**0.2**
UNDP		2.1	**2.1**
UNEP		0.2	**0.2**
World Bank	45.0		**45.0**
Organizations Total	**45.3**	**22.5**	**67.7**
Non-CGIAR Donors		15.0	**15.0**
Grand Total	**179**	**151**	**330**

Table II-3. Support to the Approved Research Agenda by Member by Center, 1999

($ million)

Institutional Support

Members	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICLARM	ICRAF	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	ISNAR	IWMI	WARDA	Unalloc.	TOTAL
Arab Fund						0.3												**0.3**
Australia	0.2	0.3	0.6	0.1	0.2	0.2	0.1	0.4	0.2		0.2	0.3	0.6	0.1	0.1			**3.5**
Austria		0.1	0.2	0.3	0.0		0.2	0.2		0.2	0.2	0.1						**1.3**
Belgium	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.3	0.1	0.1	0.1	0.1		**2.2**
Brazil			0.1	0.1			0.0		0.0		0.0			0.0				**0.2**
Canada	0.8	0.3	0.7	0.6	0.4	0.2	0.4	0.6	0.4	0.7	0.7	0.5	0.7	0.4	0.2	0.5		**8.0**
China			0.1	0.1	0.0	0.0		0.1	0.1		0.0	0.1	0.1	0.0	0.0			**0.7**
Cote d'Ivoire																0.1		**0.1**
Denmark	0.4	0.2	0.8	0.8	0.5	0.8	0.3	0.5	0.8	1.0	0.6	0.7	0.4	0.2	0.3	0.3		**8.6**
Egypt					0.2	0.4												**0.5**
Finland		0.4					0.4		0.4		0.4							**1.4**
France					0.1					0.2				0.0				**0.3**
Germany	0.4	0.3	0.4	0.3	0.4	0.3	0.3	0.3	0.4	0.6	0.8	0.3	0.6	0.3	0.2	0.3		**6.3**
India			0.1	0.0	0.0	0.0		0.2	0.0		0.0	0.1		0.0	0.0			**0.6**
Indonesia		0.2											0.0					**0.2**
Iran				0.0	0.1			0.1						0.1				**0.3**
Ireland							0.1		0.3									**0.4**
Italy				0.0	0.3			0.1	0.2			1.3		0.1				**2.0**
Japan	4.3	2.3	2.6	1.9	0.7	0.9	1.0	3.4	1.1	4.5	1.7	2.2	8.7	0.7	1.1	1.9		**39.0**
Korea			0.1	0.1				0.1		0.1		0.1	0.2					**0.4**
Luxembourg				0.3														**0.3**
Mexico	0.0		0.0	0.0			0.0					0.0	0.0					**0.1**
Netherlands	0.1	0.7		0.4	0.6	0.7	0.5	0.1	0.3	0.6	0.2	1.0	0.1	0.9	0.2	0.3		**6.9**
Nigeria								0.0		1.1								**1.1**
Norway	0.7	0.3	0.2	0.1	0.5	0.3	0.2	0.9	0.4	0.6	1.1	0.4	0.1	0.3	0.1	0.3		**6.6**
Peru	0.1		0.0		0.0		0.0					0.1	0.1					**0.3**
Philippines		0.0	0.0			0.1	0.0	0.0	0.0				0.1	0.0				**0.3**
Portugal			0.3				0.1					0.1						**0.5**
South Africa								0.1		0.1		0.1		0.1	0.1			**0.3**
Spain	0.1		0.1	0.1			0.0		0.0			0.2	0.0	0.1				**0.5**
Sweden	0.4	0.2	0.4	0.8	0.4	0.4	0.5	0.6	0.2	0.5	0.8	0.4	0.6	0.3	0.4	0.5		**7.4**
Switzerland	1.1	0.2	0.2	1.1			0.4	1.2	0.3		1.1	0.6	0.2	0.4	0.2			**7.1**
Syria					0.5													**0.5**
Thailand	0.0		0.0			0.0	0.0	0.0				0.0	0.0					**0.1**
USA	2.3	0.5	4.3	1.0	1.4	0.5	0.5	2.0	1.4	3.0	2.9	0.6	3.5	0.6	0.6	0.3		**25.4**
World Bank[1]	3.4	1.4	3.8	2.9	2.1	4.1	2.5	2.4	2.4	2.7	3.9	2.9	3.7	1.0	2.3	2.2	1.5	**45.0**
Total Institutional	**14.3**	**7.4**	**15.1**	**11.3**	**8.5**	**9.3**	**7.8**	**13.4**	**8.9**	**15.9**	**14.8**	**12.3**	**19.8**	**5.6**	**5.9**	**6.6**	**1.5**	**178.6**

[1] Total World Bank contribution was $45 million, of which $43.5 million was allocated to Centers and $1.5 million to Committees and reserves.

Table II-3. Member Support to the Approved Research Agenda by Center, 1999 — Continued

Targeted Contributions

Members	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICLARM	ICRAF	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	ISNAR	IWMI	WARDA	Unalloc.	Total
ADB		0.1	0.4	0.2		0.7	0.4	0.6	0.3		0.3	0.3	0.8		0.3			**4.4**
AFDB					0.1		0.4	0.4		0.4	0.3	0.1		0.1	0.2	0.3		**2.3**
Arab Fund					1.7													**1.7**
Australia	0.3	0.1	1.1	0.0	0.3	0.2	0.1	0.1	0.1		0.4	0.0	1.7	0.0	0.1			**4.5**
Austria				0.2						0.7								**0.9**
Bangladesh			0.2										0.2					**0.3**
Belgium	0.3		0.4					0.5		1.3	0.8	1.3	0.1					**4.7**
Brazil	0.1							0.0					0.0					**0.2**
Canada	1.0	0.1	0.8	0.0	0.0	0.0	2.0		0.1	0.0	0.0	0.0	0.0		0.0	0.1		**4.3**
Colombia	2.5		0.2						0.0									**2.7**
Denmark	0.3	0.1	0.0	0.3	0.1	0.1	1.1	0.1	1.5	0.8		0.2	0.7	0.1	0.1			**5.5**
European Commission	0.1	0.6	1.6		0.6	1.4	0.9		0.3	0.4	0.1							**6.0**
Egypt					0.9													**0.9**
FAO	0.0					0.0		0.0		0.0	0.0	0.0		0.0				**0.2**
Finland		0.0					0.0				0.0							**0.1**
Ford Foundation	0.1	0.0	0.1		0.1		0.4		0.5	0.1	1.0				0.4			**2.6**
France	0.8	0.5	0.9	0.2	0.1		0.6	0.1	0.2	0.4	0.5	0.5	0.2		0.3	0.5		**5.7**
Germany	0.4	0.0	0.9	1.2	0.7	0.2	0.0	0.6	0.9	0.6	1.4	0.6	1.2		0.3	0.2		**9.1**
IDB	0.3	0.0	0.8					0.0	0.3									**1.5**
IDRC	0.5	0.1	0.1	0.6	0.2	0.1	0.3	0.0		0.1	0.4	0.2	0.2	0.1		0.2		**3.0**
IFAD	0.2	0.4	0.7	0.5	1.2	0.2	0.3	0.5	0.2	0.6	1.1	0.7	0.1	0.0	0.0	0.2		**6.9**
India													0.1					**0.1**
Indonesia			0.2															**0.2**
Iran	0.0		0.2	0.0	1.0			0.0					0.1	0.0	0.1			**1.5**
Ireland									0.1		0.4							**0.5**
Italy	0.1			0.1	0.3					0.3	0.4	0.0						**1.2**
Japan								0.3					0.5			0.2		**1.0**
Kellogg Foundation	0.1																	**0.1**
Kenya							0.1				0.3							**0.4**
Korea			0.0	0.0	0.1						0.0	0.0	0.2					**0.4**
Luxembourg				0.2	0.2						0.0	0.1						**0.5**
Mexico			0.4						1.2									**1.6**
Netherlands	0.2	0.0	0.6	0.6	0.2		1.1	0.1	0.0	0.3	0.1	0.3	0.2	0.5	0.1	0.4		**4.8**
New Zealand	0.2					0.1	0.2											**0.4**
Nigeria										0.5								**0.5**
Norway	0.5	0.1	0.0			0.1	0.5	0.1	0.5	0.1	0.2				0.1	0.1		**2.3**
Opec Fund			0.0	0.0	0.0			0.0										**0.2**
Pakistan					0.0													**0.0**
Peru			0.0															**0.0**
Philippines												0.0						**0.0**
Rockefeller Foundation	0.4	0.1	0.7	0.1			0.3	0.1	0.0	0.5	0.1		1.1	0.0		0.2		**3.5**
South Africa			0.1								0.1			0.0				**0.2**
Spain		0.0			0.2		0.1		0.0		0.1			0.1				**0.4**
Sweden		0.2	0.3		0.1	0.5	1.4		0.2			0.1			0.3			**2.9**
Switzerland	2.7	0.1	1.9	2.5	0.4		0.6	0.4	0.1	2.0	0.6	0.9	2.8	0.7				**15.7**
Uganda														0.0				**0.0**
UNDP			0.9		0.2		0.1	0.0	0.0	0.4			0.3	0.1		0.2		**2.1**
UNEP					0.0		0.0	0.0				0.1						**0.2**
United Kingdom	1.2	0.5	1.1	0.7	0.8	0.4	0.8	1.5	0.3	0.7	2.3	1.0	1.5	0.3	0.2	0.5		**13.9**
USA	0.5	0.2	0.6	1.2	0.3	0.6	0.8	1.5	3.2	3.6	0.6	0.0	0.5	0.1	0.1	0.3		**14.1**
Total Targeted	**13.0**	**3.3**	**15.2**	**8.6**	**9.7**	**4.8**	**12.4**	**7.2**	**9.9**	**13.8**	**11.3**	**6.5**	**12.6**	**2.2**	**2.5**	**3.4**		**136.0**
Non-Members	1.4	0.8	3.5	0.1	1.3	0.4	0.5	0.6	2.0	1.0	0.4	1.3	0.2	0.4	0.3	0.8		**15.0**
	15.1																	
Grand Total	**28.7**	**11.5**	**33.8**	**20.0**	**19.5**	**14.2**	**20.6**	**21.2**	**20.8**	**30.7**	**26.6**	**20.1**	**32.5**	**8.2**	**8.8**	**10.8**	**1.5**	**329.6**

Table II-4. Monthly Disbursement of Funding by Member, 1999

(in $ million)

Institutional Support	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Receivable	Total
Member														
Arab Fund									0.3					**0.3**
Australia	3.5													**3.5**
Austria					1.3									**1.3**
Belgium													2.2	**2.2**
Brazil				0.2										**0.2**
Canada							8.0							**8.0**
China											0.4	0.3		**0.7**
Cote d'Ivoire												0.1		**0.1**
Denmark			5.4					3.1						**8.6**
Egypt												0.5		**0.5**
Finland					1.4									**1.4**
France												0.3		**0.3**
Germany				2.9	0.2			3.2						**6.3**
India							0.6							**0.6**
Indonesia										0.2		0.0		**0.2**
Iran									0.0			0.2		**0.3**
Ireland									0.4					**0.4**
Italy			0.7							1.3				**2.0**
Japan												39.0		**39.0**
Korea					0.4									**0.4**
Luxembourg												0.3		**0.3**
Mexico				0.1										**0.1**
Netherlands	0.1		0.4			6.4								**6.9**
Nigeria										0.0		1.1		**1.1**
Norway							0.3	6.3						**6.6**
Peru								0.1	0.1	0.1				**0.3**
Philippines									0.3					**0.3**
Portugal							0.5							**0.5**
South Africa												0.3		**0.3**
Spain				0.5										**0.5**
Sweden					6.3			1.1						**7.4**
Switzerland	7.1													**7.1**
Syria													0.5	**0.5**
Thailand												0.1		**0.1**
USA									0.6	24.8				**25.4**
World Bank	27.7					15.8							1.5	**45.0**
Subtotal	**38.4**	**0.0**	**6.5**	**3.7**	**9.7**	**22.2**	**9.3**	**13.8**	**1.5**	**26.4**	**0.4**	**43.1**	**4.2**	**178.5**
Targeted Support														
Member														
ADB			0.2						1.2			1.5	1.5	**4.4**
AFDB										2.3				**2.3**
Arab Fund									0.0			1.7		**1.7**
Australia	0.1	0.2	2.0						0.4			0.9	1.0	**4.6**
Austria					0.9									**0.9**
Bangladesh												0.3		**0.3**
Belgium													4.7	**4.7**
Brazil												0.2		**0.2**
Canada			0.3		0.4	0.5	0.5	2.7						**4.3**
Colombia									0.0			2.7		**2.7**
Denmark					0.0	0.1		0.5				2.3	2.5	**5.5**
European Commission													6.0	**6.0**
Egypt												0.9		**0.9**
FAO												0.2		**0.2**
Finland						0.0			0.0			0.0		**0.1**
Ford Foundation									1.4			1.2		**2.6**
France	0.1											5.6		**5.7**
Germany		0.1	0.7	0.1	0.1		0.7	0.1	1.1		0.0	4.1	2.0	**9.1**
IDB												1.5		**1.5**
IDRC	0.1	0.0				0.1		0.0	0.5			2.3		**3.0**
IFAD			0.5						0.5			3.0	3.0	**6.9**
India									0.1					**0.1**
Indonesia												0.2		**0.2**
Iran									0.0		1.4			**1.4**
Ireland									0.5					**0.5**
Italy										1.1		0.2		**1.2**
Japan												1.0		**1.0**
Kellogg Foundation												0.1		**0.1**
Kenya												0.4		**0.4**
Korea					0.0				0.0			0.3		**0.4**
Luxembourg												0.5		**0.5**
Mexico												1.6		**1.6**
Netherlands						0.2	0.2	0.0		0.1		4.1		**4.8**
New Zealand												0.4		**0.4**
Nigeria												0.5		**0.5**
Norway							0.1	1.5	0.1			0.5		**2.3**
OPEC fund								0.0		0.1				**0.2**
Pakistan												0.0		**0.0**
Peru												0.0		**0.0**
Philippines								0.0						**0.0**
Rockefeller Foundation									0.9	1.0	0.1	0.6	1.0	**3.5**
South Africa												0.2		**0.2**
Spain				0.1					0.3			0.1		**0.4**
Sweden					0.6			2.0			0.1		0.2	**2.9**
Switzerland			0.8			10.2		0.2	1.1	1.1		1.0	1.3	**15.7**
Uganda												0.0		**0.0**
UNDP												2.1		**2.1**
UNEP												0.2		**0.2**
United Kingdom					0.3	5.4			0.9	0.4	0.4	3.6	3.0	**13.9**
USA									0.4	0.8		12.8		**14.1**
Non Members	0.0	0.7	0.0	0.0	0.5	0.0	0.0	0.0	0.0	2.4	1.2	3.9	6.3	**15.0**
Subtotal	**0.3**	**1.0**	**4.4**	**0.2**	**2.9**	**16.5**	**1.6**	**7.2**	**9.8**	**9.3**	**3.2**	**61.6**	**32.5**	**151.0**
Total Monthly Amt.	**38.7**	**1.0**	**10.9**	**3.9**	**12.6**	**38.6**	**10.9**	**21.0**	**11.3**	**35.8**	**3.6**	**104.7**	**36.7**	**329.6**
Total Monthly %	**12%**	**0%**	**3%**	**1%**	**4%**	**12%**	**3%**	**6%**	**3%**	**11%**	**1%**	**32%**	**11%**	**100%**
Cumulative Amt.	**38.7**	**39.7**	**50.7**	**54.6**	**67.1**	**105.8**	**116.7**	**137.6**	**148.9**	**184.7**	**188.2**	**293.0**	**329.7**	**329.7**
Cumulative %	**12%**	**12%**	**15%**	**17%**	**20%**	**32%**	**35%**	**42%**	**45%**	**56%**	**57%**	**89%**	**100%**	**100%**

Table II-4a. Member Contributions Disbursed through the World Bank

($ million)

Members	1998 Disbursement Natn'l Currency		in US$	Month	1999 Disbursement Natn'l Currency		in US$	Month
Australia	A$	5.5	3.6	April				
Austria			1.5	February			1.5	May
Belgium	BFR	189.0	5.5	November				
Canada[1]	CAD	12.6	8.6	May/June	CAD	8.0	12.6	July
China			0.5	December			0.7	December
Finland	FIM	8.0	1.5	July/December	FIM	8.0	1.7	May
France[2]	FF	17.3	3.1	December	FF	14.3	2.1	Feb. 2000
Italy			2.6	June			2.5	October
Mexico			0.1	July			0.1	April
Norway	NOK	57.0	7.6	May	NOK	8.0	7.3	August
Peru							0.1	September
Portugal							0.5	July
South Africa			0.5	June			0.5	December
Spain[3]			0.8	May			1.1	April
Thailand							0.1	December
United States[4]			5.8	July			4.9	November
Total in US$			**41.7**				**35.7**	

[1] Includes allocation to a non-CGIAR center (IBSRAM).
[2] Includes allocations to three non-CGIAR centers (AVRDC, IBSRAM, and ICRA).
[3] AECI contribution for CIFOR, CIP, and ICRAF.
[4] Grants for strenghtening African networks, and for integrating agricultural and environmental research.

Table II-5. CGIAR Funding by Center, 1999

($ million)

	Institutional Support	Targeted Support	Member Total	% of Targeted Support
CIAT	14.3	14.4	28.7	50%
CIFOR	7.4	4.1	11.5	36%
CIMMYT	15.1	18.7	33.8	55%
CIP	11.3	8.8	20.0	44%
ICARDA	8.5	11.0	19.5	56%
ICLARM	9.3	5.0	14.2	35%
ICRAF	7.8	12.9	20.6	62%
ICRISAT	13.4	7.8	21.2	35%
IFPRI	8.9	11.9	20.8	57%
IITA	15.9	14.8	30.7	48%
ILRI	14.8	11.7	26.6	44%
IPGRI	12.3	7.8	20.1	39%
IRRI	19.8	12.8	32.5	38%
ISNAR	5.6	2.6	8.2	31%
IWMI	5.9	2.9	8.8	33%
WARDA	6.6	4.2	10.8	37%
Center Total	**177.1**	**151.0**	**328.1**	**46%**
Reserves / CGIAR Committees	1.5		1.5	
Total Grants	**179**	**151**	**330**	**46%**

Table II-6. Funding Outcomes by Center, 1999

($ million)

	1999 Requirements	1999 Financing: Institutional Support[1]	Targeted Support[2]	World Bank Contributions	Total Funding	Funding in Relation to Financing Plan	1999 Funding in Relation to 1998 Funding
CIAT	**33.2**	10.9	14.4	3.4	**28.7**	87%	90%
CIFOR	**13.4**	6.0	4.1	1.4	**11.5**	86%	103%
CIMMYT	**34.0**	11.3	18.7	3.8	**33.8**	99%	112%
CIP	**22.9**	8.4	8.8	2.9	**20.0**	87%	90%
ICARDA	**22.9**	6.4	11.0	2.1	**19.5**	85%	78%
ICLARM	**13.7**	5.2	5.0	4.1	**14.2**	104%	134%
ICRAF	**21.2**	5.3	12.9	2.5	**20.6**	97%	101%
ICRISAT	**23.3**	11.0	7.8	2.4	**21.2**	91%	80%
IFPRI	**20.3**	6.5	11.9	2.4	**20.8**	102%	104%
IITA	**26.7**	13.2	14.8	2.7	**30.7**	115%	105%
ILRI	**29.6**	10.9	11.7	3.9	**26.6**	90%	108%
IPGRI	**22.1**	9.4	7.8	2.9	**20.1**	91%	95%
IRRI	**33.2**	16.1	12.8	3.7	**32.5**	98%	93%
ISNAR	**8.2**	4.6	2.6	1.0	**8.2**	99%	85%
IWMI	**8.2**	3.6	2.9	2.3	**8.8**	107%	93%
WARDA	**9.9**	4.4	4.2	2.2	**10.8**	109%	108%
Subtotal	**342.8**	**134.3**	**150.3**	**43.5**	**328.1**	**96%**	**97%**
Reserves/CGIAR Committees	1.0			1.5	**1.5**		
Total	**344.0**	**134.0**	**151.0**	**45.0**	**330.0**	**96%**	**97%**

[1] Institutional support in the form of unrestricted contributions.
[2] Support targeted at specific programs or projects.

Table II-7. CGIAR System Grants by Center, 1995–1999

($ million)

	1995	1996	1997	1998	1999
			Grants Supporting the Approved Research Agenda		
CIAT	26.8	31.0	31.7	32.1	28.7
CIFOR	7.7	8.7	10.6	11.3	11.5
CIMMYT	26.4	27.4	28.6	30.1	33.8
CIP	19.9	22.7	22.6	22.2	20.0
ICARDA	18.7	21.1	22.3	25.2	19.5
ICLARM	7.6	9.6	9.0	10.6	14.2
ICRAF	16.2	17.4	21.8	20.4	20.6
ICRISAT	26.0	27.4	26.9	26.5	21.2
IFPRI	9.7	16.0	18.2	20.1	20.8
IITA	22.2	22.4	27.5	29.2	30.7
ILRI	24.3	24.8	25.2	24.6	26.6
IPGRI	12.6	16.4	18.8	21.2	20.1
IRRI	27.2	28.7	28.6	34.8	32.5
ISNAR	6.4	10.7	9.9	9.6	8.2
IWMI	7.2	9.0	9.5	9.4	8.8
WARDA	8.1	8.7	8.6	10.0	10.8
Total Grants	**267.1**	**301.9**	**319.6**	**337.1**	**328.1**
Other Net Flows					
System Review/CGIAR Committees	**2.5**	**2.3**	**0.8**	**2.5**	**1.5**
Total Support to the Approved Research Agenda	**269.6**	**304.1**	**320.4**	**339.6**	**329.6**
			Non-Agenda Funding		
Total Support to Non-Agenda	59.0	28.4	13.1	0.0	0.0
Total Funding	**329**	**333**	**334**	**340**	**330**

Table II-8. World Bank Funding by Center, 1995–1999

(in $ million and percentage terms)

	Amount in US$ Million					*% of Total Agenda Funding*				
	1995	**1996**	**1997**	**1998**	**1999**	**1995**	**1996**	**1997**	**1998**	**1999**
CIAT	4.9	4.9	4.6	3.1	3.4	18%	16%	15%	10%	12%
CIFOR	2.1	0.6	0.9	1.2	1.4	27%	7%	9%	11%	12%
CIMMYT	5.7	4.4	3.7	3.3	3.8	22%	16%	13%	11%	11%
CIP	1.6	1.6	1.8	2.3	2.9	8%	7%	8%	10%	14%
ICARDA	4.4	3.3	2.9	5.4	2.1	24%	16%	13%	22%	11%
ICLARM	1.2	1.5	1.3	1.1	4.1	15%	16%	14%	10%	29%
ICRAF	1.3	1.5	1.9	2.1	2.5	8%	9%	9%	10%	12%
ICRISAT	5.7	5.2	6.7	5.7	2.4	22%	19%	25%	22%	11%
IFPRI	0.9	1.3	1.6	2.0	2.4	9%	8%	9%	10%	11%
IITA	5.2	3.8	3.8	3.0	2.7	24%	17%	14%	10%	9%
ILRI	6.2	6.3	5.2	4.7	3.9	26%	25%	21%	19%	15%
IPGRI	1.1	1.6	2.0	2.1	2.9	8%	10%	11%	10%	14%
IRRI	3.3	4.8	4.5	3.1	3.7	12%	17%	16%	9%	11%
ISNAR	1.6	1.5	1.3	1.5	1.0	25%	14%	13%	16%	12%
IWMI	1.5	1.5	1.2	1.0	2.3	21%	17%	13%	10%	26%
WARDA	0.8	0.6	0.9	1.1	2.2	10%	7%	10%	10%	20%
Center Total	**47.5**	**44.4**	**44.2**	**42.5**	**43.5**	**18%**	**15%**	**14%**	**13%**	**13%**
CGIAR Committees			0.3	1.0	1.0			0%	0%	
& System Review				1.5					0%	
Reserve	2.5	0.5	0.5		0.5	1%		0%		0%
Total	**50.0**	**44.9**	**45.0**	**45.0**	**45.0**	**19%**	**15%**	**14%**	**13%**	**13%**

Annex III

Table III-1. CGIAR Investments by Center, 1995–1999

(in $ million)

	1995	1996	1997	1998	1999
CIAT	30.2	36.8	33.3	33.5	30.7
CIFOR	7.6	9.4	10.6	11.1	12.7
CIMMYT	22.3	28.7	30.4	32.2	37.4
CIP	21.1	24.6	24.7	21.7	21.6
ICARDA	23.4	23.2	27.6	23.6	22.8
ICLARM	6.9	8.6	8.6	10.4	12.4
ICRAF	16.8	17.4	22.2	21.1	21.8
ICRISAT	27.5	28.8	26.7	21.8	23.2
IFPRI	9.7	16.2	18.1	18.6	20.1
IITA	25.1	28.4	28.5	29.4	32.7
ILRI	25.7	25.9	26.7	27.7	26.5
IPGRI	14.5	16.5	18.6	21.7	20.4
IRRI	31.7	30.4	28.2	35.0	35.1
ISNAR	6.6	11.2	10.4	9.9	9.7
IWMI	7.8	9.2	9.6	9.2	8.8
WARDA	9.2	9.8	9.2	9.9	10.9
Approved Agenda	**286.0**	**325.0**	**333.3**	**336.8**	**346.8**

Table III-2. CGIAR Research Agenda Investments by Activity, 1995–1999

(in $ million and percentages)

	1995		1996		1997		1998		1999	
	$	%	$	%	$	%	$	%	$	%
Increasing Productivity	**134.4**	**47%**	**129.1**	**40%**	**133.1**	**40%**	**124.3**	**37%**	**117.3**	**34%**
of which:										
Germplasm Enhancement & Breeding	**64.0**	**22%**	**58.8**	**18%**	**63.7**	**19%**	**60.0**	**18%**	**61.2**	**18%**
Production Systems Development & Mgt:	**70.5**	**25%**	**70.2**	**22%**	**69.4**	**21%**	**64.3**	**19%**	**56.1**	**16%**
Cropping Systems	38.5	13%	40.5	12%	35.1	11%	32.7	10%	29.3	8%
Livestock Systems	21.1	7%	18.4	6%	18.7	6%	19.7	6%	15.6	4%
Tree Systems	8.9	3%	9.2	3%	14.2	4%	10.4	3%	9.3	3%
Fish Systems	1.9	1%	2.2	1%	1.4	0.4%	1.5	0.4%	1.9	0.5%
Protecting the Environment	**45.3**	**16%**	**53.7**	**17%**	**57.4**	**17%**	**64.5**	**19%**	**67.9**	**20%**
Saving Biodiversity	**28.5**	**10%**	**34.6**	**11%**	**35.3**	**11%**	**37.2**	**11%**	**36.2**	**10%**
Improving Policies	**25.2**	**9%**	**38.9**	**12%**	**37.3**	**11%**	**39.9**	**12%**	**46.8**	**13%**
Strengthening NARS	**52.6**	**18%**	**68.7**	**21%**	**70.2**	**21%**	**70.9**	**21%**	**78.6**	**23%**
Training	21.3	7%	24.6	8%	25.1	8%	27.0	8%	29.8	9%
Documentation/Publication/Information	16.2	6%	18.3	6%	19.9	6%	20.1	6%	20.7	6%
Institution Building/Advice to NARS	6.0	2%	12.2	4%	11.5	3%	10.5	3%	12.7	4%
Institution Building Networks	9.1	3%	13.7	4%	13.7	4%	13.3	4%	15.4	4%
TOTAL	**286.0**	**100%**	**325.0**	**100%**	**333.3**	**100%**	**336.8**	**100%**	**346.8**	**100%**

Table III-3. Centers' Research Agenda Investments by Activity, 1999

(in $ million)

		Increasing Productivity				Protecting	Preserving							Funding Source[1]		
	Enhance	Production Systems Dev & Mgmt				the	Bio-	Improving	Strengthening NARS					Member	Center	Reserves
	& Breed	Crops	Livestock	Trees	Fish	Environment	diversity	Policies	Training	Info	Org/Mgmt	Networks	Total	Funding	Income	& Other
CIAT	8.4	3.0	1.2			6.7	4.0	2.2	1.5	1.5	0.5	1.7	**30.7**	***28.7***	***0.6***	***(1.3)***
CIFOR				3.0		4.5	1.7	2.7	0.2	0.6			**12.7**	***11.5***	***0.4***	***(0.8)***
CIMMYT	11.2	2.6				7.6	4.9	1.4	5.2	1.4	1.6	1.6	**37.4**	***33.8***	***1.4***	***(2.2)***
CIP	4.9	3.8				5.1	2.4	1.7	1.1	0.4		2.3	**21.6**	***20.0***	***0.3***	***(1.3)***
ICARDA	4.7	3.1	1.4			4.9	3.6	1.2	1.1	1.1	1.4	0.3	**22.8**	***19.5***	***0.8***	***(2.5)***
ICLARM	1.4				1.9	4.7	0.2	1.9	0.9	0.7		0.8	**12.4**	***14.2***	***0.2***	***2.1***
ICRAF	1.1			6.1		5.0	0.9	3.3	3.6	1.2	0.6		**21.8**	***20.6***	***0.7***	***(0.5)***
ICRISAT	5.8	3.4	0.2	0.1		3.8	3.1	2.6	2.2	1.0		1.0	**23.2**	***21.2***	***1.4***	***(0.6)***
IFPRI						1.1	0.2	10.9	3.2	3.7		1.0	**20.1**	***20.8***	***0.5***	***1.3***
IITA	9.2	6.3				4.7	1.8	1.9	2.4	1.8	2.3	2.2	**32.7**	***30.7***	***1.7***	***(0.2)***
ILRI	2.2		12.8			3.2	1.8	2.4	1.7	1.3		1.1	**26.5**	***26.6***	***1.5***	***1.5***
IPGRI	2.6	0.8		0.1		1.4	7.6	2.7	1.7	1.9	0.2	1.4	**20.4**	***20.1***		***(0.3)***
IRRI	7.2	4.8				9.5	3.2	4.5	1.6	1.3	2.7	0.3	**35.1**	***32.5***	***2.5***	***(0.1)***
ISNAR								3.6	2.0	1.2	2.8		**9.7**	***8.2***	***0.2***	***(1.3)***
IWMI						3.7		2.8		1.1		1.2	**8.8**	***8.8***	***0.2***	***0.2***
WARDA	2.5	1.5				2.0	0.8	1.0	1.5	0.5	0.6	0.5	**10.9**	***10.8***	***0.3***	***0.2***
Total	**61.2**	**29.3**	**15.6**	**9.3**	**1.9**	**67.9**	**36.2**	**46.8**	**29.8**	**20.7**	**12.7**	**15.4**	**346.8**	***328.1***	***12.7***	***–5.8***
Undertaking Investments:			***117.3***			***67.9***	***36.2***	***46.8***		***78.6***	***346.8***					

Table III-4. Regional Allocations, 1999

(in $ million)

		SSA		Asia		LAC		WANA	
	Expenditure	%	$	%	$	%	$	%	$
CIAT	**30.7**	22%	6.9	10%	3.0	66%	20.3	2%	0.5
CIFOR	**12.7**	29%	3.7	37%	4.7	34%	4.3		
CIMMYT	**37.4**	36%	13.5	30%	11.2	24%	9.0	10%	3.7
CIP	**21.6**	18%	3.9	51%	11.0	26%	5.6	5%	1.1
ICARDA	**22.8**	14%	3.2	12%	2.7	3%	0.7	71%	16.2
ICLARM	**12.4**	30%	3.7	58%	7.2	4%	0.5	8%	1.0
ICRAF	**21.8**	79%	17.2	14%	3.1	7%	1.5		
ICRISAT	**23.2**	47%	10.9	49%	11.3	2%	0.5	2%	0.5
IFPRI	**20.1**	47%	9.5	25%	5.0	20%	4.0	8%	1.6
IITA	**32.7**	100%	32.7						
ILRI	**26.5**	67%	17.7	20%	5.3	11%	2.9	2%	0.6
IPGRI	**20.4**	27%	5.5	27%	5.5	23%	4.7	23%	4.7
IRRI	**35.1**	4%	1.4	91%	31.9	3%	1.1	2%	0.7
ISNAR	**9.7**	33%	3.2	23%	2.2	29%	2.8	15%	1.4
IWMI	**8.8**	6%	0.5	74%	6.5	10%	0.9	10%	0.8
WARDA	**10.9**	100%	10.9						
Total	**347**	**42%**	**144**	**32%**	**111**	**17%**	**59**	**9%**	**33**

Table III-5. CGIAR Object Expenditures, 1999

(in $ million and percentages)

	Personnel	Supplies/ Services	Travel	Depreciation	Total
CIAT	16.0	10.9	2.3	1.5	**30.7**
CIFOR	5.6	5.9	0.7	0.5	**12.7**
CIMMYT	19.4	14.6	1.9	1.5	**37.4**
CIP	10.4	8.9	1.7	0.6	**21.6**
ICARDA	9.5	9.8	2.3	1.2	**22.8**
ICLARM	5.6	5.8	0.8	0.3	**12.4**
ICRAF	11.6	6.7	2.4	1.1	**21.8**
ICRISAT	12.6	8.1	0.9	1.6	**23.2**
IFPRI	10.1	8.2	1.6	0.2	**20.1**
IITA	15.6	12.5	1.6	3.0	**32.7**
ILRI	12.8	10.2	1.4	2.1	**26.5**
IPGRI	9.0	9.4	1.6	0.4	**20.4**
IRRI	16.5	13.7	2.4	2.5	**35.1**
ISNAR	5.8	3.0	0.7	0.2	**9.7**
IWMI	5.5	1.8	1.1	0.4	**8.8**
WARDA	5.7	3.6	0.7	0.9	**10.9**
Total	**172.0**	**133.0**	**24.0**	**18.0**	**347.0**

	Personnel	Supplies/ Services	Travel	Depreciation	Total
CIAT	52%	36%	8%	5%	100%
CIFOR	44%	46%	6%	4%	100%
CIMMYT	52%	39%	5%	4%	100%
CIP	48%	41%	8%	3%	100%
ICARDA	41%	43%	10%	5%	100%
ICLARM	45%	46%	7%	2%	100%
ICRAF	53%	31%	11%	5%	100%
ICRISAT	54%	35%	4%	7%	100%
IFPRI	50%	41%	8%	1%	100%
IITA	48%	38%	5%	9%	100%
ILRI	48%	38%	5%	8%	100%
IPGRI	44%	46%	8%	2%	100%
IRRI	47%	39%	7%	7%	100%
ISNAR	60%	31%	7%	2%	100%
IWMI	63%	20%	12%	4%	100%
WARDA	52%	33%	6%	8%	100%
Total	**50%**	**38%**	**7%**	**5%**	**100%**

Annex III

Table III-6. CGIAR Staffing, 1995–1999

	1995		1996		1997		1998		1999	
	International Staff	Other Staff	International Staff	Other Staff	International Agenda	Other Staff	International Agenda	Other Staff	International Agenda	Other Staff
CIAT	76	1,067	76	650	60	678	64	639	62	610
CIFOR	23	63	32	78	31	86	31	83	30	86
CIMMYT	65	653	73	669	81	775	88	726	86	746
CIP	52	607	63	576	64	527	62	480	64	607
ICARDA	76	379	85	395	76	405	83	333	92	330
ICLARM	18	172	20	207	27	183	28	263	30	291
ICRAF	50	271	53	355	50	286	56	313	52	305
ICRISAT	83	1,744	84	1,787	62	1,289	55	1,041	59	1,155
IFPRI	33	83	41	82	45	94	43	89	44	83
IITA	78	1,443	86	1,659	86	1,499	82	1,268	79	1,090
ILRI	83	734	79	800	61	806	80	777	76	725
IPGRI	33	83	41	86	41	121	43	112	46	112
IRRI	63	1,473	64	1,374	82	836	90	835	82	960
ISNAR	32	51	38	53	53	35	49	38	45	40
IWMI	18	315	22	305	22	356	21	243	25	226
WARDA	18	360	21	340	21	319	17	338	35	335
Total	**800**	**9,498**	**877**	**9,416**	**862**	**8,295**	**892**	**7,578**	**907**	**7,701**

Table III-7. CGIAR Center Inflation Rates, 1995–1999

(Calculated by Uniform Measurement)

	CIAT	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	IRRI	ISNAR	WARDA	CIFOR	ICLARM	ICRAF	IWMI	IPGRI	ILRI	System Total
1995	8.4%	–12.2%	6.5%	5.6%	7.1%	5.3%	8.1%	6.4%	10.4%	19.2%	3.8%	6.3%	8.5%	3.9%	4.8%	7.4%	5.2%
1996	4.7%	8.6%	3.9%	4.6%	2.4%	5.3%	8.6%	4.2%	–0.5%	1.1%	2.8%	4.1%	5.1%	5.1%	4.3%	2.3%	4.5%
1997	4.4%	9.3%	3.5%	2.6%	–0.4%	3.1%	5.5%	–1.5%	–5.7%	–1.7%	–1.2%	0.2%	4.1%	2.0%	0.9%	2.9%	2.6%
1998	–0.2%	1.0%	1.7%	1.3%	1.1%	1.6%	4.2%	–7.7%	1.2%	2.6%	–5.7%	–4.6%	2.4%	0.7%	0.8%	2.9%	1.0%
1999	–2.9%	7.0%	–0.4%	1.1%	10.0%	2.2%	–14.5%	5.5%	2.1%	–0.1%	11.6%	4.7%	–1.8%	0.1%	–2.1%	–1.5%	0.2%
Ave. (95-99)	2.8%	2.4%	3.0%	3.0%	2.0%	3.5%	2.0%	1.3%	1.4%	4.0%	2.1%	2.0%	3.6%	2.3%	1.7%	2.8%	2.7%
Cum. (95-99)	14.9%	12.7%	16.0%	16.1%	10.5%	18.7%	10.3%	6.5%	7.0%	21.5%	11.0%	10.7%	###	12.2%	8.9%	14.7%	14.0%

Notes: The inflation rates are dollar-based annual rates for each Center. They are derived from
1. the currency basket of a Center's expenditures (source: Centers' 2003 MTP submissions);
2. annual inflation rates (as measured by the consumer price index) on the currencies in the basket (source: IMF "International Financial Statistics"), and
3. annual changes in exchange rates of these currencies against the U.S. dollar (source: IMF "International Financial Statistics").

Inflation Rates for Selected Currencies and Regions

	Currencies							Regions			
Year	US$	CFA	Colombia Peso	Mexico Peso	Philipp. Peso	Pound Sterling	Indonesia Rupee	Africa	Asia	Western[1] Hemisph.	Middle East
1995	2.8%	16.2%	21.0%	35.0%	7.1%	3.4%	9.4%	43.4%	11.6%	51.2%	19.0%
1996	2.9%	2.7%	20.2%	34.4%	8.4%	2.4%	7.9%	22.8%	7.7%	23.8%	11.6%
1997	2.3%	5.7%	18.5%	20.6%	5.1%	3.1%	6.6%	15.4%	5.0%	13.7%	6.6%
1998	1.6%	4.7%	21.8%	15.9%	8.9%	3.4%	57.6%	6.0%	9.3%	10.2%	6.3%
1999	2.2%	0.8%	11.2%	16.6%	6.7%	1.6%	20.5%	24.1%	-65.9%	9.7%	0.0%

[1] Excludes the United States and Canada.

Movements of Selected Currencies against the U.S. Dollar[2]

CFA	Colombia Peso	Mexico Peso	Nigeria Naira	Philipp. Peso	Pound Sterling	Indonesia Rupee	Japan Yen
###	8.0%	90.2%	–0.5%	–3.4%	–3.0%	4.1%	-8.0%
2.5%	13.6%	18.4%	0.0%	2.0%	1.0%	4.2%	15.7%
14.1%	10.1%	4.1%	0.0%	12.4%	–5.1%	24.2%	11.2%
1.1%	25.0%	15.4%	0.0%	38.8%	–1.1%	244.2%	8.2%
4.4%	23.2%	4.6%	321.9%	-4.4%	–1.5%	–21.6%	–13.0%

[2] Positive percentages reflect devaluations; negative percentages reflect revaluations.

Annex IV

Table IV–1. CGIAR Centers' Financial Position, 1999

(in $ thousand)

Assets	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICLARM	ICRAF	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	ISNAR	IWMI	WARDA	TOTAL
Current Assets																	
Cash and cash equivalents	8,364	7,133	8,017	8,449	16,547	8,213	9,940	23,510	14,176	18,223	16,185	12,585	47,900	2,992	7,475	2,638	**212,347**
Accounts receivable:																	
Donors	8,317	2,562	4,979	1,170	3,662	2,443	3,515	2,093	2,634	5,804	3,456	4,268	4,829	2,128	1,157	1,045	**54,062**
Employees	151	252	335	63	453	100	82	206		202	125		324	30	90	178	**2,591**
Others	1,408	616	950	426	862	1,170	1,566	1,817	299	399	600	477	736	309	118	903	**12,656**
Inventories	431	185		607	417		168	690		1,205	1,154		1,073		40	683	**6,653**
Prepaid expenses	100	564		25	666	30	55	196		198	720	138	492	31	153	30	**3,398**
Other current assets	300		35	439		2,559		505	290	192		229					**4,549**
Total Current Assets	**19,071**	**11,127**	**14,501**	**11,179**	**22,607**	**14,515**	**15,326**	**29,017**	**17,399**	**26,223**	**22,240**	**17,697**	**55,354**	**5,490**	**9,033**	**5,477**	**296,256**
Fixed Assets																	
Property, plant, and equipment	38,353	4,435	33,279	23,525	25,212	338	11,462	36,645	2,082	76,145	51,268	3,316	65,939	2,973	4,657	19,769	**399,398**
Less: accumulated depreciation	19,659	2,054	18,808	13,024	20,681		3,917	23,705	1,416	45,571	33,071	1,619	31,068	2,655	3,039	5,415	**225,702**
Total Fixed Assets (net)	**18,694**	**2,381**	**14,471**	**10,501**	**4,531**	**338**	**7,545**	**12,940**	**666**	**30,574**	**18,197**	**1,697**	**34,871**	**318**	**1,618**	**14,354**	**173,696**
Total Assets	**37,765**	**13,508**	**28,972**	**21,680**	**27,138**	**14,853**	**22,871**	**41,957**	**18,065**	**56,797**	**40,437**	**19,394**	**90,225**	**5,808**	**10,651**	**19,831**	**469,952**
Liabilities and Net Assets																	
Current Liabilities																	
Bank indebtedness	3,578															71	**3,649**
Accounts payable:																	
Donors	8,334	3,577	6,268	3,262	8,176	7,630	8,581	6,693	8,840	6,630	5,141	7,110	9,650	3,425	3,384	3,875	**100,576**
Employees	467		263		639	82	829	806	614	5,272	261		23	490		130	**9,876**
Others	2,315	54	520	4,831	2,254	36	741	1,921	665	810	1,093	3,269	1,152	259	663	1,288	**21,871**
In-trust accounts			11			1,636		88			356		989	377			**3,457**
Accruals and provisions	2,772	2,365	2,496	1,030	2,368	2,633	427	1,020		2,337	4,069	1,684	19,227	355	47	1,025	**43,855**
Total Current Liabilities	**17,466**	**5,996**	**9,558**	**9,123**	**13,437**	**12,017**	**10,578**	**10,528**	**10,119**	**15,049**	**10,920**	**12,063**	**31,041**	**4,906**	**4,094**	**6,389**	**183,284**
Long-Term Liabilities																	
Long-term loan																	**0**
Other			469		2,879		2,486	6,560	1,244			1,709	7,266		840		**23,453**
Total Long-Term Liabilities	**0**	**0**	**469**	**0**	**2,879**	**0**	**2,486**	**6,560**	**1,244**	**0**	**0**	**1,709**	**7,266**	**0**	**840**	**0**	**23,453**
Total Liabilities	**17,466**	**5,996**	**10,027**	**9,123**	**16,316**	**12,017**	**13,064**	**17,088**	**11,363**	**15,049**	**10,920**	**13,772**	**38,307**	**4,906**	**4,934**	**6,389**	**206,737**
Net Assets																	
Capital invested in fixed assets:																	
Center-owned	18,694	2,381	14,116	10,501	4,531	338	7,545	7,250	666	30,574	18,197	1,697	30,937	318	1,618	14,354	**163,717**
In custody					15			5,690					3,934				**9,639**
Capital fund	578	622	(154)	1,855	7,485	0	877	7,404	666	5,168	5,425	498	13,263	489	1,704	13	**45,893**
Operating fund and other funds	1,027	4,509	4,983	201	–1,209	2,498	1,385	4,525	5,370	6,006	5,895	3,427	3,784	95	2,395	(925)	**43,966**
Total Net Assets	**20,299**	**7,512**	**18,945**	**12,557**	**10,822**	**2,836**	**9,807**	**24,869**	**6,702**	**41,748**	**29,517**	**5,622**	**51,918**	**902**	**5,717**	**13,442**	**263,215**
Total Liabilities/Net Assets	**37,765**	**13,508**	**28,972**	**21,680**	**27,138**	**14,853**	**22,871**	**41,957**	**18,065**	**56,797**	**40,437**	**19,394**	**90,225**	**5,808**	**10,651**	**19,831**	**469,952**
Ratios/Indicators																	
Current Ratio	1.09	1.86	1.52	1.23	1.68	1.21	1.45	2.76	1.72	1.74	2.04	1.47	1.78	1.12	2.21	0.86	**1.62**
Working Capital - in US$	1,605	5,131	4,943	2,056	9,170	2,498	4,748	18,489	7,280	11,174	11,320	5,634	24,313	584	4,939	–912	**112,972**
Working Capital - in days	19	147	48	35	147	74	79	291	132	125	156	100	253	22	205	–31	**119**
Operating Fund - in days	12	130	49	3	–19	74	23	71	98	67	81	61	39	4	99	–31	**46**

Table IV-2. Capital Investments by Centers, 1994–1999

(in $ million)

	1994	1995	1995	1997	1998	###
CIAT	4.7	3.7	1.0	2.4	3.1	1.5
CIFOR	0.7	0.4	0.7	1.2	0.6	0.5
CIMMYT	1.6	2.7	3.0	1.1	1.6	1.5
CIP	0.5	1.0	0.8	0.5	1.1	0.6
ICARDA	0.7	1.4	2.8	2.6	1.1	1.2
ICLARM	0.1	0.7	0.5	1.5	0.9	0.3
ICRAF	1.3	1.0	0.5	0.0	7.4	1.1
ICRISAT	1.3	2.7	4.4	1.4	0.1	1.6
IFPRI	0.2	0.3	0.3	0.2	0.1	0.2
IITA	2.9	6.0	2.9	3.6	2.0	3.0
ILRI	1.5	2.7	3.2	1.4	1.6	2.1
IPGRI	0.3	0.4	1.3	0.6	0.3	0.4
IRRI	2.3	3.9	1.6	1.8	3.0	2.5
ISNAR	0.1	0.2	0.1	0.2	0.2	0.2
IWMI	0.6	0.7	0.7	0.6	0.6	0.4
WARDA	1.1	1.2	0.5	1.1	2.0	0.9
Total	**19.8**	**28.7**	**24.4**	**20.3**	**25.7**	**18.0**
Memo Items:						
Fixed Assets (FA) - at cost[1]	**408.0**	**413.4**	**431.7**	**428.8**	**476.8**	**399.4**
Capital Fund Balance	37.1	50.4	46.2	46.3	44.6	45.9
Depreciation Expense	17.7	21.0	19.9	19.9	20.8	18.0
Asset Expenditure as % of FA	**5%**	**7%**	**6%**	**5%**	**5%**	**5%**
Capital Fund as % of FA	**9%**	**12%**	**11%**	**11%**	**9%**	**11%**
Depreciation as % of FA	**4%**	**5%**	**5%**	**5%**	**4%**	**5%**
Asset Exp as % of Depreciation	**112%**	**137%**	**122%**	**102%**	**124%**	**100%**

[1]Net of disposals, as of December 31.

Annex V

Table V-1. CGIAR Total Investments, 1972–1999

(Current $ million and %)

	1972-1976		1977-1981		1982-1986		1987-1991		1992-1996		1997/99		TOTAL	
	$	%	$	%	$	%	$	%	$	%	$	%	$	%
Center														
CIAT	31	15%	75	12%	116	11%	158	11%	172	10%	97.5	10%	**649**	**11%**
CIFOR									26	2%	34.4	3%	**60**	**1%**
CIMMYT	42	21%	81	13%	118	12%	163	11%	153	9%	98.7	10%	**655**	**11%**
CIP	12	6%	37	6%	60	6%	100	7%	116	7%	69.1	7%	**394**	**7%**
ICARDA	1	0.5%	52	8%	101	10%	117	8%	111	7%	74.0	7%	**456**	**8%**
ICLARM									35	2%	31.3	3%	**66**	**1%**
ICRAF									78	5%	65.1	6%	**143**	**2%**
ICRISAT	20	10%	69	11%	117	11%	191	13%	159	10%	71.5	7%	**628**	**11%**
IFPRI			8	1%	28	3%	51	4%	69	4%	57.9	6%	**214**	**4%**
IITA	41	20%	92	15%	151	15%	178	12%	174	10%	94.0	9%	**729**	**12%**
ILRI	14	7%	84	14%	119	12%	167	12%	134	8%	80.9	8%	**598**	**10%**
IPGRI	1	0.5%	12	2%	21	2%	34	2%	82	5%	60.9	6%	**211**	**4%**
IRRI	40	20%	94	15%	138	14%	181	13%	207	12%	97.4	10%	**757**	**13%**
ISNAR			3	0.5%	22	2%	43	3%	54	3%	30.0	3%	**152**	**3%**
IWMI									46	3%	27.5	3%	**74**	**1%**
WARDA	2	1%	13	2%	29	3%	40	3%	47	3%	30.1	3%	**161**	**3%**
TOTAL	**204**	**100%**	**617**	**100%**	**1,021**	**100%**	**1,422**	**100%**	**1,663**	**100%**	**1,020**	**100%**	**5,947**	**100%**
Undertaking[1]														
Productivity	151	74%	433	70%	648	63%	893	63%	757	46%	376	37%	**3,257**	**55%**
Environment	13	6%	56	9%	93	9%	98	7%	245	15%	190	19%	**695**	**12%**
Biodiversity	1	0.5%	15	2%	33	3%	55	4%	140	8%	109	11%	**353**	**6%**
Policy			7	1%	27	3%	38	3%	172	10%	124	12%	**368**	**6%**
NARS	40	19%	106	17%	220	22%	338	24%	349	21%	221	22%	**1,273**	**21%**
TOTAL	**204**	**100%**	**616**	**100%**	**1,021**	**100%**	**1,422**	**100%**	**1,663**	**100%**	**1,020**	**100%**	**5,945**	**100%**
Commodity Sector[2]														
Cereals	114	56%	274	46%	465	49%	626	48%	601	42%	340	39%	**2,420**	**45%**
Rice	*51*	*25%*	*126*	*21%*	*210*	*22%*	*269*	*21%*	*283*	*20%*	*148*	*17%*	***1,087***	***20%***
Wheat	*22*	*11%*	*65*	*11%*	*105*	*11%*	*127*	*10%*	*120*	*8%*	*73*	*8%*	***512***	***10%***
Maize	*28*	*14%*	*51*	*9%*	*82*	*9%*	*123*	*9%*	*114*	*8%*	*66*	*8%*	***464***	***9%***
Legumes	31	15%	111	19%	170	18%	221	17%	191	13%	118	14%	**842**	**16%**
Roots & Tubers	29	14%	82	14%	128	13%	198	15%	229	16%	130	15%	**796**	**15%**
Bananas/Plantains									61	4%	27	3%	**88**	**2%**
Production Sectors	**174**	**86%**	**467**	**79%**	**763**	**80%**	**1,045**	**81%**	**1,082**	**75%**	**615**	**71%**	**4,146**	**78%**
Livestock	29	14%	126	21%	187	20%	250	19%	222	15%	116	13%	**930**	**17%**
Trees									101	7%	100	12%	**201**	**4%**
Fish									35	2%	31	4%	**66**	**1%**
TOTAL	**204**	**100%**	**594**	**100%**	**949**	**100%**	**1,295**	**100%**	**1,440**	**100%**	**862**	**100%**	**5,343**	**100%**
Region														
Sub-Saharan Africa	86	42%	272	44%	449	44%	603	42%	656	39%	417	40%	**2,483**	**42%**
Asia	70	34%	178	29%	285	28%	417	29%	537	32%	323	31%	**1,809**	**30%**
Latin America & Caribbean	39	19%	96	16%	155	15%	221	16%	277	17%	176	17%	**963**	**16%**
West Asia/North Africa	9	4%	71	12%	134	13%	182	13%	192	12%	105	10%	**692**	**12%**
TOTAL	**204**	**100%**	**617**	**100%**	**1,021**	**100%**	**1,423**	**100%**	**1,662**	**100%**	**1,020**	**100%**	**5,947**	**100%**
Object														
Personnel	87	43%	312	51%	564	55%	778	55%	900	54%	512	50%	**3,153**	**53%**
Supplies/Services	58	28%	183	30%	302	30%	423	30%	540	32%	376	37%	**1,882**	**32%**
Travel	11	5%	35	6%	70	7%	106	7%	110	7%	72	7%	**404**	**7%**
Capital/Depreciation	48	24%	87	14%	85	8%	116	8%	112	7%	60	6%	**508**	**9%**
TOTAL	**204**	**100%**	**617**	**100%**	**1,021**	**100%**	**1,423**	**100%**	**1,662**	**100%**	**1,020**	**100%**	**5,947**	**100%**

Note: Non-agenda investments are assumed to be in the same proportions as agenda investments. Values include all overhead costs.

[1] Certain assumptions were made to calculate values in environment and biodiversity undertakings from 1972 to 1991.

[2] The total for commodities is lower than that for the other categories because not all Centers have commodity activity.

Table V-2. CGIAR Total Expenditures and Sources of Revenue, 1990–1999

(in $ million)

	1990			1991			1992			1993			1994		
	1990	U	R	1991	U	R	1992	U	R	1993	U	R	1994	U	R
CIAT	32.7	23.8	8.9	34.1	25.2	8.9	32.2	23.8	8.4	33.3	25.5	7.8	35.1	25.4	9.7
CIFOR										2.4	2.4	4.8	4.5	0.3	8.9
CIMMYT	33.0	24.9	8.1	34.4	23.5	10.9	33.7	24.9	8.8	32.8	23.8	9.0	29.0	20.7	8.3
CIP	21.9	16.8	5.1	23.6	17.7	5.9	21.7	14.7	7.0	21.5	13.1	8.4	22.4	13.5	8.9
ICARDA	23.2	19.0	4.2	22.0	18.1	3.9	20.6	16.3	4.3	21.2	17.2	4.0	22.7	16.0	6.7
ICLARM							6.1	1.3	4.8	7.2	3.1	4.1	6.5	2.7	3.8
ICRAF							13.1	5.5	7.6	13.8	6.0	7.8	16.7	5.2	11.5
ICRISAT	39.1	23.8	15.3	36.5	23.0	13.5	32.9	18.9	14.0	31.8	20.9	10.9	29.6	20.3	9.3
IFPRI	12.5	7.0	5.5	13.5	6.7	6.8	13.4	7.1	6.3	12.5	6.9	5.6	13.1	6.7	6.4
IITA	36.2	21.0	15.2	34.3	20.0	14.3	35.7	19.4	16.3	34.3	19.0	15.3	33.8	20.1	13.7
ILRI	37.2	28.3	8.9	35.0	28.9	6.1	32.9	28.4	4.5	26.0	22.4	3.6	23.9	18.9	5.0
IPGRI	7.5	6.8	0.7	8.1	7.2	0.9	12.3	10.8	1.5	13.6	10.3	3.3	16.3	8.5	7.8
IRRI	41.7	27.2	14.5	38.7	25.9	12.8	41.7	24.7	17.0	44.8	23.2	21.6	40.0	24.3	15.7
ISNAR	11.3	7.8	3.5	10.8	7.8	3.0	10.7	6.6	4.1	10.4	6.1	4.3	10.5	6.3	4.2
IWMI							9.1	3.0	6.1	8.9	3.1	5.8	8.8	4.4	4.4
WARDA	8.3	6.5	1.8	13.7	12.1	1.6	10.1	5.2	4.9	9.1	4.7	4.4	8.7	4.1	4.6
Total	305	213	92	305	216	89	326	211	116	323	208	116	322	202	120

	1995			1996			1997			1998			1999		
	1995	U	R	1996	U	R	1997	U	R	1998	U	R	1999	U	R
CIAT	34.6	23.0	11.6	36.8	24.5	12.3	33.3	20.6	12.7	33.5	19.0	14.5	30.7	16.3	14.4
CIFOR	7.2	1.7	9.7	7.1	2.6	10.6	8.5	2.1	11.1	7.2	3.9	12.7	8.6	4.1	
CIMMYT	27.1	16.9	10.2	30.2	18.2	12.0	30.4	19.4	11.0	32.2	18.8	13.4	37.4	18.7	18.7
CIP	24.0	13.4	10.6	26.1	12.9	13.2	25.5	15.1	10.4	21.7	13.1	8.6	21.6	12.9	8.7
ICARDA	23.4	16.1	7.3	23.2	12.1	11.1	27.6	16.0	11.6	23.6	12.2	11.4	22.8	11.8	11.0
ICLARM	7.1	3.6	3.5	8.6	4.0	4.6	8.5	5.1	3.4	10.4	6.6	3.8	12.4	7.2	5.2
ICRAF	16.8	7.3	9.5	17.4	7.4	10.0	22.2	9.1	13.1	21.1	9.5	11.6	21.8	8.9	12.9
ICRISAT	33.4	26.1	7.3	31.1	22.1	9.0	27.5	20.4	7.1	21.8	15.4	6.4	23.2	15.4	7.8
IFPRI	13.8	8.5	5.3	16.2	8.5	7.7	18.1	9.3	8.8	18.6	8.7	9.9	20.1	8.2	11.9
IITA	33.2	21.2	12.0	37.2	24.2	13.0	31.9	18.1	13.8	29.4	16.1	13.3	32.7	17.9	14.8
ILRI	25.7	21.7	4.0	25.9	21.0	4.9	26.7	20.9	5.8	27.7	21.5	6.3	26.5	14.8	11.7
IPGRI	19.6	12.9	6.7	20.0	12.1	7.9	19.6	12.6	7.0	21.7	13.9	7.9	20.4	12.6	7.8
IRRI	40.3	25.5	14.8	40.0	25.1	14.9	35.0	23.6	11.4	35.0	23.4	11.6	35.1	22.3	12.8
ISNAR	11.5	6.3	5.2	11.2	5.7	5.5	10.4	7.6	2.8	9.9	7.6	2.3	9.7	7.1	2.6
IWMI	9.4	3.6	5.8	10.2	4.9	5.3	10.1	5.3	4.8	9.2	4.8	4.4	8.8	6.0	2.8
WARDA	9.2	4.0	5.2	9.8	6.2	3.6	9.2	5.5	3.7	9.9	5.1	4.8	10.9	6.7	4.2
Total	338	217	121	354	216	138	347	217	130	337	203	134	347	196	151

Notes:

1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
70%	71%	65%	64%	63%	64%	61%	61%	61%	56%

Annex VI

CGIAR Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	**304**	**320**	**340**	**330**
(percent unrestricted)	68%	64%	61%	54%
Center-Earned Income	14	13	13	11
Other Income (non-agenda, etc.)	28	14	0	0
Total	**346**	**346**	**353**	**340**
Membership Agenda Support ($m)				
Europe	112	141	148	126
Pacific Rim	43	40	44	48
North America	44	51	52	52
Developing Countries	8	11	13	15
International & Regional Organizations	85	63	61	66
Foundations	6	6	7	6
Non-Members	5	7	12	15
Total	**304**	**320**	**340**	**330**
Top Three Contributors	World Bank Japan United States	World Bank United States Japan	World Bank United States Japan	World Bank 14% United States 12% Japan 12%
Staffing (number)				
Internationally Recruited (IRS)	877	862	893	907
Support Staff	9,418	8,295	7,578	7,701
Agenda Program Expenditures (%)				
Increasing Productivity	40%	40%	37%	34%
(germplasm enhancement / breeding)	18%	19%	18%	18%
Protecting the Environment	17%	17%	19%	20%
Saving Biodiversity	11%	11%	11%	10%
Improving Policies	12%	11%	12%	13%
Strengthening NARS	21%	21%	21%	23%
(*training*)	8%	8%	8%	9%
Total ($ million)	**326**	**333**	**337**	**347**
Object Expenditures (%)				
Personnel	53%	51%	50%	50%
Supplies / Services	34%	36%	37%	38%
Travel	7%	7%	7%	7%
Depreciation	6%	6%	6%	5%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	39%	41%	41%	42%
Asia	33%	30%	32%	32%
Latin America / Caribbean (LAC)	17%	17%	18%	17%
West Asia / North Africa (WANA)	12%	12%	10%	9%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	88.7	86.3	95.9	89.8
Annual Center Cost Change (%)	4.5%	2.6%	1.0%	0.2%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	105	114	127	122
Current Ratio	1.53	1.72	1.80	1.63
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	13%	13%	15%	13%
Fixed Asset Indicators				
Capital Expenditure ($ million)	25.0	21.7	22.2	17.9
Capital Expenditure / Depreciation (%)	127%	105%	110%	100%

CIAT Program and Resource Highlights, 1996–1999

	ACTUAL				
	1996	1997	1998	1999	
Center Income ($m)					
Agenda Funding	31.1	31.7	32.1	28.7	
(percent unrestricted)	66%	60%	55%	50%	
Center-Earned Income	2.1	1.6	0.9	0.6	
Other Income (non-agenda, etc.)					
Total	**33.2**	**33.3**	**33.0**	**29.3**	
Membership Agenda Support ($m)					
Europe	11.0	12.3	13.4	10.0	
Pacific Rim	4.6	4.1	4.4	5.0	
North America	5.0	4.5	4.6	4.6	
Developing Countries	2.0	2.6	2.6	2.7	
International & Regional Organizations	6.8	6.0	4.4	4.4	
Foundations	1.1	1.1	1.2	0.5	
Non-Members	0.6	1.1	1.5	1.4	
Total	**31.1**	**31.7**	**32.1**	**28.7**	
Top Three Contributors	World Bank	World Bank	Japan	Japan	15%
	Japan	Japan	World Bank	World Bank	12%
	United States	United States	United States	United States	10%
Staffing (number)					
Internationally Recruited (IRS)	76	60	64	62	
Agenda Program Expenditures (%)					
Increasing Productivity	42%	44%	43%	41%	
(germplasm enhancement / breeding)	30%	30%	28%	27%	
Protecting the Enviroment	17%	15%	13%	13%	
Improving Policies	4%	4%	5%	7%	
Strengthening NARS	21%	19%	18%	17%	
(*training*)	6%	6%	5%	5%	
Total ($ million)	**36.9**	**33.3**	**33.5**	**30.7**	
Object Expenditures (%)					
Personnel	66%	60%	53%	52%	
Supplies / Services	25%	28%	36%	36%	
Travel	5%	6%	7%	8%	
Depreciation	4%	5%	4%	5%	
Regional Expenditures (%)					
Sub-Saharan Africa (SSA)	16%	23%	22%	23%	
Asia	12%	8%	8%	10%	
Latin America / Caribbean (LAC)	71%	67%	68%	66%	
West Asia / North Africa (WANA)	1%	1%	2%	2%	
Center Financial Information					
Fund Balance, Dec. 31 ($ million)	3.3	4.8	3.7	1.6	
Annual Center Cost Change (%)	4.7%	4.4%	–0.2%	–2.9%	
Short-term Liquidity Indicators					
Working Capital (days expenditure)	33	52	40	19	
Current Ratio	1.2	1.5	1.5	1.2	
Longer-term Sustainability Indicator					
Operating Fund / Revenue (%)	2%	12%	13%	10%	
Fixed Asset Indicators					
Capital Expenditure ($ million)	1.0	2.4	3.0	2.7	
Capital Expenditure / Depreciation (%)	60%	131%	214%	183%	

Annex VI

CIFOR Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	8.7	10.6	11.3	11.5
(percent unrestricted)	82%	80%	65%	64%
Center-Earned Income	0.4	0.4	0.4	0.4
Other Income (non-agenda, etc.)	0.3			
Total	**9.4**	**11.0**	**11.7**	**11.9**
Membership Agenda Support ($m)				
Europe	4.4	4.9	6.1	4.7
Pacific Rim	2.1	2.5	2.1	2.6
North America	1.0	1.6	1.0	1.1
Developing Countries	0.6	0.6	0.2	0.2
International & Regional Organizations	0.6	1.1	1.5	2.0
Foundations	0.3	0.8		
Total	**8.7**	**10.6**	**11.3**	**11.5**
Top Three Contributors	Japan EC United States	Japan EC United States	Japan EC World Bank	Japan 20% World Bank 12% Netherlands 7%
Staffing (number)				
Internationally Recruited (IRS)	32	31	31	30
Support Staff	78	64	74	86
Agenda Program Expenditures (%)				
Increasing Productivity	22%	25%	23%	24%
(germplasm enhancement / breeding)	0%	0%	0%	0%
Protecting the Environment	34%	33%	35%	35%
Saving Biodiversity	16%	16%	13%	13%
Improving Policies	18%	20%	21%	21%
Strengthening NARS	10%	6%	8%	6%
(*training*)	2%	3%	2%	2%
Total ($ million)	**9.4**	**10.6**	**10.6**	**12.7**
Object Expenditures (%)				
Personnel	44%	42%	42%	44%
Supplies / Services	46%	48%	47%	46%
Travel	6%	6%	7%	6%
Depreciation	4%	5%	5%	4%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	25%	27%	28%	29%
Asia	46%	41%	39%	37%
Latin America / Caribbean (LAC)	29%	32%	33%	34%
West Asia / North Africa (WANA)	0%	0%	0%	0%
Center Financial Information				
Fund Balance, Dec. 31($ million)	6.4	5.8	6.4	5.1
Annual Center Cost Change (%)	2.8%	-1.2%	-5.7%	11.6%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	249	199	210	147
Current Ratio	2.7	2.7	2.5	1.9
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	48%	42%	45%	38%
Fixed Asset Indicators				
Capital Expenditure ($ million)	0.7	1.2	0.6	1.0
Capital Expenditure / Depreciation (%)	187%	240%	126%	200%

CIMMYT Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	27.4	28.6	30.1	33.8
(percent unrestricted)	66%	62%	55%	45%
Center-Earned Income	1.9	1.8	1.4	0.4
Other Income (non-agenda, etc.)	1.6			
Total	**30.9**	**30.4**	**31.5**	**34.2**
Membership Agenda Support ($m)				
Europe	8.3	9.8	9.7	10.2
Pacific Rim	3.5	3.3	3.6	4.4
North America	5.8	6.2	6.5	6.4
Developing Countries	0.7	1.6	1.6	1.8
International & Regional Organizations	8.3	6.3	6.7	6.7
Foundations	0.7	0.8	1.1	0.8
Non-Members	0.2	0.6	1.0	3.5
Total	27.4	28.6	30.1	33.8
Top Three Contributors	World Bank United States Japan	United States World Bank EC	United States World Bank EC	United States 14% World Bank 11% Japan 8%
Staffing (number)				
Internationally Recruited (IRS)	82	81	88	86
Support Staff	669	746	744	746
Agenda Program Expenditures (%)				
Increasing Productivity	34%	36%	36%	36%
(germplasm enhancement / breeding)	25%	29%	29%	29%
Protecting the Environment	27%	20%	19%	19%
Saving Biodiversity	12%	13%	14%	14%
Improving Policies	4%	4%	4%	4%
Strengthening NARS	23%	27%	27%	27%
(*training*)	9%	14%	14%	14%
Total ($ million)	**28.8**	**30.4**	**32.2**	**36.1**
Object Expenditures				
Personnel	50%	54%	52%	52%
Supplies / Services	36%	35%	37%	39%
Travel	8%	7%	7%	5%
Depreciation	6%	5%	4%	4%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	21%	32%	32%	36%
Asia	37%	32%	32%	30%
Latin America / Caribbean (LAC)	27%	26%	26%	24%
West Asia / North Africa (WANA)	15%	10%	10%	10%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	8.0	8.0	7.2	4.8
Annual Center Cost Change (%)	8.6%	9.3%	1.0%	7%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	103	99	84	48
Current Ratio	1.5	3.0	2.5	1.5
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	27%	27%	23%	15%
Fixed Asset Indicators				
Capital Expenditure ($ million)	3.0	1.1	1.3	1.3
Capital Expenditure / Depreciation (%)	190%	79%	94%	93%

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CIP Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	22.7	22.6	22.2	20.0
(percent unrestricted)	56%	57%	61%	56%
Center-Earned Income	0.2	1.3	0.4	0.3
Other Income (non-agenda, etc.)	1.5	0.8		
Total	**24.4**	**24.8**	**22.6**	**20.3**
Membership Agenda Support ($m)				
Europe	14.0	14.4	13.9	10.4
Pacific Rim	2.0	1.5	1.8	2.1
North America	2.0	2.5	2.7	2.9
Developing Countries	0.3	0.4	0.5	0.4
International & Regional Organizations	4.1	3.8	3.1	4.2
Foundations			0.2	0.1
Non-Members	0.3		0.0	0.1
Total	**22.7**	**22.6**	**22.2**	**20.0**
Top Three Contributors				
	Switzerland EC Germany	Switzerland World Bank United States	Switzerland World Bank United States	Switzerland 18% World Bank 14% United States 11%
Staffing (number)				
Internationally Recruited (IRS)	63	64	62	64
Support Staff	576	519	477	607
Agenda Program Expenditures (%)				
Increasing Productivity	50%	43%	43%	40%
(germplasm enhancement / breeding)	17%	25%	25%	24%
Protecting the Environment	15%	26%	26%	25%
Saving Biodiversity	7%	5%	5%	7%
Strengthening NARS	12%	17%	17%	17%
(*training*)	7%	6%	6%	5%
Total ($ million)	**24.6**	**24.7**	**21.7**	**22.7**
Object Expenditures (%)				
Personnel	47%	46%	48%	48%
Supplies / Services	41%	42%	42%	41%
Travel	9%	9%	7%	8%
Depreciation	3%	3%	3%	3%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	16%	18%	18%	18%
Asia	49%	51%	51%	51%
Latin America / Caribbean (LAC)	28%	26%	26%	26%
West Asia / North Africa (WANA)	7%	5%	5%	5%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	3.4	3.6	3.7	2.1
Annual Center Cost Change (%)	3.9%	3.5%	1.7%	–0.4%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	58	57	66	35
Current Ratio	1.4	1.4	1.7	1.4
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	4%	4%	7%	1%
Fixed Asset Indicators				
Capital Expenditure ($ million)	0.8	0.5	1.2	1.1
Capital Expenditure / Depreciation (%)	114%	78%	188%	154%

ICARDA Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	1997	1998	1999
Center Income ($m)				
Agenda Funding	21.1	22.0	25.2	19.5
(percent unrestricted)	55%	48%	55%	44%
Center-Earned Income	1.3	0.4	1.2	0.8
Other Income (non-agenda, etc.)	0.6			
Total	**23.0**	**22.5**	**26.4**	**20.4**
Membership Agenda Support ($m)				
Europe	10.8	10.6	9.9	6.6
Pacific Rim	0.9	1.0	1.1	1.2
North America	1.7	2.1	2.2	2.1
Developing Countries	1.3	1.8	2.5	2.8
International & Regional Organizations	6.1	5.2	8.1	5.5
Foundations	0.1	0.1		0.1
Non-Members	0.2	1.4	1.4	1.3
Total	**21.1**	**22.0**	**25.2**	**19.5**
Top Three Contributors				
	World Bank EC Netherlands	EC World Bank Germany	World Bank EC United States	World Bank 11% Arab Fund 9% United States 9%
Staffing (number)				
Internationally Recruited (IRS)	85	76	83	92
Support Staff	395	390	323	330
Agenda Program Expenditures (%)				
Increasing Productivity	43%	50%	47%	41%
(germplasm enhancement / breeding)	22%	24%	22%	21%
Protecting the Environment	16%	16%	20%	22%
Saving Biodiversity	10%	11%	13%	15%
Improving Policies	4%	5%	5%	5%
Strengthening NARS	26%	19%	16%	17%
(*training*)	4%	6%	4%	5%
Total ($ million)	**23.1**	**27.6**	**23.6**	**22.7**
Object Expenditures (%)				
Personnel	40%	38%	37%	42%
Supplies / Services	41%	43%	46%	43%
Travel	9%	10%	9%	10%
Depreciation	10%	9%	8%	5%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	0%	0%	15%	15%
Asia	1%	1%	12%	12%
Latin America / Caribbean (LAC)	1%	1%	1%	3%
West Asia / North Africa (WANA)	98%	98%	71%	70%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	9.7	5.4	7.6	6.5
Annual Center Cost Change (%)	4.6%	2.6%	1.3%	1.1%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	154	107	159	147
Current Ratio	1.7	1.9	1.8	1.7
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	17%	–4%	2%	–6%
Fixed Asset Indicators				
Capital Expenditure ($ million)	2.8	2.6	1.4	1.1
Capital Expenditure / Depreciation (%)	122%	109%	70%	91%

Annex VI

ICLARM Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	1997	1998	1999
Center Income ($m)				
Agenda Funding	9.5	8.8	10.6	14.2
(percent unrestricted)	62%	63%	65%	63%
Center-Earned Income	0.4	0.2	0.3	0.2
Other Income (non-agenda, etc.)	0.2			
Total	**10.1**	**9.0**	**10.9**	**14.4**
Membership Agenda Support ($m)				
Europe	4.3	4.40	5.4	5.2
Pacific Rim	0.8	0.79	1.0	1.4
North America	0.8	0.85	0.9	1.3
Developing Countries	0.8	0.43	0.5	0.5
International & Regional Organizations	2.3	2.04	2.6	5.5
Foundations	0.3	0.16	0.3	0.0
Non-Members	0.2	0.14	0.1	0.4
Total	**9.5**	**8.8**	**10.6**	**14.2**
Top Three Contributors				
	World Bank	EC	EC	World Bank 29%
	Netherlands	World Bank	Denmark	EC 10%
	Denmark	Denmark	World Bank	United States 7%
Staffing (number)				
Internationally Recruited (IRS)	21	27	30	30
Support Staff	207	179	261	291
Agenda Program Expenditures (%)				
Increasing Productivity	38%	36%	33%	26%
(germplasm enhancement / breeding)	13%	20%	19%	12%
Protecting the Environment	17%	17%	18%	38%
Saving Biodiversity	7%	16%	10%	1%
Improving Policies	16%	16%	19%	15%
Strengthening NARS	22%	16%	20%	19%
(*training*)	1%	2%	8%	7%
Total ($ million)	8.7	8.6	10.4	12.3
Object Expenditures (%)				
Personnel	47%	58%	50%	45%
Supplies / Services	42%	29%	37%	46%
Travel	9%	9%	11%	7%
Depreciation	2%	4%	2%	2%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	6%	30%	30%	30%
Asia	89%	62%	62%	58%
Latin America / Caribbean (LAC)	2%	3%	3%	4%
West Asia / North Africa (WANA)	3%	5%	5%	8%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	1.2	2.5	2.5	2.5
Annual Center Cost Change (%)	4.1%	0.2%	–4.6%	4.7%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	50	104	88	74
Current Ratio	1.3	1.3	1.3	1.5
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	7%	17%	14%	13%
Fixed Asset Indicators				
Capital Expenditure ($ million)	0.5	1.5	1.2	0.0
Capital Expenditure / Depreciation (%)	250%	510%	479%	0%

ICRAF Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	17.4	21.8	20.4	20.6
(percent unrestricted)	42%	40%	43%	38%
Center-Earned Income	0.7	0.4	0.9	0.7
Other Income (non-agenda, etc.)	0.7			
Total	**18.8**	**22.2**	**21.3**	**21.3**
Membership Agenda Support ($m)				
Europe	8.5	11.5	11.6	10.3
Pacific Rim	1.1	1.0	1.2	1.3
North America	2.9	3.4	3.2	3.7
Developing Countries	0.0	0.1	0.3	0.3
International & Regional Organizations	3.1	3.9	2.8	4.0
Foundations	1.3	1.1	1.0	0.6
Non-Members	0.5	0.6	0.4	0.5
Total	**17.4**	**21.8**	**20.4**	**20.6**
Top Three Contributors	Canada Sweden World Bank	Canada Denmark World Bank	Canada World Bank Netherlands	Canada 12% Sweden 9% Netherlands 8%
Staffing (number)				
Internationally Recruited (IRS)	53	50	56	52
Support Staff	355	256	313	305
Agenda Program Expenditures (%)				
Increasing Productivity	48%	58%	40%	33%
(germplasm enhancement / breeding)	7%	7%	4%	5%
Protecting the Environment	14%	12%	18%	23%
Saving Biodiversity	8%	7%	9%	4%
Improving Policies	11%	9%	11%	15%
Strengthening NARS	19%	14%	22%	25%
(*training*)	8%	9%	17%	17%
Total ($ million)	17.3	22.2	21.1	21.8
Object Expenditures (%)				
Personnel	61%	50%	58%	53%
Supplies / Services	28%	39%	26%	31%
Travel	6%	5%	9%	11%
Depreciation	5%	6%	7%	5%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	80%	76%	81%	79%
Asia	12%	17%	12%	14%
Latin America / Caribbean (LAC)	9%	7%	7%	7%
West Asia / North Africa (WANA)	0%	0%	0%	0%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	-0.1	2.4	2.3	2.3
Annual Center Cost Change (%)	5.1%	4.1%	2.4%	-1.8%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	51	39	79	79
Current Ratio	1.3	1.3	1.3	1.5
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	2%	7%	8%	8%
Fixed Asset Indicators				
Capital Expenditure ($ million)	0.5	1.3	1.9	0.8
Capital Expenditure / Depreciation (%)	63%	101%	129%	72%

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ICRISAT Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	27.5	26.9	26.5	21.2
(percent unrestricted)	82%	76%	76%	63%
Center-Earned Income	0.7	0.9	1.2	1.4
Other Income (non-agenda, etc.)	4.1	0.8		
Total	**32.3**	**28.6**	**27.7**	**22.6**
Membership Agenda Support ($m)				
Europe	11.0	9.4	9.5	7.5
Pacific Rim	4.7	3.7	3.9	4.3
North America	5.0	4.6	4.6	4.1
Developing Countries	0.8	0.6	0.6	0.5
International & Regional Organizations	6.0	7.9	7.1	4.0
Foundations	0.0	0.1	0.1	
Non-Members	0.6	0.7	0.6	
Total	**27.5**	**26.9**	**26.5**	**21.2**
Top Three Contributors	World Bank Japan United States	World Bank United States Japan	World Bank United States Japan	Japan 17% United States 17% World Bank 11%
Staffing (number)				
InternationallyRecruited (IRS)	84	62	55	59
Support Staff	1,787	1,273	1,039	1,155
Agenda Program Expenditures (%)				
Increasing Productivity	52%	54%	43%	41%
(germplasm enhancement / breeding)	31%	33%	25%	25%
Protecting the Environment	19%	12%	17%	17%
Saving Biodiversity	7%	7%	15%	13%
Improving Policies	7%	6%	4%	11%
Strengthening NARS	16%	21%	20%	18%
(training)	7%	8%	10%	10%
Total ($ million)	**28.8**	**26.7**	**21.8**	**22.9**
Object Expenditures (%)				
Personnel	55%	56%	54%	54%
Supplies / Services	32%	30%	31%	35%
Travel	5%	4%	3%	4%
Depreciation	9%	10%	12%	7%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	49%	49%	50%	47%
Asia	50%	50%	49%	49%
Latin America / Caribbean (LAC)	0%	0%	1%	2%
West Asia / North Africa (WANA)	1%	0%	1%	2%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	7.9	3.9	12.1	11.9
Annual Center Cost Change (%)	2.4%	–0.4%	1.1%	10%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	101	152	313	291
Current Ratio	1.6	2.1	3.3	2.7
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	2%	–2%	20%	20%
Fixed Asset Indicators				
Capital Expenditure ($ million)	4.4	1.1	0.5	1.2
Capital Expenditure / Depreciation (%)	176%	39%	19%	75%

IFPRI Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	16.0	18.2	20.1	20.8
(percent unrestricted)	52%	52%	51%	43%
Center-Earned Income	0.3	0.2	0.3	0.5
Other Income (non-agenda, etc.)	4.1			
Total	**20.4**	**18.4**	**20.4**	**21.4**
Membership Agenda Support ($m)				
Europe	5.0	6.1	8.1	7.4
Pacific Rim	1.8	1.9	1.5	1.4
North America	3.8	5.1	5.6	5.1
Developing Countries	0.1	0.3	0.5	1.3
International & Regional Organizations	2.8	2.9	2.9	3.2
Foundations	0.9	0.7	0.4	0.5
Non-Members	1.5	1.2	1.1	2.0
Total	**16.0**	**18.2**	**20.1**	**20.8**
Top Three Contributors	United States Japan World Bank	United States Denmark World Bank	United States Denmark World Bank	United States 22% World Bank 11% Denmark 11%
Staffing (number)				
Internationally Recruited (IRS)	41	45	43	44
Support Staff	82	81	75	83
Agenda Program Expenditures (%)				
Increasing Productivity	0%	0%	0%	0%
(germplasm enhancement / breeding)	0%	0%	0%	0%
Protecting the Environment	0%	9%	6%	5%
Saving Biodiversity	0%	2%	2%	1%
Improving Policies	88%	62%	59%	55%
Strengthening NARS	12%	27%	33%	39%
(training)	6%	14%	11%	16%
Total ($ million)	**16.2**	**18.1**	**18.6**	**21.2**
Object Expenditures (%)				
Personnel	48%	48%	50%	50%
Supplies / Services	40%	43%	41%	41%
Travel	10%	8%	8%	8%
Depreciation	2%	1%	1%	1%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	43%	45%	46%	47%
Asia	27%	26%	26%	25%
Latin America / Caribbean (LAC)	20%	19%	20%	20%
West Asia / North Africa (WANA)	10%	10%	8%	8%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	2.7	3.1	4.7	6.0
Annual Center Cost Change (%)	5.3%	3.1%	1.6%	2.2%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	90	70	113	132
Current Ratio	1.4	1.7	1.7	1.7
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	13%	17%	15%	17%
Fixed Asset Indicators				
Capital Expenditure ($ million)	0.3	0.2	0.4	0.2
Capital Expenditure / Depreciation (%)	100%	76%	199%	116%

Annex VI

IITA Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	22.4	25.9	29.2	30.7
(percent unrestricted)	81%	66%	55%	52%
Center-Earned Income	1.0	1.5	0.8	1.7
Other Income (non-agenda, etc.)	9.2	4.1		
Total	**32.6**	**31.5**	**30.0**	**32.4**
Membership Agenda Support ($m)				
Europe	9.5	10.8	11.6	11.4
Pacific Rim	4.3	3.4	3.9	4.5
North America	4.2	6.1	7.3	7.4
Developing Countries	0.1	0.2	0.2	1.6
International & Regional Organizations	4.0	4.9	3.6	4.2
Foundations	0.4	0.3	0.5	0.6
Non-Members	0.0	0.2	2.0	1.0
Total	**22.4**	**25.9**	**29.2**	**30.7**
Top Three Contributors	Japan World Bank United States	United States World Bank Japan	United States Japan World Bank	United States 22% Japan 15% World Bank 9%
Staffing (number)				
Internationally Recruited (IRS)	96	86	78	79
Support Staff	1,659	1,466	1,250	1,090
Agenda Program Expenditures (%)				
Increasing Productivity	51%	56%	56%	47%
(germplasm enhancement / breeding)	24%	26%	27%	28%
Protecting the Environment	18%	17%	17%	14%
Saving Biodiversity	4%	3%	4%	6%
Improving Policies	4%	4%	4%	6%
Strengthening NARS	23%	20%	19%	27%
(training)	4%	6%	6%	8%
Total ($ million)	**28.5**	**28.5**	**29.4**	**32.7**
Object Expenditures (%)				
Personnel	51%	50%	47%	48%
Supplies / Services	30%	31%	36%	38%
Travel	5%	6%	6%	5%
Depreciation	13%	12%	10%	9%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	100%	100%	100%	100%
Asia	0%	0%	0%	0%
Latin America / Caribbean (LAC)	0%	0%	0%	0%
West Asia / North Africa (WANA)	0%	0%	0%	0%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	9.2	8.3	10.5	11.2
Annual Center Cost Change (%)	8.6%	5.5%	4.2%	–14.5%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	117	95	131	125
Current Ratio	1.5	1.5	1.6	1.7
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	17%	18%	21%	19%
Fixed Asset Indicators				
Capital Expenditure ($ million)	2.9	3.1	2.0	2.3
Capital Expenditure / Depreciation (%)	83%	91%	63%	76%

ILRI Program and Resource Highlights, 1996–1999

	ACTUAL				
	1996	1997	1998	1999	
Center Income ($m)					
Agenda Funding	24.8	26.0	24.4	26.6	
(percent unrestricted)	80%	75%	75%	56%	
Center-Earned Income	1.2	1.0	1.4	1.5	
Other Income (non-agenda, etc.)					
Total	**26.0**	**27.0**	**25.8**	**28.0**	
Membership Agenda Support ($m)					
Europe	12.5	13.2	12.5	12.1	
Pacific Rim	2.0	2.2	1.8	2.2	
North America	3.6	4.3	4.5	4.3	
Developing Countries	0.0	0.1	0.4	0.4	
International & Regional Organizations	6.6	6.1	5.1	6.1	
Foundations	0.1	0.1	0.0	1.1	
Non-Members	0.0	0.0	0.1	0.4	
Total	**24.8**	**26.0**	**24.4**	**26.6**	
Top Three Contributors	World Bank United States Switzerland	World Bank United States Switzerland	World Bank United States Switzerland	World Bank United States Switzerland	15% 13% 6%
Staffing (number)					
Internationally Recruited (IRS)	79	61	76	76	
Support Staff	800	746	719	725	
Agenda Program Expenditures (%)					
Increasing Productivity	63%	60%	61%	57%	
(germplasm enhancement / breeding)	2%	2%	3%	8%	
Protecting the Environment	5%	13%	12%	12%	
Saving Biodiversity	9%	8%	9%	7%	
Improving Policies	5%	5%	5%	9%	
Strengthening NARS	18%	14%	13%	15%	
(training)	3%	5%	4%	6%	
Total ($ million)	**26.0**	**26.7**	**27.7**	**26.5**	
Object Expenditures (%)					
Personnel	54%	54%	50%	48%	
Supplies / Services	32%	34%	38%	38%	
Travel	4%	4%	4%	5%	
Depreciation	9%	8%	8%	8%	
Regional Expenditures (%)					
Sub-Saharan Africa (SSA)	78%	80%	67%	67%	
Asia	14%	17%	20%	20%	
Latin America / Caribbean (LAC)	8%	3%	11%	11%	
West Asia / North Africa (WANA)	0%	0%	2%	2%	
Center Financial Information					
Fund Balance, Dec. 31 ($ million)	11.3	11.1	9.6	11.3	
Annual Center Cost Change (%)	2.3%	2.9%	2.9%	–1.5%	
Short-term Liquidity Indicators					
Working Capital (days expenditure)	158	151	126	156	
Current Ratio	2.6	2.3	1.9	2.0	
Longer-term Sustainability Indicator					
Operating Fund / Revenue (%)	27%	23%	15%	19%	
Fixed Asset Indicators					
Capital Expenditure ($ million)	3.2	1.4	1.6	1.8	
Capital Expenditure / Depreciation (%)	139%	64%	73%	86%	

Annex VI

IPGRI Program and Resource Highlights, 1996–1999

	ACTUAL				
	1996	**1997**	**1998**	**1999**	
Center Income ($m)					
Agenda Funding	16.4	18.8	21.2	20.1	
(percent unrestricted)	77%	67%	63%	61%	
Center-Earned Income	0.4	0.5	0.4	0.0	
Other Income (non-agenda, etc.)	5.3	0.9			
Total	**22.1**	**20.2**	**21.6**	**20.3**	
Membership Agenda Support ($m)					
Europe	10.3	11.3	12.3	10.4	
Pacific Rim	2.5	2.3	2.3	2.6	
North America	1.1	1.2	1.2	1.1	
Developing Countries	0.2	0.4	0.3	0.4	
International & Regional Organizations	2.3	3.3	4.3	4.3	
Foundations	0.0				
Non-Members	0.4	1.0	1.3		
Total	**16.4**	**18.8**	**21.2**	**20.1**	
Top Three Contributors	Japan World Bank Switzerland	World Bank Belgium Japan	World Bank EC Belgium	World Bank Japan Belgium	14% 11% 8%
Staffing (number)					
Internationally Recruited (IRS)	41	41	43	46	
Support Staff	86	109	108	112	
Agenda Program Expenditures (%)					
Increasing Productivity	14%	14%	16%	17%	
(germplasm enhancement / breeding)	14%	12%	13%	13%	
Protecting the Environment	7%	6%	7%	7%	
Saving Biodiversity	45%	45%	39%	37%	
Improving Policies	13%	12%	13%	14%	
Strengthening NARS	22%	23%	25%	26%	
(training)	-4%	6%	8%	8%	
Total ($ million)	**16.5**	**18.6**	**21.7**	**20.6**	
Object Expenditures (%)					
Personnel	48%	47%	43%	44%	
Supplies / Services	43%	45%	48%	46%	
Travel	8%	7%	7%	8%	
Depreciation	1%	1%	2%	2%	
Regional Expenditures (%)					
Sub-Saharan Africa (SSA)	27%	27%	26%	27%	
Asia	27%	27%	26%	27%	
Latin America / Caribbean (LAC)	25%	23%	21%	23%	
West Asia / North Africa (WANA)	20%	23%	27%	23%	
Center Financial Information					
Fund Balance, Dec. 31 ($ million)	3.6	3.9	4.1	3.9	
Annual Center Cost Change (%)	4.3%	0.9%	0.8%	–2.1%	
Short-term Liquidity Indicators					
Working Capital (days expenditure)	89	81	96	100	
Current Ratio	1.5	1.5	1.7	1.3	
Longer-term Sustainability Indicator					
Operating Fund / Revenue (%)	15%	19%	17%	11%	
Fixed Asset Indicators					
Capital Expenditure ($ million)	1.3	0.6	0.3	0.3	
Capital Expenditure / Depreciation (%)	650%	240%	85%	75%	

IRRI Program and Resource Highlights, 1996–1999

	ACTUAL				
	1996	1997	1998	1999	
Center Income ($m)					
Agenda Funding	28.7	28.6	34.8	32.5	
(percent unrestricted)	87%	84%	67%	61%	
Center-Earned Income	2.7	1.8	3.2	1.4	
Other Income (non-agenda, etc.)	17.9	6.8			
Total	**49.3**	**37.2**	**38.0**	**33.9**	
Membership Agenda Support ($m)					
Europe	8.8	8.8	11.6	9.0	
Pacific Rim	9.2	9.1	10.7	11.4	
North America	3.7	4.2	4.7	4.7	
Developing Countries	0.7	0.9	1.6	1.2	
International & Regional Organizations	5.9	5.2	4.8	5.1	
Foundations	0.5	0.5	0.9	1.1	
Non-Members	0.5	0.2			
Total	**28.7**	**28.6**	**34.8**	**32.5**	
Top Three Contributors	Japan	Japan	Japan	Japan	28%
	World Bank	World Bank	United States	United States	12%
	United States	United States	World Bank	World Bank	11%
Staffing (number)					
Internationally Recruited (IRS)	64	82	94	82	
Support Staff	1,374	830	835	960	
Agenda Program Expenditures (%)					
Increasing Productivity	48%	44%	39%	36%	
(germplasm enhancement / breeding)	29%	29%	26%	22%	
Protecting the Environment	20%	22%	30%	28%	
Saving Biodiversity	7%	8%	8%	9%	
Improving Policies	8%	7%	9%	11%	
Strengthening NARS	17%	19%	15%	16%	
(training)	4%	5%	4%	4%	
Total ($ million)	**30.4**	**28.2**	**35.0**	**34.2**	
Object Expenditures (%)					
Personnel	59%	48%	47%	47%	
Supplies / Services	30%	38%	39%	39%	
Travel	5%	6%	7%	7%	
Depreciation	7%	8%	8%	7%	
Regional Expenditures (%)					
Sub-Saharan Africa (SSA)	3%	4%	4%	4%	
Asia	94%	92%	93%	92%	
Latin America / Caribbean (LAC)	3%	3%	3%	3%	
West Asia / North Africa (WANA)	0%	1%	1%	1%	
Center Financial Information					
Fund Balance, Dec. 31 ($ million)	15.0	16.3	16.5	17.0	
Annual Center Cost Change (%)	4.2%	–1.5%	–7.7%	5.5%	
Short-term Liquidity Indicators					
Working Capital (days expenditure)	180	237	249	253	
Current Ratio	1.4	1.9	1.8	1.8	
Longer-term Sustainability Indicator					
Operating Fund / Revenue (%)	2%	7%	13%	14%	
Fixed Asset Indicators					
Capital Expenditure ($ million)	1.6	2.8	5.8	1.0	
Capital Expenditure / Depreciation (%)	73%	123%	223%	40%	

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ISNAR Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	10.7	9.9	9.6	8.2
(percent unrestricted)	57%	72%	76%	69%
Center-Earned Income	0.3	0.3	0.3	0.2
Other Income (non-agenda, etc.)	4.9			
Total	**15.9**	**10.2**	**9.9**	**8.4**
Membership Agenda Support ($m)				
Europe	5.1	5.6	5.1	4.4
Pacific Rim	0.8	0.9	0.8	0.9
North America	1.7	1.1	1.1	1.0
Developing Countries	0.1	0.2	0.3	0.3
International & Regional Organizations	1.8	1.8	1.9	1.2
Foundations	0.0	0.1	0.1	0.0
Non-Members	1.3	0.2	0.4	0.4
Total	**10.7**	**9.9**	**9.6**	**8.2**
Top Three Contributors	Netherlands World Bank Switzerland	Netherlands World Bank Switzerland	World Bank Netherlands EC	Netherlands 18% Switzerland 13% World Bank 12%
Staffing (number)				
Internationally Recruited (IRS)	38	53	46	45
Support Staff	53	35	38	40
Agenda Program Expenditures (%)				
Increasing Productivity	0%	0%	0%	0%
(germplasm enhancement / breeding)	0%	0%	0%	0%
Protecting the Environment	0%	0%	0%	0%
Saving Biodiversity	0%	0%	0%	0%
Improving Policies	26%	39%	48%	39%
Strengthening NARS	74%	61%	52%	61%
(training)	15%	18%	21%	20%
Total ($ million)	**11.3**	**10.4**	**9.9**	**9.7**
Object Expenditures (%)				
Personnel	57%	57%	62%	60%
Supplies / Services	28%	33%	29%	31%
Travel	14%	9%	8%	7%
Depreciation	2%	1%	1%	2%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	54%	48%	34%	33%
Asia	12%	17%	15%	23%
Latin America / Caribbean (LAC)	23%	25%	41%	29%
West Asia / North Africa (WANA)	11%	10%	10%	15%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	2.5	2.3	1.7	0.6
Annual Center Cost Change (%)	–0.5%	–5.7%	1.2%	2.1%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	80	79	62	22
Current Ratio	1.9	1.9	1.5	1.1
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	13%	18%	13%	1%
Fixed Asset Indicators				
Capital Expenditure ($ million)	0.2	0.2	0.2	0.1
Capital Expenditure / Depreciation (%)	100%	138%	200%	50%

IWMI Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	9.0	9.5	9.4	8.8
(percent unrestricted)	60%	54%	54%	68%
Center-Earned Income	0.2	0.3	0.2	0.2
Other Income (non-agenda, etc.)	3.0	0.5		
Total	**12.2**	**10.2**	**9.6**	**9.0**
Membership Agenda Support ($m)				
Europe	3.5	3.7	4.2	2.9
Pacific Rim	1.2	1.1	1.3	1.3
North America	0.9	1.5	1.2	0.9
Developing Countries	0.1	0.4	0.3	0.2
International & Regional Organizations	2.2	1.4	1.1	2.8
Foundations	0.7	0.7	0.8	0.4
Non-Members	0.4	0.7	0.5	0.4
Total	**9.0**	**9.5**	**9.4**	**8.8**
Top Three Contributors	Germany Netherlands World Bank	United States World Bank Netherlands	Japan Netherlands United States	World Bank 26% Japan 12% Sweden 7%
Staffing (number)				
Internationally Recruited (IRS)	22	22	22	25
Support Staff	305	344	238	226
Agenda Program Expenditures (%)				
Increasing Productivity	1%	1%	1%	0%
(germplasm enhancement / breeding)	1%	1%	1%	0%
Protecting the Environment	48%	48%	49%	42%
Saving Biodiversity	0%	0%	0%	0%
Improving Policies	24%	24%	24%	32%
Strengthening NARS	27%	27%	27%	26%
(training)	-11%	0%	0%	0%
Total ($ million)	**9.2**	**9.6**	**9.2**	**8.8**
Object Expenditures (%)				
Personnel	64%	63%	67%	64%
Supplies / Services	22%	25%	20%	20%
Travel	10%	8%	10%	12%
Depreciation	4%	4%	4%	4%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	11%	5%	5%	6%
Asia	87%	76%	76%	75%
Latin America / Caribbean (LAC)	3%	14%	10%	10%
West Asia / North Africa (WANA)	0%	5%	9%	9%
Center Financial Information				
Fund Balance, Dec. 31 ($ million)	3.8	3.9	4.1	4.1
Annual Center Cost Change (%)	5.1%	2.0%	0.7%	0.1%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	140	168	187	205
Current Ratio	2.5	3.1	2.8	2.1
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	23%	27%	22%	26%
Fixed Asset Indicators				
Capital Expenditure ($ million)	0.7	0.6	0.3	0.3
Capital Expenditure / Depreciation (%)	175%	161%	74%	94%

Annex VI

WARDA Program and Resource Highlights, 1996–1999

	ACTUAL			
	1996	**1997**	**1998**	**1999**
Center Income ($m)				
Agenda Funding	8.7	8.6	10.5	10.8
(percent unrestricted)	58%	57%	54%	61%
Center-Earned Income	0.5	0.3	0.1	0.3
Other Income (non-agenda, etc.)	1.6			
Total	**10.8**	**8.9**	**10.6**	**11.1**
Membership Agenda Support ($m)				
Europe	3.9	3.9	3.4	3.5
Pacific Rim	1.6	1.5	2.5	2.1
North America	1.4	1.5	1.2	1.1
Developing Countries	0.4	0.2	0.9	0.1
International & Regional Organizations	1.4	1.4	1.6	3.1
Foundations	0.1	0.1	0.2	0.2
Non-Members	0.0	0.8	0.8	
Total	**8.7**	**8.6**	**10.5**	**10.8**
Top Three Contributors	Japan World Bank Netherlands	Japan World Bank Netherlands	Japan World Bank Canada	World Bank 20% Japan 19% Netherlands 6%
Staffing (number)				
Internationally Recruited (IRS)	20	21	22	35
Support Staff	340	300	325	355
Agenda Program Expenditures (%)				
Increasing Productivity	49%	32%	36%	37%
(germplasm enhancement / breeding)	16%	20%	23%	23%
Protecting the Environment	16%	25%	17%	18%
Saving Biodiversity	3%	5%	7%	7%
Improving Policies	8%	11%	9%	9%
Strengthening NARS	23%	27%	30%	28%
(training)	-6%	7%	15%	14%
Total ($ million)	**9.9**	**9.2**	**9.9**	**11.0**
Object Expenditures (%)				
Personnel	50%	50%	57%	53%
Supplies / Services	38%	34%	29%	33%
Travel	5%	9%	7%	6%
Depreciation	7%	8%	8%	8%
Regional Expenditures (%)				
Sub-Saharan Africa (SSA)	100%	100%	100%	100%
Asia	0%	0%	0%	0%
Latin America / Caribbean (LAC)	0%	0%	0%	0%
West Asia / North Africa (WANA)	0%	0%	0%	0%
Center Financial Information				
Net Income	0.0			
Fund Balance, Dec. 31 ($ million)	0.8	0.1	–0.6	–0.9
Annual Center Cost Change (%)	19.2%	–1.7%	2.6%	–0.1%
Short-term Liquidity Indicators				
Working Capital (days expenditure)	28	3	–23	–31
Current Ratio	1.0	1.0	1.1	0.9
Longer-term Sustainability Indicator				
Operating Fund / Revenue (%)	7%	–6%	–5%	–1%
Fixed Asset Indicators				
Capital Expenditure ($ million)	1.1	1.1	0.6	2.7
Capital Expenditure / Depreciation (%)	183%	157%	75%	300%

CGIAR Members and Cooperating Institutions

MEMBERS	COOPERATING INSTITUTIONS
Industrial Countries (21)	
Australia	Australian Centre for International Agricultural Research
Austria	Ministry of Finance
Belgium	Belgian Administration for Development Cooperation
Canada	Canadian International Development Agency
Denmark	Danish International Development Authority
Finland	Finnish International Development Agency
France	Ministry of Foreign Affairs
Germany	Federal Ministry of Economic Cooperation and Development
Ireland	Department of Foreign Affairs
Italy	Ministry of Foreign Affairs
Japan	Ministry of Foreign Affairs
Luxembourg	Ministry of the Treasury
Netherlands	Ministry of Foreign Affairs
New Zealand	Ministry of Foreign Affairs and Trade
Norway	Royal Ministry of Foreign Affairs
Portugal	Ministry of Finance
Spain	Ministry of Agriculture (INIA)
Sweden	Swedish International Development Cooperation Agency
Switzerland	Swiss Development Cooperation and Humanitarian Aid
United Kingdom	Overseas Development Administration
United States	United States Agency for International Development
Developing Countries (22)	
Bangladesh	Ministry of Agriculture
Brazil	Ministry of Agriculture
China	Ministry of Agriculture
Colombia	Ministry of Agriculture
Côte d'Ivoire	Ministry of Agriculture
Egypt	Ministry of Agriculture
India	Ministry of Agriculture
Indonesia	Ministry of Agriculture
Iran	Ministry of Agriculture
Kenya	Ministry of Agriculture
Korea	Ministry of Agriculture
Mexico	Ministry of Agriculture
Nigeria	Ministry of Agriculture
Pakistan	Ministry of Agriculture
Peru	Ministry of Agriculture
Philippines	Ministry of Agriculture
Romania	Ministry of Agriculture and Food
Russian Federation	Russian Academy of Agricultural Sciences
South Africa	Ministry of Agriculture
Syria	Ministry of Agriculture
Thailand	Department of Agriculture
Uganda	Ministry of Agriculture

Foundations (3)

Ford Foundation
Kellogg Foundation
Rockefeller Foundation

International and Regional Organizations (12)

Asian Development Bank
African Development Bank
Arab Fund for Economic and Social Development
European Commission
Food and Agriculture Organization of the United Nations
Inter-American Development Bank
International Development Research Centre
International Fund for Agricultural Development
OPEC Fund for International Development
United Nations Development Programme
United Nations Environment Programme
World Bank

TOTAL CGIAR MEMBERS: 58

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