The International Livestock Research Institute (ILRI) works to improve food and nutrition security and reduce poverty in developing countries through research for efficient, safe and sustainable use of livestock. Co-hosted by Kenya and Ethiopia, it has regional or country offices and projects in East, South and Southern Asia as well as Central, East, Southern and West Africa.

cgiar.org

CGIAR is a global research partnership for a food-secure future. Its science is carried out by 15 research centres in close collaboration with hundreds of partners across the globe. cgiar.org
Samuel Ouma, a Brachiaria farmer and community facilitator with the Accelerated Value Chains Development Project in western Kenya (photo credit: ILRI/Muthoni Njiru).
The International Livestock Research Institute is a major partner in the Genebanks Platform and participates in the CGIAR Platforms for Big Data in Agriculture and Excellence in Breeding.
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</table>
ILRI is the co-founder, with the African Union New Partnership for Africa’s Development (AU-NEPAD), of the Biosciences eastern and central Africa (BecA-ILRI) Hub.
### Organizational information

#### Board of Trustees

<table>
<thead>
<tr>
<th>Name</th>
<th>Nationality</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lindsay Falvey</td>
<td>Australia</td>
<td>Chair (from November 2015, appointed April 2013)</td>
</tr>
<tr>
<td>Elsa Murano</td>
<td>USA</td>
<td>Vice chair  (appointed September 2016)</td>
</tr>
<tr>
<td>Jimmy Smith</td>
<td>Canada</td>
<td>Ex officio (director general, joined October 2011)</td>
</tr>
<tr>
<td>Andrew Tuimur</td>
<td>Kenya</td>
<td>Host country representative (joined February 2016)</td>
</tr>
<tr>
<td>Gebregziabher Gebreyohannes</td>
<td>Ethiopia</td>
<td>Host country representative (joined November 2015)</td>
</tr>
<tr>
<td>Chanda Nimbkar</td>
<td>India</td>
<td>Appointed November 2015</td>
</tr>
<tr>
<td>Judith Lungu</td>
<td>Zambia</td>
<td>Appointed November 2015</td>
</tr>
<tr>
<td>Richard Golding</td>
<td>UK</td>
<td>Appointed April 2015</td>
</tr>
<tr>
<td>Siew Fing Wong</td>
<td>Malaysia</td>
<td>Appointed November 2013 (left October 2019)</td>
</tr>
<tr>
<td>Jing Zhu</td>
<td>China</td>
<td>Appointed September 2016</td>
</tr>
<tr>
<td>Martyn Jeggo</td>
<td>UK/Australia</td>
<td>Appointed May 2017</td>
</tr>
<tr>
<td>Li Lin Foo</td>
<td>Malaysia</td>
<td>Appointed May 2019</td>
</tr>
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#### Senior leadership team

<table>
<thead>
<tr>
<th>Name</th>
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<th>Position</th>
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<tbody>
<tr>
<td>Jimmy Smith</td>
<td>Canada</td>
<td>Director general</td>
</tr>
<tr>
<td>Iain Wright</td>
<td>UK</td>
<td>Deputy director general, Integrated Sciences</td>
</tr>
<tr>
<td>Dieter Schillinger</td>
<td>Germany</td>
<td>Deputy director general, Biosciences</td>
</tr>
<tr>
<td>Shirley Tarawali</td>
<td>UK</td>
<td>Assistant director general, Planning and Partnerships</td>
</tr>
<tr>
<td>Siboniso Moyo</td>
<td>Zimbabwe</td>
<td>Director general’s representative in Ethiopia</td>
</tr>
<tr>
<td>Albin Hubscher</td>
<td>Colombia</td>
<td>Interim director, Corporate Services (left February 2019)</td>
</tr>
<tr>
<td>Michael Gerba</td>
<td>USA</td>
<td>Chief operating officer (joined April 2019)</td>
</tr>
<tr>
<td>Stella Kiwango</td>
<td>Tanzania</td>
<td>Director, People and Organizational Development</td>
</tr>
<tr>
<td>Thomas Randolph</td>
<td>USA</td>
<td>Director, CGIRAR Research Program on Livestock</td>
</tr>
<tr>
<td>Douwehan Mignouna</td>
<td>USA</td>
<td>Director, Biosciences eastern and central Africa (BecA)-ILRI Hub</td>
</tr>
</tbody>
</table>

#### Advocates

- Oraro & Co Advocates
- ACK Garden Annex, 6th Floor
- 1st Ngong Avenue
- P.O. Box 51236–00200
- Nairobi, Kenya

#### Auditors

- Ernst & Young LLP
- Certified Public Accountants
- Kenya Re Towers, Upper Hill, off Ragati Road
- P.O. Box 44286–00100
- Nairobi, Kenya

#### Address

**International Livestock Research Institute**

- Box 30709, Nairobi 00100 Kenya
- Phone +254 20 422 3000
- Fax +254 20 422 3001
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- International Livestock Research Institute
- Box 5689, Addis Ababa, Ethiopia
- Phone +251 11 617 2000
- Fax +251 11 667 6923
- Email ilri-ethiopia@cgiar.org
Statement of purpose

The International Livestock Research Institute (ILRI) envisions a world where all people have access to enough food and livelihood options to fulfil their potential. ILRI’s mission is to improve food and nutritional security and to reduce poverty in developing countries through research for efficient, safe and sustainable use of livestock—ensuring better lives through livestock.

ILRI’s three strategic objectives are:

i. With partners, to develop, test, adapt and promote science-based practices that—being sustainable and scalable—achieve better lives through livestock.

ii. With partners, to provide compelling scientific evidence in ways that persuade decision makers—from farms to boardrooms and parliaments—that smarter policies and bigger livestock investments can deliver significant socio-economic, health and environmental dividends to both poor nations and households.

iii. With partners, to increase capacity among ILRI’s key stakeholders to make better use of livestock science and investments for better lives through livestock.

ILRI is the co-founder, with the African Union New Partnership for Africa’s Development (AU-NEPAD), of the Biosciences eastern and central Africa (BecA)-ILRI Hub on its Nairobi campus where world-class facilities for biotechnology research are in use by ILRI, other international centres and many national partners.

CGIAR

ILRI is one of the 15 CGIAR research centres, a global research partnership that unites organizations engaged in research for a food-secure future. CGIAR research is dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services.

Built on a strong partnership between CGIAR’s funders and 15 centres, the governance model focuses on enabling CGIAR’s centres and partners to conduct high-quality research for development based on a solid foundation of clearly defined roles, responsibilities and accountabilities. Research is carried out by the 15 centres that are members of CGIAR in close collaboration with hundreds of partner organizations, including national and regional research institutes, civil society organizations, academia and the private sector.

The CGIAR Portfolio 2017–2022 builds on aspects of the CGIAR Portfolio 2010–2016 to maintain momentum in selected areas, but puts more emphasis on integrated agri-food systems-based approaches, nutrition and health, climate change, soils and degraded land, reducing food systems waste, food safety, global stewardship of genetic resources, and big data and information and communication technologies.

The CGIAR Portfolio 2017–2022 is structured around two interlinked clusters of challenge-led research. The first of these is the innovation in agri-food systems which involves adopting an integrated, agricultural systems approach to advancing productivity, sustainability, nutrition and resilience outcomes at scale. The second cluster consists of four cross-cutting global integrating programs framed to work closely with the agri-food systems programs within relevant agro-ecological systems. ILRI leads the CGIAR Research Program (CRP) on Livestock and participates in three other CGIAR research programs. ILRI is also a major partner in the Genebanks Platform and participates in the CGIAR Platform for Big Data in Agriculture.

Within ILRI, research staff work in one of ILRI’s seven research programs covering integrated sciences and biosciences that develop and deliver science-based practices, provide scientific evidence for decision-making and develop capacities of livestock-sector stakeholders.

Partnership research

ILRI works with partners worldwide to achieve its mission. As a relatively small institute with a large global mandate, partnership remains the institute’s fundamental modus operandi. The institute’s current strategy requires that ILRI increases the range as well as the number of its partners.

Locations and staff

ILRI is co-hosted by the governments of Kenya and Ethiopia and has offices in 9 other countries in Africa (Burkina Faso, Burundi, Ghana, Mali, Mozambique, Nigeria, Tanzania, Uganda and Zimbabwe); 4 offices in Asia (China, India, Pakistan and Vietnam); and 2 other hosting locations: Costa Rica and Scotland. In 2019, ILRI had 692 permanent staff. Out of the total number of permanent staff, 137 were internationally recruited staff comprising 36% female. A number of scientists at ILRI hold joint appointments with other partner institutions.

Governance

The Board of Trustees (the Board) comprises 12 outstanding professionals with particular expertise in the fields of livestock science, agricultural research, development, and corporate management. The Board serves as the governing body of the institute primarily

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1There were 11 Board members in April 2019, and 12 at the October 2019 meeting. Li Lin Foo joined the Board and Siew Fing Wong finished her term at the end of the meeting in October.
through its governance and oversight roles of ensuring that ILRI functions to the highest standard to execute its mission and deliver on its strategy. The Board ensures that plans and programs are appropriate for carrying out ILRI’s mandate, that they are in line with CGIAR priorities, and that they are aligned with the institute’s mission. The Board has fiduciary responsibility for ILRI’s financial resources.

**Funding**

ILRI is financed by CGIAR, major multilateral and bilateral donors, foundations and governments. Funding for the CRPs is disbursed using a three-window modality. For Window 1, funds are allocated to CRPs, payment of system costs and any other use required to achieve CGIAR’s mission. Window 2 funds are contributions designated by fund donors to one or more specific CRPs. Window 3 funds are contributions designated by the fund donors to individual CGIAR centres for specific pieces of work. Bilateral funds are from a large group of public, governmental, foundations and private organizations from the North and South. In-kind support from national partners, particularly Kenya and Ethiopia, as well from other countries and international collaborators, is substantial and vital. This mix of generic, specific and in-kind resources is essential for the partnership research ILRI conducts.

ILRI acknowledges the countries and organizations that supported its research in 2019, which are listed in Exhibits 1 through II. The institute could not have advanced its mission without their intellectual and financial support.

Signed on behalf of the Board of Trustees by:

______________________________
Jimmy Smith
Director general
28 April 2020

Within ILRI, research staff work in one of ILRI’s seven research programs covering integrated sciences and biosciences that develop and deliver science-based practices, provide scientific evidence for decision-making and develop capacities of livestock-sector stakeholders.
Corporate governance

The basic principles and rules concerning the organization and operation of the Board of Trustees of the International Livestock Research Institute (ILRI) are laid down in the institute’s constitution and in the Board’s rules of governance.

The Board comprises five committees: (a) Program Committee, (b) Finance Committee, (c) Audit and Risk Committee, (e) Nominations and Governance Committee and (f) Executive Committee.

Purpose of the committees

The Program Committee addresses all matters regarding the conception, elaboration, implementation and evaluation of the institute’s programs of research, training and information. The committee provides directives concerning program orientation or conduct for the benefit of the director general and senior management. It also advises on optimizing program implementation and related matters.

The Finance Committee ensures that the Board fulfils its fiduciary responsibilities related to the budget preparation, budget execution, and financial systems and management reporting practices of the institute. The committee carries out its work against the backdrop of the institute’s research strategies, its operating procedures and policies as approved by the Board.

The Audit and Risk Committee is responsible for advising ILRI’s Board on all matters relating to ILRI’s accounting and financial management practices, internal controls, and audit results, both external and internal, and institutional risk assessment and management. The committee recommends to the Board whether it should accept the external audit reports and suggests courses of remedial action if any, which should be implemented to follow up on audit findings. This committee also determines whether the internal control and audit systems established are adequate and whether the internal audit function is efficient and effective.

The Nominations and Governance Committee advises the Board on its composition, functioning and governance and guides the processes for selection and recruitment of the director general.

The Executive Committee acts for the full Board in between Board meetings and on matters which the Board delegates to it.

Membership of the Board committees

During 2019, the Program, Finance and Audit and Risk committees of the Board were made up of all Board members. The Board Executive Committee consists of the Board chair, vice chair and chairs of all other committees and the director general. The Nominations and Governance Committee is made up of chairs of all committees, the vice chair and is chaired by the Board chair.

Frequency of Board meetings

The Board of Trustees meets twice a year in April/May and in October/November. In 2019, the April meeting was held in Addis Ababa, Ethiopia, and the October meeting in Nanjing, China.

External audit

ILRI’s auditors are appointed by the Board for a period of four years. The current auditors, Ernst & Young LLP (EY), were appointed in July 2015 for the first four-year term subject to performance. In November 2018, the Board approved the retention of EY for an additional two years, noting this to be within the provisions of Financial Guideline 3 of CGIAR. The external auditors present and discuss the annual financial audited reports with the Audit and Risk Committee in the April/May Board meeting.

Lindsay Falvey
Chair, Board of Trustees
28 April 2020
livestock research conducted by ILRI is targeted at the sustainable, resilient and inclusive transformation of livestock food systems in low- and middle-income countries. The research contributes to CGIAR System Level Outcomes and to the Sustainable Development Goals, particularly the eight where livestock make direct contributions.

ILRI leads the Livestock CGIAR Research Program (CRP), which also includes the International Center for Tropical Agriculture (CIAT), the International Center for Agricultural Research in the Dry Areas (ICARDA), the Swedish University of Agricultural Sciences (SLU) and the German development agency GIZ as core partners. ILRI also delivers livestock science to three other CRPs; namely, Agriculture for Nutrition and Health, Climate Change Agriculture and Food Security, and Policies, Institutions and Markets. ILRI participates in the CGIAR platforms for Genebanks, Excellence in Breeding, and Big Data in Agriculture. For the Livestock CRP the Board exercises its responsibility as the governing body of the lead centre through direct review of the program’s plan of work and budget, its annual report and reports from the CRP director at every Board meeting. Annually, the Board receives a report from the Livestock CRP Independent Steering Committee (ISC) through in-person or virtual interaction with the committee chair.

ILRI is pleased to play a new role in two new CGIAR-wide initiatives which began in 2019. The CGIAR’s Antimicrobial Resistance (AMR) Hub is hosted and managed by ILRI in Nairobi and was launched in February. CGIAR centres that are members of the Hub are ILRI, the International Food Policy Research Institute (IFPRI), the International Water Management Institute (IWMI) and WorldFish, and through these centres many national and international partners are affiliated. Working with all CGIAR centres, ILRI is also leading the CGIAR Gender Platform following its approval at the 9th CGIAR System Council meeting (November 2019).

Among the significant research results from ILRI in 2019 was the first inclusion of Tier 2 data for methane emissions from livestock in Kenya in the 2019 Refinement to the 2006 Guidelines for National Greenhouse Gas (GHG) Inventories provided by the Intergovernmental Panel on Climate Change (IPCC), which is the handbook for every country for achieving their GHG reporting. Until now, these guidelines were not fully complementary to African livestock systems, but inclusion of this data means they are now better aligned. Another first was the use of genotyping and phenotyping platforms developed by ILRI and partners to select elite dairy bulls in Tanzania and Ethiopia. ILRI scientists in partnership with the Centre for Tropical Livestock Genetics and Health have made new discoveries about the molecular basis for resistance to East Coast fever, which opens up new opportunities for vaccine development. Important new findings have advanced the concepts of women’ empowerment highlighting how empowerment of an individual is not bound to that individual only but resides also in others around her. These findings have implications for how interventions to empower women should be designed and targeted.

ILRI played a significant role in the first Food and Agriculture Organization of the United Nations/World Health Organization/African Union International Food Safety Conference and a major new report on global food safety, with ILRI as a key partner, was launched by the Global Food Safety Partnership in Addis Ababa, Ethiopia in February. The report highlights the importance of informal markets where most smallholders sell their crops, vegetables and livestock products.

The World Economic Forum (WEF) invited ILRI to prepare a white paper on the future of livestock. Titled ‘Meat: the Future series, options for the livestock sector in developing and emerging economies to 2030 and beyond,’ ILRI’s paper addresses opportunities for the livestock sector to sustainably meet the growing demand for animal-source foods in developing and emerging economies to 2030 and beyond. It was published under the auspices of the WEF’s Shaping the Future of Food initiative, which focuses on how to develop inclusive, sustainable and nutritious food systems.

In 2019, ILRI engaged and supported CGIAR system-wide events and processes, including participation of the Board chair and director general in the CGIAR 3rd General Assembly (Bogor, Indonesia) in January, and the CGIAR Extraordinary General Assembly in Rome in December as well as face-to-face and virtual meetings of board chairs and directors general. ILRI hosted the 8th CGIAR System Council meeting at its Addis Ababa campus in Ethiopia in May, ILRI staff were active contributors to many system events and communities of practice throughout 2019. ILRI scientists also participated in CGIAR events held at the EAT Forum in June and the Committee on Food Security in October.

In 2019, the Board held two meetings. The first, in April in Addis Ababa, Ethiopia, and the second, in late October, in Nanjing, China. The latter was hosted by the Nanjing Agricultural University (NAU) and included meetings between ILRI management and university counterparts to identify key areas for collaborative research, as well as meetings with key collaborators in Beijing. Several areas (African swine fever, antimicrobial resistance, Sino-Africa genomics, feed resources and capacity development)
were prioritized and a memorandum of understanding between ILRI and NAU was signed following which seed funding is expected to commence in 2020. Board and management participated in the ceremony for the Global Confederation of Higher Education Associations for Agricultural and Life Sciences (GCHERA) World Agricultural Prize where the Board chair, Lindsay Falvey, gave an address. The ILRI delegation also joined part of the GCHERA conference: Transforming Higher Education where Iain Wright (ILRI deputy director general) gave a presentation on: ‘Bridging the gap: human resource development key to moving from excellence in livestock research to development impacts.’

At its April meeting, in accord with its rules of governance and the ILRI constitution, the Board invited the current chair to extend his term (scheduled to end in April 2020) for a second year to April 2021. I was pleased to accept the invitation. At the October meeting, Board member and chair of the Audit and Risk Committee, Siew Fing Wong, completed her term on the Board, and the Board welcomed new member Li Lin Foo as the incoming chair of the committee. The entire Board and management were highly appreciative of the outstanding professional contributions Siew Fing brought to the ILRI Board. The Board unanimously approved a second three-year term for Board member and chair of the program committee, Martyn Jeggo.

The Board approved two revised policies in 2019, a revised education grant policy and a revised policy on external auditors. The Board recognized that in 2019 ILRI had continued to operate in a conservative manner and within its investment policy. The investment policy was due for review at the October meeting and the Board confirmed there should be no changes to the policy. The Board also reviewed and revised the ILRI constitution in 2019, ensuring that the terminology and format were current with present CGIAR modalities.

CRP and ILRI management ensure that Window 3 and bilateral resources, which constitute the majority of funding, are aligned and contributing to CGIAR and institute agendas. ILRI has a broad resource mobilization strategy that aligns resources with CGIAR objectives, sourcing funds through windows 1 and 2 support as well as bilateral and Window 3 funds.

I certify that, to the best of my knowledge and belief,

i. all members of the Board of Trustees, and any centre staff as may be required under the centre’s policies, have made a signed declaration of conflicts of interests, whether perceived or actual, and appropriate action has been taken to manage any such conflicts;

ii. the Board of Trustees has carried out an annual evaluation of the director general’s performance in accordance with the centre’s human resource policies;

iii. the Board of Trustees has carried out an annual evaluation of the performance of the Board chair, the Board secretary and the overall functioning of the Board and its committees; and

iv. the Board and all committees have complied with their respective mandates and terms of reference.

The Board is pleased to note the continued financial health and stability and the sound and prudent management of the institute’s financial resources. In 2019, ILRI had an operating budget of USD86 million. Revenue in 2019 amounted to USD74.5 million against expenditure of USD74.4 million resulting in surplus of USD0.1 million. The institute’s undesignated net assets at the end of 2019 amount to USD20 million (total net assets amount to USD34.9 million) with liquidity and operational reserve levels above CGIAR recommended ranges.

The Board remains confident that based on sound financial and programmatic planning, management and implementation, the institute remains well positioned to deliver on its mission. The Board would like to thank all ILRI staff for their continued commitment and hard work.

On behalf of the members of the Board, I thank our investors and partners for their confidence and continued support that is allowing the institute to fulfill its mission.

_________________________
Lindsay Falvey
Chair, Board of Trustees
28 April 2020
The CGIAR’s Antimicrobial Resistance (AMR) Hub is hosted and managed by ILRI in Nairobi and was launched in February 2019.
Sheep in Katanga Village, near Fakara, Niger
(photo credit: ILRI/Stevie Mann).

2019
Financial statements
### Five-year financial review

<table>
<thead>
<tr>
<th>Year</th>
<th>Income USD’000</th>
<th>Expenses USD’000</th>
<th>Surplus/ (loss) USD’000</th>
<th>CGIAR benchmarks</th>
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<tr>
<td>2015</td>
<td>76,734</td>
<td>74,595</td>
<td>2,140</td>
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<tr>
<td>2016</td>
<td>76,181</td>
<td>77,025</td>
<td>(844)</td>
<td>74,396</td>
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<td>2017</td>
<td>71,729</td>
<td>72,696</td>
<td>(967)</td>
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<tr>
<td>2018</td>
<td>77,759</td>
<td>77,425</td>
<td>334</td>
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<td>2019</td>
<td>74,498</td>
<td>74,396</td>
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### Assets

<table>
<thead>
<tr>
<th>Year</th>
<th>Non-current</th>
<th>Current</th>
<th>Total assets USD’000</th>
<th>CGIAR benchmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>10,191</td>
<td>88,311</td>
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<td>2016</td>
<td>10,713</td>
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<td>2017</td>
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<td>2018</td>
<td>15,094</td>
<td>75,898</td>
<td>90,993</td>
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<td>2019</td>
<td>17,593</td>
<td>77,831</td>
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### Net assets & liabilities

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<thead>
<tr>
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<th>Non-current liabilities USD’000</th>
<th>Current liabilities USD’000</th>
<th>Total net assets &amp; liabilities USD’000</th>
<th>CGIAR benchmarks</th>
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<tbody>
<tr>
<td>2015</td>
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<tr>
<td>2017</td>
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<td>79,904</td>
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<tr>
<td>2018</td>
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<td>5,763</td>
<td>75,898</td>
<td>90,993</td>
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<td>34,853</td>
<td>6,713</td>
<td>77,831</td>
<td>95,424</td>
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### Short term stability indicator (liquidity (days))

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<thead>
<tr>
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<th>Liquidity (days)</th>
<th>CGIAR min</th>
<th>CGIAR m</th>
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<td>173</td>
<td>145</td>
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<td>2017</td>
<td>150</td>
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<tr>
<td>2018</td>
<td>155</td>
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</tr>
<tr>
<td>2019</td>
<td>145</td>
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### Expenses per day

<table>
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</tr>
<tr>
<td>2016</td>
<td>174</td>
</tr>
<tr>
<td>2017</td>
<td>120</td>
</tr>
<tr>
<td>2018</td>
<td>113</td>
</tr>
<tr>
<td>2019</td>
<td>113</td>
</tr>
</tbody>
</table>

### Working capital

<table>
<thead>
<tr>
<th>Year</th>
<th>Working capital USD’000</th>
<th>CGIAR benchmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>31,239</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>29,894</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>26,094</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>25,419</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>23,973</td>
<td></td>
</tr>
</tbody>
</table>

### Gross operating expenditure

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross operating expenditure USD’000</th>
<th>_less depreciation (including project assets) USD’000</th>
<th>_less collaboration USD’000</th>
<th>Net operating expenditure USD’000</th>
<th>CGIAR benchmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>74,593</td>
<td>(2,176)</td>
<td>(6,599)</td>
<td>65,818</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>77,024</td>
<td>(2,104)</td>
<td>(8,767)</td>
<td>66,153</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>72,697</td>
<td>(2,106)</td>
<td>(7,218)</td>
<td>63,372</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>77,377</td>
<td>(2,752)</td>
<td>(14,806)</td>
<td>59,819</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>74,395</td>
<td>(2,161)</td>
<td>(11,923)</td>
<td>60,311</td>
<td></td>
</tr>
</tbody>
</table>

### Undesignated net assets

<table>
<thead>
<tr>
<th>Year</th>
<th>Undesignated net assets USD’000</th>
<th>Cash management of restricted operations</th>
<th>Current ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>21,672</td>
<td>23%</td>
<td>1.5</td>
</tr>
<tr>
<td>2016</td>
<td>20,499</td>
<td>20%</td>
<td>1.6</td>
</tr>
<tr>
<td>2017</td>
<td>19,145</td>
<td>27%</td>
<td>1.5</td>
</tr>
<tr>
<td>2018</td>
<td>22,180</td>
<td>27%</td>
<td>1.5</td>
</tr>
<tr>
<td>2019</td>
<td>19,965</td>
<td>22%</td>
<td>1.4</td>
</tr>
</tbody>
</table>

### Financial performance summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Income USD millions</th>
<th>Expenses USD millions</th>
<th>Surplus/ (loss) USD millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2.1</td>
<td>(10)</td>
<td>(8)</td>
</tr>
<tr>
<td>2016</td>
<td>(0.8)</td>
<td>(10)</td>
<td>(1.0)</td>
</tr>
<tr>
<td>2017</td>
<td>(1.0)</td>
<td>(10)</td>
<td>(0.3)</td>
</tr>
<tr>
<td>2018</td>
<td>0.3</td>
<td>(10)</td>
<td>(0.1)</td>
</tr>
<tr>
<td>2019</td>
<td>0.1</td>
<td>(10)</td>
<td>(0.1)</td>
</tr>
</tbody>
</table>

*Income, Expenses, and Surplus/ (loss) in USD’000*
ILRI leads the Livestock CGIAR Research Program, which also includes CIAT, ICARDA, SLU and GIZ as core partners.
Statement of management responsibilities

Management is required to prepare consolidated financial statements for each financial year, which give a true and fair view of the state of affairs of the institute and its subsidiary as at the end of the financial year and of the consolidated results of activities and cash flows of the institute and its subsidiary for that year. Management is also required to ensure that the institute keeps proper accounting records, which disclose with reasonable accuracy at any time the financial position of the institute and its subsidiary. They are also responsible for safeguarding the assets of the institute and its subsidiary.

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards (IFRS) and for such internal controls as trustees determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Management accepts responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with IFRS. Management is of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the institute and its subsidiary and of its consolidated results of activities and cash flows.

Management further accepts responsibility for the maintenance of accounting records, which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control, selecting and applying appropriate accounting policies and making accounting estimates and judgments that are reasonable in the circumstances.

The Board of Trustees exercises its responsibility for these financial statements through its Finance, and Audit and Risk committees. The committees interact regularly with management, internal auditors and external auditors to review matters relating to financial planning, financial reporting, risk management, internal control, and auditing.

Nothing has come to the attention of management to indicate that the institute and its subsidiary will not remain going concerns for at least the next 12 months from the date of this statement.

Signed on behalf of management by:

Jimmy Smith
Director general
28 April 2020

Robert Nzioka
Chief financial officer
28 April 2020
ILRI Board statement on risk management

The ILRI Board has overall responsibility for overseeing the institute’s internal control and risk management systems and for reviewing their adequacy and effectiveness in alignment with CGIAR principles and guidelines adopted by all CGIAR centres. This process lends support to the role of management in implementing the various policies on risk and control, which have been approved by the Board. Under an Enterprise Risk Management (ERM) approach, the goal is not to control or avoid all risk, but rather to take advantage of opportunities, while reducing or mitigating threats within the institute risk’s appetite. The institute’s risk appetite approach is to minimize its exposure to reputational, operational and financial risk, whilst recognizing, accepting and encouraging an appropriate degree of risk in pursuit of its mission and objectives. It recognizes that its appetite for risk varies according to the activity undertaken, and that its acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorized, and that sensible measures to mitigate risk are established.

The Board has delegated its authority to the Audit and Risk Committee (A&RC) to review and determine the levels of different categories of risk, whilst management and unit/program heads are delegated the responsibility to manage risks related to their respective units/programs. The process requires the unit/program heads to identify and assess the relevant risks in terms of likelihood and magnitude of impact (each on a four-point scale), as well as to identify and evaluate the adequacy and effectiveness of applying the mechanisms in place to manage and mitigate these risks and how these change over time. Key risks; which include strategic, programmatic, operational, financial, reputational, and staff and stakeholder risks that are inherent in the nature of the institute’s activities are identified and assessed at unit and program level, then deliberated at the Institute Management Committee and significant risks are communicated to the Board at their scheduled meetings.

The institute endeavours to manage risk by ensuring that mitigation actions are undertaken, which include making sure appropriate infrastructure, controls, systems and people are in place throughout the institute. Key practices employed in managing risks and opportunities include business environmental scans, clear policies and accountabilities, transaction approval frameworks, financial and management reporting, and the monitoring of metrics designed to highlight positive or negative performance of individuals and business processes across a broad range of key performance areas.

The design and effectiveness of the risk management system and internal controls is subject to ongoing review by the institute’s Internal Audit Unit, which is independent of the business and research units, and which reports on the results of its audits directly to the director general and to the Board through the Audit and Risk Committee. Taken together, the Board is satisfied with the attention paid by management to risk. With regard to ILRI’s 2019 Financial Statements and the effectiveness of internal controls over financial reporting, the A&RC reviewed management’s assertions in its 2019 Management Letter (provided to the external auditors) and Management’s Statement of Responsibility for Financial Reporting included as part of the annual financial statement and its assertions that internal controls are adequate.

The Board also remains very alert to the impact of external events over which the institute has no control over, other than to monitor and, as the occasion arises, to provide mitigation.

Lindsay Falvey
Chair, Board of Trustees
28 April 2020
Independent auditor's report

We have audited the accompanying financial statements of the International Livestock Research Institute (ILRI) set out on pages 22 to 88, which comprise the consolidated statement of financial position as at 31 December 2019, and the consolidated statement of activities, consolidated statement of changes in net assets and consolidated statement of cash flows, for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of ILRI as at 31 December 2019, and its consolidated financial performance and consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the institute in accordance with the International Ethics Standards Board for Accountants’ code of ethics for professional accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code, and in accordance with other ethical requirements applicable to performing audits of consolidated financial statements in Kenya. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Trustees are responsible for the other information. The other information comprises the organization information, the statement of purpose, corporate governance, the statement by the chair of the Board of Trustees, statement of management responsibilities and the ILRI Board statement on risk management. The other information does not include the consolidated financial statements and our auditor’s report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS), and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the institute’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intend to liquidate the institute or to cease operations, or have no realistic alternative but to do so. Those charged with governance are responsible for overseeing the institute’s financial reporting processes.

Auditor’s responsibilities for the audit of the consolidated financial statements.

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

• Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the institute’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.

- Conclude on the appropriateness of the Trustees use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the institute’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report.

However, future events or conditions may cause the institute to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Trustees regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The engagement partner responsible for the audit resulting in this independent auditor’s report is CPA Nancy Muhoya Practicing Certificate No. 2158.

Nairobi, Kenya
28 April 2020

Fodder research at the ILRI Forage Genebank (photo credit: ILRI/Apollo Habtamu).
ILRI played a significant role in the first FAO/WHO/AU International Food Safety Conference and a major new report on global food safety, which was launched by the Global Food Safety Partnership in 2019.
## Consolidated statement of financial position

**AT 31 DECEMBER 2019**

<table>
<thead>
<tr>
<th>Note</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>6</td>
<td>56,196</td>
</tr>
<tr>
<td>Account receivables</td>
<td>7</td>
<td>18,680</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>8</td>
<td>2,548</td>
</tr>
<tr>
<td>Inventories</td>
<td>9</td>
<td>407</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td><strong>77,831</strong></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plants and equipment</td>
<td>10</td>
<td>15,568</td>
</tr>
<tr>
<td>Biological assets</td>
<td>11</td>
<td>2,025</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td><strong>17,593</strong></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td><strong>95,424</strong></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>12</td>
<td>52,200</td>
</tr>
<tr>
<td>Provisions</td>
<td>13</td>
<td>433</td>
</tr>
<tr>
<td>Accruals</td>
<td>14</td>
<td>1,225</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td></td>
<td><strong>53,858</strong></td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term employee benefits</td>
<td>15</td>
<td>6,713</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td></td>
<td><strong>6,713</strong></td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td></td>
<td>19,965</td>
</tr>
<tr>
<td>Designated</td>
<td></td>
<td>14,888</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td></td>
<td><strong>34,853</strong></td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS AND LIABILITIES</strong></td>
<td></td>
<td><strong>95,424</strong></td>
</tr>
</tbody>
</table>

The consolidated financial statements were approved by the Board of Trustees on 28 April 2020 and were signed on its behalf by:

**Jimmy Smith**  
Director general  
28 April 2020

**Robert Nzioka**  
Chief financial officer  
28 April 2020

The notes and exhibits set out on pages 27 to 88 form an integral part of these consolidated financial statements.
# Consolidated statement of activities and other comprehensive income

**FOR THE YEAR ENDED 31 DECEMBER 2019**

<table>
<thead>
<tr>
<th>Note</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>17</td>
<td>-</td>
</tr>
<tr>
<td>Window 1 &amp; Window 2</td>
<td>17</td>
<td>23,217</td>
</tr>
<tr>
<td>Window 3</td>
<td>17</td>
<td>20,714</td>
</tr>
<tr>
<td>Bilateral</td>
<td>17</td>
<td>20,341</td>
</tr>
<tr>
<td>Other revenues and gains</td>
<td>18</td>
<td>7,770</td>
</tr>
<tr>
<td>Sale of livestock</td>
<td>19</td>
<td>312</td>
</tr>
<tr>
<td>Fair value (loss) gain on livestock</td>
<td>21</td>
<td>175</td>
</tr>
<tr>
<td>Cost of sale of livestock</td>
<td>20</td>
<td>(99)</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE AND GAINS</strong></td>
<td></td>
<td>72,630</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research expenses</td>
<td>23</td>
<td>46,653</td>
</tr>
<tr>
<td>Collaborator expenses</td>
<td>24</td>
<td>11,923</td>
</tr>
<tr>
<td>General and administration expenses</td>
<td>25</td>
<td>8,624</td>
</tr>
<tr>
<td>Other expenses and losses</td>
<td>26</td>
<td>5,628</td>
</tr>
<tr>
<td>Expected credit loss</td>
<td>3</td>
<td>1,081</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td></td>
<td>73,909</td>
</tr>
<tr>
<td>Financial income</td>
<td>27</td>
<td>1,769</td>
</tr>
<tr>
<td>Financial expenses</td>
<td>27</td>
<td>(386)</td>
</tr>
<tr>
<td><strong>SURPLUS/ (DEFICIT) FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td>104</td>
</tr>
<tr>
<td><strong>OTHER COMPREHENSIVE INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revaluation gains/losses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange differences on translation or foreign operations</td>
<td>(2)</td>
<td>5</td>
</tr>
<tr>
<td>Actuarial gains/ (losses) on post-employment benefit obligations</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OTHER COMPREHENSIVE INCOME</strong></td>
<td></td>
<td>(2)</td>
</tr>
<tr>
<td><strong>TOTAL SURPLUS/ (DEFICIT) FOR THE YEAR</strong></td>
<td></td>
<td>102</td>
</tr>
</tbody>
</table>

The notes and exhibits set out on pages 27 to 88 form an integral part of these consolidated financial statements.
# Consolidated statement of changes in net assets

**FOR THE YEAR ENDED 31 DECEMBER 2019**

<table>
<thead>
<tr>
<th>Description</th>
<th><strong>Undesignated reserves</strong></th>
<th>Designated investment in fixed assets</th>
<th><strong>Designated replacement of centre assets</strong></th>
<th><strong>Kapiti exchange translation reserves</strong></th>
<th>ILRI designated reserves</th>
<th>Total USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At January 2018</strong></td>
<td>19,145 USD’000</td>
<td>11,732 USD’000</td>
<td>3,541 USD’000</td>
<td>(2) USD’000</td>
<td>15,271 USD’000</td>
<td>34,416 USD’000</td>
</tr>
<tr>
<td>Surplus/ (deficit) for the year</td>
<td>330 USD’000</td>
<td>-</td>
<td>- USD’000</td>
<td>- USD’000</td>
<td>- USD’000</td>
<td>330 USD’000</td>
</tr>
<tr>
<td>Exchange translation*</td>
<td>- USD’000</td>
<td>-</td>
<td>- USD’000</td>
<td>5 USD’000</td>
<td>5 USD’000</td>
<td>5 USD’000</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>330 USD’000</td>
<td>-</td>
<td>- USD’000</td>
<td>5 USD’000</td>
<td>5 USD’000</td>
<td>335 USD’000</td>
</tr>
<tr>
<td>Centre fixed assets replacement</td>
<td>3,541 USD’000</td>
<td>-</td>
<td>(3,541) USD’000</td>
<td>- USD’000</td>
<td>(3,541) USD’000</td>
<td>- USD’000</td>
</tr>
<tr>
<td>Net change in investment in fixed assets</td>
<td>(836) USD’000</td>
<td>836 USD’000</td>
<td>- USD’000</td>
<td>- USD’000</td>
<td>836 USD’000</td>
<td>- USD’000</td>
</tr>
<tr>
<td><strong>Balance as at December 2018</strong></td>
<td>22,180 USD’000</td>
<td>12,568 USD’000</td>
<td>- USD’000</td>
<td>3 USD’000</td>
<td>12,571 USD’000</td>
<td>34,751 USD’000</td>
</tr>
</tbody>
</table>

| **At January 2019**                                                       | 22,180 USD’000             | 12,568 USD’000                       | - USD’000                                  | 3 USD’000                   | 12,571 USD’000 | 34,751 USD’000 |
| Surplus/ (deficit) for the year                                           | 104 USD’000                | -                                    | - USD’000                                  | - USD’000                   | - USD’000      | 104 USD’000    |
| Exchange translation*                                                     | - USD’000                  | -                                    | - USD’000                                  | (2) USD’000                 | (2) USD’000    | (2) USD’000    |
| Total comprehensive income for the year                                   | 104 USD’000                | -                                    | - USD’000                                  | (2) USD’000                 | (2) USD’000    | 102 USD’000    |
| Net change in investment in fixed assets                                  | (2,319) USD’000            | 2,319 USD’000                        | - USD’000                                  | - USD’000                   | 2,319 USD’000  | - USD’000     |
| **Balance as at December 2019**                                           | 19,965 USD’000             | 14,887 USD’000                       | - USD’000                                  | 1 USD’000                   | 14,888 USD’000 | 34,833 USD’000 |

*Exchange translation on opening reserves in subsidiary and opening balance of assets

**Undesignated reserves refer to that part of net assets that is not allocated by management for specific purposes.

***Designated reserves refer to that part of net assets that has been allocated by management for specific purposes such as future acquisition of property and equipment and replacement of the institute’s assets.

The notes and exhibits set out on pages 27 to 88 form an integral part of these consolidated financial statements.
### Consolidated statement of cash flows

**FOR THE YEAR ENDED 31 DECEMBER 2019**

<table>
<thead>
<tr>
<th>Note</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus/ (deficit) for the year</td>
<td>104</td>
<td>330</td>
</tr>
<tr>
<td><strong>Adjustments to reconcile surplus or deficit to net cash flows</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation on property and equipment and amortization of intangible assets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance income</td>
<td>27</td>
<td>(1,769)</td>
</tr>
<tr>
<td>Finance expenses</td>
<td>27</td>
<td>386</td>
</tr>
<tr>
<td>Fair value adjustments on biological assets</td>
<td>21</td>
<td>(175)</td>
</tr>
<tr>
<td>Movement in long-term employee benefits</td>
<td>15</td>
<td>1,427</td>
</tr>
<tr>
<td>Movement in provisions for bad and doubtful debts</td>
<td>7</td>
<td>(195)</td>
</tr>
<tr>
<td>Movement in general provisions</td>
<td>13</td>
<td>155</td>
</tr>
<tr>
<td>Leave accruals</td>
<td>12</td>
<td>621</td>
</tr>
<tr>
<td>Other fixed movements and exchange differences</td>
<td>-</td>
<td>(2)</td>
</tr>
<tr>
<td><strong>Decrease (increase) in assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account receivables</td>
<td>7</td>
<td>(1,354)</td>
</tr>
<tr>
<td>Prepayments</td>
<td>-</td>
<td>353</td>
</tr>
<tr>
<td>Inventories</td>
<td>8</td>
<td>73</td>
</tr>
<tr>
<td>Increase (decrease) in liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account payables</td>
<td>11</td>
<td>3,453</td>
</tr>
<tr>
<td>Provisions paid</td>
<td>13</td>
<td>(288)</td>
</tr>
<tr>
<td>Accruals</td>
<td>12</td>
<td>(845)</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>4,104</td>
<td>(453)</td>
</tr>
<tr>
<td>Interest received</td>
<td>13</td>
<td>1,389</td>
</tr>
<tr>
<td><strong>Net cash inflow (outflow) from operating activities</strong></td>
<td>5,493</td>
<td>1,057</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisition of property and equipment</td>
<td>9</td>
<td>(4,489)</td>
</tr>
<tr>
<td>Purchase of biological assets</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash inflow (outflow) from investing activities</strong></td>
<td>(4,489)</td>
<td>(3,565)</td>
</tr>
<tr>
<td><strong>Net (decrease)/increase in cash and cash equivalents</strong></td>
<td>1,004</td>
<td>(2,509)</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at the beginning of the year</strong></td>
<td>55,192</td>
<td>57,701</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at the end of the year</strong></td>
<td>56,196</td>
<td>55,192</td>
</tr>
</tbody>
</table>

The notes and exhibits set out on pages 27 to 88 form an integral part of these consolidated financial statements.
Notes to the consolidated financial statements

1. REPORTING ENTITY

Creation and status of ILRI
The International Livestock Research Institute (ILRI) was created as an international organization by an agreement dated 21 September 1994 signed in Berne, Switzerland, by the governments of Switzerland, Denmark, Sweden, Kenya and Ethiopia and the United Nations Environment Programme. On 1 January 1995, all the activities, assets, liabilities and fund balances of the International Laboratory for Research on Animal Diseases (ILRAD) based in Nairobi, Kenya, and the International Livestock Centre for Africa (ILCA) based in Addis Ababa, Ethiopia, were transferred to ILRI.

ILRI operates under agreements entered into with the governments of the respective host countries (Kenya and Ethiopia). The Government of Kenya (1974) and the Government of Ethiopia (1976) made available to ILRI leasehold land of approximately 70 hectares and 32 hectares, respectively.

ILRI is a CGIAR research centre, operating under the name CGIAR System Organization since 1 July 2016. CGIAR System Organization is a global research partnership for a food-secure future. The System Organization advances international agricultural research for a food-secure future by integrating and coordinating the efforts of those who fund research and those who do the research. The CGIAR System Organization is comprised of the System Management Board, the System Management Office and 15 research centres.

ILRI’s livestock research agenda continues to address many of the world’s most pressing sustainable development challenges and to raise the profile of livestock globally. Our research contributes to both the CGIAR System Level Outcomes and to the Sustainable Development Goals.

CGIAR Research Programs (CRPs)
2019 was the third full year for ILRI’s realigned research programs as well as the third year of the second phase of CGIAR research programs (CRPs). In addition to leading the Livestock CGIAR Research Program (CRP), ILRI delivers livestock science primarily to three other CRPs including Agriculture for Nutrition and Health, Climate Change Agriculture and Food Security, and Policies, Institutions and Markets. ILRI scientists also make substantive contributions to the platforms for Genebanks, Excellence in Breeding and Big Data in Agriculture. ILRI’s research and the livestock agenda remains highly relevant to addressing the world’s pressing sustainable development challenges and the institute continues to deliver valuable research products and raise the profile of livestock in this regard.

With a better alignment between ILRI’s internal programs and the CRPs, the institute’s livestock research is well positioned to contribute to the CGIAR System Level Outcomes and the Sustainable Development Goals. In 2019, funding through Window1 and Window 2 constituted about 31% (up from 27% in 2018) of the institute’s total income of USD74.4 million. The Board and management thus continue to emphasize the importance of attracting Window 1 and Window 2 support and also raising bilateral resources through a robust and multifaceted resource mobilization strategy aligned with overall CGIAR initiatives.

The financial statements of ILRI have been consolidated with the financial statements of its subsidiary—Kapiti Plains Estate Limited.

Subsidiary—Kapiti Plains Estate Limited
Kapiti Plains Estate Limited is a wholly owned subsidiary of ILRI purchased in 1981 and registered under the Companies Act of Kenya. The company operates a ranch that was acquired primarily to support the research needs of ILRI. The subsidiary sells surplus livestock to third parties. The loss for the year ending 31 December 2019 amounted to USD0.4 million (2018: USD0.5 million). At the end of 31 December 2019, the subsidiary had a receivable balance of USD4 million (2018: USD3 million) in ILRI’s books.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of preparation
The financial statements of the group (which comprises ILRI and its whole owned subsidiary, Kapiti Plains Estate Limited) have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB). These financial statements for the year ended 31 December 2019 are the third the group has prepared in accordance with IFRS. The consolidated financial statements have been prepared on a historical cost basis, except for biological assets belonging to the subsidiary which have been measured at fair value.

(b) Basis of consolidation
The consolidated financial statements comprise the financial statements of the institute and its subsidiary, Kapiti Plains Estate Limited, in which the institute holds 100% of the voting rights as at 31 December 2019.
Notes to the consolidated financial statements (cont’d)

Control is achieved when the institute is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the institute controls an investee if, and only if, the institute has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee).
- Exposure, or rights, to variable returns from its involvement with the investee.
- The ability to use its power over the investee to affect its returns.

Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are de-consolidated from the date the control ceases. All inter-company balances, transactions, income and expenses and profits and losses resulting from inter-company transactions are eliminated in full.

Where necessary, adjustments are made to the financial statements of subsidiary to bring their accounting policies into line with those used by other members of the group.

(c) Functional and presentation currency
The consolidated financial statements are presented in United States dollars (USD) and all values are rounded to the nearest thousand (USD ’000), which is the institute’s functional currency.

(d) Use of estimates and judgments
The preparation of financial statements involves the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Although these estimates are based on the management’s best knowledge of current events and actions, actual results ultimately may differ from the estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

In particular, information about significant areas of estimation and critical judgement in applying accounting policies that have the most significant effect on the amounts recognized in the financial statements are described in Note 4.

(e) Revenue recognition

Grant revenue
Revenue is recognized to the extent that it is probable that the economic benefits will flow to the group and the revenue can be reliably measured, regardless of when the payment is received. Revenue is measured at the fair value of the consideration received or receivable, considering contractually defined terms of payment and excluding taxes or duty. The group assesses its revenue arrangements against specific criteria in order to determine if it is acting as principal or agent. The group has concluded that it is acting as a principal in all of its revenue arrangements. Revenue is the gross inflow of economic benefits during the period arising in the course of the ordinary activities of a CGIAR centre, where those inflows result in increases in net assets. The major portion of a centre’s revenue is derived through the receipts of donor grants—either ‘Unrestricted’ or ‘Restricted.’

Unrestricted grant revenue arises from the unconditional transfer of cash or other assets to ILRI. Restricted grant revenue arises from a transfer of resources to ILRI in return for past or future compliance related to the operating activities of the institute. Unrestricted grants are recognized upon receipt of confirmed commitment.

Restricted grants are recognized as revenue upon the fulfillment of donor-imposed conditions. Revenue associated with the transaction is recognized by referring to the stage of completion of the transaction at the reporting date. When the outcome of the transaction cannot be estimated reliably, revenue is recognized only to the extent of the expenses that are recoverable.

When the group receives non-monetary grants, the asset and the grant are recorded gross at nominal amounts and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments. When loans or similar assistance are provided by governments or related institutions with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as a government grant.

Other revenue and gains

Revenue from Contracts with Customers
Other revenue and gains are recognized at an amount that reflects the consideration to which the group expects to be entitled in exchange for transferring goods or services to a customer. Revenue from service charges which is the only revenue from contract with customers, is recognized at the point in time when the services are provided to the customer (fulfils the performance obligations) at the contractual rates.
Notes to the consolidated financial statements (cont’d)

For the year ended 31 December 2019, the group did not have any contracts with customers exceeding one calendar year or any unfulfilled performance obligations under the contracts as at the year end.

In adopting IFRS 15, the Group took consideration of areas mentioned in the Standard such as: right of return, options to acquire additional goods and services, discounts, coupons, free services to customers, service warranties, loyalty programs and long-term advances received from customers and concluded that these characteristics are not exhibited in their contracts with their customers in light of the nature of the Group’s operations.

(f) Currency translation
The groups financial statements are presented in USD. Transactions and balances expressed in currencies other than the USD are treated as follows:

i) Non-USD grants and donations received in the year are converted to USD at the exchange rates prevailing on the dates of receipt. Non-USD grants and donations pledged for the year but not received by the year end are recognized in the financial statements at the exchange rates prevailing at the year end.

ii) Non-USD denominated expenditures are recorded at the exchange rates prevailing for the month in which they are incurred and are accumulated in USD.

iii) Assets and liabilities denominated in currencies other than the USD are translated into USD at the exchange rates prevailing at the year end.

iv) Gains and losses arising from changes in exchange rates are charged to the statement of activities in the year in which they arise.

v) On consolidation, exchange translation on opening reserves in the subsidiary is recognized in other comprehensive income and in the translation reserve in net assets.

(g) Cash and cash equivalents
Cash equivalents are short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near maturity date that they present insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group’s cash management.

(h) Financial instruments

Initial recognition and measurement
Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income (OCI), and fair value through profit or loss (FVTPL). The group has no financial instruments measured at fair value through OCI or fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset’s contractual cash flow characteristics and the group’s business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the group has applied the practical expedient, the group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value, through profit or loss transaction costs. Trade receivables that do not contain a significant financing component or for which the group has applied the practical expedient are measured at the transaction price determined under IFRS 15.

In order for a financial asset to be classified and measured at amortized cost or fair value through OCI, it needs to give rise to cash flows that are ‘solely payments of principal and interest (SPPI)’ on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The group’s business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognized on the trade date (i.e. the date that the group commits to purchase or sell the asset).

Subsequent measurement of financial assets
For purposes of subsequent measurement, all the group’s financial assets are classified as financial assets at amortized cost (debt instruments).

Financial assets at amortized cost (debt instruments)
The group measures financial assets at amortized cost if both of the following conditions are met:

i) the financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and

ii) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest rate (EIR) method
Notes to the consolidated financial statements (cont’d)

and are subject to impairment. Gains and losses are recognized in the statement of activities and other comprehensive income when the asset is derecognized, modified or impaired.

The group’s financial assets at amortized cost includes trade and other receivables, cash and bank balances and amounts due from related parties.

Subsequent measurement of financial liabilities
After initial measurement, financial liabilities are classified as financial liabilities at fair value through profit or loss, loans and borrowings, or account payables. The groups financial liabilities include trade and other payables, and balances due to related parties. The group has not designated any financial liabilities as ‘at fair value through profit or loss’ and does not have any loan or borrowing or hold derivatives.

Trade and other payables
This is the category most relevant to the group. After initial recognition, these financial liabilities are subsequently measured at amortized cost using the effective interest rate (EIR) method. Gains and losses are recognized in the statement of activities and other comprehensive income when the liabilities are derecognized as well as through the EIR amortization process. Amortized cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of activities and other comprehensive income.

Accounts payable represent amounts due to donors, employees and others for support services and/or materials received prior to year-end but not paid for at the reporting date.

i) Accounts payable donors
   These include amounts payable to donors in respect of any unexpended funds received in advance for restricted grants.
ii) Accounts payable partners
    These include amounts partners have accounted for but whose payments or reimbursements have not been done by the reporting date.
iii) Accounts payable others
     These include all other liabilities ILRI has incurred and has been billed for, which remain unpaid as at the reporting date.

Derecognition of financial instruments

Financial assets
A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized when;

• the group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement; and either (a) the group has transferred substantially all the risks and rewards of the asset, or (b) the group has neither transferred nor retained substantially all the risks and rewards of the assets, but has transferred control of the asset.

Financial liabilities
A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability.

The difference in the respective carrying amounts is recognized in profit or loss.

Offsetting
Financial assets and financial liabilities are offset, and the net amount reported in the statement of financial position only when there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liability simultaneously.

Fair values
The fair value of the financial assets and liabilities approximate the carrying amounts shown in the statement of financial position due to their short-term nature.

Impairment of financial assets
The group recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected
over the remaining life of the exposure, irrespective of the
timing of the default (a lifetime ECL).

For trade receivables and contract assets, the group
applies a simplified approach in calculating ECLs.
Therefore, the group does not track changes in credit risk,
but instead recognizes a loss allowance based on lifetime
ECLs at each reporting date. The group has established a
 provision matrix that is based on its historical credit loss
experience, adjusted for forward-looking factors specific
to the debtors and the economic environment.

The group considers a financial asset in default when
contractual payments are 90 days past due date.

However, in certain cases, the group may also consider a
financial asset to be in default when internal or external
information indicates that the group is unlikely to receive
the outstanding contractual amounts in full before taking
into account any credit enhancements held by the group.
A financial asset is written off when there is no reasonable
expectation of recovering the contractual cash flows.

Classification of financial instruments
The table below sets out the group’s classification of each
class of financial assets and liabilities. The amounts in the
table are the carrying amounts of the financial instruments
at the reporting date.

<table>
<thead>
<tr>
<th>At 31 December 2019</th>
<th>Amortized cost USD’000</th>
<th>Mandatorily measured at FVTPL USD’000</th>
<th>Carrying amount USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>56,196</td>
<td>-</td>
<td>56,196</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>18,680</td>
<td>-</td>
<td>18,680</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>74,876</td>
<td>-</td>
<td>74,876</td>
</tr>
<tr>
<td><strong>Financial liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>52,200</td>
<td>-</td>
<td>52,200</td>
</tr>
<tr>
<td>Accruals</td>
<td>1,225</td>
<td>-</td>
<td>1,225</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>53,425</td>
<td>-</td>
<td>53,425</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>At 31 December 2018</th>
<th>Amortized cost USD’000</th>
<th>Mandatorily measured at FVTPL USD’000</th>
<th>Carrying amount USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>55,192</td>
<td>-</td>
<td>55,192</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>17,326</td>
<td>-</td>
<td>17,326</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>72,518</td>
<td>-</td>
<td>72,518</td>
</tr>
<tr>
<td><strong>Financial liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>46,216</td>
<td>-</td>
<td>46,216</td>
</tr>
<tr>
<td>Accruals</td>
<td>2,070</td>
<td>-</td>
<td>2,070</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>48,286</td>
<td>-</td>
<td>48,286</td>
</tr>
</tbody>
</table>
Notes to the consolidated financial statements (cont’d)

(i) Property and equipment

Property and equipment whose full cost exceeds USD3,000 and which ILRI has purchased using unrestricted funds and can be used in the production or supply of goods or services or for administrative services for more than one year are capitalized and stated at acquisition cost less accumulated depreciation and accumulated impairment losses. Acquisition cost includes the direct purchase price and incidental costs such as freight, insurance, installation and handling charges. Subsequent material expenditure that extends the useful life or enhances the operating efficiency of an item of property and equipment is capitalized. The cost of normal repairs and maintenance of existing property and equipment is recognized as an operating expense in the statement of activities and other comprehensive income. Any property and equipment acquired using restricted funds are expensed upon purchase as guided by IAS 20 paragraph 20 and 21 on government grants.

Construction work in progress is capitalized as work in progress but depreciation starts only when the work is complete, and the facility is put into use.

All immovable assets constructed or carried on leasehold land donated by host countries have been capitalized as assets of the institute. ILRI has the right to negotiate for extension of leases under the host country agreements upon expiry of the current leases. In accordance with the host country agreements, in the event that the host country agreement is terminated, or the host country does not renew a lease upon expiry, all immovable assets will be disposed of by CGIAR (in consultation with the governments of Ethiopia and Kenya).

Gains and losses on disposal of property and equipment are determined by reference to their carrying amount and are accounted for in the Statement of Activities.

Depreciation is calculated on a straight-line basis at annual rates estimated to write off the cost of each item of property and equipment over the estimated term of its useful life. The annual rates used are as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farm works</td>
<td>5%</td>
</tr>
<tr>
<td>Buildings and land improvements</td>
<td>3% (33 years)</td>
</tr>
<tr>
<td>Laboratory and scientific equipment</td>
<td>10–15% (7–10 years) on an item by item basis</td>
</tr>
<tr>
<td>ICT equipment</td>
<td>33.33% (3 years)</td>
</tr>
<tr>
<td>Office and household furniture and equipment</td>
<td>20% (5 years)</td>
</tr>
<tr>
<td>Farm equipment</td>
<td>10% (10 years)</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>20% (5 years)</td>
</tr>
</tbody>
</table>

Depreciation of acquired assets starts in the month that the assets are placed in operation and continues until the assets are fully depreciated or their use discontinued. Depreciation charge is time-apportioned in the year of disposal of items of property and equipment.

Property and equipment acquired using project-restricted funds are fully depreciated when they are placed in operation under the specific benefiting projects.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gains and losses on disposal of property and equipment are determined by reference to their carrying amount and are accounted for in the Statement of Activities.

Operating lease rentals relating to lease land are amortized over the term of lease. The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

(j) Intangible assets

Intangible assets of the institute comprise acquired computer software. The cost of acquisition and installation of computer software is capitalized and amortized over the estimated useful life of the software, usually three years.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortized over their useful economic lives, usually three years and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortization period or method, as appropriate, and are treated as changes in accounting estimates. The amortization expense on intangible assets with finite lives is recognized in the statement of activities in the expense category consistent with the function of the intangible assets.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of activities when the asset is derecognized.
(k) Impairment of non-financial assets
The group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the group estimates the asset’s recoverable amount. An asset’s recoverable amount is the higher of an asset’s or cash generating units (CGU’s) fair value less costs of disposal and its value in use. It is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses of continuing operations are recognized in the statement of activities and other comprehensive income in those expense categories consistent with the function of the impaired asset.

Impairment losses recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. If such indication exists, the group estimates the asset’s or CGU’s recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognized. An impairment loss is reversed only to the extent that the asset’s carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized. Such reversal is recognized in the statement of activities and other comprehensive income.

(l) Inventories
Inventory is carried at the lower of cost and net realizable value. Cost is calculated on a weighted average basis and includes purchase price, freight and other incidental costs. Net realizable value is the price at which the inventory can be realized in the normal course of business after allowing for the costs of the realization.

The determination of obsolescence or expiration is based on the lower of the manufacturer’s recommendations and documented experience and knowledge of the management. The amount of write-down of inventories to net realizable value and all losses of inventories are recognized as an expense in the period the write-down or loss occurs.

(m) Biological assets
Biological assets comprise livestock. Livestock is stated at fair value less point of sale costs. The fair value of livestock is determined based on market prices of livestock of similar age, breed and genetic merit. Also, a minimum selling price is set for young stock to minimize depletion of future stock. Changes in fair value are recognized in the statement of activities and other comprehensive income.

Employee benefits
i) Defined contribution plan
The institute’s contributions are maintained as a defined contribution plan for all categories of staff. Contributions to the defined contribution plan are charged to the Statement of Activities as incurred.

ii) Short-term employee benefits
Short-term employee benefits are expensed as the related service is provided. A liability is recognized for amounts expected to be paid if the group has present legal or constructive obligation to pay this amount as a result of past service provided by employees and obligation can be estimated reliably.

iii) Termination benefits
Termination benefits are expensed at the end of the employee contracts when the group can no longer withdraw the offer of those benefits.

iv) Long-term benefits
Full provision is made for severance benefits payable to employees at the end of their contracts. Provisions are also made in respect of repatriation costs and outstanding leave days accruing to all staff.

(n) Net assets
Net assets represent the residual interest in the institute’s assets remaining after liabilities have been deducted.

(o) Accruals
Accruals represent liabilities to pay for goods or services that have been received or supplied but not yet invoiced or formally agreed with suppliers.

(p) Provisions
Provisions are recognized when the institute has (a) a present legal or constructive obligation as a result of past events, (b) it is more likely than not that an outflow of resources will be required to settle the obligation and (c) a reliable estimate of the amount can be made. Provisions are measured at the present value of the management’s best estimate of the expenditure required to settle the present obligation at the reporting date.

(q) Tax
ILRI:
The governments of Kenya and Ethiopia have undertaken to exempt ILRI from all local taxes including customs duty on goods and services received by the institute. Consequently, the institute does not account for tax in its financial statements.
Notes to the consolidated financial statements (cont’d)

Kapiti Plains Estate Limited:

Current income tax

Income tax expense is recognized in the statement of activities and other comprehensive income except to the extent that it relates to items recognized directly in equity or other comprehensive income, in which case it is recognized in equity or other comprehensive income.

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

(r) Determination of fair values

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

• in the principal market for the asset or liability, or
• in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the group.

When available, the group measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm’s-length basis.

If a market for a financial instrument is not active, then the group establishes fair value using a valuation technique. The chosen valuation technique makes maximum use of market inputs, relies as little as possible on estimates specific to the group, incorporates all factors that market participants would consider in setting a price and is consistent with accepted economic methodologies for pricing financial instruments.

A fair value measurement of a non-financial asset takes into account a market participant’s ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy. This is described, as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active...
Notes to the consolidated financial statements (cont’d)

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the financial statements at fair value on a recurring basis, the group determines whether transfers have occurred between levels in the hierarchy by reassessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy, as explained above.

(s) New and amended standards and amendments. The standards, amendments and interpretations listed below apply for the first time in 2019, but do not have an impact on the financial statements of the group.

- IFRS 16 Leases
- IFRIC Interpretation 23 Uncertainty over Income Tax Treatment
- Amendments to IFRS 9: Prepayment Features with Negative Compensation
- Interest Rate Benchmark Reform: Amendments to IFRS 9, IAS 39 and IFRS 7
- Long-term Interests in Associates and Joint Ventures – Amendments to IAS 28
- Plan Amendment, Curtailment or Settlement – Amendments to IAS 19
- AIP IFRS 3 Business Combinations – Previously Held Interests in a Joint Operation
- AIP IFRS 11 Joint Arrangements – Previously Held Interests in a Joint Operation
- AIP IAS 12 Income Taxes – Income Tax Consequences of Payments on Financial Instruments Classified as Equity
- AIP IAS 23 Borrowing Costs – Borrowing Costs Eligible for Capitalization

Effective for annual periods beginning on or after 1 January 2020
- Definition of a Business – Amendments to IFRS 3
- Definition of Material – Amendments to IAS 1 and IAS 8
- The Conceptual Framework for Financial Reporting
- Interest Rate Benchmark Reform – Amendment to IFRS 9, IAS 39, and IFRS

Effective for annual periods beginning on or after 1 January 2021.
- IFRS 17 Insurance Contracts

Deferred effective date
- Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture.

3. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

Managing financial risk is one aspect of the risk management practice of ILRI, which considers all its operations. The institute’s activities expose it to a variety of financial risks, including market risks (foreign currency risk, interest risk, funding risks, and inflation risk) and credit risk.

Risk management is carried out by the management of the institute supported by the Internal Audit Unit under policies approved by the Board of Trustees. A key element of the institute’s risk management program is minimizing potential adverse effects on its financial performance. The finance function identifies, evaluates and hedges financial risks. The various categories of risks are described below.

i) Market risk

a. Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The organization is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the Kenya Shilling, Ethiopian Birr, Uganda Shilling, British Pound and the Euro.

Foreign exchange risk arises from future transactions and recognized assets and liabilities. Investment decisions are also guided by the foreseeable conditions of foreign exchange markets and a conservative investment policy.

The following table demonstrates the sensitivity to
Notes to the consolidated financial statements (cont’d)

a. **Reasonably possible change in exchange rate**

A reasonably possible change in the Kenya Shilling (KES), Ethiopian Birr (ETB), Euro (EUR) and British Pound (GBP) exchange rate, with all other variables held constant, of the group’s profit before tax and the group’s surplus. The group’s exposure to foreign currency changes for all other currencies is not material.

<table>
<thead>
<tr>
<th>Currency</th>
<th>Increase/decrease in exchange rate</th>
<th>Effect on surplus/deficit pre-tax/equity 2019 USD’000</th>
<th>Effect on surplus/deficit pre-tax/equity 2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>KES</td>
<td>5%</td>
<td>342</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>-5%</td>
<td>(342)</td>
<td>(68)</td>
</tr>
<tr>
<td>ETB</td>
<td>5%</td>
<td>765</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>-5%</td>
<td>(765)</td>
<td>(17)</td>
</tr>
<tr>
<td>GBP</td>
<td>5%</td>
<td>18</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>-5%</td>
<td>(18)</td>
<td>(30)</td>
</tr>
<tr>
<td>EUR</td>
<td>5%</td>
<td>(101)</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>-5%</td>
<td>101</td>
<td>(55)</td>
</tr>
</tbody>
</table>

b. **Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Interest rate risk to the group is the risk of changes in market interest rates reducing the overall return or increasing the cost of finance to the group. All the institute’s interest-bearing financial instruments are measured at amortized cost and have a fixed interest rate hence there is no interest rate risk.

c. **Funding risk**

ILRI manages funding risk through financial planning systems, a conservative investment policy and its resource mobilization strategy.

d. **Inflation risk**

Inflation risk is managed through conservative budgeting and a conservative investment policy.

ii) **Credit risk**

Credit risk is the risk that a counterparty will cause a financial loss to the institute by failing to discharge a contractual obligation. This risk is managed in the following four ways:

a. avoiding contracts with donors on a reimbursable basis,
b. minimizing advances to suppliers,
c. strict management of employee advances, and
d. stringent due diligence processes for bank selection and regular tenders for local banks and other suppliers.

The amount that best represents the group’s maximum exposure to credit risk related to receivables at 31 December 2019 is made up of donor receivables, partner receivables, employee receivables, hosted institute receivables and other receivables as shown in the tables below.

### Donor receivables

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivables &lt; 6 months</td>
<td>5,559</td>
<td>3,336</td>
</tr>
<tr>
<td>Receivables &gt; 6 months &lt;= 12 months</td>
<td>1,202</td>
<td>3,305</td>
</tr>
<tr>
<td>Receivables &gt; 12 months &lt;= 24 months</td>
<td>670</td>
<td>1,654</td>
</tr>
<tr>
<td>Receivables over 24 months</td>
<td>460</td>
<td>449</td>
</tr>
<tr>
<td>Impaired</td>
<td>(563)</td>
<td>(700)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,328</strong></td>
<td><strong>8,044</strong></td>
</tr>
</tbody>
</table>
## Notes to the consolidated financial statements (cont’d)

### Partner receivables

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>USD’000</td>
<td>USD’000</td>
</tr>
<tr>
<td>Receivables &lt; 6 months</td>
<td>1,578</td>
<td>1,421</td>
</tr>
<tr>
<td>Receivables &gt; 6 months &lt;= 12 months</td>
<td>1,007</td>
<td>1,003</td>
</tr>
<tr>
<td>Receivables &gt; 12 months &lt;= 24 months</td>
<td>681</td>
<td>631</td>
</tr>
<tr>
<td>Receivables over 24 months</td>
<td>447</td>
<td>418</td>
</tr>
<tr>
<td>Impaired</td>
<td>(518)</td>
<td>(511)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,195</strong></td>
<td><strong>2,962</strong></td>
</tr>
</tbody>
</table>

### Employee receivables

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>USD’000</td>
<td>USD’000</td>
</tr>
<tr>
<td>Receivables &lt; 6 months</td>
<td>763</td>
<td>455</td>
</tr>
<tr>
<td>Receivables &gt; 6 months &lt;= 12 months</td>
<td>54</td>
<td>2</td>
</tr>
<tr>
<td>Receivables &gt; 12 months &lt;= 24 months</td>
<td>49</td>
<td>157</td>
</tr>
<tr>
<td>Receivables over 24 months</td>
<td>73</td>
<td>-</td>
</tr>
<tr>
<td>Impaired</td>
<td>(23)</td>
<td>(32)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>916</strong></td>
<td><strong>582</strong></td>
</tr>
</tbody>
</table>

### Hosted institutes receivables

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>USD’000</td>
<td>USD’000</td>
</tr>
<tr>
<td>Receivables &lt; 6 months</td>
<td>4,919</td>
<td>3,570</td>
</tr>
<tr>
<td>Receivables &gt; 6 months &lt;= 12 months</td>
<td>569</td>
<td>824</td>
</tr>
<tr>
<td>Receivables &gt; 12 months &lt;= 24 months</td>
<td>188</td>
<td>-</td>
</tr>
<tr>
<td>Receivables over 24 months</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,676</strong></td>
<td><strong>4,394</strong></td>
</tr>
</tbody>
</table>

### Other receivables

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>USD’000</td>
<td>USD’000</td>
</tr>
<tr>
<td>Receivables &lt; 6 months</td>
<td>1,075</td>
<td>699</td>
</tr>
<tr>
<td>Receivables &gt; 6 months &lt;= 12 months</td>
<td>135</td>
<td>-</td>
</tr>
<tr>
<td>Receivables &gt; 12 months &lt;= 24 months</td>
<td>229</td>
<td>525</td>
</tr>
<tr>
<td>Receivables over 24 months</td>
<td>126</td>
<td>118</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,565</strong></td>
<td><strong>1,342</strong></td>
</tr>
</tbody>
</table>
To determine the debtors that should be impaired, the management team pursues debtors that have been outstanding for 90 days. They gather information on the debtor’s ability for debt repayment and intentions towards debt settlement. Based on the information obtained, the receivables are impaired as per policy. Set out below is the information about the credit risk exposure on the group’s trade receivables on donors and partners using a provision matrix:

### Donor receivables

<table>
<thead>
<tr>
<th>At 31 December 2019</th>
<th>Current USD’000</th>
<th>Days past due</th>
<th>Total USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>7-12 months USD’000</td>
<td>13-24 months USD’000</td>
</tr>
<tr>
<td>Expected credit loss rate</td>
<td>0%</td>
<td>3%</td>
<td>10%</td>
</tr>
<tr>
<td>Gross amount</td>
<td>5,559</td>
<td>1,202</td>
<td>670</td>
</tr>
<tr>
<td>Expected credit loss</td>
<td>-</td>
<td>(36)</td>
<td>(67)</td>
</tr>
</tbody>
</table>

### Partner receivables

<table>
<thead>
<tr>
<th>At 31 December 2019</th>
<th>Current USD’000</th>
<th>Days past due</th>
<th>Total USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>7-12 months USD’000</td>
<td>13-24 months USD’000</td>
</tr>
<tr>
<td>Expected credit loss rate</td>
<td>0%</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>Gross amount</td>
<td>3,746</td>
<td>2,900</td>
<td>1,649</td>
</tr>
<tr>
<td>Expected credit loss</td>
<td>-</td>
<td>(87)</td>
<td>(164)</td>
</tr>
</tbody>
</table>

### Expected credit loss

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD ’000</th>
<th>2018 USD ’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor receivables credit loss</td>
<td>563</td>
<td>700</td>
</tr>
<tr>
<td>Partner receivables credit loss</td>
<td>518</td>
<td>511</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,081</strong></td>
<td><strong>1,211</strong></td>
</tr>
</tbody>
</table>
In 2019, the gross carrying amount for donor receivables reduced by USD853K, mainly attributed to the IFAD project whose receivable was settled during the year. For partner receivables the gross carrying amount increased by USD240K, mainly attributed to the different reporting timelines for different partners. These changes in the gross carrying amounts contributed to the changes in the expected credit loss for each category.

Credit risk from balances with banks and financial institutions is managed by the group’s treasury department in accordance with the group’s policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the group’s Board of Trustees on an annual basis and may be updated throughout the year subject to approval of the investment committee. The limits are set to minimize the concentration of risks and therefore mitigate financial loss through a counterparty’s potential failure to make payments. The group invests only on short-term fixed and call deposits hence we are not exposed to credit risk.

The amount that best represents the group’s maximum exposure to credit risk related to other financial assets is indicated below:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificates of deposits</td>
<td>39,730</td>
<td>46,537</td>
</tr>
<tr>
<td>Bank balances</td>
<td>16,428</td>
<td>8,540</td>
</tr>
<tr>
<td>Total</td>
<td>56,158</td>
<td>55,077</td>
</tr>
</tbody>
</table>

### iii) Liquidity risk

Effective cash flow and working capital management is carried out to ensure that there is a balance between operational and investment requirements.

Eighty per cent (80%) of cash in bank is investment in short-term deposits and 20% is kept on call deposits for funding day-to-day cash requirements. ILRI maintains a conservative investment strategy with investments limited to fixed-term deposits and short-term call deposits with a limited number of quality banks. To mitigate against political risk, our deposits are spread across several banks and in different countries, mainly the United States of America, European Union, Kenya and Ethiopia.

The table below analyses the institute’s financial liabilities that will be settled on a net basis into relevant maturity groupings based on the remaining period at reporting date to the contractual maturity date. The amounts disclosed in the table below are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying amounts as the impact of discounting is not significant.

<table>
<thead>
<tr>
<th>Financial institution</th>
<th>Currency</th>
<th>Amount USD ’000</th>
<th>Investment date</th>
<th>Maturity date</th>
<th>Investment period - days</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCBA bank</td>
<td>USD</td>
<td>11,000</td>
<td>18-Nov-2019</td>
<td>18-May-2020</td>
<td>182</td>
</tr>
<tr>
<td>Credit Suisse AG</td>
<td>USD</td>
<td>3,665</td>
<td>4-Oct-2019</td>
<td>6-Jan-2020</td>
<td>94</td>
</tr>
<tr>
<td>Credit Suisse AG</td>
<td>USD</td>
<td>2,023</td>
<td>29-Nov-2019</td>
<td>28-Feb-2020</td>
<td>91</td>
</tr>
<tr>
<td>Stanbic bank</td>
<td>USD</td>
<td>8,332</td>
<td>30-Apr-2019</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>Citibank</td>
<td>USD</td>
<td>5,000</td>
<td>30-Dec-2019</td>
<td>6-Jan-2020</td>
<td>7</td>
</tr>
<tr>
<td>Stanbic bank</td>
<td>EUR</td>
<td>2,205</td>
<td>20-Dec-2019</td>
<td>20-Mar-2020</td>
<td>91</td>
</tr>
<tr>
<td>Stanbic bank</td>
<td>KES</td>
<td>5</td>
<td>1-Jan-2019</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>39,730</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Notes to the consolidated financial statements (cont’d)

Certificates of deposits–2018

<table>
<thead>
<tr>
<th>Financial institution</th>
<th>Currency</th>
<th>Amount USD '000</th>
<th>Investment date</th>
<th>Maturity date</th>
<th>Investment period - days</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBA bank</td>
<td>USD</td>
<td>12,500</td>
<td>17-Dec-2018</td>
<td>17-Jun-2019</td>
<td>182</td>
</tr>
<tr>
<td>Credit Suisse AG</td>
<td>USD</td>
<td>3,500</td>
<td>3-Oct-2018</td>
<td>3-Apr-2019</td>
<td>182</td>
</tr>
<tr>
<td>NIC bank</td>
<td>USD</td>
<td>13,000</td>
<td>18-Nov-2018</td>
<td>18-May-2019</td>
<td>181</td>
</tr>
<tr>
<td>Credit Suisse AG</td>
<td>USD</td>
<td>2,000</td>
<td>29-Nov-2018</td>
<td>29-May-2019</td>
<td>181</td>
</tr>
<tr>
<td>Stanbic bank</td>
<td>USD</td>
<td>7,811</td>
<td>11-Sep-2018</td>
<td>10-Mar-2019</td>
<td>180</td>
</tr>
<tr>
<td>Citibank</td>
<td>USD</td>
<td>4,000</td>
<td>24-Dec-2018</td>
<td>14-Jan-2019</td>
<td>21</td>
</tr>
<tr>
<td>Citibank</td>
<td>USD</td>
<td>3,000</td>
<td>24-Dec-2018</td>
<td>7-Jan-2019</td>
<td>14</td>
</tr>
<tr>
<td>Stanbic bank</td>
<td>KES</td>
<td>726</td>
<td>1-Dec-2018</td>
<td>Open</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>46,537</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Current account bank balances

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD'000</th>
<th>2018 USD'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Balances in USD</td>
<td>12,064</td>
<td>5,416</td>
</tr>
<tr>
<td>Bank Balances in EUR</td>
<td>3,203</td>
<td>635</td>
</tr>
<tr>
<td>Bank Balances in GBP</td>
<td>156</td>
<td>436</td>
</tr>
<tr>
<td>Bank Balances in others</td>
<td>1,003</td>
<td>2,053</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16,426</strong></td>
<td><strong>8,540</strong></td>
</tr>
</tbody>
</table>

The bulk of the donor payables amounting to USD34.4 million represent funds received in advance to be spent within the next year.

The table below summarizes the maturity profile of the group’s financial assets and liabilities based on contractual undiscounted receipts and payments. All liabilities are due on demand.
4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the process of applying the institute's and its subsidiary's accounting policies, management has made estimates and assumptions that affect the reported amounts of assets and liabilities within current and future financial years. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The critical areas of accounting estimates and judgements in relation to the preparation of these financial statements are as set out below:

i. Critical judgements in applying accounting policies

There are no critical judgments, apart from those involving estimations (see below) that management has made in the process of applying the institute's accounting policies and that have significant effect on the amounts recognized in the financial statements.

ii. Key sources of estimation uncertainty

Impairment of non-financial assets

At each reporting date, the institute reviews the carrying amount of its assets to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of impairment. Refer to Notes 9 and 10.

Property and equipment

Critical estimates are made in determining the useful lives and residual values to property and equipment based on the intended use of the assets and the economic lives of those assets. Subsequent changes in circumstances or prospective utilization of the assets concerned could result in the actual useful lives or residual values differing from initial estimates. Refer to Note 10 for the carrying amount.

Although management believes the estimates and assumptions used in the preparation of these consolidated financial statements were appropriate in the circumstances, actual results could differ from those estimates and assumptions.

5. INVESTMENT IN SUBSIDIARY – KAPITI

This represents the cost of investment in Kapiti Plains Estate Limited (Kapiti), a ranch that was acquired for purpose of securing adequate supplies of disease-free livestock to the institute for research. Kapiti is a wholly owned subsidiary of ILRI and operates as an experimental farm.

The subsidiary’s net assets at 31 December 2019 amounted to USD910k, (2018: USD526k). The financial statements of Kapiti Plains Estate Limited are prepared in Kenya Shillings. Although the subsidiary has been making losses, tax returns are filed annually. The loss for the year ending 31 December 2019 amounted to USD383k (2018: USD489k). At the end of 31 December 2019, the subsidiary had a receivable balance of USD4m (2018: USD3m) in ILRI's books. The Consolidated Statement of Activities includes the subsidiary’s results for the year as summarized on Note 19–22.

6. CASH AND CASH EQUIVALENTS

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>USD’000</td>
<td>USD’000</td>
</tr>
<tr>
<td>Certificates of deposits</td>
<td>39,730</td>
<td>46,537</td>
</tr>
<tr>
<td>Bank balances</td>
<td>16,428</td>
<td>8,540</td>
</tr>
<tr>
<td>Cash in hand and cash in transit</td>
<td>38</td>
<td>115</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>56,196</strong></td>
<td><strong>55,192</strong></td>
</tr>
</tbody>
</table>
## Accounts Receivables

### Description | 2019 USD’000 | 2018 USD’000
---|---|---
**Donors** | | |
Restricted Window 3 | 627 | 1,465
Restricted bilateral | 7,074 | 6,629
Window 1 & Window 2 | 190 | 650
Subtotal donors | 7,891 | 8,744
Less: Provision for doubtful debts | (563) | (700)
**Total** | 7,328 | 8,044

### Partners

| Description | 2019 USD’000 | 2018 USD’000 |
---|---|---|
National Agricultural Research Stations | 1,039 | 1,019 |
Universities | 1,542 | 426 |
International non-governmental organizations | 881 | 1,289 |
CGIAR centres | 251 | 739 |
Subtotal partners | 3,713 | 3,473 |
Less: Provision for doubtful debts | (518) | (511) |
**Total** | 3,195 | 2,962 |

### Hosted organizations

| Description | 2019 USD’000 | 2018 USD’000 |
---|---|---|
Center for International Forestry Research (CIFOR) | 27 | 33 |
International Maize and Wheat Improvement Center (CIMMYT) | 250 | 116 |
International Rice Research Institute (IRRI) | 7 | 64 |
International Center for Agricultural Research in the Dry Areas (ICARDA) | 100 | 130 |
World Agroforestry Centre (ICRAF) | 25 | 137 |
International Center for Tropical Agriculture (CIAT) | 47 | 105 |
International Institute of Tropical Agriculture (IITA) | 3 | - |
International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) | 15 | 207 |
International Water Management Institute (IWMI) | 57 | 122 |
Bioversity International (IPGRI), Italy | 28 | 44 |
International Food Policy Research Institute (IFPRI) | 8 | 370 |
International Potato Center (CIP) | 63 | 61 |
Subtotal CGIAR centres | 630 | 1,389 |
Hosted non-CGIAR centres | 4,583 | 2,768 |
Universities and research organizations | 463 | 237 |
**Total** | 5,676 | 4,395 |

### Employees

| Description | 2019 USD’000 | 2018 USD’000 |
---|---|---|
Loans | 53 | 25 |
Personnel expenses | 886 | 588 |
Subtotal employees | 939 | 613 |
Less: Provision for doubtful debts | (23) | (32) |
**Total** | 916 | 582 |
Other account receivables | 1,565 | 1,343 |
**Net total accounts receivables** | 18,680 | 17,326 |
Notes to the consolidated financial statements (cont’d)

The provisions for doubtful debts developed as follows:

### Movement on doubtful debts for donors

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>At the beginning of the year</td>
<td>(700)</td>
<td>(1,049)</td>
</tr>
<tr>
<td>Arising during the year</td>
<td>(349)</td>
<td>(733)</td>
</tr>
<tr>
<td>Utilized</td>
<td>486</td>
<td>1,082</td>
</tr>
<tr>
<td>Unused amounts reversed</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(563)</strong></td>
<td><strong>(700)</strong></td>
</tr>
</tbody>
</table>

### Movement on doubtful debts for partners

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>At the beginning of the year</td>
<td>(511)</td>
<td>(785)</td>
</tr>
<tr>
<td>Arising during the year</td>
<td>(190)</td>
<td>(163)</td>
</tr>
<tr>
<td>Utilized</td>
<td>183</td>
<td>437</td>
</tr>
<tr>
<td>Unused amounts reversed</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(518)</strong></td>
<td><strong>(511)</strong></td>
</tr>
</tbody>
</table>

### Movement on doubtful debts for employees

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>At the beginning of the year</td>
<td>(32)</td>
<td>(32)</td>
</tr>
<tr>
<td>Arising during the year</td>
<td>(23)</td>
<td>-</td>
</tr>
<tr>
<td>Utilized</td>
<td>32</td>
<td>-</td>
</tr>
<tr>
<td>Unused amounts reversed</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(23)</strong></td>
<td><strong>(32)</strong></td>
</tr>
</tbody>
</table>

### 8. PREPAID EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepaid expenses*</td>
<td>2,548</td>
<td>2,901</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,548</strong></td>
<td><strong>2,901</strong></td>
</tr>
</tbody>
</table>

*Prepaid expenses relate to commercial supplies and consumables for different departments.
Notes to the consolidated financial statements (cont’d)

9. INVENTORIES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering and maintenance parts</td>
<td>81</td>
<td>66</td>
</tr>
<tr>
<td>Laboratory and chemical supplies</td>
<td>235</td>
<td>265</td>
</tr>
<tr>
<td>Fuel and lubricants</td>
<td>23</td>
<td>13</td>
</tr>
<tr>
<td>Stationery/office supplies</td>
<td>60</td>
<td>68</td>
</tr>
<tr>
<td>Other supplies</td>
<td>18</td>
<td>93</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>417</strong></td>
<td><strong>505</strong></td>
</tr>
<tr>
<td>Less: Provision</td>
<td>(10)</td>
<td>(25)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>407</strong></td>
<td><strong>480</strong></td>
</tr>
</tbody>
</table>

The movement in inventory provision developed as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>At the beginning of the year</td>
<td>(25)</td>
<td>(25)</td>
</tr>
<tr>
<td>Arising during the year</td>
<td>(10)</td>
<td>-</td>
</tr>
<tr>
<td>Utilized</td>
<td>25</td>
<td>-</td>
</tr>
<tr>
<td>Unused amounts reversed</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(10)</td>
<td>(25)</td>
</tr>
</tbody>
</table>

10. PROPERTY PLANT, EQUIPMENT AND INTANGIBLE ASSETS–2019

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance as at 01.01.2019 USD’000</th>
<th>Additions</th>
<th>Balance as at 31.12.2019 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted USD’000</td>
<td>Restricted USD’000</td>
<td>Disposals USD’000</td>
</tr>
<tr>
<td>Physical facilities, infrastructure and leasehold improvements</td>
<td>41,705</td>
<td>1,087</td>
<td>178</td>
</tr>
<tr>
<td>Furnishings and equipment</td>
<td>35,109</td>
<td>1,303</td>
<td>349</td>
</tr>
<tr>
<td>Intangible assets (software)</td>
<td>357</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Work in progress**</td>
<td>508</td>
<td>1,538</td>
<td>33</td>
</tr>
<tr>
<td><strong>Total cost of fixed assets</strong></td>
<td><strong>77,681</strong></td>
<td><strong>3,928</strong></td>
<td><strong>560</strong></td>
</tr>
</tbody>
</table>

**ACCUMULATED DEPRECIATION**

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance as at 01.01.2019 USD’000</th>
<th>Additions</th>
<th>Balance as at 31.12.2019 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted USD’000</td>
<td>Restricted USD’000</td>
<td>Disposals USD’000</td>
</tr>
<tr>
<td>Physical facilities, infrastructure and leasehold improvements</td>
<td>33,087</td>
<td>368</td>
<td>178</td>
</tr>
<tr>
<td>Furnishings and equipment</td>
<td>30,983</td>
<td>1,247</td>
<td>349</td>
</tr>
<tr>
<td>Intangible assets (software)</td>
<td>339</td>
<td>18</td>
<td>-</td>
</tr>
<tr>
<td>Work in progress**</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total accumulated depreciation</strong></td>
<td><strong>64,410</strong></td>
<td><strong>1,633</strong></td>
<td><strong>527</strong></td>
</tr>
</tbody>
</table>

**NET CARRYING AMOUNT**

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance as at 01.01.2019 USD’000</th>
<th>Additions</th>
<th>Balance as at 31.12.2019 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted USD’000</td>
<td>Restricted USD’000</td>
<td>Disposals USD’000</td>
</tr>
<tr>
<td>Physical facilities, infrastructure and leasehold improvements</td>
<td>8,618</td>
<td>719</td>
<td>-</td>
</tr>
<tr>
<td>Furnishings and equipment</td>
<td>4,126</td>
<td>56</td>
<td>-</td>
</tr>
<tr>
<td>Intangible assets (software)</td>
<td>18</td>
<td>(18)</td>
<td>-</td>
</tr>
<tr>
<td>Work in progress</td>
<td>508</td>
<td>1,538</td>
<td>33</td>
</tr>
<tr>
<td>Exchange translation</td>
<td>(21)</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total net carrying amount</strong></td>
<td><strong>13,249</strong></td>
<td><strong>2,297</strong></td>
<td><strong>33</strong></td>
</tr>
</tbody>
</table>
** Notes to the consolidated financial statements (cont’d) **

The balance of USD2m at the end of 2019 is made up of ongoing capital projects such as new residential houses in Addis Ababa, renovation of three houses in Nairobi, hostels renovations in both Addis Ababa and Nairobi among other ongoing works.

### Property plant, equipment and intangible assets—2018

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance as at 01.01.2018 USD’000</th>
<th>Additions</th>
<th>Disposals</th>
<th>Balance as at 31.12.2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Unrestricted USD’000</td>
<td>Restricted USD’000</td>
<td>(3)</td>
</tr>
<tr>
<td>Physical facilities, infrastructure and leasehold improvements</td>
<td>37,843</td>
<td>3,864</td>
<td>1</td>
<td>41,705</td>
</tr>
<tr>
<td>Furnishings and equipment</td>
<td>34,117</td>
<td>1,441</td>
<td>1,402</td>
<td>(1,851) 35,109</td>
</tr>
<tr>
<td>Intangible assets (software)</td>
<td>392</td>
<td>-</td>
<td>-</td>
<td>(34) 357</td>
</tr>
<tr>
<td>Work in progress</td>
<td>3,668</td>
<td>(3,160)</td>
<td>-</td>
<td>- 508</td>
</tr>
<tr>
<td><strong>Total cost of fixed assets</strong></td>
<td>76,020</td>
<td>2,145</td>
<td>1,403</td>
<td>(1,888) 77,681</td>
</tr>
</tbody>
</table>

** ACCUMULATED DEPRECIATION **

<table>
<thead>
<tr>
<th>Description</th>
<th>Accumulated depreciation</th>
<th>Additions</th>
<th>Disposals</th>
<th>Balance as at 31.12.2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical facilities, infrastructure and leasehold improvements</td>
<td>32,804</td>
<td>418</td>
<td>1</td>
<td>(136) 33,087</td>
</tr>
<tr>
<td>Furnishings and equipment</td>
<td>30,514</td>
<td>921</td>
<td>1,402</td>
<td>(1,854) 30,983</td>
</tr>
<tr>
<td>Intangible assets (software)</td>
<td>364</td>
<td>10</td>
<td>-</td>
<td>(34) 339</td>
</tr>
<tr>
<td>Work in progress</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total accumulated depreciation</strong></td>
<td>63,682</td>
<td>1,349</td>
<td>1,403</td>
<td>(2,025) 64,410</td>
</tr>
</tbody>
</table>

** NET CARRYING AMOUNT **

<table>
<thead>
<tr>
<th>Description</th>
<th>Net carrying amount</th>
<th>Additions</th>
<th>Disposals</th>
<th>Balance as at 31.12.2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical facilities, infrastructure and leasehold improvements</td>
<td>5,039</td>
<td>3,446</td>
<td>-</td>
<td>133 8,618</td>
</tr>
<tr>
<td>Furnishings and equipment</td>
<td>3,603</td>
<td>520</td>
<td>-</td>
<td>3 4,126</td>
</tr>
<tr>
<td>Intangible assets (software)</td>
<td>28</td>
<td>(10)</td>
<td>-</td>
<td>- 18</td>
</tr>
<tr>
<td>Work in progress</td>
<td>3,668</td>
<td>(3,160)</td>
<td>-</td>
<td>- 508</td>
</tr>
<tr>
<td>Other movements</td>
<td>136</td>
<td>(136)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Exchange translation</td>
<td>(18)</td>
<td>(3)</td>
<td>-</td>
<td>(21)</td>
</tr>
<tr>
<td><strong>Total net carrying amount</strong></td>
<td>12,320</td>
<td>929</td>
<td>-</td>
<td>- 13,249</td>
</tr>
</tbody>
</table>

### Expensed restricted project assets 2019

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost as at 01.01.2019 USD’000</th>
<th>Additions during the year USD’000</th>
<th>Disposals during the year USD’000</th>
<th>Balance as at 31.12.2019 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical facilities, infrastructure and leasehold improvements</td>
<td>47</td>
<td>178</td>
<td>-</td>
<td>225</td>
</tr>
<tr>
<td>Furnishings and equipment</td>
<td>5,396</td>
<td>349</td>
<td>66</td>
<td>5,811</td>
</tr>
<tr>
<td>Work in progress</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,447</td>
<td>527</td>
<td>66</td>
<td>6,040</td>
</tr>
</tbody>
</table>
### Expensed restricted project assets 2018

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost as at 01.01.2018 USD’000</th>
<th>Additions during the year USD’000</th>
<th>Disposals during the year USD’000</th>
<th>Balance as at 31.12.2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical facilities, infrastructure and leasehold improvements</td>
<td>46</td>
<td>1</td>
<td>-</td>
<td>47</td>
</tr>
<tr>
<td>Furnishings and equipment</td>
<td>4,119</td>
<td>1,402</td>
<td>(125)</td>
<td>5,396</td>
</tr>
<tr>
<td>Work in progress</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,169</strong></td>
<td><strong>1,403</strong></td>
<td><strong>(125)</strong></td>
<td><strong>5,447</strong></td>
</tr>
</tbody>
</table>

Property and equipment which has been written off to the statement of activities and other comprehensive income in the year of purchase is shown in the financial statements at nominal value. If these assets had not been written off in the year of purchase, the carrying amount as at 31 December 2019 (where depreciation is calculated to eliminate the cost of the assets over their estimated useful lives at the rate indicated) would have been as follows:

### Accumulated depreciation of project assets written off:

<table>
<thead>
<tr>
<th>Description</th>
<th>Depreciation</th>
<th>Carrying amount year 2019 USD’000</th>
<th>Carrying amount year 2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical facilities, infrastructure and leasehold improvements</td>
<td>3%</td>
<td>218</td>
<td>41</td>
</tr>
<tr>
<td>Furnishings and equipment</td>
<td>10-15%</td>
<td>3,031</td>
<td>3,292</td>
</tr>
<tr>
<td>Work in progress</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,249</strong></td>
<td><strong>3,333</strong></td>
<td></td>
</tr>
</tbody>
</table>

As at 31 December 2019, property and equipment with the below costs were fully depreciated but still in use:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and buildings</td>
<td>30,252</td>
<td>28,636</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>2,639</td>
<td>2,039</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32,891</strong></td>
<td><strong>30,675</strong></td>
</tr>
</tbody>
</table>

### 11. BIOLOGICAL ASSETS

| Description                                                      | 2019 USD’000 | 2018 USD’000 |
|                                                               |              |              |
| Fair value at the beginning of the year                        | 1,845        | 1,552        |
| Exchange difference                                             | 5            | 15           |
| Increases due to purchases                                      | -            | 17           |
| Fair value adjustments attributed to births                     | 380          | 263          |
| Fair value adjustments attributed to price changes              | -            | 81           |
| Fair value adjustments attributed to growth                     | 150          | 207          |
| Fair value adjustments attributed to sales                      | (310)        | (203)        |
| Fair value adjustments attributed to sales and other decrements | (45)         | (87)         |
| **Fair value at the end of the year**                           | **2,025**    | **1,845**    |
The biological assets relate to livestock held at Kapiti Plains Estate Limited, which continues to breed and keep livestock, primarily to support the research needs of ILRI, which is the principal shareholder, and sells surplus livestock to third parties. All the biological assets described above are categorized as consumable biological assets since they are held for research and/or sale rather than to bear produce. All the biological assets are mature biological assets.

There are no biological assets whose title is restricted or pledged as security. Additionally, there are no commitments for development or acquisition of biological assets. To manage financial risks, the group has in place policies to ensure that credit is only extended in limited instances and in those instances is only extended to customers with an established credit history.

There are no non-financial measures or estimates of the physical quantities of the group’s biological assets at the end of the period.

The following significant assumptions are made in the estimate of fair values:

- The expected market price of livestock will remain constant based on the average price for the last one year.
- The market price for each animal can be reliably determined.

**Fair value hierarchy**

The fair value of livestock of 2019, USD2 million (2018–USD1.85 million), has been categorized as level 2 fair value based on inputs to the valuation technique used.

<table>
<thead>
<tr>
<th>Type</th>
<th>Valuation technique</th>
<th>Significant unobservable inputs</th>
<th>Interrelationship between unobservable inputs and fair values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livestock comprise of cattle, goats and sheep</td>
<td>Market comparison technique, fair values are based on market prices of livestock of similar age, weight and market values</td>
<td>Not applicable</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>
## Notes to the consolidated financial statements (cont’d)

### 12. ACCOUNTS PAYABLES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Donors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted Window 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Window 3</td>
<td>14,139</td>
<td>16,008</td>
</tr>
<tr>
<td>Restricted bilateral</td>
<td>8,908</td>
<td>5,005</td>
</tr>
<tr>
<td>Window 1&amp; Window 2</td>
<td>10,367</td>
<td>8,571</td>
</tr>
<tr>
<td><strong>Subtotal donors</strong></td>
<td>33,414</td>
<td>29,584</td>
</tr>
<tr>
<td><strong>Partners</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Agricultural Research Stations</td>
<td>205</td>
<td>360</td>
</tr>
<tr>
<td>Universities</td>
<td>89</td>
<td>97</td>
</tr>
<tr>
<td>International non-governmental organizations</td>
<td>173</td>
<td>201</td>
</tr>
<tr>
<td>CGIAR centres</td>
<td>3,291</td>
<td>2,986</td>
</tr>
<tr>
<td><strong>Subtotal partners</strong></td>
<td>3,758</td>
<td>3,644</td>
</tr>
<tr>
<td><strong>Hosted CGIAR centres</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CGIAR Secretariat</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td>International Institute of Tropical Agriculture (IITA)</td>
<td>596</td>
<td>130</td>
</tr>
<tr>
<td>International Food Policy Research Institute (IFPRI)</td>
<td>543</td>
<td>-0</td>
</tr>
<tr>
<td>International Water Management Institute (IWMI)</td>
<td>164</td>
<td>35</td>
</tr>
<tr>
<td>International Maize and Wheat Improvement Centre (CIMMYT)</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)</td>
<td>125</td>
<td>30</td>
</tr>
<tr>
<td>Bioversity International (IPGRI), Italy</td>
<td>538</td>
<td>474</td>
</tr>
<tr>
<td>International Potato Center (CIP)</td>
<td>1,768</td>
<td>223</td>
</tr>
<tr>
<td>Center for International Forestry Research (CIFOR)</td>
<td>53</td>
<td>25</td>
</tr>
<tr>
<td>World Agroforestry Centre (ICRAF)</td>
<td>327</td>
<td>218</td>
</tr>
<tr>
<td><strong>Subtotal CGIAR centres</strong></td>
<td>4,119</td>
<td>1,235</td>
</tr>
<tr>
<td>Hosted non-CGIAR centres</td>
<td>2,315</td>
<td>3,524</td>
</tr>
<tr>
<td><strong>Subtotal hosted organizations</strong></td>
<td>6,434</td>
<td>4,759</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued leave</td>
<td>851</td>
<td>1,472</td>
</tr>
<tr>
<td>Travel expenses and other payables</td>
<td>797</td>
<td>438</td>
</tr>
<tr>
<td><strong>Subtotal employees</strong></td>
<td>1,648</td>
<td>1,910</td>
</tr>
<tr>
<td>Trade creditors</td>
<td>2,357</td>
<td>3,578</td>
</tr>
<tr>
<td>CGIAR cost sharing percentage</td>
<td>362</td>
<td>577</td>
</tr>
<tr>
<td>Universities and research organizations</td>
<td>1,178</td>
<td>1,102</td>
</tr>
<tr>
<td>Other account payables</td>
<td>3,049</td>
<td>2,973</td>
</tr>
<tr>
<td><strong>Total accounts payable</strong></td>
<td>52,200</td>
<td>48,126</td>
</tr>
</tbody>
</table>
13. PROVISIONS

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>USD’000</td>
<td>USD’000</td>
</tr>
<tr>
<td>At the beginning of the year</td>
<td>283</td>
<td>589</td>
</tr>
<tr>
<td>Arising during the year</td>
<td>438</td>
<td>403</td>
</tr>
<tr>
<td>Utilized</td>
<td>(288)</td>
<td>(120)</td>
</tr>
<tr>
<td>Unused amounts reversed</td>
<td>-</td>
<td>(589)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>433</strong></td>
<td><strong>283</strong></td>
</tr>
</tbody>
</table>

Movement on general provisions is computed as a percentage (2.5%) of donor and partner receivables excluding CRPs. Exclusion of CRP balances is based on the understanding that they are funded from the CGIAR Fund and possibility of default is minimal.

14. ACCRUALS

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>USD’000</td>
<td>USD’000</td>
</tr>
<tr>
<td>Consultants’ costs</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Commercial suppliers</td>
<td>821</td>
<td>1,660</td>
</tr>
<tr>
<td>Project expenses</td>
<td>323</td>
<td>323</td>
</tr>
<tr>
<td>Other accruals</td>
<td>78</td>
<td>77</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,225</strong></td>
<td><strong>2,070</strong></td>
</tr>
</tbody>
</table>

15. EMPLOYEE LONG-TERM PAYABLE

<table>
<thead>
<tr>
<th>Description</th>
<th>Severance pay USD’000</th>
<th>Repatriation costs USD’000</th>
<th>Total USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at January 2019</td>
<td>3,463</td>
<td>2,300</td>
<td>5,763</td>
</tr>
<tr>
<td>Arising during the year</td>
<td>737</td>
<td>690</td>
<td>1,427</td>
</tr>
<tr>
<td>Utilized</td>
<td>(352)</td>
<td>(125)</td>
<td>(477)</td>
</tr>
<tr>
<td>Unused amounts reversed</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>As at 31 December 2019</strong></td>
<td><strong>3,848</strong></td>
<td><strong>2,865</strong></td>
<td><strong>6,713</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Severance pay USD’000</th>
<th>Repatriation costs USD’000</th>
<th>Total USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at January 2018</td>
<td>3,148</td>
<td>2,403</td>
<td>5,551</td>
</tr>
<tr>
<td>Arising during the year</td>
<td>587</td>
<td>110</td>
<td>697</td>
</tr>
<tr>
<td>Utilized</td>
<td>(272)</td>
<td>(213)</td>
<td>(485)</td>
</tr>
<tr>
<td>Unused amounts reversed</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>As at 31 December 2018</strong></td>
<td><strong>3,463</strong></td>
<td><strong>2,300</strong></td>
<td><strong>5,763</strong></td>
</tr>
</tbody>
</table>
16. RELATED PARTY TRANSACTIONS

The group’s related parties include its fully owned subsidiary, key management personnel and their related parties. Compensation paid to key management personnel comprises the members of the Board of Trustees and members of the Institute Management Committee who have authority and responsibility for planning, oversight, directing and controlling the activities of the group.

Unless otherwise stated, none of the transactions with related parties incorporate special terms and conditions and no guarantees were given or received. Outstanding balances are usually settled in cash. The following transactions have been entered into between the group and related parties for the relevant financial year:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kapiti Plains Estate Limited</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Purchases</td>
<td>15</td>
<td>40</td>
</tr>
<tr>
<td><strong>Key management personnel compensation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and other short-term employment benefits</td>
<td>2,217</td>
<td>2,069</td>
</tr>
<tr>
<td>Post-employment benefits</td>
<td>268</td>
<td>254</td>
</tr>
<tr>
<td>Honorarium</td>
<td>86</td>
<td>84</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,571</td>
<td>2,407</td>
</tr>
</tbody>
</table>

The table below shows outstanding balances from the related parties.

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kapiti Plains Estate Limited</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivable balance</td>
<td>4,111</td>
<td>3,007</td>
</tr>
<tr>
<td><strong>Key management personnel compensation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivable/ (payable) balance</td>
<td>(5)</td>
<td>(6)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,106</td>
<td>3,001</td>
</tr>
</tbody>
</table>

17. GRANT REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Window 1 &amp; Window 2 (grant schedules)</td>
<td>23,217</td>
<td>20,761</td>
</tr>
<tr>
<td>Window 3 (grant schedules)</td>
<td>20,714</td>
<td>28,053</td>
</tr>
<tr>
<td>Bilateral (grant schedules)</td>
<td>20,541</td>
<td>18,097</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>64,472</td>
<td>66,911</td>
</tr>
</tbody>
</table>

18. OTHER REVENUE AND GAINS

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from contracts with customers</td>
<td>7,582</td>
<td>7,906</td>
</tr>
<tr>
<td>Gain/loss on disposal of stock and equipment</td>
<td>188</td>
<td>103</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,770</td>
<td>8,009</td>
</tr>
</tbody>
</table>
### Notes to the consolidated financial statements (cont’d)

#### REVENUE FROM CONTRACTS WITH CUSTOMERS

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing and conferencing</td>
<td>4,152</td>
<td>4,130</td>
</tr>
<tr>
<td>Research support income</td>
<td>788</td>
<td>729</td>
</tr>
<tr>
<td>Office hosting and service income</td>
<td>2,642</td>
<td>3,047</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,582</strong></td>
<td><strong>7,906</strong></td>
</tr>
</tbody>
</table>

#### 19. SALES OF LIVESTOCK

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cattle</td>
<td>296</td>
<td>171</td>
</tr>
<tr>
<td>Sheep</td>
<td>16</td>
<td>31</td>
</tr>
<tr>
<td>Others</td>
<td>-</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>312</strong></td>
<td><strong>250</strong></td>
</tr>
</tbody>
</table>

*This relates to sickly and/or young cattle or sheep.

#### 20. COST OF SALES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour wages and rations</td>
<td>25</td>
<td>8</td>
</tr>
<tr>
<td>Veterinary expenses</td>
<td>74</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>99</strong></td>
<td><strong>58</strong></td>
</tr>
</tbody>
</table>

#### 21. FAIR VALUE (LOSS) GAIN ON LIVESTOCK

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain attributed to births</td>
<td>381</td>
<td>264</td>
</tr>
<tr>
<td>Gain attributable to price changes</td>
<td>-</td>
<td>81</td>
</tr>
<tr>
<td>Gain attributed to growth</td>
<td>151</td>
<td>207</td>
</tr>
<tr>
<td>Loss attributed to sales</td>
<td>(312)</td>
<td>(203)</td>
</tr>
<tr>
<td>Loss attributed to death and other decrements</td>
<td>(45)</td>
<td>(87)</td>
</tr>
<tr>
<td><strong>Fair value (loss) gain on biological assets</strong></td>
<td><strong>175</strong></td>
<td><strong>262</strong></td>
</tr>
</tbody>
</table>

#### 22. KAPITI PLAINS ESTATE EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel expenses</td>
<td>421</td>
<td>334</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>437</td>
<td>597</td>
</tr>
<tr>
<td>Depreciation</td>
<td>67</td>
<td>45</td>
</tr>
<tr>
<td>Travel</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>935</strong></td>
<td><strong>986</strong></td>
</tr>
</tbody>
</table>
Notes to the consolidated financial statements (cont’d)

23. RESEARCH EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted expenses</td>
<td>1,621</td>
<td>2,597</td>
</tr>
<tr>
<td>Restricted portfolio</td>
<td>37,725</td>
<td>37,279</td>
</tr>
<tr>
<td>Restricted non-portfolio</td>
<td>7,307</td>
<td>7,946</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>46,653</strong></td>
<td><strong>47,822</strong></td>
</tr>
</tbody>
</table>

24. COLLABORATOR EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>CGIAR collaborator expenses</td>
<td>7,125</td>
<td>7,119</td>
</tr>
<tr>
<td>Non-CGIAR collaborator expenses</td>
<td>4,798</td>
<td>7,687</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11,923</strong></td>
<td><strong>14,806</strong></td>
</tr>
</tbody>
</table>

25. GENERAL AND ADMINISTRATION EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel costs</td>
<td>3,825</td>
<td>4,046</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>3,054</td>
<td>4,022</td>
</tr>
<tr>
<td>Operational travel</td>
<td>514</td>
<td>600</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>32</td>
<td>17</td>
</tr>
<tr>
<td>Cost sharing percentage</td>
<td>1,199</td>
<td>916</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,624</strong></td>
<td><strong>9,601</strong></td>
</tr>
</tbody>
</table>

26. OTHER EXPENSES AND LOSSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering and facility costs</td>
<td>1,786</td>
<td>2,570</td>
</tr>
<tr>
<td>Business units’ costs</td>
<td>1,520</td>
<td>104</td>
</tr>
<tr>
<td>Research facility units’ costs</td>
<td>2,322</td>
<td>466</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,628</strong></td>
<td><strong>3,140</strong></td>
</tr>
</tbody>
</table>

27. FINANCIAL INCOME AND EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD’000</th>
<th>2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest income</td>
<td>1,389</td>
<td>1,509</td>
</tr>
<tr>
<td>Foreign exchange gain</td>
<td>380</td>
<td>818</td>
</tr>
<tr>
<td><strong>Total financial income</strong></td>
<td><strong>1,769</strong></td>
<td><strong>2,327</strong></td>
</tr>
<tr>
<td>Financial expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign exchange losses</td>
<td>386</td>
<td>791</td>
</tr>
<tr>
<td><strong>Total financial expenses</strong></td>
<td><strong>386</strong></td>
<td><strong>791</strong></td>
</tr>
</tbody>
</table>
### Notes to the consolidated financial statements (cont’d)

#### 28. EXPENSES BY FUNCTION

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 Unrestricted</th>
<th>2019 Restricted</th>
<th>2019 Totals</th>
<th>2018 Unrestricted</th>
<th>2018 Restricted</th>
<th>2018 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Portfolio USD'000</td>
<td>Non-portfolio USD'000</td>
<td>Portfolio USD'000</td>
<td>Non-portfolio USD'000</td>
<td>USD'000</td>
<td>Portfolio USD'000</td>
</tr>
<tr>
<td>Personnel</td>
<td>- 10,366</td>
<td>19,353</td>
<td>3,132</td>
<td>32,851</td>
<td>- 10,237</td>
<td>17,208</td>
</tr>
<tr>
<td>CGIAR collaborators</td>
<td>- 7,005</td>
<td>120</td>
<td>7,125</td>
<td>-</td>
<td>7,120</td>
<td>(1)</td>
</tr>
<tr>
<td>Non-CGIAR collaborators</td>
<td>- 126</td>
<td>4,102</td>
<td>570</td>
<td>4,798</td>
<td>-</td>
<td>426</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>25</td>
<td>3,779</td>
<td>14,863</td>
<td>3,447</td>
<td>22,114</td>
<td>34</td>
</tr>
<tr>
<td>Operational travel</td>
<td>-</td>
<td>989</td>
<td>2,666</td>
<td>386</td>
<td>4,041</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>1,634</td>
<td>345</td>
<td>182</td>
<td>2,161</td>
<td>-</td>
</tr>
<tr>
<td>Cost sharing percentage</td>
<td>11</td>
<td>23</td>
<td>772</td>
<td>400</td>
<td>1,206</td>
<td>28</td>
</tr>
<tr>
<td>Indirect costs</td>
<td>309</td>
<td>(7,525)</td>
<td>6,351</td>
<td>864</td>
<td>-</td>
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<tr>
<td>Total</td>
<td>345</td>
<td>9,392</td>
<td>55,457</td>
<td>9,101</td>
<td>74,296</td>
<td>614</td>
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</tbody>
</table>

#### 29. PERSONNEL COSTS

<table>
<thead>
<tr>
<th>Description</th>
<th>2019 USD'000</th>
<th>2018 USD'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and allowances</td>
<td>25,958</td>
<td>23,962</td>
</tr>
<tr>
<td>Contributions to defined contribution plan</td>
<td>2,866</td>
<td>2,706</td>
</tr>
<tr>
<td>Medical and life insurance</td>
<td>2,086</td>
<td>1,989</td>
</tr>
<tr>
<td>Relocation and leave expenses</td>
<td>1,060</td>
<td>1,110</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>881</td>
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<tr>
<td><strong>Total personnel costs</strong></td>
<td>32,851</td>
<td>31,045</td>
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#### 30. COMPUTATION OF INDIRECT COST RATE

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<th>Description</th>
<th>2019 USD'000</th>
<th>2018 USD'000</th>
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<tbody>
<tr>
<td>General and administration expenses</td>
<td>8,624</td>
<td>9,601</td>
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<tr>
<td>Research expenses (excluding all collaborator expenses)</td>
<td>46,653</td>
<td>47,822</td>
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<tr>
<td>Non-CGIAR collaborator expenses</td>
<td>4,798</td>
<td>7,687</td>
</tr>
<tr>
<td><strong>Total cost excluding CGIAR collaborator expenses</strong></td>
<td>51,451</td>
<td>55,509</td>
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</tbody>
</table>

**ILRI indirect cost rate**

17%

17%

#### 31. EVENTS AFTER THE REPORTING DATE

Initial cases of the COVID-19 (coronavirus) infection were reported in China towards the end of 2019. The virus has since spread to many other countries around the world including Kenya. On 12 March 2020 the World Health Organization (WHO) declared the COVID-19 outbreak a global pandemic. One of the emerging results of this health crisis is the disruption of global economic activities, and this could include the activities of ILRI’s existing and potential funding/development partners. The ILRI Board and Management will be closely monitoring and assessing the impact of COVID-19 on the operations of ILRI.
Goat lives and livelihoods in Mayurbhanj, Odisha, India (photo credit: ILRI/Susan MacMillan).
Girl drinking milk produced by the family cow (photo credit: ILRI/Apollo Habtamu).
Exhibit I
Grant revenues and accounts receivable/payable
For the year ended 31 December 2019 (USD’000)

<table>
<thead>
<tr>
<th>Grant code</th>
<th>Donor</th>
<th>Grant pledge</th>
<th>Total funds available</th>
<th>Accounts receivable</th>
<th>Accounts payable</th>
<th>Current year</th>
<th>Prior year</th>
</tr>
</thead>
<tbody>
<tr>
<td>CG1200</td>
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<td>CGIAR Consortium</td>
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<td>989</td>
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<td>Recommendation Action Plan - RA</td>
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A: Restricted CRPs – Window 1 & Window 2

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<tr>
<th>Grant code</th>
<th>Donor</th>
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<th>Total funds available</th>
<th>Accounts receivable</th>
<th>Accounts payable</th>
<th>Current year</th>
<th>Prior year</th>
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<td>(6)</td>
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<td>309</td>
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<td>-</td>
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<td>114</td>
<td>409</td>
</tr>
</tbody>
</table>
## Exhibit I
Grant revenues and accounts receivable/payable
For the year ended 31 December 2019 (USD’000)

<table>
<thead>
<tr>
<th>Grant code</th>
<th>Donor</th>
<th>Revenue</th>
<th>Accounts payable</th>
<th>Accounts receivable</th>
<th>Total funds available</th>
<th>Grant pledge</th>
<th>Accounts Current year</th>
<th>Accounts Prior year</th>
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<tbody>
<tr>
<td>B: Restricted CRPs – Window 3</td>
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<td>-</td>
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<td>-</td>
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<td>908</td>
<td>(111)</td>
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## Exhibit I
Grant revenues and accounts receivable/payable

For the year ended 31 December 2019 (USD’000)

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<th>Grant code</th>
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<th>Accounts receivable</th>
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Exhibit I
Grant revenues and accounts receivable/payable
For the year ended 31 December 2019 (USD’000)

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<th>Grant code</th>
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## Exhibit I

### Grant revenues and accounts receivable/payable

For the year ended 31 December 2019 (USD’000)

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## Exhibit I

**Grant revenues and accounts receivable/payable**

For the year ended 31 December 2019 (USD’000)

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## Exhibit I
Grant revenues and accounts receivable/payable

For the year ended 31 December 2019 (USD’000)

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## Exhibit I

### Grant revenues and accounts receivable/payable

For the year ended 31 December 2019 (USD’000)

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### Exhibit I

Grant revenues and accounts receivable/payable

For the year ended 31 December 2019 (USD’000)

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### Exhibit I

Grant revenues and accounts receivable/payable

For the year ended 31 December 2019 (USD’000)

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### Exhibit II
Grant pledges and expenses
For the year ended 31 December 2019 (USD’000)

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<td>1/1/2017</td>
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### B: Restricted CRPs – Window 3

#### Australian Centre for International Agricultural Research (ACIAR)

<table>
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<tr>
<th>Grant</th>
<th>Grant title</th>
<th>CRP/non-portfolio</th>
<th>Start date</th>
<th>End date</th>
<th>Grant pledge</th>
<th>Prior years’ Expenses</th>
<th>Expenses 2019</th>
<th>Total Expenses</th>
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<tr>
<td>ACI021</td>
<td>Integrating crop and livestock for improved food security and livelihoods in rural Zimbabwe</td>
<td>Livestock</td>
<td>1/6/2012</td>
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<td>4,123</td>
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<td>ACI027</td>
<td>SafePORK: Market-based approaches to improving the safety of pork in Vietnam</td>
<td>A4NH</td>
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#### Austrian Development Agency (ADA)

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<td>AUT005</td>
<td>Increasing the productivity of dual-purpose cattle in Nicaragua – More milk and meat through better breeds</td>
<td>Livestock</td>
<td>1/7/2013</td>
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<td>641</td>
<td>562</td>
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<td>AUT006</td>
<td>Sustainable intensification of the pig value chain in Uganda – for improved rural livelihoods and food security</td>
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#### Bill & Melinda Gates Foundation (BMGF)

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<td>African Chicken Genetic Gains Program (ACGG)</td>
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<td>BMG018</td>
<td>Platform for African Dairy Genetic Gains (ADGG)</td>
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<td>10/26/2015</td>
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<td>9,130</td>
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<td>BMG019</td>
<td>A novel intervention to protect cattle against East Coast fever through pre-infection with a related species</td>
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<td>Technical assistance for development of the Bihar Livestock Master Plan (Bihar LMP)</td>
<td>Livestock</td>
<td>26/11/2017</td>
<td>30/11/2019</td>
<td>714</td>
<td>721</td>
<td>(6)</td>
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<td>BMG023</td>
<td>Urban food markets in Africa – incentivizing food safety</td>
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#### China

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<th>End date</th>
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<th>Expenses 2019</th>
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<td>CHN001</td>
<td>Support to Han Jianlin activities in China</td>
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<td>31/12/2019</td>
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<td>647</td>
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<td>940</td>
<td>647</td>
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## Exhibit II
Grant pledges and expenses

For the year ended 31 December 2019 (USD’000)

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<thead>
<tr>
<th>Grant</th>
<th>Grant title</th>
<th>CRP/non-portfolio</th>
<th>Start date</th>
<th>End date</th>
<th>Grant pledge</th>
<th>Prior years’ Expenses</th>
<th>Expenses 2019</th>
<th>Total Expenses</th>
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<tbody>
<tr>
<td><strong>Indian Council of Agricultural Research (ICAR)</strong></td>
<td>ILRI-ICAR Funds</td>
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<td></td>
<td>1,414</td>
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<td>11</td>
<td>1,309</td>
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<td><strong>International Fund for Agricultural Development (IFAD)</strong></td>
<td>Innovative beef value chain development schemes in Southern Africa</td>
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<td>31/7/2019</td>
<td>942</td>
<td>937</td>
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<td>Improved productivity through crop/livestock intervention in Burundi and the Eastern Democratic Republic of Congo</td>
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<td>Greening livestock: Incentive-based interventions for reducing the climate impact of livestock in East Africa</td>
<td>CCAFS</td>
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<td>Improved productivity through crop-livestock interventions in eastern DR Congo and Burundi under program Putting Research into Use for Nutrition, Sustainable Agriculture and Resilience (PRUNSAR)</td>
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<td>Control of the peste des petits ruminants (PPR) in eastern and western Africa</td>
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<td>Scaling up the delivery of ITM in Tanzania through facilitation of ITM delivery value chain</td>
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<td>Developing optimum vaccination strategies for Rift Valley fever</td>
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<td>Livestock development planning support to Tanzania: Tanzania Livestock Master Plan (LMP)</td>
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<td>30/6/2019</td>
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<td>Global Livestock Advocacy for Development (GLAD)</td>
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<td>Organizational needs assessment and planning for ILRI</td>
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## Exhibit II
Grant pledges and expenses

For the year ended 31 December 2019 (USD’000)

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<th>Grant title</th>
<th>CRP/non-portfolio</th>
<th>Start date</th>
<th>End date</th>
<th>Grant pledge</th>
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</tr>
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<td>African Union–Interafrican Bureau for Animal Resources (AU-IBAR)</td>
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<td>BIO001 MycoSafe-South -European–African partnership for safe and effective use of mycotoxin mitigation strategies in sub-Saharan Africa</td>
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<tr>
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<td>247</td>
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<td>Bioversity International (IPGRI), Italy</td>
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<td>BVIO01 Capacity building workshop on genetic resource policies for CGIAR scientists and close partners</td>
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<td>9/1/2020</td>
<td>66</td>
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<td>24/10/2022</td>
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<td>CIA008 Climate services for agriculture: Empowering farmers to manage risk and adapt to a changing climate in Rwanda</td>
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<td>CIA011 Gap funding forage selection and breeding activities– Feeds and Forage Flagship of Livestock CRP</td>
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## Exhibit II

Grant pledges and expenses

For the year ended 31 December 2019 (USD’000)

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<th>CRP/non-portfolio</th>
<th>Start date</th>
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<th>Grant pledge</th>
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<td>CIA012</td>
<td>Improved forage grasses: Making the case for their integration into humid- to sub-humid livestock production systems in Kenya and Ethiopia</td>
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<td>Climate-smart dairy systems in East Africa through improved forage and feeding strategies: Enhancing productivity and adaptive capacity while mitigating greenhouse gas emissions.</td>
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<td>Co-infection with Rift Valley fever virus, <em>Brucella</em> spp and <em>Coxiella burnetii</em> in humans and animals in Kenya: Disease burden and ecological factors</td>
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<td>To provide consultancy services to the East African Community (EAC) under the partnership project towards catalysing the implementation of CAADP-Molabo 2017–2020 Business Plan</td>
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### Exhibit II

**Grant pledges and expenses**

For the year ended 31 December 2019 (USD’000)

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<th>Grant title</th>
<th>CRP/non-portfolio</th>
<th>Start date</th>
<th>End date</th>
<th>Grant pledge</th>
<th>Prior years’ Expenses</th>
<th>Expenses 2019</th>
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<td>Bridging Biobanking and Biomedical Research across Europe and Africa – B3Africa (action)</td>
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<td>Linking biodiversity, ecosystem functions and services in the Great Serengeti-Mara Ecosystem (GSME) – drivers of change, causalities and sustainable management strategies</td>
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<td>A regional training workshop and capacity building on proven livestock technology use, uptake and adoption for producers, processors, marketers and their associations in Eastern Africa</td>
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## Exhibit II

Grant pledges and expenses

For the year ended 31 December 2019 (USD’000)

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<th>Grant title</th>
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<th>Start date</th>
<th>End date</th>
<th>Grant pledge</th>
<th>Prior years’ Expenses</th>
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Exhibit II
Grant pledges and expenses
For the year ended 31 December 2019 (USD’000)

<p>| Grant       | Grant title                                                                 | CRP/non-portfolio | Start date | End date | Grant pledged | Prior years’ Expenses | Expenses 2019 | Total Expenses |
|-------------|------------------------------------------------------------------------------|-------------------|------------|----------|---------------|-----------------------|---------------|----------------|----------------|
| <strong>World Agroforestry Centre (ICRAF)</strong> |                                                                              |                   |            |           |               |                      |               |                |                |
| ICR009      | IBLI pre-feasibility study in Meyumuluke Woreda, East Harerghie Zone of Oromia National Regional State, Ethiopia | Livestock         | 1/7/2019   | 30/9/2019 | 30            | -                     | 28            | 28             |
| <strong>ICRAF subtotal</strong> |                                                                              |                   |            |           | 747           | 553                   | 175           | 728            |
| <strong>International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)</strong> |                                                                              |                   |            |           |               |                      |               |                |                |
| ICS023      | Improved livelihoods through sustainable intensification and diversification of market-oriented crop-livestock systems in southern Malawi | Livestock         | 23/2/2017  | 22/8/2020 | 821           | 211                    | 216           | 427            |
| ICS024      | Africa RISING: Sustainable intensification of key farming systems in the Sudan-Sahelian Zone of West Africa | Livestock         | 1/5/2017   | 31/5/2019 | 219           | 146                    | 76            | 222            |
| ICS026      | Enabling value chains to create sustainable income for vulnerable people in crop-livestock systems of Burkina Faso and Niger | Livestock         | 26/1/2019  | 30/9/2020 | 157           | 13                     | 59            | 73             |
| <strong>ICRISAT subtotal</strong> |                                                                              |                   |            |           | 1,198         | 371                   | 352           | 722            |
| <strong>The Integrated Development Authority of the Liptako-Gourma Region (ALG)</strong> |                                                                              |                   |            |           |               |                      |               |                |                |
| IDA001      | Feasibility study of the five-year program for livestock development in the member states of Liptako-Gourma | Non-portfolio     | 2/2/2017   | 30/9/2019 | 270           | 203                    | 19            | 222            |
| <strong>ALG subtotal</strong> |                                                                              |                   |            |           | 270           | 203                   | 19            | 222            |
| <strong>International Development Research Centre (IDRC)</strong> |                                                                              |                   |            |           |               |                      |               |                |                |
| IDR018      | Engineering of African swine fever virus using synthetic biology to accelerate vaccine | Livestock         | 1/7/2017   | 1/10/2019 | 496           | 285                    | 211           | 496            |
| IDR019      | Custom design of multi-component nanoparticle vaccines for East Coast fever | Livestock         | 15/6/2017  | 15/6/2019 | 629           | 311                    | 318           | 629            |
| IDR020      | Phages as a One Health approach for the replacement of antibiotics, and reduction of drug resistant nontyphoidal Salmonella, in poultry farms in Kenya | Livestock         | 18/3/2019  | 1/12/2021 | 1,295         | -                     | 267           | 267            |
| IDR022      | Capacity building on the Women’s Empowerment in Livestock Index | Livestock         | 4/10/2019  | 3/10/2020 | 102           | -                     | 12            | 12             |
| IDR023      | Development of a novel subunit vaccine for contagious bovine pleuropneumonia | Livestock         | 1/10/2019  | 30/9/2021 | 316           | -                     | 10            | 10             |
| <strong>IDRC subtotal</strong> |                                                                              |                   |            |           | 3,227         | 596                   | 857           | 1,453          |
| <strong>International Food Policy Research Institute (IFPRI)</strong> |                                                                              |                   |            |           |               |                      |               |                |                |
| IFP038      | Regional Strategic Analysis and Knowledge Support System (ReSAKSS) Phase II | Livestock         | 1/1/2017   | 31/12/2021| 2,500         | 928                    | 402           | 1,330          |</p>
<table>
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<th>Grant</th>
<th>Grant title</th>
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<th>End date</th>
<th>Grant pledge</th>
<th>Prior year's Expenses</th>
<th>Expenses 2019</th>
<th>Total Expenses</th>
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<td><strong>1,926</strong></td>
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## Exhibit II
Grant pledges and expenses

For the year ended 31 December 2019 (USD’000)

<table>
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<th>Grant</th>
<th>Grant title</th>
<th>CRP/non-portfolio</th>
<th>Start date</th>
<th>End date</th>
<th>Grant pledge</th>
<th>Prior years’ Expenses</th>
<th>Expenses 2019</th>
<th>Total Expenses</th>
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<td>Land O’Lakes International Development Fund</td>
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<td>London School of Hygiene &amp; Tropical Medicine</td>
<td>The Urban Food Futures Project</td>
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<td>31/10/2019</td>
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<td>Health of Ethiopian Animals for Rural Development (HEARD)</td>
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<td>Ministry of Livestock and Fisheries (MoL&amp;F)</td>
<td>Training of trainers on result-based monitoring and evaluation and market-oriented extension</td>
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<td>Netherlands Organisation for Scientific Research (NWO)</td>
<td>Women in Business: Chicken seed dissemination in Ethiopia and Tanzania</td>
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<td>Overseas Development Institute (ODI)</td>
<td>Feed and fodder production in different agro-climatic zones and its utilization for livestock of Odisha</td>
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## Exhibit II
Grant pledges and expenses
For the year ended 31 December 2019 (USD’000)

<table>
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<th>Grant title</th>
<th>CRP/non-portfolio</th>
<th>Start date</th>
<th>End date</th>
<th>Grant pledge</th>
<th>Prior years’ Expenses</th>
<th>Expenses 2019</th>
<th>Total Expenses</th>
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<tbody>
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<td>OSU001</td>
<td>The assessment and management of risk from non-typhoidal Salmonella and diarrheagenic <em>Escherichia coli</em> and campylobacter in raw beef and dairy in Ethiopia (TARTARE)</td>
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### Exhibit II
Grant pledges and expenses
For the year ended 31 December 2019 (USD’000)

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## Exhibit II

**Grant pledges and expenses**

For the year ended 31 December 2019 (USD’000)

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<th>Grant</th>
<th>Grant title</th>
<th>CRP/non-portfolio</th>
<th>Start date</th>
<th>End date</th>
<th>Grant pledge</th>
<th>Prior years’ Expenses</th>
<th>Expenses 2019</th>
<th>Total Expenses</th>
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## Exhibit II
Grant pledges and expenses
For the year ended 31 December 2019 (USD’000)

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<th>End date</th>
<th>Grant pledge</th>
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## Exhibit II

### Grant pledges and expenses

For the year ended 31 December 2019 (USD’000)

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<th>Grant title</th>
<th>CRP/non-portfolio</th>
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<th>End date</th>
<th>Grant pledge</th>
<th>Prior years’ Expenses</th>
<th>Expenses 2019</th>
<th>Total Expenses</th>
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<td>Improving animal feed policy and regulatory environment in Ethiopia</td>
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<td>Scaling-up of Bhoosamrudhi Program in Bidar, Dharward, Udupi and Chikkaballapur Districts in Karnataka (Bhoosamrudhi Phase II)</td>
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### Exhibit II

Grant pledges and expenses

For the year ended 31 December 2019 (USD’000)

<table>
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<th>Grant title</th>
<th>CRP/non-portfolio</th>
<th>Start date</th>
<th>End date</th>
<th>Grant pledge</th>
<th>Prior years’ Expenses</th>
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<th>Total Expenses</th>
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<td>Unlocking the potential of grass pea for Resilient Agriculture in Drought-prone Environments (UPGRADE)</td>
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<td>SNV002</td>
<td>Red meat value chain development in Maputo and Limpopo corridors (Prosul) Project</td>
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<td>1/1/2013</td>
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<td>2,073</td>
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<td></td>
<td>2,073</td>
<td>366</td>
<td>69</td>
<td>435</td>
</tr>
<tr>
<td><strong>University of East Anglia</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>UEA001</td>
<td>Durable rice blast resistance for sub-Saharan Africa</td>
<td>Non-portfolio</td>
<td>1/9/2019</td>
<td>30/6/2021</td>
<td>338</td>
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### Exhibit II

**Grant pledges and expenses**

For the year ended 31 December 2019 (USD’000)

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<th>Grant</th>
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<th>CRP/non-portfolio</th>
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<th>End date</th>
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<th>Prior years’ Expenses</th>
<th>Expenses 2019</th>
<th>Total Expenses</th>
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<tbody>
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<td></td>
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<tr>
<td>UOL003</td>
<td>GCRF-BBR: Tick Cell Biobank: Outposts in Asia, Africa and South America</td>
<td>Non-portfolio</td>
<td>1/7/2017</td>
<td>30/6/2020</td>
<td>22</td>
<td>-</td>
<td>19</td>
<td>19</td>
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<tr>
<td><strong>UOL subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22</td>
<td>-</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td><strong>Wellcome Trust</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WEL015</td>
<td>Afrique One - African Science Partnership for Intervention Research Excellence (ASPIRE)</td>
<td>Non-portfolio</td>
<td>1/7/2016</td>
<td>30/6/2021</td>
<td>433</td>
<td>13</td>
<td>80</td>
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<td><strong>World Bank</strong></td>
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<tr>
<td>WBA032</td>
<td>Kenya Livestock Insurance Program</td>
<td>Non-portfolio</td>
<td>4/10/2016</td>
<td>31/8/2019</td>
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<td>1,272</td>
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<td><strong>World Bank subtotal</strong></td>
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<td></td>
<td></td>
<td></td>
<td>1,280</td>
<td>1,272</td>
<td>(5)</td>
<td>1,267</td>
</tr>
<tr>
<td><strong>Subtotal E:</strong></td>
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<td></td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20,413</td>
<td>6,347</td>
<td>4,149</td>
<td>10,496</td>
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<tr>
<td><strong>Grand total</strong></td>
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<td></td>
<td></td>
<td></td>
<td>296,417</td>
<td>147,528</td>
<td>64,472</td>
<td>211,999</td>
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</table>

![Pigs at the Dresty Farm Industry commercial pig farm in Assam, India (photo credit: ILRI/Stevie Mann).](image)
### Exhibit III
**CRP/portfolio expenditure reports**

For the year ended 31 December 2019 (USD’000)

#### CGIAR Research Program on Livestock Agri-Food Systems- Lead centre

<table>
<thead>
<tr>
<th>Natural classification</th>
<th>Window 1 and 2</th>
<th>Window 3</th>
<th>Bilateral funding</th>
<th>Centre funds</th>
<th>Total funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>5,293</td>
<td>3,377</td>
<td>5,341</td>
<td>-</td>
<td>14,011</td>
</tr>
<tr>
<td>Collaboration costs – CGIAR centres</td>
<td>4,438</td>
<td>1,968</td>
<td>(24)</td>
<td>-</td>
<td>6,383</td>
</tr>
<tr>
<td>Collaboration costs – partners</td>
<td>463</td>
<td>2,403</td>
<td>641</td>
<td>-</td>
<td>3,507</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>3,464</td>
<td>3,185</td>
<td>3,868</td>
<td>25</td>
<td>10,542</td>
</tr>
<tr>
<td>Operational travel</td>
<td>460</td>
<td>634</td>
<td>652</td>
<td>-</td>
<td>1,746</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>285</td>
<td>42</td>
<td>-</td>
<td>328</td>
</tr>
<tr>
<td>Cost sharing percentage</td>
<td>-</td>
<td>489</td>
<td>192</td>
<td>10</td>
<td>691</td>
</tr>
<tr>
<td><strong>Subtotal of direct costs</strong></td>
<td>14,117</td>
<td>12,389</td>
<td>10,667</td>
<td>35</td>
<td>37,207</td>
</tr>
<tr>
<td>Indirect costs</td>
<td>1,864</td>
<td>1,368</td>
<td>1,267</td>
<td>300</td>
<td>4,798</td>
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<tr>
<td><strong>Total – all costs</strong></td>
<td>15,981</td>
<td>13,756</td>
<td>11,933</td>
<td>335</td>
<td>42,005</td>
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</table>

Note: *The W1/2 expenses include the gender postdoctoral expenses (CGI001 & CGI002 grants)*

#### CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS)

<table>
<thead>
<tr>
<th>Natural classification</th>
<th>Window 1 and 2</th>
<th>Window 3</th>
<th>Bilateral funding</th>
<th>Centre funds</th>
<th>Total funding</th>
</tr>
</thead>
<tbody>
<tr>
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<td>-</td>
<td>3</td>
<td>-</td>
<td>24</td>
</tr>
<tr>
<td>Supplies and services</td>
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<td>65</td>
<td>493</td>
<td>-</td>
<td>1,242</td>
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<td>12</td>
<td>142</td>
<td>-</td>
<td>373</td>
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<tr>
<td>Depreciation</td>
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<tr>
<td>Cost sharing percentage</td>
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</tr>
<tr>
<td><strong>Subtotal of direct costs</strong></td>
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<td>625</td>
<td>1,737</td>
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<td>4,748</td>
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#### CGIAR Research Program for Nutrition and Health (A4NH)

<table>
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<tr>
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<th>Window 3</th>
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<th>Total funding</th>
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</thead>
<tbody>
<tr>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>15</td>
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<tr>
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### CGIR Research Program on Policies, Institutions and Markets (PIM)

<table>
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<th>Window 3</th>
<th>Bilateral funding</th>
<th>Centre funds</th>
<th>Total funding</th>
</tr>
</thead>
<tbody>
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<td>15</td>
<td>-</td>
<td>37</td>
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<td>-</td>
</tr>
<tr>
<td>Cost sharing percentage</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>3</td>
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<td><strong>Subtotal of direct costs</strong></td>
<td><strong>306</strong></td>
<td>-</td>
<td><strong>127</strong></td>
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<td><strong>433</strong></td>
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<td>46</td>
<td>-</td>
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<td><strong>Total – all costs</strong></td>
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### CGIR Platform on Big Data in Agriculture

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<th>Bilateral funding</th>
<th>Centre funds</th>
<th>Total funding</th>
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<tbody>
<tr>
<td>Personnel</td>
<td>77</td>
<td>-</td>
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<td>-</td>
<td>77</td>
</tr>
<tr>
<td>Collaboration costs – CGIAR centres</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Collaboration costs – partners</td>
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<tr>
<td>Operational travel</td>
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<tr>
<td>Depreciation</td>
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<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Cost sharing percentage</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td><strong>Subtotal of direct costs</strong></td>
<td><strong>104</strong></td>
<td>-</td>
<td>-</td>
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<td><strong>104</strong></td>
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<tr>
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<td>-</td>
<td>-</td>
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</tr>
<tr>
<td><strong>Total – all costs</strong></td>
<td><strong>120</strong></td>
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<td>-</td>
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</table>

### CGIR Platform on Genebanks

<table>
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<th>Window 3</th>
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<th>Total funding</th>
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<tbody>
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<td>622</td>
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<td>-</td>
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<td>Collaboration costs – partners</td>
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</tr>
<tr>
<td>Supplies and services</td>
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<td>-</td>
<td>315</td>
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<td>646</td>
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<td>Cost sharing percentage</td>
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<td><strong>667</strong></td>
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<td><strong>1,534</strong></td>
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</table>

*W1/W2 expenditure includes 2011 Genebank support funds (GEN002)*
Exhibit III
CRP/portfolio expenditure reports
For the year ended 31 December 2019 (USD’000)

CGIAR Research Program on Grain Legumes and Dryland Cereals (GLDC)

<table>
<thead>
<tr>
<th>Natural classification</th>
<th>*Window 1 &amp; 2</th>
<th>Window 3</th>
<th>Bilateral funding</th>
<th>Centre funds</th>
<th>Total funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>21</td>
</tr>
<tr>
<td>Collaboration costs – CGIAR centres</td>
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</tr>
<tr>
<td>Collaboration costs – partners</td>
<td>-</td>
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<tr>
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<tr>
<td>Operational travel</td>
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<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cost sharing percentage</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal of direct costs</strong></td>
<td><strong>64</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td><strong>64</strong></td>
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<tr>
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<td>-</td>
<td>-</td>
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</tr>
<tr>
<td><strong>Total – all costs</strong></td>
<td><strong>73</strong></td>
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<td><strong>73</strong></td>
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</tbody>
</table>

CGIAR Research Program on Livestock Agri-Food Systems–Participating centre

<table>
<thead>
<tr>
<th>Natural classification</th>
<th>*Window 1 &amp; 2</th>
<th>Window 3</th>
<th>Bilateral funding</th>
<th>Centre funds</th>
<th>Total funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>5,287</td>
<td>3,377</td>
<td>5,341</td>
<td>-</td>
<td>14,005</td>
</tr>
<tr>
<td>Collaboration costs – CGIAR centres</td>
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<td>1,968</td>
<td>(24)</td>
<td>-</td>
<td>1,945</td>
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<tr>
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<td>2,403</td>
<td>641</td>
<td>-</td>
<td>3,507</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>3,463</td>
<td>3,185</td>
<td>3,868</td>
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<td>10,540</td>
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<tr>
<td>Operational travel</td>
<td>460</td>
<td>634</td>
<td>652</td>
<td>-</td>
<td>1,746</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>285</td>
<td>42</td>
<td>-</td>
<td>328</td>
</tr>
<tr>
<td>Cost sharing percentage</td>
<td>-</td>
<td>489</td>
<td>192</td>
<td>10</td>
<td>691</td>
</tr>
<tr>
<td><strong>Subtotal of direct costs</strong></td>
<td><strong>9,672</strong></td>
<td><strong>12,389</strong></td>
<td><strong>10,667</strong></td>
<td><strong>35</strong></td>
<td><strong>32,762</strong></td>
</tr>
<tr>
<td>Indirect costs</td>
<td>1,863</td>
<td>1,368</td>
<td>1,267</td>
<td>300</td>
<td>4,797</td>
</tr>
<tr>
<td><strong>Total – all costs</strong></td>
<td><strong>11,534</strong></td>
<td><strong>13,756</strong></td>
<td><strong>11,933</strong></td>
<td><strong>335</strong></td>
<td><strong>37,559</strong></td>
</tr>
</tbody>
</table>

Note: *The W1/2 expenses include the gender postdoctoral expenses (CGI001 & CGI002 grants)
### Exhibit IV

**CRP W1 and W2 funding reports**

For the year ended 31 December 2019 (USD’000)

<table>
<thead>
<tr>
<th>CGIAR Research Program on Livestock</th>
<th>Window 1 &amp; 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance held by lead centre</td>
<td>7,814</td>
</tr>
<tr>
<td>Add: cash receipts from lead centre</td>
<td>17,271</td>
</tr>
<tr>
<td>Less: disbursements</td>
<td></td>
</tr>
<tr>
<td>ILRI-lead centre</td>
<td>(11,097)</td>
</tr>
<tr>
<td>CIAT</td>
<td>(2,155)</td>
</tr>
<tr>
<td>ICARDA</td>
<td>(2,283)</td>
</tr>
<tr>
<td>SLU</td>
<td>(434)</td>
</tr>
<tr>
<td><strong>Closing balance held by lead centre</strong></td>
<td><strong>9,116</strong></td>
</tr>
</tbody>
</table>

Note: * Income and expenditure for the gender postdoctoral agreements (CGI001 and CGI002 grants) is excluded in the report because it is not part of the PIA.

<table>
<thead>
<tr>
<th>CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS)</th>
<th>Window 1 &amp; 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>(223)</td>
</tr>
<tr>
<td>Add: cash receipts from lead centre</td>
<td>2,369</td>
</tr>
<tr>
<td>Less: disbursements</td>
<td>(2,086)</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CGIAR Research Program for Nutrition and Health (A4NH)</th>
<th>Window 1 &amp; 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>640</td>
</tr>
<tr>
<td>Add: cash receipts from lead centre</td>
<td>4,045</td>
</tr>
<tr>
<td>Less: disbursements</td>
<td>(3,737)</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td><strong>948</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CGIAR Research Program on Policies, Institutions and Markets (PIM)</th>
<th>Window 1 &amp; 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>(221)</td>
</tr>
<tr>
<td>Add: cash receipts from lead centre</td>
<td>708</td>
</tr>
<tr>
<td>Less: disbursements</td>
<td>(352)</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td><strong>135</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CGIAR Platform on Big Data in Agriculture</th>
<th>Window 1 &amp; 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>(17)</td>
</tr>
<tr>
<td>Add: cash receipts from lead centre</td>
<td>80</td>
</tr>
<tr>
<td>Less: disbursements</td>
<td>(120)</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td>(57)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CGIAR Platform on Genebanks</th>
<th>Window 1 &amp; 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>(218)</td>
</tr>
<tr>
<td>Add: cash receipts from lead centre</td>
<td>918</td>
</tr>
<tr>
<td>Less: disbursements</td>
<td>(787)</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td>(86)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CGIAR Research Program on Grain Legumes and Dryland Cereals (GLDC)</th>
<th>Window 1 &amp; 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>-</td>
</tr>
<tr>
<td>Add: cash receipts from lead centre</td>
<td>32</td>
</tr>
<tr>
<td>Less: disbursements</td>
<td>(73)</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td>(42)</td>
</tr>
</tbody>
</table>
## Exhibit V

### Statement of activities

**FOR THE YEAR ENDED 31 DECEMBER 2019 (USD’000)**

### Revenue and gains

<table>
<thead>
<tr>
<th>Grant revenue (exhibit I &amp; II)</th>
<th>Window 1 &amp; 2</th>
<th>Window 3</th>
<th>Bilateral</th>
<th>Total Grant revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>23,217</td>
<td>15,708</td>
<td>16,392</td>
<td>55,317</td>
</tr>
<tr>
<td>2018</td>
<td>20,761</td>
<td>22,533</td>
<td>13,887</td>
<td>57,181</td>
</tr>
</tbody>
</table>

### Other revenues and gains

| Sale of livestock | 312 | 250 |
| Fair value (loss) gain on livestock | 175 | 261 |
| Cost of sale of livestock | (99) | (58) |

### Expenses and losses

| Research expenses | 37,725 | 7,125 |
| CGIAR collaborator expenses | 4,102 | 4,798 |
| General and administration expenses | 6,486 | 6,131 |

### Operating surplus/deficit

| Non-operating gain on sale of asset(s) | 123 |
| Finance income | 1,769 |

### Non-operating income

| Total non-operating income | 1,892 |

### Total operating surplus/deficit

| Total | 55,317 | 55,662 |

### Other comprehensive income

| Exchange differences on translation or foreign operations | (2) |

### Total comprehensive surplus/deficit for the year

| Grand Total | USD’000 | USD’000 |

---

**Notes**

### Portfolio

<table>
<thead>
<tr>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portfolio USD’000</td>
<td>Non-portfolio USD’000</td>
<td>Portfolio USD’000</td>
<td>Non-portfolio USD’000</td>
<td>Portfolio USD’000</td>
<td>Non-portfolio USD’000</td>
</tr>
</tbody>
</table>

---

**INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE**
### Consolidated 2019 and Consolidated 2018

#### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>Consolidated 2019 USD’000</th>
<th>Consolidated 2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>6</td>
<td>56,196</td>
<td>55,192</td>
</tr>
<tr>
<td>Short term investments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donors</td>
<td>7</td>
<td>7,328</td>
<td>8,044</td>
</tr>
<tr>
<td>Advances to partners</td>
<td>7</td>
<td>3,195</td>
<td>2,962</td>
</tr>
<tr>
<td>Other CGIAR centres</td>
<td>7</td>
<td>630</td>
<td>1,389</td>
</tr>
<tr>
<td>Employees</td>
<td>7</td>
<td>916</td>
<td>582</td>
</tr>
<tr>
<td>Others</td>
<td>7</td>
<td>6,612</td>
<td>4,349</td>
</tr>
<tr>
<td>Inventories – net</td>
<td>9</td>
<td>407</td>
<td>480</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>8</td>
<td>2,548</td>
<td>2,902</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td>77,831</td>
<td>75,899</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid operating lease</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Property and equipment – net</td>
<td>10</td>
<td>15,567</td>
<td>13,249</td>
</tr>
<tr>
<td>Long term investments</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Biological assets</td>
<td>11</td>
<td>2,025</td>
<td>1,845</td>
</tr>
<tr>
<td>Intangible assets</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td>17,592</td>
<td>15,094</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>95,424</td>
<td>90,993</td>
</tr>
</tbody>
</table>

#### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>Consolidated 2019 USD’000</th>
<th>Consolidated 2018 USD’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donors</td>
<td>12</td>
<td>33,414</td>
<td>29,584</td>
</tr>
<tr>
<td>Advances to partners</td>
<td>12</td>
<td>3,757</td>
<td>3,644</td>
</tr>
<tr>
<td>Other CGIAR centres</td>
<td>12</td>
<td>4,119</td>
<td>1,235</td>
</tr>
<tr>
<td>Employees</td>
<td>12</td>
<td>1,649</td>
<td>1,910</td>
</tr>
<tr>
<td>Others</td>
<td>12</td>
<td>9,261</td>
<td>11,753</td>
</tr>
<tr>
<td>Provisions</td>
<td>13</td>
<td>433</td>
<td>283</td>
</tr>
<tr>
<td>Accruals</td>
<td>14</td>
<td>1,225</td>
<td>2,070</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td></td>
<td>53,858</td>
<td>50,479</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account payables – employees</td>
<td>15</td>
<td>6,713</td>
<td>5,763</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td></td>
<td>60,571</td>
<td>56,242</td>
</tr>
</tbody>
</table>

**Net assets**

- Undesignated: 19,965 USD’000 (2018: 22,180 USD’000)
- Designated: 14,888 USD’000 (2018: 12,571 USD’000)

**Total unrestricted net assets**: 34,853 USD’000 (2018: 34,751 USD’000)

- Temporary net assets – other comprehensive income: - USD’000 (2018: - USD’000)
- IFRS conversion: - USD’000 (2018: - USD’000)

**Restricted net assets**: - USD’000 (2018: - USD’000)

**Total net assets**: 34,853 USD’000 (2018: 34,751 USD’000)

**TOTAL LIABILITIES AND NET ASSETS**: 95,424 USD’000 (2018: 90,993 USD’000)
Woman holding an improved chicken from the African Chicken Genetic Gains Project (photo credit: ILRI/Apollo Habtamu).
The International Livestock Research Institute (ILRI) works to improve food and nutrition security and reduce poverty in developing countries through research for efficient, safe and sustainable use of livestock. Co-hosted by Kenya and Ethiopia, it has regional or country offices and projects in East, South and Southern Asia as well as Central, East, Southern and West Africa. ilri.org

CGIAR is a global research partnership for a food-secure future. Its science is carried out by 15 research centres in close collaboration with hundreds of partners across the globe. cgiar.org