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Acronyms and Abbreviations

ADB	Asian Development Bank
AFDB	African Development Bank
ASB	Alternatives to Slash and Burn
CGIAR	Consultative Group on International Agricultural Research
DAC	Development Assistance Committee (OECD)
EC	European Commission
FAO	Food and Agriculture Organization of the United Nations
GHG	Greenhouse gases
GNP	Gross national product
HIV/AIDS	Human immunodeficiency virus/acquired immune deficiency syndrome
ICW	International Centers Week (CGIAR)
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IPCC	Intergovernmental Panel on Climate Change
IPM	Integrated Pest Management
MTM	Mid-Term Meeting (CGIAR)
MTP	Medium-term plan (CGIAR)
NARS	National agricultural research system(s)
NGO	Nongovernmental organization
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PwC	Pricewaterhouse Coopers
SGRP	Systemwide Genetic Resources Program
SPIA	Standing Panel on Impact Assessment
TAC	Technical Advisory Committee (CGIAR)
TIGR	The Institute for Genomic Research
UNDP	United Nations Development Programme
USAID	United States Agency for International Development



Overview: 29 Years of CGIAR Investment (1972–2000)

This 29-year time series analysis of CGIAR investments confirms expected trends and reveals some less obvious patterns as well.

As expected, the oldest Centers account for the largest share of the total \$6.3 billion invested. On the high end, IRRI and IITA account for 13 percent and 12 percent of the total, respectively. CIAT and CIMMYT each account for 11 percent of the total. ICRISAT and ILRI, the livestock enterprise, and its predecessors ILCA and ILRAD, each account for 10 percent of the total; ICARDA and CIP account for 8 percent and 7 percent, respectively. The remaining eight Centers together account for 18 percent of investment. At the Center level, investment levels have stabilized.

Increasing productivity has been the largest component, totaling 54 percent overall. Since the early 1990s, however, this undertaking has been receiving a smaller proportion of funds, so that by 2000 it accounted for only 36 percent of all investments. An increasing share of funding has been directed to environmental, biodiversity, and policy undertakings. Of interest, and perhaps of some surprise, is the steady investment, totaling 21 percent overall, in strengthening of NARS.

Recent trends in total production sector and commodity investments confirm that natural resource management increasingly has become a focus of CGIAR activity. By far the largest commodity group has been cereals, which accounts for 45 percent of commodity-sector investments. Of that group, rice has accounted for nearly half of the investment—\$1.1 billion (20 percent overall). Wheat and maize each accounted for about \$0.5 billion (9 percent). In 2000, cereal expenditures remained at 39 percent. Legumes and roots, or tubers, each accounted for 15 percent to 16 percent of commodity-sector investments; these shares have varied little. In the production sectors, the share of investments in crops and livestock has been falling, while that in forestry and fisheries has been climbing.

Sub-Saharan Africa has received the largest regional share of investments, accounting for \$2.6 billion (42 percent of total expenditure). That share has been fairly constant over time. Investments in Asia, mainly in crops, have been \$1.9 billion (30 percent). If the majority of investments in livestock are subtracted from the CGIAR's total investments in Africa, crop investments in Africa approximately equal those in Asia during the 29-year period.

Object-of-expenditure data reveal two interesting trends. First, investments in CGIAR capital assets were relatively much higher in the early years, when the Centers' physical plants were established. But as a share of total investment, these investments have decreased from 24 percent in the first five-year period to 5 percent (represented by depreciation) in 2000. Second, personnel costs decreased from 55 percent of the total expenditure in the mid-1980s to 49 percent in 2000. This percentage reduction is significant in dollar terms because of the large overall share of personnel costs (\$3.3 billion).



Financial Report 2000

Introduction

The funding goal for 2000 was to attain the level of funding approved at ICW99: \$340 million. CGIAR Members contributed \$331 million—\$9 million (3 percent) less than the approved funding goal but \$1 million more than actual funding of \$330 million for 1999. The primary reason for the shortfall was the reduced dollar value of contributions arising from weaker European currencies.

OVERALL FINANCIAL OUTCOME

Member funding of \$331 million, Center-generated income of \$14 million, and extraordinary European Commission (EC) relief funding of \$5 million (\$2 million from reserves; and \$3 million in an advance of 2001 funding) totaled \$350 million in funding to Centers. Eighteen percent of this contribution remained unpaid by the end of the year, however, forcing Centers to curtail expenditures. Total expenditures in 2000 were \$338 million. The resulting surplus of \$12 million replenished the Systems' aggregate unappropriated net assets that had been depleted by \$7 million in 1999 because of the funding default. Included in the \$12 million surplus is an advance of \$3 million of 2001 income and a transfer of \$2 million from System reserves to Center reserves.

COMPOSITION OF FUNDING

In 2000, unrestricted support was 50 percent (\$164 million) of total support, compared with 54 percent (\$179 million) in 1999. Restricted support was \$167 million (50 percent) of total Member funding, compared with \$151 million (46 percent) in 1999.

SOURCES OF FUNDING

The total CGIAR Membership was 58, of which the number of contributing Members was 55. Uganda was a new contributor in 2000.

Industrialized countries provided \$225 million (68 percent) of total support in 2000. This figure was in line with the 1999 amount of \$226 million (68 percent) of the total. International organizations and foundations contributed \$73 million or 22 percent (1999: \$74 million or 22 percent), and developing countries and other donors contributed the remaining \$33 million or 10 percent (1999: \$30 million or 10 percent).

PROGRAM INVESTMENTS

Program investments in 2000 were \$338 million, a decrease of \$9 million (3 percent) from 1999. Distribution of resources by undertaking was consistent with the 2000-financing plan. Efforts to increase productivity, the major thrust of CGIAR activities, accounted for 36 percent of total investments (up from 34 percent in 1999). Within this undertaking, crops accounted for 71 percent of investment, livestock for 13 percent, forestry for 12 percent, and fisheries for 4 percent. Within increasing productivity, investments in germplasm enhancement and in production systems development increased marginally. Investment in protecting the environment accounted for 18 percent of total investment (down from 20 percent in 1999). Investment in policy research increased from 13 percent to 14 percent. Investment in biodiversity preservation remained at 10 percent. Investment to strengthen NARS decreased from 23 percent to 22 percent.

In 2000, there were no changes in investment by region. Sub-Saharan Africa, Asia, West Asia and North Africa (WANA), and Latin America and the Caribbean (LAC) accounted for 42 percent, 32 percent, 17 percent, and 9 percent of total investment, respectively.

The trend of lower expenditures for personnel costs continued. In 2000, personnel expenditures decreased to 49 percent of total expenditures from 50 percent in 1999. In absolute terms, these expenditures decreased from \$172 million in 1999 to \$164 million in 2000. In percentage terms, they represent a 7 percent decrease from the 1994–95 average of 56 percent.

CENTER HIGHLIGHTS

Funding for four Centers was at or above levels approved at ICW99. They were CIMMYT, \$4.9 million (up 15 percent); IRRI, \$3.8 million (up 13 percent); CIP, \$2.5 million (up 14 percent); and CIFOR, \$0.2 million (up 2 percent).

Funding for eight Centers was within 10 percent of, and thus broadly in line with, financing plan targets: ICARDA, \$0.3 million (down 1 percent); ICRAF, \$1.1 million (down 5 percent); ICRISAT, \$1.4 million (down 6 percent); IPGRI, \$1.4 million (down 6 percent); ISNAR, \$0.7 million, (down 7 percent); IFPRI, \$1.8 million (down 8 percent); CIAT, \$3.2 million (down 10 percent); and IITA \$3.1 million (down 10 percent).

Funding for the four remaining Centers was 10 percent or more outside their financing plan targets: IWMI, \$1.3 million (down 13 percent); ICLARM, \$2.5 million (down 17 percent); ILRI, \$4.9 million (down 17 percent) and WARDA, \$3.7 million (down 31 percent). These shortfalls primarily reflect lower-than-expected funding from other CGIAR investors and slower-than-planned project implementation.

CO-SPONSOR SUPPORT

The World Bank contributed \$45 million to the CGIAR research program in 2000. Bank support amounted to 14 percent of total CGIAR support. In addition, the Bank funded the annual operating costs of the CGIAR Secretariat (\$4.25 million) and contributed \$0.75 million to TAC. Total support from the Bank, therefore, amounted to \$50 million in 2000, the same as in 1999. FAO and UNDP provided \$0.6 million and \$0.4 million respectively in support of TAC/SPIA. They provided \$0.2 million and \$1.8 million respectively directly to Centers.

FINANCIAL POSITION

The 2000 financial data confirm that the CGIAR as a whole is in a strong financial condition. Total net assets at the end

of 2000 were \$203 million (1999: \$263 million). The decrease in net assets is primarily explained by the write-down of \$74 million in fixed assets following a change in accounting policy. Therefore the decrease represents a book movement.

Net assets are made up of \$62 million (1999: \$44 million) in unappropriated net assets and \$141 million (1999: \$219 million) in appropriated net assets. Appropriated net assets can be further subdivided into capital invested in fixed assets (\$98 million) and funds set aside by Centers for the acquisition of fixed assets (\$43 million).

Cash and cash-equivalent balances equaled \$177 million at the end of 2000 (1999: \$212 million). This figure includes \$26 million in cash and investments disclosed under long-term assets. The primary reason for the reduction in year-end cash holding was the reduction (\$44 million) in donations received in advance. The cash balance of \$177 million represents 192 days of expenditures. The current ratio is 1.74. Capital investments totaled \$15 million in 2000. At the end of 2000, 18 percent of the value of 2000 agenda contributions (\$61 million), or two months of income, was outstanding as accounts receivable from Members.

Table 1 CGIAR Financial Highlights, 1996–2000*(millions of U.S. dollars)*

	1996		1997		1998		1999		2000	
A. Resource summary (millions of U.S. dollars)	Agenda	Total	Agenda	Total	Total	Total	Total	Total	Total	
CGIAR contributions	304	332	320	333	340	330	331			
Annual change (percent)	13%	1%	5%	0%	2%	(3%)	0%			
Other revenue	14		13		13	12	14			
Finance Committee EC allocation							5			
Total revenue		346		346	353	342	350			
System expenditure	325	355	333	346	337	349	338			
Net surplus/(deficit)		(9)		0	16	(7)	12			
Agenda funding, percent of total		92%		96%	100%	100%	100%			
Restricted funding, percent of total		41%		39%	47%	46%	50%			
Number of contributing CGIAR Members		44		50	54	55	55			
B. Expenditure share profile (percent)										
CGIAR undertakings										
Increasing productivity		40%		40%	37%	34%	36%			
Protecting the environment		16%		17%	19%	20%	18%			
Saving biodiversity		11%		11%	11%	10%	10%			
Improving policies		12%		11%	12%	13%	14%			
Strengthening NARS		21%		21%	21%	23%	22%			
Region										
Sub-Saharan Africa (SSA)		38%		40%	40%	42%	42%			
Asia		33%		31%	32%	32%	32%			
Latin America and the Caribbean (LAC)		17%		17%	18%	17%	17%			
West Asia and North Africa (WANA)		12%		12%	10%	9%	9%			
Object										
Personnel		53%		51%	50%	50%	49%			
Supplies/services		34%		36%	37%	38%	39%			
Travel		7%		7%	7%	7%	7%			
Depreciation		6%		6%	6%	5%	5%			
C. CGIAR staff (number)										
International staff		897		862	892	907	873			
Other staff		9,416		8,295	7,578	7,701	7,642			
Total staff		10,313		9,157	8,470	8,608	8,515			
D. CGIAR financial indicators										
Unappropriated net assets (U.S. dollars)		45		43	52	44	62			
Unappropriated net assets in Days (revenue)		48		45	54	49	67			
Appropriated net assets (U.S. dollars)		277		273	271	219	141			
Net fixed assets (U.S. dollars)		231		232	227	174	98			
Current ratio		1.6		1.7	1.8	1.6	1.7			
Memo notes:										
Centers' cost deflator (1999=1.00)		0.92		0.95	0.98	1.00	1.00			

Note: Excludes a contribution of \$5 million from the World Bank to cover the cost of the CGIAR Secretariat and TAC.

Box 1 Annual Financial Decisionmaking Process and Schedule

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

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

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

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

Preparation of Financing Plans (June–September). Centers prepare their individual financing plans for the following year on the basis of financing information solicited through bilateral contacts with Members. World Bank funding is reflected in the plans on a percentage basis of funding secured by Centers from their Members—11.5 percent in 1999 and 12 percent in 2000.

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

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

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

Implementation of Agenda and Disbursement of Funds (January–December). Centers commence implementation of the research agenda on January 1, and Members disburse funds to the Centers throughout the year.

Preparation of Financial Statements (December). At the end of the calendar year, Centers prepare audited financial statements showing the use of the funds received in support of the research agenda

Box 2 Financial Concepts and Terminology

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

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

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

Financing Modalities. Centers are primarily financed through annual support from CGIAR Members. Modest amounts are also available from Centers' annual miscellaneous income, including ad hoc contributions from organizations that are not CGIAR Members. Member financing may be unrestricted and directed to the CGIAR with flexibility regarding allocation based on CGIAR priorities; or to Centers, or to programs. Alternatively, Member financing may be restricted and directed to a specific Center program, project, subproject, or activity as defined in a contractual agreement.

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

CGIAR Agenda Matrix. The distribution of financial resources is presented as the CGIAR research agenda matrix. Activities are divided into five groups representing the principal undertakings and outputs of the CGIAR. The matrix reflects the full allocation of Center project costs among the CGIAR activities. Projects are the basic units of activity. Approximately 250 projects were ongoing in 2000. The CGIAR has identified and implemented several systemwide programs to respond to specific challenges and strengthen collaboration among Centers and with partners.

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

2000 CGIAR Funding

CGIAR CONTRIBUTIONS

In the year 2000 CGIAR Members contributed \$331 million in support of the research agenda (see box 2 on page 32). This figure represents a decrease of \$9 million (3 percent) from the approved financing plan target of \$340 million. It also represents an increase of \$1 million (0.3 percent) from actual support of \$330 million in 1999.

Figure 1 shows CGIAR funding from 1996 to 2000. Annex 2 presents details of Members' support as well as individual receipts by Center. Annex table A2.1 ranks CGIAR contributions by Member to the research agenda for the period from 1997 to 2000. Annex table A2.2 presents 2000 CGIAR funding by Member (both unrestricted support and restricted support). Annex table A2.3 presents the amount of funds provided by each Member to each Center in support of their approved programs.

EVOLUTION OF 2000 SUPPORT TO THE APPROVED RESEARCH AGENDA

At the ICW in October 1999, the Finance Committee recommended, and the CGIAR approved, a financing plan of \$340

million for 2000. The CGIAR emphasized that the \$340 million was not a ceiling and encouraged Members to allocate additional support if possible. On the other hand, it urged Centers to exercise caution in spending, and to plan on the basis of identified funding.

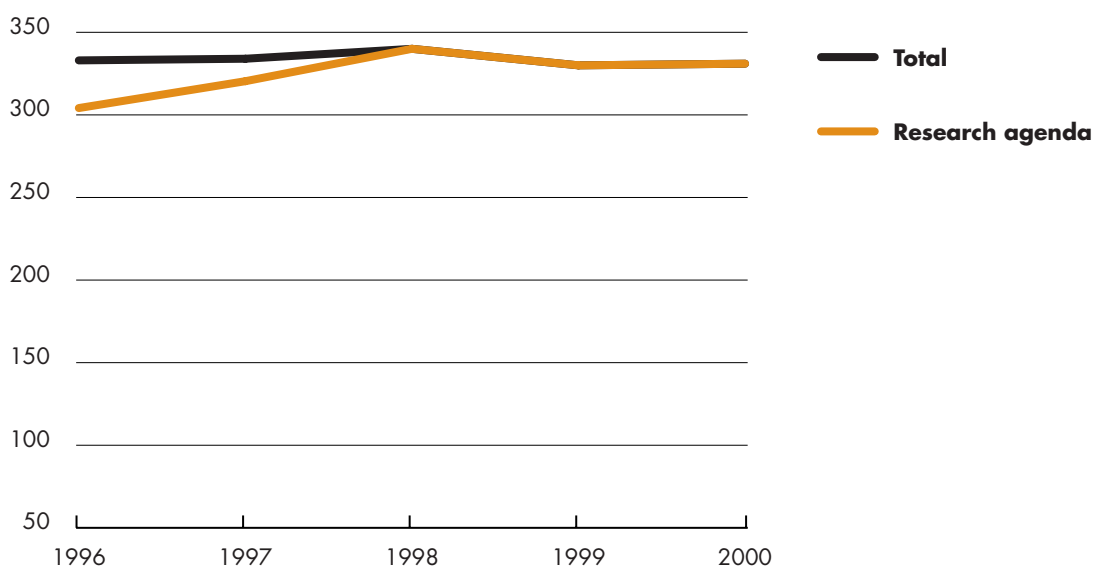
By the MTM in May 2000, updates from Centers indicated that funding for the research agenda, at the aggregate level, would be at about \$352 million. However, the financing plan was maintained at the \$340 million level because of concerns about funding risks arising from weak European currencies.

At ICW99, the Centers reconfirmed that aggregate funding would be in the \$340 million range. Funding from individual Members continued to be in line with earlier expectations. However, weaker European currencies reduced the dollar value of contributions; consequently the actual 2000 results were likely to be in the range of \$330 million to \$335 million.

At the Center level, 14 Centers were expecting to receive funding equaling or exceeding that specified in their financing plans. Two Centers—ISNAR and ILRI—were projecting funding to be 12 percent and 5 percent, respectively, less than that specified in their approved financing plans. It was noted

Figure 1 CGIAR funding, 1996–2000

Millions of U.S. dollars



that disbursements by Members were running behind schedule. The Finance Committee and the group of Centers urged Members to accelerate disbursements of funds to Centers.

OVERALL FINANCIAL OUTCOME

Member funding of \$331 million, Center-generated income of \$14 million, and extraordinary funding of \$5 million totaled \$350 million in funding to Centers. Total expenditures in 2000, including expenditures on CGIAR Committees but excluding CGIAR Secretariat and TAC expenditures, were \$338 million. Therefore, the operating surplus for Centers as a whole was \$12 million. This surplus, however, incorporates a transfer of \$2 million from CGIAR systemwide reserves and an advance of \$3 million on 2001 income. By comparison, the CGIAR had an operating deficit of \$7 million in 1999.

In 2000, 14 Centers had operating surpluses: IRRI (\$2.7 million), ICLARM (\$2.4 million), IPGRI (\$1.9 million), ICRAF (\$1.6 million), CIAT (\$1.2 million), IFPRI (\$1.1 million), CIP (\$0.9 million), ISNAR (\$0.8 million), IWMI (\$0.3 million), ICARDA (\$0.3 million), ICRISAT (\$0.2 million), CIFOR (\$0.2 million), CIMMYT (\$0.2 million), and IITA (\$0.2 million).

Two Centers had operating deficits: ILRI (\$1.6 million) and WARDA (\$0.6 million). The ILRI deficit represents the reversal of a 1999 surplus that had resulted from a 1999 special allocation (\$1.5 million) from the Finance Committee. This surplus, received and unspent in 1999, was expensed in 2000.

CONTRIBUTION PROFILE

Total CGIAR Membership was 58, of which in 2000 the number of contributing CGIAR Members remained at 55. Uganda was a new contributor in 2000. The average contribution for the CGIAR Membership as a whole remained constant at \$6 million.

The 58 Members can be divided into four groups: industrialized countries (21), developing countries (22), foundations (3), and international and regional organizations (12). For analytical purposes, industrialized countries can be further subdivided along geographical lines into three sub-groups: Europe, North America, and the Pacific Rim. Trends associated with any of the groups should not be interpreted as policy decisions by the groups, because contributions to the CGIAR are voluntary, and each Member decides the amount and recipients of its contributions.

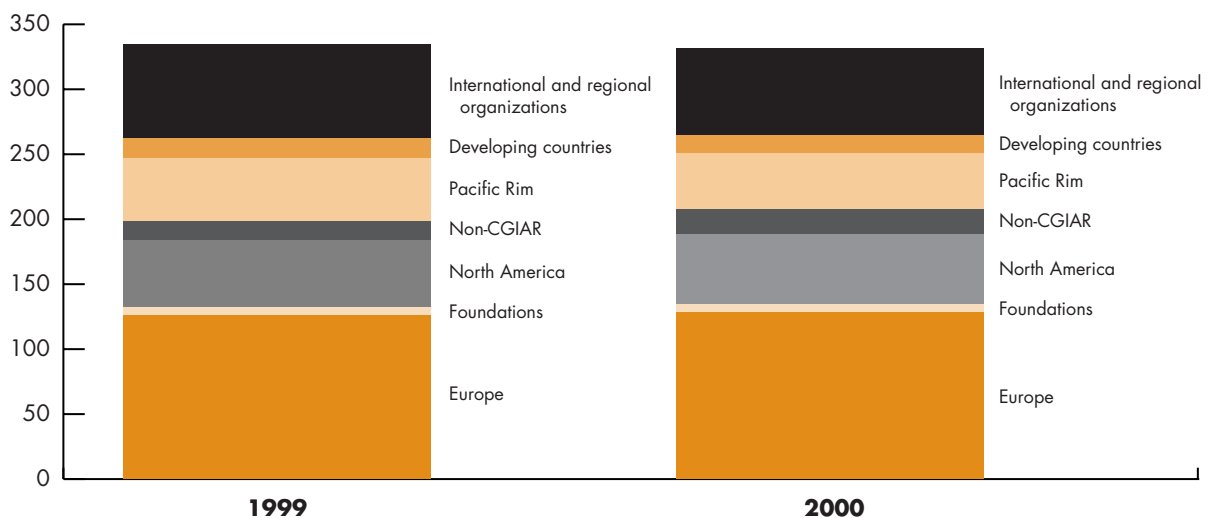
Figure 2 compares the composition of funding for 2000 with that for 1999. Figure 3 presents the composition of funding by Center and Member group in 2000.

Overall funding rose by \$1 million (0.3 percent) from 1999. The \$1 million funding increase comprises \$2.5 million from Europe, \$1.8 million from North America, and \$4.2 million from other donors, which were offset in part by decreases of \$4.9 million from the Pacific Rim, \$1.4 million from international and regional organizations, and \$1 million from developing countries.

Europe's share of contributions—\$128 million—remained constant at 39 percent of total funding in 2000. Contributions

Figure 2 Agenda contributions by Member group, 1999–2000

Millions of U.S. dollars



were higher in national currency terms, in the aggregate, as the European Commission resumed its funding. However, these increases did not result in higher dollar contributions because of the devaluation of the euro against the dollar during 2000.

Within the European group there was a large increase in European Commission funding (\$16.3 million) over 1999. Other increases were received from the Netherlands (\$2.1 million) and from the United Kingdom (\$1 million). These increases were offset in part by decreases from Germany (\$5.3 million), Switzerland (\$4.5 million), Denmark (\$3 million), Belgium (\$2.1 million), and Sweden (\$0.9 million). Many of the decreases in European Member funding reflect not only large exchange losses but also the timing of the flow of funds for restricted projects. The decrease in funding from Germany reflects a reduction of 50 percent of unrestricted funding (\$3 million) from that country.

North America's contributions increased marginally by \$1.8 million to \$53.5 million, and its share of total contributions remained at 16 percent.

The decrease in contributions from the Pacific Rim, down from \$48 million in 1999 to \$44 million in 2000, reflects a decrease of \$5 million from Japan and a small increase of \$0.5 million from Australia and New Zealand. The fall in Japan's contribution resulted from a reduction in funding of 3 percent (\$1 million) and an exchange loss (\$4 million) following the devaluation of the yen against the U.S. dollar. Contributions from Australia and New Zealand—\$8.5 mil-

lion and \$0.5 million, respectively—increased by 0.4 million and \$0.1 million respectively from 1999.

Following the pattern of the last several years, developing countries together accounted for 4 percent of Member contributions. Total contributions from these countries decreased from \$14.7 million (4.3 percent) in 1999 to \$13.7 million (4.1 percent) in 2000, a decrease of \$1 million (6 percent). Colombia maintained its position as the largest contributor among the developing countries for the fifth year in a row with its contribution in 2000 of \$2.3 million. Uganda made a first-time contribution of \$0.3 million. Mexico maintained its support at \$1.8 million, and Nigeria contributed \$1 million, down from \$1.6 million in 1999. China increased its support from \$0.7 million to \$1 million, and South Africa increased its support by \$0.1 million to \$0.6 million.

Contributions from international organizations decreased by \$1.4 million to \$66.3 million. Decreases in funding were received from the International Fund for Agricultural Development (IFAD) (down \$1.1 million), African Development Bank (AFDB) (down \$1.1 million), International Development Research Centre (IDRC) (down \$0.7 million), the Arab Fund (down \$0.2 million), and the United Nations Development Programme (UNDP) (down \$0.3 million). These decreases were offset in part by an increase in funding from the Asian Development Bank (ADB) (up \$1.6 million). Among international organizations the World Bank remained the largest investor in the CGIAR, at \$45 million.

Figure 3 Contributions by Center and Member group, 2000

Millions of U.S. dollars

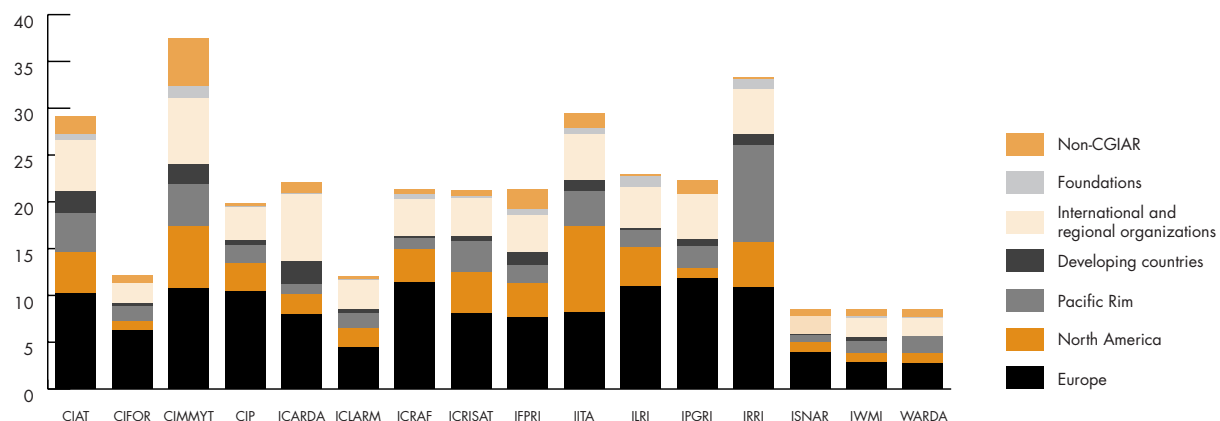


Table 2 Contributions by Other Donors, 1999 and 2000*(millions of U.S. dollars)*

	1999	2000
CGIAR Members		
Multidonor projects	3.7	4.7
Non-CGIAR Members		
Foundations	3.0	4.4
Non-Member developing countries	2.2	2.7
Private sector	1.3	2.1
Common fund for commodities	1.3	1.0
NGOs/UN organizations	1.0	1.3
Other miscellaneous	2.5	3.0
Subtotal	11.3	14.5
Total	15.0	19.2

Note: "Other" includes miscellaneous funding from a wide variety of sources.

With contributions of \$6 million and \$5.8 respectively, the ADB and the IFAD were the second and third largest investors in this category. With the exception of contributions from the World Bank, all contributions from international organizations are restricted. The year-to-year funding fluctuations reflect changing start and finish dates for restricted projects.

Contributions from other donors increased by \$4.2 million, from \$15 million in 1999 to \$19.2 million in 2000, and now make up 5.8 percent of the total funding. Table 2 indicates the contributions of these donors in 1999 and 2000.

Multidonor projects are multiyear projects funded by a number of donors, all of whom are Members of the CGIAR. Contributions from individual donors cannot be separately identified in any given year. These contributions account for almost 25 percent of the increase (\$1 million) of \$4.2 million in funding from other donors.

Contributions from foundations include contributions from Nippon, Novartis, Sasakawa, Neys-van Hoogs, Gatsby, Hilton, and the MacArthur Foundation.

Non-Member country contributions include contributions from Bolivia, Honduras, Malawi, Mozambique, Turkey, Nicaragua, Ethiopia, Eritrea, and the Republic of Yemen. They are largely funded by loans or credits, or both, from the World Bank.

Private sector contributions primarily include contributions, for collaborative work, from Latin American agricultural producers.

Other miscellaneous contributions include contributions from a wide variety of organizations, including the International Tropical Timber Organization, the International Institute of Biological Control, and the European Environmental Agency.

In 2000, 75 percent of the CGIAR's total funding was again provided by the top 13 contributors to the CGIAR. These same 13 Members also contributed 92 percent of the CGIAR total unrestricted funding. Figure 4 illustrates the level of their support. The resumption of EC funding brought the EC back into the top 13. Figure 5 illustrates support by these top 13 contributors as a percentage of Center total funding.

DISBURSEMENTS

The pace of disbursement continues to present a challenge to the Centers' cash flow. Figure 6 compares Member disbursements in 1999 and 2000 with a normative pattern of monthly expenditures. By the end of 2000, only 82 percent of funds had been disbursed, compared with 89 percent in 1999. Dollar receipts decreased from \$293 million in 1999 to \$271 million in 2000 as more than \$60 million was unpaid as of

Figure 4 Top 13 contributors, 2000

Millions of U.S. dollars

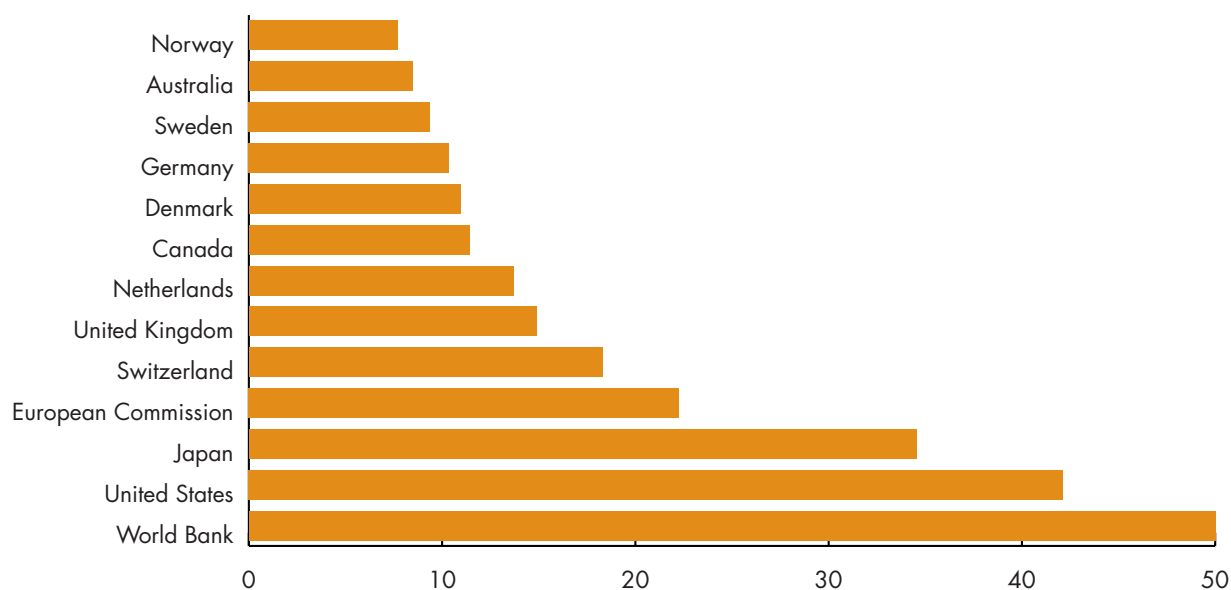


Figure 5 Center support by top 13 contributors, 2000

Percentages

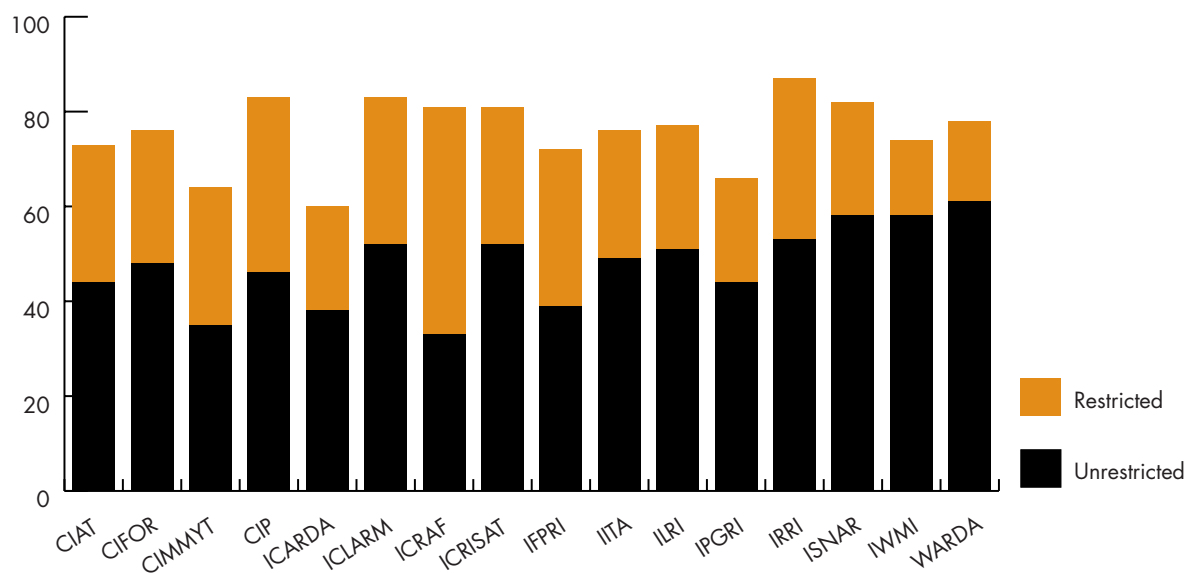


Figure 6 Disbursement of funds, 2000

Cumulative percentages

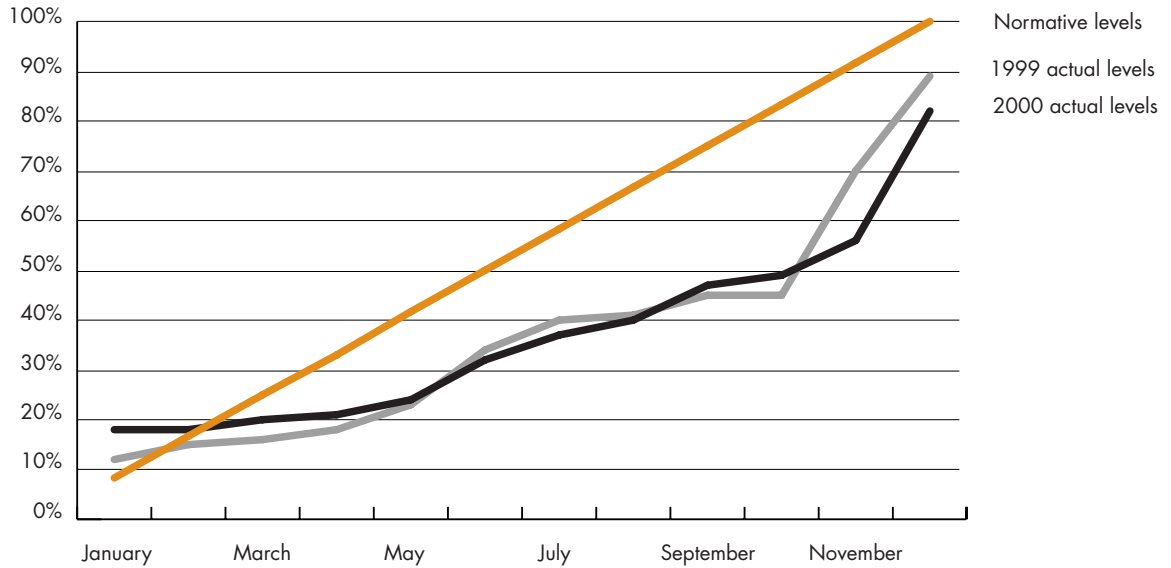
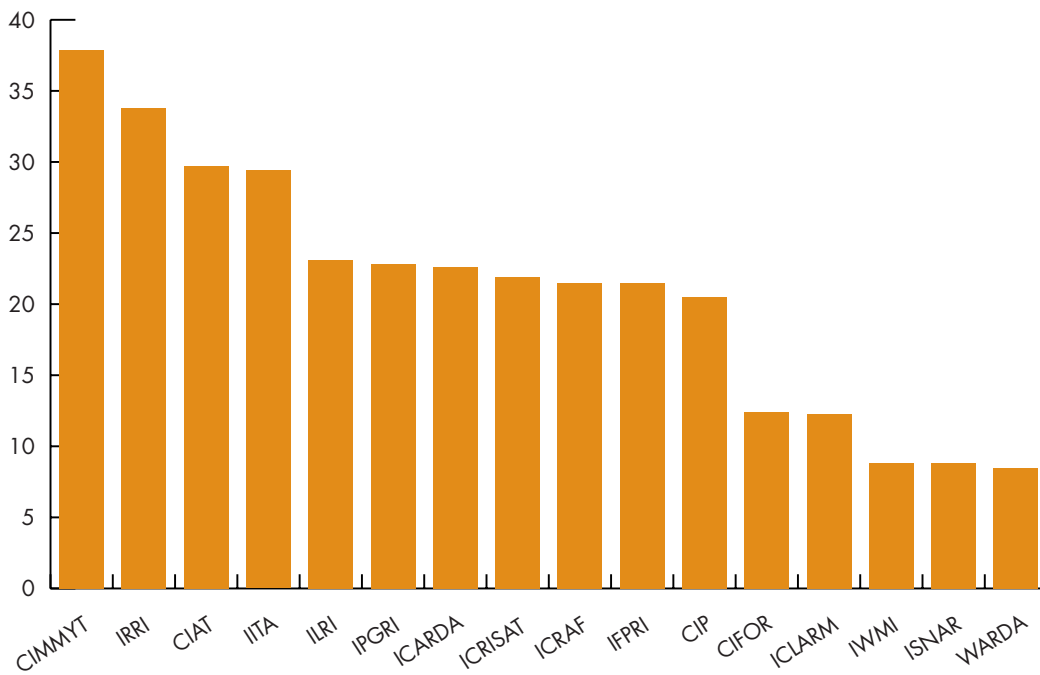


Figure 7 Funding by Center, 2000

Millions of U.S. dollars



December 31, 2000. At year-end, therefore, Centers were “owed” more than \$60 million by CGIAR Members.

The primary reasons for continuation in 2000 of the poor disbursement situation were increasing delays in the timing of disbursements by some of the major contributors and the funding on a reimbursable basis of some targeted grants (as targeted funding increases as a percentage of total funding, the associated disbursement of funds will decelerate).

The third quarter of the year continues to be a time when cash flow problems are most acute. In this quarter Centers are forced to call on their reserves to cover almost 40 percent of their annual expenditures. Annex tables A2.4a and A2.4b detail the disbursements in 2000.

CGIAR Members have the option to disburse their contributions either directly to the Centers or through the Secretariat using the World Bank’s payment system. In 2000 approximately \$70 million (21 percent of total contributions) was disbursed through the World Bank’s payment system. In the last few years, the number of Members using this system has more than doubled from 6 to 14, as has the amount disbursed (from \$24 million in 1994 to \$70 million in 2000), excluding the disbursement of the World Bank contribution. The main advantage to Members of using the Bank’s payment system is a reduction in the number of financial transactions:

Members make only one transfer to the World Bank account instead of as many as 16 to various Centers’ bank accounts. Beginning in 2000, Centers enter into formal contractual agreements with the World Bank concerning the use of the funds disbursed. This is to ensure full accountability. Annex table A2.4b illustrates Member disbursements through the World Bank in 1999 and 2000.

In addition to Member contributions, the Secretariat also manages the disbursement of the World Bank’s contributions.

CENTER PERSPECTIVE

Figure 7 illustrates the distribution of funding by Center, in 2000. In that year CIMMYT was the recipient of the largest amount of funding; followed by IRRI. Each of these Centers had funding in excess of \$30 million. With \$8.5 million, WARDA was the recipient of the smallest amount of agenda funding.

Funding for four Centers was at or above levels approved at ICW99: CIMMYT, \$4.9 million (up 15 percent); IRRI, \$3.8 million (up 13 percent); CIP, \$2.5 million (up 14 percent); and CIFOR, \$0.2 million (up 2 percent).

Funding for eight Centers was within 10 percent of, and thus broadly in line with, financing plan targets: ICARDA, \$0.3 million (down 1 percent); ICRAF, \$1.1 million (down 5 percent);

Figure 8 Funding outcomes vs. financing plans, 2000

Millions of U.S. dollars

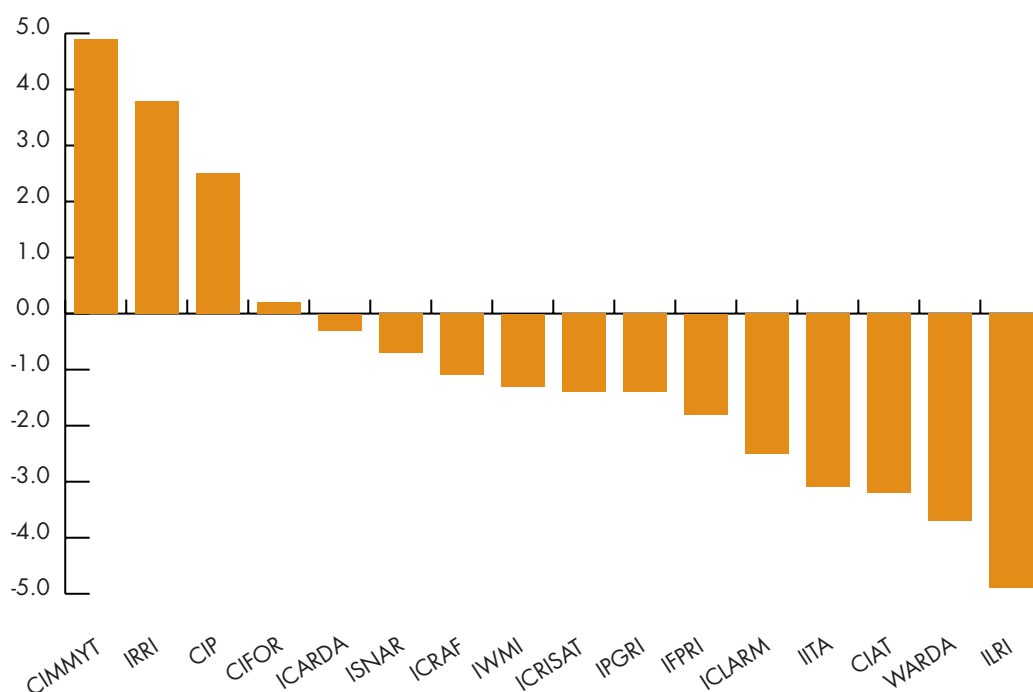


Figure 9 Changes in Center funding, 1999–2000

Millions of U.S. dollars

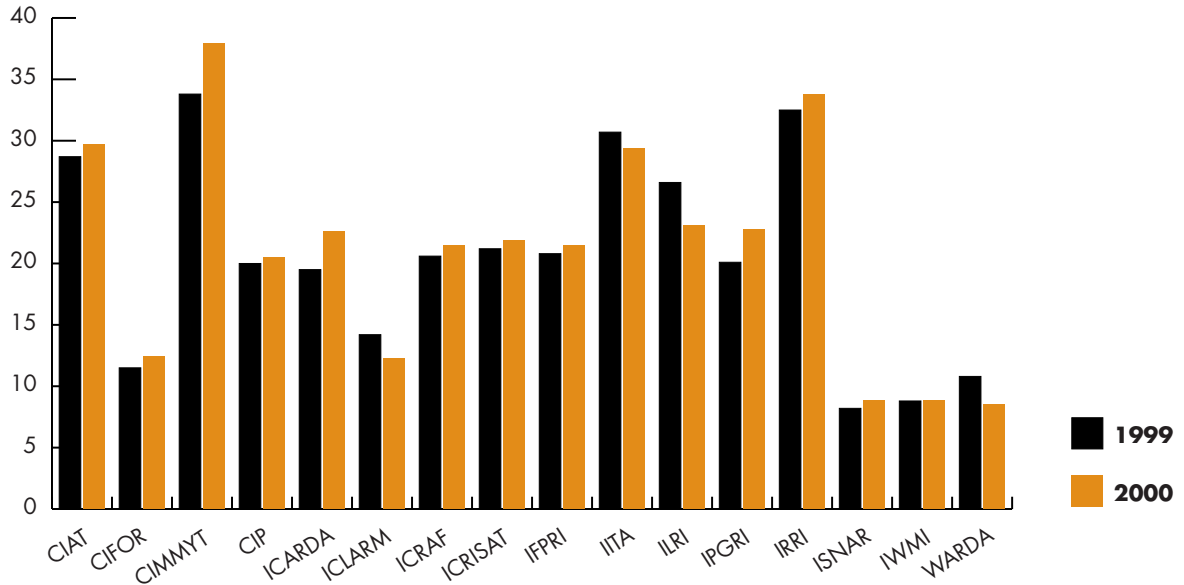
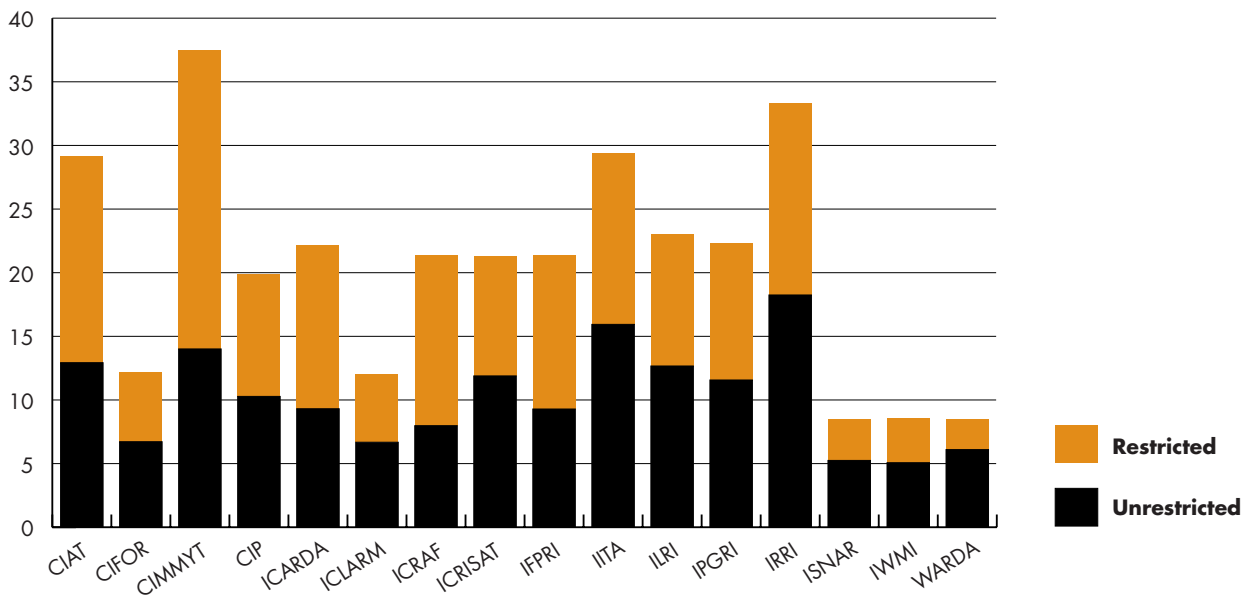


Figure 10 Agenda funding by funding type, 2000

Millions of U.S. dollars



ICRISAT, \$1.4 million (down 6 percent); IPGRI, \$1.4 million (down 6 percent); ISNAR, \$0.7 million, (down 7 percent); IFPRI, \$1.8 million (down 8 percent); CIAT, \$3.2 million (down 10 percent); and IITA \$3.1 million (down 10 percent).

Funding for the four remaining Centers was 10 percent or more outside their financing plan targets: IWMI, \$1.3 million (down 13 percent); ICLARM, \$2.5 million (down 17 percent); ILRI, \$4.9 million (down 17 percent), and WARDA, \$3.7 million (down 31 percent). These shortfalls primarily reflect lower-than-expected funding from other CGIAR investors and slower-than-planned project implementation.

Figure 8 compares the actual funding received by Centers with their approved funding plans, revealing excesses and shortfalls.

As figure 9 shows, 11 of the Centers received greater funding in 2000 than in 1999: CIMMYT, \$4.1 million (up 12 percent); ICARDA, \$3.1 million (up 16 percent); IPGRI, \$2.7 million (up 13 percent); IRRI, \$1.3 million (up 4 percent); CIAT, \$1.0 million (up 3 percent); CIFOR, \$0.9 million (up 8 percent); ICRAF, \$0.9 million (up 4 percent); ICRISAT, \$0.7 million (up 4 percent); IFPRI, \$0.7 million (up 3 percent); ISNAR, \$0.6 million (up 7 percent); and CIP, \$0.5 million (up 2 percent). IWMI funding remained constant at \$8.8 million.

Four Centers received less funding than that received in 1999: IITA, \$1.3 million (down 4 percent); ICLARM, \$1.9 million (down 14 percent); WARDA, \$2.3 million (down 21 percent); and ILRI, \$3.5 million (down 13 percent).

Annex table A2.5 details 2000 funding by Center. Annex table A2.6 presents 2000 funding outcomes by Center. Annex table A2.7 shows CGIAR System grants by Center from 1996 to 2000.

FUNDING MODALITIES

Analysis of categories and types of funding provides another perspective on the challenges faced by Centers in undertaking the approved agenda (see Financing Modalities in box 2 on page 32).

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

UNRESTRICTED SUPPORT

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

RESTRICTED SUPPORT

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

The second type of restricted support is restricted support by contract, which refers to funds that must be expended in accordance with a contract between a Member and the Center implementing the project, subproject, or activity. Funds for each line item in the budget are specified. Any reallocation of funds within the budget generally requires the prior consent of the Member. Accountability is detailed in the contract, which often requires financial audits on a periodic (annual) or end-of-project basis. Some Members' support is restricted support by contract.

In 2000, unrestricted support was 50 percent (\$164 million) of total support, down from 54 percent in 1999 (see figure 10). Restricted support (by attribution and by contract) was 50 percent of total support, up from 46 percent in 1999. In absolute terms, this support was \$167 million (\$15 million more than in 1999).

CO-SPONSOR SUPPORT

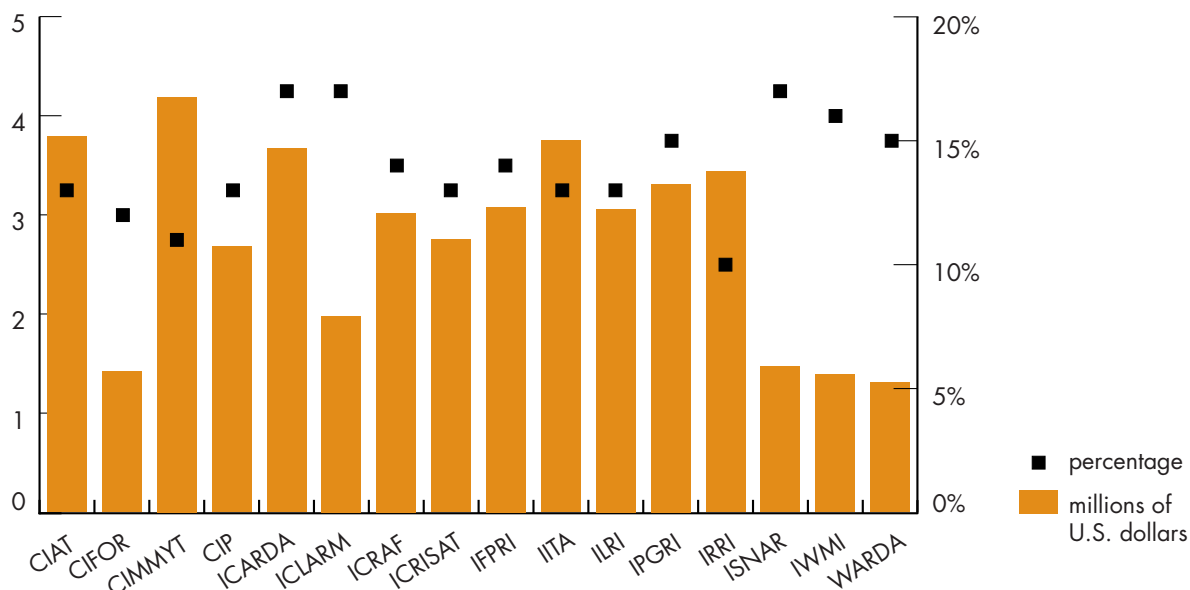
The World Bank contributed \$45 million to the CGIAR research agenda in 2000. Bank support amounted to 14 percent of total CGIAR research support. In addition, the Bank funded the annual operating costs of the CGIAR Secretariat (\$4.25 million) and contributed \$0.75 million to TAC. The Bank's total support, therefore, amounted to \$50 million in 2000, the same as in 1999. FAO provided \$0.6 million in support of TAC/SPIA and \$0.2 million directly to Centers. UNDP provided \$0.4 million in support of TAC/SPIA and \$1.8 million directly to Centers.

WORLD BANK SUPPORT

Following the procedure established at ICW98, the Finance Committee allocated the Bank's 2000 contribution at a 12 percent matching rate and authorized its disbursement. The first tranche of \$33.45 million representing 90 percent of the total matching allocation of \$37.25 million, was disbursed to Centers in January 2000. The second tranche of \$3.8 million was disbursed to Centers in June.

The amount of \$3.3 million was allocated to Centers for systemwide programs as follows: ICRAF (\$0.6 million, ASB), IITA (\$0.3 million, IPM), IPGRI (\$0.6 million, SGRP), CIMMYT (\$0.25 million, tropical maize station), ICARDA (\$1 million, Central Asia program), IFPRI/ISNAR, (\$0.3 million, indicators project), and IFPRI (\$0.25 million, SPIA/TAC poverty project). In addition, other allocation to Centers in

Figure 11 Distribution of World Bank support, 2000



the amount of \$0.8 million included \$0.5 million to CIP (downsizing program), and \$0.25 to CIMMYT (rice/wheat facilitation unit). The Finance Committee also allocated \$0.75 million to support CGIAR Committees.

At the MTM the Finance Committee allocated the remaining \$3 million of the 2000 contribution, together with an additional \$5 million, to Centers to better enable them to cope with the 1999 EC default. The additional \$5 million was funded with an advance of \$3 million from the 2001 World Bank allocation and a drawdown of \$2 million from CGIAR reserves. Table 3 represents the total allocation of World Bank funding in 2000.

For 1998–2000, the initial allocation of World Bank matching funds was 11 percent. For 1999 the Finance Committee increased this percentage to 11.5 percent. For 2000, matching was increased to 12 percent. Figure 11 illustrates the actual distribution of total 2000 World Bank support and the percentage of total agenda Center funding that it represented in 2000. In 2000, all 16 Centers received Bank support, ranging from 11 percent to 17 percent of total agenda contributions. Annex table A2.8 presents data on Bank support for the period from 1996 to 2000.

CGIAR reserves at the beginning of 2000 were \$4.5 million. During the year, \$2 million were used as part of the EC rescue package.

Table 3 Allocation of World Bank Funding, 1999–2000
(millions of U.S. dollars)

World Bank Funding	1999	2000
Matching funds 12 percent	34.6	37.3
Systemwide programs	4.0	3.3
Support to CGIAR strategic initiatives	1.5	0.0
Other Center allocations	3.5	3.8
Support to CGIAR committees/reserves	1.5	0.7
TOTAL	45.0	45.0

Agenda Resources

Spending on agenda programs in 2000 amounted to \$338 million, a decrease of \$9 million or 3 percent over spending in 1999 (\$347 million). Four Centers (CIFOR, ICRISAT, ILRI, and IWMI) had expenditures in line with 1999. The agenda expenditures of another four Centers were higher in 2000 than in 1999. These Centers were CIMMYT (\$1.6 million, up 4 percent), IFPRI (\$1.1 million, up 5 percent), IPGRI (\$1.1 million, up 5 percent), and ICARDA (\$0.6 million, up 3 percent).

Expenditures at eight Centers were lower in 2000 than in 1999. The Centers with the most significant decreases in agenda expenditures were IITA (\$2.6 million, down 8 percent), IRRI (\$2.5 million, down 7 percent), ICLARM (\$2.0 million, down 16 percent), ISNAR (\$1.5 million, down 16 percent), WARDA (\$1.5 million, down 14 percent), CIP (\$1.4 million, down 7 percent), CIAT (\$1.2 million, down 4 percent) and ICRAF (\$1.1 million, down 5 percent). In most of the cases in which expenditures were lower it was because of the successful completion of some restricted funded projects and delays in starting new projects.

ALLOCATION OF RESOURCES

The allocation of resources is reviewed below from the perspective of undertaking, region, and object of expenditure. Annex 3 presents expenditure data. Annex table A3.1 provides data on investments by Center from 1996 to 2000. A new classification scheme based on an overall CGIAR logical framework has been introduced in 2000. This scheme will replace the current classification by undertaking with outputs.

BY UNDERTAKING

Figure 12a illustrates investments in the year 2000 in the CGIAR's five principal undertakings: increasing productivity, protecting the environment, saving biodiversity, improving policies, and strengthening NARS. Annex table A3.2 provides details for the 1996–2000 period.

Investments in the five CGIAR undertakings by Center are presented in figures 12b, 12c, 12d, 12e, and 12f. Annex table A3.3 provides details.

Efforts to increase productivity continued to be the major thrust of CGIAR activities (see figure 12b). Investments in these efforts totaled \$120 million (36 percent of total investment), up from \$117 million (34 percent of total investment) in 1999. Among productivity investments, investments in germplasm enhancement increased marginally (from \$61.2 million to \$61.8). Investments in production systems development and management increased from \$56.1 million to

\$57.9 million. Crops accounted for 71 percent of investments, livestock for 13 percent, forestry for 12 percent, and fisheries for 4 percent.

Investments in efforts to protect the environment (see figure 12c) decreased in dollar terms (from \$67.9 million to \$60.4 million) and percentage terms (from 20 percent to 18 percent).

Investments in efforts to save biodiversity (see figure 12d) decreased in dollar terms (from \$36.2 million to \$34.8 million) but remained the same in percentage terms at 10 percent.

Investments in improvement of policies (see figure 12e) increased in dollar terms (from \$46.8 million to \$48 million) and percentage terms (from 13 percent to 14 percent).

Investments in efforts to strengthen NARS (see figure 12f) decreased in dollar terms (from \$78.6 million to \$74.6 million) and percentage terms (from 23 percent to 22 percent). Distribution of these investments among training, organization and management counseling, and other programs changed little from previous years.

BY REGION

Figure 13 presents the 2000 allocation of CGIAR resources by developing regions. Investment in Sub-Saharan Africa remained at 42 percent (\$140 million) of total investment in 2000. Investment in Asia remained at 32 percent (\$110 million). Investment in Latin America and the Caribbean decreased from 18 percent to 17 percent (\$56 million), and investment in West Asia and North Africa decreased from 10 percent to 9 percent (\$31 million).

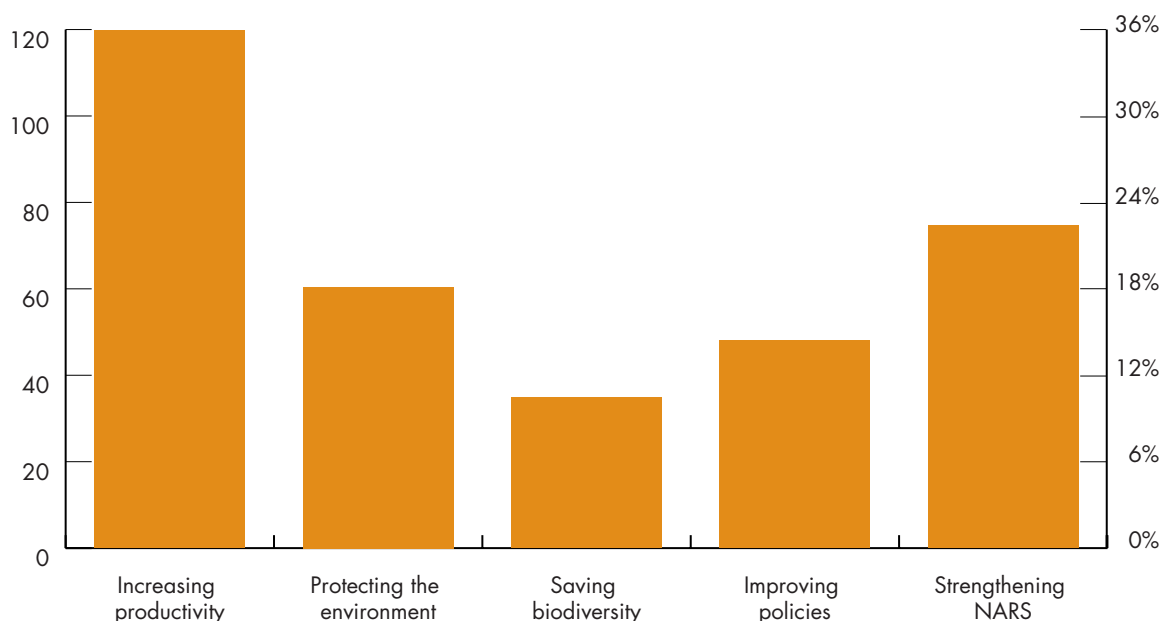
All Centers invested in programs for Sub-Saharan Africa in 2000. Seven Centers—IITA, ILRI, ICRAF, CIMMYT, WARDA, IFPRI, and ICRISAT—accounted for more than 75 percent of allocations to this region. The pattern was similar in Asia. A majority of the Centers invested in programs for Asia. Four Centers—IRRI, ICRISAT, CIMMYT, and CIP—accounted for the majority of allocations to this region. About half of the allocations for WANA continued to be made by ICARDA. CIAT accounted for more than one-third of the allocations made in Latin America and the Caribbean.

BY OBJECT OF EXPENDITURE

The trend of reduced personnel spending continued in 2000. As figure 14 indicates, personnel costs amounted to 49 percent of total 2000 costs, a decrease of only 1 percent from 1999 but a significant decrease from the mid-1990s, when personnel expenditures accounted for 55 percent of total annual costs. From 1999 to 2000, expenditures on supplies

Figure 12a Investments in CGIAR undertakings, 2000

Millions of U.S. dollars and percentages of total



and services increased from 38 percent to 39 percent of total expenditures. Travel and depreciation expenditures remained constant at 7 percent and 5 percent, respectively. In absolute terms, supply and service expenditures remained at \$133 million, personnel expenditures decreased by \$9 million (5 percent), depreciation expenditures decreased by \$2 million (10 percent), and travel expenditures increased marginally by \$1 million to \$25 million. Annex table A3.5 provides detailed Center-level information on object expenditures. Annex table A3.6 presents data on CGIAR staffing from 1996 to 2000.

COST CHANGES

The costs at Centers are affected by both inflation and fluctuations in currency values—the relationship between the exchange rates of expenditure currencies and the U.S. dollar, the CGIAR’s unit of account. An aggregate CGIAR cost

increase index in dollar terms can be established with data on the proportion of expenditures in various currencies and data on the annual exchange rates of currencies reported by the International Monetary Fund (IMF). In 2000, the loss of Centers’ purchasing power was 0.3 percent, compared with 0.2 percent in 1999. Annex table A3.7 presents data on the Centers’ inflation rates from 1996 to 2000.

CGIAR INVESTMENTS OVER 29 YEARS

To analyze CGIAR activity from the perspective of the record of expenditures (investment), the CGIAR Secretariat organized all available Center data on resource use from 1972 to 2000. Annex table A5.1 summarizes all CGIAR investments. The table shows investments in five-year periods and for 1997 to 2000 by Center, undertaking, commodity group and production sector, region, and object of expenditure.

Figure 12b Center investments in increasing productivity

Millions of U.S. dollars and percentages of total

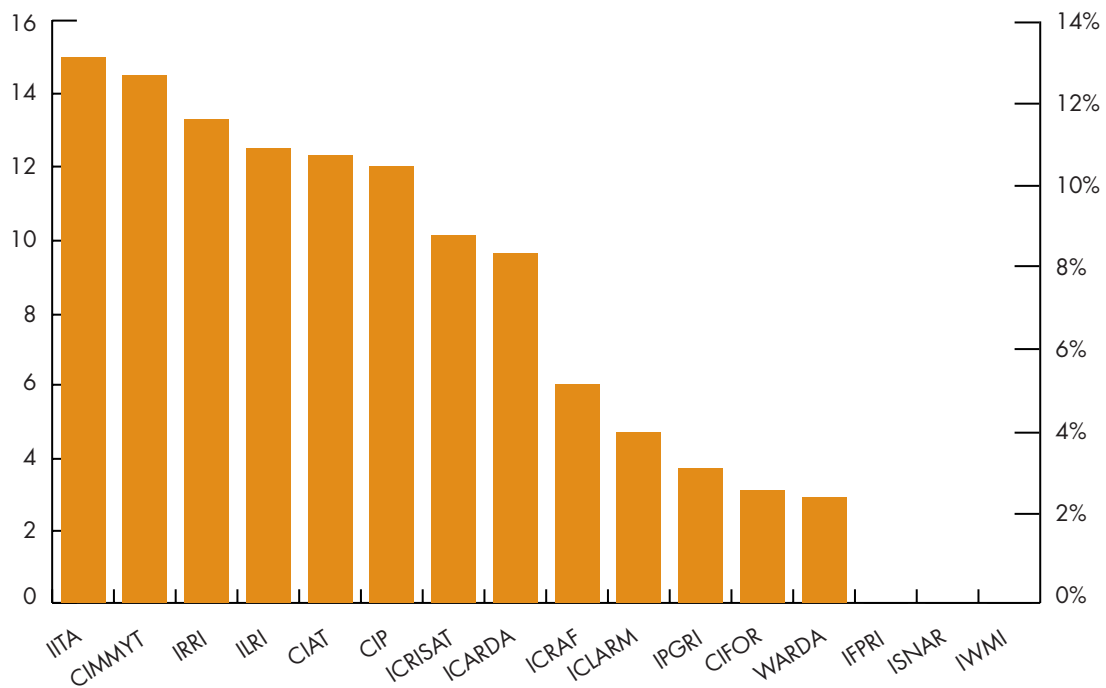


Figure 12c Center investments in protecting the environment

Millions of U.S. dollars and percentages of total

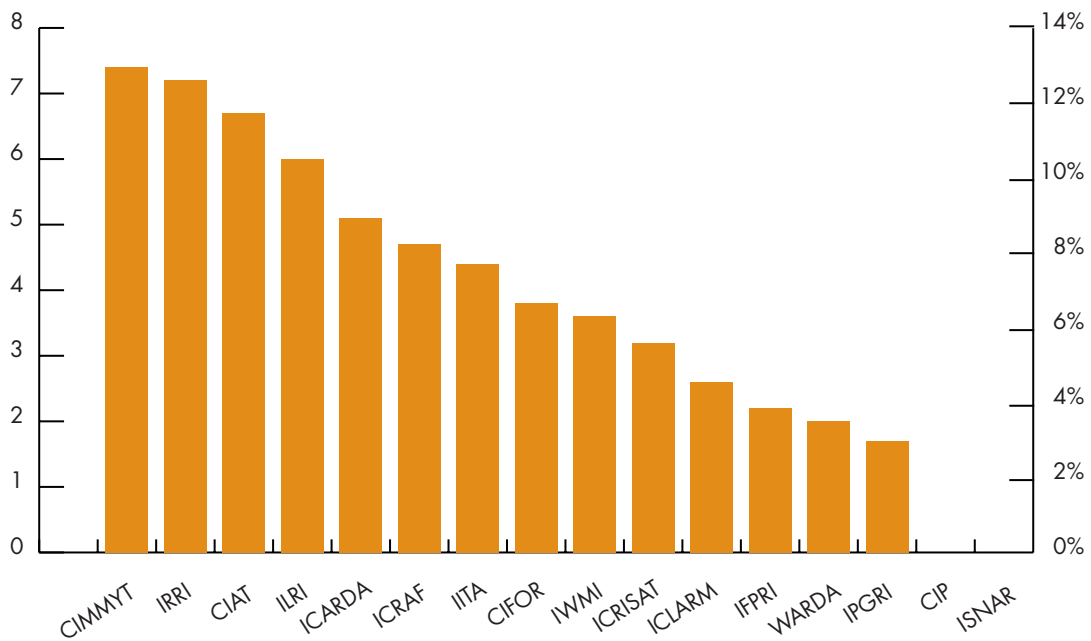


Figure 12d Center investments in saving biodiversity

Millions of U.S. dollars and percentages of total

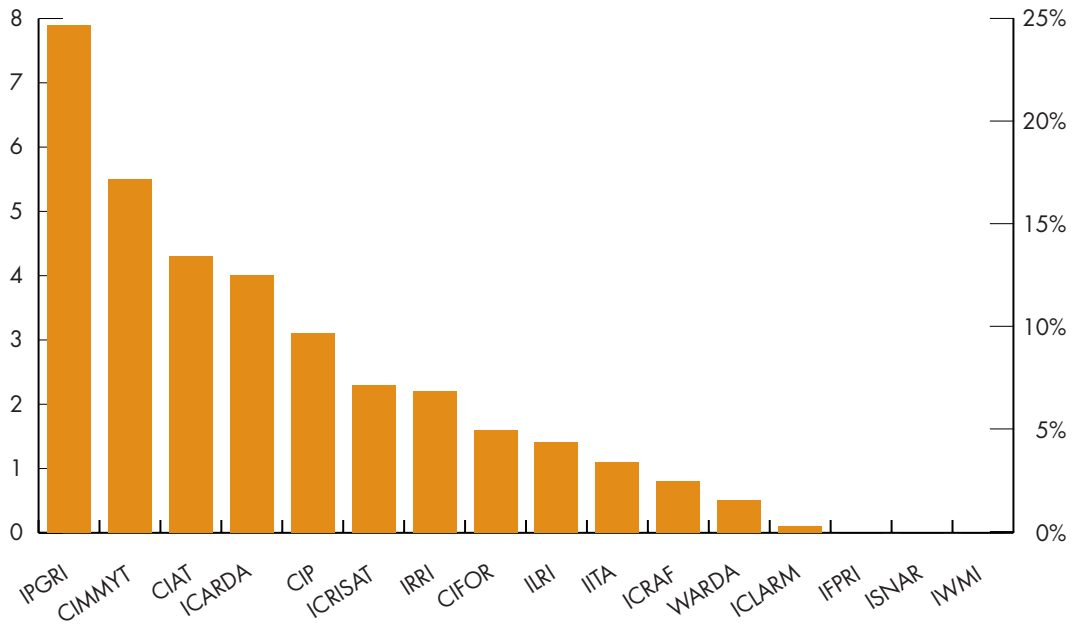


Figure 12e Center investments in improving policies

Millions of U.S. dollars and percentages of total

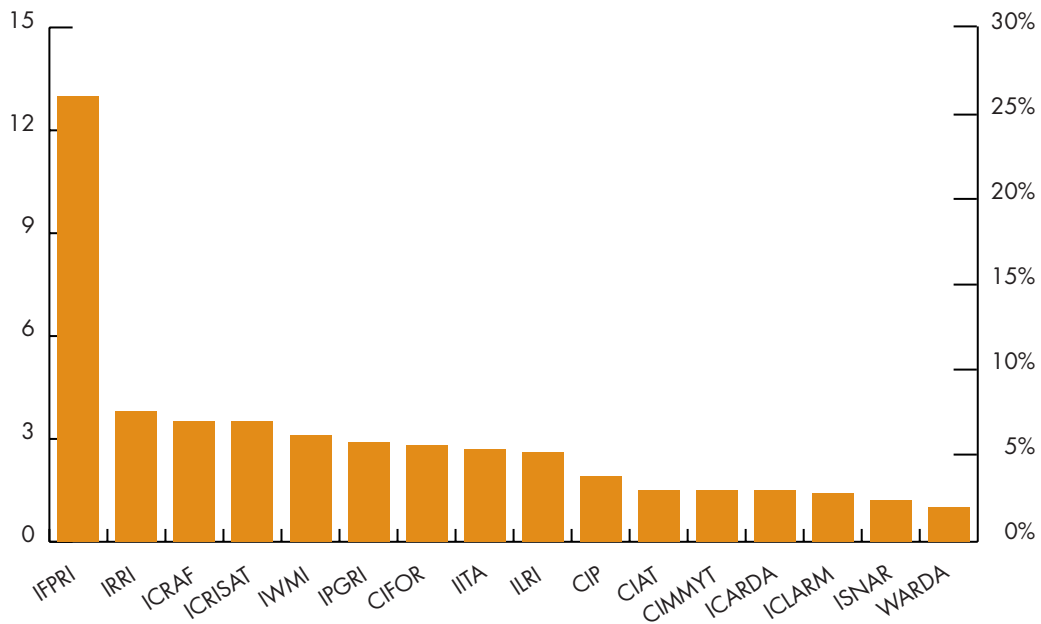


Figure 12f Center investments in strengthening NARS

Millions of U.S. dollars and percentages of total

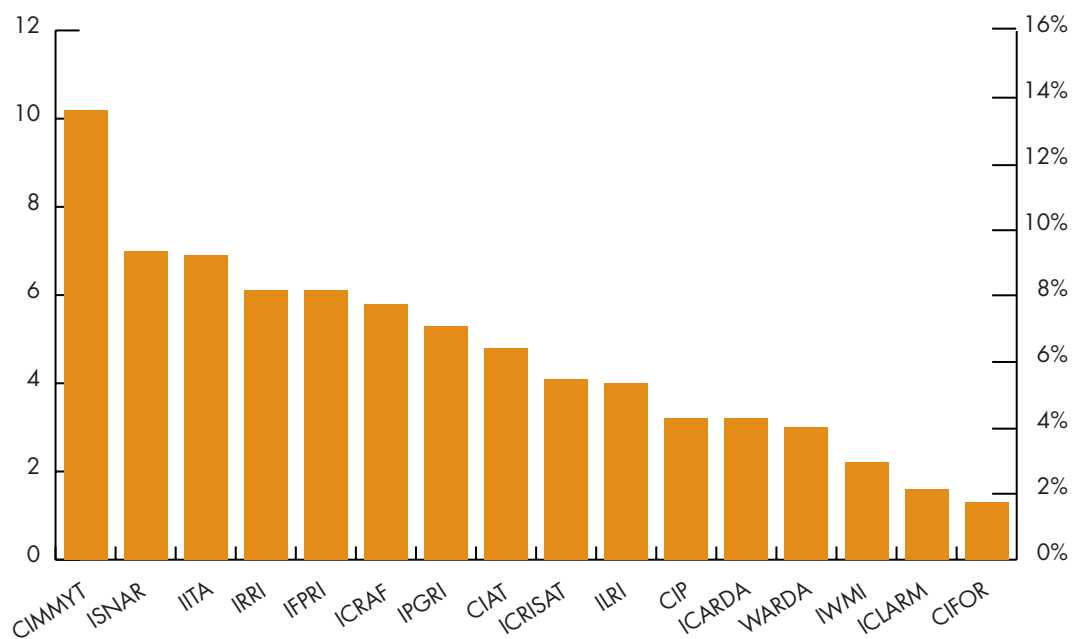


Figure 13 CGIAR allocations by developing region, 2000

Percentage of total

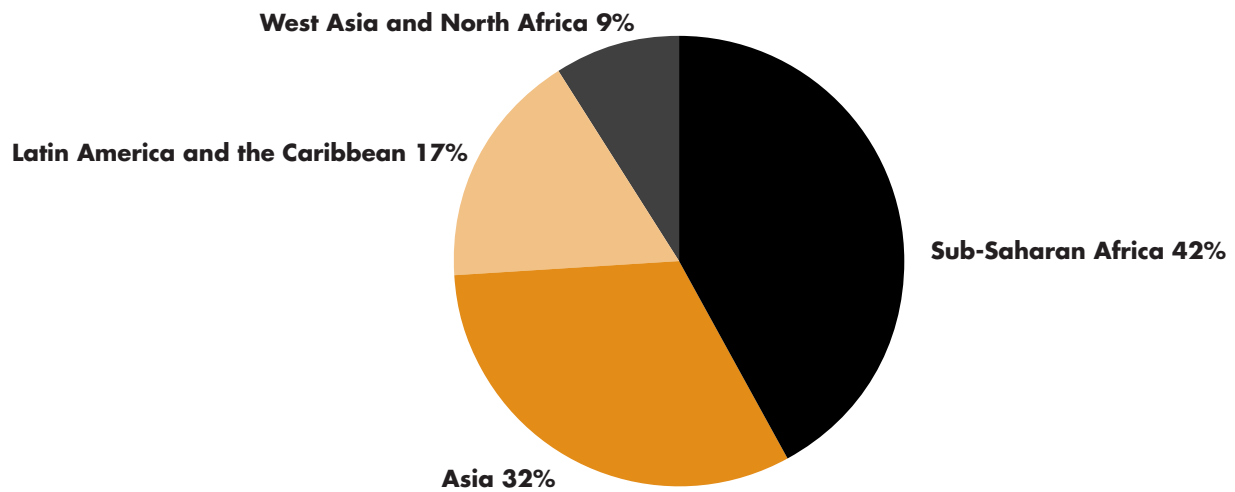
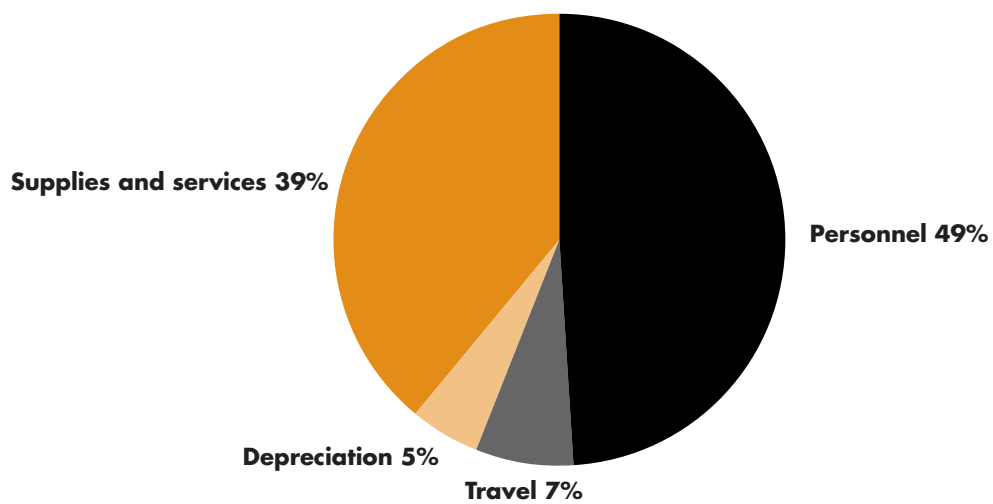


Figure 14 CGIAR expenditure by object, 2000

Percentage of total



Financial Position

The aggregation of 1996–2000 Center data, shown in table 4 and elaborated below, reflects the financial position of the CGIAR System. Annex table A4.1 provides details by Center.

The 2000 financial data confirm that the CGIAR as a whole is in a strong financial condition. Total net assets at the end of 2000 were \$203 million (1999: \$263 million). These assets are made up of \$62 million (1999: \$44 million) in unappropriated net assets and \$141 million (1999: \$219 million) in appropriated net assets. Cash and cash-equivalent balances totaled \$177 million at the end of 2000 (1999: \$212 million). This figure includes \$26 million in cash and investments disclosed under long-term assets.

NET ASSETS

Net assets are the residual interest in an entity’s assets after liabilities have been deducted. Hence, net assets in not-for-profit organizations are equivalent to “shareholder equity” in for-profit organizations. The CGIAR introduced two changes in accounting for net assets during 1999/2000.

The first accounting change, introduced in 1999, concerns accounting for land and buildings, which revert to the host government of a Center should a Center cease operations. The new policy states that land and buildings do not have a residual value and should be written out of a Center’s books of account. Centers will no longer annually depreciate such land and buildings but will instead carry them in their balance sheets at a fully written-down value of zero. As a result, Centers’ annual depreciation charges and total net assets will decrease. The new policy, which was implemented by some Centers (ICARDA, ICLARM, and ICRISAT) in 1999, was implemented by most of the remaining Centers during 2000. The net effect of the policy in 2000 was to reduce investments in fixed assets (and, by implication, in net assets) by \$75 million.

The second accounting change was to reclassify net assets as either unappropriated (broadly corresponding to the earlier term “operating funds”) or appropriated (broadly corresponding to the earlier term “capital invested in fixed assets plus capital funds”). This change was initiated to bring

Figure 15 Net assets by Center, 2000

Millions of U.S. dollars

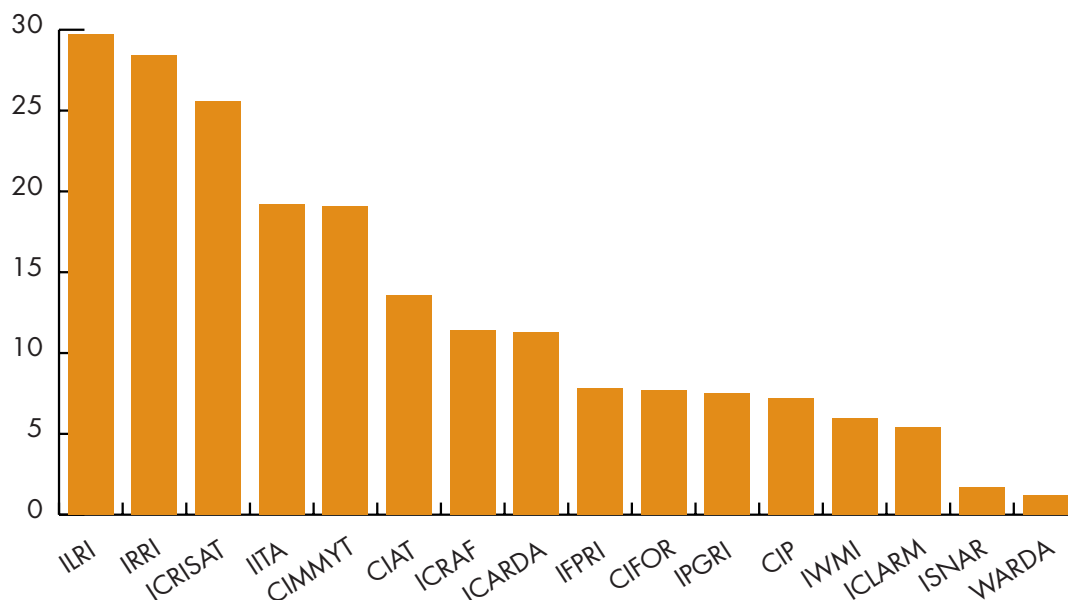


Figure 16 Unappropriated net assets by Center, 2000

In revenue days

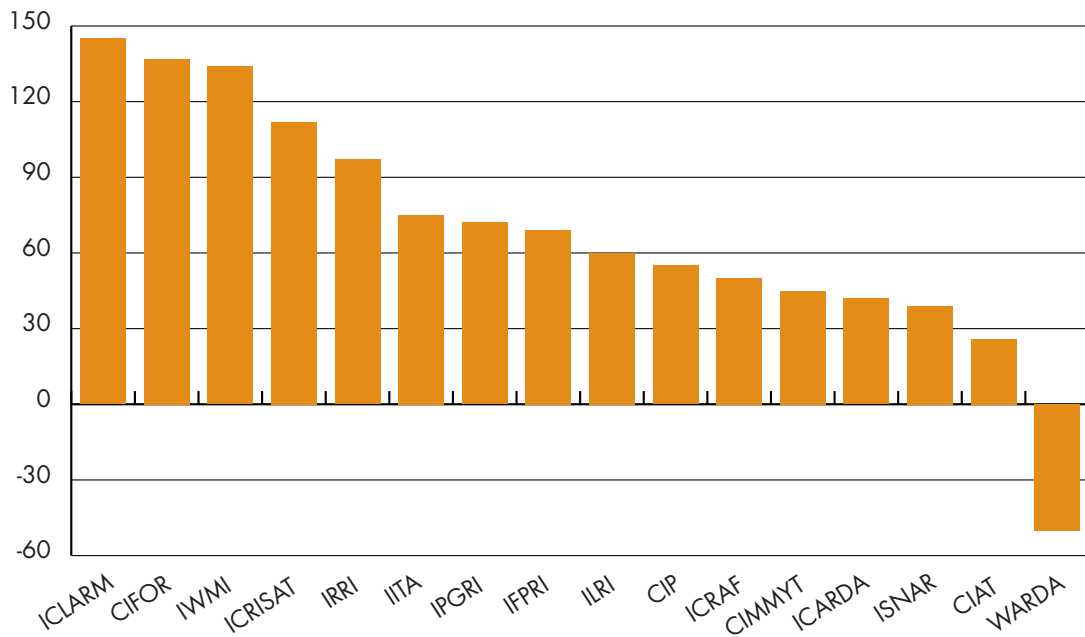


Figure 17 Net fixed assets by Center, 2000

Millions of U.S. dollars

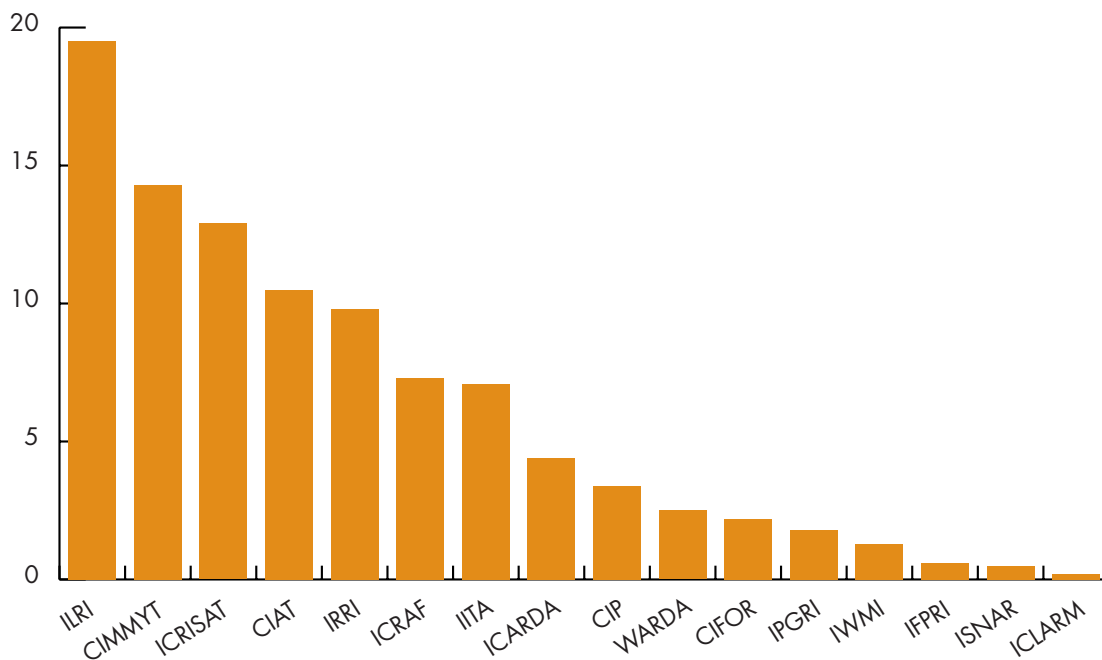


Table 4 CGIAR System Financial Position, 1996–2000
(thousands of U.S. dollars)

	1996	1997	1998	1999	2000
Assets					
Current assets					
Cash and cash equivalents	174,391	146,767	171,110	212,347	151,327
Accounts receivable:					
Donors	46,060	72,261	65,965	54,062	60,823
Employees	2,339	2,662	2,699	2,591	3,499
Others	16,293	13,506	13,154	12,656	13,576
Inventories	9,224	8,811	7,257	6,653	6,506
Pre-paid expenses	4,180	3,811	2,786	3,398	3,069
Other current assets	5,342	2,988	3,247	4,549	5,248
Total current assets	257,829	250,806	266,218	296,256	244,048
Fixed assets					
Property, plant, and equipment	448,840	467,865	475,861	399,398	289,339
Less: Accumulated depreciation	217,119	237,148	248,819	225,702	191,265
Total fixed assets (net)	231,721	230,717	227,042	173,696	98,074
Other assets					25,728
Total assets	489,550	481,523	493,260	469,952	367,850
Liabilities					
Current liabilities					
Bank indebtedness	1,280	928	1,444	3,649	204
Accounts payable:					
Donors	66,376	72,194	67,200	100,576	56,658
Employees	21,547	4,673	8,971	9,876	5,369
Others	28,441	24,208	17,824	21,871	25,966
In-trust accounts	5,448	1,107	1,732	3,457	3,634
Accruals and provisions	42,689	43,863	50,054	43,855	48,259
Total current liabilities	166,249	146,973	147,225	183,284	140,090
Long-term liabilities					
Long-term loan	811	1,617	190	0	0
Other	554	17,064	22,915	23,453	24,899
Total long-term liabilities	1,365	18,681	23,105	23,453	24,899
Total liabilities	167,614	165,654	170,330	206,737	164,989
Total assets less total liabilities	321,936	315,869	322,930	263,215	202,861
Net Assets					
Unappropriated	44,983	43,070	51,522	43,966	61,802
Appropriated	276,953	272,799	271,408	219,249	141,059
Total net assets	321,936	315,869	322,930	263,215	202,861

Note: The decrease in net assets in 2000 is primarily explained by the write-down of \$75 million of fixed assets following a change in accounting policy. The decrease represents a book movement.

CGIAR accounting policies fully into compliance with generally accepted accounting principles (GAAP) for not-for-profit organizations. More details can be found in the CGIAR *Financial Guideline Series No. 2: CGIAR Accounting Policies and Reporting Practices Manual*.

Following the change in accounting for land and buildings, aggregate net assets fell by \$60.3 million—from \$263.2 million in 1999 to \$202.9 million in 2000. The level of these assets for each Center is shown in figure 15. Unappropriated net assets increased by \$17.8 million in 2000, from \$44 million in 1999 to \$61.8 million. Appropriated net assets fell by \$78.1 million in 2000, from \$219.2 million to \$141.1 million.

UNAPPROPRIATED NET ASSETS

Unappropriated net assets (formerly “the operating fund”) are equivalent to “retained earnings” in a business enterprise. In a not-for-profit context, unappropriated net assets indicate the financial capacity of an organization to adjust to unplanned changes in revenue.

At the System level, unappropriated net assets rose by \$17.8 million, from \$44 million in 1999 to \$61.8 million in 2000. When expressed as revenue and revenue days, this increase represents an increase from 46 days in 1999 to 67 days in 2000. This increase is due to two factors. First, the aggregate statement of activity for the System as a whole resulted in an operating surplus of \$12 million for 2000; included in this surplus is a net transfer of \$2 million from system reserves and an advance of \$3 million of 2001 income for EC relief; second, some Centers reclassified \$5 million from the former capital fund as unappropriated. As figure 16 indicates, the majority of Centers continued to have unappropriated net asset days above the CGIAR’s average of 67 days. Only one Center, WARDA, had a negative balance at the end of 2000 due to accumulated deficits from earlier years.

APPROPRIATED NET ASSETS

Appropriated net assets fell by \$78 million, from \$219 million in 1999 to \$141 million in 2000. They comprised \$98 million invested in fixed assets and \$43 million set aside by Centers for the acquisition of fixed assets. The capital invested in fixed assets decreased by \$76 million, from \$174 million in 1999 to \$98 million in 2000, largely because of the write-down of \$75 million of assets following the above-noted change in accounting for fixed assets.

NET FIXED ASSETS

The CGIAR’s asset base indicates a stable pattern of capital acquisition. In 2000, capital expenditures totaled \$15 million; the annual depreciation charge totaled \$16 million. Annex table A4.2 indicates capital expenditures by Center for the period 1996–2000. Figure 17 illustrates the 2000 year-end levels of net fixed assets for all Centers.

In 2000 CIAT, CIFOR, CIP, IFPRI, IWMI, IITA, IRRI, IPGRI, ISNAR and WARDA introduced the new accounting policy for depreciation on land and buildings. The net result was a reduction (\$75.2 million) in the net fixed assets of CIAT (down \$7.8 million); CIFOR (no change); CIP (down \$6.9 million); IFPRI (no change); IWMI (no change); IITA (down \$22.7 million); IRRI (down \$26.4 million); IPGRI (no change); ISNAR (no change); and WARDA (down \$11.4 million).

CAPITAL PURCHASE FUND

The remaining \$43 million set aside for fixed asset acquisition (formerly called the “capital fund”), is slightly less than the amount set aside in 1999: \$45 million. The decrease is largely accounted for by the redesignation of \$5 million from the capital fund as unappropriated net assets, offset by the excess of the annual depreciation charge for the System as a whole over capital purchases. This part of the fund is established primarily by the setting aside of funds equal to the value of the depreciation charge (so-called funding depreciation). Figure 18 shows the appropriated net assets funds set aside for capital purchase, by Center. With the exception of WARDA and CIMMYT, all Centers had balances at the end of 2000.

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

LIQUIDITY

Liquidity represents an organization’s ability to meet its short-term spending requirements. Two primary indicators of liquidity are “current ratio” and “working capital.” Current ratio is current assets divided by current liabilities, represented as a fraction. This liquidity measure is comparable across organizations, regardless of size, because it is a relative figure. Working capital is the amount by which current assets exceed current liabilities. Because of the different sizes of Centers, absolute numbers are not helpful for comparative purposes. Working capital expressed in terms of future spending requirements is useful for such purposes.

The Centers’ liquidity hinges on Members’ disbursements, which span the entire calendar year. With few exceptions, Members’ progress in making disbursements in the earlier months of the year has not been encouraging. At the end of 2000, 18 percent of the value of 2000 agenda contributions (nearly two months of income) was outstanding as accounts receivable from Members. Figure 19 presents these accounts as a percentage of grants.

Figure 18 Capital purchase fund by Center, 2000

Millions of U.S. dollars

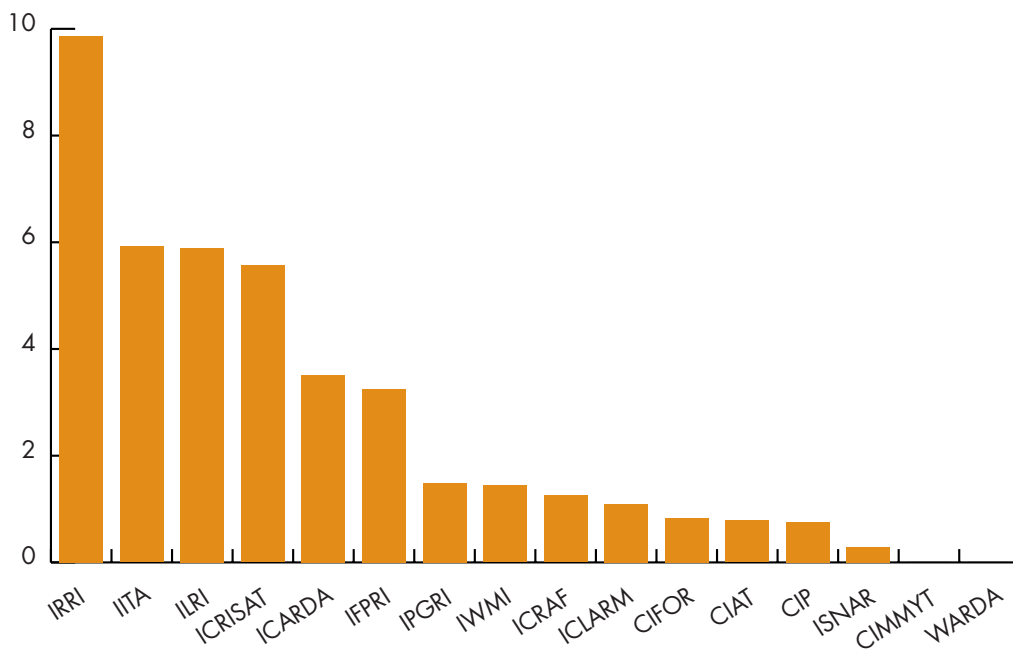


Figure 19 Member receivables by Center, 2000

As a percentage of grants

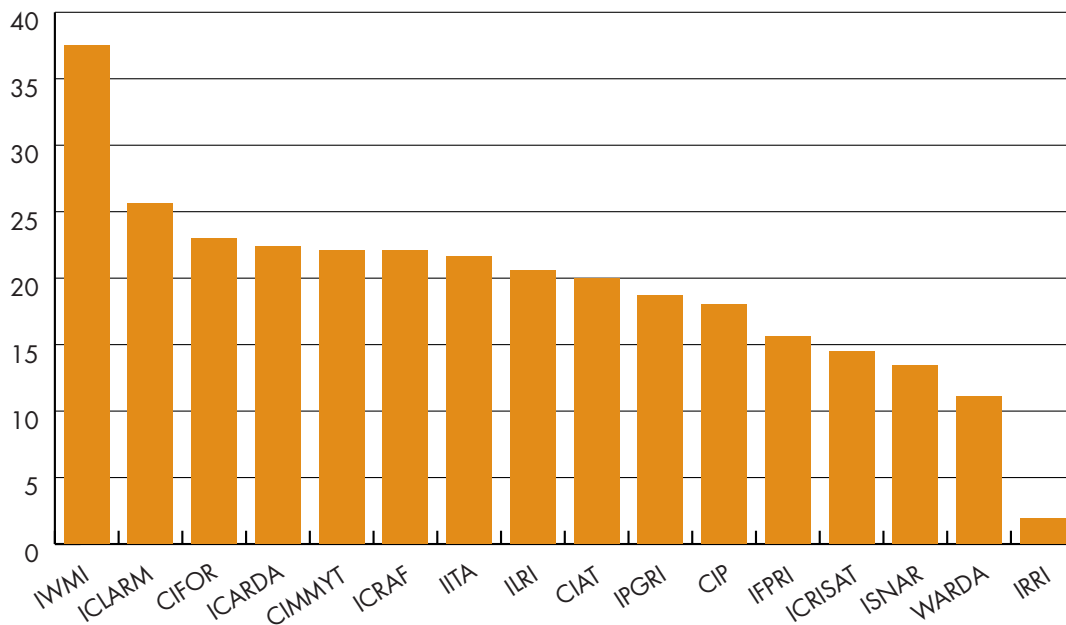


Figure 20 CGIAR System current ratio, 1996–2000

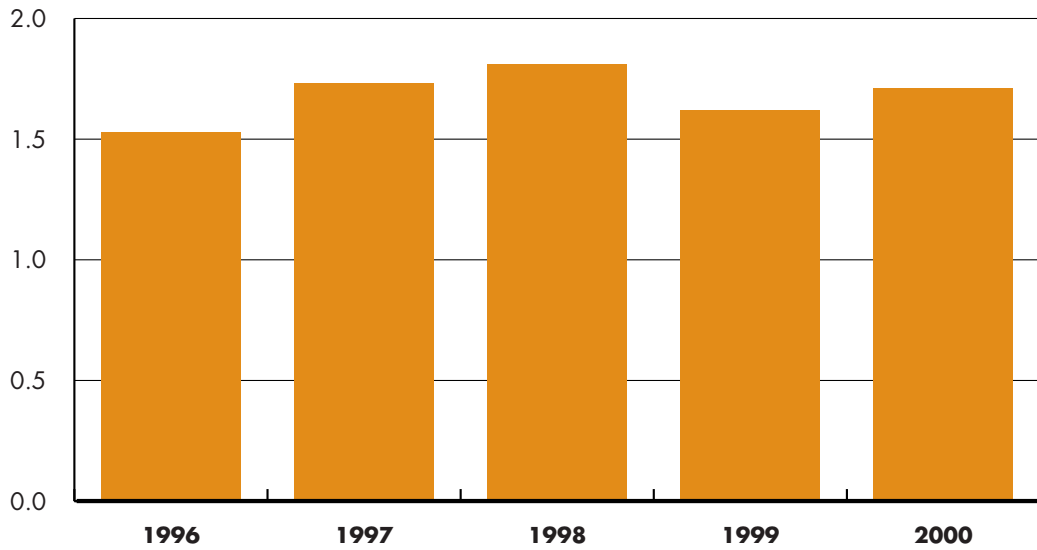
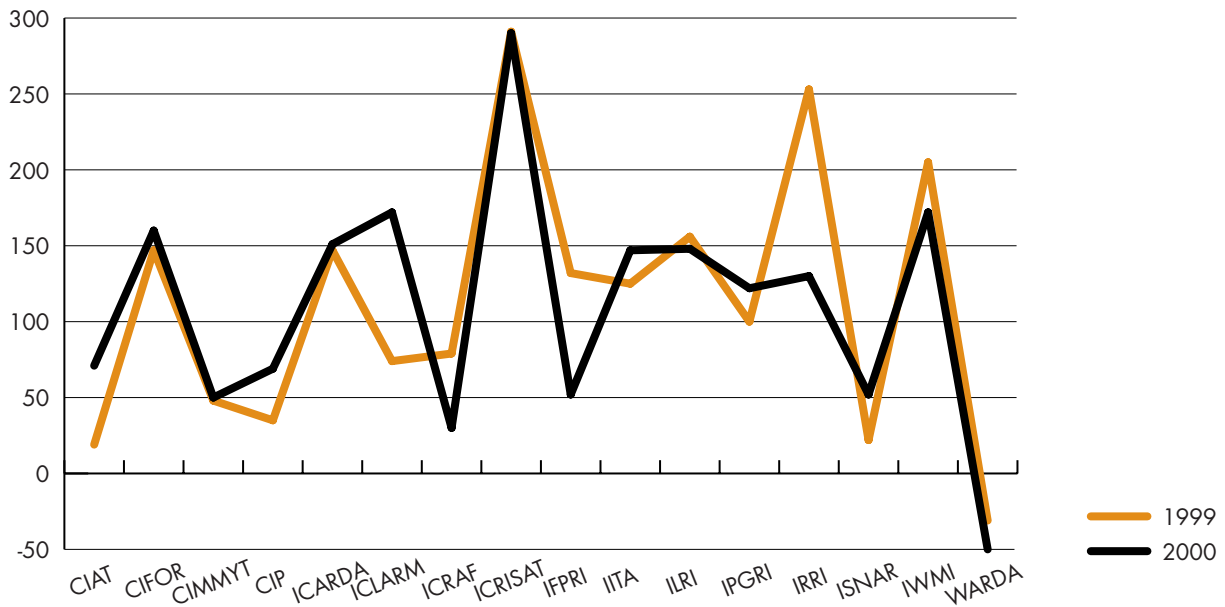


Figure 21 Working capital by Center, 1999–2000

In days



CURRENT RATIO

The systemwide current ratio in the CGIAR increased marginally, from 1.64 in 1999 to 1.74 in 2000. The CGIAR's average current ratio is within the normative range. As a general rule of thumb, a current ratio of 1.5 is considered adequate. Five Centers have current ratios of less than 1.5: ICRAF (1.3), IFPRI (1.3), IRRI (1.4), ISNAR (1.4), and WARDA (0.8). If IRRI's investments were considered to be part of current assets, as they were in the past, its current ratio would be 2.0. Figure 20 shows the evolution of the current ratio since 1996.

WORKING CAPITAL

Figure 21 compares working capital expressed as Center spending requirements in days in 1999 and 2000. The 2000 system average of 112 days of expenditure is less than the 1999 system average: 119 days. In all but one Center, the number of working days in 2000 was generally in line with that in 1999. IRRI's average days decreased from 253 days to 130 days, primarily because of a long-term investment of \$12.5 million, which is no longer considered part of working capital. Because of their low level of working capital, ISNAR and WARDA (-50 days) are in need of continued careful cash management.



Compliance with Financial Guidelines

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

As part of the annual review of substantive financial performance, Pricewaterhouse Coopers (PwC) has reviewed the externally audited 2000 Center financial statements to ensure compliance with CGIAR policy and reporting guidelines. PwC has confirmed that all Centers comply with existing policy and reporting guidelines and that any departures have resulted in no material misstatements of financial information.

TABLE A1.1 CGIAR CONTRIBUTIONS TO THE APPROVED RESEARCH AGENDA BY MEMBER GROUP, 1972–2000

(millions of U.S. dollars)

Members	1972-76	1977-81	1982-86	1987-91	1992-96	1997	1998	1999	2000	Total
Europe										
Austria			1.0	5.0	7.1	1.8	2.3	2.3	1.8	21.2
Belgium	3.5	13.7	9.2	14.2	19.9	5.5	6.0	6.8	4.7	83.6
Denmark	1.7	4.7	5.9	14.4	45.0	19.1	17.7	14.0	11.0	133.5
European Commission		17.4	28.3	59.0	76.6	23.1	24.9	6.0	22.3	257.5
Finland			2.1	21.4	3.9	2.1	2.1	1.5	1.5	34.6
France	1.1	3.1	6.1	18.3	21.4	4.9	5.9	5.9	6.0	72.8
Germany	13.3	39.1	36.6	54.6	76.2	16.6	16.3	15.5	10.2	278.4
Ireland		0.4	1.9	1.8	3.0	0.8	1.0	0.9	0.8	10.6
Italy	0.1	1.9	29.1	39.8	17.6	4.0	3.0	3.2	3.2	101.9
Luxembourg				0.3	1.0	0.7	0.7	0.7	1.3	4.7
Netherlands	4.1	11.6	20.5	30.7	55.9	14.5	14.7	11.6	13.7	177.3
Norway	3.3	9.3	11.4	20.6	28.4	7.2	8.3	8.9	7.7	105.0
Portugal						0.3	0.3	0.5	0.4	1.4
Spain		0.5	2.5	2.5	3.9	1.8	1.1	0.9	1.2	14.4
Sweden	7.2	14.8	16.5	28.0	39.0	7.1	9.3	10.3	9.4	141.6
Switzerland	1.9	9.5	26.6	46.3	63.6	20.9	22.7	22.8	18.3	232.6
United Kingdom	9.0	27.5	32.6	55.8	50.8	10.2	11.5	13.9	14.9	226.2
Subtotal	45.1	153.3	230.5	412.7	513.4	140.6	147.6	125.8	128.3	1,897.3
North America										
Canada	17.3	36.1	48.6	71.0	75.2	12.9	12.3	12.3	11.4	297.2
United States	41.6	128.1	222.0	217.3	183.5	38.3	40.5	39.4	42.1	952.8
Subtotal	58.9	164.2	270.6	288.3	258.7	51.2	52.8	51.7	53.5	1,250.0
Pacific Rim										
Australia	4.0	13.3	20.5	16.7	25.5	6.6	7.8	8.1	8.5	110.9
Japan	2.5	25.9	54.7	104.9	166.3	33.5	35.3	39.9	34.6	497.5
New Zealand	0.1	0.1	0.1				0.4	0.4	0.5	1.6
Subtotal	6.6	39.3	75.3	121.7	191.7	40.0	43.5	48.4	43.5	610.0
Developing and transition economies										
Bangladesh						0.1	0.1	0.3	0.3	0.8
Brazil			1.0	0.2	0.6	0.5	0.7	0.4	0.4	3.2
China			1.5	1.5	2.5	0.5	0.5	0.7	1.0	8.2
Colombia					4.5	2.6	2.5	2.7	2.3	14.6
Côte d'Ivoire					0.3	0.2	0.1	0.1	0.1	0.7
Egypt, Arab Republic of					1.0	1.1	1.4	1.4	1.4	6.2
India		0.5	2.5	2.5	4.0	0.8	0.8	0.7	0.8	12.7
Indonesia					1.2	0.5	0.1	0.4	0.2	2.5
Iran, Islamic Republic of	2.0	3.0			1.9	1.5	2.0	1.8	1.7	13.9
Kenya							0.5	0.4	0.1	1.0
Korea, Republic of				0.5	2.6	0.6	0.9	0.8	0.9	6.3
Mexico		1.4	2.0	0.2	0.6	0.5	0.6	1.7	1.8	8.8
Nigeria	1.3	5.4	4.2	0.5	0.0	0.1	1.0	1.6	1.0	15.0
Pakistan						0.5	0.2	0.0	0.2	0.8
Peru							0.4	0.3	0.2	0.9
Philippines		0.7	1.6	1.1	1.7	0.4	0.7	0.3	0.4	6.8
Russian Federation					0.2					0.2
Saudi Arabia	1.0	1.0	3.0							5.0
South Africa						0.5	0.6	0.5	0.6	2.2
Syrian Arab Republic								0.5		0.5
Thailand						0.5	0.3	0.1	0.1	1.0
Uganda									0.3	0.3
Subtotal	4.3	11.9	15.8	6.5	20.6	10.8	13.2	14.7	13.7	111.5
Foundations										
Ford Foundation	16.8	6.2	4.9	4.6	12.9	3.2	3.1	2.6	2.6	57.0
Kellogg Foundation	1.3	0.6	1.0		0.4	0.3	0.3	0.1	0.0	4.0
Rockefeller Foundation	17.1	6.7	3.5	6.3	7.7	2.1	3.4	3.5	4.0	54.3
Subtotal	35.2	13.5	9.4	11.0	21.0	5.6	6.8	6.2	6.6	115.3
International and regional organizations										
ADB	0.3	1.2		1.0	4.0	1.8	3.8	4.4	6.0	22.5
AFDB		0.1	0.6	5.3	5.6	1.0	0.8	2.3	1.2	17.0
Arab Fund		1.1	1.4	1.9	5.1	1.0	1.5	1.9	1.7	15.7
FAO						0.3	0.6	0.2	0.2	1.2
IDB	11.2	32.2	42.6	48.8	25.8	4.5	2.1	1.5	1.4	170.0
IDRC	3.9	5.7	6.5	3.4	4.4	2.4	2.4	3.0	2.3	34.0
IFAD		11.1	24.9	1.9	4.2	3.1	4.0	6.9	5.8	61.9
OPEC Fund		2.0	9.5	1.2	0.8	0.2	0.2	0.2	0.2	14.2
UNDP	7.4	21.7	37.0	38.2	38.6	4.5	3.2	2.1	1.8	154.5
UNEP	0.9	0.5	0.3	0.1	1.2	0.2	0.1	0.2	0.7	4.2
World Bank	16.1	53.3	116.1	162.8	222.5	45.0	45.0	45.0	45.0	750.8
Subtotal	39.9	128.9	238.9	264.5	312.3	63.9	63.7	67.7	66.3	1,246.0
Other donors	0.8	1.1	3.4		6.2	8.2	11.9	15.0	19.2	65.9
Total	191	512	844	1,105	1,324	320	340	330	331	5,296

TABLE A1.2 CGIAR CONTRIBUTIONS TO THE APPROVED RESEARCH AGENDA BY CENTER, 1972–2000

(millions of U.S. dollars)

Centers	1972-76 ¹	1977-81 ¹	1982-86	1987-91	1992-96	1997	1998	1999	2000	Total
CIAT	28.3	65.8	107.0	132.5	138.8	31.7	32.1	28.7	29.7	594.5
CIFOR					30.5	10.6	11.3	11.5	12.4	76.3
CIMMYT	33.7	72.6	97.2	130.8	130.2	28.6	30.1	33.8	37.9	594.9
CIP	10.9	34.8	52.9	83.2	91.4	22.6	22.2	20.0	20.5	358.5
ICARDA	1.5	47.2	91.5	92.2	92.2	22.3	25.2	19.5	22.6	414.1
ICLARM					30.3	9.0	10.6	14.2	12.3	76.4
ICRAF					71.3	21.8	20.4	20.6	21.5	155.7
ICRISAT	19.8	59.5	103.2	143.1	134.4	26.9	26.5	21.2	21.9	556.4
IFPRI	1.0	9.9	20.5	41.5	51.3	18.2	20.1	20.8	21.5	204.7
IITA	37.1	72.4	101.1	107.9	111.3	27.5	29.2	30.7	29.4	546.7
ILRI ²	13.6	80.8	107.0	155.2	124.6	25.2	24.6	26.6	23.1	580.6
IPGRI ³	1.4	11.4	20.5	33.6	64.2	18.8	21.2	20.1	22.8	213.9
IRRI	30.2	71.3	104.6	137.5	139.1	28.6	34.8	32.5	33.8	612.4
ISNAR		3.3	16.8	34.4	36.6	9.9	9.6	8.2	8.8	127.6
IWMI					36.0	9.5	9.4	8.8	8.8	72.5
WARDA	1.9	9.4	12.6	28.6	34.6	8.6	10.0	10.8	8.5	124.8
Subtotal	179.3	538.2	834.9	1,120.5	1,316.9	319.6	337.1	328.1	335.4	5,310.0
Reserves/ CGIAR Committees			9.1	(16.0)	7.0	0.8	2.5	1.5	(4.3)	0.6
Total	179	538	844	1,105	1,324	320	340	330	331	5,311

¹ Figures shown for 1972–80 are total expenditures (operations/capital) and may be higher or lower than the contributions for that year (due to the accounting convention followed in the 1970s).

² Formerly ILCA and ILRAD.

³ Formerly IBPGR and INIBAP.

TABLE A2.1 RANKING CONTRIBUTIONS TO THE CGIAR RESEARCH AGENDA, 1997–2000*(millions of U.S. dollars)*

1997		1998		1999		2000		
MEMBER	AMOUNT	MEMBER	AMOUNT	MEMBER	AMOUNT	MEMBER	AMOUNT	
#1	World Bank	45.0	World Bank	45.0	World Bank	45.0	World Bank	45.0
	United States	38.3	United States	40.5	Japan	39.9	United States	42.1
	Japan	33.5	Japan	35.3	United States	39.4	Japan	34.6
	European Commission	23.1	European Commission	24.9	Switzerland	22.8	European Commission	22.3
	Switzerland	20.9	Switzerland	22.7	Germany	15.5	Switzerland	18.3
	Denmark	19.1	Denmark	17.7	Denmark	14.0	United Kingdom	14.9
	Germany	16.6	Germany	16.3	United Kingdom	13.9	Netherlands	13.7
	Netherlands	14.5	Netherlands	14.7	Canada	12.3	Canada	11.4
	Canada	12.9	Canada	12.3	Netherlands	11.6	Denmark	11.0
#10	United Kingdom	10.2	United Kingdom	11.5	Sweden	10.3	Germany	10.2
	Norway	7.2	Sweden	9.3	Norway	8.9	Sweden	9.4
	Sweden	7.1	Norway	8.3	Australia	8.1	Australia	8.5
	Australia	6.5	Australia	7.8	IFAD	6.9	Norway	7.7
	Belgium	5.5	Belgium	6.0	Belgium	6.8	France	6.0
	France	4.9	France	5.9	European Commission	6.0	ADB	6.0
	IDB	4.5	IFAD	4.0	France	5.9	IFAD	5.8
	UNDP	4.5	ADB	3.8	ADB	4.4	Belgium	4.7
	Italy	4.0	Rockefeller Foundation	3.4	Rockefeller Foundation	3.5	Rockefeller Foundation	4.0
	Ford Foundation	3.2	UNDP	3.2	Italy	3.2	Italy	3.2
#20	IFAD	3.1	Ford Foundation	3.1	IDRC	3.0	Ford Foundation	2.6
	Colombia	2.6	Italy	3.0	Colombia	2.7	Colombia	2.3
	IDRC	2.3	Colombia	2.5	Ford Foundation	2.6	IDRC	2.3
	Finland	2.1	IDRC	2.4	AFDB	2.3	UNDP	1.8
	Rockefeller	2.1	Austria	2.3	Austria	2.3	Austria	1.8
	ADB	1.8	IDB	2.1	UNDP	2.1	Mexico	1.8
	Spain	1.8	Finland	2.1	Arab Fund	1.9	Iran, Islamic Republic of	1.7
	Austria	1.8	Iran, Islamic Republic of	2.0	Iran, Islamic Republic of	1.8	Arab Fund	1.7
	Iran, Islamic Republic of	1.5	Arab Fund	1.5	Mexico	1.7	Finland	1.5
	Egypt, Arab Republic of	1.1	Egypt, Arab Republic of	1.4	Nigeria	1.6	IDB	1.4
#30	AFDB	1.0	Spain	1.1	Finland	1.5	Egypt, Arab Republic of	1.4
	Arab Fund	1.0	Ireland	1.0	IDB	1.5	Luxembourg	1.3
	Ireland	0.8	Nigeria	1.0	Egypt, Arab Republic of	1.4	Spain	1.2
	India	0.8	Korea, Republic of	0.9	Spain	1.0	AFDB	1.2
	Luxembourg	0.7	India	0.8	Ireland	0.9	Nigeria	1.0
	Korea, Republic of	0.6	AFDB	0.8	Korea, Republic of	0.8	China	1.0
	Brazil	0.5	Philippines	0.7	Luxembourg	0.7	Korea, Republic of	0.9
	Indonesia	0.5	Luxembourg	0.7	India	0.7	India	0.8
	Mexico	0.5	Brazil	0.7	China	0.7	Ireland	0.8
	China	0.5	South Africa	0.6	New Zealand	0.5	UNEP	0.7
#40	Pakistan	0.5	Mexico	0.6	South Africa	0.5	South Africa	0.6
	South Africa	0.5	FAO	0.5	Syria	0.5	New Zealand	0.5
	Thailand	0.5	China	0.5	Portugal	0.5	Brazil	0.4
	Philippines	0.4	Kenya	0.5	Indonesia	0.4	Portugal	0.4
	Kellogg Foundation	0.3	New Zealand	0.4	Kenya	0.4	Philippines	0.4
	FAO	0.3	Peru	0.4	Brazil	0.4	Bangladesh	0.3
	Portugal	0.3	Thailand	0.3	Philippines	0.3	Uganda	0.3
	OPEC Fund	0.2	Kellogg Foundation	0.3	Bangladesh	0.3	FAO	0.2
	UNEP	0.2	Portugal	0.3	Peru	0.3	Indonesia	0.2
	Côte d'Ivoire	0.2	OPEC Fund	0.2	FAO	0.2	Peru	0.2
#50	Bangladesh	0.1	Pakistan	0.2	UNEP	0.2	OPEC Fund	0.2
			Indonesia	0.1	OPEC Fund	0.2	Pakistan	0.2
			Bangladesh	0.1	Côte d'Ivoire	0.1	Kenya	0.1
			Côte d'Ivoire	0.1	Thailand	0.1	Thailand	0.1
			UNEP	0.1	Kellogg Foundation	0.1	Côte d'Ivoire	0.1
					Pakistan	0.0	Kellogg Foundation	0.0
	Other donors	8.2	Other donors	11.9	Other donors	15.0	Other donors	19.2
	Total	320		340		330		331

TABLE A2.2 CGIAR FUNDING BY MEMBER, 2000*(millions of U.S. dollars)*

MEMBERS	UNRESTRICTED	RESTRICTED	TOTAL
Europe			
Austria	1.3	0.5	1.8
Belgium	1.3	3.4	4.7
Denmark	6.9	4.1	11.0
European Commission		22.3	22.3
Finland	1.3	0.2	1.5
France	1.1	4.9	6.0
Germany	2.5	7.7	10.2
Ireland	0.4	0.4	0.8
Italy	1.7	1.4	3.2
Luxembourg	0.2	1.1	1.3
Netherlands	8.8	4.9	13.7
Norway	6.0	1.7	7.7
Portugal	0.2	0.2	0.4
Spain	0.4	0.8	1.2
Sweden	5.8	3.6	9.4
Switzerland	5.9	12.4	18.3
United Kingdom		14.9	14.9
SUBTOTAL	43.8	84.5	128.3
North America			
Canada	8.0	3.4	11.4
United States	26.6	15.5	42.1
SUBTOTAL	34.6	18.9	53.5
Pacific Rim			
Australia	3.6	4.9	8.5
Japan	32.6	2.0	34.6
New Zealand		0.5	0.5
SUBTOTAL	36.2	7.3	43.5
Developing countries			
Bangladesh		0.3	0.3
Brazil	0.1	0.3	0.4
China	0.7	0.3	1.0
Colombia		2.3	2.3
Côte d'Ivoire	0.1		0.1
Egypt, Arab Republic of	0.5	0.9	1.4
India	0.6	0.2	0.8
Indonesia	0.2		0.2
Iran, Islamic Republic of	0.2	1.5	1.7
Kenya		0.1	0.1
Korea, Republic of	0.5	0.5	0.9
Mexico	0.1	1.7	1.8
Nigeria	1.0		1.0
Pakistan		0.2	0.2
Peru		0.2	0.2
Philippines	0.4		0.4
South Africa		0.6	0.6
Thailand	0.1		0.1
Uganda		0.3	0.3
SUBTOTAL	4.4	9.3	13.7
TOTAL MEMBER COUNTRIES	119.1	119.9	239.0
Foundations			
Ford Foundation		2.6	2.6
Kellogg Foundation		0.0	0.0
Rockefeller Foundation		4.0	4.0
FOUNDATION TOTAL		6.6	6.6
International and regional organizations			
ADB		6.0	6.0
AFDB		1.2	1.2
Arab Fund		1.7	1.7
FAO		0.2	0.2
IDB		1.4	1.4
IDRC		2.3	2.3
IFAD		5.8	5.8
OPEC Fund		0.2	0.2
UNDP		1.8	1.8
UNEP		0.7	0.7
World Bank	45.0		45.0
ORGANIZATIONS TOTAL	45.0	21.3	66.3
OTHER DONORS		19.2	19.2
GRAND TOTAL	164	167	331

TABLE A2.3a SUPPORT TO THE AGREED RESEARCH AGENDA BY MEMBER BY CENTER, 2000
(millions of U.S. dollars)

Unrestricted support

Members	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICLARM	ICRAF	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	ISNAR	IWMI	WARDA	UNALLOC.	TOTAL
Australia	0.2	0.3	0.6	0.2	0.1	0.2	0.1	0.4	0.2		0.2	0.3	0.6	0.1	0.2			3.6
Austria		0.1	0.2	0.3	0.0		0.2	0.2		0.2	0.2	0.1						1.3
Belgium	0.1	0.2	0.1	0.1	0.1	0.1	0.1	0.1		0.1	0.2	0.1		0.2	0.1	0.1		1.3
Brazil			0.0	0.1			0.0											0.1
Canada	0.8	0.3	0.7	0.6	0.4	0.2	0.4	0.6	0.4	0.7	0.7	0.5	0.7	0.4	0.2	0.5		8.0
China			0.1	0.1	0.0	0.0		0.0	0.1		0.0	0.1	0.1	0.0	0.0			0.7
Côte d'Ivoire																	0.1	0.1
Denmark	0.2	0.1	0.5	0.6	0.4	0.6	0.3	0.2	0.7	0.8	0.5	0.5	0.6	0.2	0.4	0.1		6.9
Egypt, Arab Republic of					0.2	0.4												0.5
Finland		0.3					0.3		0.3		0.3							1.3
France		0.1		0.1	0.1		0.1	0.1	0.1	0.1		0.2	0.2	0.0		0.1		1.1
Germany	0.4	0.2				0.3	0.2			0.4	0.2	0.3	0.4		0.2			2.5
India			0.1	0.0	0.0	0.0		0.2	0.0		0.0	0.1		0.0	0.0			0.6
Indonesia		0.2																0.2
Iran, Islamic Republic of				0.1	0.1									0.0				0.2
Ireland							0.1		0.3									0.4
Italy				0.0	0.2			0.1	0.1	0.2	0.2	0.9		0.1				1.7
Japan	3.3	1.3	2.3	1.5	0.7	0.9	0.9	2.8	1.4	3.8	1.3	1.9	7.5	0.3	0.9	1.8		32.6
Korea, Republic of			0.1	0.1				0.1		0.1		0.1	0.2			0.1		0.5
Luxembourg				0.2														0.2
Mexico			0.1															0.1
Netherlands	0.1	1.0		0.8	0.7	0.9	0.6	0.1	0.3	0.7	0.1	1.3	0.2	0.9	0.5	0.7		8.8
Nigeria										1.0								1.0
Norway	0.6	0.3	0.2	0.2	0.5	0.2	0.2	0.8	0.3	0.6	1.0	0.4	0.1	0.3		0.3		6.0
Peru			0.0		0.0													0.0
Philippines		0.0	0.0			0.0	0.0	0.0	0.0			0.0	0.2	0.0				0.4
Portugal			0.1				0.1											0.2
Spain	0.1	0.0	0.0	0.0	0.1		0.0		0.1		0.0	0.1		0.0				0.4
Sweden	0.3	0.2	0.2	0.7	0.4	0.2	0.4	0.5	0.1	0.4	0.7	0.4	0.4	0.3	0.3	0.3		5.8
Switzerland	0.9	0.2	0.2	0.9			0.3	0.9	0.3		0.9	0.5	0.2	0.3	0.2			5.9
Thailand	0.0		0.0				0.0	0.0				0.0	0.0					0.1
United States	2.3	0.6	4.3	1.1	1.5	0.7	0.6	2.2	1.7	3.3	3.0	0.6	3.5	0.5	0.8	0.3		26.6
World Bank ¹	3.8	1.4	4.2	2.7	3.7	2.0	3.0	2.8	3.1	3.8	3.1	3.3	3.4	1.5	1.4	1.3	0.8	45.0
Advance 2001 /draw on reserves	0.6	0.3	0.4	0.6	0.5	0.3	0.1	0.6	0.1		0.1	0.4	0.5	0.3	0.2			5.0
Total unrestricted	13.5	6.9	14.4	10.9	9.8	7.0	8.1	12.4	9.4	15.9	12.8	12.0	18.8	5.6	5.3	5.6	0.8	169.1

¹ Total World Bank contribution was \$45 million, of which \$44.25 million was allocated to Centers and \$0.75 million for Committees and reserves.

TABLE A2.3b MEMBER SUPPORT TO THE APPROVED RESEARCH AGENDA BY CENTER, 2000
(millions of U.S. dollars)

Restricted contributions

Members	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICLARM	ICRAF	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	ISNAR	IWMI	WARDA	UNALLOC.	TOTAL	
ADB	0.4	0.2	0.4	0.1	0.3	0.5	0.3	0.4	0.9		0.4	0.4	1.1	0.1	0.5			6.0	
AFDB		0.1						0.2			0.2	0.1		0.1	0.1	0.3		1.2	
Arab Fund					1.7													1.7	
Australia	0.3	0.1	1.4		0.3	0.0	0.1	0.2	0.3		0.2	0.0	1.7	0.0	0.1			4.9	
Austria				0.2						0.3								0.5	
Bangladesh			0.2										0.1					0.3	
Belgium	0.2		0.3					0.3		1.1	0.1	1.3	0.1					3.4	
Brazil	0.2	0.0	0.0									0.1						0.3	
Canada	0.4	0.0	1.0	0.0	0.0	0.0	1.5	0.0	0.1	0.0		0.0	0.0	0.1	0.1	0.0		3.4	
China			0.3															0.3	
Colombia	2.1		0.2	0.1														2.3	
Denmark	0.1	0.1	0.1	0.3	0.1		0.5	0.0	1.4	0.5		0.1	0.6	0.1	0.0	0.1		4.1	
European Commission	2.8	1.7	3.0	1.9	2.2	0.8	2.3	1.7	1.3	0.1	1.5	1.5	1.4			0.1		22.3	
Egypt, Arab Republic of					0.9													0.9	
FAO	0.0	0.0		0.1		0.0		0.0			0.0	0.1						0.2	
Finland							0.1				0.0	0.1						0.2	
Ford Foundation	0.4	0.0	0.1	0.1	0.1	0.1	0.2		0.5	0.0	1.0				0.2			2.6	
France	0.7	0.2	1.1	0.1	0.1		0.5	0.4		0.6	0.4	0.4	0.4		0.2			4.9	
Germany	0.7	0.2	0.7	0.9	0.4	0.3	0.2	0.4	0.6	0.5	0.6	0.5	0.8		0.4	0.4		7.7	
IDB	0.4		0.6	0.2				0.0	0.1			0.1						1.4	
IDRC	0.7	0.1	0.1	0.2	0.1	0.0	0.3	0.1			0.2	0.3	0.2	0.0	0.0			2.3	
IFAD	0.0	0.4	0.8	0.3	1.3	0.1	0.4	0.5	0.1	0.9	0.5	0.4	0.2			0.1		5.8	
India								0.1					0.2					0.2	
Iran, Islamic Republic of	0.0		0.2		0.9			0.1					0.2		0.1			1.5	
Ireland									0.1		0.3							0.4	
Italy	0.2			0.1	0.3					0.1	0.6	0.1						1.4	
Japan	0.3		0.1	0.2		0.3					0.1		0.7	0.3	0.1			2.0	
Kellogg Foundation	0.0																	0.0	
Kenya							0.1											0.1	
Korea, Republic of			0.1		0.1						0.1	0.1	0.2					0.4	
Luxembourg				0.2	0.7							0.1						1.1	
Mexico			0.5						1.2									1.7	
Netherlands	0.2	0.0	0.4	0.5	0.2		1.1	0.2		0.1	0.3	0.8	0.4	0.6	0.1			4.9	
New Zealand	0.2					0.1	0.2											0.5	
Norway		0.1				0.1	0.5	0.1	0.6		0.2	0.1			0.1	0.0		1.7	
OPEC Fund			0.0	0.0	0.0			0.1			0.1							0.3	
Pakistan					0.1										0.0			0.2	
Peru	0.0		0.0	0.1								0.0			0.0			0.2	
Portugal			0.1									0.1						0.2	
Rockefeller Foundation	0.3	0.0	1.1			0.0	0.3	0.3	0.0	0.6	0.1	0.0	1.0			0.2		4.0	
South Africa	0.0		0.2	0.1	0.0			0.1		0.1	0.1	0.1		0.1	0.1			0.6	
Spain		0.1	0.1	0.1	0.1		0.2					0.3						0.8	
Sweden		0.3	0.2			0.4	1.7		0.5	0.0	0.3	0.1			0.1			3.6	
Switzerland	1.6	0.1	1.8	1.7	0.6		0.5	0.4	0.4	0.8	0.7	0.7	2.5	0.6	0.1			12.4	
Uganda												0.3						0.3	
UNDP			1.0		0.2	0.0		0.0		0.3		0.1		0.1		0.1		1.8	
UNEP	0.0				0.0	0.5	0.0	0.1				0.1						0.7	
United Kingdom	1.0	0.8	1.4	0.7	0.9	0.5	0.8	1.7	0.4	0.7	1.8	1.0	2.6	0.3	0.3	0.3		14.9	
United States	1.0	0.2	0.8	1.3	0.1	1.2	1.0	1.5	1.6	5.2	0.5	0.1	0.7	0.0	0.0	0.4		15.5	
Total restricted	14.3	4.6	18.3	9.3	11.6	5.0	12.8	8.8	9.9	11.9	10.0	9.3	14.9	2.5	2.7	2.1	0.8	147.9	
Non-Members	2.0	0.8	5.2	0.3	1.2	0.3	0.6	0.7	2.2	1.5	0.3	1.5	0.2	0.8	0.8	0.8		19.2	
Grand total	29.7	12.4	37.9	20.5	22.6	12.3	21.5	21.9	21.5	29.4	23.1	22.8	33.8	8.8	8.8	8.5	0.8	336.2	
(Unrestricted and restricted contributions)																			

TABLE A2.4a MONTHLY DISBURSEMENT OF FUNDING BY MEMBER, 2000*(millions of U.S. dollars)*

	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Receivable	TOTAL
Unrestricted support Members														
Australia	3.6													3.6
Austria				1.3										1.3
Belgium													1.3	1.3
Brazil					0.0							0.1		0.1
Canada								8.0						8.0
China													0.7	0.7
Côte d'Ivoire													0.1	0.1
Denmark								0.5	6.3					6.9
Egypt, Arab Republic of							0.5							0.5
Finland												1.3		1.3
France									1.1				1.3	1.1
Germany		0.4	0.2	0.3	0.2	0.6	0.6		0.3					2.5
India							0.6							0.6
Indonesia							0.2							0.2
Iran, Islamic Republic of										0.1		0.1		0.2
Ireland					0.1				0.3					0.4
Italy									1.7					1.7
Japan													32.6	32.6
Korea, Republic of													0.4	0.5
Luxembourg				0.2										0.2
Mexico					0.1									0.1
Netherlands	0.7		3.5	0.3	0.9	0.7	2.4	0.3						8.8
Nigeria									1.0					1.0
Norway						6.0								6.0
Peru												0.0		0.0
Philippines										0.4				0.4
Portugal													0.2	0.2
Spain					0.4									0.4
Sweden	1.9			0.4	0.2	2.1	0.4	0.3	0.3	0.2				5.8
Switzerland	5.9													5.9
Thailand													0.1	0.1
United States											20.0	6.7		26.6
World Bank	35.2					6.8	3.0							45.0
Reserves/advance							5.0							5.0
Subtotal	47.4	0.4	3.7	2.6	1.9	16.1	12.7	9.1	11.0	0.6	20.0	41.2	2.4	169.1
Restricted support Members														
ADB				0.2	0.8		1.4			0.9	0.6	0.6	1.5	6.0
AFDB												1.2		1.2
Arab Fund									0.8			0.9		1.7
Australia	0.5		0.2			0.3	0.0				0.0	1.6	2.2	4.9
Austria				0.5										0.5
Bangladesh														0.3
Belgium													3.4	3.4
Brazil												0.3		0.3
Canada				1.5	0.3		0.0	0.0				1.5		3.4
China													0.3	0.3
Colombia												2.3		2.3
Denmark	0.0	0.1				0.7		0.1	0.2			2.9		4.0
European Commission													22.3	22.3
Egypt, Arab Republic of												0.9		0.9
FAO	0.0											0.2		0.2
Finland												0.2		0.2
Ford Foundation												2.6		2.6
France						0.7			4.2					4.9
Germany	0.2	0.5		0.3		0.4		0.7	0.4		0.1	1.8	3.4	7.7
IDB	0.1			0.0								1.3		1.4
IDRC				0.0	0.1							2.2		2.3
IFAD	0.1											2.1	3.6	5.8
India	0.1											0.2		0.2
Iran, Islamic Republic of										0.1		1.4		1.5
Ireland									0.4					0.4
Italy									1.4					1.4
Japan													2.0	2.0
Kenya													0.1	0.1
Korea, Republic of												0.5		0.5
Luxembourg										1.1				1.1
Mexico					1.7									1.7
Netherlands			0.1		0.0				0.2			1.5	3.1	4.9
New Zealand							0.2					0.3		0.5
Norway						1.7								1.7
OPEC Fund				0.1								0.1	0.1	0.3
Pakistan													0.2	0.2
Peru	0.1											0.1		0.2
Portugal													0.2	0.2
Rockefeller Foundation			0.3			1.1		0.8		0.3		1.5		4.0
South Africa												0.6		0.6
Spain					0.8									0.8
Sweden												0.4		0.4
Switzerland	11.3	0.5				3.0			0.3			0.5		12.3
Uganda										0.3				0.3
UNDP				0.0								1.8		1.8
UNEP						0.1						0.6		0.7
United Kingdom	0.0			0.1	2.3	0.1	0.8	0.3	2.3	2.8		3.5	2.8	14.9
United States	0.2		0.7	0.2	0.2	1.3	1.4	0.9	0.2	2.5		7.0	7.5	15.5
Non-Members	0.1			2%	3%	8%	5%	4%	6%	3%	6%	26%	18%	100%
Subtotal	12.5	1.3	1.2	3.0	8.2	9.4	3.8	2.8	10.4	7.9	0.7	47.8	58.0	167.0
Total monthly amount	59.9	1.7	4.8	5.6	10.1	25.5	16.5	12.0	21.4	8.6	20.7	89.0	60.5	336.0
Total monthly percent	18%	1%	1%	2%	3%	8%	5%	4%	6%	3%	6%	26%	18%	100%
Cumulative amount	59.9	61.6	66.4	72.0	82.1	107.6	124.1	136.1	157.5	166.0	186.7	275.6	336.1	336.0
Cumulative percent	18%	18%	20%	21%	24%	32%	37%	40%	47%	49%	56%	82%	100%	100%

TABLE A2.4b MEMBER CONTRIBUTIONS DISBURSED THROUGH THE WORLD BANK, 1999–2000

(millions of U.S. dollars)

Members	1999 Disbursement			2000 Disbursement				
	National currency		in U.S. dollars	Month	National currency	in U.S. dollars	Month	
Austria			1.5	May		1.5	April	
Canada ¹	CAD	8.0	12.6	July	CAD	12.6	8.5	May/August
China			0.7	December			0.7	January 2001
European Commission					EUR	14.9	13.5	January 2001
Finland	FIM	8.0	1.7	May	FIM	8.0	1.3	December
France ²	FF	14.3	2.1	February 2000	FF	14.4	1.8	September
Italy			2.5	October			2.1	September
Mexico			0.1	April			0.1	May
Norway	NOK	57.0	7.3	August	NOK	57.0	6.6	June
Peru			0.1	September				
Portugal			0.5	July			0.5	March 2001
South Africa			0.5	December			0.5	December
Spain			1.1	April			0.7	May
Thailand			0.1	December			0.1	February 2001
United States ³			4.9	November			32.5	July/Dec
Total			35.7				70.4	

¹ Includes allocation to a non-CGIAR center (IBSRAM), and Linkage Fund contributions (CAD 450,000).

² Includes allocations to three non-CGIAR centers (AVRDC, IBSRAM, and ICRA).

³ Includes grants for strengthening African networks (\$4,759), and for integrating agricultural and environmental research (\$1,139).

TABLE A2.5 CGIAR FUNDING BY CENTER, 2000*(millions of U.S. dollars)*

	Unrestricted support	Restricted support	Member total	Percent of targeted support
CIAT	13.5	16.2	29.7	55%
CIFOR	6.9	5.5	12.4	44%
CIMMYT	14.4	23.5	37.9	62%
CIP	10.9	9.6	20.5	47%
ICARDA	9.8	12.8	22.6	57%
ICLARM	7.0	5.3	12.3	43%
ICRAF	8.1	13.4	21.5	62%
ICRISAT	12.4	9.5	21.9	43%
IFPRI	9.4	12.1	21.5	56%
IITA	15.9	13.5	29.4	46%
ILRI	12.8	10.3	23.1	45%
IPGRI	12.0	10.8	22.8	47%
IRRI	18.8	15.0	33.8	44%
ISNAR	5.6	3.2	8.8	37%
IWMI	5.3	3.5	8.8	40%
WARDA	5.6	2.9	8.5	34%
Center total	168.4	167.1	335.4	50%
Reserves/CGIAR Committees	(4.3)		(4.3)	
Total grants	164	167	331	50%

TABLE A2.6 FUNDING OUTCOMES BY CENTER, 2000
(millions of U.S. dollars)

	2000 Requirements	2000 financing				Funding in relation to financing plan	2000 funding in relation to 1999 funding
		Unrestricted support ¹	Restricted support ²	World Bank contributions	Total funding		
CIAT	32.9	9.1	16.2	4.4	29.7	90%	103%
CIFOR	12.2	5.3	5.5	1.7	12.4	102%	108%
CIMMYT	33.1	9.8	23.5	4.6	37.9	115%	112%
CIP	17.9	7.6	9.6	3.3	20.5	115%	103%
ICARDA	22.9	5.6	12.8	4.1	22.6	99%	116%
ICLARM	14.7	4.7	5.3	2.3	12.3	84%	87%
ICRAF	22.6	5.0	13.4	3.1	21.5	95%	104%
ICRISAT	23.3	9.2	9.4	3.4	21.9	94%	103%
IFPRI	23.2	6.1	12.1	3.2	21.4	92%	103%
IITA	32.5	12.2	13.5	3.8	29.4	90%	96%
ILRI	28.0	9.6	10.3	3.2	23.1	83%	87%
IPGRI	24.2	8.3	10.7	3.8	22.8	94%	113%
IRRI	30.1	14.8	15.0	3.9	33.8	112%	104%
ISNAR	9.5	3.8	3.2	1.8	8.8	93%	107%
IWMI	10.1	3.7	3.5	1.6	8.8	87%	100%
WARDA	12.2	4.8	2.4	1.3	8.5	70%	79%
Subtotal	349.4	119.6	166.5	49.3	335.4	96%	102%
Reserves/CGIAR Committees				(4.3)	(4.3)		
Total	349	121	167	45	331		

¹ Unrestricted support in the form of unrestricted contributions.

² Support targeted at programs or specific projects.

TABLE A2.7 CGIAR SYSTEM GRANTS BY CENTER, 1996–2000*(millions of U.S. dollars)*

	1996	1997	1998	1999	2000
Grants supporting the agreed research agenda					
CIAT	31.0	31.7	32.1	28.7	29.7
CIFOR	8.7	10.6	11.3	11.5	12.4
CIMMYT	27.4	28.6	30.1	33.8	37.9
CIP	22.7	22.6	22.2	20.0	20.5
ICARDA	21.1	22.3	25.2	19.5	22.6
ICLARM	9.6	9.0	10.6	14.2	12.3
ICRAF	17.4	21.8	20.4	20.6	21.5
ICRISAT	27.4	26.9	26.5	21.2	21.9
IFPRI	16.0	18.2	20.1	20.8	21.5
IITA	22.4	27.5	29.2	30.7	29.4
ILRI	24.8	25.2	24.6	26.6	23.1
IPGRI	16.4	18.8	21.2	20.1	22.8
IRRI	28.7	28.6	34.8	32.5	33.8
ISNAR	10.7	9.9	9.6	8.2	8.8
IWMI	9.0	9.5	9.4	8.8	8.8
WARDA	8.7	8.6	10.0	10.8	8.5
Total grants	301.9	319.6	337.1	328.1	335.4
Other net flows					
Reserves/advance CGIAR Committees	2.3	0.8	2.5	1.5	(5.0) 0.8
Total support to the agreed research agenda	304.2	320.4	339.6	329.6	331.2
Non-agenda funding					
Total support to non-agenda	28.4	13.1	0.0	0.0	0.0
Total funding	333	334	340	330	331

TABLE A2.8 WORLD BANK FUNDING BY CENTER, 1996–2000*(millions of U.S. dollars and percentage terms)*

	Amount in millions of U.S. dollars					Percent of total agenda funding				
	1996	1997	1998	1999	2000	1996	1997	1998	1999	2000
CIAT	4.9	4.6	3.1	3.4	4.4	18%	15%	10%	11%	15%
CIFOR	0.6	0.9	1.2	1.4	1.7	8%	10%	11%	12%	14%
CIMMYT	4.4	3.7	3.3	3.8	4.6	17%	14%	12%	12%	12%
CIP	1.6	1.8	2.3	2.9	3.3	8%	8%	10%	13%	16%
ICARDA	3.3	2.9	5.4	2.1	4.1	18%	14%	24%	9%	18%
ICLARM	1.5	1.3	1.1	4.1	2.3	20%	13%	12%	38%	19%
ICRAF	1.5	1.9	2.1	2.5	3.1	9%	11%	10%	12%	14%
ICRISAT	5.2	6.7	5.7	2.4	3.4	20%	24%	21%	9%	16%
IFPRI	1.3	1.6	2.0	2.4	3.2	13%	10%	11%	12%	15%
IITA	3.8	3.8	3.0	2.7	3.8	17%	17%	11%	9%	13%
ILRI	6.3	5.2	4.7	3.9	3.2	26%	21%	18%	16%	14%
IPGRI	1.6	2.0	2.1	2.9	3.8	13%	12%	11%	14%	17%
IRRI	4.8	4.5	3.1	3.7	3.9	18%	16%	11%	11%	12%
ISNAR	1.5	1.3	1.5	1.0	1.8	23%	12%	15%	10%	20%
IWMI	1.5	1.2	1.0	2.3	1.6	21%	13%	10%	24%	18%
WARDA	0.6	0.9	1.1	2.2	1.3	7%	10%	13%	20%	15%
Center total	44.4	44.2	42.5	43.5	49.3	16%	15%	13%	13%	15%
CGIAR Committees and System review		0.3	1.0 1.5	1.0	0.8					
Reserve	0.5	0.5		0.5	(2.0)					
Advance 2001					(3.0)					
Total	44.9	45.0	45.0	45.0	45.0					

TABLE A3.1 CGIAR INVESTMENTS BY CENTER, 1996–2000*(millions of U.S. dollars)*

	1996	1997	1998	1999	2000
CIAT	36.8	33.3	33.5	30.7	29.5
CIFOR	9.4	10.6	11.1	12.7	12.6
CIMMYT	28.7	30.4	32.2	37.4	39.0
CIP	24.6	24.7	21.7	21.6	20.2
ICARDA	23.2	27.6	23.6	22.8	23.4
ICLARM	8.6	8.6	10.4	12.4	10.4
ICRAF	17.4	22.2	21.1	21.8	20.7
ICRISAT	28.8	26.7	21.8	23.2	23.3
IFPRI	16.2	18.1	18.6	20.1	21.2
IITA	28.4	28.5	29.4	32.7	30.1
ILRI	25.9	26.7	27.7	26.5	26.5
IPGRI	16.5	18.6	21.7	20.4	21.5
IRRI	30.4	28.2	35.0	35.1	32.6
ISNAR	11.2	10.4	9.9	9.7	8.2
IWMI	9.2	9.6	9.2	8.8	8.9
WARDA	9.8	9.2	9.9	10.9	9.4
Agreed agenda	325.0	333.3	336.8	346.8	337.5

TABLE A3.2 CGIAR RESEARCH AGENDA INVESTMENTS BY ACTIVITY, 1996–2000
(millions of U.S. dollars and percentages)

	1996		1997		1998		1999		2000	
	\$	%	\$	%	\$	%	\$	%	\$	%
Increasing productivity	129.1	40%	133.1	40%	124.3	37%	117.3	34%	119.7	36%
of which:										
Germplasm enhancement and breeding	58.8	18%	63.7	19%	60.0	18%	61.2	18%	61.8	18%
Production systems development and management	70.2	22%	69.4	21%	64.3	19%	56.1	16%	57.9	18%
Cropping systems	40.5	12%	35.1	11%	32.7	10%	29.3	8%	32.1	10%
Livestock systems	18.4	6%	18.7	6%	19.7	6%	15.6	4%	13.8	4%
Tree systems	9.2	3%	14.2	4%	10.4	3%	9.3	3%	8.3	3%
Fish systems	2.2	1%	1.4	0.4%	1.5	0.4%	1.9	0.5%	3.7	1%
Protecting the environment	53.7	17%	57.4	17%	64.5	19%	67.9	20%	60.4	18%
Saving biodiversity	34.6	11%	35.3	11%	37.2	11%	36.2	10%	34.8	10%
Improving policies	38.9	12%	37.3	11%	39.9	12%	46.8	13%	48.0	14%
Strengthening NARS	68.7	21%	70.2	21%	70.9	21%	78.6	23%	74.6	22%
Training	24.6	8%	25.1	8%	27.0	8%	29.8	9%	29.8	9%
Documentation/publication/information	18.3	6%	19.9	6%	20.1	6%	20.7	6%	19.9	6%
Institution building/advice to NARS	12.2	4%	11.5	3%	10.5	3%	12.7	4%	10.2	3%
Institution building networks	13.7	4%	13.7	4%	13.3	4%	15.4	4%	14.7	4%
TOTAL	325.0	100%	333.3	100%	336.8	100%	346.8	100%	337.5	100%

TABLE A3.3 CENTERS' RESEARCH AGENDA INVESTMENTS BY ACTIVITY, 2000
(millions of U.S. dollars)

	Increasing Productivity				Protecting the environment	Saving biodiversity	Improving policies	Strengthening NARS				Total	Funding Source			
	Enhance and breed	Production Systems Dev & Mgmt						Training	Info	Org/Mgmt	Networks		Member funding	Center income	Reserves	
	Crops	Livestock	Trees	Fish												
CIAT	7.8	3.2	1.3		6.7	4.3	1.5	1.4	1.3	0.5	1.6	29.5	29.7	1.0		
CIFOR				3.1	3.8	1.6	2.8	0.2	1.1			12.6	12.4	0.4		
CIMMYT	11.3	3.2			7.4	5.5	1.5	5.4	1.5	1.8	1.5	39.0	37.9	1.3		
CIP	6.8	5.2				3.1	1.9				3.2	20.2	20.5	0.6		
ICARDA	4.1	3.8	1.7		5.1	4.0	1.5	0.7	0.7	1.5	0.3	23.4	22.6	1.1		
ICLARM	1.0			3.7	2.6	0.1	1.4	0.6	0.5		0.5	10.4	12.3	0.5		
ICRAF	1.0			5.0	4.7	0.8	3.5	4.2	1.0	0.6		20.7	21.5	0.8		
ICRISAT	6.2	3.6	0.2	0.1	3.2	2.3	3.5	2.3	0.8		1.0	23.3	21.9	1.7		
IFPRI					2.2		13.0	3.1	3.0			21.2	21.5	0.9		
IITA	7.8	7.2			4.4	1.1	2.7	1.6	1.4	2.0	1.9	30.1	29.4	0.9		
ILRI	1.9		10.6		6.0	1.4	2.6	1.6	1.3		1.1	26.5	23.1	1.8	(1.6)	
IPGRI	2.7	0.9		0.1	1.7	7.9	2.9	1.6	2.0	0.2	1.5	21.5	22.8	0.6		
IRRI	9.7	3.6			7.2	2.2	3.8	2.6	3.3		0.2	32.6	33.8	1.6		
ISNAR							1.2	2.3	1.4	3.2	0.1	8.2	8.8	0.3		
IWMI					3.6		3.1	1.1			1.1	8.8	8.8	0.4		
WARDA	1.5	1.4			2.0	0.5	1.0	1.1	0.7	0.5	0.7	9.4	8.5	0.3	(0.6)	
Total	61.8	32.1	13.8	8.3	3.7	60.4	34.8	48.0	29.8	19.9	10.2	14.7	337.5	335.4	13.9	(2.2)
Undertaking investments:		119.7				60.4	34.8	48.0	74.6				337.5			

TABLE A3.4 REGIONAL ALLOCATIONS, 2000
(millions of U.S. dollars and percentages)

	EXPENDITURE	Sub-Saharan Africa		Asia		Latin America and the Caribbean		West Asia and North Africa	
		%	\$	%	\$	%	\$	%	\$
CIAT	29.5	23%	6.8	12%	3.5	63%	18.5	2%	0.7
CIFOR	12.6	29%	3.7	37%	4.6	34%	4.2		
CIMMYT	39.0	37%	14.5	28%	10.9	25%	9.7	10%	3.9
CIP	20.2	18%	3.6	51%	10.3	26%	5.2	5%	1.1
ICARDA	23.4	15%	3.5	12%	2.7	3%	0.7	71%	16.5
ICLARM	10.4	30%	3.2	58%	6.0	4%	0.4	8%	0.8
ICRAF	20.7	76%	15.7	18%	3.6	7%	1.4		
ICRISAT	23.3	50%	11.6	48%	11.3	1%	0.2	1%	0.2
IFPRI	21.2	50%	10.6	26%	5.5	18%	3.7	7%	1.4
IITA	30.1	96%	28.8	2%	0.7	2%	0.7		
ILRI	26.5	67%	17.8	21%	5.6	10%	2.6	2%	0.5
IPGRI	21.5	28%	6.0	27%	5.8	23%	5.0	22%	4.8
IRRI	32.6	4%	1.3	92%	30.0	3%	1.0	1%	0.3
ISNAR	8.2	38%	3.1	27%	2.2	29%	2.4	6%	0.5
IWMI	8.9	7%	0.7	81%	7.2	5%	0.4	7%	0.6
WARDA	9.4	100%	9.4						
Total	338	42%	140	32%	110	17%	56	9%	31

TABLE A3.5 CGIAR OBJECT EXPENDITURES, 2000
(millions of U.S. dollars and percentages)

	Personnel	Supplies/ services	Travel	Depreciation	Total
CIAT	15.5	10.7	2.2	1.2	29.5
CIFOR	5.8	5.5	0.7	0.6	12.6
CIMMYT	20.1	15.2	2.2	1.4	39.0
CIP	8.8	9.7	1.2	0.5	20.2
ICARDA	9.0	10.8	2.5	1.2	23.4
ICLARM	4.6	4.9	0.9	0.0	10.4
ICRAF	11.1	6.4	2.2	1.0	20.7
ICRISAT	12.5	7.7	1.7	1.4	23.3
IFPRI	10.0	9.3	1.5	0.3	21.2
IITA	13.9	12.2	1.7	2.4	30.1
ILRI	13.3	9.6	1.6	2.0	26.5
IPGRI	9.5	10.1	1.5	0.4	21.5
IRRI	14.9	12.8	2.7	2.2	32.6
ISNAR	4.6	2.6	0.8	0.2	8.2
IWMI	5.5	1.9	1.0	0.5	8.9
WARDA	4.3	3.6	0.5	1.0	9.4
Total	164	133	25	16	338

	Personnel	Supplies/ services	Travel	Depreciation	Total
CIAT	52%	36%	7%	4%	100%
CIFOR	46%	44%	5%	4%	100%
CIMMYT	52%	39%	6%	4%	100%
CIP	44%	48%	6%	2%	100%
ICARDA	38%	46%	11%	5%	100%
ICLARM	44%	48%	8%	0%	100%
ICRAF	54%	31%	11%	5%	100%
ICRISAT	54%	33%	7%	6%	100%
IFPRI	47%	44%	7%	1%	100%
IITA	46%	41%	6%	8%	100%
ILRI	50%	36%	6%	8%	100%
IPGRI	44%	47%	7%	2%	100%
IRRI	46%	39%	8%	7%	100%
ISNAR	56%	32%	10%	2%	100%
IWMI	62%	22%	11%	6%	100%
WARDA	46%	38%	5%	11%	100%
Total	49%	39%	7%	5%	100%

TABLE A3.6 CGIAR STAFFING, 1996–2000

	1996		1997		1998		1999		2000	
	International staff	Other staff	International staff	Other staff	International staff	Other staff	International staff	Other staff	International staff	Other staff
CIAT	76	650	60	678	64	639	62	610	58	638
CIFOR	32	78	31	86	31	83	30	86	37	118
CIMMYT	73	669	81	775	88	726	86	746	86	795
CIP	63	576	64	527	62	480	64	607	58	529
ICARDA	85	395	76	405	83	333	92	330	94	330
ICLARM	20	207	27	183	28	263	30	291	24	225
ICRAF	53	355	50	286	56	313	52	305	47	258
ICRISAT	84	1,787	62	1,289	55	1,041	59	1,155	54	1,120
IFPRI	41	82	45	94	43	89	44	83	52	90
IITA	86	1,659	86	1,499	82	1,268	79	1,090	83	1,043
ILRI	79	800	61	806	80	777	76	725	67	746
IPGRI	41	86	41	121	43	112	46	112	46	143
IRRI	64	1,374	82	836	90	835	82	960	79	997
ISNAR	38	53	53	35	49	38	45	40	32	35
IWMI	22	305	22	356	21	243	25	226	26	211
WARDA	21	340	21	319	17	338	35	335	30	364
Total	877	9,416	862	8,295	892	7,578	907	7,701	873	7,642

TABLE A3.7 CENTERS' INFLATION RATES, 1996–2000*(calculated by uniform measurement)*

	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICLARM	ICRAF	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	ISNAR	IWMI	WARDA	Total
1996	4.7%	2.8%	8.6%	3.9%	4.6%	4.1%	5.1%	2.4%	5.3%	8.6%	2.3%	4.3%	4.2%	(0.5%)	5.1%	1.1%	4.5%
1997	4.4%	(1.2%)	9.3%	3.5%	2.6%	0.2%	4.1%	(0.4%)	3.1%	5.5%	2.9%	0.9%	(1.5%)	(5.7%)	2.0%	(1.7%)	2.6%
1998	(0.2%)	(5.7%)	1.0%	1.7%	1.3%	(4.6%)	2.4%	1.1%	1.6%	4.2%	2.9%	0.8%	(7.7%)	1.2%	0.7%	2.6%	1.0%
1999	(2.9%)	11.6%	7.0%	(0.4%)	1.1%	4.7%	(1.8%)	10.0%	2.2%	(14.5%)	(1.5%)	(2.1%)	5.5%	2.1%	0.1%	(0.1%)	0.2%
2000	(1.9%)	2.0%	6.4%	2.5%	0.1%	(0.9%)	(0.9%)	(1.1%)	3.1%	(4.1%)	0.4%	(0.8%)	(0.4%)	0.0%	0.8%	(3.2%)	0.3%
Avg. (1996–2000)	0.8%	1.7%	6.4%	2.2%	1.9%	0.6%	1.7%	2.3%	3.0%	(0.4%)	1.4%	0.6%	(0.1%)	(0.6%)	1.7%	(0.3%)	2.7%
Cum. (1996–2000)	3.9%	9.0%	36.4%	11.6%	10.0%	3.2%	9.0%	12.2%	16.2%	(2.2%)	7.2%	3.1%	(0.4%)	(3.0%)	8.8%	(1.3%)	14.1%

Notes: The inflation rates are dollar-based annual rates for each Center. They are derived from:

1. The currency basket of a Center's expenditures (Source: Centers' 2004 MTP submissions);
2. Annual inflation rates (as measured by the consumer price index) on the currencies in the basket (Source: IMF, International Financial Statistics); and
3. Annual changes in exchange rates of these currencies against the U.S. dollar (Source: IMF, International Financial Statistics).

INFLATION RATES FOR SELECTED CURRENCIES AND REGIONS¹

Year	CURRENCIES							REGIONS				
	U.S. dollar	Colombian CFA peso	Mexican peso	Philippine peso	Pound sterling	Kenyan shilling	Indonesian rupee	Africa	Asia	Western ¹ Hemisph.	Middle East	
1996	2.9%	2.7%	20.2%	34.4%	8.4%	2.4%	8.8%	7.9%	22.8%	7.7%	23.8%	11.6%
1997	2.3%	5.7%	18.5%	20.6%	5.1%	3.1%	12.0%	6.6%	15.4%	5.0%	13.7%	6.6%
1998	1.6%	4.7%	21.8%	15.9%	8.9%	3.4%	5.8%	57.6%	6.0%	9.3%	10.2%	6.3%
1999	2.2%	0.8%	11.2%	16.6%	6.7%	1.6%	2.6%	20.5%	24.1%	(65.9%)	9.7%	0.0%
2000	3.2%	2.2%	9.5%	9.5%	4.3%	2.9%	5.9%	2.0%	3.9%	1.6%	8.7%	5.4%

¹ Excludes the United States and Canada.

MOVEMENTS OF SELECTED CURRENCIES AGAINST THE U.S. DOLLAR²

Year	CFA	Colombian peso	Mexican peso	Nigerian naira	Philippine peso	Indonesian rupee	Japanese yen
1996	2.5%	13.6%	18.4%	0.0%	2.0%	4.2%	15.7%
1997	14.1%	10.1%	4.1%	0.0%	12.4%	24.2%	11.2%
1998	1.1%	25.0%	15.4%	0.0%	38.8%	244.2%	8.2%
1999	4.4%	23.2%	4.6%	321.9%	(4.4%)	(21.6%)	(13.0%)
2000	15.6%	18.9%	(1.1%)	13.5%	13.1%	7.2%	(5.4%)

² Positive percentages reflect devaluations; while negative percentages reflect revaluations.

TABLE A4.1 CENTERS' FINANCIAL POSITIONS, 2000*(thousands of U.S. dollars)*

	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICLARM	ICRAF	ICRISAT	IFPRI	IITA	ILRI	IPGRI	IRRI	ISNAR	IWMI	WARDA	TOTAL
Assets																	
Current assets																	
Cash and cash equivalents	5,873	6,241	3,909	5,477	12,219	8,014	1,023	19,408	8,276	17,258	10,349	11,403	31,336	3,278	4,937	2,326	151,327
Accounts receivable:																	
Donors	5,831	2,794	8,266	3,572	4,954	3,075	4,719	3,080	3,327	6,361	4,724	3,221	4,180	635	1,134	950	60,823
Employees	127	218	420	268	311	261	122	449		636			214	12	77	382	3,498
Others	1,255	676	914	323	801	1,171	2,453	1,592		470	1,188	436	1,233	137	149	777	13,576
Inventories	328		218	571	380	4	149	942		966	1,378		925		30	615	6,506
Prepaid expenses	339	437		167	505	15	71	400		106	235	105	505	27	137	20	3,069
Other current assets	1,000		38	399		2,775			863	173							5,248
Total current assets	14,753	10,366	13,765	10,777	19,170	15,315	8,537	25,871	12,466	25,334	18,510	15,165	38,393	4,089	6,465	5,071	244,048
Fixed assets																	
Property, plant, and equipment	23,008	4,687	33,953	10,844	26,273	257	11,675	35,633	2,159	37,929	54,360	3,769	28,085	3,333	4,518	8,856	289,339
Less: accumulated depreciation	12,555	2,509	19,633	7,489	21,916	67	4,385	22,777	1,601	30,783	34,880	2,002	18,253	2,819	3,264	6,331	191,265
Total fixed assets (net)	10,453	2,178	14,320	3,355	4,357	190	7,290	12,856	558	7,146	19,480	1,767	9,832	514	1,254	2,525	98,074
Other assets	122					320	5,096	425	5,685			203	12,539		1,338		25,728
Total assets	25,328	12,544	28,085	14,132	23,527	15,825	20,923	39,152	18,709	32,480	37,990	17,135	60,764	4,603	9,057	7,596	367,850
Liabilities and net assets																	
Current liabilities																	
Bank indebtedness	67															137	204
Accounts payable:																	
Donors	3,975	2,106	2,819	689	4,210	5,789	5,096	3,433	7,589	5,688	1,863	2,712	4,548	1,560	1,604	2,976	56,658
Employees	385		385		558	89	372	1,078			1,803		22	445		232	5,369
Others	2,684	68	1,677	4,483	2,474	967	781	1,609	18	2,267	1,506	3,610	882	520	505	1,915	25,966
In-trust accounts	1,748		0			1,350		79			339		118				3,634
Accruals and provisions	177	2,652	3,549	1,781	2,272	2,221	597	1,153	1,859	5,282	2,229	1,649	21,179	405	158	1,096	48,259
Total current liabilities	9,036	4,826	8,430	6,953	9,514	10,416	6,846	7,352	9,466	13,237	7,740	7,971	26,749	2,930	2,268	6,356	140,090
Long-term liabilities																	
Long-term loan																	0
Other	2,666		558		2,718		2,676	6,202	1,435		501	1,681	5,636		826		24,899
Total long-term liabilities	2,666	0	558	0	2,718	0	2,676	6,202	1,435	0	501	1,681	5,636	0	826	0	24,899
Total liabilities	11,702	4,826	8,988	6,953	12,232	10,416	9,522	13,554	10,901	13,237	8,241	9,652	32,385	2,930	3,094	6,356	164,989
Net assets																	
Unrestricted																	
Unappropriated	2,101	4,715	4,777	3,070	2,674	4,124	2,857	7,177	4,001	6,177	4,374	4,227	8,681	866	3,266	(1,285)	61,802
Appropriated	11,239	3,003	14,320	4,109	7,874	1,285	8,544	18,421	3,807	13,066	25,375	3,256	19,698	807	2,697	2,525	140,026
Restricted																	0
Permanently																	0
Temporarily	286				747												1,033
Total net assets	13,626	7,718	19,097	7,179	11,295	5,409	11,401	25,598	7,808	19,243	29,749	7,483	28,379	1,673	5,963	1,240	202,861
Total liabilities/net assets	25,328	12,544	28,085	14,132	23,527	15,825	20,923	39,152	18,709	32,480	37,990	17,135	60,764	4,603	9,057	7,596	367,850
Ratios/indicators																	
Current ratio	1.63	2.15	1.63	1.55	2.01	1.47	1.25	3.52	1.32	1.91	2.39	1.90	1.44	1.40	2.85	0.80	1.74
Working capital – in U.S. dollars	5,717	5,540	5,335	3,824	9,656	4,899	1,691	18,519	3,000	12,097	10,770	7,194	11,644	1,159	4,197	(1,285)	103,958
Working capital – in days	71	160	50	69	151	172	30	290	52	147	148	122	130	52	172	(50)	112
Operating fund – in days	26	137	45	55	42	145	50	112	69	75	60	72	97	39	134	(50)	67

TABLE A4.2 CAPITAL INVESTMENTS BY CENTERS, 1996–2000*(millions of U.S. dollars)*

	1996	1997	1998	1999	2000
CIAT	1.0	2.4	3.1	1.5	1.3
CIFOR	0.7	1.2	0.6	0.5	0.6
CIMMYT	3.0	1.1	1.6	1.5	1.4
CIP	0.8	0.5	1.1	0.6	1.6
ICARDA	2.8	2.6	1.1	1.2	1.1
ICLARM	0.5	1.5	0.9	0.3	0.2
ICRAF	0.5	0.0	7.4	1.1	0.4
ICRISAT	4.4	1.4	0.1	1.6	1.6
IFPRI	0.3	0.2	0.1	0.2	0.2
IITA	2.9	3.6	2.0	3.0	1.8
ILRI	3.2	1.4	1.6	2.1	1.4
IPGRI	1.3	0.6	0.3	0.4	0.5
IRRI	1.6	1.8	3.0	2.5	1.5
ISNAR	0.1	0.2	0.2	0.2	0.4
IWMI	0.7	0.6	0.6	0.4	0.3
WARDA	0.5	1.1	2.0	0.9	0.7
Total	24.4	20.3	25.7	18.0	14.9

TABLE A5.1 CGIAR TOTAL INVESTMENTS, 1972–2000*(millions of current U.S. dollars and percentages)*

	1972–76		1977–81		1982–86		1987–91		1992–96		1997–2000		TOTAL	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Center														
CIAT	31	15%	75	12%	116	11%	158	11%	172	10%	127.0	9%	679	11%
CIFOR									26	2%	47.0	3%	73	1%
CIMMYT	42	21%	81	13%	118	12%	163	11%	153	9%	137.7	10%	694	11%
CIP	12	6%	37	6%	60	6%	100	7%	116	7%	89.3	7%	414	7%
ICARDA	1	0.5%	52	8%	101	10%	117	8%	111	7%	97.4	7%	479	8%
ICLARM									35	2%	41.7	3%	77	1%
ICRAF									78	5%	85.8	6%	164	3%
ICRISAT	20	10%	69	11%	117	11%	191	13%	159	10%	94.8	7%	651	10%
IFPRI			8	1%	28	3%	51	4%	69	4%	79.1	6%	235	4%
IITA	41	20%	92	15%	151	15%	178	12%	174	10%	124.1	9%	759	12%
ILRI	14	7%	84	14%	119	12%	167	12%	134	8%	107.4	8%	625	10%
IPGRI	1	0.5%	12	2%	21	2%	34	2%	82	5%	82.4	6%	232	4%
IRRI	40	20%	94	15%	138	14%	181	13%	207	12%	130.0	10%	789	13%
ISNAR			3	0.5%	22	2%	43	3%	54	3%	38.2	3%	160	3%
IWMI									46	3%	36.3	3%	82	1%
WARDA	2	1%	13	2%	29	3%	40	3%	47	3%	39.5	3%	171	3%
TOTAL	204	100%	617	100%	1,021	100%	1,422	100%	1,663	100%	1,358	100%	6,284	100%
Undertaking¹														
Productivity	151	74%	433	70%	648	63%	893	63%	757	46%	496	37%	3,377	54%
Environment	13	6%	56	9%	93	9%	98	7%	245	15%	250	18%	755	12%
Biodiversity	1	0.5%	15	2%	33	3%	55	4%	140	8%	144	11%	388	6%
Policy			7	1%	27	3%	38	3%	172	10%	172	13%	416	7%
NARS	40	19%	106	17%	220	22%	338	24%	349	21%	296	22%	1,348	21%
TOTAL	204	100%	617	100%	1,021	100%	1,422	100%	1,663	100%	1,358	100%	6,284	100%
Commodity sector²														
Cereals	114	56%	274	46%	465	49%	626	48%	601	42%	448	39%	2,528	45%
Rice	51	25%	126	21%	210	22%	269	21%	283	20%	207	18%	1,146	20%
Wheat	22	11%	65	11%	105	11%	127	10%	120	8%	92	8%	531	9%
Maize	28	14%	51	9%	82	9%	123	9%	114	8%	80	7%	478	8%
Legumes	31	15%	111	19%	170	18%	221	17%	191	13%	161	14%	885	16%
Roots and tubers	29	14%	82	14%	128	13%	198	15%	229	16%	172	15%	839	15%
Bananas/plantains									61	4%	34	3%	95	2%
Production Sectors	174	86%	467	79%	763	80%	1,045	81%	1,082	75%	815	71%	4,346	77%
Livestock	29	14%	126	21%	187	20%	250	19%	222	15%	149	13%	964	17%
Trees									101	7%	138	12%	239	4%
Fish									35	2%	46	4%	81	1%
TOTAL	204	100%	594	100%	949	100%	1,295	100%	1,440	100%	1,148	100%	5,630	100%
Region														
Sub-Saharan Africa	86	42%	272	44%	449	44%	603	42%	656	39%	558	40%	2,623	42%
Asia	70	34%	178	29%	285	28%	417	29%	537	32%	433	31%	1,919	30%
Latin America and the Caribbean	39	19%	96	16%	155	15%	221	16%	277	17%	232	17%	1,019	16%
West Asia and North Africa	9	4%	71	12%	134	13%	182	13%	192	12%	136	10%	723	12%
TOTAL	204	100%	617	100%	1,021	100%	1,423	100%	1,662	100%	1,358	100%	6,284	100%
Object														
Personnel	87	43%	312	51%	564	55%	778	55%	900	54%	676	50%	3,316	53%
Supplies/services	58	28%	183	30%	302	30%	423	30%	540	32%	509	37%	2,015	32%
Travel	11	5%	35	6%	70	7%	106	7%	110	7%	97	7%	429	7%
Capital/depreciation	48	24%	87	14%	85	8%	116	8%	112	7%	76	6%	524	8%
TOTAL	204	100%	617	100%	1,021	100%	1,423	100%	1,662	100%	1,358	100%	6,284	100%

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

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

² The total for commodities is lower than in the other categories since not all Centers have commodity activity.

TABLE A5.2 CGIAR TOTAL EXPENDITURES AND SOURCES OF REVENUE, 1991–2000
(millions of U.S. dollars)

	1991			1992			1993			1994			1995			1996			1997			1998			1999			2000		
	1991	U	R	1992	U	R	1993	U	R	1994	U	R	1995	U	R	1996	U	R	1997	U	R	1998	U	R	1999	U	R	2000	U	R
CIAT	34.1	25.2	8.9	32.2	23.8	8.4	33.3	25.5	7.8	35.1	25.4	9.7	34.6	23.0	11.6	36.8	24.5	12.3	33.3	20.6	12.7	33.5	19.0	14.5	30.7	16.3	14.4	29.5	13.2	16.3
CIFOR							2.4	2.4		4.8	4.5	0.3	8.9	7.2	1.7	9.7	7.1	2.6	10.6	8.5	2.1	11.1	7.2	3.9	12.7	8.6	4.1	12.6	7.2	5.4
CIMMYT	34.4	23.5	10.9	33.7	24.9	8.8	32.8	23.8	9.0	29.0	20.7	8.3	27.1	16.9	10.2	30.2	18.2	12.0	30.4	19.4	11.0	32.2	18.8	13.4	37.4	18.7	18.7	39.0	15.5	23.5
CIP	23.6	17.7	5.9	21.7	14.7	7.0	21.5	13.1	8.4	22.4	13.5	8.9	24.0	13.4	10.6	26.1	12.9	13.2	25.5	15.1	10.4	21.7	13.1	8.6	21.6	12.9	8.7	20.2	10.6	9.6
ICARDA	22.0	18.1	3.9	20.6	16.3	4.3	21.2	17.2	4.0	22.7	16.0	6.7	23.4	16.1	7.3	23.2	12.1	11.1	27.6	16.0	11.6	23.6	12.2	11.4	22.8	11.8	11.0	23.4	10.6	12.8
ICLARM				6.1	1.3	4.8	7.2	3.1	4.1	6.5	2.7	3.8	7.1	3.6	3.5	8.6	4.0	4.6	8.5	5.1	3.4	10.4	6.6	3.8	12.4	7.2	5.2	10.4	5.1	5.3
ICRAF				13.1	5.5	7.6	13.8	6.0	7.8	16.7	5.2	11.5	16.8	7.3	9.5	17.4	7.4	10.0	22.2	9.1	13.1	21.1	9.5	11.6	21.8	8.9	12.9	20.7	7.3	13.4
ICRISAT	36.5	23.0	13.5	32.9	18.9	14.0	31.8	20.9	10.9	29.6	20.3	9.3	33.4	26.1	7.3	31.1	22.1	9.0	27.5	20.4	7.1	21.8	15.4	6.4	23.2	15.4	7.8	23.3	13.8	9.5
IFPRI	13.5	6.7	6.8	13.4	7.1	6.3	12.5	6.9	5.6	13.1	6.7	6.4	13.8	8.5	5.3	16.2	8.5	7.7	18.1	9.3	8.8	18.6	8.7	9.9	20.1	8.2	11.9	21.2	9.1	12.1
IITA	34.3	20.0	14.3	35.7	19.4	16.3	34.3	19.0	15.3	33.8	20.1	13.7	33.2	21.2	12.0	37.2	24.2	13.0	31.9	18.1	13.8	29.4	16.1	13.3	32.7	17.9	14.8	30.1	16.7	13.4
ILRI	35.0	28.9	6.1	32.9	28.4	4.5	26.0	22.4	3.6	23.9	18.9	5.0	25.7	21.7	4.0	25.9	21.0	4.9	26.7	20.9	5.8	27.7	21.5	6.3	26.5	14.8	11.7	26.5	16.2	10.3
IPGRI	8.1	7.2	0.9	12.3	10.8	1.5	13.6	10.3	3.3	16.3	8.5	7.8	19.6	12.9	6.7	20.0	12.1	7.9	19.6	12.6	7.0	21.7	13.9	7.9	20.4	12.6	7.8	21.5	10.7	10.8
IRRI	38.7	25.9	12.8	41.7	24.7	17.0	44.8	23.2	21.6	40.0	24.3	15.7	40.3	25.5	14.8	40.0	25.1	14.9	35.0	23.6	11.4	35.0	23.4	11.6	35.1	22.3	12.8	32.6	17.5	15.1
ISNAR	10.8	7.8	3.0	10.7	6.6	4.1	10.4	6.1	4.3	10.5	6.3	4.2	11.5	6.3	5.2	11.2	5.7	5.5	10.4	7.6	2.8	9.9	7.6	2.3	9.7	7.1	2.6	8.2	4.9	3.3
IWMI				9.1	3.0	6.1	8.9	3.1	5.8	8.8	4.4	4.4	9.4	3.6	5.8	10.2	4.9	5.3	10.1	5.3	4.8	9.2	4.8	4.4	8.8	6.0	2.8	8.9	5.4	3.5
WARDA	13.7	12.1	1.6	10.1	5.2	4.9	9.1	4.7	4.4	8.7	4.1	4.6	9.2	4.0	5.2	9.8	6.2	3.6	9.2	5.5	3.7	9.9	5.1	4.8	10.9	6.7	4.2	9.4	6.5	2.9
Total	305	216	89	326	211	116	323	208	116	322	202	120	338	217	121	354	216	138	347	217	130	337	203	134	347	195	151	338	171	167

TABLE A6.1 CGIAR PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	304	320	340	330	331
<i>(of which percent unrestricted)</i>	68%	64%	61%	54%	50%
Center earned income	14	13	13	11	14
Other income (non-agenda, and so on)	28	14	0	0	0
Advance/draw on reserves					5
Total	346	346	353	340	350
Membership agenda support (millions of U.S. dollars)					
Europe	112	141	148	126	128
Pacific Rim	43	40	44	48	44
North America	44	51	52	52	54
Developing countries	8	11	13	15	14
International and regional organizations	85	63	61	66	66
Foundations	6	6	7	6	7
Non-Members	5	7	12	15	19
Total	304	320	340	330	331
Top three contributors					
	World Bank Japan United States	World Bank United States Japan	World Bank United States Japan	World Bank Japan United States	World Bank United States Japan
Staffing (number)					
Internationally recruited staff	897	862	893	907	873
Support staff	9,416	8,016	7,458	7,721	7,642
Agenda program expenditures (percent)					
Increasing productivity	40%	40%	37%	34%	36%
<i>(of which germplasm enhancement/breeding)</i>	18%	19%	18%	18%	18%
Protecting the environment	17%	17%	19%	20%	18%
Saving biodiversity	11%	11%	11%	10%	10%
Improving policies	12%	11%	12%	13%	14%
Strengthening NARS	21%	21%	21%	23%	22%
<i>(of which training)</i>	8%	8%	8%	9%	9%
Total (millions of U.S. dollars)	326	333	337	347	338
Object expenditures (percent)					
Personnel	53%	51%	50%	50%	49%
Supplies/services	34%	36%	37%	38%	39%
Travel	7%	7%	7%	7%	7%
Depreciation	6%	6%	6%	5%	5%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	39%	41%	41%	42%	42%
Asia	33%	30%	32%	32%	32%
Latin America and the Caribbean (LAC)	17%	17%	18%	17%	17%
West Asia and North Africa (WANA)	12%	12%	10%	9%	9%
Center financial information					
Unappropriated net assets	45.0	43.0	51.5	44.0	61.8
Appropriated net assets	277.0	272.8	271.4	219.2	141.1
Annual Center cost change (percent)	4.5%	2.6%	1.0%	0.2%	0.3%
Short-term liquidity indicators					
Working capital (days expenditure)	105	114	127	122	112
Current ratio	1.53	1.72	1.80	1.63	1.74
Longer-term sustainability indicator					
Unappropriated net assets/revenue (percent)	13%	13%	15%	13%	18%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	25.0	21.7	22.2	17.9	14.9
Capital expenditure/depreciation (percent)	127%	105%	110%	100%	93%

TABLE A6.2 CIAT PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	31.1	31.7	32.1	28.7	29.2
<i>(of which percent unrestricted)</i>	66%	60%	55%	50%	
Center earned income	2.1	1.6	0.9	0.6	1.0
Other income (non-agenda, and so on)					
Advance/draw on reserves					0.6
Total	33.2	33.3	33.0	29.3	30.7
Membership agenda support (millions of U.S. dollars)					
Europe	11.0	12.3	13.4	10.0	10.2
Pacific Rim	4.6	4.1	4.4	5.0	4.2
North America	5.0	4.5	4.6	4.6	4.4
Developing countries	2.0	2.6	2.6	2.7	2.3
International and regional organizations	6.8	6.0	4.4	4.4	5.4
Foundations	1.1	1.1	1.2	0.5	0.7
Non-Members	0.6	1.1	1.5	1.4	2.0
Total	31.1	31.7	32.1	28.7	29.2
Top three contributors					
	World Bank Japan United States	World Bank Japan United States	Japan World Bank United States	Japan World Bank United States	Japan World Bank United States
Staffing (number)					
Internationally recruited staff	76	60	64	62	58
Support staff	650	678	639	610	638
Agenda program expenditures (percent)					
Increasing productivity	42%	44%	43%	41%	42%
<i>(of which germplasm enhancement/breeding)</i>	30%	30%	28%	27%	26%
Protecting the environment	16%	17%	21%	22%	23%
Saving biodiversity	17%	15%	13%	13%	15%
Improving policies	4%	4%	5%	7%	5%
Strengthening NARS	21%	19%	18%	17%	16%
<i>(of which training)</i>	6%	6%	5%	5%	5%
Total (millions of U.S. dollars)	36.9	33.3	33.5	30.7	29.6
Object expenditures (percent)					
Personnel	66%	60%	53%	52%	52%
Supplies/services	25%	28%	36%	36%	36%
Travel	5%	6%	7%	8%	7%
Depreciation	4%	5%	4%	5%	4%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	16%	23%	22%	23%	23%
Asia	12%	8%	8%	10%	12%
Latin America and the Caribbean (LAC)	71%	67%	68%	66%	63%
West Asia and North Africa (WANA)	1%	1%	2%	2%	2%
Center financial information					
Unappropriated net assets	0.7	4.1	4.2	2.8	2.1
Capital fund balance, Dec. 31	22.2	19.9	19.4	19.3	11.5
Annual Center cost change (percent)	4.7%	4.4%	(0.2%)	(2.9%)	(1.9%)
Short-term liquidity indicators					
Working capital (days expenditure)	33	52	40	19	71
Current ratio	1.2	1.5	1.5	1.2	1.6
Longer-term sustainability indicator					
Operating fund / revenue (percent)	2%	12%	13%	10%	7%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	1.0	2.4	3.0	2.7	1.3
Capital expenditure / depreciation (percent)	60%	131%	214%	183%	108%

TABLE A6.3 CIFOR PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	8.7	10.6	11.3	11.5	12.2
<i>(of which percent unrestricted)</i>	82%	80%	65%	64%	55%
Center earned income	0.4	0.4	0.4	0.4	0.4
Other income (non-agenda, and so on)	0.3				
Advance/draw on reserves					0.3
Total	9.4	11.0	11.7	11.9	12.9
Membership agenda support (millions of U.S. dollars)					
Europe	4.4	4.9	6.1	4.7	6.2
Pacific Rim	2.1	2.5	2.1	2.6	1.6
North America	1.0	1.6	1.0	1.1	1.0
Developing countries	0.6	0.6	0.2	0.2	0.3
International and regional organizations	0.6	1.1	1.5	2.0	2.2
Foundations		0.1	0.1	0.1	0.0
Non-Members			0.3	0.8	0.9
Total	8.7	10.6	11.3	11.5	12.2
Top three contributors					
	Japan European Commission United States	Japan European Commission United States	Japan European Commission World Bank	Japan World Bank Netherlands	Japan World Bank Netherlands
Staffing (number)					
Internationally recruited staff	32	31	31	30	37
Support staff	78	64	74	86	118
Agenda program expenditures (percent)					
Increasing productivity	22%	25%	23%	24%	25%
<i>(of which germplasm enhancement/breeding)</i>	0%	0%	0%	0%	0%
Protecting the environment	34%	33%	35%	35%	30%
Saving biodiversity	16%	16%	13%	13%	13%
Improving policies	18%	20%	21%	21%	22%
Strengthening NARS	10%	6%	8%	6%	10%
<i>(of which training)</i>	2%	3%	2%	2%	2%
Total (millions of U.S. dollars)	9.4	10.6	10.6	12.7	12.6
Object expenditures (percent)					
Personnel	44%	42%	42%	44%	46%
Supplies/services	46%	48%	47%	46%	44%
Travel	6%	6%	7%	6%	6%
Depreciation	4%	5%	5%	4%	5%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	25%	27%	28%	29%	30%
Asia	46%	41%	39%	37%	37%
Latin America and the Caribbean (LAC)	29%	32%	33%	34%	34%
West Asia and North Africa (WANA)	0%	0%	0%	0%	0%
Center financial information					
Unappropriated net assets	4.5	4.6	5.3	4.5	4.7
Appropriated net assets	3.0	3.0	3.0	2.7	3.0
Annual Center cost change (percent)	2.8%	(1.2%)	(5.7%)	11.6%	2.0%
Short-term liquidity indicators					
Working capital (days expenditure)	249	199	210	147	160
Current ratio	2.7	2.7	2.5	1.9	2.2
Longer-term sustainability indicator					
Operating fund/revenue (percent))	48%	42%	45%	38%	37%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	0.7	1.2	0.6	1.0	0.6
Capital expenditure/depreciation (percent)	187%	240%	126%	200%	100%

TABLE A6.4 CIMMYT PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	27.4	28.6	30.1	33.8	37.5
<i>(of which percent unrestricted)</i>	66%	62%	55%	45%	37%
Center earned income	1.9	1.8	1.4	0.4	1.3
Other income (non-agenda, and so on)	1.6				
Advance/draw on reserves					0.4
Total	30.9	30.4	31.5	34.2	39.2
Membership agenda support (millions of U.S. dollars)					
Europe	8.3	9.8	9.7	10.2	10.7
Pacific Rim	3.5	3.3	3.6	4.4	4.4
North America	5.8	6.2	6.5	6.4	6.7
Developing countries	0.7	1.6	1.6	1.8	2.1
International and regional organizations	8.3	6.3	6.7	6.7	7.1
Foundations	0.7	0.8	1.1	0.8	1.2
Non-Members	0.2	0.6	1.0	3.5	5.2
Total	27.4	28.6	30.1	33.8	37.5
Top three contributors					
	World Bank United States Japan	United States World Bank European Commission	United States World Bank European Commission	United States World Bank Japan	United States World Bank Japan
Staffing (number)					
Internationally recruited staff	82	81	88	86	86
Support staff	669	746	744	746	795
Agenda program expenditures (percent)					
Increasing productivity	34%	36%	36%	36%	37%
<i>(of which germplasm enhancement/breeding)</i>	25%	29%	29%	29%	29%
Protecting the environment	27%	20%	19%	19%	19%
Saving biodiversity	12%	13%	14%	14%	14%
Improving policies	4%	4%	4%	4%	4%
Strengthening NARS	23%	27%	27%	27%	26%
<i>(of which training)</i>	9%	14%	14%	14%	14%
Total (millions of U.S. dollars)	28.8	30.4	32.2	36.1	39.1
Object expenditures (percent)					
Personnel	50%	54%	52%	52%	52%
Supplies/services	36%	35%	37%	39%	39%
Travel	8%	7%	7%	5%	6%
Depreciation	6%	5%	4%	4%	4%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	21%	32%	32%	36%	37%
Asia	37%	32%	32%	30%	28%
Latin America and the Caribbean (LAC)	27%	26%	26%	24%	25%
West Asia and North Africa (WANA)	15%	10%	10%	10%	10%
Center financial information					
Unappropriated net assets	8.5	8.1	7.4	5.0	4.8
Appropriated net assets	13.8	13.8	14.0	14.3	14.3
Annual Center cost change (percent)	8.6%	9.3%	1.0%	7.0%	6.4%
Short-term liquidity indicators					
Working capital (days expenditure)	103	99	84	48	50
Current ratio	1.5	3.0	2.5	1.5	1.6
Longer-term sustainability indicator					
Operating fund/revenue (percent)	27%	27%	23%	15%	13%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	3.0	1.1	1.3	1.3	1.4
Capital expenditure/depreciation (percent)	190%	79%	94%	93%	100%

TABLE A6.5 CIP PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	22.7	22.6	22.2	20.0	19.9
<i>(of which percent unrestricted)</i>	56%	57%	61%	56%	52%
Center earned income	0.2	1.3	0.4	0.3	0.6
Other income (non-agenda, and so on)	1.5	0.8			
Advance/draw on reserves					0.6
Total	24.4	24.8	22.6	20.3	21.0
Membership agenda support (millions of U.S. dollars)					
Europe	14.0	14.4	13.9	10.4	10.41
Pacific Rim	2.0	1.5	1.8	2.1	1.86
North America	2.0	2.5	2.7	2.9	3.08
Developing countries	0.3	0.4	0.5	0.4	0.51
International and regional organizations	4.1	3.8	3.1	4.2	3.63
Foundations			0.2	0.1	0.08
Non-Members	0.3		0.0	0.1	0.32
Total	22.7	22.6	22.2	20.0	19.9
Top three contributors					
	Switzerland European Commission Germany	Switzerland World Bank United States	Switzerland World Bank United States	Switzerland World Bank United States	Switzerland World Bank United States
Staffing (number)					
Internationally recruited staff	63	64	62	64	58
Support staff	576	519	477	607	529
Agenda program expenditures (percent)					
Increasing productivity	50%	43%	43%	40%	59%
<i>(of which germplasm enhancement/breeding)</i>	17%	25%	25%	24%	34%
Protecting the environment	15%	26%	26%	25%	0%
Saving biodiversity	15%	9%	9%	10%	15%
Improving policies	7%	5%	5%	7%	9%
Strengthening NARS	12%	17%	17%	17%	16%
<i>(of which training)</i>	7%	6%	6%	5%	0%
Total (millions of U.S. dollars)	24.6	24.7	21.7	22.7	20.2
Object expenditures (percent)					
Personnel	47%	46%	48%	48%	44%
Supplies/services	41%	42%	42%	41%	48%
Travel	9%	9%	7%	8%	6%
Depreciation	3%	3%	3%	3%	2%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	16%	18%	18%	18%	18%
Asia	49%	51%	51%	51%	51%
Latin America and the Caribbean (LAC)	28%	26%	26%	26%	26%
West Asia and North Africa (WANA)	7%	5%	5%	5%	5%
Center financial information					
Unappropriated net assets	1.1	1.1	1.5	0.2	3.1
Appropriated net assets	12.2	12.2	12.4	12.4	4.1
Annual Center cost change (percent)	3.9%	3.5%	1.7%	(0.4%)	2.5%
Short-term liquidity indicators					
Working capital (days expenditure)	58	57	66	35	69
Current ratio	1.4	1.4	1.7	1.4	1.6
Longer-term sustainability indicator					
Operating fund/revenue (percent)	4%	4%	7%	1%	15%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	0.8	0.5	1.2	1.1	1.6
Capital expenditure/depreciation (percent)	114%	78%	188%	154%	320%

TABLE A6.6 ICARDA PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000	
Center income (millions of U.S. dollars)						
Agenda funding	21.1	22.0	25.2	19.5	22.1	
<i>(of which percent unrestricted)</i>	55%	48%	55%	44%	42%	
Center earned income	1.3	0.4	1.2	0.8	1.1	
Other income (non-agenda, and so on)	0.6					
Advance/draw on reserves					0.5	
Total	23.0	22.5	26.4	20.4	23.7	
Membership agenda support (millions of U.S. dollars)						
Europe	10.8	10.6	9.9	6.6	8.01	
Pacific Rim	0.9	1.0	1.1	1.2	1.14	
North America	1.7	2.1	2.2	2.1	2.07	
Developing countries	1.3	1.8	2.5	2.8	2.39	
International and regional organizations	6.1	5.2	8.1	5.5	7.21	
Foundations	0.1	0.1		0.1	0.08	
Non-Members	0.2	1.4	1.4	1.3	1.22	
Total	21.1	22.0	25.2	19.5	22.1	
Top three contributors						
	World Bank European Commission Netherlands	European Commission World Bank Germany	World Bank European Commission United States	World Bank Arab Fund United States	World Bank Arab Fund United States	
Staffing (number)						
Internationally recruited staff	85	76	83	92	94	
Support staff	395	390	323	330	330	
Agenda program expenditures (percent)						
Increasing productivity	43%	50%	47%	41%	41%	
<i>(of which germplasm enhancement/breeding)</i>	22%	24%	22%	21%	18%	
Protecting the environment	16%	16%	20%	22%	22%	
Saving biodiversity	10%	11%	13%	15%	17%	
Improving policies	4%	5%	5%	5%	6%	
Strengthening NARS	26%	19%	16%	17%	14%	
<i>(of which training)</i>	4%	6%	4%	5%	3%	
Total (millions of U.S. dollars)	23.1	27.6	23.6	22.7	23.4	
Object expenditures (percent)						
Personnel	40%	38%	37%	42%	38%	
Supplies/services	41%	43%	46%	43%	46%	
Travel	9%	10%	9%	10%	11%	
Depreciation	10%	9%	8%	5%	5%	
Regional expenditures (percent)						
Sub-Saharan Africa (SSA)	0%	0%	15%	15%	15%	
Asia	1%	1%	12%	12%	12%	
Latin America and the Caribbean (LAC)	1%	1%	1%	3%	3%	
West Asia and North Africa (WANA)	98%	98%	71%	70%	71%	
Center financial information						
Unappropriated net assets	3.8	(0.8)	0.6	(1.2)	2.7	
Appropriated net assets	30.2	30.4	30.6	12.0	8.6	
Annual Center cost change (percent)	4.6%	2.6%	1.3%	1.1%	0.1%	
Short-term liquidity indicators						
Working capital (days expenditure)	154	107	159	147	151	
Current ratio	1.7	1.9	1.8	1.7	2.0	
Longer-term sustainability indicator						
Operating fund/revenue (percent)	17%	(4%)	2%	(6%)	11%	
Fixed asset indicators						
Capital expenditure (millions of U.S. dollars)	2.8	2.6	1.4	1.1	1.1	
Capital expenditure/depreciation (percent)	122%	109%	70%	91%	92%	

TABLE A6.7 ICLARM PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000	
Center income (millions of U.S. dollars)						
Agenda funding	9.5	8.8	10.6	14.2	12.0	
<i>(of which percent unrestricted)</i>	62%	63%	65%	63%	56%	
Center earned income	0.4	0.2	0.3	0.2	0.5	
Other income (non-agenda, and so on)	0.2					
Advance/draw on reserves					0.3	
Total	10.1	9.0	10.9	14.4	12.8	
Membership agenda support (millions of U.S. dollars)						
Europe	4.3	4.40	5.4	5.2	4.43	
Pacific Rim	0.8	0.79	1.0	1.4	1.52	
North America	0.8	0.85	0.9	1.3	2.13	
Developing countries	0.8	0.43	0.5	0.5	0.43	
International and regional organizations	2.3	2.04	2.6	5.5	3.13	
Foundations	0.3	0.16	0.3	0.0	0.09	
Non-Members	0.2	0.14	0.1	0.4	0.27	
Total	9.5	8.8	10.6	14.2	12.0	
Top three contributors						
	World Bank Netherlands Denmark	European Commission World Bank Denmark	European Commission Denmark World Bank	World Bank European Commission United States	World Bank European Commission United States	
Staffing (number)						
Internationally recruited staff	21	27	30	30	24	
Support staff	207	179	261	291	225	
Agenda program expenditures (percent)						
Increasing productivity	38%	36%	33%	26%	45%	
<i>(of which germplasm enhancement/breeding)</i>	13%	20%	19%	12%	10%	
Protecting the environment	17%	17%	18%	38%	25%	
Saving biodiversity	7%	16%	10%	1%	1%	
Improving policies	16%	16%	19%	15%	13%	
Strengthening NARS	22%	16%	20%	19%	15%	
<i>(of which training)</i>	1%	2%	8%	7%	6%	
Total (millions of U.S. dollars)	8.7	8.6	10.4	12.3	10.4	
Object expenditures (percent)						
Personnel	47%	58%	50%	45%	44%	
Supplies/services	42%	29%	37%	46%	47%	
Travel	9%	9%	11%	7%	9%	
Depreciation	2%	4%	2%	2%	0%	
Regional expenditures (percent)						
Sub-Saharan Africa (SSA)	6%	30%	30%	30%	31%	
Asia	89%	62%	62%	58%	58%	
Latin America and the Caribbean (LAC)	2%	3%	3%	4%	4%	
West Asia and North Africa (WANA)	3%	5%	5%	8%	8%	
Center financial information						
Unappropriated net assets	0.7	1.6	1.5	1.9	4.1	
Appropriated net assets	2.5	4.3	5.2	1.3	1.3	
Annual Center cost change (percent)	4.1%	0.2%	(4.6%)	4.7%	(0.9%)	
Short-term liquidity indicators						
Working capital (days expenditure)	50	104	88	74	172	
Current ratio	1.3	1.3	1.3	1.5	1.5	
Longer-term sustainability indicator						
Operating fund/revenue (percent)	7%	17%	14%	13%	32%	
Fixed asset indicators						
Capital expenditure (millions of U.S. dollars)	0.5	1.5	1.2	0.0	0.2	
Capital expenditure/depreciation (percent)	250%	510%	479%	0%	513%	

TABLE A6.8 ICRAF PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	17.4	21.8	20.4	20.6	21.4
<i>(of which percent unrestricted)</i>	42%	40%	43%	38%	37%
Center earned income	0.7	0.4	0.9	0.7	0.8
Other income (non-agenda, and so on)	0.7				
Advance/draw on reserves					0.1
Total	18.8	22.2	21.3	21.3	22.4
Membership agenda support (millions of U.S. dollars)					
Europe	8.5	11.5	11.6	10.3	11.33
Pacific Rim	1.1	1.0	1.2	1.3	1.26
North America	2.9	3.4	3.2	3.7	3.55
Developing countries	0.0	0.1	0.3	0.3	0.15
International and regional organizations	3.1	3.9	2.8	4.0	4.02
Foundations	1.3	1.1	1.0	0.6	0.49
Non-Members	0.5	0.6	0.4	0.5	0.6
Total	17.4	21.8	20.4	20.6	21.4
Top three contributors					
	Canada Sweden World Bank	Canada Denmark World Bank	Canada World Bank Netherlands	Canada Sweden Netherlands	Canada Sweden Netherlands
Staffing (number)					
Internationally recruited staff	53	50	56	52	47
Support staff	355	256	313	305	258
Agenda program expenditures (percent)					
Increasing productivity	48%	58%	40%	33%	29%
<i>(of which germplasm enhancement/breeding)</i>	7%	7%	4%	5%	5%
Protecting the environment	14%	12%	18%	23%	23%
Saving biodiversity	8%	7%	9%	4%	4%
Improving policies	11%	9%	11%	15%	17%
Strengthening NARS	19%	14%	22%	25%	28%
<i>(of which training)</i>	8%	9%	17%	17%	20%
Total (millions of U.S. dollars)	17.3	22.2	21.1	21.8	20.8
Object expenditures (percent)					
Personnel	61%	50%	58%	53%	54%
Supplies/services	28%	39%	26%	31%	31%
Travel	6%	5%	9%	11%	11%
Depreciation	5%	6%	7%	5%	5%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	80%	76%	81%	79%	76%
Asia	12%	17%	12%	14%	17%
Latin America and the Caribbean (LAC)	9%	7%	7%	7%	7%
West Asia and North Africa (WANA)	0%	0%	0%	0%	0%
Center financial information					
Unappropriated net assets	0.3	1.5	1.7	1.8	2.9
Appropriated net assets	6.0	8.4	8.5	8.3	8.5
Annual Center cost change (percent)	5.1%	4.1%	2.4%	(1.8%)	(0.9%)
Short-term liquidity indicators					
Working capital (days expenditure)	51	39	79	79	30
Current ratio	1.3	1.3	1.3	1.5	1.3
Longer-term sustainability indicator					
Operating fund/revenue (percent)	2%	7%	8%	8%	13%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	0.5	1.3	1.9	0.8	0.4
Capital expenditure/depreciation (percent)	63%	101%	129%	72%	40%

TABLE A6.9 ICRIAT PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	27.5	26.9	26.5	21.2	21.3
<i>(of which percent unrestricted)</i>	82%	76%	76%	63%	56%
Center earned income	0.7	0.9	1.2	1.4	1.7
Other income (non-agenda, and so on)	4.1	0.8			
Advance/draw on reserves					0.6
Total	32.3	28.6	27.7	22.6	23.5
Membership agenda support (millions of U.S. dollars)					
Europe	11.0	9.4	9.5	7.5	8.11
Pacific Rim	4.7	3.7	3.9	4.3	3.39
North America	5.0	4.6	4.6	4.1	4.31
Developing countries	0.8	0.6	0.6	0.5	0.45
International and regional organizations	6.0	7.9	7.1	4.0	4.07
Foundations		0.0	0.1	0.1	0.27
Non-Members		0.6	0.7	0.6	0.67
Total	27.5	26.9	26.5	21.2	21.3
Top three contributors					
	World Bank Japan United States	World Bank United States Japan	World Bank United States Japan	Japan United States World Bank	Japan United States World Bank
Staffing (number)					
Internationally recruited staff	84	62	55	59	52
Support staff	1,787	1,273	1,039	1,155	1,120
Agenda program expenditures (percent)					
Increasing productivity	52%	54%	43%	41%	44%
<i>(of which germplasm enhancement/breeding)</i>	31%	33%	25%	25%	27%
Protecting the environment	19%	12%	17%	17%	14%
Saving biodiversity	7%	7%	15%	13%	10%
Improving policies	7%	6%	4%	11%	15%
Strengthening NARS	16%	21%	20%	18%	18%
<i>(of which training)</i>	7%	8%	10%	10%	10%
Total (millions of U.S. dollars)	28.8	26.7	21.8	22.9	23.2
Object expenditures (percent)					
Personnel	55%	56%	54%	54%	54%
Supplies/services	32%	30%	31%	35%	33%
Travel	5%	4%	3%	4%	7%
Depreciation	9%	10%	12%	7%	6%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	49%	49%	50%	47%	50%
Asia	50%	50%	49%	49%	48%
Latin America and the Caribbean (LAC)	0%	0%	1%	2%	1%
West Asia and North Africa (WANA)	1%	0%	1%	2%	1%
Center financial information					
Unappropriated net assets	0.6	(0.4)	5.4	4.4	7.2
Appropriated net assets	54.3	48.6	48.3	20.2	18.4
Annual Center cost change (percent)	2.4%	(0.4%)	1.1%	10.0%	(1.1%)
Short-term liquidity indicators					
Working capital (days expenditure)	101	152	313	291	290
Current ratio	1.6	2.1	3.3	2.7	3.5
Longer-term sustainability indicator					
Operating fund/revenue (percent)	2%	(2%)	20%	20%	31%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	4.4	1.1	0.5	1.2	1.6
Capital expenditure/depreciation (percent)	176%	39%	19%	75%	114%

TABLE A6.10 IFPRI PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	16.0	18.2	20.1	20.8	21.4
<i>(of which percent unrestricted)</i>	52%	52%	51%	43%	43%
Center earned income	0.3	0.2	0.3	0.5	0.9
Other income (non-agenda, and so on)	4.1				
Advance/draw on reserves					0.1
Total	20.4	18.4	20.4	21.4	22.3
Membership agenda support (millions of U.S. dollars)					
Europe	5.0	6.1	8.1	7.4	7.63
Pacific Rim	1.8	1.9	1.5	1.4	1.92
North America	3.8	5.1	5.6	5.1	3.7
Developing countries	0.1	0.3	0.5	1.3	1.32
International and regional organizations	2.8	2.9	2.9	3.2	4.04
Foundations	0.9	0.7	0.4	0.5	0.56
Non-Members	1.5	1.2	1.1	2.0	2.22
Total	16.0	18.2	20.1	20.8	21.4
Top three contributors					
	United States Japan World Bank	United States Denmark World Bank	United States Denmark World Bank	United States World Bank Denmark	United States World Bank Denmark
Staffing (number)					
Internationally recruited staff	41	45	43	44	52
Support staff	82	81	75	83	90
Agenda program expenditures (percent)					
Increasing productivity	0%	0%	0%	0%	0%
<i>(of which germplasm enhancement/breeding)</i>	0%	0%	0%	0%	0%
Protecting the environment	0%	9%	6%	5%	10%
Saving biodiversity	0%	2%	2%	1%	0%
Improving policies	88%	62%	59%	55%	61%
Strengthening NARS	12%	27%	33%	39%	29%
<i>(of which training)</i>	6%	14%	11%	16%	15%
Total (millions of U.S. dollars)	16.2	18.1	18.6	21.2	21.3
Object expenditures (percent)					
Personnel	48%	48%	50%	50%	47%
Supplies/services	40%	43%	41%	41%	44%
Travel	10%	8%	8%	8%	7%
Depreciation	2%	1%	1%	1%	1%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	43%	45%	46%	47%	50%
Asia	27%	26%	26%	25%	26%
Latin America and the Caribbean (LAC)	20%	19%	20%	20%	17%
West Asia and North Africa (WANA)	10%	10%	8%	8%	7%
Center financial information					
Unappropriated net assets	2.7	3.1	3.0	3.6	4.0
Appropriated net assets	0.7	0.6	0.7	0.7	3.8
Annual Center cost change (percent)	5.3%	3.1%	1.6%	2.2%	3.1%
Short-term liquidity indicators					
Working capital (days expenditure)	90	70	113	132	52
Current ratio	1.4	1.7	1.7	1.7	1.3
Longer-term sustainability indicator					
Operating fund/revenue (percent)	13%	17%	15%	17%	18%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	0.3	0.2	0.4	0.2	0.2
Capital expenditure/depreciation (percent)	100%	76%	199%	116%	67%

TABLE A6.11 IITA PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	22.4	25.9	29.2	30.7	29.4
<i>(of which percent unrestricted)</i>	81%	66%	55%	52%	54%
Center earned income	1.0	1.5	0.8	1.7	0.9
Other income (non-agenda, and so on)	9.2	4.1			
Advance/draw on reserves					
Total	32.6	31.5	30.0	32.4	30.3
Membership agenda support (millions of U.S. dollars)					
Europe	9.5	10.8	11.6	11.4	8.13
Pacific Rim	4.3	3.4	3.9	4.5	3.83
North America	4.2	6.1	7.3	7.4	9.2
Developing countries	0.1	0.2	0.2	1.6	1.12
International and regional organizations	4.0	4.9	3.6	4.2	4.95
Foundations	0.4	0.3	0.5	0.6	0.64
Non-Members	0.0	0.2	2.0	1.0	1.53
Total	22.4	25.9	29.2	30.7	29.4
Top three contributors					
	Japan World Bank United States	United States World Bank Japan	United States Japan World Bank	United States Japan World Bank	United States Japan World Bank
Staffing (number)					
Internationally recruited staff	96	86	78	79	83
Support staff	1,659	1,466	1,250	1,090	1,043
Agenda program expenditures (percent)					
Increasing productivity	51%	56%	56%	47%	50%
<i>(of which germplasm enhancement/breeding)</i>	24%	26%	27%	28%	26%
Protecting the environment	18%	17%	17%	14%	15%
Saving biodiversity	4%	3%	4%	6%	4%
Improving policies	4%	4%	4%	6%	9%
Strengthening NARS	23%	20%	19%	27%	23%
<i>(of which training)</i>	4%	6%	6%	8%	5%
Total (millions of U.S. dollars)	28.5	28.5	29.4	32.7	30.1
Object expenditures (percent)					
Personnel	51%	50%	47%	48%	46%
Supplies/services	30%	31%	36%	38%	40%
Travel	5%	6%	6%	5%	6%
Depreciation	13%	12%	10%	9%	8%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	100%	100%	100%	100%	95%
Asia	0%	0%	0%	0%	2%
Latin America and the Caribbean (LAC)	0%	0%	0%	0%	2%
West Asia and North Africa (WANA)	0%	0%	0%	0%	0%
Center financial information					
Unappropriated net assets	5.4	5.5	6.2	6.0	6.2
Appropriated net assets	35.3	35.5	35.7	35.7	13.1
Annual Center cost change (percent)	8.6%	5.5%	4.2%	(14.5%)	(4.1%)
Short-term liquidity indicators					
Working capital (days expenditure)	117	95	131	125	147
Current ratio	1.5	1.5	1.6	1.7	1.9
Longer-term sustainability indicator					
Operating fund/revenue (percent)	17%	18%	21%	19%	20%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	2.9	3.1	2.0	2.3	1.8
Capital expenditure/depreciation (percent)	83%	91%	63%	76%	75%

TABLE A6.12 ILRI PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	24.8	26.0	24.4	26.6	23.0
<i>(of which percent unrestricted)</i>	80%	75%	75%	56%	55%
Center earned income	1.2	1.0	1.4	1.5	1.8
Other income (non-agenda, and so on)					
Advance/draw on reserves					0.1
Total	26.0	27.0	25.8	28.0	24.9
Membership agenda support (millions of U.S. dollars)					
Europe	12.5	13.2	12.5	12.1	10.96
Pacific Rim	2.0	2.2	1.8	2.2	1.86
North America	3.6	4.3	4.5	4.3	4.17
Developing countries	0.0	0.1	0.4	0.4	0.17
International and regional organizations	6.6	6.1	5.1	6.1	4.45
Foundations	0.1	0.1	0.0	1.1	1.07
Non-Members	0.0	0.0	0.1	0.4	0.29
Total	24.8	26.0	24.4	26.6	23.0
Top three contributors					
	World Bank United States Switzerland	World Bank United States Switzerland	World Bank United States Switzerland	World Bank United States Switzerland	World Bank United States Switzerland
Staffing (number)					
Internationally recruited staff	79	61	76	76	67
Support staff	800	746	719	725	746
Agenda program expenditures (percent)					
Increasing productivity	63%	60%	61%	57%	47%
<i>(of which germplasm enhancement/breeding)</i>	2%	2%	3%	8%	7%
Protecting the environment	5%	13%	12%	12%	23%
Saving biodiversity	9%	8%	9%	7%	5%
Improving policies	5%	5%	5%	9%	10%
Strengthening NARS	18%	14%	13%	15%	15%
<i>(of which training)</i>	3%	5%	4%	6%	6%
Total (millions of U.S. dollars)	26.0	26.7	27.7	26.5	26.5
Object expenditures (percent)					
Personnel	54%	54%	50%	48%	50%
Supplies / services	32%	34%	38%	38%	36%
Travel	4%	4%	4%	5%	6%
Depreciation	9%	8%	8%	8%	8%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	78%	80%	67%	67%	67%
Asia	14%	17%	20%	20%	21%
Latin America and the Caribbean (LAC)	8%	3%	11%	11%	10%
West Asia and North Africa (WANA)	0%	0%	2%	2%	2%
Center financial information					
Unappropriated net assets	7.0	6.2	3.9	5.4	4.4
Appropriated net assets	26.0	26.1	26.0	24.1	25.4
Annual Center cost change (percent)	2.3%	2.9%	2.9%	(1.5%)	0.4%
Short-term liquidity indicators					
Working capital (days expenditure)	158	151	126	156	148
Current ratio	2.6	2.3	1.9	2.0	2.4
Longer-term sustainability indicator					
Operating fund/revenue (percent)	27%	23%	15%	19%	18%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	3.2	1.4	1.6	1.8	1.4
Capital expenditure/depreciation (percent)	139%	64%	73%	86%	70%

TABLE A6.13 IPGRI PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	16.4	18.8	21.2	20.1	22.3
<i>(of which percent unrestricted)</i>	77%	67%	63%	61%	52%
Center earned income	0.4	0.5	0.4	0.0	0.6
Other income (non-agenda, and so on)	5.3	0.9			
Advance/draw on reserves					0.4
Total	22.1	20.2	21.6	20.3	23.3
Membership agenda support (millions of U.S. dollars)					
Europe	10.3	11.3	12.3	10.4	11.8
Pacific Rim	2.5	2.3	2.3	2.6	2.25
North America	1.1	1.2	1.2	1.1	1.17
Developing countries	0.2	0.4	0.3	0.4	0.83
International and regional organizations	2.3	3.3	4.3	4.3	4.73
Foundations			0.0		0.04
Non-Members		0.4	1.0	1.3	1.49
Total	16.4	18.8	21.2	20.1	22.3
Top three contributors					
	Japan	World Bank	World Bank	World Bank	World Bank
	World Bank	Belgium	European Commission	Japan	Japan
	Switzerland	Japan	Belgium	Belgium	Belgium
Staffing (number)					
Internationally recruited staff	41	41	43	46	46
Support staff	86	109	108	112	143
Agenda program expenditures (percent)					
Increasing productivity	14%	14%	16%	17%	17%
<i>(of which germplasm enhancement/breeding)</i>	14%	12%	13%	13%	13%
Protecting the environment	7%	6%	7%	7%	8%
Saving biodiversity	45%	45%	39%	37%	37%
Improving policies	13%	12%	13%	14%	13%
Strengthening NARS	22%	23%	25%	26%	25%
<i>(of which training)</i>	(4%)	6%	8%	8%	7%
Total (millions of U.S. dollars)	16.5	18.6	21.7	20.6	21.5
Object expenditures (percent)					
Personnel	48%	47%	43%	44%	44%
Supplies/services	43%	45%	48%	46%	47%
Travel	8%	7%	7%	8%	7%
Depreciation	1%	1%	2%	2%	2%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	27%	27%	26%	27%	28%
Asia	27%	27%	26%	27%	27%
Latin America and the Caribbean (LAC)	25%	23%	21%	23%	23%
West Asia and North Africa (WANA)	20%	23%	27%	23%	22%
Center financial information					
Unappropriated net assets	3.3	3.9	3.7	2.2	4.2
Appropriated net assets	2.0	2.0	2.2	3.0	3.3
Annual Center cost change (percent)	4.3%	0.9%	0.8%	(2.1%)	0.8%
Short-term liquidity indicators					
Working capital (days expenditure)	89	81	96	100	122
Current ratio	1.5	1.5	1.7	1.3	1.9
Longer-term sustainability indicator					
Operating fund/revenue (percent)	15%	19%	17%	11%	18%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	1.3	0.6	0.3	0.3	0.5
Capital expenditure/depreciation (percent)	650%	240%	85%	75%	125%

TABLE A6.14 IRRI PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	28.7	28.6	34.8	32.5	33.3
<i>(of which percent unrestricted)</i>	87%	84%	67%	61%	55%
Center earned income	2.7	1.8	3.2	1.4	1.6
Other income (non-agenda, and so on)	17.9	6.8			
Advance/draw on reserves					0.5
Total	49.3	37.2	38.0	33.9	35.4
Membership agenda support (millions of U.S. dollars)					
Europe	8.8	8.8	11.6	9.0	10.81
Pacific Rim	9.2	9.1	10.7	11.4	10.47
North America	3.7	4.2	4.7	4.7	4.81
Developing countries	0.7	0.9	1.6	1.2	1.1
International and regional organizations	5.9	5.2	4.8	5.1	4.9
Foundations	0.5	0.5	0.9	1.1	1.03
Non-Members			0.5	0.2	0.19
Total	28.7	28.6	34.8	32.5	33.3
Top three contributors					
	Japan World Bank United States	Japan World Bank United States	Japan United States World Bank	Japan United States World Bank	Japan United States World Bank
Staffing (number)					
Internationally recruited staff	64	82	94	82	79
Support staff	1,374	830	835	960	997
Agenda program expenditures (percent)					
Increasing productivity	48%	44%	39%	36%	41%
<i>(of which germplasm enhancement/breeding)</i>	29%	29%	26%	22%	30%
Protecting the environment	20%	22%	30%	28%	22%
Saving biodiversity	7%	8%	8%	9%	7%
Improving policies	8%	7%	9%	11%	12%
Strengthening NARS	17%	19%	15%	16%	19%
<i>(of which training)</i>	4%	5%	4%	4%	8%
Total (millions of U.S. dollars)	30.4	28.2	35.0	34.2	32.6
Object expenditures (percent)					
Personnel	59%	48%	47%	47%	46%
Supplies/services	30%	38%	39%	39%	39%
Travel	5%	6%	7%	7%	8%
Depreciation	7%	8%	8%	7%	7%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	3%	4%	4%	4%	4%
Asia	94%	92%	93%	92%	92%
Latin America and the Caribbean (LAC)	3%	3%	3%	3%	3%
West Asia and North Africa (WANA)	0%	1%	1%	1%	1%
Center financial information					
Unappropriated net assets	0.8	2.4	5.0	4.8	8.7
Appropriated net assets	49.7	48.6	45.7	48.1	19.7
Annual Center cost change (percent)	4.2%	(1.5%)	(7.7%)	5.5%	0.4%
Short-term liquidity indicators					
Working capital (days expenditure)	180	237	249	253	130
Current ratio	1.4	1.9	1.8	1.8	1.4
Longer-term sustainability indicator					
Operating fund/revenue (percent)	2%	7%	13%	14%	25%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	1.6	2.8	5.8	1.0	1.5
Capital expenditure/depreciation (percent)	73%	123%	223%	40%	68%

TABLE A6.15 ISNAR PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	10.7	9.9	9.6	8.2	8.5
<i>(of which percent unrestricted)</i>	57%	72%	76%	69%	62%
Center earned income	0.3	0.3	0.3	0.2	0.1
Other income (non-agenda, and so on)	4.9				
Advance/draw on reserves					0.3
Total	15.9	10.2	9.9	8.4	8.9
Membership agenda support (millions of U.S. dollars)					
Europe	5.1	5.6	5.1	4.4	3.95
Pacific Rim	0.8	0.9	0.8	0.9	0.8
North America	1.7	1.1	1.1	1.0	0.98
Developing countries	0.1	0.2	0.3	0.3	0.14
International and regional organizations	1.8	1.8	1.9	1.2	1.86
Foundations	0.0	0.1	0.1	0.0	0.0
Non-Members	1.3	0.2	0.4	0.4	0.76
Total	10.7	9.9	9.6	8.2	8.5
Top three contributors					
	Netherlands World Bank Switzerland	Netherlands World Bank Switzerland	World Bank Netherlands European Commission	Netherlands Switzerland World Bank	Netherlands Switzerland World Bank
Staffing (number)					
Internationally recruited staff	38	53	46	45	32
Support staff	53	35	38	40	35
Agenda program expenditures (percent)					
Increasing productivity	0%	0%	0%	0%	0%
<i>(of which germplasm enhancement/breeding)</i>	0%	0%	0%	0%	0%
Protecting the environment	0%	0%	0%	0%	0%
Saving biodiversity	0%	0%	0%	0%	0%
Improving policies	26%	39%	48%	39%	15%
Strengthening NARS	74%	61%	52%	61%	85%
<i>(of which training)</i>	15%	18%	21%	20%	28%
Total (millions of U.S. dollars)	11.3	10.4	9.9	9.7	8.2
Object expenditures (percent)					
Personnel	57%	57%	62%	60%	56%
Supplies/services	28%	33%	29%	31%	32%
Travel	14%	9%	8%	7%	10%
Depreciation	2%	1%	1%	2%	2%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	54%	48%	34%	33%	38%
Asia	12%	17%	15%	23%	27%
Latin America and the Caribbean (LAC)	23%	25%	41%	29%	29%
West Asia and North Africa (WANA)	11%	10%	10%	15%	6%
Center financial information					
Unappropriated net assets	2.0	1.8	1.3	0.1	0.9
Appropriated net assets	0.8	0.8	0.8	0.8	0.8
Annual Center cost change (percent)	(0.5%)	(5.7%)	1.2%	2.1%	0.0%
Short-term liquidity indicators					
Working capital (days expenditure)	80	79	62	22	52
Current ratio	1.9	1.9	1.5	1.1	1.4
Longer-term sustainability indicator					
Operating fund/revenue (percent)	13%	18%	13%	1%	10%
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	0.2	0.2	0.2	0.1	0.4
Capital expenditure/depreciation (percent)	100%	138%	200%	50%	200%

TABLE A6.16 IWMI PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000	
Center income (millions of U.S. dollars)						
Agenda funding	9.0	9.5	9.4	8.8	8.6	
<i>(of which percent unrestricted)</i>	60%	54%	54%	68%	59%	
Center earned income	0.2	0.3	0.2	0.2	0.4	
Other income (non-agenda, and so on)	3.0	0.5				
Advance/draw on reserves					0.2	
Total	12.2	10.2	9.6	9.0	9.2	
Membership agenda support (millions of U.S. dollars)						
Europe	3.5	3.7	4.2	2.9	2.84	
Pacific Rim	1.2	1.1	1.3	1.3	1.27	
North America	0.9	1.5	1.2	0.9	1.05	
Developing countries	0.1	0.4	0.3	0.2	0.35	
International and regional organizations	2.2	1.4	1.1	2.8	2.05	
Foundations	0.7	0.7	0.8	0.4	0.18	
Non-Members	0.4	0.7	0.5	0.4	0.84	
Total	9.0	9.5	9.4	8.8	8.6	
Top three contributors						
	Germany Netherlands World Bank	United States World Bank Netherlands	Japan Netherlands United States	World Bank Japan Sweden	World Bank Japan Sweden	
Staffing (number)						
Internationally recruited staff	22	22	22	25	26	
Support staff	305	344	238	226	211	
Agenda program expenditures (percent)						
Increasing productivity	1%	1%	1%	0%	0%	
<i>(of which germplasm enhancement/breeding)</i>	1%	1%	1%	0%	0%	
Protecting the environment	48%	48%	49%	42%	40%	
Saving biodiversity	0%	0%	0%	0%	0%	
Improving policies	24%	24%	24%	32%	35%	
Strengthening NARS	27%	27%	27%	26%	25%	
<i>(of which training)</i>	(11%)	0%	0%	0%	12%	
Total (millions of U.S. dollars)	9.2	9.6	9.2	8.8	8.9	
Object expenditures (percent)						
Personnel	64%	63%	67%	64%	62%	
Supplies/services	22%	25%	20%	20%	21%	
Travel	10%	8%	10%	12%	11%	
Depreciation	4%	4%	4%	4%	6%	
Regional expenditures (percent)						
Sub-Saharan Africa (SSA)	11%	5%	5%	6%	8%	
Asia	87%	76%	76%	75%	81%	
Latin America and the Caribbean (LAC)	3%	14%	10%	10%	4%	
West Asia and North Africa (WANA)	0%	5%	9%	9%	7%	
Center financial information						
Unappropriated net assets	2.8	2.8	2.1	2.3	3.3	
Appropriated net assets	3.1	3.3	3.2	3.2	2.7	
Annual Center cost change (percent)	5.1%	2.0%	0.7%	0.1%	0.8%	
Short-term liquidity indicators						
Working capital (days expenditure)	140	168	187	205	172	
Current ratio	2.5	3.1	2.8	2.1	2.9	
Longer-term sustainability indicator						
Operating fund/revenue (percent)	23%	27%	22%	26%	36%	
Fixed asset indicators						
Capital expenditure (millions of U.S. dollars)	0.7	0.6	0.3	0.3	0.3	
Capital expenditure/depreciation (percent)	175%	161%	74%	94%	60%	

TABLE A6.17 WARDA PROGRAM AND RESOURCE HIGHLIGHTS, 1996–2000

ACTUAL	1996	1997	1998	1999	2000
Center income (millions of U.S. dollars)					
Agenda funding	8.7	8.6	10.5	10.8	8.5
<i>(of which percent unrestricted)</i>	58%	57%	54%	61%	72%
Center earned income	0.5	0.3	0.1	0.3	0.3
Other income (non-agenda, and so on)	1.6				
Advance/draw on reserves					
Total	10.8	8.9	10.6	11.1	8.8
Membership agenda support (millions of U.S. dollars)					
Europe	3.9	3.9	3.4	3.5	2.71
Pacific Rim	1.6	1.5	2.5	2.1	1.76
North America	1.4	1.5	1.2	1.1	1.14
Developing countries	0.4	0.2	0.9	0.1	0.1
International and regional organizations	1.4	1.4	1.6	3.1	1.84
Foundations	0.1	0.1	0.2	0.2	0.18
Non-Members	0.0		0.8	0.8	0.78
Total	8.7	8.6	10.5	10.8	8.5
Top three contributors					
	Japan World Bank Netherlands	Japan World Bank Netherlands	Japan World Bank Canada	World Bank Japan Netherlands	World Bank Japan Netherlands
Staffing (number)					
Internationally recruited staff	20	21	22	35	30
Support staff	340	300	325	355	364
Agenda program expenditures (percent)					
Increasing productivity	49%	32%	36%	37%	31%
<i>(of which germplasm enhancement/breeding)</i>	16%	20%	23%	23%	16%
Protecting the environment	16%	25%	17%	18%	21%
Saving biodiversity	3%	5%	7%	7%	5%
Improving policies	8%	11%	9%	9%	11%
Strengthening NARS	23%	27%	30%	28%	32%
<i>(of which training)</i>	(6%)	7%	15%	14%	12%
Total (millions of U.S. dollars)	9.9	9.2	9.9	11.0	9.4
Object expenditures (percent)					
Personnel	50%	50%	57%	53%	46%
Supplies/services	38%	34%	29%	33%	38%
Travel	5%	9%	7%	6%	5%
Depreciation	7%	8%	8%	8%	11%
Regional expenditures (percent)					
Sub-Saharan Africa (SSA)	100%	100%	100%	100%	100%
Asia	0%	0%	0%	0%	0%
Latin America and the Caribbean (LAC)	0%	0%	0%	0%	0%
West Asia and North Africa (WANA)	0%	0%	0%	0%	0%
Center financial information					
Unappropriated net assets	0.8	(0.5)	(0.5)	(0.1)	(1.3)
Appropriated net assets	12.8	13.8	15.0	13.7	2.5
Annual Center cost change (percent)	19.2%	(1.7%)	2.6%	(0.1%)	(3.2%)
Short-term liquidity indicators					
Working capital (days expenditure)	28	3	(23)	(31)	(50)
Current ratio	1.0	1.0	1.1	0.9	0.8
Longer-term sustainability indicator					
Operating fund/revenue (percent)	7%	(6%)	(5%)	(1%)	(15%)
Fixed asset indicators					
Capital expenditure (millions of U.S. dollars)	1.1	1.1	0.6	2.7	0.7
Capital expenditure/depreciation (percent)	183%	157%	75%	300%	70%