

APPENDIX A

ODA Funding

Total DAC Funding

<i>Type of Funds</i>	<i>1990</i>	<i>1991</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>	<i>1998</i>
Bilateral	\$ 38,687.62	\$ 43,128.64	\$43,110.00	\$ 39,358.98	\$ 41,299.89	\$ 40,627.62	\$ 39,091.29	\$ 32,392.51	\$ 35,124.67
Multilateral	\$ 15,802.03	\$ 15,425.30	\$19,600.64	\$ 17,126.82	\$ 17,851.96	\$ 18,298.81	\$ 16,346.94	\$ 15,931.75	\$ 16,763.65
Total ODA	\$ 54,489.65	\$ 58,553.94	\$62,710.64	\$ 56,485.80	\$ 59,151.85	\$ 58,926.43	\$ 55,438.23	\$ 48,324.26	\$ 51,888.32
Change Bilateral	0.00%	11.48%	11.43%	1.74%	6.75%	5.01%	1.04%	-16.27%	-9.21%
Change Multilateral	0.00%	-2.38%	24.04%	8.38%	12.97%	15.80%	3.45%	0.82%	6.09%
Change Total ODA	0.00%	7.46%	15.09%	3.66%	8.56%	8.14%	1.74%	-11.31%	-4.77%
Change Absolute ODA	\$ -	\$ 4,064.29	\$ 8,220.99	\$ 1,996.15	\$ 4,662.20	\$ 4,436.78	\$ 948.58	\$ (6,165.39)	\$ (2,601.33)

Production Sectors

<i>Subsector/Disbursement (\$m)</i>	<i>1990</i>	<i>1991</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>	<i>1998</i>
Agriculture, Fishing, Forestry	\$ 4,379.13	\$ 3,798.21	\$ 4,391.26	\$ 3,729.34	\$ 3,768.72	\$ 3,972.85	\$ 4,738.42	\$ 3,425.61	\$ 3,097.31
Industry, Mining, Construction	\$ 1,959.90	\$ 1,884.61	\$ 3,043.61	\$ 1,406.32	\$ 849.47	\$ 855.02	\$ 1,007.85	\$ 995.29	\$ 703.68
Trade and Tourism	\$ 498.67	\$ 452.07	\$ 520.56	\$ 528.21	\$ 533.96	\$ 784.03	\$ 748.61	\$ 157.60	\$ 151.09
Sector Total	\$ 6,837.70	\$ 6,134.89	\$ 7,955.43	\$ 5,663.87	\$ 5,152.15	\$ 5,611.90	\$ 6,494.88	\$ 4,578.50	\$ 3,952.08
Change in Production Sector	0.00%	-10.28%	16.35%	-17.17%	-24.65%	-17.93%	-5.01%	-33.04%	-42.20%
Change in Agricultural Sector	0.00%	-15%	0%	-15%	-14%	-9%	8%	-22%	-29%

CGIAR

	<i>1990</i>	<i>1991</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>	<i>1998</i>
Total ODA	231.20	228.20	242.20	229.40	260.20	259.60	284.40	296.60	308.00
Sector Total	\$ 231.20	\$ 228.20	\$ 242.20	\$ 229.40	\$ 260.20	\$ 259.60	\$ 284.40	\$ 296.60	\$ 308.00
Difference	0.00%	-1.30%	4.76%	-0.78%	12.54%	12.28%	23.01%	28.29%	33.22%

Note: All data from these spreadsheets was taken from the OECD website: *The DAC International Development Statistics Online Database*, <http://www.oecd.org/dac/htm/online.htm> - dac/o .

Chart 1. DAC Total ODA*

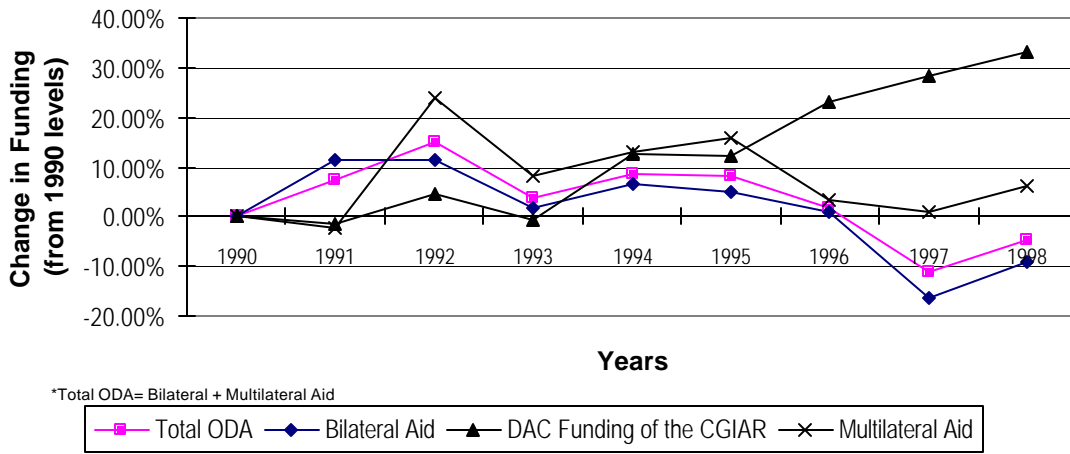


Chart 2. Education, Health, Agriculture

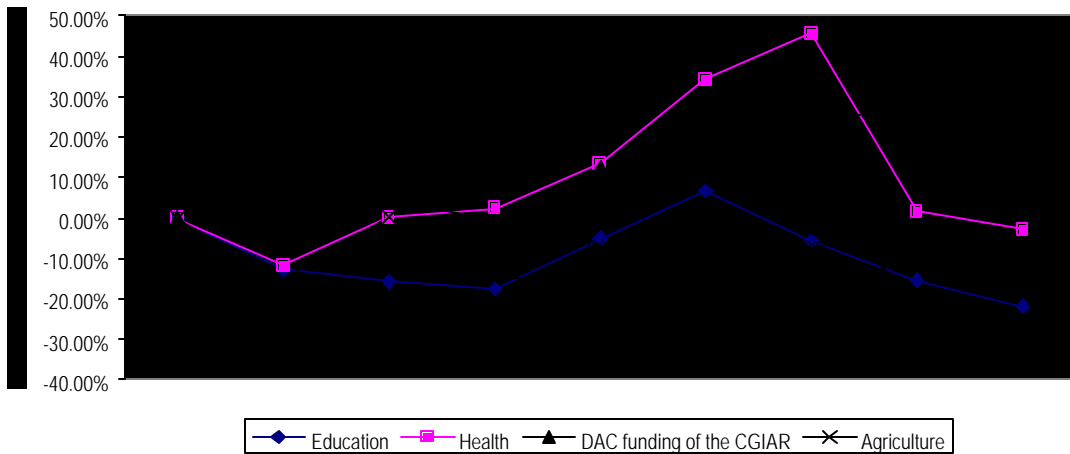
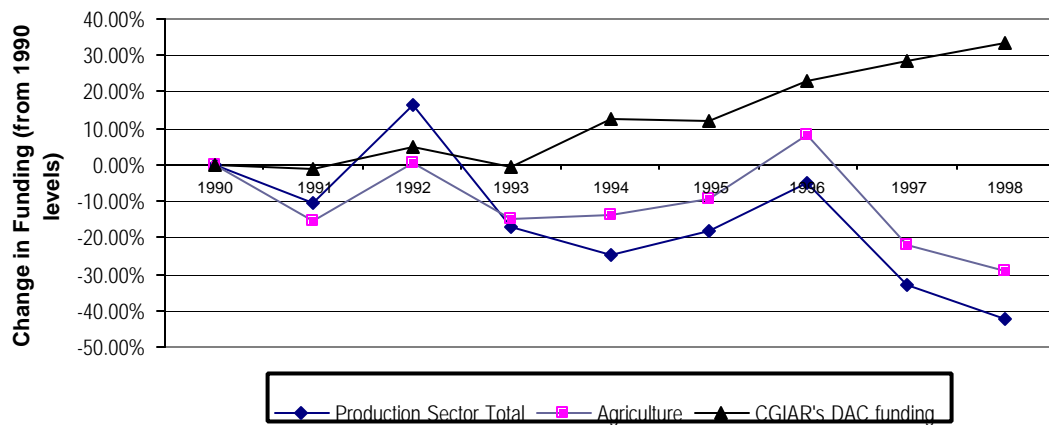


Chart 3. Production Sector including Agriculture Subsector



APPENDIX B

G7 ODA/GNP Ratio

Canada	0.34%	0.29%
France	0.45%	0.40%
Germany	0.28%	0.26%
Italy	0.11%	0.20%
Japan	0.22%	0.28%
UK	0.26%	0.27%
USA	0.09%	0.10%

Source: DAC Development Co-operation 1999 Report

APPENDIX C

Developing and Transition Economies

Country	Year	1st yr of contribution	Last year cont.*
Bangladesh	1996		1997
Brazil	1983		1984
China	1983		1984
Colombia	1994		1994
Cote D'Ivoire	1994		1996
Egypt	1995		1995
India***	1980		1980
Indonesia	1992		1993
Iran**	1994		1976
Kenya	1994		1998
Korea***	1991		1991
Mexico	1980		1980
Nigeria^	1975		1975
Pakistan	1996		1997
Peru	1998		1998
Philippines	1980		1980
Romania	1995		never
Russia	1994	1994	1994
Saudi Arabia^	1975	1976	1984
South Africa	1996		1997
Syria	1996		never
Thailand	1997		1997

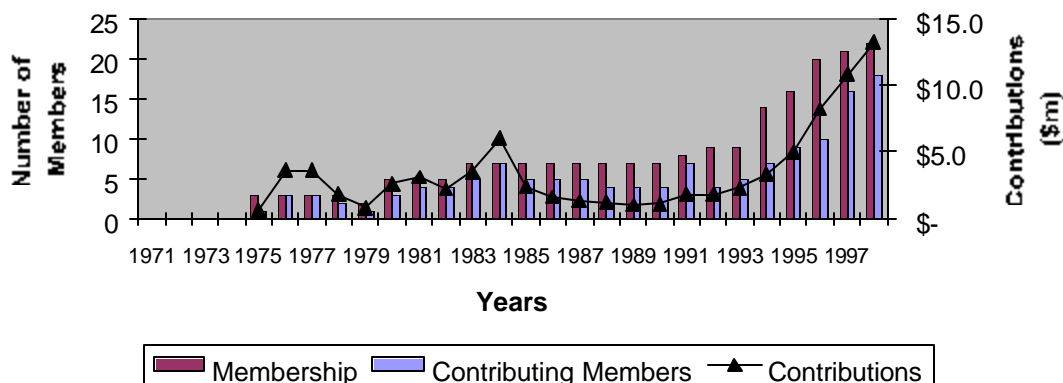
*only if not latest year.

**Iran also appears to have been an early member. An early CGIAR press release, dated November 1975, lists Iran, along with Nigeria and Saudi Arabia, as developing country members.

***Could not find mention of membership enrollment; used first year of contribution as proxy.

^Used date of earliest mention of membership

CGIAR Membership: Developing and Transition Economies



Source: The list of members and contributions was taken from the 1998 CGIAR Financial Report. Their first year of membership was found through searches of CGIAR MTM and ICW Meeting documents, specifically Summaries of Proceedings.

APPENDIX D

Methodology for New Member Opportunity Set

The following method was used to arrive at the candidate group of 39 out of 211 countries, and then five countries believed to have the highest potential to be new members.

- **Candidate Group**

Using data from the World Bank and the CGIAR, an initial candidate group of countries that have the potential to be members was chosen. A database was developed to aid in sifting through countries to arrive at the candidate group. This Microsoft Access database contains data concerning several variables that can be used to sort and filter.

The variables include:

- GDP
- GNP per capita
- Size of agricultural sector
- World Bank designated income group
- World Bank-designated region
- IBRD/IDA loan and credit eligibility
- Population
- Location of CGIAR headquarters and regional offices worldwide

With this initial set of countries (211 economies recognized in the World Development Report), DAC countries and current members were excluded. Any economy with a GDP level below \$10 billion in 1998 was excluded. The \$10 billion cut-off is based on the GDP of the lowest current member to the CGIAR: Côte d'Ivoire at roughly \$11 billion. This method is a crude, yet effective way of excluding countries for which commitment to the CGIAR might be prohibitively expensive. Rounding down to \$10 billion GDP leaves 39 countries that constitute the candidate group.

Adjustments were made to the output using this filter. First, several Middle-Eastern countries, with incomes designated as upper-middle to high that were omitted originally due to lack of data were added to the candidate group. Second, with the exception of North African countries, Africa was not represented on the list. To remedy this, Zimbabwe and Ghana (with GDP levels at \$6.5 and \$7.5 billion respectively) were included.

Of these 39 countries around the world, five countries, representative of their regions, were selected as being of very high potential for CGIAR membership. This opportunity set of countries—Chile, Malaysia, Oman, Sri Lanka, and Turkey—is characterized by strong institutional linkages with the CGIAR, owing to the location of IARC headquarters or regional offices, and/or through promising discussions with their respective government ministers concerning future financial support of the CGIAR.

Of the opportunity set of five countries, it was suggested that within our tight timeframe, the Working Group would be best served by conversations with Chile, Turkey, and Sri Lanka. Contact with Malaysia and Oman will be postponed until imminent CGIAR meetings with country representatives are held.

APPENDIX E

POTENTIAL GROWTH AREAS FOR RESOURCE MOBILIZATION

WHERE NOT SPECIFIED , RECOMMENDATIONS ARE TO BE IMPLEMENTED BY THE CGIAR SECRETARIAT AND/OR THE PROPOSED FOUNDATION

	CURRENT OR POTENTIAL VALUE TO SYSTEM	RECOMMENDATIONS	STRATEGY	RESOURCES REQUIRED	POTENTIAL
PUBLIC SECTOR SOURCES					
Overseas Development Assistance (ODA)	<ul style="list-style-type: none"> ODA from all sources comprises 91% of the CGIAR funding 	<ul style="list-style-type: none"> Mobilize NSOs, where available Investigate creation of new NSOs in DAC Countries Identify priority areas of DAC countries 	<ul style="list-style-type: none"> Maintaining current levels Advocate for the CGIAR and tap into national programs by using PARM entity and NSOs 	<ul style="list-style-type: none"> Development of tailored advocacy programs Continued attention to donors 	<ul style="list-style-type: none"> Forecast is for overall ODA funding to decline- challenge is to sustain current support and stem decline.
Non-ODA	<ul style="list-style-type: none"> Provides good will despite limited financial benefit Current scientific exchange and discrete research projects 	<ul style="list-style-type: none"> Develop case linking intl ag research and domestic agricultural systems to tap ag funds Develop non-agricultural case Mobilize NSOs, where available 	<ul style="list-style-type: none"> Continue to focus on tapping into agricultural Funding Focus on non-agricultural sectors such as health, rural development and environment 	<ul style="list-style-type: none"> Development of case material Development of tailored advocacy programs 	<ul style="list-style-type: none"> Moderate. Targeted funding for discrete activities OR "limited"
New Southern Member & /Expanded Involvement	<ul style="list-style-type: none"> Legitimacy of system to Northern donors and more relevant to Southern Financial contributions through membership are 3% of total budget: has grown \$12.1 mill in 8 years 	<ul style="list-style-type: none"> Continue current strategy Consider incentives for participation 	<ul style="list-style-type: none"> Continued commitment of Secretariat and Chairman Conduct cost benefit analysis of creating sliding membership scale to attract Southern members and other incentives Continue to capture flow-backs to developing countries 	<ul style="list-style-type: none"> Continuing participation of Secretariat, Chairman Centers and partners 	<ul style="list-style-type: none"> Limited. \$500,000 membership cost is prohibitive to some of the current 39 potential members and unlikely that all will become members The change in perception of relevance and legitimacy will yield most potential Unknown variable is whether Southern countries will increase funding if CGIAR existence is truly threatened
Loans and Credits	<ul style="list-style-type: none"> Two members currently utilizing mechanism/ small inputs Provides feasible alternative financing mechanism 	<ul style="list-style-type: none"> Secretariat, Chair and Center Directors to work with WB and members on targeted use of mechanism 	<ul style="list-style-type: none"> Continue ongoing assessment of viability 	<ul style="list-style-type: none"> Time of WB and CGIAR staff 	<ul style="list-style-type: none"> Limited Mechanism does not ensure sustainability Politically difficult to sell internally
OTHER FUNDING MECHANISMS					
Fontagro Model	<ul style="list-style-type: none"> Endowment for regional Agricultural research benefiting NARS and CGIAR has experienced great difficulties – generating substantial costs to participants and not the expected benefits 	<ul style="list-style-type: none"> Centers to continue to develop deeper partnerships with NARS and jointly exploit potential new fund mechanisms Centers to assess comparative advantage vis-à-vis NARS for better donor fund allocation 	<ul style="list-style-type: none"> Continue to assess cost/benefits of model for use in other regions such as Africa Analyze alternative regional agricultural research funding models such as those under discussion at SPAAR 	<ul style="list-style-type: none"> Financial and political support of analysis 	<ul style="list-style-type: none"> Unknown Concern that model may draw off regional funds for CGIAR; however, a counter argument is that the Regional development banks will fund CGIAR only through these types of mechanisms Centers may tap into regional agricultural support funds by actively partnering with NARS

	CONTEXT	RECOMMENDATION	STRATEGY	RESOURCES NEEDED	POTENTIAL
TRADITIONAL PHILANTHROPY SOURCES					
OECD DAC Countries	<ul style="list-style-type: none"> ▪ Low levels of awareness of CGIAR ▪ Complex relationship with sustainable development ▪ Priority areas focus on education, research, arts and culture ▪ Greater reliance on Government support than on charitable giving ▪ Fear of technology esp. GMOs 	<ul style="list-style-type: none"> ▪ Create higher visibility of CGIAR through NSOs or PA/RM representatives particularly in countries with high levels of ODA 	<ul style="list-style-type: none"> ▪ Develop a brand image ▪ Contextualize scientific research within a social and economic framework ▪ Capture value of CGIAR Research for sustainable development ▪ Build awareness through Intermediary organizations such as the Council on Foundations and the Prince of Wales Business Leaders Forum ▪ Increase opportunities for donor visibility in CGIAR Initiative. 	<ul style="list-style-type: none"> ▪ Differences in tax codes would require the CGIAR to est. national relationship 	<ul style="list-style-type: none"> ▪ Limited in the short term; moderate in the longer term. ▪ Region's philanthropic sector is young and unformed ▪ Potential for CGIAR to gain early entry and educate community to its work. ▪ European conservatism about food and crop genetic engineering may have negative impact ▪ High cost of complexity due to working with multiple bureaucracies
Asia	<ul style="list-style-type: none"> ▪ Total amount of giving in 9 Asian economies is \$3.9 billion ▪ Japan and Hong Kong high concentration level ▪ Culture, education and social welfare are philanthropic priorities ▪ 5% of total funds go to agriculture or sustainable development 	<ul style="list-style-type: none"> ▪ Invest to develop this market through regional representation and pursuit of a few highly targeted initiatives, despite limited potential 	<ul style="list-style-type: none"> ▪ Conduct extensive research on foundation priorities ▪ Pursue highly targeted initiatives 	<ul style="list-style-type: none"> ▪ Regional presence through PA/RM office or NSO 	<ul style="list-style-type: none"> ▪ Limited ▪ Because of lack of awareness of CGIAR and other constraints, likely success would be with tailored initiatives targeted to a few philanthropies
Latin America	<ul style="list-style-type: none"> ▪ Estimated total giving in seven economies is \$1.3 billion ▪ Latin American Foundations are young; most are a hybrid between operation and grantmaking ▪ Education, health environment, employment, rural and urban community development and microcredit are funder priorities ▪ Foundations support less than 1% of agricultural GDP 	<ul style="list-style-type: none"> ▪ Invest to develop this market through regional representation and pursuit of a few highly targeted initiatives, despite limited potential 	<ul style="list-style-type: none"> ▪ Create regional presence for PA/RM ▪ Establish relationships with regional intermediary organizations such as Grupo de Fundaciones and CEMEFI ▪ Pursue highly targeted initiatives 	<ul style="list-style-type: none"> ▪ Regional presence through PA/RM office or NSO 	<ul style="list-style-type: none"> ▪ Limited ▪ Because of lack of awareness of CGIAR and other constraints, likely success would be with tailored initiatives targeted to a few philanthropies

	<i>CONTEXT</i>	<i>RECOMMENDATION</i>	<i>STRATEGY</i>	<i>RESOURCES NEEDED</i>	<i>POTENTIAL</i>
NON-TRADITIONAL SOURCES					
New Wealth	<ul style="list-style-type: none"> High competition for this sector's attention Interested in Venture Philanthropy Orientation in philanthropy like orientation in business – results Not interested in passive philanthropy; want high levels of involvement Not a thoroughly understood audience 	<ul style="list-style-type: none"> Focus on this area as high priority Retain specialized expertise for guidance on best approach Design opportunities for contribution that match New Wealth's interest in venture philanthropy and high involvement 	<ul style="list-style-type: none"> Identify appropriate target individuals and design an approach using CGIAR network of supporters Retain expertise in this area to identify individuals who are more likely to be interested in CG work and design an approach Consider placement of RM staff in regions of new wealth concentrations 	<ul style="list-style-type: none"> Expertise in the area PA Material Personnel to implement strategies 	<ul style="list-style-type: none"> High Substantial return on investment
Social Marketing	<ul style="list-style-type: none"> Given the nature of the CGIAR's work, care must be taken to protect its reputation and not compromise its integrity as a producer of public goods Value to business is extending brand equity, customer loyalty and improve market share Business interested in access to a social issue that can be understood by their public 76% of Consumers would switch to a corporate brand or product that supports a worthy cause Under-explored area For revenue generation; the CGIAR has little experience 	<ul style="list-style-type: none"> Set up pilot activities (designed by marketing specialists) at Future Harvest and in several centers to assess impact on public awareness, revenue generation and public reputation Post pilots and evaluation should determine future prioritization and potential impact 	<ul style="list-style-type: none"> Explore with Centers potential for Social Marketing arrangements on a local or regional basis and develop pilot activities Begin activities with non-controversial companies Expand activities to wider corporate audience as experience grows 	<ul style="list-style-type: none"> Need for high initial investment estimated at 20% of potential revenues Financial resources to retain and/or develop expertise in social marketing 	<ul style="list-style-type: none"> High ROI estimated at 1:15 based on experience of other organizations
Endowment	<ul style="list-style-type: none"> Requires Central issue for fund raising High level public leadership needed Difficult to assess potential without pilot 	<ul style="list-style-type: none"> Target new wealth if appropriate or identify other target audience and begin an endowment campaign Engage expertise in the area to design campaign and message and pilot initiative 	<ul style="list-style-type: none"> Involve senior organizational leadership in becoming public persona of campaign Identify a select group of central issues for developing an endowment campaign 	<ul style="list-style-type: none"> Expertise to design and implement campaign message Development of tailored material 	<ul style="list-style-type: none"> High Must be select with right message and target population
Partnerships with Agribusiness	<ul style="list-style-type: none"> Core issues include IPR for Centers and philosophical beliefs regarding not profiting from public goods research CGIAR reputation at risk if venture is inappropriate Concerns exists re commercial relationships overtaking core mission of the CGIAR and that less research for the Public Good will be undertaken Contract relationship priorities may exert pressure to set a new research agenda 	<ul style="list-style-type: none"> Examine current partnerships with Centers Conduct extensive cost benefit analysis of potential activities Undertake further low profile and low risk targeted pilot activities to gain expertise 	<ul style="list-style-type: none"> Enlist expertise in developing this approach Inform and if possible involve current donors of directions Initial attempts should be in low potential controversy areas 	<ul style="list-style-type: none"> Expertise to assess potential and identify opportunities PA material 	<ul style="list-style-type: none"> Unknown but potentially high Given the high value of the CGIAR work to many commercial ventures this is a high risk – high gain area