

15 April 2002

HIGHLIGHTS OF THE 2001 CGIAR FINANCIAL RESULTS¹

CGIAR Members support Centers and programs of their choice, and each Center directly receives and expends these funds. Thus, the CGIAR financial results presented here are a consolidation of the financial results of the sixteen international Centers. The results are reported in US Dollars. Financial highlights for 1997 to 2001 are shown in attached Table 1.

Contributions

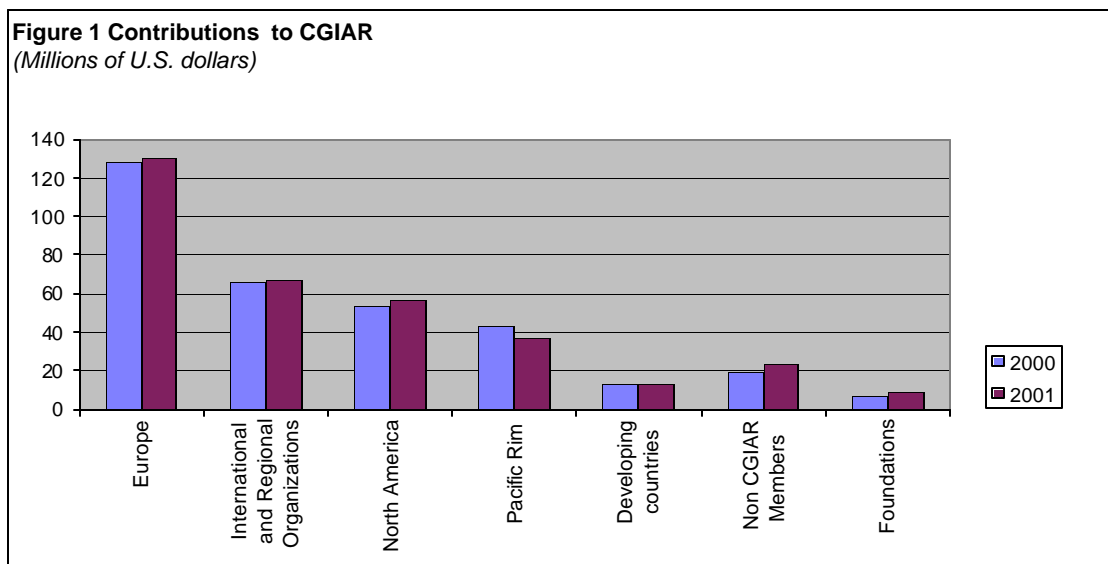
2001 marked another year of stable financial support for the sixteen Centers supported by the CGIAR². Overall financial support of \$337 million in 2001 compares with \$331 million in 2000, and as well, an average level of about \$332 million for the 1997-2001 period. In 2001, 55 of the 58 Members³ contributed \$314 million (\$312 million in 2000), the rest, \$23 million coming from a broad range of sources including non-member foundations and developing countries. Attached Table 2 lists contributions for 1997-2001 by contributor.

¹ The 2001 Financial Results reported here are based on financial statements produced by the sixteen Centers supported by the CGIAR. Consolidated analyses and reports, including this summary were produced, on behalf of the CGIAR Secretariat, by an ICLARM team (Su Ching Tan, Rainelda Ampil) led by Edward Sayegh, ADG, Corporate Services.

² This report does not include a discussion of the World Bank's support to the CGIAR Secretariat and TAC/iSC Secretariat. In 2001 this support amounted to \$5 million.

³ For presentation purposes, these Members are divided into four distinct groups: industrialized countries (21), developing countries (22), foundations (3), and international and regional organization (12). Industrialized countries can be further divided along geographical lines into three subgroups: Europe, North America, and the Pacific Rim.

Total contributions increased from \$331 million in 2000 to \$337 million in 2001, an increase of \$6 million or 2 percent. As shown in figure 1 below, contributions were higher from North America, Foundations and the European group, partly offsetting the substantial decline from the Pacific Rim. Contributions by non-members increased by \$3.9 million, from \$19.2 million in 2000 to \$23.1 million in 2001.



Contributions from North American members increased by \$3.5 million, or 7 percent, largely due to higher contributions from United States. The U.S. contributed \$45.4 million as compared to \$42.1 in 2000. Contributions from Canada were stable at the 2000 level. Foundations increased support in 2001 by \$2.6 million. The Rockefeller Foundation's contribution grew from \$4 million in 2000 to \$6.3 million in 2001. Contributions from non-member foundations were stable at \$5 million.

Contributions from European members increased by \$2.3 million, or 2 percent. In particular higher contributions were received from the United Kingdom (\$19 million), Germany (\$12 million) and Norway (\$8.3 million). Stable contributions from most other European members including the European Commission, more than offset modest exchange related declines in other cases.

Contributions from Pacific Rim members declined from \$43.5 million in 2000 to \$37.1 million in 2001, largely due to a decrease of \$5.4 million, or 8 percent, from Japan. Half of this reduction reflects an actual reduction in the contribution and the other half was due to exchange losses. Contributions by Australia and New Zealand were stable at the 2000 level.

The twenty-one developing countries who are members of the CGIAR maintained their support at \$13.6 million, the same level as in 2000, amounting to about 4 percent of the total. Colombia maintained its position as the largest contributor among the developing countries. Support from International Institutions was stable at \$66.5 million, representing 18 percent of total contributions.

The thirteen largest contributors to the CGIAR in 2001 funded approximately 75 percent of the research agenda, the same proportion as in 2000.

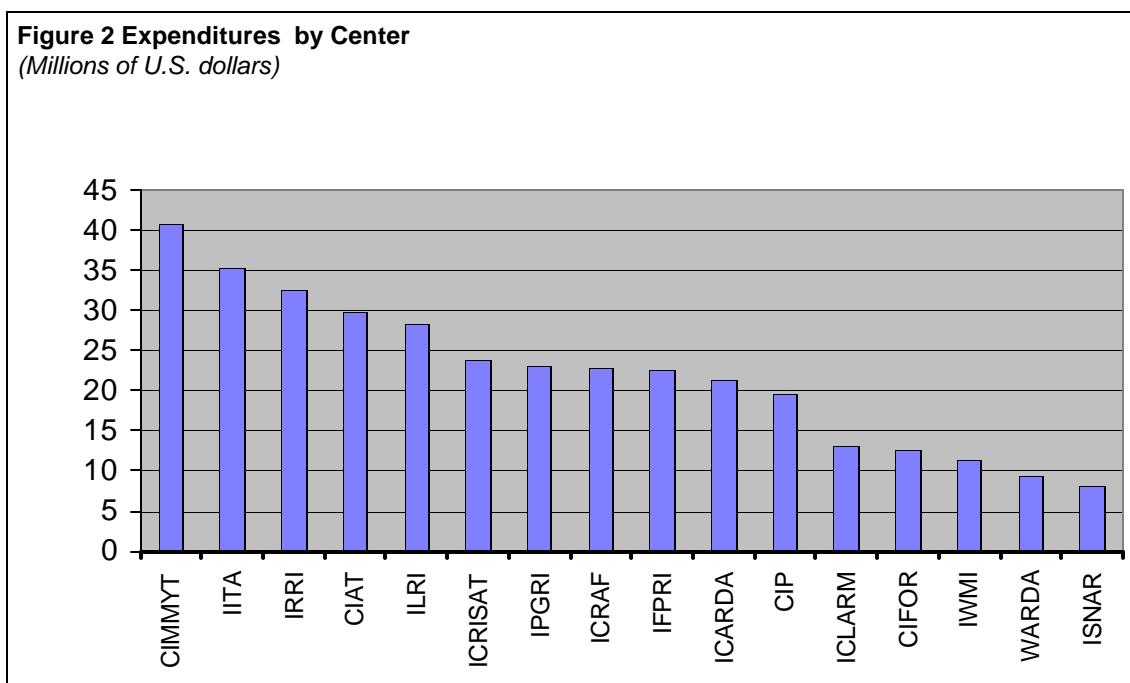
Disbursements continued to pose a challenge, as commitments of \$63 million, 19 percent of total funding, were outstanding as of December 31, 2001, approximately the same level as in 2000.

Resource Allocation

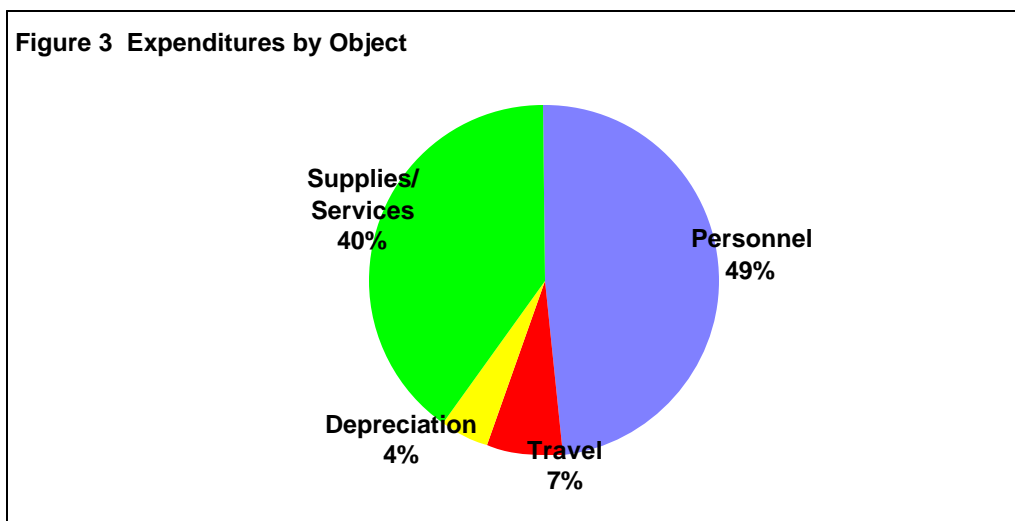
In overall terms, expenditures in 2001, amounted to \$355 million, 4 percent higher than in 2000. Resource allocation at the Center level is largely governed through research projects established in context of CGIAR activities. These allocations are summarized at the system level by Center, by object of expenditure, and illustrated by activity and region. (Figures 3, 4, and 5)

Attached Table 3 provides allocation summaries for the 1972-2001 period.

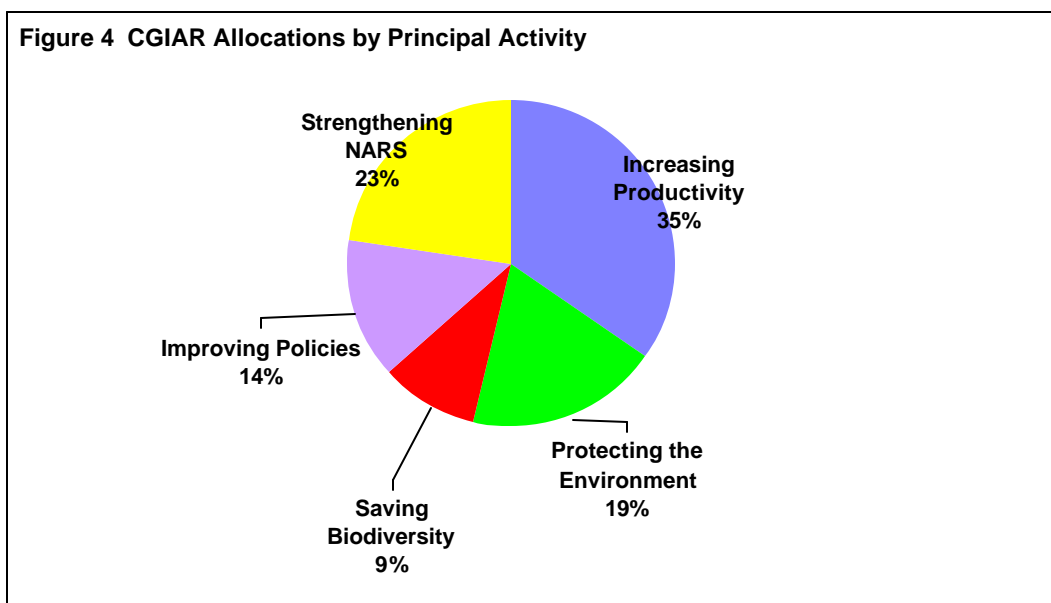
Distribution among Centers: Figure 2 shows the distribution of expenditures by CGIAR Centers in 2001.



Expenditure by Object: The trend of reduced personnel spending continued in 2001. Personnel costs amounted to 49 percent of the total costs in 2001, compared with an average of 55 percent in the mid 1990's. The total number of staff continued to decline as well, 8,375 in 2001, as compared with 8,525 in 2000. Approximately 875 of the staff were internationally recruited. Expenditures by object are indicated in Figure 3.

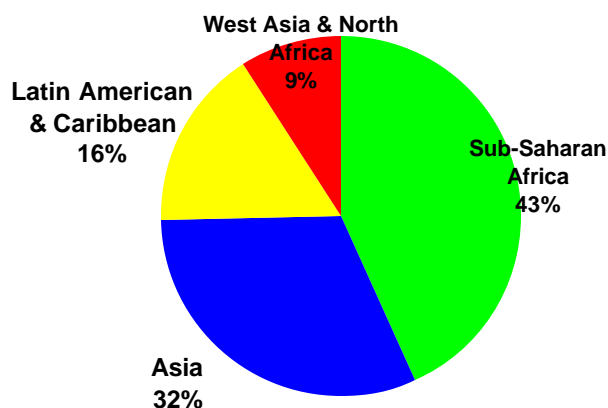


Activities: Allocations by the five principal CGIAR activities – increasing productivity, saving biodiversity, improving policies, and strengthening NARS – for 2001 are shown in Figure 4.



Allocation by Region: Allocations by region are shown in Figure 5. Investment in Sub Saharan Africa increased from 42 percent to 43 percent of total investment. Asia remained at 32 percent. Allocations targeted to Latin America and the Caribbean decreased from 17 percent to 16 percent. Investment in West Asia and North Africa remained at 9 percent of the total investment.

Figure 5 CGIAR Allocations by Developing Region



Center Perspectives

The stability noted at the System level, reflects a range of outcomes at the individual Centers. Funding for eight Centers was within plus or minus 4 percent of 2000 levels. Three were funded at 6 percent or higher levels, while funding for the remaining five contracted by approximately 7 percent. Expenditures by Center are shown in Figure 2. Attached Table 4 provides funding details by Center for 1997-2001.

Following a continuing decline in unrestricted funding, levels ranged from 31 percent to 45 percent at most centers, and averaged 42 percent as compared with approximately 50 percent in recent years. As a consequence, during 2001, Centers initiated precautionary cost reduction measures such as expenditure curtailment and staff separations. These measures, which are continuing in 2002, are somewhat concentrated at Centers with large field operations e.g. ICRISAT, IITA, ILRI, IRRI, CIP, CIMMYT. These circumstances led to deficit spending at 8 Centers, with deficits ranging from \$0.5 million to \$2 million. Attached Table 5 provides an overview of Center finances for 2001 and attached Table 6 summarizes their financial position for the period 1997-2001.

TABLE 1 CGIAR PROGRAM AND RESOURCE HIGHLIGHTS 1997-2001

ACTUAL	1997	1998	1999	2000	2001
Center income (millions of U.S. dollars)					
Funding	318.5	337.6	328.0	330.6	337.1
<i>(of which percent unrestricted)</i>	64%	61%	54%	50%	42%
Center earned income	13	13	10.6	14	15.8
Other income (non-agenda, and so on)	13.9				
Advance/draw on reserves					
Total	345.3	351	338.6	344.6	352.9
Membership agenda support (millions of U.S. dollars)					
Europe	140.7	148.3	126.0	128.2	130.6
Pacific Rim	40.3	43.9	48.7	43.5	37.1
North America	50.8	52.5	51.8	53.5	57.0
Developing Countries	10.8	13.3	14.7	13.8	13.6
International and regional organizations	63.2	61.6	66.3	65.6	66.5
Foundations	5.9	6.9	6.2	6.6	9.2
Non-Members	7.1	11.8	15.1	19.3	23.1
Total	318.8	338.3	328.8	330.4	337.1
Staffing (number)					
Internationally recruited staff	862	893	907	873	875
Support Staff	8,016	7,458	7,721	7,642	7,500
Agenda program expenditures (percent)					
Increasing productivity	40%	37%	34%	36%	35%
<i>(of which germplasm enhancement/breeding)</i>	19%	18%	18%	18%	18%
Protecting the environment	17%	19%	20%	18%	19%
Saving biodiversity	11%	11%	10%	10%	9%
Improving policies	11%	12%	13%	14%	14%
Strengthening NARS	21%	21%	23%	22%	23%
<i>(of which training)</i>	8%	8%	9%	9%	9%
Total (million of US dollars)	333	337	347	338	354
Object expenditures (percent)					
Personnel	51%	50%	50%	49%	49%
Supplies/services	36%	37%	38%	39%	40%
Travel	7%	7%	7%	7%	7%
Depreciation	6%	6%	5%	5%	4%
Regional Expenditures (percent)					
Sub-Saharan Africa (SSA)	41%	41%	42%	42%	43%
Asia	30%	32%	32%	32%	32%
Latin America and the Caribbean (LAC)	17%	18%	17%	17%	16%
West Asia and North Africa (WANA)	12%	10%	9%	9%	9%
Center financial information					
Net assets	315.8	322.9	263.2	202.9	188.9
Annual Center cost change (percent)	2.6%	1.0%	0.2%	0.3%	2.0%
Short-term liquidity indicator					
Working capital (days expenditure)	114	127	122	145	129
Current Ratio	1.72	1.80	1.63	1.99	1.88
Fixed asset indicators					
Capital expenditure (millions of US dollars)	21.7	22.2	17.9	14.9	15.9
Capital expenditure / depreciation (percent)	105%	110%	100%	93%	104%

TABLE 2 CGIAR CONTRIBUTIONS BY MEMBER GROUP, 1997 - 2001
(millions of U.S. dollars)

Members	1992-96	1997	1998	1999	2000	2001	1997-2001
Europe							
Austria	7.1	1.8	2.3	2.3	1.8	2.1	10.3
Belgium	19.9	5.5	6.0	6.8	4.7	4.5	27.5
Denmark	45.0	19.1	17.7	14.0	11.0	10.6	72.4
European Commission	76.6	23.1	24.9	6.0	22.3	21.7	98.0
Finland	3.9	2.1	2.1	1.5	1.5	1.5	8.7
France	21.4	4.9	5.9	5.9	6.0	6.0	28.7
Germany	76.2	16.6	16.3	15.5	10.2	12.2	70.8
Ireland	3.0	0.8	1.0	0.9	0.8	1.5	5.0
Italy	17.6	4.0	3.0	3.2	3.2	3.7	17.1
Luxembourg	1.0	0.7	0.7	0.7	1.3	0.8	4.2
Netherlands	55.9	14.5	14.7	11.6	13.7	12.2	66.7
Norway	28.4	7.2	8.3	8.9	7.7	8.3	40.4
Portugal		0.3	0.3	0.5	0.4	0.3	1.8
Spain	3.9	1.8	1.1	0.9	1.2	1.2	6.2
Sweden	39.0	7.1	9.3	10.3	9.4	9.2	45.3
Switzerland	63.6	20.9	22.7	22.8	18.3	15.7	100.4
United Kingdom	50.8	10.2	11.5	13.9	14.9	19.1	69.6
Subtotal	513.4	140.6	147.6	125.8	128.3	130.6	673.1
North America							
Canada	75.2	12.9	12.3	12.3	11.4	11.6	60.5
United States	183.5	38.3	40.5	39.4	42.1	45.4	205.7
Subtotal	258.7	51.2	52.8	51.7	53.5	57.0	266.2
Pacific Rim							
Australia	25.5	6.6	7.8	8.1	8.5	7.2	38.2
Japan	166.3	33.5	35.3	39.9	34.6	29.2	172.5
New Zealand			0.4	0.4	0.5	0.7	2.0
Subtotal	191.7	40.0	43.5	48.4	43.5	37.1	212.7
Developing Countries							
Bangladesh		0.1	0.1	0.3	0.3	0.2	1.0
Brazil	0.6	0.5	0.7	0.4	0.4	0.4	2.4
China	2.5	0.5	0.5	0.7	1.0	0.9	3.6
Colombia	4.5	2.6	2.5	2.7	2.3	2.5	12.6
Cote d'Ivoire	0.3	0.2	0.1	0.1	0.1	0.1	0.6
Egypt, Arab Republic of	1.0	1.1	1.4	1.4	1.4	1.3	6.6
India	4.0	0.8	0.8	0.7	0.8	0.8	3.9
Indonesia	1.2	0.5	0.1	0.4	0.2	0.3	1.5
Iran, Islamic Republic of	1.9	1.5	2.0	1.8	1.7	1.7	8.7
Kenya			0.5	0.4	0.1	0.3	1.3
Korea, Republic of	2.6	0.6	0.9	0.8	0.9	1.1	4.3
Mexico	0.6	0.5	0.6	1.7	1.8	1.3	5.9
Nigeria		0.1	1.0	1.6	1.0		3.7
Pakistan		0.5	0.2		0.2	0.6	1.5
Peru			0.4	0.3	0.2	0.6	1.5
Philippines	1.7	0.4	0.7	0.3	0.4	0.2	2.0
Russian Federation	0.2						
Saudi Arabia							
South Africa		0.5	0.6	0.5	0.6	0.5	2.7
Syria		0.5		0.5		0.5	1.0
Thailand			0.3	0.1	0.1	0.1	1.1
Uganda						0.3	0.6
Subtotal	20.6	10.8	13.4	14.7	13.7	13.6	66.4
Foundations							
Ford Foundation	12.9	3.2	3.1	2.6	2.6	2.7	14.2
Kellogg Foundation	0.4	0.3	0.3	0.1		0.2	0.9
Rockefeller Foundation	7.7	2.1	3.4	3.5	4.0	6.3	19.3
Subtotal	21.0	5.6	6.8	6.2	6.6	9.2	34.4
International and regional organizations							
ADB	4.0	1.8	3.8	4.4	6.0	6.9	22.9
AFDB	5.6	1.0	0.8	2.3	1.2	0.3	5.6
Arab Fund	5.1	1.0	1.5	1.9	1.7	1.6	7.7
FAO		0.3	0.6	0.2	0.2	0.4	1.7
IDB	25.8	4.5	2.1	1.5	1.4	0.5	10.0
IDRC	4.4	2.4	2.4	3.0	2.3	2.5	12.6
IFAD	4.2	3.1	4.0	6.9	5.8	6.6	26.4
Opec Fund	0.8	0.2	0.2	0.2	0.2	0.4	1.2
UNDP	38.6	4.5	3.2	2.1	1.8	1.6	13.2
UNEP	1.2	0.2	0.1	0.2	0.7	0.7	1.9
World Bank	222.5	45.0	45.0	45.0	45.0	45.0	225.0
Subtotal	312.3	63.9	63.7	67.7	66.3	66.5	328.2
Other Donors	6.2	8.2	11.9	15.0	19.2	23.1	77.4
Total	1,323.9	320.3	339.7	329.5	331.1	337.1	1,658.4
<i>Memo Item: World Bank Support to Secretariat and TAC/ISC Secretariat:</i>	27.8	5.5	5.0	5.3	5.0	5.0	25.8

Table 3

TABLE 3 CGIAR TOTAL INVESTMENTS, 1972 - 2001
(millions of current US dollars and percentages)

	1972-1976		1977-81		1982-86		1987-91		1992-96		1997-2001		TOTAL	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Center														
CIAT	31	15%	75	12%	116	11%	158	11%	172	10%	157	9%	708	12%
CIFOR									26	2%	60	3%	86	1%
CIMMYT	42	21%	81	13%	118	12%	163	11%	153	9%	178	10%	735	13%
CIP	12	6%	37	6%	60	6%	100	7%	116	7%	109	6%	434	6%
ICARDA	1	0%	52	8%	101	10%	117	8%	111	7%	119	7%	500	7%
ICLARM									35	2%	55	3%	90	1%
ICRAF									78	5%	109	6%	187	2%
ICRISAT	20	10%	69	11%	117	11%	191	13%	159	10%	119	7%	675	10%
IFPRI			8	1%	28	3%	51	4%	69	4%	102	6%	258	3%
IITA	41	20%	92	15%	151	15%	178	12%	174	10%	159	9%	795	14%
ILRI	14	7%	84	14%	119	12%	167	12%	134	8%	136	8%	653	10%
IPGRI	1	0.5%	12	2%	21	2%	34	2%	82	5%	106	6%	256	3%
IRRI	40	20%	94	15%	138	14%	181	13%	207	12%	163	9%	822	14%
ISNAR			3	0.5%	22	2%	43	3%	54	3%	46	3%	168	2%
IWMI									46	3%	48	3%	94	1%
WARDA	2	1%	13	2%	29	3%	40	3%	47	3%	50	3%	181	2%
Total	204	100%	617	100%	1,021	100%	1,422	100%	1,663	100%	1,713	100%	6,640	100%
Undertaking														
Productivity	151	74%	433	70%	648	63%	893	63%	757	46%	619	36%	3,500	59%
Environment	13	6%	56	9%	93	9%	98	7%	245	15%	317	18%	822	11%
Biodiversity	1	0.5%	15	2%	33	3%	55	4%	140	8%	179	10%	423	5%
Policy			7	1%	27	3%	38	3%	172	10%	221	13%	465	5%
NARS	40	19%	106	17%	220	22%	338	24%	349	21%	378	22%	1,430	21%
Total	204	100%	617	100%	1,021	100%	1,422	100%	1,663	100%	1,714	100%	6,640	100%
Commodity Sector														
Cereals	114	56%	274	46%	465	49%	626	48%	601	42%	563	39%	2,643	47%
Rice	51	25%	126	21%	210	22%	269	21%	283	20%	255	17%	1,194	21%
Wheat	22	11%	65	11%	105	11%	127	10%	120	8%	117	8%	556	10%
Maize	28	14%	51	9%	82	9%	123	9%	114	8%	107	7%	505	9%
Legumes	31	15%	111	19%	170	18%	221	17%	191	13%	191	13%	915	16%
Roots and Tubers	29	14%	82	14%	128	13%	198	15%	229	16%	221	15%	887	15%
Bananas/Plantains									61	4%	61	4%	122	1%
Production Sectors	174	86%	467	79%	763	80%	1,045	81%	1,082	75%	1,036	71%	4,567	79%
Livestock	29	14%	126	21%	187	20%	250	19%	222	15%	190	13%	1,004	17%
Trees									101	7%	176	12%	277	3%
Fish									35	2%	59	4%	94	1%
Total	204	100%	594	100%	949	100%	1,295	100%	1,440	100%	1,460	100%	5,942	100%
Region														
Sub-Saharan Africa	86	42%	272	44%	449	44%	603	42%	656	39%	711	41%	2,776	42%
Asia	70	34%	178	29%	285	28%	417	29%	537	32%	544	32%	2,030	31%
Latin America and the Caribbean	39	19%	96	16%	155	15%	221	16%	277	17%	289	17%	1,077	16%
West Asia and North Africa	9	4%	71	12%	134	13%	182	13%	192	12%	169	10%	757	11%
TOTAL	204	100%	617	100%	1,021	100%	1,423	100%	1,662	100%	1,713	100%	6,640	100%
Object														
Personnel	87	43%	312	51%	564	55%	778	55%	900	54%	848	49%	3,489	51%
Supplies/Services	58	28%	183	30%	302	30%	423	30%	540	32%	652	38%	2,158	31%
Travel	11	5%	35	6%	70	7%	106	7%	110	7%	122	7%	454	7%
Capital/Depreciation	48	24%	87	14%	85	8%	116	8%	112	7%	92	5%	540	11%
TOTAL	204	100%	617	100%	1,021	100%	1,423	100%	1,662	100%	1,713	100%	6,640	100%

TABLE 4 CGIAR CONTRIBUTIONS BY CENTER, 1997-2001

(millions of U.S. dollars)

Centers	1992-96	1997	1998	1999	2000	2001	1997-2001
CIAT	138.8	31.7	32.1	28.7	29.7	27.5	149.7
CIFOR	30.5	10.6	11.3	11.5	12.4	12.3	58.1
CIMMYT	130.2	28.6	30.1	33.8	37.9	39.3	169.7
CIP	91.4	22.6	22.2	20.0	20.5	18.7	104.0
ICARDA	92.2	22.3	25.2	19.5	22.6	21.1	110.7
ICLARM	30.3	9.0	10.6	14.2	12.3	12.1	58.2
ICRAF	71.3	21.8	20.4	20.6	21.5	21.6	105.9
ICRISAT	134.4	26.9	26.5	21.2	21.9	20.4	116.9
IFPRI	51.3	18.2	20.1	20.8	21.5	21.7	102.3
IITA	111.3	27.5	29.2	30.7	29.4	31.6	148.4
ILRI	124.6	25.2	24.6	26.6	23.1	24.3	123.8
IPGRI	64.2	18.8	21.2	20.1	22.8	22.3	105.2
IRRI	139.1	28.6	34.8	32.5	33.8	30.3	160.0
ISNAR	36.6	9.9	9.6	8.2	8.8	7.9	44.4
IWMI	36.0	9.5	9.4	8.8	8.8	10.8	47.3
WARDA	34.6	8.6	10.0	10.8	8.5	8.6	46.5
Center total	1,316.8	319.6	337.3	328.0	335.5	330.5	1,651.1
CGIAR Committees and System Review		0.3	1.0 1.5	1	0.8	1.4	4.5 1.5
Reserve/Unallocated	7.0	0.5		0.5	(2.0)	2.2	1.2
Advances 2001					(3.0)	3.0	
Total	1,323.8	320.4	339.8	329.5	331.3	337.1	1,658.4

Table 5

TABLE 5 CENTERS FINANCES, 2001
(millions of U.S. Dollars)

	Allocations						Funding Source										Memo	
	Increasing Productivity	Protecting the Environment	Saving Biodiversity	Improving Policies	Strengthening NARS	Total Expenditures	Europe	Pacific Rim	North America	Developing Countries	Intl & Regnl Organizations	Foundations	Non Members	Total Funding	Center	Reserves	Restricted as % Total	
															Income	Addition (+)/ Draw(-)		
CIAT	12.8	6.2	4.3	1.4	5.0	29.7	9.9	4.1	4.4	2.5	4.1	1.0	1.5	27.5	2.3	0.1	64%	
CIFOR	2.6	4.0	1.5	3.1	1.3	12.6	5.7	1.6	1.4	0.2	2.3	0.1	1.0	12.3	0.4	0.1	52%	
CIMMYT	14.8	7.8	5.8	1.6	10.7	40.7	10.3	3.4	6.8	3.0	6.8	2.5	6.5	39.3	1.1	(0.3)	64%	
CIP	8.0	4.6	2.8	1.1	3.2	19.7	9.8	1.8	2.7	0.5	3.3	0.2	0.4	18.7		(1.0)	50%	
ICARDA	9.8	4.7	2.8	1.1	2.9	21.3	6.7	1.4	2.0	3.2	6.7		1.1	21.1	0.4	0.2	62%	
ICLARM	3.3	4.8	0.2	3.0	1.8	13.1	5.7	1.0	2.5	0.3	2.3		0.3	12.1	0.4	(0.6)	48%	
ICRAF	6.3	5.4	1.0	3.9	6.3	22.9	11.3	0.9	3.7	0.2	3.5	0.8	1.2	21.6	0.6	(0.7)	69%	
ICRISAT	10.3	3.3	2.4	3.7	4.2	23.9	6.7	2.6	4.8	0.7	4.1	0.4	1.1	20.4	1.4	(2.1)	51%	
IFPRI		1.0	0.2	12.6	8.7	22.5	9.5	1.5	4.2	0.2	3.5	0.7	2.1	21.7	0.7		64%	
IITA	17.6	5.2	1.3	3.2	8.1	35.3	8.9	3.1	11.2	0.2	4.5	0.9	2.8	31.6	2.2	(1.5)	62%	
ILRI	16.7	3.2	1.7	2.5	4.2	28.2	12.5	1.6	3.8	0.1	4.1	1.1	1.1	24.3	1.9	(2.0)	53%	
IPGRI	4.2	2.1	6.9	2.3	7.6	23.1	11.6	1.9	1.3	0.8	4.6	0.2	1.9	22.3	0.8		56%	
IRRI	13.2	7.9	2.8	4.2	4.5	32.6	10.0	8.4	4.5	1.1	5.2	0.8	0.3	30.3	1.7	(0.6)	52%	
ISNAR				1.2	6.9	8.1	4.4	0.6	1.2		1.1	0.1	0.5	7.9	0.1		41%	
IWMI		5.2		3.2	3.0	11.4	4.5	1.2	1.5	0.1	2.5	0.1	0.9	10.8	0.7	0.1	56%	
WARDA	3.5	1.8	0.6	0.9	2.5	9.3	3.1	2.0	1.0	0.1	1.7	0.3	0.4	8.6	1.0	0.3	55%	
Total	123.1	67.1	34.2	48.9	81.0	354.4	130.6	37.1	57.0	13.2	60.3	9.2	23.1	330.5	15.7	(8.0)	58%	

TABLE 6 CGIAR SYSTEM FINANCIAL POSITION, 1997-2001

(thousands of U.S. dollars)

	1997	1998	1999	2000	2001
Assets					
Current Assets					
Cash and Cash Equivalents	146,767	171,110	212,347	151,327	142,339
Accounts Receivable:					
<i>Donors</i>	72,261	65,965	54,062	60,823	63,065
<i>Employees</i>	2,662	2,699	2,591	3,499	2,506
<i>Others</i>	13,506	13,154	12,656	13,576	13,569
Inventories	8,811	7,257	6,653	6,506	6,037
Pre-paid Expenses	3,811	2,786	3,398	3,069	3,362
Other Current Assets	2,988	3,247	4,549	5,248	3,515
Total Current Assets	250,806	266,218	296,256	244,048	234,393
Fixed Assets					
Property, Plant, and Equipment	467,865	475,861	399,398	289,339	274,825
Less: Accumulated Depreciation	237,148	248,819	225,702	191,265	185,826
Total Fixed Assets (Net)	230,717	227,042	173,696	98,074	88,998
Other Assets					
				25,728	33,495
Total Assets	481,523	493,260	469,952	367,850	356,886
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable:					
<i>Donors</i>	72,194	67,200	100,576	56,658	53,633
<i>Employees</i>	4,673	8,971	9,876	5,369	12,021
<i>Others</i>	25,136	19,268	25,520	25,966	26,674
In-trust Accounts	1,107	1,732	3,457	3,838	2,505
Accruals and Provisions	43,863	50,054	43,855	48,259	47,346
Total Current Liabilities	146,973	147,225	183,284	140,090	142,179
Total Long-term Liabilities					
	18,681	23,105	23,453	24,899	25,814
Total Liabilities	165,654	170,330	206,737	164,989	167,994
Net Assets :					
Total Liabilities and Net Assets	315,869	322,930	263,215	202,861	188,892