

**Water management + healthy ecosystems = food security for all**

**Annual Report 2011**



# Vision

Water for a food-secure world

# Mission

To improve the management  
of land and water resources  
for food, livelihoods and  
the environment

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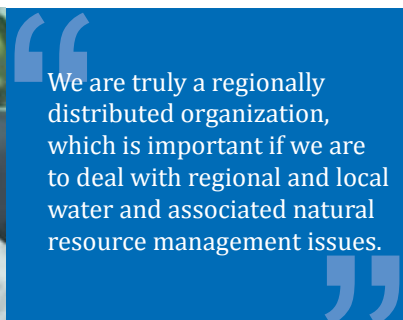
# Joint Message from the Board Chair and Director General ●●●



**Prof. John Skerritt FTSE**  
Board Chair



**Dr. Colin Chartres**  
Director General



In 2011, the new CGIAR Consortium took shape, with most of the CGIAR Research Programs (CRPs) being approved for funding and implementation. It was an exciting year for the International Water Management Institute (IWMI) with the CGIAR Fund Council's approval in November of the CGIAR Research Program 5 (CRP5) on 'Water, Land and Ecosystems.' IWMI is the lead center for CRP5 and the Institute is also contributing to CRP7 (Climate Change, Agriculture and Food Security), CRP1.1 (Dryland Systems), CRP1.2 (Humid Tropical Systems) and CRP1.3 (Aquatic Agricultural Systems). The new programmatic mode of operation, whilst bringing with it many challenges in terms of working with a large number of other CGIAR Centers and external partners, also brings opportunities for improved multidisciplinary approaches to critical issues and to build partnerships that will focus on implementation of research outputs. Additionally, the advent of the programmatic structure means that 'core' funds used to support underpinning Center activities, no longer exist and all support activities have to be covered through full cost recovery.

The year, 2011, also saw the amalgamation of the Board of Governors of the CGIAR Challenge Program on Water and Food (CPWF) and IWMI, as part of the process of full integration of the CPWF into CRP5. Three Board members of the CPWF, George Rothschild, Barbara Schreiner

and Don Blackmore, were welcomed onto the IWMI Board of Governors following back-to-back Board meetings held in April.

IWMI has continued the process of strengthening its key regional offices in Lao PDR, South Africa, Ghana and Ethiopia throughout 2011, and has also maintained a strong presence in India and Uzbekistan. Highlights of the year included (a) the growth of IWMI's program in Pakistan, following support provided by the Government of the Netherlands for a new major irrigation management project; and (b) the construction and opening of new office facilities on the National Agriculture and Forestry Research Institute (NAFRI) site in Vientiane, Lao PDR. Regional director roles were consolidated from three to two, based on Africa and Asia. We are truly a regionally distributed organization, which is important if we are to deal with regional and local water and associated natural resource management issues. However, we retain the capacity at our headquarters in Colombo, Sri Lanka, to continue to examine and analyze global water issues, on which we have built a considerable reputation over the last decades. It is also pleasing to report that given the cessation of hostilities in Sri Lanka, we have recommenced a range of activities in our host country, particularly in the drier zones of the north and the east.

Financially, IWMI ended 2011 with a moderate surplus. Our recent strategy has been to accumulate surpluses to cover short-term uncertainties associated with the change to programmatic operations and to cover the costs of replacing aging or inappropriate infrastructure. It is also pleasing to report that in spite of the global financial crisis, IWMI's unrestricted and restricted funding remained stable. However, there remains a degree of uncertainty as to how future funding will hold up. One concern is that some donors may fund each CRP equally, irrespective of the size of the program and the number of partners involved. If this happens, it will disadvantage larger multi-partner programs such as CRP5.

Scientific highlights during the year included (a) IWMI's strong input into CRP7 which focused on climate change vulnerability mapping in Sri Lanka, (b) significant progress in the AgWater Solutions Project in Africa and India funded by the Bill & Melinda Gates Foundation, and (c) collation and interpretation of groundwater potential for irrigation in selected African countries under a study funded by the Rockefeller Foundation. Practical policy changes with regard to groundwater licensing practices have been implemented recently by the Government of West Bengal in India, which was based on direct evidence-based advice provided by IWMI. The separation of the electricity feeder lines for agricultural and non-agricultural users, which started in the State of Gujarat in India under the *Jyotigram Yojana* program, is having an avalanche effect in India. The State Government of Punjab has also now completed implementation of this program, and the State of Karnataka has stated plans to complete implementation by the end of 2012. Other Indian states are also following suit. Thus, IWMI's recommendation to use 'intelligent rationing' of farm power as a practical solution to capping both groundwater overdraft and farm power subsidies is now mainstreamed in many parts of the country. These examples show that IWMI continues to be at the forefront, in terms of integrating biophysical and socioeconomic information, to provide holistic policy and management advice to its stakeholders.

IWMI has continued to build a cadre of young researchers, mainly from the south. Their enthusiasm, and developing science and

leadership skill base, bodes well for continued progress in water management in the countries in which we operate. We have continued to build capacity through our postdoctoral program as well as through making strategic appointments in areas of growing focus such as groundwater. IWMI would also like to recognize the contribution made to the organization by Dr. David Molden, the Deputy Director General-Research, who left the Institute mid-year to join the International Centre for Integrated Mountain Development (ICIMOD) in Nepal as their Director General.

During 2011, IWMI commissioned Accenture Development Partnerships to undertake a Center-Commissioned External Review of Support and Administrative Services provided. The Management Team of IWMI is preparing a response to the Board of Governors regarding the key recommendations made by the External Review and will be implementing agreed reforms during 2012.

Finally, we greatly appreciate the contributions made by our many donors, who have continued to so generously support our research agenda. We would also like to thank our partners, inside and outside the CGIAR, and to the numerous individuals and agencies who have expressed their interest in our research programs and outputs.



**Prof. John Skerrett FTSE**  
Chair, Board of Governors



**Dr. Colin Chartres**  
Director General



*IWMI won the prestigious 2011 Crystal Drop Award from the International Water Resources Association for outstanding contributions to the improvement of the world's water situation.*





# Overview of Research-2011

By Vladimir Smakhtin, Acting Deputy Director General-Research



“we were awarded a USD 3.8 million project from the Embassy of the Kingdom of the Netherlands in Pakistan on revitalizing irrigation in Pakistan. This will boost IWMI’s work in Pakistan ...”

## Overview of research - 2011

The year 2011 was one of far reaching but exciting changes at the International Water Management Institute (IWMI). The Director for the new CGIAR Research Program (CRP) on Water, Land and Ecosystems was appointed, and contact points have been assigned to represent IWMI in the four other CRPs that the Institute is involved in.

A number of long-serving IWMI staff members left the Institute to pursue new career opportunities. While it is always sad to say “bye” to your colleagues, we wish them well, and see their departure as yet another opportunity to expand and strengthen our networks and partnerships. At the same time, we have taken a lot of new blood on board in almost all IWMI offices.

Our Annual Research Meeting held in early November was a powerful illustration of IWMI’s growth in research capacity, the high quality of research products and the diversity of the work of the Institute.

## Highlights of 2011

### Mainstreaming the irrigation –energy nexus in India

The separation of electricity feeder lines for agricultural and non-agricultural users, which started in the State of Gujarat under the *Jyotigram Yojana* program, is being embraced elsewhere in India. IWMI’s recommendation to use ‘intelligent rationing’ of farm power as a practical solution to capping both groundwater overdraft and farm power subsidies is now mainstreamed in many parts of the country. The State Government of Punjab has also now completed implementation of this program, and the State of Karnataka plans to complete a similar initiative by the end of 2012. Other Indian states are also following suit.

Influenced by IWMI’s research in West Bengal, the State Government has taken two major policy decisions which will change the lives of millions of farmers. First, farmers in ‘safe’ groundwater blocks will no longer need permits from the State Water Investigation Directorate to apply for an electricity connection. Second, a fixed fee has been set for new farm electricity connections. This means that farmers will no longer have to pay the full cost of the connection based on their distance from the network. The farmers will continue to



pay a metered, unsubsidized electricity tariff. Both these measures will improve farmers' access to groundwater.

## Influencing India's Five-Year Plan

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IWMI researchers were invited to support the National Planning Commission of the Government of India for the development of the 12<sup>th</sup> Five-Year Plan (2012-2017). IWMI's Tushaar Shah chaired the Working Group on Major and Medium Irrigation and Command Area Development, which will recommend the disbursement of USD 60 billion in investment. IWMI's research on realizing the potential of rainfed agriculture was considered in developing an 'Appropriate Paradigm for the Rainfed Areas of India'.

The Government of India is also helping States to rationalize canal irrigation service fees to provide increased revenues for improved farmer services. IWMI's recommendations are now part of the Working Group Report of the 12<sup>th</sup> Five-Year Plan, which has also recommended the creation of a INR10,000 crore (around USD 2 billion) National Irrigation Management Fund to implement the policies.

## Managing climate change

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IWMI has a vibrant climate change (CC) research portfolio, focusing primarily on issues of *adaptation*.

Projects that look at CC adaptation from a multidisciplinary perspective were carried out in the Volta, Blue Nile and Upper Ganga river basins. We are also monitoring many agriculturally important rainfall and temperature variables in Ghana and in the Volta, Mekong and Ganga river basins.

A new initiative supported by the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) is focusing on how the future risk of flooding across South Asia can be best quantified using remote-sensing techniques.

In November 2011, CCAFS and IWMI organized a two-day conference in Nepal on issues of climate change and water resources, and their implications for the country's economy and

food security. Over 150 senior government officials and academics attended, as well as representatives from international donors and nongovernmental organizations (NGOs). Around 10 IWMI staff members were present and most of them gave presentations or keynote speeches. The local media gave the event extensive coverage. The papers from the conference have been published in a special issue of *Hydro Nepal*.

## New tools for agricultural water management

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In collaboration with the Soil and Water Lab of Cornell University, IWMI is pioneering the use of global climate re-analysis data in hydrological modelling. This approach has been applied in the Blue Nile Basin. The methodology will now be tested in other river basins. The approach aims to significantly enhance the availability of water data, as there is a need for this in almost every aspect of our work.

IWMI also partnered with the Andean group of the International Center for Tropical Agriculture (CIAT) to apply their hydrological and economic optimization model, 'ECOSAUT', in the Nile Basin. The model is designed to assess the impacts of agricultural water management and conservation tillage practices on sediment loss/transport in mountainous catchments.

IWMI also partnered with a modeling group from the Stockholm Environment Institute (SEI) to enhance the capabilities of the Water Evaluation and Planning (WEAP) model, which is widely used by water resource planners. The environmental flow assessment method developed by IWMI has been explicitly incorporated into the WEAP model.

Finally, IWMI has significantly enhanced the functionality of its own hydro-economic model, WATERSIM, and improved its user-friendliness.

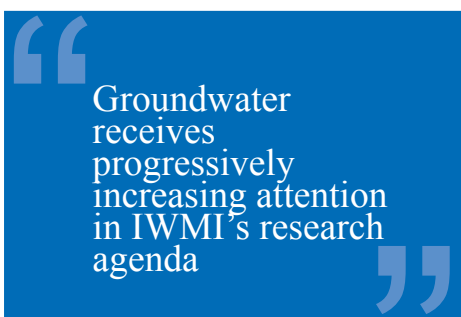
Together with e-Leaf in the Netherlands and national partners in Egypt, Mali, Sudan and Ethiopia, IWMI initiated a three-year project, "Smart phones for African farmers," funded by the International Fund for Agricultural Development (IFAD). The aim of this project is to make high-tech remote sensing information



on water and crops accessible to poor farmers through the use of mobile phones, and is the first undertaking of this nature in Africa.

## Safeguarding ecosystem services

IWMI researchers, together with the World Wide Fund for Nature (WWF)-India, many national partners, and the United Nations Educational, Scientific and Cultural Organization (UNESCO)-IHE Institute for Water Education, conducted the first ever comprehensive environmental flow assessment in the Upper Ganga River. The study included an exploration of the water requirements for spiritual needs and the economics of reallocating water from canal irrigation to the environment.



IWMI researchers created an inventory of the ecosystem services that benefit the poor in the Volta Basin. The information generated will lay the foundation for future activities as part of the Water, Land and Ecosystems research program.

IWMI researchers, together with the United Nations Environment Programme (UNEP), developed a pragmatic approach to evaluating the regulating role of natural wetland ecosystems. This was applied to all wetlands in the Zambezi Basin, clearly demonstrating the quantitative effect of wetland buffering capacity which is so important for both farmers and wildlife in this area. Together with CEMAGREF, IWMI developed a participatory approach to wetlands management, particularly suited for conditions of limited monitored data, and applied it in a case study in South Africa.

IWMI and UNEP produced a flagship publication, *Ecosystems for Water and Food*

*Security*, with over 50 contributors from 19 organizations. The publication was successfully launched at the World Water Week in Stockholm in August, 2011.

## Influencing agricultural water management policies in sub-Saharan Africa

The AgWater Solutions Project, funded by the Bill & Melinda Gates Foundation, and other related initiatives are having a demonstrable influence on agricultural policies and interventions in sub-Saharan Africa.

The constraints and opportunities for small-scale irrigation systems in *Ghana* were identified and communicated to policymakers and donors at various fora during 2011. As a result, smallholder private irrigation is now being considered for support in the Medium Term Agriculture Sector Investment Plan of Ghana. The government is also considering the revision of electricity tariffs in the agricultural sector to provide incentives for the promotion and growth of pump-based irrigation systems. IWMI facilitated cross-regional exchanges between India and Ghana on groundwater and electrification.

The Government of *Tanzania* set aside funds for the Rehabilitation of Irrigation Schemes in response to IWMI's recent findings and recommendations. National mapping of the suitability of agricultural water management (AWM) solutions, carried out as part of the AgWater Solutions Project, helped in the process of prioritizing investments for the country's national irrigation master plan.

IWMI researchers helped *Mozambique* establish its Irrigation Strategy by providing technical assistance to the country's Department of Irrigation. The recently approved National Irrigation Strategy includes two immediate goals for 2012 encouraged by IWMI, namely, to create a 'new' strengthened Public Irrigation Service and to develop a national irrigation program for the next 10 years.

IWMI and partners helped to establish a national platform in Ethiopia for managing land, water and ecosystem services in the *Nile Basin* to facilitate innovation and link research



PIG: Tom van Cakenberghe/IWMI

with action. The workshops organized by IWMI and partners brought together more than 80 people from at least 50 organizations and institutions. The establishment of the platform was widely supported; the State Minister of Agriculture indicated that, “we have been waiting for this kind of initiative for more than 10 years.”

### Focusing on groundwater

Groundwater receives progressively increasing attention in IWMI’s research agenda.

IWMI’s project on ‘Groundwater in sub-Saharan Africa’, funded by the Rockefeller Foundation, concludes in early 2012 and is producing

interesting results that will drive groundwater irrigation investment in 13 countries. IWMI research helped create tools to aid the decision making on developing sustainable irrigation supplies, and to help understand how cropping choices influence the areal extent of irrigation. Guidance to avoid overexploitation of the resource is also provided. We are paying more attention to managed aquifer recharge as a means of enhancing food security. One example from 2011 is the study carried out in the Chao Phraya Basin in Thailand. This assessed ‘excess’ wet-seasons flows and illustrated how this flow could be retarded to enhance aquifer recharge. This would make more groundwater available for dry-season cash cropping without unduly compromising the requirements of existing water users.

Another related example is the ongoing study on 'groundwater banking' in Central Asia funded by the Organization of Petroleum Exporting Countries (OPEC) Fund for International Development (OFID). In 2011, this research project began field-managed aquifer recharge studies in the Isfara River Basin and groundwater irrigation demonstration studies at the three pilot farms in the Fergana Valley.

In India, pioneering work funded by Nestlé was undertaken on the nationwide water-milk nexus. This suggested that milk production, together with appropriate cropping patterns, can reduce groundwater use in water-scarce regions in India. This can benefit marginal farmers, especially women.

### Effecting change in Central Asia

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IWMI is promoting new bottom-up approaches to the problems of the Aral Sea region by focusing on local management of small transboundary tributaries within the system. In 2011, IWMI helped partners create local management organizations in Kyrgyzstan, Uzbekistan and Tajikistan, and these are now cooperatively managing two tributaries of the Syr Darya River.

### Promoting water storage

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Several storage-related projects were completed in 2011. One such project was a basin-wide evaluation of water storage options in the Volta and Blue Nile basins. Other initiatives are ongoing, including work in Nepal and in the Mekong. IWMI researchers provide inventories of existing and prospective water storage types. The impacts of these on enhanced water availability, the ability to buffer current and future basin-wide variability of water resources, and on livelihoods and the environment are then evaluated using simulation modeling and participatory surveys.

In Laos, IWMI and partners are conducting research on the Theun-Hinboun Expansion project. The research is exploring ways of optimizing reservoir management to improve livelihoods of people living both upstream and downstream of the dam.

### Building the capacity of farmers and researchers in the water sector

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IWMI's capacity building efforts are extensive. Farmers themselves remain a key target. The Drip Capacity Building Project in the Indian State of Tamil Nadu, for instance, covered 120 villages (1,200 farmers), with an additional estimated 8,600 farmers learning from these communities. As a result of project activities, the average crop yield increase was in the range of 12 to 21%, and water saving was in the range of 16 to 34%. A similar capacity building program in the Narmada District of the Gujarat State covered about 40 villages (400 farmers).

IWMI also invests in water professionals. In 2011, through the West African Irrigation Project (WAIPRO), eight irrigation engineers from Burkina Faso and Niger were trained on participatory diagnostic tools for identifying the constraints of irrigation systems and implementing appropriate interventions. Twelve MSc students completed their studies in 2011 with the support provided through WAIPRO. WAIPRO organized a study tour of small irrigation schemes in Burkina Faso and Niger for 30 local smallholders. Burkinabe women farmers who took part later formed a group to develop post-harvest processing and marketing of irrigated crops.

In India, Sri Lanka and Ghana, urban producer organizations, involving about 200 farming households, received training in book keeping, credit management, business planning and marketing. Selected NGOs, universities and governmental departments, including over 40 agricultural extension agents, were given training in monitoring and evaluation. In Ghana, another 100 farmers were trained on simple on-farm methods for health risk reduction in wastewater-irrigated areas.

In 2011, around 110 postgraduate students, mainly from developing countries, worked on IWMI projects throughout the Institute's offices.

# Information and Knowledge Report ● ● ●

## Approaches to ensure uptake and eventual impact from IWMI's research

Over the last few years, IWMI has made major efforts to ensure uptake of its research results. An uptake strategy moves an organization from answering the question, “How do we disseminate our information?” to “What will it take to get action?”. This is balanced with our core work being research but ensuring the way we do this through, e.g., the partnerships built, the participatory approaches, the capacity built and the information and communications that are contributing towards uptake and eventual positive impacts.

### IWMI has adopted a triple approach to uptake:

#### 1. Project uptake strategies:

These are targeted strategies built into projects at the beginning. They are focused on the project results and the potential users of the results.

#### 2. Regional uptake strategies:

These are particularly important to keep the momentum going when projects are completed, and to build links across projects to provide synthesized messages.

#### 3. Macro uptake strategies:

This involves making all information and knowledge available as broadly as possible, making it easily accessible and promoted widely. It also requires linking the project and regional uptake efforts with the corporate marketing and communications activities.





## Ensuring our research information and data are widely accessible

### Campaigns

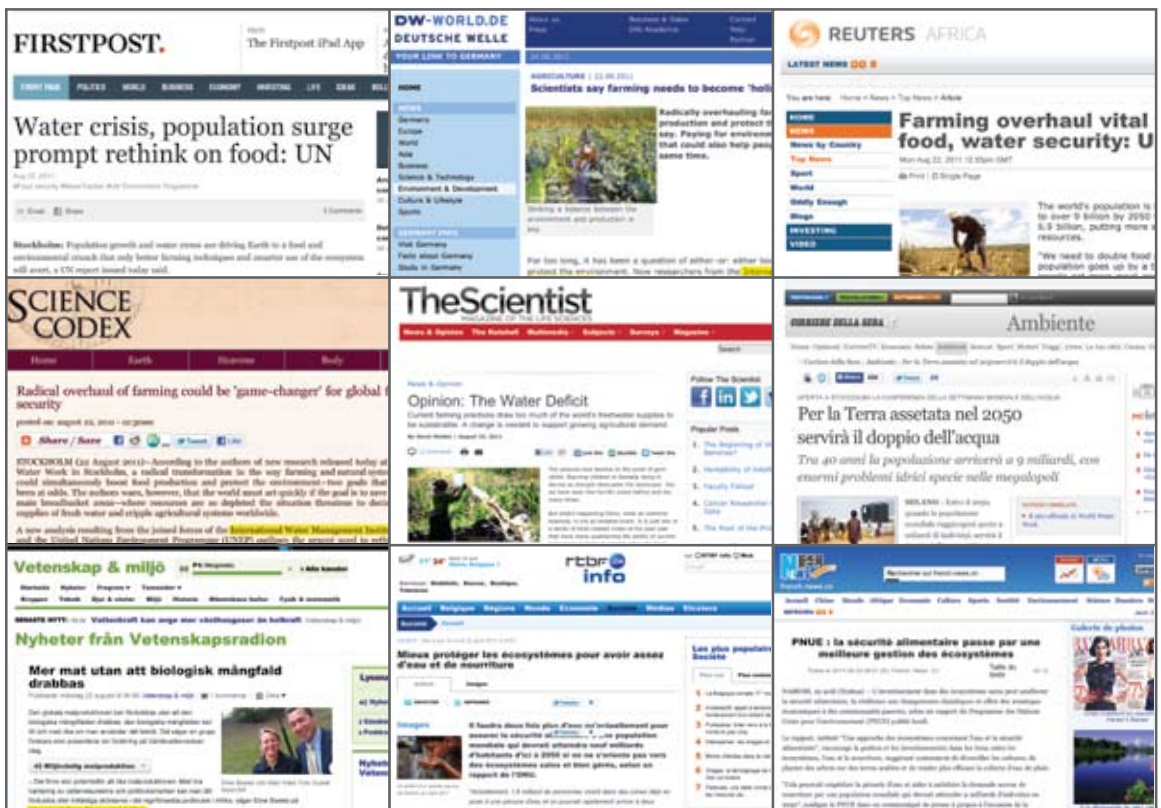
IWMI undertook minor campaigns in 2011 for World Water Day, World Women's Day, World Wetlands Day, World Environment Day and World Food Day. On World Water Day, IWMI partnered with the International Federation of Red Cross and Red Crescent Societies to have our first ever television, radio and billboard advertisements. These were run around Sri Lanka in both urban and rural areas.

A major campaign was undertaken for the Stockholm World Water Week with the message: New movements in ecosystems: Radical overhaul of agriculture can create farms which enhance rather than degrade the world's ecosystems. This included a global media campaign and the wide use of online social platforms and multimedia. Record media coverage was received including wires, print,



Visitors to the IWMI exhibition booth at Stockholm World Water Week

broadcast and online. The media coverage generated much interest and follow-on discussions with donors and partners have ensued.



A selection of the media coverage for IWMI's ecosystems campaign



## POODLE, an integrated system across all of IWMI's projects, information and data initiated

The Poodle initiative will achieve being able to search across all of IWMI's project information and outputs. Achievements to date include:

- Project information now automatically feeding the website and for the first time ever, a public search capability of all IWMI's projects has been included.
- Communications resources collated for the first time ever in one place and a system was created for this. This includes videos, posters, Powerpoints, media coverage, photos and more.
- Publications now automatically update and feed different sections (e.g., regional and topic pages) of the IWMI website.
- Consistent meta data has now been applied to the projects, publications, data and communications resources, paving the way next year to launch the Poodle global search.

## Greater promotion of all of IWMI's information

### New products

The years 2010 and 2011 saw the release of a new series of products, including: "Issue Briefs" outlining IWMI's position on all major areas of research.



"Topic pages" on IWMI's website to make it easier for users to find information on a topic of interest.



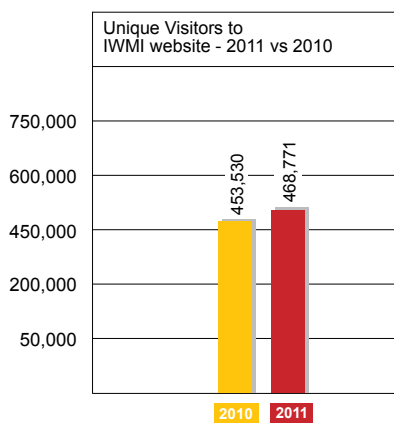
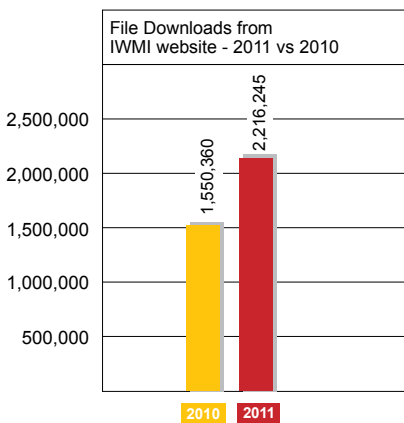
"Success Stories" flyer series to make it easier to find and identify IWMI's successes.



These products complemented the variety of other social and multimedia outputs IWMI created the previous year, including:

- Colin's STRAIGHTtalk, A commentary series by Director General, Dr. Colin Chartres, on topical, often controversial, global water issues.
- Think Beyond the Tap, A video commentary series undertaken jointly with the Global Water Partnership to help bridge the gap between science and policy on water issues around the globe.
- Facebook, Twitter, IWMI You Tube, IWMI Slideshare.
- A Feature E-alert was set up to send regular information to IWMI contacts. A concerted effort was also made in 2011 to develop IWMI's contact list which eventually led to more than doubling the contacts to 12,000 respondents.

## IWMI's website has shown a good increase in downloads and a consistent increase in visitors in 2011



### Submission of IWMI publications to global databases

IWMI recognized that it was important to not only ensure our information was digitized and made available through our own website, but that our publications were also available on other highly accessed databases. So the institution undertook a major initiative to search, analyze and prioritize major bibliographic information sources and develop processes for submitting IWMI publications. As a result, IWMI now submits its publications to:

- the most popular and high-value online search sources (Google Books and Google Scholar);
- top indexing and abstracting services (Water Resources Abstracts, Water Resources Worldwide, EconLit, CAB Direct, AGRIS, Scopus and EBSCO);
- leading digital repositories (AgEcon, RePEC, Eldis, GDN and R4D);
- open archives gateways (OAster, Celestial, OpenDOAR and ROAR);
- CGIAR virtual library (CGVLibrary);
- world's largest library catalogue (WorldCat); and
- DSpace (the most popular open source software tool for creating institutional repositories).

### Water Data Portal

IWMI has been progressively developing an online database for research data and to provide one easy access point. The resulting Water Data Portal has been developed with the following features:

- All data served with Metadata based on ISO 1911 standard.
- Categorization of data into spatial and non-spatial data, hydrological model inventory and project level data.
- Keyword and special search.
- Four levels of data access control set up; from completely public to restricted to project staff only.
- Ability to submit data online and the access privileges controlled by the user/data provider.
- Interaction possible through registered users being able to: comment on the datasets; bookmark datasets for future reference; and share relevant/useful links.

# Board Information

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## IWMI Board of Governors

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#### Standing (Left to Right)

Barbara Schreiner  
 Donald Blackmore  
 Mamadou Khouma  
 Asger Kej  
 Pietro Veglio  
 Shanthi Weerasekera (*Secretary to the Board*)

#### Seated (Left to Right)

Ivan de Silva  
 Colin Chartres  
 John Skerritt  
 Isher Ahluwalia  
 Fatma Attia  
 George Rothschild  
 Getachew Engida (*Not pictured*)

Mamadou Khouma sadly passed away in April 2012. A much admired and respected colleague, the IWMI Board Members extend their condolences to his family.

## Board Statement on Risk Management

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IWMI's Board of Governors has the responsibility for ensuring that an appropriate risk management process is in place to identify and manage high and significant risks for achievement of the Institute's business objectives, and to ensure alignment with CGIAR principles and guidelines which have been adopted by all CGIAR Centers. These risks include operational, financial and reputational risks that are inherent in the nature, modus operandi and location of the Institute's activities, and are dynamic as the environment in which the Institute operates changes. They represent the potential for loss resulting from inadequate or failed internal processes or systems, human factors, or external events. They include misallocation of scientific efforts away from agreed priorities; loss of reputation for scientific excellence and integrity; business disruption and information system failure; liquidity problems; transaction processing failures; loss of assets including information assets; failures to recruit, retain and effectively utilize qualified and experienced staff; failures in staff health and safety systems; failures in the execution of legal, fiduciary and agency responsibilities; and low impact scientific activities.

The Board has adopted a risk management policy, communicated to all staff, that includes a framework by which the Institute's management identifies, evaluates and prioritizes risks and opportunities across the organization; develops risk mitigation strategies which balance benefits with costs; monitors the implementation of these strategies; and periodically reports to the Board on results. This process will draw upon risk assessments and analysis prepared by the Institute's staff, internal auditors, Institute-commissioned external reviewers, and the external auditors. The risk assessments will also incorporate the results of collaborative risk assessments with other CGIAR Centers, System Office components and other entities in relation to shared risks arising from jointly managed activities. The risk management framework seeks to draw upon best practice promoted in codes and standards promulgated in a number of CGIAR member countries, and it is subject to ongoing review as part of the Institute's continuous improvement effort.

Risk mitigation strategies include the implementation of systems of internal control which, by their nature, are designed to manage rather than eliminate the risk. The Institute endeavors to manage risk by ensuring that the appropriate infrastructure, controls, systems and people are in place throughout the organization. Key practices employed in managing risks and opportunities include business environmental scans, clear policies and accountabilities, transaction approval frameworks, financial and management reporting and the monitoring of metrics which are designed to highlight positive or negative performance of individuals and business processes across a broad range of key performance areas.

The design and effectiveness of the risk management system and internal controls is subject to ongoing review by IWMI's internal audit service, which is independent of business units and reports on the results of its audits directly to the Director General and the Board through the Board's Audit Committee.



# Financial Overview

## IWMI Key Donors

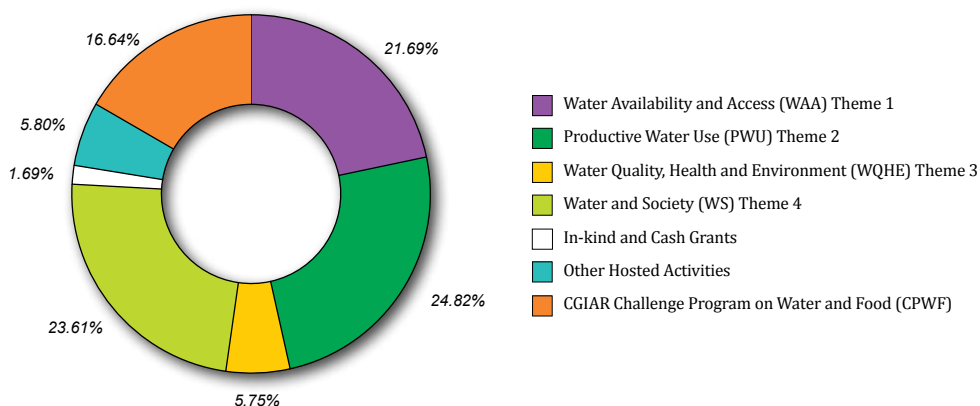
3ie	International Initiative for Impact Evaluation
ACIAR	Australian Centre for International Agricultural Research
AfDB	African Development Bank
AusAID	Australian Agency for International Development
CCAFS	Challenge Program on Climate Change, Agriculture and Food Security
EC	European Commission
FAO	Food and Agriculture Organization of the United Nations
France	Government of France
Gates Foundation	Bill & Melinda Gates Foundation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IDRC	International Development Research Centre, Canada
IFAD	International Fund for Agricultural Development
India	Government of India
Ireland	Government of Ireland
Japan	Government of Japan
Netherlands	Government of the Netherlands
ROCKEFELLER	Rockefeller Foundation
SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Cooperation Agency
USAID	United States Agency for International Development
World Bank	World Bank
WWF	World Wide Fund for Nature, India

## New Projects

Donor/Lead Agency	Name as per Agreement	Grant Amount USD (Original Currency)	Duration (months)
Swiss Agency for Development and Cooperation (SDC)	Integrated Water Resources Management-Fergana Valley:Phase V	1,025,000	12
Stockholm Environment Institute (SEI)	CPWF through SEI-Limpopo (LM)1: Targeting and scaling out	63,334	16
WaterNet (WNT)	CPWF through SEI-Limpopo (LM)4: Water governance in the Limpopo - from entitlement to access: Orienting water governance for enhanced livelihoods in the Limpopo Basin	200,000	36
Organization of the Petroleum Exporting Countries (OPEC) - Fund for International Development (OFID)	Sustainable groundwater management in Central Asia (Phase 4)	100,000	16
International Food Policy Research Institute (IFPRI)	Consolidation of Regional Strategic Analysis and Knowledge Support System in Southern Africa (ReSAKSS-SA) Phase II	338,447	60
Swiss Agency for Development and Cooperation (SDC)	Zimbabwe small irrigation scheme	2,267,953 (CHF 2,147,913)	24
Swiss Agency for Development and Cooperation (SDC)	SADC Conference climate change and agriculture	70,830	1.5
Swiss Agency for Development and Cooperation (SDC)	Establishment of the SADC Seed Centre	494,727	5
International Fund for Agricultural Development (IFAD)	Smart Information and Communications Technology(ICT) for weather and water information and advice to smallholders in Africa	1,800,000	36
Institute of Water Modelling (IWM)	Ganges Basin Development Challenge (GBDC) of the CPWF G4-Assessment of the impact of anticipated external drivers of change on water resources of the coastal zone	206,250	36
Food and Agriculture Organization of the United Nations (FAO)	Revitalizing irrigation and agricultural water governance in Asia to meet Millennium Development Goals	98,038	16
Research Institute of Organic Agriculture (FiBL)	Fertile Soils for Peri-urban Agriculture in Hyderabad	100,280	31
European Union (EU)/ European Commission (EC)	European Union and African Union cooperative research to increase food production in irrigated farming systems in Africa (EAU4Food)	274,821 (EUR 204,630)	48
Asian Development Bank (ADB)	Building Climate Resilience of Watersheds in Mountain Eco-Regions-1 River Basin and Watershed Hydrologic Modeling and Simulations	90,000	10
European Union (EU)/ European Commission (EC)	AFROMAISON-Africa at a meso-scale: Adaptive and integrated tools and strategies for natural resources management	447,177 (EUR 318,010)	36
Rockefeller Foundation (RF)	Search summary: Multiple-Use water Services (MUS)	143,494	6
International Fund for Agricultural Development (IFAD)	Assessment of Irrigation Management Transfer (IMT) and Participatory Irrigation Management Transfer (PIM) interventions in the Near East and North Africa (NENA) region	70,000	14
Australian Centre for International Agricultural Research (ACIAR)	Improved village-scale groundwater recharge and management for agriculture and livelihood development in India	493,302 (AUD 469,577)	46
Swiss Agency for Development and Cooperation (SDC)	Water use in coffee production in Vietnam	60,205 (EUR 44,000)	18

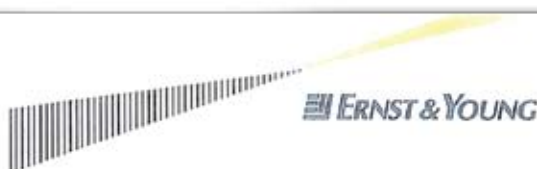
Donor/Lead Agency	Name as per Agreement	Grant Amount USD (Original Currency)	Duration (months)
United Nations Environment Programme (UNEP)	Factoring the role of Ecosystems in the Decision-Support System of the Zambezi River Basin to Attenuate Floods and Droughts	94,216	12
Gates Foundation	Developing Fortified Excreta Pellets for Use in Agriculture	100,000	18
International Fund for Agricultural Development (IFAD)	Safe Nutrient, Water and Energy Recovery-developing a Business case	650,000	30
European Union (EU)/ European Commission (EC)	Biotechnology for sustainable water supply in Africa (WATERBIOTECH)	107,402 (EUR 82,031)	30
European Union (EU)/ European Commission (EC)	Enhancement of natural water systems and treatment methods for safe and sustainable water supply in India (SaphPani)	193,031 (EUR 149,640)	36
African Development Bank (AfDB)	Design for Reuse: Harvesting the Value of Effluent and Nutrients for Sustaining the Operation of Sanitation Facilities Project	335,571 (EUR 253,400)	36
CGIAR Challenge Program on Water and Food (CPWF)	Increasing the Resilience of Agricultural and Aquaculture Systems in the Coastal Areas of the Ganges Delta. Project G3: Water governance and community-based management	1,199,621	36
Swiss Agency for Development and Cooperation (SDC)	Resource Recovery and Safe Reuse (RR&R): From Research to Implementation	1,895,624 (CHF 1,740,000)	36
European Union (EU)/ European Commission (EC)	Quantifying projected Impacts under 2°C warming (IMPACT2C)	121,641 (EUR 92,855)	48
Indian Council of Agricultural Research (ICAR)	ICAR - Program support	100,000	12
<b>Effective from 2010, but Project received in 2011 not included in Annual Report 2011</b>			
United States Agency for International Development (USAID)	Enhanced Regional Food Security through Increased Agricultural Productivity and Regionally Integrated Markets to Sustainably Reduce Hunger	2,096,472	19
International Livestock Research Institute (ILRI)	Integrated management of rainwater and small reservoirs for multiple uses. Project VL2: Integrated Management of Rainwater for Crop-livestock Agroecosystems	282,381	39
International Livestock Research Institute (ILRI)	To improve rural livelihoods and their resilience through a landscape approach to rainwater management. Project NL3: On targeting and scaling out	404,733	36
Australian Centre for International Agricultural Research (ACIAR)	Soil Salinity Management in Central and Southern Iraq	361,952 (AUD 332,254)	27
International Livestock Research Institute (ILRI)	To improve rural livelihoods and their resilience through a landscape approach to rainwater management. Project NL5: Nile Coordination and Change Project	469,736	46
<b>CGIAR Research Programs (CRPs)</b>			
International Center for Tropical Agriculture (CIAT)	CGIAR Research Program: Climate Change, Agriculture and Food Security - Program Support	1,257,823	
International Center for Tropical Agriculture (CIAT)	CGIAR Research Program: Climate Change, Agriculture and Food Security - Indo-gangetic Plains region	1,924,273	
WorldFish Center (WFC)	CGIAR Research Program: Aquatic Agricultural Systems	115,000	

## Research Expenditure by Program



## Income 2001-2011





### Chartered Accountants

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### INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF GOVERNORS OF INTERNATIONAL WATER MANAGEMENT INSTITUTE

#### Report on the Financial Statements

We have audited the accompanying financial statements of International Water Management Institute, which comprise the statement of financial position as at 31 December 2011, and the related statement of activities, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies, other explanatory notes and supplementaries.

#### Managements Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the recommendations made in the Consultative Group for International Agricultural Research (CGIAR) Financial Guidelines Series No.2 - CGIAR Accounting Policies and Reporting Practices Manual (updated February 2006). This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatements, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### Scope of Audit and Basis of Opinion

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting policies used and significant estimates made by the management, as well as evaluating the overall financial statement presentation. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit. We therefore believe that our audit provides a reasonable basis for our opinion.

#### Opinion

In our opinion, so far as appears from our examination, the Institute has maintained proper accounting records for the year ended 31 December 2011 and the financial statements give a true and fair view of the Institute's state of affairs as at 31 December 2011 and its surplus and cash flows for the year then ended in accordance with the recommendations made in the CGIAR Financial Guidelines Series No. 2 - CGIAR Accounting Policies and Reporting Practices Manual (updated February 2006).



20 April 2012  
Colombo

Partners: A.D.B. Talwatte FCA FCMA M.P.D. Cooray FCA FCMA R.N. de Saram ACA FCMA Ms. N.A. de Silva ACA Ms. Y.A. de Silva ACA W.R.H. Fernando FCA FCMA  
W.K.B.S.P. Fernando FCA FCMA A.P.A. Gunasekera FCA FCMA A. Herath FCA D.K. Hulangamuwa FCA FCMA L.L.B. (Lond) H.M.A. Jayasinghe FCA FCMA  
Ms. A.A. Ludowyke FCA FCMA Ms. G.G.S. Manatunga ACA Ms. L.C.G. Nanayakkara FCA FCMA N.M. Subliman ACA ACMA B.E. Wijesuriya ACA ACMA



## Grant Revenue 2011-2010

	Total Revenue 2011	Total Revenue 2010
	US \$	US \$
<b>UNRESTRICTED INCOME</b>		
Government of Australia	1,256,180	823,509
Government of Canada	(1,929)	1,465,500
Government of China	29,400	20,000
DFID	-	1,290,538
Government of France	-	235,382
Government of Germany	318,026	305,517
Government of India	30,000	-
Government of Ireland	367,496	484,225
Government of Japan	-	(2,670)
Government of Netherlands	-	1,470,588
Government of Norway	-	815,687
Government of Sweden	(4,216)	402,570
Government of Switzerland	-	405,381
USAID	(1,933)	1,104,000
World Bank	-	1,430,000
Stability Funds	7,491,500	-
<b>TOTAL UNRESTRICTED</b>	<b>9,484,524</b>	<b>10,250,227</b>
<b>RESTRICTED INCOME</b>		
<b>1) IWMI Restricted Research Projects</b>		
ACIAR - CC & WSD - Krishna Basin	40,978	22,951
ACIAR - Meso-scale Watershed Development in Andra Pradesh, India	111,540	112,989
ACIAR - Watershed Management in Andhra Pradesh, India	63,882	41,955
ACIAR - Climate Change Initiative	11,093	-
ACIAR - Soil Salinity Management in Central and Southern		
Iraq (ICARDA)	134,124	-
ADB - AWDO 2010 KD 2: SPE	-	(117)
ADB - Post-Project Evaluation of Pehur High Level		
Canal project	15,288	62,459
ADB - Sustainable Wetland Management China	-	19,007
AfDB - Reuse-Oriented Sanitation - Ghana	90,691	-
AIT - Jasmine Rice in Northeast Thailand	3,336	6,608
AusAID - Mekong Futures	88,033	-
BMF - Mekong Hydro Investment	-	7,844
BMZ - BMZ World Fish Chinyanja	117,892	89,229
BMZ - Improving water in crop-livestock SSA	64,838	285,865
CANADA - Irrigation Innovation - IPMS P2	-	29,103
CANADA - Storage Development - Nepal	48,953	61,306
CCAFS - Climate change, agriculture and		
food security	185,980	420,793
CCAFS - Climate change, agriculture and		
food security Bilateral 2011	466,227	-
CGIAR - MP5 Workshop	52,758	167,242
CIAT - Spatial Database for South Asia	3,250	-
CIAT - Indo gangetic plains region (CCAFS)	1,157,013	-
CIAT - CRP 7 - CCAFS (Program Support)	1,006,020	-
CIAT - Estimating Large Flood Events	50,594	-
CSIRO - CSIRO-MRC - P2 Climate Change Mekong	-	447
DANIDA - Local Water Governance	-	13,918
DBSA - Agrarian reform in Southern Africa	373	9,171
DFID - Crops for the Future	-	37,094
DUKE - Lao climate change and water policy	-	2,660
EC - ECU - European Community Contribution 2010	-	869,645
EC - SWITCH	18,585	61,630
EC - WETwin	218,688	102,377
EC - AFROMAISON - Africa at a meso-scale	82,002	-
EC - EAU4FOOD	12,403	-
EC - WATERBIOTECH	24,811	-
EC - Saph Phani - India	30,117	-
ECOS - Support Services to ECOS Consulting	3,200	-
ECOWAS - Promotion of Irrigation in West Africa	3,503	2,057
EMORY UNIVERSITY - Assessment of Fecal Exposure		
Pathways in low-income Urban Settings	14,944	-
FAO - DELTA 2007 International Conference	-	1,033
FAO - FAO Delta 2011 International Conference	20,000	-
FAO - Impacts of Sluice Gate Operations	-	25,000
FAO - IWMI-FAO Biofuel water account study	-	50,000
FAO - Water Governance in Asia	48,660	-
FiBL - Fertile Soils for Peri-Urban Agriculture	11,148	-

	Total Revenue 2011	Total Revenue 2010
	US \$	US \$
FRANCE - MSEC - IRD	-	595,800
FRANCE - France-Staff Secondment - Yvan Altchenko	115,375	-
Gates Foundation - Ethiopia Irrigation Diagnostic - EID	-	53,005
Gates Foundation - GAT - Gates Foundation	2,237,930	3,181,813
Gates Foundation - Wastewater treatment and reuse-Gates	-	71,576
Gates Foundation - Developing Fortified Excreta Pellets for use in Agriculture	37,813	-
GEF - GEF-Inland Wetlands in Southern Africa	-	76,316
GHI - Recipes for success	97,914	147,335
GTZ - Ghana Dams Dialogue III	41,639	103,847
GTZ - GIS/RS for Transboundary Water Management Program in Central Asia	88,468	44,624
GTZ - Land and Water Management in South Asia	218,406	95,660
GTZ - Water Storage for Climate Change	271,959	510,939
GWP - Global Water Partnership - South Asia	260,613	274,185
ICAR - Livelihood Improvement in Northeast India	3,023	3,137
ICAR - Livelihood improvement-Bihar	-	2,503
IDRC - IDRC/AWA-Course on Water Demand Management	-	22,922
IDRC - IDRC-Climate Change Vulnerabilities	148,682	119,901
IFAD - AWM in Challenging Contexts	385,532	184,425
IFAD - IMAWESA 2	361,909	4,020
IFAD - Livelihood Improvement in Northeast India	5,119	24,730
IFAD - Livelihood improvement - Bihar	45,340	27,348
IFAD - IFAD PIM/IMT in Asia	75,000	-
IFAD - Smart ICT for Weather and Water information and advice to Smallholders in Africa	399,562	-
IFAD - Resource Recovery Business Case	69,922	-
IFAD - IMT & PIM in Near East & North Africa Region (WUAs in the NENA region)	37,826	-
IFAR - IFAR grant for Central Asia	4,456	-
IFAR - IFAR grant for Central Asia 2010	1,905	9,040
IFPRI - CAADP Monitoring and Evaluation Workshop	-	131,027
IFPRI - CARDESA Priority Setting Study	33,276	366,724
IFPRI - Moz-SAKSS Phase II	508,983	243,258
IFPRI - Re SAKSS SA	(23,645)	83,061
IFPRI - Consolidation of ReSAKSS-Southern Africa	292,681	-
3ie - Impact of metering in West Bengal	59,124	100,094
IISD - Assessing Irrigation Subsidies, AP-IISD	5,357	13,143
INDIA - India - ICAR	100,000	100,000
INDIA - IWMI Tata Water Policy Programme	186,031	167,351
IUCN - ESPA proposal development	477	3,516
IUCN - Food security, poverty and productivity	11,600	-
JAPAN - Assessment of Water User Associations	4,879	36,572
JAPAN - Japan-IWMI Cooperation	308,944	260,416
JAPAN - JIRCAS - Water Fee Collection Mechanism	18,860	3,309
JAPAN - Lowland paddy fields development	32,424	98,413
JAPAN - MAFF - Africa Rice Center SMART-IV	18,435	-
JAPAN - JIRCAS-Rice and Water Management in Africa	6,094	-
KKU - Thai MAR Investigation	-	12,875
KKU - Groundwater Resources Development	14,898	-
MDP - Conference Fee - DELTA 2007	2,823	9,408
NATO - Advanced Research Workshop (NATO)	34,456	-
NEA - CLIMA ADAPT - Development Programme	-	9,150
NEA - CLIMAWATER	16,009	15,654
NEA - CLIMAWATER-II RICE	94,711	37,982
NES - Nestle Milk Water Footprints	-	48,801
NES - Coffee Consumptive Water use	46,739	-
NETHERLANDS - Revitalizing Irrigation in Pakistan	588,910	-
NETHERLANDS - RUAF-From Seed to Table in S & SE Asia	145,426	236,672
NETHERLANDS - RUAF-FSTT Anglophone West Africa	124,805	200,834
NORWAY - Human rights and gender dimensions	13,912	6,832
NRIL - CoDI - Coalition to Diversify Income	-	189,385
OECD - Financing Water Resources Management	-	14,167
OPEC - Groundwater Management in Central Asia	13,089	86,837
OPEC - GW in Arid & Saline Environment - Tunisia & Central Asia	22,307	20
OPEC - Groundwater Central Asia - Phase 4	732	-
OXFAM - Impact Baseline for Oxfam America	-	62,628
PIP - RS Irrigation Performance Pakistan	2,124	2,857
ROCKFELLER - Groundwater in SSA-Rockefeller	300,134	243,314
ROCKFELLER - Scaling of a multiple use services approach to water management (MUS Study)	143,494	-
SEI - Sustainable Mekong II	8,874	8,856
SIDA - GWP - CACENA	289,044	270,863

	Total Revenue 2011	Total Revenue 2010
	US \$	US \$
SIDA - IWRM SIDA-Ramboll 2009	-	17,551
SIDA - Rainfed system in South East Asia	115,424	5,632
SIDA - Ramboll Natura AB	4,000	-
SIDA - ReSAKSS-SA support to SADC	74,888	2,970
SIDA - SIDA Climate Change	-	61,179
SIDA - Sri Lanka National Water Partnership	33,207	27,675
SIN - CLIMHYD-Water Resources Management	22,373	-
SWITZERLAND - SWISS - Ferghana Valley Phase IV	245,163	1,264,510
SWITZERLAND - Water Productivity Improvement at Plot Level II	697,026	900,278
SWITZERLAND - IWRM Ferghana Valley - Phase V	653,762	-
SWITZERLAND - Zimbabwe Small Irrigation Scheme	411,656	-
SWITZERLAND - Climate Smart - Regional Workshop	40,307	-
SWITZERLAND - Vietnam Coffee Water Use	18,939	-
TOO ASACO - Improving land and water productivity in Makhtalar Irrigation Project (MIP)	20,647	-
TOO Kurylys Servis BKK, Kazakhstan - Makhtalar Irrigation Project (MIP)	15,084	-
UDS - WHO Guideline Testing in Tamale	847	2,856
UNDP - NREGA-Rural Water Security-India	-	31,109
UNEP - Water for Food and Ecosystems	-	80,000
UNEP- Zambezi ecosystem-hydrological functions	45,466	-
UNESCO - Algeria recycling project	-	3,966
UNESCO - SINBAD	2,959	1,429
UNESCO-IHE - IRBM ECB	-	6,150
UNIVERSITY OF CALIFORNIA, BERKELEY - MS students - Support (Reuse-Oriented Sanitation - Ghana)	16,103	-
UNIVERSITY OF EDINBURGH - CoDI - Coalition to Diversify Income (UOE)	101,823	-
UOC - Kumasi Research Platform	-	226
USAID - AWM Technologies	4,200	9,232
USAID - Blue Revolution	-	41,989
USAID - Natural Resources Management Phase 2 - USAID	-	(3,250)
USAID - NRM 2 Program -Water Team Collaboration	67,585	305,025
USAID - SA SAKSS P1 and P2	-	59,328
USAID - Linkage Fund	103,176	16,530
USAID - USAID-CILSS	254,629	357,557
USAID - Water Team Collaboration	-	76,602
USAID - Enhanced regional food security	981,540	-
USAID - NRM 2 Program - Modification no:12	152,754	-
WORLD BANK - ESMAP Groundwater Electricity	219,651	16,147
WORLD BANK - India Irrigation Study	(6,500)	35,998
WORLD BANK - World Bank issue paper	-	11,000
WORLD BANK - SAK: Reg Coop on Rivers of Himalayas-ADD	4,550	-
WF - CRP 1.3 - AAS (Program Support)	115,000	-
WTI - WIN Programme on RSM	536	9,545
WWF - WWF Ganga Basin Project	86,201	84,079
ZEF - Phase 4 - Reimbursement from Glowa Volta	-	95,814
ZEF - Secondment - Boubacar Barry (WASCAL)	146,858	84,142
<b>Subtotal</b>	<b>17,185,178</b>	<b>14,724,680</b>
<b>2) GWP South Africa</b>		
AfDB - AfDB - GWP South Africa	-	2,601
CGIAR - CPWF - CGIAR	-	(3,865)
DANIDA - GWP South Africa	63,168	27,226
DFID - RCCP - Regional Climate Change Programme	165,666	162,065
FANRPAN - GWP SA - Coordination & Change (CPWF-LM5)	57,355	-
GWP - Host Institution Fees - 2009 and before	-	148,933
GWP - Core - GWP - IWMI / GWP - South Africa (GWP0061)	454,377	285,101
HBf - GWP SA - Heinrich Boll Foundation -Water, Climate Change and Development	(47)	48,570
NETHERLANDS - Netherlands - GWP South Africa	-	193,959
SIDA - SIDA Bridging- GWP South Africa	-	(4,761)
<b>Subtotal</b>	<b>740,519</b>	<b>859,829</b>

	Total Revenue 2011	Total Revenue 2010
	US \$	US \$
<b>3) IWMI Components of Non-IWMI CP Projects</b>		
CIAT - PES in Mekong Region	10,179	-
CMU-USER - CMU-USER CPWF PN67 Mekong Water Allocation	-	2,404
FANRPAN - CP 62 - Limpopo BFP	-	4,575
IFAD - CP 50: Enhancing Multi-Scale Mekong Water	-	5,411
CP Phase 2 - ILRI - CPWF VL2: Integrated management of rainwater for crop-livestock agro-ecosystems	93,761	-
CP Phase 2 - ILRI - CPWF NL3: Rainwater Management	98,297	-
CP Phase 2 - ILRI - CPWF NL5: Nile Coordination & Change Project	178,397	-
CP Phase 2 - IWM - CPWF G4: Ganges Basin Development Challenges	14,513	-
CP Phase 2 - SEI - CPWF LM1: Targeting and scaling out	53,623	-
CP Phase 2 - VBA - CPWF VL5: Coordination and Change Project	9,702	-
CP Phase 2 - WATERNET - CPWF LM4: Water Governance in the Limpopo Basin	51,527	-
<b>Subtotal</b>	<b>509,999</b>	<b>12,390</b>
<b>4) IWMI CP Projects</b>		
CP MUL - CP19: Upstream downstream impacts in Nile	-	154,711
CP MUL - CP 57: Karkeh Basin Focal Project	-	1,000
CP MUL - CP 59 - Nile BFP	-	177,644
CP MUL - CP 65 - Shallow Groundwater	-	188,389
CP MUL - CP 68 - Crop-livestock Systems in IGB	-	176,171
CP MUL - CP 71 - Water Allocation in Tonle Sap	-	148,996
CP MUL - CPWF DELTA 2007 International Conference	-	6,912
<b>Subtotal</b>	<b>-</b>	<b>853,823</b>
CP Phase 2 - MUL - CPWF - MK1: Optimizing reservoir management for livelihoods	449,666	346,921
CP Phase 2 - MUL - CPWF - NL2: Integrated rainwater management strategies	670,853	305,701
CP Phase 2 - MUL - CPWF - NL4: Assessing and anticipating consequences of innovation	234,015	121,261
CP Phase 2 - MUL - CPWF - VL4: Sub-basin management and governance	296,542	23,034
CP Phase 2 - MUL - CPWF - G3: Water governance and community-based management	205,892	-
<b>Subtotal</b>	<b>1,856,968</b>	<b>796,917</b>
<b>5) CP Secretariat and Other CP donors</b>		
CP MUL - CP Secretariat	4,100,615	3,385,261
CP MUL - CPWF - Australia (AusAID) - Mekong Basin	110,999	-
CP MUL - CPWF - IFAD - Grant No: G-I-R-1312-IWMI-CP	89,673	-
CPWF- SIDA Grant - International Film Production	69,000	-
<b>Subtotal</b>	<b>4,370,287</b>	<b>3,385,261</b>
<b>TOTAL RESTRICTED</b>	<b>24,662,951</b>	<b>20,632,900</b>
<b>GRAND TOTAL</b>	<b>34,147,475</b>	<b>30,883,127</b>

## Statement of Financial Position

### INTERNATIONAL WATER MANAGEMENT INSTITUTE

#### Statement of Financial Position December 31, 2011 and 2010

(In US Dollars '000)

	Notes	2011	2010
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash Equivalents	2	30,576	27,979
Investment	3	46	31
Accounts Receivable:			
Donors	4	3,232	3,387
Employees	5	297	218
Other CGIAR Centers	6	68	214
Others	7	595	902
Prepaid Expenses	8	214	75
Inventories	9	38	35
<b>Total Current Assets</b>		<b>35,066</b>	<b>32,841</b>
<b>Non Current Assets</b>			
Property, Plant and Equipment, net	10	1,654	1,388
<b>TOTAL ASSETS</b>		<b>36,720</b>	<b>34,229</b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Current Liabilities</b>			
Accounts Payable			
Donors	11	6,830	6,464
Employees	12	1,387	1,285
Other CGIAR Centers	13	182	582
Others	14	2,532	2,001
Amount held for Challenge Program	15	4,521	5,555
Accruals		721	826
<b>Total Current Liabilities</b>		<b>16,173</b>	<b>16,713</b>
<b>Non Current Liabilities</b>			
Accounts Payable			
Employees	16	2,626	2,280
<b>Total Non Current Liabilities</b>		<b>2,626</b>	<b>2,280</b>
<b>Total Liabilities</b>		<b>18,799</b>	<b>18,993</b>
<b>Net Assets</b>			
Unrestricted			
Designated		4,180	4,180
Undesignated		13,741	11,056
<b>Total Net Assets</b>		<b>17,921</b>	<b>15,236</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>36,720</b>	<b>34,229</b>

These financial statements were approved on 20 April 2012.

 Director General

 Director Finance & Administration

The accounting policies on pages 7 to 13, notes on pages 14 to 27 and supplementary informations on pages 28 to 35 form an integral part of the financial statements





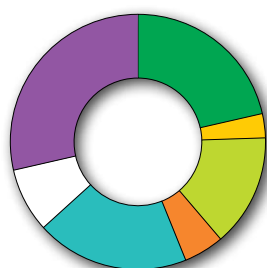
# Overview of IWMI Staff

## IWMI Diversity at Different Organizational Levels as at December 31, 2011

	Male			Female			Total
	North	South	Subtotal	North	South	Subtotal	
Board of Governors	6 50%	3 25%	9 75%	0 0%	3 25%	3 25%	12 100%
Management Team	6 50%	2 17%	8 67%	4 33%	0 0%	4 33%	12 100%
Researchers	24 24%	45 46%	69 70%	11 11%	18 18%	29 30%	98 100%
Breakdown of Researchers							
Principal Researchers	12	10	22	4	0	4	26
Senior Researchers	5	11	16	3	4	7	23
Researchers	6	20	26	3	6	9	35
Postdoctoral Scientists	1	4	5	1	8	9	14
Subtotal	24	45	69	11	18	29	98
Research Support	0 0%	31 74%	31 74%	0 0%	11 26%	11 26%	42 100%
Services	2 1%	90 56%	92 57%	5 3%	65 40%	70 43%	162 100%
Total IWMI Staff	26	166	192	16	94	110	302

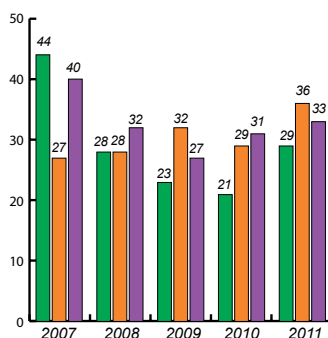
\*Total IWMI staff number includes hosted staff

### Researchers by Discipline as at December 31, 2011



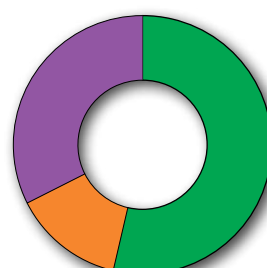
- Agricultural Economics/Economics
- Ecology
- Irrigation/Agricultural Engineering
- RS/Spatial Analysis
- Social Science/Geography
- Soil Science/Agronomy/Pedology
- Water Resources (Surface/Ground)

### Researchers by Region 2007-2011



- Headquarters
- Africa
- Asia

### Overview of All IWMI Staff as at December 31, 2011



- Services
- Researchers
- Research Support

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