

Subject: contingency planning proposals for the execution of FTA 2017 POWB.

Rev 2 (with updated tier repartition tables from FP leaders' submissions)

26 JUNE 2017

Executive Summary

The purpose of this note is to propose, as requested by the ISC at its teleconference¹ on 11 April 2017, contingency plans for the execution of FTA's 2017 POWB. FTA's finplan for 2017 is set at USD 8.8m, and from this envelope, allocations to FPs and FTA partners have been agreed by the ISC and by the Board of Trustees of CIFOR. However, given the current CGIAR donor context, there is no certainty (i) on the degree of execution of the finplan, (ii) on the calendar for disbursements from the CGIAR Trust Fund.

Within the USD8.8m finplan, sets of activities are not of equal priority. Therefore, contingency plans have to be developed, which will highlight what to prioritize and safeguard for scenarios of funding under USD 8.8m.

This note proposes a way to deal with this uncertainty, by defining funding tiers and within each tier, specific allocation keys to partners given their role in executing the priority activities.

The ISC is asked to endorse the approach and the following repartition keys (first table in USDm, second in percentage of within-tier funding).

- This has no other purpose than to serve as a possible guide for the lead center in support of its own decisions to deal, the case being, with cash flow disbursements during 2017, under its responsibility.

Tier	total	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	5.10	3.018	1.317	0.368	0.091	0.092	0.075	0.087	0.052	5.10
2	2.00	0.852	0.814	0.147	0.051	0.051	0.024	0.044	0.017	2.00
3	1.70	0.686	0.563	0.197	0.068	0.072	0.032	0.061	0.022	1.70
total	8.80	4.56	2.694	0.712	0.209	0.215	0.131	0.192	0.090	8.8

Tier	total	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	First 5.1m	59.18%	25.82%	7.22%	1.78%	1.80%	1.47%	1.71%	1.02%	100%
2	Next 2.0m	42.60%	40.70%	7.35%	2.55%	2.55%	1.20%	2.20%	0.85%	100%
3	Next 1.7m	40.35%	33.12%	11.59%	4.00%	4.24%	1.88%	3.59%	1.29%	100%
total	Total 8.8m	51.82%	30.61%	8.09%	2.38%	2.44%	1.49%	2.18%	1.02%	100%

1. Current CGIAR finplan and relinking rules

The System Management Board (SMB), at its 5th meeting on 29-30 March 2017, approved the 2017 finplan and the relinking rules between W1 and W2 sources (Annex 1).

In terms of 2017 budgeting considerations, SMB5 states that:

*While the overall W1/2 funding picture seems to hold in line with the indicative Funder allocation made in Mexico, geopolitical uncertainties combined with possible currency fluctuations and 40% of the indicative funding allocation is under pending approval or planning level, it seems prudent for Lead Centers and CRPs to avoid fully committing the full System Council 2017 indicative allocation until mid-way through the year when a more accurate projection is available. The System Management Board agreed (Decision #1) that a useful guide at this point is the possibility of a 5-10% variation of the combined W1/2 end of year overall outcome set out in Section 2 above, **indicating that Lead Centers and CRPs may wish to under program by this amount pending clarification during the course of the year.** (bold as in the original document)*

Furthermore, SMB5 decided on the relinking rules between W1 and W2 in 2017:

“W1 is allocated across all funding gaps between W2 and System Council indicative W1/2 allocations such that these are reduced by the same percentage amount until W1 funding is exhausted (Platforms are excluded from such reductions). This aims to offer a middle ground between full and zero coverage of the gap with W1, thus creating a greater incentive for W2 financing while partially helping reduce potential funding gaps for all CRPs.”

Relinking rules, importantly, safeguard the platforms (total of 7.7m W2 and 25.9m W1). The difference between W2 and the finplan is now called by the SMO a “funding gap”, which W1 is called to partially –but equally– fill across CRPs (with the W1 available after the platforms’ gap has been *fully* filled). With this rule, the CRPs will support the integrality of a global gap in portfolio funding, and those CRPs that have, as FTA, proportionally less W2 in their finplan will suffer proportionally more. Given the relinking rules, the 10% variation at global level mentioned in the SMB5 decision has very different consequences on different CRPs. We assess below consequences for FTA.

2. Mechanisms by which relinking rules will impact FTA funding

The consequences of the relinking rules are particular for FTA, which is more dependent on W1 than W2. An underfunded finplan will reduce FTA W1 and/or W2 levels. FTA can be affected by portfolio-level underfunding by three, cumulative, ways:

1. Less W2 to FTA: this is a net, direct effect.
2. Less W2 available for other CRPs or Platforms, as this will increase the overall “funding gap” to be filled by W1, therefore less redistributed W1 for FTA.

3. Less W1 available globally, therefore less W1 money to fill the FTA “Finplan-W2” funding gap.

Therefore, overall FTA funding depends on (a) its W2 level, (b) how all others CRPs and platforms will be funded by W2, and (c) how globally W1 is available.

3. Impact of portfolio and CRP level budget reductions on FTA funding

The SMO, in the simulations it made for SMB5, gave an estimation of FTA W1 and W2 at respectively 5.6m and 3.2m given the 8.8m finplan, within a CGIAR-wide finplan at 80.9m W1 and 110.1m W2, for a total of 191.0m.

We assess here the impact of funding variations on FTA, for 20 different scenarios crossing 4 different hypotheses of FTA W2 funding with 5 hypotheses of overall “macro” funding of the system (model used for simulations available on request). Results are shown in Table 1a and Fig 1. Also, an additional set of 5 simulations was made to simulate the effect of donors globally shifting W1 towards W2 (everything else being equal). Results are shown in Table 1b. Cells shaded corresponds to scenarios highlighted in section 4.

Table 1 FTA 2017 funding scenarios

(a)

		CGIAR W1+2 FINPLAN Macro realization				
		portfolio 100%	portfolio 90%	portfolio 80%	portfolio 70%	portfolio 60%
FTA W2 scenario (portfolio % * 3.2m + x)	x = 1m	8.9	7.4	6.2	5.1	4.1
	x = 0m	Finplan 8.8	7.1	5.6	4.4	3.3
	x = -1m	8.7	6.7	5.1	3.7	2.5
	x = -2m	8.5	6.3	4.5	3.0	1.7

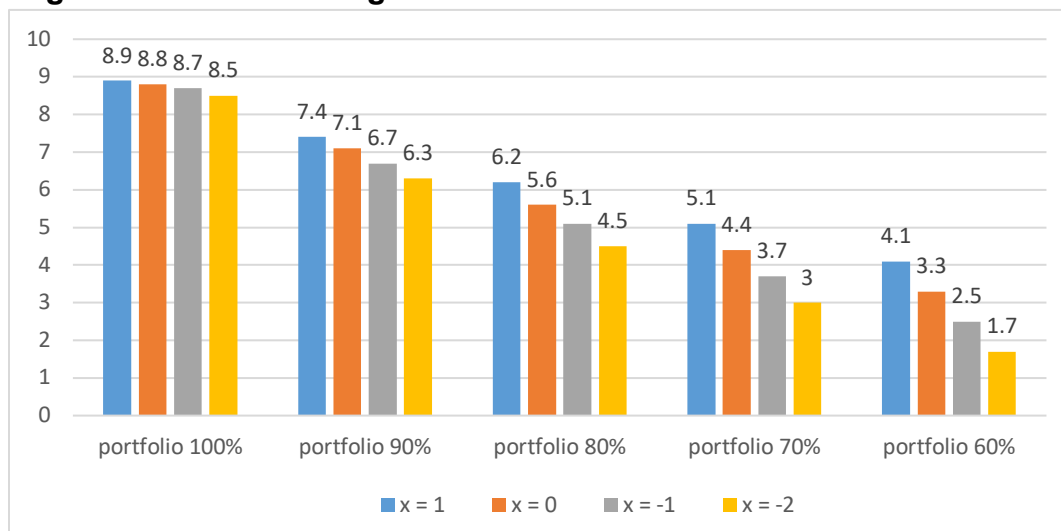
Table 1 (a) depicts the combined effect on FTA of different hypotheses (columns) of realization of the CG portfolio 191.0m FINPLAN (same realization percentage applied to all W1 and W2, given the estimate of the SMO of 110.1m W2 and 80.9m W1, amongst which 55.0m W1 for the CRPs), and of different hypotheses (rows) of FTA’s W2 fundraising with respect to the central hypothesis of 3.2m: from +1m (blue bar in Fig 1), 0 (orange), -1 m (grey) and -2 m (yellow).

(b)

		CGIAR W1+2 FINPLAN Macro realization (with +20% W2 shift)				
		portfolio 100%	portfolio 90%	portfolio 80%	portfolio 70%	portfolio 60%
FTA W2	3.2m (x=0m)	8.8	6.6	5.1	3.9	2.9

Table 1(b) depicts the effect, at a given W1+2 CGIAR envelope, of a +20% uniform movement from W1 to W2 in each platform/CRP, representing overall a +20% shift W2 above the current 101.1m estimate (at the expense of W1).

Fig 1. FTA 2017 funding scenarios



Some findings of these simulations for FTA are listed below, most of them related to the importance of W1 in its finplan.

1. The SMB5 scenario of (-10% overall reduction equally across all W1+2) puts FTA **at 7.1m**.
2. FTA is penalized disproportionately by the relinking rules with compared to other CRPs
3. FTA is quite sensitive to the degree of realization of the global finplan. If the global realization drops to 80%, FTA descends **at 5.6m**, even counting 3.2m of W2.
4. A global portfolio at 80% combined with an additional 1m W2 shortfall for FTA, would bring FTA at **5.1m**.
5. At given W1+2 CGIAR envelope, **a uniform movement from W1 to W2 would mean less resources for FTA**: a +20% shift from the current 101.1m estimate would make FTA lose an additional circa **0.5m** (a 0.6m FTA W2 gain is more than offset by the resulting lower relinked W1).
6. A scenario with 80% shortfall of W1+2 resources, 20% additional W2 shifted from W1, and a 1m W2 additional shortfall for FTA would bring the program at **4.4m**.

4. Contingency scenarios for FTA

It is difficult to estimate the probability to the realization of each of the above scenarios, or any other.

To date, FTA has been allocated an advance of 5m W1, and there is an indication of W2 funds from Australia (USD 0.97m, committed) and NL (USD 1.65m, indicated). There is some uncertainty that

The SMO holds a spreadsheet online with updates on W1-2-3 funds received.

<https://public.tableau.com/profile/publish/Funding-Update-2017/Story1#!/publish-confirm>

Nevertheless, the SMO indicated that \$10m (5%) has so far been received in W1/2, and a further \$102m (55%) is already committed but not formally approved by Funders, and \$48m (26%) is in the process of approval - leaving \$26m or 14% at the planning level.

Given the above, it is proposed to adopt four scenarios for FTA, including a high risk scenario (Table 2). We propose to exclude the 60% global under-realization scenarios as this corresponds to the CGIAR funds received and committed to date, and we expect these to increase during the year.

Table 2. Proposed scenarios for contingency planning in FTA in 2017

Scenario name	Level of W1+2 funding
Finplan	8.8m
SMB5	7.1m
Shortfall	5.1m
High risk	3.7m

“SMB5” corresponds for FTA to the under-programming measures recommended by SMB 5 decisions (10% under-programming globally).

The “Shortfall” scenario corresponds to a global portfolio financed at 80%, combined with an additional 1m W2 shortfall for FTA (1.9m total instead of 3.2m). It corresponds as well to a variant of the SMB5 scenario in which W2 (including for FTA) would *increase* by 20%, keeping the SMB5 overall W1+2 constant¹. It further very close to the amount of W1 that CIFOR has received in advance.

The “High risk” scenario corresponds to global portfolio at 70% with an additional 1m W2 shortfall for FTA (2.2m W2 for FTA).

It is proposed here that FTA would not consider working with the high risk scenario as given the SMB5 simulation, and given the fact that CIFOR has already received 5m W1 (despite the uncertainty that some of this amount might be claimed back by the CGIAR if relinking rules affect in the end less than 5m W1 to FTA). The high risk scenario would send an overly precautionary signal that would lead to excessive under-programming that could not be catch-up later when funding materializes.

5. Operational propositions for the execution of FTA POWB to deal with funding uncertainties

5.1 Towards a phased approach to FTA budget execution

¹ This corresponds to close the SMB5 scenario with 20m shifted from W1 to W2, which for FTA represents 3.5m instead of 2.9m. The FTA W2 increase translates into a loss of funding for FTA as less W1 is globally available.

FTA has constructed its POWB (submitted to the SMO, the ISC and CIFOR's BoT) as if the 8.8m finplan was certain, and the disbursement already made. None of these two hypothesis is true.

Both FTA's ISC and CIFOR's BoT. have called, at their respective meetings in November and December 2016, on the management team to make proposals to the ISC in case of changes of anticipated allocations^{2,3}.

Given the information already available, it seems important to anticipate and to ensure a strategic and progressive execution of the FTA POWB.

It is proposed that the contingency plan includes 3 sequential phases of increased funding, that would be triggered (and the activities executed) as more information becomes more available. The rationale of this approach is that we anticipate a reduction in uncertainty on course of the year, and rather to proceed (as in the last years of FTA 1) on managing budget reductions down from a hypothetical level of 8.8m, it is – for operational and financial reasons – easier to manage budget expansions from a secure (albeit reduced) level.

5.2 Defining the Tiers

The first information is that –despite no finplan revision has been formally made- there is a clear message from the SMO/SMB that planning should be made at the level of the SMB5 scenario (until further information is made available during the year on the level of overall funding).

However, at present level of overall (W1) and specific (W2) funding, the SMB5 scenario constitutes still a hypothetical situation: a prudent approach could consider a starting hypothesis (which we could call Tier 1) at the level of the Shortfall scenario (5.1m).

Tier 2 would be triggered when there is sufficient knowledge to estimate, or resources received, so that (Tier 2) activities can be triggered towards the SMB5 scenario (7.1m).

Tier 3 would triggered in case of belief that FTA is going towards its finplan (or at least going above SMB5).

The three Tiers would therefore be sequentially triggered, in increasing order (Table 3, Figure 1).

Table 3: Tiers and scenarios of sequential budget execution

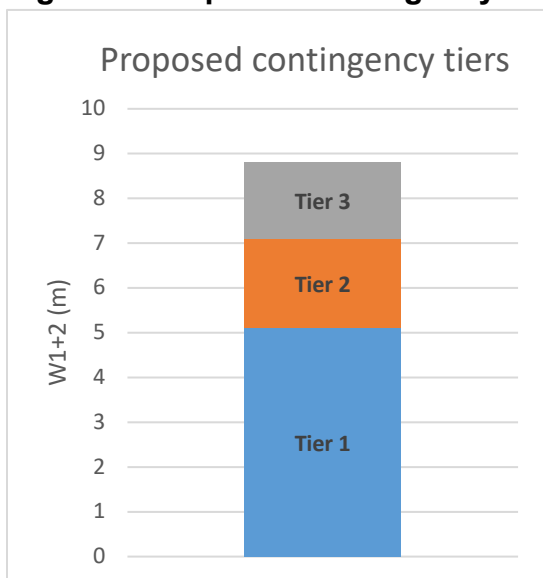
Contingency Tier	Corresponding scenario	W1+2 Total
1	Shortfall	Up to 5.1m
2	SMB5	Up to 7.1m

² FTA ISC decision of November 2016: ISC/M13/D8: *“On the issue of how to deal with unexpected budget cuts on course of a fiscal year, the ISC decided that if there is a cut in W1/2 funding that is known late in the year (e.g. after September), a pro-rated cut should be applied across FPs. If FTA is informed earlier in the year (e.g. before June) of a funding shortage, FTA Director will consult with the management team to suggest to the ISC some strategic ways to cope with the shortfall and ISC will consequently decide on the allocation.”*

³ CIFOR BoT decision of December 2016: *“In event of changes in anticipated allocations FTA management team shall make a recommendation to ISC for a strategic allocation of burden of shortfall/excess funds to the FPs”.*

3	Finplan	Up to 8.8m
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Figure 1: Proposed contingency tiers according to W1+2 anticipation



5.3 Associating POWB activities, and resulting allocation to partners, to the different Tiers

During the elaboration of its POWB, FTA has produced a comprehensive list of activities (117 in total) to be funded by W1+2 (with corresponding outputs and outcomes).

It is proposed that each activity item of the 2017 POWB be associated to one of the three Tiers, or the case being, split between several Tiers in case of the possibility of a phased execution of the item across different Tiers. Within a tier and a FP/cluster, the activities would also receive a priority ranking.

To be compatible with the overall priorities defined by the ISC and CIFOR's BoT, Tier 1 would see a prominence of management (in the MSU and in FPs) and of cross-cutting activities. This is also because these activities need to be executed continuously through time during the year, and are fundamentally needed for program-level delivery, as "regular" or "core" that cannot be interrupted.

Within the MSU, 1,630,000 USD of Tier 1 activities are identified, 160,000 in Tier 2 (science event) and 210,000 USD in Tier 3 (finalization of the FTA publication, including the editing and translation).

Within the support platform, Communication, MELIA, gender and data are proposed to be in Tier 1, capdev is split half/half between Tier 1 and Tier 2. This leaves a repartition between the three tiers for MSU, SP and FPs (the remaining amount in each Tier) as per Table 4.

**Table 4 Funding Tiers according to the contingency plan
MSU Proposal**

Contingency Tier	Corresponding scenario	W1+2	MSU	Comm	SP	FPs
1	Shortfall	5.1	1.63	0.25	1.40	1.82
2	SMB5	2.0	0.16	0	0.15	1.69
3	Finplan	1.7	0.21	0	0	1.49

FP leaders' submission

Contingency Tier	Corresponding scenario	W1+2	MSU	Comm	SP	FPs
1	Shortfall	4.85	1.63	0.25	1.02	1.95
2	SMB5	2.34	0.16	0	0.53	1.65
3	Finplan	1.61	0.21	0	0	1.40

Subsequently, in each Tier, the FP envelope is allocated amongst different flagships. This would leave the following allocations to FPs, across Tiers, as per Table 5.

Table 5. Allocations to FPs across Tiers

MSU Proposal

Contingency Tier	Total FTA amount	Total FPs amount	FP1	FP2	FP3	FP4	FP5
1	5.1	1.82	0.46	0	0.44	0.48	0.44
2	2.0	1.69	0.44	0	0.37	0.45	0.43
3	1.7	1.49	0.38	0	0.33	0.40	0.38
total	8.8	5.00	1.28	0	1.14	1.33	1.25

FP leaders' submission

Contingency Tier	Total FTA amount	Total FPs amount	FP1	FP2	FP3	FP4	FP5
1	4.85	1.95	0.45	0	0.57	0.48	0.45
2	2.34	1.65	0.46	0	0.31	0.45	0.43
3	1.61	1.40	0.37	0	0.26	0.40	0.36
total	8.8	5.00	1.28	0	1.14	1.33	1.25

5.4 How does this translate to Partners' funding across Tiers?

The allocations across areas of FTA, Partners and Tiers that derive from the priorities list identified in each flagship (in agreement with Table 5) are depicted in Annex 1 for the MSU, Communications, the Support Platform and the FPs. Note that the computation for Capdev and for FPs is provisional.

FP/cluster leaders have been asked mid-May 2017 to provide repartitions of their activities and corresponding budget to partners within the different Tiers, respecting the envelope for each Tier defined above in Table 5 and the overall allocations per FP and partners – as submitted to CIFOR BoT.

However, they failed to complete this exercise.

Without indication for team leaders, we have computed (Table 6) what could be these allocations in a case where - once deducted the coordination costs going in Tier 1 to the center leading the FP - the weight of the different partners in a FP is equal across the FP's Tiers (cf Annex 2).

Table 6 (a) Allocations to partners across Tiers

MSU Proposal

Tier	total	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	5.10	3.018	1.317	0.368	0.091	0.092	0.075	0.087	0.052	5.10
2	2.00	0.852	0.814	0.147	0.051	0.051	0.024	0.044	0.017	2.00
3	1.70	0.686	0.563	0.197	0.068	0.072	0.032	0.061	0.022	1.70
total	8.80	4.56	2.694	0.712	0.209	0.215	0.131	0.192	0.090	8.8

FP leaders' submission

Tier	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	Total
1	2,779,749	1,080,682	372,217	172,250	144,530	97,750	161,250	47,399	4,855,827
2	917,324	1,031,108	257,200	28,000	20,000	21,500	19,000	42,851	2,336,983
3	858,690	582,500	83,000	9,000	50,000	12,000	12,000	0	1,607,190
total	4,555,764	2,694,290	712,417	209,250	214,530	131,250	192,250	90,250	8,800,001

Table 6 (b) Associated repartition keys between partners within tiers (see text above)

MSU Proposal

Tier	total	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	5.1m	59.18%	25.82%	7.22%	1.78%	1.80%	1.47%	1.71%	1.02%	100%
2	2.0m	42.60%	40.70%	7.35%	2.55%	2.55%	1.20%	2.20%	0.85%	100%
3	1.7m	40.35%	33.12%	11.59%	4.00%	4.24%	1.88%	3.59%	1.29%	100%
total	8.8m	51.82%	30.61%	8.09%	2.38%	2.44%	1.49%	2.18%	1.02%	100%

FP leaders' submission

Tier	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	Total
1 (4.86m)	57.25%	22.26%	7.67%	3.55%	2.98%	2.01%	3.32%	0.98%	100%
2 (2.33m)	39.25%	44.12%	11.01%	1.20%	0.86%	0.92%	0.81%	1.83%	100%
3 (1.61m)	53.43%	36.24%	5.16%	0.56%	3.11%	0.75%	0.75%	0.00%	100%

5.5 It is unlikely that the CGIAR will disburse to FTA exactly the amount corresponding to a Tier: how will FTA deal with this?

Tier 1 is triggered as base and as soon as CG Funds are received by the lead center, these are attributed to partners in proportion of the partners' share in Tier 1. (Table 6). If additional CG funds over Tier 1 are received, then these are attributed as per the repartition key of Tier 2 (Table 6). FTA managers and partners take this into account to trigger (or post-finance) Tier 2 activities.

Finally, if the lead center receives CG funds above 7.1m, then it will disburse the funds over this amount according to the Tier 3 key of repartition. FTA managers and partners take this into account to trigger (or post-finance) Tier 3 activities.

5.6 How is risk shared and who would decide when to go up from one Tier to another?

The year starts in Tier 1. **All partners that engage in FTA agree to work given the financial risks associated to the execution of Tier 1 (under the provisions of the PPA).**

Lead center notifies all partners of a rise of Tier across FTA when it receives the corresponding amount of resources from the CGIAR. Note that this may only arrive late in the year.

CIFOR will disburse resources to a partner under a subsequent tier only if the tier level is raised and if the partner can show 70% expenditure levels on the precedent tiers.

CIFOR will trigger to FTA partners (incl. CIFOR), when it knows there are funds available, through an allocation letter/email, in application of the PPA.

A partner can decide, in consultation with the FP leader and informing the MSU, to advance the execution during the year of any activity it is responsible for and that is situated in a higher Tier than the one currently in vigor. In doing so, it cannot substitute the new activity with one of a lower Tier. Also, the partner takes on the financial risk associated with the operation.

The MSU, following consultation of the MT, and in consultation with CIFOR finance, can emit a recommendation, based on the best available knowledge, that there is a good/high probability – despite funds not being received – that the next Tier be realized. If so, managers are invited to consider launching the next Tiers activities, albeit at their

own risk. The MSU cannot be held responsible for any advice on funding that would not be followed/materialized in practice.

5.7 How to deal if end-of-year actual funding available exceeds the status of execution of the Tiered-activity plan?

In case of resources received by a partner but not enough time to complete the associated activities in 2017 (for example due to the fact that the Tier / disbursement was triggered too late), the activities would be carried over the next year.

In case of more resources available from the CGIAR at the end of 2017 than foreseen by the actual state of the Tiered approach, the differential between the amount received from the CGIAR Trust Fund and the amount allocated to partners is carried over by the lead center and added to the FTA POWB of the subsequent years (all years but the final year).

5.8 When should FTA consider that the high risk scenario at 3.7m becomes likely?

The high risk scenario at 3.7m is not considered here. The chosen Tier 1 scenario (Shortfall) is already 30% lower than the SMB5 scenario. Also, CIFOR has already received 5m W1.

In case the CGIAR notifies to FTA a lower amount of W1 than 5m, the lead center will have to see with the SMO how to deal with the fact that these resources have already been disbursed to partners as part of the 2017 POWB. Table 7 suggest a repartition of funds across FTA for the high risk scenario.

Table 7 Downgrading from the shortfall to the high-risk scenario.

Contingency Tier	Corresponding scenario	W1+2	MSU	Comm	SP	FPs
1	Shortfall	5.1	1.63	0.25	1.40	1.82
none	High risk	3.7	1.60	0.20	1.00	0.90

Annex 1 – Proposed allocations across areas, partners and Tiers

(MSU Original proposal)

MSU

Contingency Tier	total MSU	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	1.63	1.33		0.06	0.06	0.06	0.06	0.06		1.63
2	0.16	0.16								0.16
3	0.21	0.21								0.21
total	2.00	1.70	0	0.06	0.06	0.06	0.06	0.06		2.00

COMM

Contingency Tier	total comm	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	0.25	0.25								0.25
2	0.00	0.00								0.00
3	0.00	0.00								0.00
total	0.25	0.25	0	0	0	0	0	0		0.25

Gender

Contingency Tier	total Gender	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	0.70	0.211	0.281	0.166	0.00	0.00	0.00	0.00	0.04	0.70
2	0.00	0.00								0.00
3	0.00	0.00								0.00
total	0.70	0.211	0.281	0.166	0	0	0	0	0.04	0.70

Data

Contingency Tier	total data	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
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1	0.15	0.15		0.00	0.00	0.00		0.00		0.15
2	0.00	0.00								0.00
3	0	0.00								0.00
total	0.15	0.15		0	0	0	0	0		0.15

Capdev

Contingency Tier	total capdev	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	0.15	0.059	0.091							0.15
2	0.15	0.06	0.09							0.15
3	0									0.00
total	0.30	0.118	0.182	0	0	0	0	0		0.30

MELIA

Contingency Tier	total MELIA	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	0.40	0.24	0.11	0.05						0.40
2	0.00									0.00
3	0									0.00
total	0.40	0.24	0.10814	0.05342	0	0	0	0		0.40

MSU + Com
+SP

Contingency Tier	total MSU+COM+SP	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	3.28	2.24	0.48	0.28	0.06	0.06	0.06	0.06	0.04	3.28
2	0.31	0.22	0.09	0.00	0.00	0.00	0.00	0.00	0.00	0.31
3	0.21	0.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.21
total	3.80	2.67	0.57	0.28	0.06	0.06	0.06	0.06	0.04	3.80

FTA Flagships

Contingency Tier	total FPs	CIFOR	ICRAF	BI	CATIE	CIRAD	INBAR	TBI	CIAT	total
1	1.82	0.780	0.837	0.089	0.031	0.032	0.015	0.027	0.010	1.82
2	1.69	0.633	0.723	0.147	0.051	0.051	0.024	0.044	0.017	1.69
3	1.49	0.476	0.563	0.197	0.068	0.072	0.032	0.061	0.022	1.49
total	5.00	1.89	2.12	0.43	0.15	0.15	0.07	0.13	0.05	5.00

Annex 2

**W1+2 Weight of partners in FPs (once deducted the coordination expenditures),
according to FTA's 2017 POWB**

	<i>FP1</i>	<i>FP3</i>	<i>FP4</i>	<i>FP5</i>
<i>CIFOR</i>	0.0%	58.34%	33.63%	53.76%
<i>ICRAF</i>	72.22%	14.26%	50.09%	22.94%
<i>Bioversity</i>	27.78%	7.34%	5.66%	0.00%
<i>CIAT</i>	0.0%	0.00%	0.00%	4.55%
<i>CIRAD</i>	0.0%	12.61%	0.00%	3.39%
<i>CATIE</i>	0.0%	1.38%	4.42%	8.14%
<i>INBAR</i>	0.0%	0.00%	3.10%	3.42%
<i>TROPENBOS</i>	0.0%	6.06%	3.10%	3.80%