

**THE WORLD BANK GROUP ARCHIVES**

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**Folder Title:** Consultative Group on International Agricultural Research [CGIAR] - G-6 - International Rice Research Institute [IRRI] - 1972 / 1974 Correspondence - Volume 1

**Folder ID:** 1760801

**Series:** Central Files

**Dates:** 01/07/1972 – 12/20/1974

**Fonds:** Records of the Consultative Group on International Agricultural Research (CGIAR)

**ISAD Reference Code:** WB IBRD/IDA CGIAR-4177S

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THE WORLD BANK

Washington, D.C.

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The World Bank

1818 H Street NW

Washington DC 20433

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G - 6      IRRI      1972/74  
Vol. I



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 **Archives**  
A2003-012 Other #: 95      1760801      205605B  
Consultative Group on International Agricultural Research [CGIAR] - G-6 - International  
Rice Research Institute [IRRI] - 1972 / 1974 Correspondence - Volume 1



This file is closed as of  
December 31, 1974  
For further correspondence,  
please see 1975/77 files.

WORLD BANK GROUP

ROUTING SLIP		DATE
		Jun 8 75
NAME		ROOM NO.
Mr. Lijune		

APPROPRIATE DISPOSITION	NOTE AND RETURN
APPROVAL	NOTE AND SEND ON
COMMENT	PER OUR CONVERSATION
FOR ACTION	PER YOUR REQUEST
INFORMATION	PREPARE REPLY
INITIAL	RECOMMENDATION
NOTE AND FILE	SIGNATURE

REMARKS

Mike -  
We have booked the  
Park Central Hotel for  
attendance and have  
notified him by  
telegon.

FROM	ROOM NO.	EXTENSION
Howe		



WORLD BANK GROUP

INCOMING MAIL

DATE: JAN 7 1975

Mr. H. Adler	A1042	Mr. Knox	A813
Mr. J. Adler	E624	Mr. Krieger	B906
Mr. Alter	A907	Mr. Lari	D1032
Mr. Bart	F718	Mr. Lejeune	E1039
Mr. Baum	E1023	Mr. McNamara	E1227
Mr. Bell	A613	Mr. Muller	N935
Mr. Benjenk	E723	Mr. North	D1032
Mr. Broches	E923	Mr. Nurick	E915
Mr. Cargill	E1236	Mr. Paijmans	C702
Mr. Chadenet	E1204	Mr. Please	A1013
Mr. V. C. Chang	E516	Mr. Rayfield	N935
Mr. Chaufournier	A313	Mr. de la Renaudiere	C302
Mr. Chenery	E1239	Mr. Rotberg	E427
Mr. Wm. Clark	E823	Mr. Thalwitz	A210
Mr. Clarke	D1029	Mr. Tims	D428
Mr. Damry	A1219	Mr. Twining	N635
Mr. D. A. de Silva	N635	Mr. Van der Meer	A507
Mr. Diamond	C502	Mr. Van der Tak	E1023
Mr. Fowler	A1219	Mr. Votaw	C602
Mr. Gabriel	E516	Mr. Wapenhans	A712
		Mr. Weiner	A513
✓ Mr. Graves	E1039	Mr. Wiehen	C1001
Mr. Gulhati	D530	Mr. Wiese	A837
Mr. Hittmair	E427	Mr. Willoughby	G1050
Mr. Hoffman	E823	Mr. Wright	A307
Mrs. Hughes	D529		
Mr. Husain	A1136		
Mr. Kirmani	A610	Mr. Duloy	N234
Mr. Knapp	E1227	Mr. Merriam	E826

FROM: Incoming Mail Unit, Room F-126, Extension 2023

Gze



# INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

OYO ROAD, P.M.B. 5320, IBADAN, NIGERIA TELEPHONE 23741 CABLE: TROPFOUND, IKEJA

20 December 1974

Messrs. Harold Graves  
Michael Lejeune  
Consultative Group on International  
Agricultural Research  
1818 H St., N.W.  
Washington, DC 20433

Gentlemen:

I am arranging a trip to the States during the first half of January for the purpose of interviewing some of the persons recommended as the replacements for Jim Moomaw and Walt Rockwood. Because several of these people are in Washington, I am planning to be in your fair city the afternoon of Monday, 13 January, and all day Tuesday the 14th. I am scheduled to fly out of Dulles for London the evening of 14 January.

I am hoping that both, or at least one of you, will be on seat during the time I'm in Washington so I might have the privilege of your counsel preparatory to the meeting of the Centers Directors in February. For the most part, the schedule as I visualize it is shaping up quite well and I hope to have a preliminary agenda out to the directors early in January. Scheduling will be a problem since the nature and structure of the institutes is now quite diverse that in many sessions there will always be something for some people to be disinterested in. Anyhow, I'd like your thinking since there's a certain amount of defining to do.

I would appreciate it very much if your office could locate me a room for the night of Monday, 13 January, say at the Roger-Smith. I'll be coming into NY the afternoon of 2 January and will stay there till Saturday morning so any messages necessary can be sent me c/o of Hardin or Hill where I can pick it up on Friday the 3rd. After that I'll be hedge-hopping my way into the midwest and back but will be at my daughter's, Mrs. John Henderson, 122 Heartwood Drive, Lansdale, Pa. 19446, arriving Friday evening, 10 January.

Looking forward to seeing you soon and hoping the holidays have been happy ones for you, I am

Sincerely yours,

H. R. Albrecht  
Director General



RECEIVED

Director General  
H. B. Vincent

1975 JAN -8 AM 1:55

COMMUNICATIONS  
SECTION

Director General

Dear Sir,

I am looking forward to seeing you soon and hoping the holidays have been good.

I have enjoyed my stay in Washington and back but will be at my daughter's home in Washington 133 Massachusetts St on Friday the 3rd. After that I will be home and will have the most important messages necessarily sent me by the end of the day of this week. I will be in the afternoon of 3 January and will only have my suitcase packed to go to night of Monday, 13 January, and at the moment I am counting on I will appreciate it very much if you could contact me in some way for the

of sending to you.

Disinterested in your work I do hope you are enjoying it since there is a certain amount of it in many areas there will always be something for some people to do a program since the nature and structure of the Institute is now quite different. I am naturally always out to the Director's office in January. I am sure you will be working as I mentioned it is a great job and I hope to have a meeting of the Central Directors in February. For the most part, the I.I.A. in Washington so I might have the advantage of your contact. I am hoping that both of us at least one of you will be on your way during the time

for London the evening of 14 January.

13 January, and all day Tuesday the 14th. I am scheduled to fly out of Washington, I am planning to be in London until the afternoon of Monday, 15th. I am sure you will be in London until the afternoon of Monday, 15th. I am sure you will be in London until the afternoon of Monday, 15th. I am sure you will be in London until the afternoon of Monday, 15th.

Gentlemen:

Washington, DC 20533  
1818 H St., N.W.  
Advisory Research  
Consultative Group on International  
Michael DeJure  
Messrs. Harold Graves

20 December 1974



THE INTERNATIONAL RICE RESEARCH INSTITUTE

DEC 26 1974

G-6

December 14, 1974

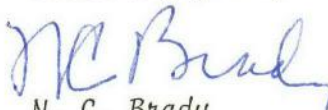
Dear Mr. Lejeune,

As a result of the recent meeting of the Executive Committee of the IRRI Board, some minor changes were made in the dates of major meetings here at IRRI. Enclosed for your information is a copy of the log of major events at IRRI during the period January through June 1975.

I would like to extend to you a cordial invitation to participate in our program review and especially the "highlights" day on February 5 followed by the "coupling" day wherein we will try to illustrate how IRRI's research efforts are being utilized in national programs using the Philippines as an example.

We would be delighted to have you or one of your associates attend.

Sincerely yours,

  
N. C. Brady  
Director

Mr. M. Lejeune  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H Street, N.W.  
Washington, D.C. 20433

Copy to Mr. Bruce M. Cheek  
Enclosure: log of major events (1)

:vam



LOG OF MAJOR EVENTS  
AT THE INTERNATIONAL RICE RESEARCH INSTITUTE

JANUARY-JUNE, 1975

<u>Meeting</u>	<u>Date</u>
International Testing Ad Hoc Planning Session	January 27-28
Internal Program Review	January 29-February 3
International Program Review	February 4
"Highlights" Day	February 5
"Coupling" Day - Philippine Programs and IRRI's Collaboration	February 6
Full Board Meeting	February 7-8
International Rice Research Conference	April 21-24
Second Board Meeting	June 6

12/13/74

THE INTERNATIONAL RICE RESEARCH INSTITUTE

66  
BAC  
CG  
File(?)

*This requires no answer.  
The whole matter was discussed  
in person with Dr. Smiley on  
December 10, 1974 23 Jan 75*

Dear Harold,

This is to acknowledge your letter of November 21 in which you outlined probable sources of support for IRRI during the 1975 calendar year. We are pleased with the continued interest of donors in our institute. The funds which have been committed at least on a "soft" basis provides assurance of support for most of our proposed program during the coming year.

As I indicated to you during our brief discussion in Washington, IRRI is faced with a number of problems. First, as you predicted there is a strong likelihood that the bids on our buildings will be considerably higher than we had estimated earlier. We have given six reliable construction firms invitations to bid on our new facilities. The bids are due on January 3rd. We are hoping for the best but are fearful that our earlier estimates will prove to be considerably under the actual costs of the facilities.

A second problem relates to inflation. Wiser heads than mine had suggested that at least a 20 percent cushion be provided to take care of increased cost of doing business resulting from inflationary pressures. As you know we requested only 15 percent. Unfortunately, preliminary indications suggest that even a 20 percent figure was probably unrealistically low. In any case, however, we are making a study of our inflationary cost here in the Philippines and will make it available to the Secretariat.

A third problem which we discussed in Washington relates to the possible availability of funds in addition to those committed during the fall meetings of the CG. I believe you have had contact with representatives of CIDA who have indicated their interest in providing up to \$300,000 to IRRI on a one shot deal to help us with our building program. They feel rather adamant with me, however, in insisting that their donation would be given only if it did not mean a reduction in the contribution from the World Bank. In other words, I feel quite certain that if the World Bank were to indicate that they would give no less than \$1,780,000, our chances of obtaining an additional \$300,000 from CIDA would be good.

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DEC 10 1974  
11:23



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1974 DEC 19 AM 11:53  
INCOMING MAIL UNIT

from CIDW money be good.  
from \$1,180,000, our chances of obtaining an additional \$300,000  
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which you outlined provide sources of support for IBEI during  
This is to acknowledge your letter of November 21 in

Best regards,

December 10, 1974  
*[Handwritten notes and signatures]*

THE INTERNATIONAL RICE RESEARCH INSTITUTE

*[Handwritten initials and marks]*  
HIF(S)  
CC  
BNC

December 10, 1974

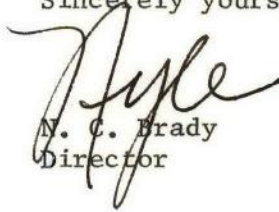
Likewise, as you know, we have been negotiating with the Asian Development Bank for a grant to assist us with our building program. In accordance with our discussion when you were here at IRRI, I have followed through with this organization and feel that there may be an opportunity here of obtaining some funds. At the same time, they are aware of the tentative allocations which would provide IRRI \$7.7 million as identified in your letter of November 21. They have made it very clear to me that they would not be willing to provide us a grant if by so doing they merely relieve other organizations of their commitments.

I recognize that this situation is not an easy one to solve. The World Bank finds itself in a difficult position. It has agreed generally to pick up the residual requirements which dictate IRRI's obtaining as high a proportion as possible of our support from other donors. At the same time, I think one can see the point of view of representatives of CIDA and ADB. They are eager to help us implement the proposed building and operating program and must feel that their funds will be used for doing so.

After the bids have been received in early January, it is likely that I shall make a trip to Washington to discuss them with you, with Mr. Lejeune and his associates. I will probably invite Frosty Hill and, perhaps, Clarence Gray to accompany me. At that time, we will know somewhat more specifically as to the cost of our facilities. We will be in a better position to be more specific as to our total needs.

Thank you again for keeping us informed of the probable grants from the donors of the CG.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Consultative Group on International  
Agricultural Research (CGIAR)  
1818 H Street, N.W.  
Washington, DC 20433

Copy to Mr. Michael L. Lejeune

:vam




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Sincerely yours,

  
M. C. Brady  
Director

Mr. Harold Graves  
Consultative Group on International  
Agricultural Research (CGIAR)  
1818 H Street, N.W.  
Washington, DC 20433

Copy to Mr. Michael L. Lejeune

vam:

THE INTERNATIONAL RICE RESEARCH INSTITUTE

G-6

December 10, 1974

Dear Warren,

I would like to call your attention to a minor change in the schedule of dates for IRRI's annual program review, a change which was decided upon at the December meeting of the executive committee of our Board of Trustees. The internal program review will be held this year during the period January 29 through February 4, 1975. This review will permit individual scientists to present their major findings for 1974 and their anticipated program for 1975. Major emphasis will be placed on the scientific aspects of the findings.

Following the internal program review, two days will be devoted to more general presentation of the institute's programs. On February 5 the "research highlights" will be presented giving a summary of the major research and training accomplishments of 1974. Also included will be a brief visit to selected experiments underway at IRRI on that date. On February 6, a field trip will be arranged in cooperation with the Government of the Philippines to illustrate some of the cooperative relations that have been developed in this country. The basic elements of the "Masagana 99" program of the Philippine government will be shown. This is an innovative package approach which has been very successful here in the Philippines. It will illustrate how technology can be put to work on the farmers' field.

We would be pleased to have you or a representative of your organization participate in these reviews and especially in the two-day general meetings (February 5-6) which follow the internal program review. This would give you an opportunity to get better acquainted with our programs, progress and problems. It would also help you see how we try to interact with country rice production programs.

The IRRI Board of Trustees have also authorized me to invite you to sit in on the open meetings of the Board which will be held February 7 and 8 here at the Institute. We would be pleased to have your guidance on our future programs. The Board would welcome your participation.



RECEIVED  
1974 DEC 10 11:58

programs. The board would welcome your participation. We would be pleased to have you on our staff in Manila. It is our hope that you will be able to contribute to our program. The IRRI Board would like to have you on our staff in Manila.

It would also help you see how we are working with other countries on similar problems. It would also help you see how we are working with other countries on similar problems. It would also help you see how we are working with other countries on similar problems.

can be put to work on the farmers, etc. It will help you see how we are working with other countries on similar problems. It will help you see how we are working with other countries on similar problems. It will help you see how we are working with other countries on similar problems.

and to discuss the various aspects of the findings. It will help you see how we are working with other countries on similar problems. It will help you see how we are working with other countries on similar problems. It will help you see how we are working with other countries on similar problems.

Dear Warren,

December 10, 1974

Please let us know if you can attend all or part of these meetings. We would be delighted to have you do so.

Sincerely yours,



N. C. Brady  
Director

Mr. Warren C. Baum  
Vice President, Projects Staff  
World Bank  
1818 H Street, N. W.  
Washington, D. C. 20433  
U. S. A.

NCB:eby



G-6

THE INTERNATIONAL RICE RESEARCH INSTITUTE

December 5, 1974

Dear Mr. Lejeune,

May I say how pleased we are at The International Rice Research Institute that you have been selected as the Executive Secretary of the Consultative Group on International Agricultural Research. We recognize that you have accepted an important and yet very demanding position. We at the institutes recognize that you are a most important focal point for our activities and for their support by donors. We most certainly are looking forward to working with you.

On behalf of my associates here at IRRI, I would like to extend a cordial invitation for you to visit us. We would be most pleased to show you some of the research work we have under way here at IRRI and to obtain your advice on some of the problems we have as we continue to try to serve the rice producers and consumers of the world.

If your schedule would permit, we would be delighted to have you spend some time with us during the next few months. We would try to fit our schedule into yours if such a visit could be arranged.

Again may I say how pleased we are to work with you.

Sincerely yours,

N. C. Brady  
Director

Mr. Michael L. Lejeune  
Executive Secretary  
Consultative Group on International  
Agricultural Research (CGIAR)  
1818 H Street, N.W.  
Washington, D.C. 20433  
U. S. A.

:vam

RECEIVED

DATE

DEC 11 PM 10 10

U. S. A.  
Washington, D.C. 20433  
1818 H Street, N.W.  
Agricultural Research (CGIAR)  
Consultative Group on International  
Executive Secretary  
Mr. Michael L. Lefevre

Director  
M. C. Bracy  
*[Signature]*  
Sincerely yours,

My first name is I and now pleased we are to work with you.  
such a visit could be arranged.  
months. We would try to fit our schedule into yours if  
to have you spend some time with us during the next few  
If your schedule would permit, we would be delighted

to try to solve the rice problems and concerns of the  
advice on some of the problems we have as we continue  
work we have under way here at IRRI and to obtain your  
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On behalf of my associates here at IRRI, I would  
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position. We at the Institute recognize that you are  
have accepted an important and yet very demanding  
National Agricultural Research. We recognize that you  
Executive Secretary of the Consultative Group on Inter-  
Rice Research Institute that you have been selected as the  
May I and now pleased we are at The International

Dear Mr. Lefevre,

December 2, 1974

*[Signature]*

THE INTERNATIONAL RICE RESEARCH INSTITUTE

8-2



THE INTERNATIONAL RICE RESEARCH INSTITUTE

G2(e)

December 5, 1974

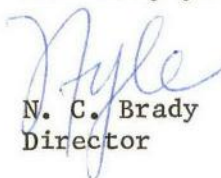
Dear Harold,

Thank you for your letter of November 4 which remained unanswered because of my visit to the United States and South America. I agree that there is some confusion with respect to outreach and core programs. I also agree that our agro-economic constraints network program could be appropriately classified as core. We certainly would have no objection to its being so included since we look upon it as a most important part of our program and since it is basically a core activity carried out in collaboration with economists and agronomists in other countries. It was initiated as an outreach program, however, since it was our understanding that the donor would prefer to fund it in this manner initially. Next year we would be pleased to consider with the donor (IDRC) the possibility of having it incorporated into our core program.

The small machinery utilization program is outreach although the research work for the development of this program is considered as core. I agree there is no reason why this classification should be changed.

Thank you for continuing to keep us informed on our relationships with the CG. It was good to talk to you in Washington.

Sincerely yours,

  
N. C. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
The Consultative Group on  
International Agricultural Research  
1818 H Street, N.W.  
Washington, D.C. 20433  
U. S. A.

:vam

RECEIVED

DATE

1974 DEC 12 AM 11:26

P. S. V.

Washington, D.C. 20533  
1818 H Street, N.W.

International Visitor's Research  
The Confidential Source on  
Executive Records  
Mr. Harold Glass

Director  
W. C. Sullivan

Confidential Source

Dear Mr. Glass:

Our relationship with the CC. It was good to talk to  
Thank you for continuing to keep us informed on

and this classification should be changed.  
Program is considered as core. I agree there is no reason  
although the research work for the development of this  
The small membership information program is important

Program

The possibility of making it incorporated into our core  
level we would be pleased to consider with the donor (IDBC)  
would prefer to find it in this manner. Finally, I hope  
however, since it was our understanding that the donor  
other countries. It was intended as an overseas program  
and in cooperation with economists and geographers in  
program and since it is primarily a core activity we  
since we look upon it as a most important part of our  
activity would have no objection to its being so included  
program could be administratively classified as core. We  
I also agree that our geo-economic considerations network  
comparison with respect to overseas and core programs.  
States and other areas. I agree that there is some  
remaining unexplained reasons of my letter to the United  
Thank you for your letter of November 4 which

Best regards,

December 2, 1974

29(5)



G 6

IRRI

COPY

THE ROCKEFELLER FOUNDATION  
111 WEST 50TH STREET  
NEW YORK, N. Y. 10020

December 4, 1974

Dear Nyle:

I am glad to be able to inform you that the Trustees of The Rockefeller Foundation have authorized the officers to make available a total of \$700,000 to the International Rice Research Institute (IRRI) toward its basic operating costs during 1975. This amount, as in the past, will consist of one portion to be retained by the Foundation to cover the cost of salaries and salary-related perquisites for Rockefeller Foundation staff members assigned to IRRI; \$507,800 which is available upon your request as a cash payment to your institute; and \$50,000 which will be held by the Foundation until October 1, 1975, for any final-quarter adjustment of staff costs and cash contribution. The appropriate portion of this \$50,000 will be paid to IRRI sometime after October 1, 1975.

The amount of the Rockefeller Foundation contribution to IRRI for 1975 was based upon requirements as indicated in the budget previously submitted to the Foundation and upon consultation with other donors. It is our understanding that contributions from other donors will cover remaining needs of IRRI for next year.

Funds will be released by the officers upon receipt of a request from you as Director of the International Rice Research Institute.

Very sincerely yours,

John A. Pino  
Director

Dr. N. C. Brady  
Director  
International Rice Research  
Institute  
P. O. Box 583  
Manila, PHILIPPINES

cc: Mr. Michael Lejeune

JAP:pe

UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

*G-6*

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE:

GLO/74/006

2 December 1974

Dear Nyle,

..... I am sending you herewith three signature copies of the Contract between IRRI and UNDP for the International Rice Testing Programme.

I would appreciate it if you would sign these copies only after you receive my cable sometime in mid-January, when the Governing Council is expected to approve the project proposal. After you have signed the three copies, kindly send them via Mr. Bergstrom's office through our UNDP pouch. We will then sign the copies on behalf of UNDP and return one copy to you and retain the other two for our purposes. We will also send you six conformed copies for internal use. As soon as we have affixed our signature to the Contract, I will cable you to this effect and authorize you to commence operations. At that stage, I will also release funds for the first quarter, and I should appreciate it if you could let me know as soon as possible the bank account or accounts to which payment should be made (including the account number or numbers) and, if indicated, the currencies other than U.S. dollars you require.

As agreed here in New York with Dr. Metz, the first quarter estimate should run from the signature date which we may assume to be 20 January 1975 through 31 March 1975, so that thereafter we go on a quarterly calendar payment basis.

I hope these arrangements are satisfactory and should you have any suggestions and questions, please do not hesitate to let me know.

I am sending a copy of this letter to Mr. Bergstrom for his information.

With best personal regards.

Yours sincerely,

William T. Mashler  
Director

Division for Global and Interregional Projects

Dr. Nyle C. Brady  
Director  
The International Rice Research Institute  
P.O. Box 933  
Manila, Philippines



1974 DEC 6 AM 11:20  
COMMUNICATIONS SECTION

RECEIVED  
1974 DEC -6 AM 11:20  
COMMUNICATIONS SECTION

TO: DIRECTOR

FROM: SAC, NEW YORK

RE: [Illegible]

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3 December 1974

REFERENCE:

TELEPHONE: 212-717-1711

CABLE ADDRESS: NY 100-100

NEW YORK AND 10011  
200 WILLIAM STREET

DELEGATION OF THE UNITED NATIONS



BOULEVARD DE LA DELEGATION  
DES NATIONS UNIES



F O R I N F O R M A T I O N

CONTRACT  
BETWEEN THE  
UNITED NATIONS DEVELOPMENT PROGRAMME  
AND THE  
INTERNATIONAL RICE RESEARCH INSTITUTE

The Contract entered into by and between the United Nations Development Programme (hereinafter called the "UNDP") and the International Rice Research Institute (hereinafter called "IRRI"), an organization with legal capacity recognized by the Government of the Philippines and with its principal offices located at Los Baños, Philippines.

WITNESSETH

WHEREAS, IRRI is a unique international research institute dedicated to scientific endeavours aimed at increasing the yield and quality of rice and through multidisciplinary teams of scientists has developed superior lines and varieties of this crop, the adaptability of which to the major rice growing areas of Asia, Africa, Latin America, and the Middle East required collaboration with scientists from throughout these areas, and the training of teams of scientists in interdisciplinary methods for evaluating rice genetic materials, and

WHEREAS, the UNDP seeks to promote research directed towards development of improved rice varieties with high yield, better nutritive value, resistance to major diseases and insects, tolerance to various soil and environmental

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stresses, and the prompt testing and dissemination of such materials and knowledge among appropriate research and action institutions and agencies throughout the world, and the training and development of scientists from developing countries in these fields of research;

NOW THEREFORE the Parties hereto agree as follows:

ARTICLE I

1. IRRI agrees to undertake a programme of research and training (hereinafter called the Project) directed towards the development, testing and dissemination of lines and varieties of rice with high yield potential, acceptable taste and grain appearance, enhanced protein levels and tolerance to adverse soil, water, and climate conditions. Utilizing an ever increasing number of rice lines and varieties from an interdisciplinary genetic evaluation and utilization (GEU) programme at IRRI and from national breeding programmes in cooperating countries throughout the major rice growing areas of the world, IRRI will establish and implement a systematic and comprehensive testing and evaluation network. IRRI will enlarge upon and improve effective mechanisms of collaboration with country scientists as the worldwide network is organized and coordinated.

2. For the purpose of carrying out the Project, IRRI will provide the following:

*Handwritten signature*

(a) technical personnel, including scientists in fields such as Plant Breeding, Plant Pathology, Entomology, Agronomy, Soil Science, and Chemistry;

(b) other necessary personnel, including administrative personnel and supporting personnel for those mentioned in sub-paragraph (a) above;

(c) necessary facilities, including buildings, laboratories, equipment and services at its headquarters in Los Baños;

(d) assistance to cooperating countries in establishing and implementing testing programmes, including specialized equipment as needed for specific test sites;

(e) training facilities as may subsequently be agreed upon by the Parties to this agreement; and

(f) such other facilities as may be necessary or appropriate in carrying out the Project.

## ARTICLE II

IRRI shall carry out the Project and all activities under this Contract in accordance with the Work Plan, Annex I, to this Contract and such changes in the Work Plan as the Parties may mutually agree upon from time to time.

*Taka*



ARTICLE III

The selection of IRRI's personnel to work on the Project shall be the responsibility of IRRI, provided that UNDP shall be furnished by IRRI with the curriculum vitae of scientific personnel, and shall have the right to approve, any such individual proposed by IRRI for work on the Project at its onset or at any later stage (whether for initial assignment thereto or as replacement for any individual removed therefrom). UNDP shall have the right to require that IRRI withdraw or replace any individual assigned by it to the Project. UNDP may exercise its rights under this paragraph for any reason it may deem sufficient.

ARTICLE IV

UNDP shall have the right to observe at all reasonable times the progress of work carried out under this Contract and to consult directly with personnel of IRRI on work performed by them.

ARTICLE V

1. As complete consideration for the performance by IRRI of its obligations under this Contract, UNDP shall pay the costs of carrying out the Project, in the amounts approved by UNDP, which costs shall be limited to those itemized in the Budget, Table 1, of the Work Plan, Annex I (hereinafter called the "Budget").

*Wald*

2. IRRI will normally purchase the equipment required for the Project directly. However, the UNDP will on request from IRRI purchase and arrange shipment to the Project site of any of the items required for the execution of the Project in accordance with the detailed specifications for the classes of equipment as per the lists submitted by IRRI.

3. Anything in this Agreement to the contrary notwithstanding, UNDP shall not be obligated to make payments hereunder in excess of the amount of \$1,978,600, and IRRI shall not be obligated to continue performance hereunder where continuation would otherwise entail payments by UNDP in excess of such amount.

4. UNDP hereby approves the work plan and budget submitted by IRRI for the first year of this Contract. IRRI agrees to submit a work plan and budget 60 days prior to the end of each of the remaining years of this Contract. Each work plan and budget shall become effective only upon the written approval of UNDP.

#### ARTICLE VI

1. At the time this Contract is signed by both parties, UNDP will advance to IRRI an amount equal to the estimated costs for the first quarter. Subsequent quarterly payments shall be made by UNDP to IRRI within one week of the beginning of each quarter based on the estimated costs detailed in the Budget and the annual work plan and budget to be prepared under Article V, paragraph 4. Payments will be made in U.S. dollars or other currencies as required by IRRI and approved by UNDP to bank accounts designated by IRRI.

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2. It is understood that the compensation payable to IRRI under paragraph one of this Article is intended to cover only estimated costs detailed in the Budget. IRRI shall inform UNDP of any significant departures from the Budget. Such compensation or any advance against such compensation under paragraph one of this Article shall be reduced in the next quarter to the extent that the sums actually expended by IRRI in the previous quarter fall short of the total amount estimated. IRRI shall submit quarterly financial reports detailing expenditures made in the quarter to which the report relates, which reports shall be accompanied by a certificate from IRRI's external auditors certifying to the correctness of the statement.

3. IRRI shall submit to UNDP annual and final reports which shall state the total expenditures on the Project, and shall be accompanied by a certificate from IRRI's external auditor certifying to the correctness of such statement. Any difference between the disbursements made by UNDP under paragraphs one and two of this Article and the total expenditures made by IRRI on the Project as certified by its external auditor shall be reconciled within the next calendar month following that in which the statement is presented to the UNDP.

*WCB*



ARTICLE VII

With respect to Annex II, General Conditions, hereof:

1. The term "Contractor" shall be understood to mean the International Rice Research Institute (IRRI).

2. The term "Government" shall be understood to mean the Government of the country or countries in which the Project or any aspect of the Project is being carried out.

3. Section 01, Privileges and Immunities of Contractor and Contractor's Personnel, is deleted in its entirety.

4. Section 03, Confidential Nature of Documents is amended by deleting everything following "UNDP" where it first appears in said Section, ending the first sentence at said "UNDP", and adding the following sentence:

"With reference to the Agreement(s) between UNDP and the Government(s), on the request of the Government, Contractor will hold confidential any documents or data received from the Government under this Contract."

5. Sections 05, Contractor's Responsibility for Employees; 06, Assignment of Personnel; and 07, Removal of Personnel, are deleted in their entirety.

6. Section 14, Termination, is amended by adding the following sentence:  
"Under no circumstances shall payments under this section be understood to include costs other than those provided for in Article V, paragraph 1."

*W. M. K.*

7. Section 18, Conflict of Interest, is amended by adding the following sentence: "This provision shall apply only if an activity or association described above would interfere with employee's ability to perform on the Project or if it would be possible for him to benefit from any such association, loan, or investment by reason of his employment on the Project. The mere holding of shares in a company shall not constitute an investment within the meaning of this section unless such holding constitutes a substantial control."

8. Section 19, Source of Instructions, is amended by inserting after "UNDP", where it appears in the first sentence thereof, the following: "or other authority designated in this Contract".

9. Section 20, Title to Equipment, is amended by adding the following sentences: "IRRI shall maintain records of all equipment purchased under this Contract and shall purchase insurance to cover casualty and other loss of such equipment. The cost of such insurance shall be an allowable cost under this Contract. Equipment shall be defined to include those items costing more than two hundred dollars and having a service life of more than five years."

*Wheeler*

ARTICLE VIII

Any notice required to be given by any of the Parties hereunder shall be sent in writing addressed as follows:

TO UNDP:

Mr. William T. Mashler  
Director, Division for Global  
and Interregional Projects  
United Nations Development Programme  
866 United Nations Plaza  
New York, N.Y. 10017  
U.S.A.

TO IRRI:

Dr. Nyle C. Brady, Director  
International Rice Research Institute  
P.O. Box 933, Manila  
Philippines

or such other address as shall be designated by notice given as herein required. Notices hereunder shall be effective when received.

ARTICLE IX

This Contract shall become effective as of the date of last signature by either party hereto and shall remain in effect for a period of five years unless terminated in accordance with its terms.

*W. T. Mashler*



ARTICLE X

This Contract shall consist of the provisions contained in Articles I-X inclusive, Annex I (Work Plan) and Annex II (General Conditions) as amended. Any reference herein to "Contract" shall be deemed to include all of the aforementioned.

IN WITNESS WHEREOF, the Parties hereto have signed this Contract on the dates indicated beneath their respective signatures:

INTERNATIONAL RICE RESEARCH INSTITUTE

UNITED NATIONS DEVELOPMENT PROGRAMME

\_\_\_\_\_  
N. C. Brady, Director

\_\_\_\_\_  
J.A. Olver, Assistant Administrator,  
Bureau of Administration and Finance

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

*mbd*

## ANNEX I

### WORK PLAN

#### (1.) Preamble

As Contractor for the UNDP, the International Rice Research Institute (IRRI) will initiate and conduct a Global Testing Project entitled "International Rice Testing Programme". IRRI will seek the advice, as appropriate, of FAO and the Policy Advisory Committee to be established under section (2.2)(d) of this Annex.

#### (2.) Description of Project

The main objective of the project is to develop and implement an expanded international testing programme through a systematized and coordinated network of testing sites, to be built upon the already established pilot testing programmes which scientists from IRRI and cooperating country programmes have developed. A second objective is to train scientists in the unique multidisciplinary approaches needed to implement a successful Genetic Evaluation and Utilization (GEU) programme.

More specifically, the aims of the international testing programme are the exchange of germ plasm between IRRI and national rice breeding programmes; identification of breeding lines best adapted to each region, and of lines with broad resistance to disease and insects; and the training of national scientists in screening other interdisciplinary techniques needed for the successful implementation of the international testing programme.

The objectives of the project will be achieved through the following four interrelated activities:

##### (a) Programme Planning

Utilizing the assistance of the Policy Advisory Committee, basic policy and programme planning will be initiated. Advantage will be taken of existing relationships with cooperating country scientists to plan a systematic approach to the international testing of rice varieties. Through visits by IRRI based scientists to each country, the kind and number of tests to be initiated will be determined. Through periodic planning workshops and conferences, cooperating country scientists will participate in decisions as to which attributes are to be tested and where the tests will be run. This procedure will be used to help the country scientists develop a pattern of cooperation and genetic material interchange.

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(b) Method Development, Pilot Testing, and Programme Coordination

Working in coordination with IRRI's current GEU personnel and with cooperating scientists in country programmes, the scientists employed for this project and headquartered at IRRI will develop and pilot test new and improved field evaluation techniques. This activity will utilize a small number of carefully planned and implemented experiments which will be the prototype of a broader network of testing sites. While most of this work will be done in the Philippines to minimize travel costs, some experiments will be implemented in other countries where conditions for a given attribute to be tested are more ideal. New methods will then be field tested in a wider range of tests, and cooperating scientists trained in the use of the techniques to be employed.

(c) International Network Station Testing and Monitoring

IRRI scientists will have the responsibility for coordinating the programme mutually agreed upon by all participating scientists. They will gather seeds not only from IRRI but from all cooperators as well. These seeds will be packed into sets to be sent to each country for the nurseries and other test sites. IRRI scientists will provide uniform instructions for implementing the tests and provide assistance to cooperators in the initiation and monitoring of the tests. Careful records will be kept on each test. Data will be sent to IRRI to be analyzed, compiled with data from other experiments and reported as a cooperative effort to all participating countries. Annual conferences will be held to permit more detailed reporting of data and to make plans for the next year's activities.

(d) Training

An important aspect of the project will be the training of cooperating scientists of different countries so that meaningful data are collected. Some on-the-job training will be imparted as cooperating scientists travel with IRRI scientists and participate in the initiation and monitoring of nurseries. In addition, selected cooperators will be brought to IRRI for a period of 2 to 6 months for training in one or more of the many areas of the international testing programme. These men will work closely with IRRI scientists concerned with the problems under study (diseases, insects, toxic soils, etc.) and with plant breeders as well. International conferences and workshops will be organized to provide opportunities for various cooperators and IRRI scientists to meet and discuss results of previous nurseries and prepare plans and suggest improvements for the future nurseries.

*W. H. A.*



(2.2) Organization

Overall responsibility for the organization and execution of the project rests with the Contractor, IRRI. Advice will be sought from FAO and the Policy Advisory Committee established below.

IRRI shall:

(a) Be responsible for the detailed planning, administration and execution of the project including timing and budgeting of the various elements, and the preparation of technical reports;

(b) Be responsible directly to the UNDP for all materials, equipment and transport furnished to the project by the UNDP;

(c) Coordinate, as appropriate, the efforts of project personnel with that of other agencies and programmes whose activities have a bearing on this project;

(d) Convene a Policy Advisory Committee which will be made up of scientists or science administrators from cooperating countries together with a representative from the Food and Agriculture Organization and the United Nations Development Programme, to advise on policies and programme of work, particularly as to the emphasis to be given to research, training and demonstration activities during the life of this Contract. It is emphasized that this Committee shall advise on policy and planning activities as requested by IRRI. It shall not involve itself in operational or supervisory aspects of the project. It shall meet periodically as determined by the Director of IRRI, but at least once a year during the life of the project, at such times and places as IRRI shall determine.

(2.3) Budget

The estimated cost of the services and facilities to be provided by IRRI is summarized in the Budget, Table 1, of this Annex. Funds will be provided by the UNDP to the extent of US\$1,978,600 to meet these costs in accordance with the provisions of Articles V and VI of this Contract.

(2.4) Reports

In addition to the reports required under Article VI, paragraphs 2 and 3, IRRI will submit to UNDP the following:

(a) Annual reports indicating:

i) progress of the Project;

ii) an inventory of Project equipment purchased with UNDP funds, and for which title remains with UNDP.

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(b) A Final Report indicating:

- i) satisfactory completion of the Project; and
- ii) an inventory of Project equipment purchased with UNDP funds, and for which title remains with UNDP.

Items 2.4 (a) ii) and 2.4 (b) ii) shall be accompanied by a certificate from IRRI's External Auditor certifying to the correctness of such statement.

Reports shall be written in English.

(2.5) Sequence of Operations

IRRI shall commence execution of the Project upon receipt of written authorization from UNDP.

During the first year of the operations of the Project the following activities will be undertaken:

(a) Staff and Management

Scientists and support staff for the project will be appointed and one of the scientists will be designated to serve as Project Coordinator. He will report to the Director of IRRI but will coordinate the international testing programme through the Assistant Director of Research who is Programme Leader for the Genetic Evaluation and Utilization Programme at IRRI. The International Testing Programme is an integral part of GEU. The Project Coordinator will have operational responsibilities for the project and will coordinate the work of all participants. He will have responsibility for developing work plans in collaboration with IRRI scientists, the Policy Advisory Committee, and other cooperating country scientists.

(b) Planning

The Policy Advisory Committee will be appointed by the Director of IRRI in consultation with appropriate representatives of participating countries and a meeting called for early in 1975. Specific plans for the first year of operation will be developed by IRRI scientists and administrators based on the recommendations of the Committee. Additional inputs will be sought from other scientists who will become cooperators in the project, including pathologists, entomologists, soil chemists, plant physiologists and agronomists.

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(c) Method Development and Pilot Training

The on-going GEU programme will be used as the source for developing improvements in field testing procedures. These improved techniques will be pilot tested in the Philippines and later in specific locations in other countries. IRRI will cooperate with Boyce Thompson Institute, Cornell University and other Institutes and Universities around the world which are interested in performing basic research that will lead to useful information on methods for rapid determination of plant host resistance to insects and diseases, and for other desirable traits in rice varieties.

(d) International Network Station Testing

The existing yield, disease and insect trials will be expanded and an enlarged network started, including tests for toxic soils and environmental stress. Tests will be initiated in Asia with the following countries where cooperation has already been established: Bangladesh, Burma, India, Indonesia, Korea, Pakistan, Philippines, Thailand, and Vietnam.

In 1976 it is anticipated that testing will be expanded to include sites in the different rice growing countries of Africa, the Middle East, South America, and other countries of Asia. Eventually about 150 sites will be included in the programme.

All planning and implementing of international trials in South America and Africa will be done in complete cooperation with representatives from CIAT and IITA. WARDA in Africa will be involved as appropriate.

(e) Training

Training is an important component of the project and will be achieved in two ways. First, through on-the-job training, to be accomplished as cooperating scientists travel and work with IRRI scientists. Together, they will initiate and monitor the various international nurseries. Selected scientists from cooperating countries will be asked to accompany IRRI scientists to visit test sites in other countries. These individuals will be rotated from year to year so that at least one scientist from each participating country will have the opportunity of reviewing tests in other countries during the life of the Project. The travelling and working together will result in a mutually beneficial exchange of ideas and techniques related to various tests.



The second form of training provides for selected cooperating scientists to be brought to IRRI for a period of 2 to 6 months to acquire competence in specific screening and testing techniques, e.g. screening for brown planthoppers, blast, stem borers, drought, etc. resistance or tolerance. During the training period, the participants will be working with appropriate IRRI scientists. It is expected that the individual will also become better acquainted with IRRI's total programme, but particularly the interdisciplinary genetic evaluation and utilization programme.

During the first year the goal is to train at least 15 individuals at IRRI under this programme, or a total of 5 man years. Only a small number of individuals can be accommodated by a scientist at a given time because of limited facilities. This will improve as the new Laboratory/Training/Conference Center becomes available in 1976.

(f) Meeting and Symposia

The first meeting of the Policy Advisory Committee in 1975 will involve scientists from IRRI and cooperating countries. This will be primarily a planning workshop. Annual conferences will be held starting in 1976 to keep scientists from cooperating countries abreast of the latest results of the international tests and to discuss new testing procedures that have been developed. This annual meeting will assist in overall coordination among cooperating scientists and facilitate the exchange of ideas. An international conference on genetic evaluation and utilization is scheduled for 1975.

Normally meetings will be held at IRRI headquarters in the Philippines. Policy Advisory Committee meetings may occasionally be held at some other locations to be determined by IRRI.

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TABLE 1 - BUDGET

Estimated costs for the International Rice Testing Programme (in U.S. \$)

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	1975	1976	1977	1978	1979	Total
<u>Salaries</u>						
Senior Staff (2 1/4)	78,700	90,500	104,100	119,700	137,600	530,600
Research Assistants (3)	6,000	6,900	7,900	9,100	10,500	40,400
Secretaries (2)	3,200	3,700	4,200	4,800	5,500	21,400
Labourers (6)	4,600	5,300	6,100	7,000	8,000	31,000
<u>Equipment</u>	20,000	12,000	12,000	6,000	2,000	52,000
<u>Supplies</u>	10,000	13,200	14,400	15,600	16,800	70,000
<u>Shipping and Mailing</u>	10,000	13,200	14,400	15,600	16,800	70,000
<u>Data Processing</u>	-	5,700	6,900	8,000	8,100	28,700
<u>Printing</u>	3,000	6,000	7,200	8,400	8,400	33,000
<u>Travel</u>						
IRRI Staff	38,700	36,900	40,100	43,100	52,100	210,900
Cooperating Scientists	10,000	16,500	19,800	23,100	26,400	95,800
Policy Advisory Committee	9,000	13,500	16,800	19,000	21,200	79,500
<u>Training</u>						
Travel	7,000	7,700	8,500	9,800	11,300	44,300
Stipend	20,000	23,000	31,700	36,500	42,000	153,200
Salary, Training Officer	6,000	6,900	7,900	9,100	10,500	40,400
<u>Central Services</u>	<u>69,900</u>	<u>80,500</u>	<u>93,000</u>	<u>103,000</u>	<u>116,000</u>	<u>462,400</u>
<u>UNDP Direct Costs</u>	3,000	3,000	3,000	3,000	3,000	15,000
<b>T O T A L</b>	<b>299,100</b>	<b>344,500</b>	<b>398,000</b>	<b>440,800</b>	<b>496,200</b>	<b>1,978,600</b>



ANNEX II

GENERAL CONDITIONS

01 Privileges and Immunities of Contractor and Contractor's Personnel

The UNDP will obtain for the Contractor exemption from or reimbursement for the cost of any taxes, duties, fees or levies which may be imposed in the country on salaries or wages earned by the Contractor's foreign personnel in the execution of the Project and on any equipment, materials and supplies which the Contractor may bring into the country in connection with this Project or which after having been brought into the country may be subsequently withdrawn therefrom. It is agreed that the UNDP shall not be liable beyond the amount of said taxes, duties, fees and levies for any failure or delay in obtaining exemption or reimbursement for the Contractor or his foreign personnel.

The UNDP agrees to use its best efforts to obtain for the Contractor and his personnel (except Government nationals employed locally), to the extent granted by the Government to UNDP staff members, such facilities and immunities as the Government has agreed to grant to contractors performing services for the United Nations Development Programme within the country and to their personnel. A copy of the provision relating hereto in the Project Document concerning this Project is herewith transmitted to the Contractor for his information as Annex A to this Contract.

02 Waiver of Privileges and Immunities

Any provision, whether in an Agreement, Project Document, or any other instrument, to which the recipient Government is a party, by which the recipient Government confers benefits upon the Contractor and his personnel in the form of facilities, privileges, immunities, or exemption by reason of his performance of services for the UNDP on this Project may be waived by the UNDP where, in its opinion, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the Project or to the interests of the United Nations Development Programme.

*W.A.*



03     Confidential Nature of Documents

All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of the UNDP, shall be treated as confidential and shall be delivered only to the UNDP Resident Representative or other authorized officials on completion of work under this Contract; their contents shall not be made known by the Contractor to any person other than personnel of the Contractor performing services under this Contract without written consent of the UNDP.

04     Independent Contractor

The Contractor shall have the legal status of an independent contractor. Any person assigned by the Contractor to perform services under this Contract shall remain in the employment of the Contractor. Unless otherwise provided for in this Contract, the UNDP shall not be liable for claims of any kind in connection with the performance of such services. The Contractor and his employees shall conform to all applicable laws, regulations and ordinances promulgated by legally constituted authorities of the Government.

05     Contractor's Responsibility for Employees

The Contractor shall be responsible for the professional and technical competence of his employees and will select for work under this Contract, reliable individuals who will perform effectively in the implementation of the Contract, comply with laws of the Government, respect the local customs and conform to a high standard of moral and ethical conduct.

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06     Assignment of Personnel

The Contractor shall not assign any personnel other than those referred to in this Contract for the performance of work in the field without the prior written approval of the UNDP. Prior to assigning any other personnel for the performance of work in the field, the Contractor shall submit to the UNDP for its consideration the curriculum vitae of any person the Contractor proposes to assign for such service.

07     Removal of Personnel

Upon written request by the UNDP, the Contractor shall withdraw from the field any personnel provided under this Contract and shall replace such personnel by others acceptable to the UNDP if the UNDP so requests. All costs and additional expenses resulting from the replacement for whatever reason of any of the Contractor's personnel shall be at the Contractor's expense. Such withdrawal shall not be considered as termination in part or in whole of this Contract under the provisions of paragraph 14 of the General Conditions.

08     Assignment

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof or of any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of the UNDP.

09     Sub-Contracting

In the event the Contractor requires the services of sub-contractors the Contractor shall obtain the prior written approval and clearance of the UNDP for all sub-contractors. The approval of the UNDP of a sub-contractor shall not relieve the Contractor of any of his obligations under this Contract, and the terms of any sub-contract shall be subject to and be in conformity with the provisions of this Contract.

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10 UNDP Privileges and Immunities

Nothing in or relating to this Contract shall be deemed a waiver of any of the privileges and immunities of the UNDP.

11 Non-Employment of the UNDP Staff Members

The Contractor shall not while this Contract is in effect employ or consider the employment of UNDP employees without prior written approval of the UNDP.

12 Language, Weights and Measures

Except as may be otherwise specified in the Contract, the English language shall be used by the Contractor in all written communications to the UNDP with respects to the services to be rendered and with respect to all documents procured or prepared by the Contractor pertaining to the work. The project surveys shall be based on the metric system of weights and measures, and estimates of quantities involved shall be made and recorded in metric units except as otherwise specified in the Contract.

13 Force Majeure

Force Majeure as used herein shall mean acts of God, laws or regulations, industrial disturbances, acts of the public enemy, civil disturbances, explosions and any other similar cause of equivalent force not caused by nor within the control of either party and which neither party is able to overcome. As soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP of such force majeure if the Contractor is thereby rendered unable, wholly or in part, to perform his obligations and meet his responsibilities under this Contract. In this event, the following provisions shall apply:

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- (a) The obligations and responsibilities of the Contractor under this Contract shall be suspended to the extent of his inability to perform them and for as long as such inability continues. During such suspension and in respect of work suspended, the Contractor shall be entitled only to reimbursement by the UNDP against appropriate vouchers of the essential costs of maintenance of any of the Contractor's equipment and of per diem of the Contractor's personnel rendered idle by such suspension.
- (b) The Contractor shall within fifteen (15) days of the occurrence of the force majeure submit a statement to the UNDP of estimated expenditures for the duration of the period of suspension.
- (c) The term of this Contract shall be extended for a period equal to the period of suspension taking, however, into account any special conditions which may cause the time for completion of the work to be different from the period of suspension.
- (d) If the Contractor is rendered permanently unable, wholly or in part, by reason of force majeure to perform its obligations and meet his responsibilities under this Contract, the UNDP shall have the right to terminate this Contract on the same terms and conditions as are provided for in Section 14 "Termination", except that the period of notice may be seven (7) days instead of thirty (30) days.
- (e) For the purpose of the preceding sub-section, the UNDP may consider the Contractor permanently unable to perform in case of any period of suspension in excess of ninety (90) days. Any such period of ninety (90) days or less shall be deemed temporary inability to perform.

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14 Termination

The UNDP may terminate this Contract in whole or in part at any time upon thirty (30) days' notice of termination to the Contractor. In the event such termination is not caused by the Contractor's negligence or fault, the UNDP shall be liable to the Contractor for payment in respect of work already accomplished, for the cost of repatriation of the Contractor's personnel, for necessary terminal expenses of the Contractor, and for the cost of such urgent work as is essential and as the Contractor is asked by the UNDP to complete. The Contractor shall keep expenses at a minimum and shall not undertake any forward commitment from the date of receipt of any notice of termination.

15 Workmen's Compensation and other Insurance

- (a) The Contractor shall provide and thereafter maintain appropriate workmen's compensation and liability insurance, with respect to and prior to the departure for overseas employment under this Contract of all employees who are hired outside the country of the Government and who are not citizens of said country.
- (b) The Contractor shall provide and thereafter maintain insurance in an appropriate amount against public liability for death, bodily injury or damage to property arising from the operation in the country in which the contract is to be performed of motor vehicles boats or airplanes owned or leased by the Contractor. The Contractor warrants that similar insurance shall be provided and maintained in respect of all vehicles or boats owned or leased by foreign personnel of the Contractor and used by them in the country in which the Contract is to be performed.
- (c) The Contractor shall comply with the labour laws of the Government providing for benefits covering injury or death in the course of employment.

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- (d) The Contractor undertakes that provisions to the same effect as the provisions of this Article will be inserted in all sub-contracts or subordinate contracts made in performance of this Contract, except sub-contracts or subordinate contracts exclusively for furnishing materials or supplies.

16    Indemnification

The Contractor shall indemnify, hold and save harmless and defend at its own expense the UNDP, its officers, agents, servants and employees from and against all suits, claims, demands and liability of any nature or kind, including costs and expenses arising out of acts or omissions of the Contractor or his employees or sub-contractors in the performance of this Contract. This clause shall extend to claims or liability in the nature of workmen's compensation claims or liability or those arising out of the use of patented inventions or devices.

17    Disputes - Arbitration

Any dispute arising out of the interpretation or application of the terms of this Contract shall, unless it is settled by direct negotiations, be referred to arbitration in accordance with the rules then obtaining of the International Chamber of Commerce. The UNDP and the Contractor agree to be bound by any arbitration award rendered in accordance with this section as the final adjudication of any such dispute.

18    Conflict of Interest

No employee of the Contractor assigned to perform work under this Contract shall engage, directly or indirectly, either in his own name or through the agency of another person, in any business, profession, or occupation in the country of the Government; nor shall he make loans or investments to or in any business, profession, or occupation in said country.

.../...

*White*

19    Source of Instructions

The Contractor shall neither seek nor accept instructions from any authority external to the UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action which may adversely affect the UNDP and shall fulfill his commitments with fullest regard for the interest of the UNDP.

20    Title to Equipment

Title to any equipment and supplies which may be furnished by the UNDP shall rest with the UNDP and any such equipment shall be returned to the UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to the UNDP shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear.

21    Rights to Material Produced under Contract

Title, copyrights and patent rights to any and all material produced under this Contract shall be vested in the UNDP. Unless authorized in writing by the UNDP, the Contractor shall not advertise or otherwise make public the fact that he is performing or has performed services for the UNDP or use the name, emblem or official seal of the UNDP or any abbreviation of the name of the UNDP for advertising purposes or for any other purposes.

22    Amendments

No changes in or modifications of this Agreement shall be made except by mutual agreement, in writing, between the UNDP and the Contractor.

23    Bankruptcy

Should the Contractor be adjudged bankrupt, or should the Contractor make a general assignment for the benefit of his creditors, or should a receiver be appointed on account of the Contractor's insolvency, the UNDP may, without prejudice to any other right or remedy it may have under the terms of this Contract, terminate this Contract forthwith by giving the Contractor written notice of such termination.

*msk*



67e

November 22, 1974

Dear Peter:

Attached is a letter from the Consultative Group Secretariat to the International Rice Research Institute (IRRI) on the subject of what grants the Secretariat expects IRRI to receive for its activities in 1975. The letter opines that, although IRRI's full budget apparently will not be met, it should nevertheless be possible for the Institute to carry out its activities as planned, and the letter further offers some comment on budget reductions that might be effected by IRRI without interruption or diminution of its program.

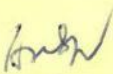
At the same time, the Secretariat recognizes that factors may yet appear that would argue for increasing the funds available to IRRI: one such factor would be a higher rate of inflation than expected; another would be higher bids on IRRI's construction program than have been allowed for. If these factors should appear -- and at least one of them is likely to -- then the Secretariat and IRRI are quite likely to make the rounds to see what additional funds might be made available to the Institute. Approaches probably would be made to Germany and the World Bank Group, and the Secretariat is glad to know that it might also be possible to talk to C.I.D.A. about this matter if occasion should arise.

Sincerely yours,

Enclosure

Harold Graves

Mr. Peter Kilburn  
Canadian International Development Agency  
Sir Richard Scott Building  
191 Laurier Street  
Ottawa 4, Ontario  
Canada



HGraves:apm

G2e

November 21, 1974

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 933  
Manila  
Philippines

Dear Nyle:

By now you will have received a telegram from Michael Lejeune, the new Executive Secretary of the Consultative Group, concerning the total of grants from Consultative Group members which the Secretariat expects to be available to IRRI in 1975 to finance the Institute's core and capital expenditures. The purpose of this letter is to provide further details.

The Secretariat records your core and capital requirements for 1975, net of earned and special income, at \$8,070,000. This figure is arrived at by starting with the amount of \$8,320,000 given in your 1975 program and budget proposal and subtracting from it the \$250,000 which the German Ministry of Cooperation recently has made available for accelerating procurement needed for your capital development program.

Against this total, and for the purposes described in your 1975 program and budget proposal as approved by your Board of Trustees, the Secretariat records declared grants from donors as listed below (rounded to the nearest \$5,000 at exchange rates of October 30):

Australia	\$ 430,000	(A\$ 325,000)
Ford	750,000	
Germany	40,000	(DM 100,000)
IDRC	700,000	(Can\$ 700,000)
Rockefeller	700,000	
United Kingdom	<u>535,000</u>	(£ 235,000)
	\$ 3,155,000.	

In addition, while exact amounts have yet to be determined, the Secretariat expects that four other donors will make contributions to IRRI. One of these four donors is Japan; and, as you know, we have no official information about what size of Japanese contribution to expect. Another is the United Nations Environment Programme (UNEP), a new member of the Consultative Group; UNEP has indicated an interest in IRRI, and the Secretariat believes that perhaps \$70,000



November 21, 1974

could be expected from this donor. A member of the Secretariat is going to visit UNEP in Nairobi later this month, and from that visit the Secretariat may obtain a firmer -- and different -- figure. USAID is contemplating a grant of \$1,925,000, and the International Development Association (IDA) of the World Bank Group has \$1,780,000 in mind as a planning figure for its contribution to IRRI.

The Secretariat expects that the contributions from Japan, UNEP, USAID and IDA will be sufficient to bring grants for IRRI's 1975 core and capital budget to a figure of \$7,700,000. How to operate within this figure, of course, is a matter to be determined by IRRI's management and Trustees. The Secretariat, however, believes that, in the absence of any adverse factors, it should be possible to carry out IRRI's 1975 core and capital program -- having in mind the possibility, for instance, that IRRI's working capital fund does not have to be built up to the level of \$800,000 projected in the Institute's 1975 budget, and having in mind that site development and new construction at IRRI, while budgeted as if they would be complete in 1975, actually will spread over a longer period of time, so that part of their financing can be deferred.

The Secretariat is aware, however, that there are some uncertainties which are not now fully dealt with in IRRI's budget -- namely, whether the costs of inflation will be contained within the 15 per cent figure calculated by IRRI, and whether the bids for construction and equipment in the Institute's capital development program will fall within IRRI's estimates. Let me emphasize that the Secretariat would appreciate being kept closely informed on these points.

In any case, let me report to you that in their meeting at the end of October, the members of the Consultative Group confirmed their wish that the Secretariat be promptly informed of revisions in the 1975 budgets of the Centers in the international research network. If your 1975 budget is revised, therefore, the Secretariat would expect to be informed promptly, and to receive from you a brief statement explaining the changes and indicating what action on the revision has been taken by your Trustees. The attached paper, accepted by the Consultative Group in its meeting last month, gives a further explanation of this matter, particularly in paragraphs 6 and 7.

With respect to the contributions now in prospect for IRRI, the Secretariat expects that the funds from Australia, the Ford Foundation (on a quarterly basis), IDRC, the Rockefeller Foundation and USAID (on a quarterly basis) will be available on or about January 1, 1975. It seems likely that IDA would transfer its contribution in two payments, the first as soon as possible after January 1, the second at a later date when the intentions of other donors are more fully known. The funds from Japan and the United Kingdom (on a trimester basis) should be available in April. The Secretariat has no information about the possible dates of transfer of funds from Germany and UNEP.

Sincerely yours,

cc: Mr. F.M. Salacup  
Mr. Peter Kilburn

Harold Graves

Enclosure -- Variations from  
Planned Expenditures

HGraves : apm



62e

Mr G.F. Darnell

November 14, 1974

J.M. Fransen *JMF*

IRRI--Irrigation Water Management Research

1. Reference is made to your note of November 11 requesting comments on the above subject prior to the c.o.b. Friday, November 15.

2. My views have not changed. Several of the International Centers, among them IRRI, have recently attempted to obtain funding, as special projects, for certain research projects which either were or should have been in core budgets. This may have been largely due to an expected shortage of donor funds for core but not for special projects. Several donors have noted this somewhat suspect procedure. Nyle Brady, in his letter to you of October 8, mentions that he "sees the logic of this research as part of our core" when indeed some 2.4% of IRRI's 1975 core budget proposal is requested for this purpose. Because of the Bank's role as co-sponsor of the CGIAR, I do not believe that we should encourage this procedure by separately funding projects through a mechanism which might be somewhat under 'fire' regardless of merit.

3. For your information however, Dr Brady called Harold Graves this week on another matter and mentioned that he would be in Washington on Tuesday, November 19, and would be glad to come in and talk to somebody about his proposal that the Bank finance IRRI's water management scheme. In the event that such a meeting would be scheduled he can be reached at Cornell University on Friday or Monday.

cc: Mr Lejeune  
Mr Graves  
ARA Files--IRRI

JFransen:jf



*62e*

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: NOVEMBER 11, 1974

CLASS OF  
SERVICE: TELEX NO. 7623375

COUNTRY: PHILIPPINES

Ext. 3592

*RCW*

TEXT:  
Cable No.:

WE INFORM YOU FOLLOWING RECENTLY CONCLUDED CONSULTATIVE GROUP  
MEETING THAT DONORS HAVE PLEDGED TO PROVIDE 7.700 MILLION US DOLLARS  
TO IRRI IN 1975 FOR ITS CORE AND CAPITAL EXPENDITURES. LETTER  
FOLLOWING

REGARDS

LEJEUNE

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Michael L. Lejeune

DEPT. CGIAR Secretariat

SIGNATURE *[Signature]*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

*CG*  
CG/HG:mcj

For Use By Communications Section

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *[Signature]*

ORIGINATOR (SIC CODE)

REFERENCE

DISPOSITION

DEPT

BUFILE

APPROVED BY

SECRET

SECRET

APR 11 10 34 PM '64

COMMUNICATIONS

STANDARD AND CLASSIFICATION

NOT TO BE DECLASSIFIED

REFLECT

RECORDS

FORWARDING

TO UNIT IN 1962 FOR THE COM AND SUBJECT EXPENDITURES' FELLOW

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HE INQUIRY FOR FORWARDING RECENTLY COMPLETED COMPARATIVE SCORE

CLASS NO  
TEXT

COPYING  
EXEMPT

EXEMPT  
EXEMPT  
EXEMPT

LO

REF: 3280

SERVICE: REF: NO. 1033312  
CLASS OF

DATE: NOVEMBER 11, 1964

ORIGINATOR NAME

ORGANIZATION

ADDRESS AND PHONE NUMBER

REPRODUCTION AND DISTRIBUTION

FOR THE ORGANIZATION

CONTROL NO.

CLASSIFICATION



**OUTGOING WIRE**

*600*

TO: VEGA  
RICEFOUND  
MANILA

DATE: NOVEMBER 11, 1974

CLASS OF SERVICE: TELEX NO. 7623375 *ATT*

Ext. 3454

*Reur*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

REUR CABLE NOVEMBER NINE ALBRECHT NOW ADVISES THAT CENTER DIRECTORS  
HAVE MOVED THEIR IBADAN MEETING TO ~~XXX~~ FEBRUARY TEN TO THIRTEEN SO AS  
AVOID OVERLAP WITH TAC AND OTHER ACTIVITIES IN PREVIOUS WEEK

REGARDS

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. CGIAR Secretariat

SIGNATURE *B. M. Cheek*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

*CG*  
CG/BMC:mcj

For Use By Communications Section

Checked for Dispatch: *[Signature]*

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

ORIGINAL (Ltr Code)

*[Handwritten signature]*

REFERENCE

SECTION

IN THE DEPARTMENT OF

SIGNATURE

SIGNATURE OF INDIVIDUAL AUTHORIZED TO SIGN

DATE

NOV 11 1979

NOV 11 10 30 AM 1979

NAME

WILLIAM M. CREEK

COMMUNICATIONS

AUTHORIZED BY

STANDARD AND COPY ORIGINATOR

NOT TO BE REPRODUCED

SENT

RECEIVED

VOID CARRIER WITH ANY AND OTHER VIOLATIONS IN EXCESSIVE USE  
HAVE MOVED INTO PRODUCE MESSING TO NEW ADDRESS PER TO NUMBER 30 W3  
KING COUNTY POLICE DEPT. INVESTIGATION FROM VARIOUS LAW ENFORCEMENT AGENCIES

COPY NO.

TEXT

COPY

RECEIVED

NOV 11 1979

WILLIAM M. CREEK

SERVICE CLASS OF

TEXT NO. 1073312

TO

DATE

NOVEMBER 11 1979

ORIGINAL FILE

ASSOCIATION

INTERNATIONAL BROTHERHOOD OF TEAMSTERS

REGISTRATION AND DEVELOPMENT

INTERNATIONAL BROTHERHOOD OF TEAMSTERS

CONTRIBUTION

INTERNATIONAL BROTHERHOOD OF TEAMSTERS

*[Handwritten signature]*



440028 1BRD 01

VIA TLX

MLA 9.11.74

From Manila

FOR: CHEEK

INCOMING TELEX

RECEIVED

NOV 9 10 07 AM 1974

COMMUNICATIONS  
SECTION

Gze

Distribution:

Agriculture & Rural De-

MR CHEEK

RE DIRECTORS MEETING JITA ALBRECHT INFORMED BRADY CANNOT  
ATTEND FIRST WEEK FEBRUARY STOP BRADY HOLDING WEEK FOR  
DIRECTORS MEETING REGARDS

VECA

*620*

**OUTGOING WIRE**

TO: VEGA  
RICEFOUND  
MANILA

DATE: November 7, 1974

CLASS OF SERVICE: Telex No. 7623375

Ext. 3454

*[Handwritten signature]*

COUNTRY: PHILIPPINES

TEXT: THANKS YOUR CABLE NOVEMBER SEVEN RE 1975 CALENDAR EVENTS STOP  
Cable No.:

WE NOTE THAT ANNUAL PROGRAM REVIEW JANUARY THIRTY FEBRUARY FIVE  
OVERLAPS WITH CENTER DIRECTORS MEETING BEGINNING FEBRUARY THREE  
AT IITA NIGERIA STOP PLEASE CONFIRM WHETHER CORRECT

REGARDS

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME B. M. Cheek

DEPT. CGIAR Secretariat

SIGNATURE *B. M. Cheek*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

BMC /klw

For Use By Communications Section

Checked for Dispatch: *[Signature]*



ORIGINAL (BY COPY)

REFERENCE

INTERNATIONAL TELECOMMUNICATIONS CORPORATION

TO: SECRETARY GENERAL

SECRET

FROM: B. H. CREEK

Nov 7 11 07 PM 1974

TELETYPE

COMMUNICATIONS

NOT TO BE REPRODUCED

SECRET

TO: SECRETARY GENERAL, INTERNATIONAL TELECOMMUNICATIONS CORPORATION

SECRET

FROM: B. H. CREEK, SECRETARY GENERAL, INTERNATIONAL TELECOMMUNICATIONS CORPORATION

RE: THE PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE CORPORATION

TELETYPE NO:

TEXT: SECRETARY GENERAL, INTERNATIONAL TELECOMMUNICATIONS CORPORATION

TO: SECRETARY GENERAL

EX-3727

SECRETARY GENERAL

CLASS OF SERVICE

Telex no. 1453312

TO: AMBU

DATE

November 7, 1974

ORIGINAL FILE

TELETYPE

INTERNATIONAL TELECOMMUNICATIONS CORPORATION

REPRODUCTION AND DISTRIBUTION

INTERNATIONAL TELECOMMUNICATIONS CORPORATION

SECRETARY GENERAL

INTERNATIONAL TELECOMMUNICATIONS CORPORATION



*62e*

November 4, 1974

Dear Nyle:

Thank you most kindly for your letter of October 10 and the information attached to it concerning current and proposed outreach programs. This will be quite useful to the Secretariat in getting a better appreciation of outreach activities in the network.

It will have been reported to you that there is some confusion among donors to IRRI about which of IRRI's projected off-campus activities are actually outreach, carried on especially for the benefit of the host country, and about which off-campus activities are core, carried on by IRRI on its own initiative, in pursuit of its general mandate, for the benefit of rice production generally. The agro-economic constraints network, as described in your paper, for instance, looks like an example of an extension to your core program, while the farm machinery program looks like an outreach proposal.

From the standpoint of clarifying donors' minds and getting their cooperation to a maximum extent, it probably would be worthwhile to look at your projected off-campus activities again to be sure that they are properly classified as core or outreach, as the case may be. The Secretariat certainly will want to agree on a treatment of these cases by the time of your first draft of a program and budget for 1976, and I am sure the Secretariat would be grateful for any ideas you may have in the meantime. The attached Secretariat paper gives some ideas on classification, as does the program and budgeting paper with which you are familiar.

Finally, let me report to you that Michael L. Lejeune has now taken up his duties as Executive Secretary of the Consultative Group, and you will now begin to hear from him from time to time in that capacity.

With best regards,

Sincerely,

Enclosure - Off-Campus Programs      **Harold Graves**  
of International Agri. Research  
**Dr. Nyle C. Brady**      ~~XXXXXXXXXX~~Centers CG/74/5b  
Director  
International Rice Research Institute  
P. O. Box 583 *933*  
Manila  
Philippines

*HGraves*  
HGraves:apm





# Record Removal Notice



<b>File Title</b> Consultative Group on International Agricultural Research [CGIAR] - G-6 - International Rice Research Institute [IRRI] - 1972 / 1974 Correspondence - Volume 1		<b>Barcode No.</b>  1760801		
<b>Document Date</b> 15 January, 1975	<b>Document Type</b> Summary of Council Meeting			
<b>Correspondents / Participants</b> Governing Council				
<b>Subject / Title</b> Assistance for a Global Project. International Rice Testing Program				
<b>Exception(s)</b> Information Provided by Member Countries or Third Parties in Confidence				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"> <tr> <td><b>Withdrawn by</b> Tonya Ceesay</td> <td><b>Date</b> 01-Dec-15</td> </tr> </table>	<b>Withdrawn by</b> Tonya Ceesay	<b>Date</b> 01-Dec-15
<b>Withdrawn by</b> Tonya Ceesay	<b>Date</b> 01-Dec-15			

THE INTERNATIONAL RICE RESEARCH INSTITUTE

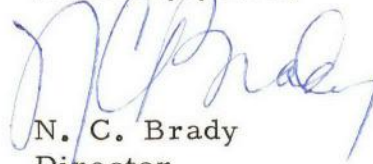
October 21, 1974

Dear Harold:

This is merely a note to acknowledge the International Agricultural Research Centers and Institutes calendar of events in 1974. I am sure others who have received a copy of this calendar would agree with me that the information herein is very useful. All the dates pertaining to IRRI are in order except for the Executive Committee meeting which has been set for December 9 and 10 not November 4 and 6 as setforth in the calendar.

With best regards.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on  
International Agricultural Research  
1818 H Street, N. W.  
Washington, D. C. 20433  
U. S. A.

/dnt

SECTION  
COMMUNICATIONS  
OCT 31 1974

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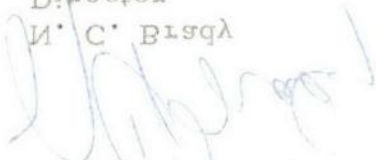
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1974 OCT 31 PM 4:03

COMMUNICATIONS SECTION

1974

U. S. A.  
Washington, D. C. 20433  
1818 H Street, N. W.  
International Agricultural Research  
Consultative Group on  
Executive Secretary  
Mr. Harold Graves

Director  
M. C. Bisqy  
  
Sincerely yours,

With best regards,

and 10 not November, and 9 as secretary in the calendar.  
Committee meeting which has been set for December 9  
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received a copy of this calendar would agree with me that  
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national Agricultural Research Centers and Institutes

This is merely a note to acknowledge the inter-

Dear Harold:

October 31, 1974



# Record Removal Notice



<b>File Title</b> Consultative Group on International Agricultural Research [CGIAR] - G-6 - International Rice Research Institute [IRRI] - 1972 / 1974 Correspondence - Volume 1		<b>Barcode No.</b> 1760801		
<b>Document Date</b> 18 October, 1974	<b>Document Type</b> Voucher for Purchases and Services			
<b>Correspondents / Participants</b> G. Whiticker				
<b>Subject / Title</b> IDA Grant Payment				
<b>Exception(s)</b> Financial Information d				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Tonya Ceesay</td><td><b>Date</b> 01-Dec-15</td></tr></table>	<b>Withdrawn by</b> Tonya Ceesay	<b>Date</b> 01-Dec-15
<b>Withdrawn by</b> Tonya Ceesay	<b>Date</b> 01-Dec-15			



66

THE INTERNATIONAL RICE RESEARCH INSTITUTE

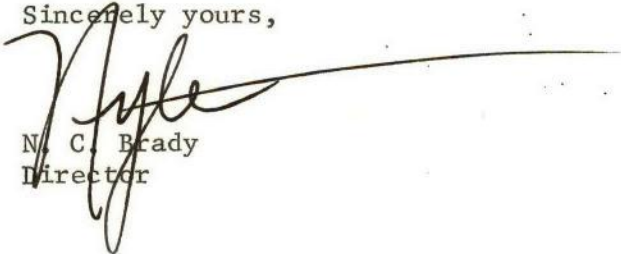
October 18, 1974

Dear Harold,

Enclosed you will find an edited copy of my presentation at the International Centers' Week. My apologies for the delay but the one month in China coupled with the one month in the States prior to my going there has put me in a real bind in terms of answering my correspondence. My situation has been made more acute by the fact that the wife of Dr. Athwal's replacement, Dr. Metz, has become ill and it has been necessary for Dr. Metz to return to the States with her.

There are some other items that you have asked me about which I shall try to take care of within the next few days and get answers back to you.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group for  
International Agricultural  
Research (CGIAR)  
c/o World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433

:vam  
Enclosure

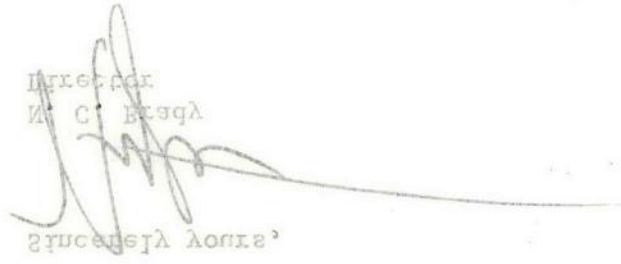
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OCT 22 1974  
RICE RESEARCH INSTITUTE

833

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1974 NOV -5 AM 9:49  
INCOMING MAIL UNIT

Enclosure  
:1974

Washington, D.C. 20033  
1818 H Street, N.W.  
c/o World Bank  
Research (CGIVR)  
International Agricultural  
Consultative Group for  
Executive Secretary  
Dr. Harold Cross

Harold  
Dr. Cross  
  
Sincerely yours,

to you.  
of within the next few days and get answers back  
asked me about which I ~~was~~ to take care  
There are some other items that you have

Dr. Metz to return to the states with her.  
has become ill and it has been necessary for  
that the wife of Dr. Arima, a replacement, Dr. Metz,  
situation has been made more acute by the fact  
in terms of answering my correspondence. My  
brother to my home there has put me in a very tight  
situation coupled with the one month in the states  
my apologies for the delay but the one month in  
presentation at the International Centers, Week.  
Enclosed you will find an edited copy of my

Dear Harold,

October 18, 1974

20



Mr. Robert Jones

October 18, 1974

Harold Graves

Payment to IRRI

Please transfer \$275,000 as quickly as possible from IDA to the New York account of the International Rice Research Institute (IRRI). This will complete IDA's payments to IRRI for 1974.

HGraves:apm

*apm*

*GL*

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: OCTOBER 10, 1974

CLASS OF SERVICE: Telex No. 7623375

Ext. 3592

*RIA*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

SALACUP LETTER RECEIVED AND LOOKING FORWARD SEEING HIM NOVEMBER. ON TELEPHONE GERMANS ASSURE ME YOU WILL RECEIVE \$250,000 FOR CAPITAL PURCHASES IN 1974. I BELIEVE THE FUNDS WILL BE DEPOSITED TO YOUR ACCOUNT BEFORE THE END OF OCTOBER. REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves : apm

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: \_\_\_\_\_



ORIGINATOR (MIR-COLA)

REFERENCE: MESSAGES: 14123456789

SIGNATURE: [Handwritten signature]

DATE: OCT 10 10 52 PM 1974

NAME: MESSAGES & COMMUNICATIONS

NOT AUTHORIZED BY

YOUR OFFICE

STANDARD AND COST INFORMATION

SEE PAGE 2 OF 2

NOT TO BE REPRODUCED

NOT TO BE REPRODUCED

SECRET

END OF MESSAGE RECEIVED

IN 1974 I BELIEVE THE MESSAGES WILL BE DEPOSITED TO YOUR ACCOUNT BEFORE THE  
TELEPHONE SERVICE BEGINS AS YOU WILL RECEIVE \$250,000 FOR CABLES PURCHASED

STRICTLY PRIVATE RECEIVED AND PROCEEDING FORWARD SEEING HIM NOWHERE ON

TYPE NO. 15X1

COPIES: 15X1

EXP. 3283

RECEIVED  
MESSAGES  
10: 15X1

SERVICE: 15X1 NO. 153312

CLASS OF

DATE: OCTOBER 10, 1974

OUTGOING MESSAGE

INTERNATIONAL TELEGRAPHIC UNION  
15X1  
FORM NO. 21

RECORDING OF AND INFORMATION  
FOR THE INTERNATIONAL TELEGRAPHIC UNION

INTERNATIONAL TELEGRAPHIC UNION

[Handwritten signature]

# THE INTERNATIONAL RICE RESEARCH INSTITUTE

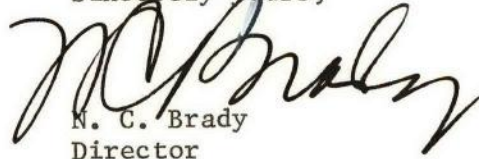
October 10, 1974

Dear Harold,

In response to your letter of September 13, I am enclosing a brief statement of the description of IRRI's outreach programs along with a second statement which identifies the specific areas wherein additional support is being requested or could be used.

I trust that this information will be helpful to you in communicating with members of the Consultative Group relative to our current programs and our future needs.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research (CGIAR)  
c/o World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433

Enclosures  
:vam

SECTION  
COMMUNICATIONS  
OCT 11 1974 3:18



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1974 OCT 17 PM 3:18  
COMMUNICATIONS  
SECTION

:LASH  
EUCJOSALLES

Washington, D.C. 20033  
1818 N Street, N.W.  
c/o World Bank  
Agricultural Research (CGIAR)  
Consultative Group on International  
Executive Secretariat  
W. H. H. H. Street

Director  
W. S. Blasko



Director of Research

and our future needs.  
Consultative Group relative to our current programs  
to you in communicating with members of the  
I trust that this information will be helpful  
support is being requested or could be used.  
which identifies the specific areas wherein additional  
IBRI's outreach programs along with a second statement  
enclosing a brief statement of the description of

In response to your letter of September 13, I am  
Dear H. H. H. Street,

October 10, 1974

## IRRI'S CURRENT OUTREACH PROGRAMS

### BANGLADESH

A grant from the Ford Foundation has been used to assist the government of Bangladesh to improve and expand its rice research. The current grant is due to terminate on December 30, 1976. The project has been successful in strengthening rice research and in improving research capability in the country. One of the most significant accomplishments of the cooperative project was the establishment in 1970 of the Bangladesh Rice Research Institute (BRRI). The accomplishments in Bangladesh have been largely achieved through assigning IRRI resident scientists, by visits of IRRI scientists from the core program for short-term consultancies, and by visits of Bangalee employees to IRRI and similar institutions. Staff development was made possible by enabling Bangalee rice scientists to study abroad on Ph.D. and M.S. degree programs.

The present grant has as its objective to assist BRRI to achieve its objectives of developing its research capability and increasing national rice production. The grant provides for three IRRI resident scientists to work with BRRI staff. Two are currently on the job and a third is scheduled to report to Bangladesh soon.

### EGYPT

The Ford Foundation provided a grant making it possible for IRRI to provide a scientist to work as project specialist in rice with the Arid Lands Agricultural Development Program in the Middle East. The project specialist is based in Cairo. The grant is effective through June 30, 1975.

### INDONESIA

IRRI has four separate projects in Indonesia. One project financed by the Ford Foundation provides the services of an IRRI representative to serve as joint coordinator for the National Rice Research Program (NRRP) with headquarters at Bogor. Two projects are located at regional stations; one at Maros in South Sulawesi is funded by a grant from the Government of The Netherlands and the other at Sukamandi in West Java is funded by a World Bank loan to the Government of Indonesia. A USAID contract provides for five IRRI scientists to be located at the Central Rice Research Institute for Agriculture (CRIA) at Bogor. The IRRI representative in Indonesia is the team leader for the latter group.

Maros Agricultural Research Institute. The original two-year grant from The Netherlands government terminated in August, 1974 and the renewal has been granted to July 31, 1977. The grant provides for four IRRI scientists to work with the staff of the Maros Agricultural Research Institute. Two positions still have to be filled. The IRRI scientists are working



closely with the scientists of the institute to develop rice research programs related to the needs of the region. This includes on-the-job training and upgrading of research staff. Most of the efforts is devoted to problems related to rice but attention is also being given to cropping systems, which include other crops in addition to rice.

Sukamandi. The World Bank has provided a loan to the Government of Indonesia part of which is being used for IRRI scientists to assist in developing and strengthening the Sukamandi research branch of the Central Research Institute for Agriculture. This research station was established to assure support to the program of the National Seeds Corporation which is developing a mechanized and irrigated seed farm at Sukamandi and will be responsible for production, processing, and marketing of seed. Buildings for the experiment station are still to be completed. IRRI is to provide up to seven scientists for this program. Of these, one has already been appointed. IRRI will also provide training for some of the qualified Indonesians.

Bogor. The purpose of a USAID grant is to assist in the acceleration and utilization of improved technology in agriculture in Indonesia by improving the technical competence and management capabilities of research personnel and the mobilization and utilization of available research resources. To accomplish this objective, IRRI is to provide five research specialists and several consultants at CRIA in Bogor. The scientists will devote part time to field activities on major cropping areas of Java and the outer island and part time at the central institutions. At the present time there are four positions filled and recruitment is in progress for the fifth.

#### PAKISTAN

The Ford Foundation provides funds for training Pakistani scientists, for short-term consultancies, and for exchange of breeding materials. The grant will terminate on January 22, 1976. Pakistani rice scientists, in collaboration with IRRI, are developing a document which will hopefully be adopted as the national rice research program for Pakistan.

#### PHILIPPINES

The current program in the Philippines provides for the IRRI scientist to assist the National Food and Agriculture Council (NFAC) in organizing and incorporating results of agricultural research into an effective extension program. The contract with the U.S. Agency for International Development was scheduled to expire on July 28, 1974 but it was extended to December 31, 1974. A new contract is being negotiated for an additional two years.

The specialist participated in setting up disaster and rehabilitation rice production programs in 1972-73 to offset the unprecedented floods of 1972, which was followed by drought. The program included the use of a



"package of modern production technology" combined with "production credit" loans advanced by rural banks from funds granted by the United States. The procedures from this work were incorporated into the 1973 and 1974 national rice production programs.

The specialist, through an interagency committee, assisted in preparation of technical recommendations distributed for use by farmers. He also participated with government agencies in establishing research trials in farmers' fields. He participated in encouraging interagency cooperation on a total rice program.

Work under contract renewal will concentrate on establishing a testing dissemination program through an expanded and well-funded interagency organization. The proposed work will especially help to monitor and improve the techniques and implementation of on-farm tests and to evaluate their effectiveness in the dissemination of new technology. The project will also continue to assist with training, and production of published material for extension workers and farmers.

#### SRI LANKA

The objective of the Ford Foundation-sponsored program in Sri Lanka is to assist with rice research, extension and training, and multiple cropping research and training. At present, there is one staff member assigned to the program. The grant will terminate on December 31, 1974 and the staff member is preparing to move to Bangladesh.

Another Ford Foundation grant is geared to modernize the rice processing industry, and more specifically to improve rice processing, marketing and storage, and to ensure a supply of good quality rice to consumers. This grant will terminate on March 31, 1976. One scientist is assigned to this project and a second will be added in January, 1975.

#### VIETNAM

The objective of this USAID-supported program is to develop rice research capability in the country to solve the problems related to rice production. Present efforts include developing rice varieties with high yield potential, good grain quality, appropriate growth duration, disease and insect resistance, and other desirable characteristics. Attempts will also be developed to work on deep water rice and multiple cropping. The government is providing for change in organizational structure to place all of the rice research under one institute. IRRI has agreed to assist in developing this institute, including training of scientists. At the present time, the contract with USAID calls for three positions and all are filled. The contract terminates on March 31, 1975.

###



INCOMING TELEX

*Mr. Graves*  
*JG*  
*CJ* *f*

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MANILA TELEX OCT. 5, 1974

Oct 5 9 51 AM 1974

Distribution:

TO: GRAVES

COMMUNICATIONS  
SECTION

Agriculture & Rural Div.

INTBAFRAD WASHINGTONDC

REURLET SEPTEMBER 24 SALACUP REPLY TO LEWIS LETTER  
MAILED SEPTEMBER 16. PLEASE TELEX ADVICE IF NOT RECEIVED.  
SALACUP IN WASHINGTON NOVEMBER 8. APPRECIATE ARRANGE  
MEETING WITH LEWIS. REGARDS,

BRADY

...

⊗

INTFRAD 64145

*Lewis*

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Agriculture & Rural Dev.

COMMUNICATIONS SECTION

INTERNATIONAL INFORMATION

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Lewis

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UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

62e

REFERENCE: GLO/74/006

27 September 1974

Dear Mr. Riley,

I wish to acknowledge with thanks the receipt of your letter of 24 September, giving us the benefit of the Bank's views on the global research proposal for an International Rice Testing Programme to be carried out by the International Rice Research Institute.

We are most grateful for the points you have raised, which we have taken up with IRRI together with a number of other points which have come up. We believe we are well on the way towards resolving these issues and will go forward with the proposal as planned.

Again, many thanks for your prompt reply.

With best personal regards.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'W. Mashler'.

William T. Mashler  
Director

Division for Global and Interregional Projects

cc: Mr. Graves/Coulter  
IRD

Mr. Vincent J. Riley  
Chief, Technical Assistance Division  
International Relations Department  
International Bank for Reconstruction  
and Development  
1818 H Street, N.W.  
Washington, D.C. 20433

OCT 1 1974







# Record Removal Notice



<b>File Title</b> Consultative Group on International Agricultural Research [CGIAR] - G-6 - International Rice Research Institute [IRRI] - 1972 / 1974 Correspondence - Volume 1		<b>Barcode No.</b>  1760801		
<b>Document Date</b> 26 September, 1974	<b>Document Type</b> Outgoing wire			
<b>Correspondents / Participants</b> To: Treitz From: Harold N. Graves, Jr.				
<b>Subject / Title</b> Transfer of IRRI Funds				
<b>Exception(s)</b> Financial Information d				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Tonya Ceesay</td><td><b>Date</b> 01-Dec-15</td></tr></table>	<b>Withdrawn by</b> Tonya Ceesay	<b>Date</b> 01-Dec-15
<b>Withdrawn by</b> Tonya Ceesay	<b>Date</b> 01-Dec-15			

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COMMUNICATIONS SECTION

Distribution:

Mr. Golan  
Mr. Denu

MANILA TELEX SEPT 26, 1974

TO: GOLAN INTBAFRAD WASHINGTON DC

BRADY PLANNING ATTEND AGRICULTURAL RESEARCH  
CONFERENCE SPONSORED AGRICULTURAL RESEARCH  
COUNCIL BANGLADESH OCTOBER 28 TO NOV 1 STOP BUT  
WILL ARRANGE VISIT LOWENSTEIN AND OTHERS WITH IRRI  
SCIENTISTS STOP ROOMS AT GUESTHOUSE BEING RESERVED

VEGA RICEFOUND

SEP 26 1 58 PM 1974  
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WORLD BANK GROUP

INCOMING MAIL				DATE: 1974
Mr. H. Adler	A1042	Mr. Knox	A813	
Mr. J. Adler	E624	Mr. Krieger	B906	
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Mr. Baum	E1023	Mr. McNamara	E1227	
Mr. Bell	A613	Mr. Muller	N436	
Mr. Benjenk	E723	Mr. North	D1032	
Mr. Broches	E923	Mr. Nurick	E915	
Mr. Cargill	E1236	Mr. Paijmans	C702	
Mr. Chadenet	E1204	Mr. Rayfield	N434	
Mr. V. C. Chang	E516	Mr. de la Renaudiere	C302	
Mr. Chauffournier	A313			
Mr. Chenery	E1239	Mr. Rotberg	E427	
Mr. Wm. Clark	E823	Mr. Thalwitz	A210	
Mr. Clarke	D1029	Mr. Tims	D428	
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Mr. D. A. de Silva	N635	Mr. Van der Meer	A507	
Mr. Diamond	C502	Mr. Van der Tak	E1023	
Fowler	A1219	Mr. Votaw	C602	
Mr. Gabriel	E516	Mr. Wapenhans	A712	
		Mr. Weiner	A513	
③ Mr. Graves	E1039	Mr. Wiehen	C1001	
Mr. Gulhati	D530	Mr. Wiese	A837	
Mr. Hittmair	E427	Mr. Willoughby	G1050	
Mr. Hoffman	E823	Mr. Wright	A307	
Mrs. Hughes	D529	① MLL		
Mr. Husain	A1136	② BML		
Mr. Kirmani	A610	④ JC	⑤ GY	
Mr. Knapp	E1227			

FROM: Incoming Mail Unit, Room F-126, Extension 2023

# THE INTERNATIONAL RICE RESEARCH INSTITUTE

September 25, 1974

FILE  
G6  
IRRI

Dear Harold,

I just returned from the People's Republic of China to receive and to note your question relative to the draft tabulations of prospective core and capital grants to the international centers for 1975. The figures you have for IRRI sadly appear to be correct. We have a long way to go to reach our goal.

I have had some informal feedback from the Japanese. The story is not too good. Apparently, the Foreign Secretary's group have made a real pitch to obtain a sizeable increase in the Japanese input into IRRI. They made several inquiries of us with respect to our building program and our cropping systems work. I reasoned that they would not be doing this if they did not have a genuine interest in supporting us.

I understand from discussions with our Japanese friends, however, that the Finance Office has tried to keep the lid on and has refused to go along with any sizeable increase in funds for IRRI. The latest I hear is that they will perhaps double or, at the outside, triple their input into IRRI giving us a maximum target to shoot for of about three quarters of a million dollars. While I suppose we should be very pleased to receive this percentage increase in one year, this would leave us far short of our goal.

Any help that you can provide either with the Japanese or with the Germans who had indicated their willingness to supply up to a quarter of a million dollars for badly needed equipment and supplies for our building would be most sincerely appreciated. As you know, we supplied the Germans through your office with a concrete list of supplies which could be purchased with funds made available to us this year.

It was a pleasure to see you in July and in early August. I hope to be in Washington briefly in November and will give you a brief report on my experience in China. I am hopeful that they will begin a meaningful dialogue with us.

Sincerely yours,

Mr. Harold Graves  
Consultative Group on  
International Agricultural  
Research  
1818 H St., N.W.  
Washington, D.C. 20433

*N. C. Brady*  
N. C. Brady  
Director

Copy to Dr. F. F. Hill  
Dr. C. C. Gray

:vam



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Dr. C. C. Clark  
Copy to Dr. E. E. Hill

Washington, D.C. 20533  
1818 H St., N.W.  
Research

International Agricultural  
Conservation Group on  
Dr. Harold Clark

1974 OCT -7 AM 11:50

COMMUNICATIONS SECTION

Dr. Harold Clark

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could be discussed with things were available to us this year.  
through your office with a concrete list of subjects which  
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needed equipment and subjects for our planning would be most  
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and our growing science work. I reasoned that they would  
selectly individuals of us with access to our planning program  
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figures of prospective core and service grants to the inter-  
receive and to note your question relative to the draft term-  
I just returned from the People's Republic of China to

Dear Harold,

September 22, 1974

IKKI  
20  
EITE

Gze

Mr. Yudelman

September 25, 1974

Harold Graves *thm*

IRRI

I learned by accident yesterday that the Bank is entertaining a request from IRRI for funds with which to extend its work on water management through a trial system in the Philippines.

Let me offer the following observations:

(a) What IRRI proposes is in fact an extension of its core program. An analogy exists in the CIMMYT work in its several field stations in Mexico.

(b) It is the understanding of the management of the Bank, I am sure, that grant assistance to the core activities of international research centers (as distinguished from national research programs) is given within the framework of the Consultative Group on Agricultural Research, in which the Bank is joined by other donors. I believe the management would be greatly surprised to receive a recommendation that a separate grant be made to IRRI for the purpose proposed.

(c) There also is a question concerning equity in the use of the funds of the World Bank Group. It is likely that for its 1975 budget IRRI will need a grant from the World Bank Group on the order of \$1,900,000. It would be difficult, I should think, to recommend any additional sum for this Center in 1975.

cc: Mr. Baum  
Mr. Darnell  
Mr. Picciotto

HGraves:apm



G6

~~15/1/74~~

September 24, 1974

Dear Nyle:

In trying to fit together donor grants to the international agricultural research centers for 1975, we are in some difficulty with respect to IRRI. You will remember that the figures shown for 1973 in your 1975 program and budget paper were at variance with the auditor's report. Bill Lewis has had some correspondence with Mr. Salacup on this matter; but Lewis's last letter to Mr. Salacup, dated July 27, has not yet had a reply. I am attaching a copy of Lewis's letter, and would be grateful if you could arrange for a response.

Sincerely,

Harold Graves

Enclosure

*Handwritten initials*

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

cc of Salacup letter to Mr. Lewis and Mr. Graves to Dr. Brady sent to:  
Dr. Guy Baird, USAID and F. F. Hill, Ford Foundation

HGraves:apm

*Handwritten signature*

G6

*Handwritten scribble*

GLO/74/006

September 24, 1974

Mr. William T. Mashler  
Director  
Division for Global and Interregional  
Projects  
United Nations Development Programme  
866 United Nations Plaza  
New York, New York 10017

Dear Mr. Mashler:

GLOBAL RESEARCH: International Rice Testing Programme

This is in reply to your letter of August 30, 1974 enclosing a copy of the proposal for a global research project "International Rice Testing Programme." We have reviewed the project as quickly as possible and regret having been unable to meet the September 13 deadline for comments.

Our Agricultural and Rural Development Department have reviewed the proposal and feel that the method of developing the program is logical and well planned. While we are in agreement with the program as outlined, a number of questions were raised which you might wish to take into consideration.

First, we wonder why no mention is made of the role of sister centers, namely the International Institute of Tropical Agriculture (IITA) and the Centre International de Agricultura Tropical (CIAT) even though the program will be extended to both Western Africa and Latin America in 1976. Also, we note that no mention is made of the West African Rice Development Association (WARDA) whose WE program is trying to do this sort of work.

In West Africa, we would, in any case, suggest that a slower build-up of the program might be more realistic bearing in mind the lack of trained personnel available in this region. Can IRRI fill this gap early enough to have a meaningful program in West Africa? It may be advisable to have fewer, well supervised trials. The total of 50 yield trials suggests that there may be a "demonstration" element in the program which could be delayed.



Mr. William T. Mashler

- 2 -

September 24, 1974

While some training will be done at IRRI, there is no mention of the role of IITA, CIAT and WARDA in training. Would it not be cheaper and more effective to run regional training programs in view of the enormous differences between rice production systems in West Africa and Latin America from those in the Republic of the Philippines?

The program entails a very wide distribution of plant material around the world and some plant pathologists are worried about the disease-spreading aspect of this. We hope that the regional quarantine facilities are adequate to deal with this particular problem.

Since pests and diseases change in nature and virulence, this program will not provide final solutions but rather build up a capability for solving new problems as they arise. Therefore, a continuing increase in the training component coupled with an indication of how IRRI will eventually be phased out of the country program would seem to be called for. We note, though, that the budget indicates no such increase in training. In contrast, a continuing increase is indicated in traveling costs for IRRI scientists which we would have expected to reach a peak in mid-program and then taper off.

We have one final comment on the budget as a whole which indicates an annual increase of about 8 percent per year. This takes what may be an optimistic view about inflation; in the Republic of the Philippines, the rate is currently more than 20 percent.

Sincerely yours,



Vincent J. Riley  
Chief, Technical Assistance Division  
International Relations Department

cc: Mr. Graves/Coulter

AGesell/VJRiley/eb

28.

## WORLD BANK GROUP

INCOMING MAIL

DATE: SEP 20 1974

Mr. H. Adler	A1042	Mr. Knox	A813
Mr. J. Adler	E624	Mr. Krieger	B906
Mr. Alter	A908	Mr. Lari	D1032
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Mr. Hoffman	E823	Mr. Wright	A307
Mrs. Hughes	D529		
Mr. Husain	A1136		
Mr. Kirmani	A610		
Mr. Knapp	E1227		

FROM: Incoming Mail Unit, Room F-126, Extension 2023



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: GLO/74/006

23 September 1974

File

Dear Harold,

Many thanks for your routing slip transmission of 14 September, under cover of which you sent me your comments on the International Rice Testing Programme of IRRI, which has been submitted to us for our support under global funding.

The points covered in this memorandum are well taken and we have already written to IRRI on most of the issues raised in that memorandum. I might add that the question of cooperation with other centres and WARDA were the subject of discussion between Nyle Brady and myself, when we went over the earlier version of IRRI's proposal, and I am sure that in reply to my formal queries, we will receive a satisfactory answer. At any rate, I will inform you of developments in that area.

As for the financial aspect of the proposal, I was assured that IRRI had taken into account in its costing the inflationary increases on a "realistic" basis. I will, however, send a cable today drawing this particular aspect to Brady's attention so that further adjustments, should they be necessary, can be introduced into the UNDP support programme. In this connexion, I have also sent the proposal to Lowell Hardin at the Ford Foundation with a specific request to have a close look at the financial provisions as they have been submitted to us.

With best personal regards.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'W. Mashler'.

William T. Mashler  
Director

Division for Global and Interregional Projects

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H Street, N.W.  
Washington, D.C.





G2e

September 18, 1974

Dear Nyle:

Many thanks for your note of August 23 and the photograph of the attractive model of your planned laboratory/training center complex. While we are still operating partly on guesswork in current estimates of the funds which donors will make available to individual centers, it appears to me that IRRI is likely to have at least \$7 million for 1975. We will know more when our next Consultative Group meeting concludes next October 31, and the Secretariat will be in touch with you quickly after that.

Sincerely,

Harold Graves

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

HGraves:apm

*HGraves*

*62e*

**OUTGOING WIRE**

TO: RICEFOUND

DATE: September 16, 1974

MANILA

CLASS OF Telex-3375  
SERVICE: (2822)

*ITT*

COUNTRY: PHILIPPINES

TEXT:

Cable No.: FOR BRADY

FRANK LOWENSTEIN AND DORRIS BROWN DEVELOPING RESEARCH PROJECT ON GRAIN PRODUCTION IN ASIA. WILL BE ON OTHER MISSIONS IN ASIA IN OCTOBER AND WOULD LIKE TO DISCUSS PROJECT WITH YOU AND YOUR STAFF AT IRRI. TENTATIVE SCHEDULE LOWENSTEIN ARRIVE MANILA OCTOBER 27 1530 HRS PR-508 AND DEPARTURE OCTOBER 29 1415 HRS SQ-665, BROWN ARRIVE OCTOBER 27 1545 HRS AF-190 DEPARTURE OCTOBER 29. ARE GUESTHOUSE ACCOMMODATIONS AVAILABLE AT LOSBANOS OR SHOULD WE MAKE HOTEL RESERVATION. ~~PLEASE MAKE TRANSPORTATION ARRANGEMENTS OUR EXPENSE FOR MANILA LOSBANOS MANILA.~~ BOTH BROWN AND LOWENSTEIN WILL BE ACCOMPANIED BY SPOUSE. PLEASE CABLE IF THESE PLANS SATISFACTORY AND CONVENIENT WITH YOU. REGARDS.

GOLAN

INTBAFRAD

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME

A. Golan *W. Smith for.*

DEPT.

E. Asia and Pacific Projects/Irrigation

SIGNATURE

Grain Production in Asia

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

FLowenstein:sam *FL*

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Cleared and cc: Mr. H. Vergin  
Mr. D. Brown

For Use By Communications Section

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *SR*





*62e*

**OUTGOING WIRE**

TO: VEGA  
RICEFOUND  
MANILA

DATE: SEPTEMBER 16, 1974

CLASS OF  
SERVICE: TELEX

EXT : 2645

*ITT*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

REFERENCE YOUR CABLE SEPTEMBER SIXTEEN NOW PROPOSE PANTON  
VISITS IRRI MONDAY OCTOBER FOURTEEN ON RETURN FROM INDONESIA.  
IF ACCEPTABLE PANTON WILL CABLE ARRIVAL FLIGHT AND TIME LATER.

REGARDS

SUTHERLAND

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Mr. D. Sutherland  
Division Chief  
DEPT. East Asia & Pacific Projects

SIGNATURE *[Signature]*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: WPPanton/ag *[Signature]*

**ORIGINAL (File Copy)**

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Kirmani, Bell, Vergin

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NAME: *Mr. D. S. S. S. S.*

AUTHORIZED BY: *[Signature]*

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STANDARDIZATION

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STATEMENT

REGARDS

IN ACCORDANCE WITH THE PROVISIONS OF THE

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Copy No: 1

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COPY TO: *PHILIPPINES*

CLASS: *SECRET*

TO: *SECRETARY*

FROM: *SECRETARY*

DATE: *1974*

CLASS OF: *SECRET*

DATE: *SEPTEMBER 16, 1974*

OUTGOING MESSAGE

RECORDS SECTION AND DEPARTMENT

CO-ORDINATION

STANDARDIZATION DIVISION

## IRRI'S Future Outreach Programs

IRRI's existing outreach programs were initiated primarily as a result of specific requests from donors or countries for assistance in improving country rice research programs. To complement these country-oriented programs, we are proposing new programs which are conceptually international in approach and which tie in very closely with IRRI's core research and training activities. We hope these new programs will not only provide more effective coupling between IRRI's core program and country programs but will also be the basis for true international cooperation among scientists working in national programs.

In the following subject areas, IRRI in consultation with overseas cooperators and donors is developing or would like to develop new cooperative programs:

1. Agro-economic constraints network. The primary objective of this program is to determine the economic, biological and managerial constraints which limit the farmer's yield of rice under different agroclimatological and socio-economic conditions. A network of economists and agronomists from 5 to 6 cooperating countries will assist in the planning and implementation of an interdisciplinary program to determine these constraints. A grant to support this program is being finalized with IDRC in Canada.



2. Cropping systems network. As an adjunct to our core cropping systems program, we are working with cooperating countries to help them improve their national research capabilities on cropping systems, including work on multiple cropping, intercropping and rotations. A project has been submitted to IDRC for the support of an IRRI scientist to work with our cooperators in Bangladesh and discussions are under way for a similar program in Indonesia. Such programs will be very helpful in quickly putting to work in national programs results obtained in the IRRI core cropping systems program.

A proposal to cooperate with applied researchers and extension workers to provide background information for national production programs has been developed. This program would concentrate initially on efforts to obtain two crops where one is now being grown, utilizing direct seeding and short seasoned varieties to develop a new technology. This applied research and extension proposal has been submitted to USAID with the expectation that it would be funded in fiscal year 1975-1976.

3. International testing. The primary objective of international testing is to systematically evaluate under different ecological situations the best lines of rice from all cooperating breeding programs. This will require a network of cooperators who will participate in the planning, implementation and coordination of the cooperative program. Negotiations are under way with the UNDP for the support of this program.

4. Small farm machinery utilization. During the past several years, IRRI engineers have designed, built and tested a number of machines intended for use by small farmers. These are being used successfully in the Philippines and are being tested in other countries. A program has been developed to assist potential manufacturers outside the Philippines to determine the need for those machines, to fabricate, produce and test them. Support for an industrial extension program for work in 2 countries is being finalized with USAID. Comparable programs in other countries are needed.

5. Irrigation water management. Studies have shown great deficiencies in current irrigation water management schemes. Small applied research and demonstration trials have shown how minor modifications in methods of delivery and management of the water can greatly increase the efficiency of its use. Likewise, the extent to which farmers are permitted to participate in decisions on water management and control is a factor in determining water use efficiency.

Utilizing a small core staff, IRRI proposes to develop specific short term projects to evaluate alternative engineering and social organizational schemes to improve irrigation water management. It is important that these IRRI projects be financed by donors who are involved in the support of national irrigation projects so that the findings will be most con-



veniently incorporated into large irrigation construction and improvement projects.

Preliminary discussions are under way with IBRD and USAID officials but so far no concrete results have been obtained.

6. Post harvest management of rice. Surveys have shown considerable losses in the post harvest management of rice, especially in the tropics. Most of this loss occurs on the farm or in small communities rather than in large commercial operations. IRRI proposes to work with cooperators in critically analyzing the avenue of losses in different countries and in identifying where improvements in the drying, processing and marketing systems can take place. This effort would require a systematic evaluation of post harvest activities through jointly prepared cooperative projects. It may also require attempts to improve machinery for the drying, milling and processing of rice on the farm and in the small villages. It would also involve increasing the research and training capacity at IRRI to provide the leadership for such a program.

IRRI has presented an overall proposal to IDRC on this subject and is prepared to work with other donors who may have an interest in post harvest management activities.

DEPARTMENT OF STATE  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
Washington 25, D. C.

September 13, 1974

~~BME~~  
~~NLLW~~  
~~HG~~  
~~JC~~  
CJ

Dr. Nyle C. Brady  
Director  
The International Rice  
Research Institute  
P.O. Box 583  
Manila, The Philippines

Dear Nyle:

This is further to our communications concerning A.I.D.'s possible contribution to the capital construction project at IRRI. In discussions with our engineers here, I have learned that Mr. James Callaway is planning to travel to Asia in the near future and will plan to stop at IRRI. At this time, we are not in a position to give you the exact dates, but Mr. Callaway will provide you with details as soon as the travel program is worked out. He is in the A.I.D. Washington Office of Engineers and will wish to talk with you and others concerned there about the detailed plans for the capital development program. Meanwhile, I am providing him with information contained in your proposed budget for 1975.

Sincerely yours,

*1/5*  
Guy B. Baird  
Associate Director  
Office of Agriculture  
Technical Assistance Bureau

Copy to:  
→ Harold Graves, IBRD



G2e

Mr. Graves

September 11, 1974

John K. Coulter

International Rice Testing Program

This proposal is in line with the sentiments expressed during Centers Week, though details were not discussed at the meetings and the suggested support at the pledging session was \$200,000 per annum.

The 1975 budget of IRRI also includes an increase of \$185,300 for intensification of the GEU program; this is for additional land, operating funds, extra support personnel, but no new senior staff.

The annual increases in the proposed budget works out at about 8% to cover increases in program, e.g., traveling, merit increases and presumably inflation. This takes an optimistic view about inflation, currently over 20% in the Republic of the Philippines.

The method of developing the program is logical; planning will be initiated at IRRI; IRRI-based scientists will visit each country to discuss the program and cooperating country scientists will contribute to the decisions on the program. Scientists at IRRI will pioneer improved evaluation techniques with prototypes at IRRI, and this will be followed by the international network for testing.

Whilst agreeing with this appraisal, it raises some questions, e.g.:

1. No mention is made of the role of sister centers, namely IITA and CIAT, yet the program will involve both West Africa and Latin America.

2. No mention is made of WARDA, but the W1 program of that organization is trying to do this sort of work.

3. Bearing in mind the problems of WARDA which stem partly from the lack of trained people in the countries where it operates, can the program fill this gap early enough to have a meaningful program in West Africa? A slower build-up of the program in the region might be more realistic. It may be advisable to have fewer well supervised trials in Africa. The total of 50 yield trials (I am not certain of the meaning of this term in the IRRI context) suggests that there may be a "demonstration" element in the program which could be delayed.

4. Some training (two- to six-month periods) will be done at IRRI, but there is no mention of the role of IITA, CIAT and

WARDA in training. Would it not be cheaper and more effective to run regional training programs bearing in mind the enormous differences between rice production systems in West Africa and Latin America from those in the Republic of the Philippines?

5. The program entails a very wide distribution of plant material around the world and some plant pathologists are worried about the disease-spreading aspect of this. I hope that the regional quarantine facilities are adequate to deal with this particular problem.

6. Since pest and diseases change in nature and virulence, IRRI will be producing new varieties into the foreseeable future and the rice-growing countries will be testing them. This program will not therefore provide final solutions for these problems, though it will build a capability for solving them; the program should perhaps indicate how IRRI will phase out of the country programs. Thus the budget indicates a continuing increase in traveling costs of IRRI's scientists but no such increase for training. I would have expected that the IRRI traveling costs would have reached a peak in the middle of the program and then tailed off.

Attachment



JKCoulter:apm



THE INTERNATIONAL RICE RESEARCH INSTITUTE

September 10, 1974

Dear Mr. Graves:

In behalf of Dr. Brady who is currently travelling, I wish to acknowledge receipt of your memorandum of August 30th enclosing the draft of proceedings of the International Centers Week. Since Dr. Brady is not expected to return until September 22nd, he may not be able to meet the deadline of October 4th for submitting his suggestions, if any.

As soon as Dr. Brady returns, I will immediately bring it to his attention.

Very truly yours,

*Edith B. Yalong*  
Edith B. Yalong  
Executive Secretary  
Office of the Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H St., N. W.  
Washington, D. C. 20433  
U. S. A.

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Washington, D. C. 20433  
1818 H St., N. W.  
Administrative Research  
Consultative Group on International  
Executive Secretary  
Mr. Harold Graves

Office of the Director  
Executive Secretary  
Egbert B. Larson

Very truly yours,

Immediately kind if to his attention.  
As soon as Dr. Bradley returns, I will

for summarizing his suggestions, if you  
be able to meet the deadline of October 4th  
to return my September 25th, he may not  
center week. Since Dr. Bradley is not expected  
the date of proceedings of the International  
of Long Memorandum of Understanding 30th anniversary  
traveling, I may to acknowledge receipt  
in regard of Dr. Bradley who is currently

Best Mr. Graves:

September 10, 1974

THE INTERNATIONAL RICE RESEARCH INSTITUTE



## OFFICE MEMORANDUM

*yellow*

TO: Mr. Darnell  
FROM: Harold Graves *HG*  
SUBJECT: Attached Correspondence with IRRI

DATE: September 4, 1974

*G 2 e*

Thank you for letting me see the attached draft letter from Mr. Picciotto to Dr. Brady of the International Rice Research Institute. I think that Mr. Chang has done a good job of drafting (apart from a few oddities of syntax which should have been corrected before the letter was circulated for clearance), but I wonder why we spend this much time and trouble on a form letter sent out to butter up potential donors to and collaborators with IRRI. If we send the letter, this means we are willing to have "the Bank" quoted in solicitations to donors. Are we?

The comments on the machinery program, I think, might be deleted. The Technical Advisory Committee of the Consultative Group on International Agricultural Research is going to investigate this program, and as a member of the Group, the Bank is supposed to be interested in what TAC will say, whether the Bank agrees with TAC or not. I think there is an arguable question about whether the machinery development program should be associated with IRRI or whether it should be conducted on some other organizational basis. This is a question, among others, which is to be investigated by TAC, and it is a question not considered in the draft letter.

Attachment

HGraves:apm

Gze

September 4, 1974

Dear Nyle:

To this note, I am attaching a draft tabulation of prospective core and capital grants to the international agricultural research centers for 1975. Could you and your staff take a look at this and let me know about any numbers related to IRRI that appear to be mistaken? The conversion rate used for sterling in the table, incidentally, is £1 equals \$2.30.

Sincerely,

Harold Graves

Enclosure

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines



HGraves:apm



THE INTERNATIONAL RICE RESEARCH INSTITUTE

September 2, 1974

Dear Mr. Graves:

Thank you for sending Dr. Brady the transcript of the remarks he made during the IRRI presentation at the International Centers' Week per your letter of August 22. Dr. Brady is currently traveling and will not be back until September 22.

However, I shall see to it that as soon as arrives, he immediately reviews the transcript and send back to you the edited one.

Very truly yours,

*Edith B. Yalong*  
Edith B. Yalong  
Executive Secretary  
Office of the Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group for  
International Agricultural  
Research (CGIAR)  
c/o World Bank  
1818 H Street  
Washington, D. C. N. W. 20433  
U. S. A.

:eby

THE INTERNATIONAL RICE RESEARCH INSTITUTE

September 2, 1974

Dear Mr. Graves:

Thank you for sending Dr. Brady the transcript of the remarks he made during the IRRI presentation at the International Centers' Week per your letter of August 22. Dr. Brady is currently traveling and will not be back until September 22.

However, I shall see to it that as soon as arrives, he immediately reviews the transcript and send back to you the edited one.

Very truly yours,

*Edith B. Yalson*  
Edith B. Yalson  
Executive Secretary  
Office of the Director

U. S. A.  
Washington, D. C. N. W. 20433  
1818 H Street  
c/o World Bank  
Research (CGIAR)  
International Agricultural  
Consultative Group for  
Executive Secretary  
Mr. Harold Graves

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EDITH B. YALSON



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: GLO/74/006

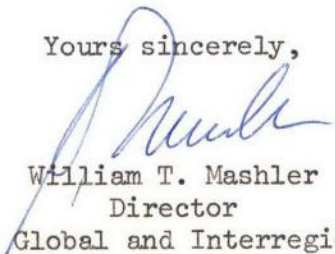
30 August 1974

Dear Mr. Graves,

..... I am sending you herewith a copy of my letter to Mr. Riley of today's date, together with IRRI's proposal for the International Rice Testing Programme. I should be grateful if I could receive your comments on this submission by 13 September.

With best personal regards.

Yours sincerely,

  
William T. Mashler  
Director

Division for Global and Interregional Projects

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H Street, N.W.  
Washington, D.C.

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COMMUNICATIONS  
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GLO/T4/006

30 August 1974

Dear Mr. Riley,

..... I am transmitting to you herewith a copy of a proposal for a global project "International Rice Testing Programme" which has been submitted to us by the International Rice Research Institute. This activity was the subject of discussion at the recent Centers Week Meeting of the CGIAR at which time UNDP expressed its readiness to support this activity. At that time we had received a preliminary draft which called for activities to be undertaken in South and South East Asia only. At our suggestion IRRI has revised this proposal to include other areas and to place, additionally, strong emphasis on training. This has now been done, and an initial reading of the draft impressed us with the thoroughness with which it has been prepared. We will, however, have to study it in greater detail in the coming days. In the meantime we would welcome your comments on it, and we would appreciate it if we could receive these not later than 13 September. It is our intention to submit the proposal for approval to our Governing Council at its session in January 1975 and to have the project directly executed by UNDP under contract with IRRI.

With best personal regards,

Yours sincerely,

William T. Mashler  
Director

Division for Global and Interregional Projects

Mr. Vincent J. Riley  
Chief, Technical Assistance Division  
International Relations Department  
The World Bank  
1818 H Street, N.W.  
Washington, D. C., 20433

ANNEX I: WORK PLAN

UNITED NATIONS DEVELOPMENT PROGRAMME

GLOBAL RESEARCH

International Rice Testing Program

This project will be carried out by the UNDP through:  
The International Rice Research Institute (IRRI),  
Philippines, with the advisory assistance of cooperators  
in an International Rice Testing Program

(2.1) PREAMBLE

As contracting agent for the UNDP, the International Rice Research Institute (IRRI) with the program cooperators as advisors, will initiate and conduct a Global Testing Project entitled "International Rice Testing Program." The objectives of this project are set out in the Governing Council Document

(2.2) Description of the Project

Background

From the inception of the institute IRRI scientists have given high priority to the genetic improvement of the rice plant. Remarkable progress has been made in tailoring varieties to meet modern needs. Short statured, stiff strawed varieties with yield potentials double or triple those of the tall traditional varieties have been developed. Eating quality has likewise been improved to suit the variable tastes of rice consumers in different parts of the world.

In recent years genuine progress has been made in breeding into new rice varieties resistance to diseases and insect pests. The most recently released IRRI variety (IR26) has resistance to 4 major insects and diseases and moderate resistance to three others. In contrast, IR8, the first of the modern generation of IRRI's high yielding varieties had resistance to only two of these pests. Many of IRRI's new breeding lines now available



have multiple resistance to most of the major diseases and insects. These lines when released for cultivation can raise and stabilize farmers' yields and simultaneously reduce the need for expensive pesticides.

*Agreed*

IRRI has now expanded its activities to more fully utilize the vast genetic potential of the rice plant. Through the Genetic Evaluation and Utilization (GEU) program, interdisciplinary teams of plant breeders and problem area scientists such as pathologists, entomologists, soil chemists, plant physiologists and agronomists are working together to systematically identify and evaluate rices which are genetically adapted to the most pressing constraints to rice production. In addition to work on different agronomic characteristics and on genetic resistance to diseases and insects 30,000 varieties in the IRRI's germ plasm bank are being screened to identify sources of tolerance to toxic soils, drought, deep water, cold temperatures and of high protein content. Selected materials with desired traits are fed into the hybridization program. The objective is to incorporate combinations of these desirable traits into a large number of high yielding disease and insect resistant lines of appropriate grain quality. It is hoped that such varieties when released for cultivation will cover most of the area planted to rice as compared to 20% of the total rice area planted to improved varieties at present.

Already coming from the 2000 crosses being made annually at IRRI are dozens of promising lines the potential for which

must be ascertained not only in the Philippines but in every important rice growing area of the world. These new lines must be thoroughly tested and compared with similar lines being developed in numerous cooperating country programs. Furthermore, the focus of testing must be broadened to permit evaluation of the new breeding materials to:

agreed

- a) determine their yield stability under diverse agro-climatic conditions
- b) determine stability of resistance to local races and biotypes of diseases and insects
- c) determine variations in races and biotypes of diseases and insects in different countries
- d) screen for resistance to those pests which do not occur in the Philippines such as gall midge
- e) screen for toxic soils and various environmental interactions in other countries
- f) screen for tolerance to cooler temperature and deep water which do not occur in the Philippines

Expanded International Testing

It is essentially impossible to thoroughly evaluate the potential of rice lines at one location or in one country. The pest pressures vary markedly from one location to another as do the adverse soil and climatic conditions. Furthermore, the testing is best done by country scientists who are acquainted

agreed

not only with local soil and climatic conditions but with the habits, customs and resources of the local farmers. These scientists will also be able to couple their activities with their extension counterparts to quickly put the best varieties into country production programs.

of local  
scientists  
exist

As an adjunct to IRRI's home based research program a greatly expanded International Rice Testing and Evaluation effort is to be initiated. A systematized and coordinated network of testing sites must be established to implement the international testing. This network can be built upon the already established pilot testing programs which scientists from IRRI and cooperating country programs have developed. Furthermore, intensive efforts must be made to train scientists in the unique multidisciplinary approaches needed to implement a successful genetic evaluation and utilization (GEU) program. While IRRI can and will implement genetic improvement research, in the long run scientists in the country programs must be trained to carry on these activities without external assistance.

The international testing program will provide opportunities for:

- a) Exchange of germ plasm between IRRI and national rice breeding programs. The international nurseries will be composed of best breeding lines and a few donor parents from IRRI and national breeding programs. These materials



will be freely shared amongst the cooperators.

- b) Identifying breeding lines which are best adapted to each agro-climatic rice-growing region. Such lines can be promoted as varieties.
- c) Identifying entries with broad spectrum resistance to various diseases and insects from the multi-location tests. Such entries would be excellent parents for the crossing programs and may also be promoted as varieties.
- d) Training national scientists of various disciplines in screening techniques while handling these nurseries.
- e) Demonstrating the desirability for national rice improvement programs to adopt the multidisciplinary team approach being followed at IRRI.

To further develop and implement an expanded international testing program is the prime objective of this proposal. This objective will be achieved through four interrelated activities:

- a) program planning;
- b) method development and pilot testing;
- c) international network station testing and monitoring; and
- d) training.

A. Program Planning

Utilizing the assistance of an advisory committee, basic policy and program planning will be initiated. Advantage will be taken of existing relationships with cooperating country scientists to plan a systematic approach to the international testing of rice varieties. Through visits by IRRI based scientists to each country, the kind and number of tests to be initiated will be determined. Through periodic planning workshops and conferences, cooperating country scientists will participate in decisions as to which attributes are to be tested and where the tests will be run. This procedure will be used to help the country scientists develop a pattern of cooperation and genetic material interchange.

B. Method Development, Pilot Testing, and Program Coordination

Working in coordination with IRRI's current GEU personnel and with cooperating scientists in country programs, the scientists employed for this project and stationed at IRRI will develop and pilot test new and improved field evaluation techniques. This activity will utilize a small number of carefully planned and implemented experiments which will be the prototype of a broader network of testing sites. While most of this work will be done in the Philippines to minimize travel costs, some experiments will be implemented in other countries where conditions for a given attribute to be tested are more ideal. New methods will

then be field tested in a wider range of tests and cooperating scientists trained in the use of the techniques to be employed.

C. International Network Station Testing and Monitoring

IRRI scientists will have the responsibility for coordinating the program mutually agreed upon by all participating scientists. They will gather seeds not only from IRRI but from all cooperators as well. These seeds will be packed into sets to be sent to each country for the nurseries and other test sites. They will provide uniform instructions for implementing the tests, including specific measurements that are to be taken.

IRRI scientists will provide assistance to cooperators in the initiation and monitoring of the tests. To maximize training opportunities, IRRI scientists will be accompanied to the extent feasible by their national counterparts in visiting test sites. In some cases, scientists from one country will accompany IRRI scientists on inspection tours of sites in other countries. In this way, not only will there be training opportunities but a concept of outward looking international testing will be fostered in contrast to the more narrow national or even regional approaches that are prevalent in some cases.

Careful records will be kept on each of the tests.

Except where IRRI scientists will be visiting the experiments, observations will be made by the local scientists. The observations will utilize common terminology so that data can be sent



from all tests to IRRI, there to be analyzed, compiled with data from other experiments and published as a cooperative effort from all participating countries.

Annual conferences will be held to permit more detailed reporting of data and to make plans for the next year's activities.

D. Training

An important aspect of this project would be the training of cooperating scientists of different countries so that meaningful data are collected. Some on-the-job training will be imparted as cooperating scientists travel with IRRI scientists and participate in the initiation and monitoring of nurseries. In addition, selected cooperators will be brought to IRRI for a period of 2-6 months for training in one or more of the many areas of international testing program. These men will work closely with IRRI scientists, concerned with the problems under study (diseases, insects, toxic soils, etc.) and with plant breeders as well. International conferences and workshops will be organized to provide opportunities for various cooperators and IRRI scientists to meet and discuss results of previous nurseries and prepare plans and suggest improvements for the future nurseries.

(2.3) Organization

Overall responsibility for the organization and execution of the project rests with the Contracting Agent, IRRI. Advice will be sought from the advisory committee set up for this purpose.

IRRI shall:

- a) Be responsible for the detailed planning, administration and execution of the project including timing and budgeting of the various elements, and the preparation of technical reports;
- b) Be responsible directly to the UNDP for all material, equipment and transport furnished to the project by the UNDP;
- c) Coordinate, as judgment indicates desirable, the efforts of project personnel with that of other agencies and programmes whose activities have a bearing on this project;
- d) Consult the advisory committee on policies and program of work, particularly as to emphasis to be given to research, training and demonstration activities during the life of this contract. It is emphasized that this committee shall advise on policy and planning activities as requested by the IRRI. It shall not involve itself in operational or supervisory aspects of the project. It shall meet periodically as determined by the Director of IRRI, but at least once a year during the life of the project, at such time and place as IRRI shall determine.

(2.4) Sequence of Operations

A. Planning

Early in 1975 the policy advisory committee will be

set up and the first meeting held. Utilizing the advice of this committee IRRI scientists employed on the project will work with cooperating country scientists in developing specific plans.

B. Method Development and Pilot Testing

Utilizing IRRI's ongoing genetic evaluation and utilization (GEU) program, improvements will be made in field testing procedures. These improved techniques will be pilot tested in the Philippines and in specific locations in other countries.

C. International Network Station Testing

Expanding on the existing yield, disease and insect trials, a greatly enlarged testing network will be established. While the number of specific nurseries and tests will be determined by plans developed with country cooperators, it is anticipated that at least 150 sites will be included when the program gets fully underway.

Tests will first be initiated in Asia with the following countries where cooperation has already been established:

- |                |             |
|----------------|-------------|
| 1) Philippines | 6) Viet Nam |
| 2) India       | 7) Korea    |
| 3) Indonesia   | 8) Burma    |
| 4) Bangladesh  | 9) Thailand |
| 5) Pakistan    |             |

In 1976, it is anticipated that testing will be expanded to include sites in the different rice growing countries of Africa, the Middle East, South America, and other countries of Asia.



(2.5) Budget

A 5-year budget of \$1,783,700 is required to implement this project. Details of the budget which provide an approximation of the annual expenditures are given in Table 1. It is anticipated that unexpended funds for a given year can be expended during subsequent years provided they are spent to implement the objectives of this project.

Table 1. Estimate of costs for the International Rice Testing Program (in U.S.\$).

	1975	1976	1977	1978	1979	
<u>Salaries</u>						
Senior Staff (2½)	97,000	99,000	107,000	117,000	127,000	
Research Assistants (3)	6,000	6,600	7,200	8,100	8,700	
Secretaries (2)	4,000	4,400	4,800	5,400	5,800	
Laborers (6)	6,000	6,600	7,200	7,800	8,400	
<u>Equipment</u>	20,000	10,000	10,000	5,000	1,000	
<u>Supplies</u>	10,000	11,000	12,000	13,000	14,000	
<u>Shipping and Mailing</u>	10,000	11,000	12,000	13,000	14,000	
<u>Data Processing</u>	-	5,000	6,000	7,000	7,000	
<u>Printing</u>	3,000	5,000	6,000	7,000	7,000	
<u>Travel</u>						
IRRI Staff	20,000	25,000	28,000	32,000	36,000	<i>Handwritten notes:</i> Should be kept at post
Cooperating Scientists	10,000	15,000	18,000	21,000	24,000	
Advisory Committee	12,000	15,000	18,000	20,000	22,000	
<u>Training</u>						
Travel	(10) 7,000	(10) 7,000	(12) 8,400	(12) 8,400	(12) 8,400	<i>Handwritten note:</i> Billed up
Stipend	(5MY) 20,000	(5MY) 20,000	(6MY) 24,000	(6MY) 24,000	(6MY) 24,000	
<u>Salary, Training Officer</u>	6,000	6,600	7,200	8,000	8,800	
<u>Central Services</u>	70,500	75,400	84,100	90,500	96,400	
<u>Total</u>	301,500	322,600	359,900	387,200	412,500	1,783,700

Table 2. Projected number of international testing nurseries for different years and regions of the world

Region	Yield					Disease					Insect					Toxic Soils				
	1975	1976	1977	1978	1979	1975	1976	1977	1978	1979	1975	1976	1977	1978	1979	1975	1976	1977	1978	1979
Asia and Middle East	100	125	150	175	200	70	75	75	75	75	13	17	23	23	23	5	10	15	20	25
Africa	30	40	50	50	50	12	13	15	17	20	2	2	6	6	6	2	4	6	8	10
Latin America	25	30	35	40	45	10	12	12	15	15	2	2	4	4	4	2	4	4	6	6
Europe and Pacific	2	3	4	4	4	2	3	3	3	3										
Total	157	198	239	269	299	94	103	105	110	113	17	21	33	33	33	9	18	25	34	41

Grand total for 1975 - 287

1976 - 357

1977 - 428

1978 - 477

1979 - 517



ected number of international testing nurseries for different years and regions of the world

Field			Disease					Insect					Toxic Soils					Environmental Stress				
1977	1978	1979	1975	1976	1977	1978	1979	1975	1976	1977	1978	1979	1975	1976	1977	1978	1979	1975	1976	1977	1978	1979
150	175	200	70	75	75	75	75	13	17	23	23	23	5	10	15	20	25	10	15	20	25	25
50	50	50	12	13	15	17	20	2	2	6	6	6	2	4	6	8	10		2	4	4	4
35	40	45	10	12	12	15	15	2	2	4	4	4	2	4	4	6	6					
4	4	4	2	3	3	3	3													2	2	2
239	269	299	94	103	105	110	113	17	21	33	33	33	9	18	25	34	41	10	17	26	31	31

## BUDGET ITEMS

Salaries. Included are perquisites for IRRI personnel assigned to this project. Salaries and perquisites will be on the same basis as those provided for IRRI staff and other personnel employed on IRRI's regular core program.

Equipment. Field, greenhouse and laboratory equipment for method development and pilot testing will be included. Also, in selected cases, equipment such as weather recording instruments will be purchased for field testing sites.

Supplies. This item includes miscellaneous supplies such as stakes, seed, fertilizer and pesticides for the method development and pilot testing program. It also includes bags, boxes, tags, twine, etc. used to assemble materials to be shipped overseas.

Shipping and Mailing. Funds needed to pay for postage and other shipping and mailing charges for the hundreds of packages of seeds and other materials needed for the international tests.

Data Processing. Funds to process and analyze statistically data from the hundreds of tests included in the project. Both manual and computer techniques will be employed.

Printing. Funds for forms to be used in reporting observations and for reproducing and publishing data from the international testing program. Hundreds of thousands of individual figures and observations will be included.

Travel (IRRI Staff). IRRI senior staff travel to monitor the hundreds of field locations, to train on-the-job cooperating personnel and to facilitate future planning.

(Cooperating Scientists). Travel for cooperating scientists who will participate in monitoring field tests. Also to provide funds for their travel to planning and reporting conferences.

(Advisory Committee). Travel funds for meetings of the Advisory Committee.

Training. Funds for on-the-job training of cooperating scientists. Included are round trip air fares to and from IRRI and stipends set at the same level as used for IRRI's on going training and fellowship programs.

Training Officer Salary. Salary for a specialist in the interdisciplinary research program. He will supplement and support the work of senior scientists involved in the training program.

Central Services. Funds needed to pay the costs for handling the procurement of goods and services; for arranging and organizing travel of IRRI and cooperating scientists and of the Advisory Committee; arranging for and running planning and reporting conferences; providing special library and information services; and to provide general administrative support.

###



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPEMENT

866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

*DAFF- UNDP  
CC: CGIBD- G6 (4)  
[Handwritten signature]*

REFERENCE: GLO/74/006

30 August 1974

Dear Mr. Riley,

*NOT APPROVED*

..... I am transmitting to you herewith a copy of a proposal for a global project "International Rice Testing Programme" which has been submitted to us by the International Rice Research Institute. This activity was the subject of discussion at the recent Centers Week Meeting of the CGIAR at which time UNDP expressed its readiness to support this activity. At that time we had received a preliminary draft which called for activities to be undertaken in South and South East Asia only. At our suggestion IRRI has revised this proposal to include other areas and to place, additionally, strong emphasis on training. This has now been done, and an initial reading of the draft impresses us with the thoroughness with which it has been prepared. We will, however, have to study it in greater detail in the coming days. In the meantime we would welcome your comments on it, and we would appreciate it if we could receive these not later than 13 September. It is our intention to submit the proposal for approval to our Governing Council at its session in January 1975 and to have the project directly executed by UNDP under contract with IRRI.

With best personal regards,

Yours sincerely,

A handwritten signature in dark ink, appearing to read "William T. Mashler".

William T. Mashler  
Director

Division for Global and Interregional Projects

Mr. Vincent J. Riley  
Chief, Technical Assistance Division  
International Relations Department  
The World Bank  
1818 H Street, N.W.  
Washington, D. C., 20433

SEP 9 - 1974

62e

August 26, 1974

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

Dear Nyle:

The purpose of this note is to renew the invitation for you to comment on the Secretariat draft paper, "Budgeting and Accounting Procedures and Practices of International Agricultural Research Centers," which was circulated under a memorandum of July 11. I'd appreciate having comments by September 25, so that we might have a chance of circulating an agreed text before the next meeting of the Consultative Group. A copy of the draft paper is attached.

Let me mention the following points for your consideration:

(1). There was some dissatisfaction among the centers about paragraph 22, on page 4, and the Secretariat withdrew this particular paragraph from the draft budgeting paper. The same subject matter was discussed by the Consultative Group on August 1, and there seemed to be some sentiment then that something resembling paragraph 22 should be understood to be a part of the accepted procedures, but perhaps not so categorically stated as in the draft. Speaking for the center directors, you expressed a parallel view to the Consultative Group in a paper prepared for presentation on August 2. I would be grateful for any suggestion about how the paragraph might be re-drafted to make it acceptable from your point of view.

(2). The Secretariat would like to modify the provision of paragraph 19 concerning working capital; this subject, as you may remember, also was treated in the draft integrative paper and discussed by the Consultative Group. We suggest that the working capital fund be reduced, in the ordinary case, from 40 to 30 days' cash requirements, but that it be left open to any center, in its annual budget presentation, to justify a 40-day fund if the circumstances of the center seem to require.



Dr. Nyle C. Brady

- 2 -

August 26, 1974

The justification would include a demonstration that, because of the expected phasing of fund arrivals, cash available could be expected to fall below 30 days' requirements. In the instance of IRRI, I should think, the case would be made for 1976, for example, by showing the actual dates and amounts of fund arrivals in 1975.

(3). In paragraph 40, it is agreed that the date for the completion of the auditors' report should be May 1, not March 1.

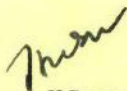
(4). In paragraph 44, in the last sentence, after the words "additions to" the Secretariat would like to add the words "or deletions from."

As you probably know, we got a good report from USAID, Manila, on the state of your planning for new laboratory and conference space. The Secretariat will wait with interest for news of the bids!

Sincerely,

Harold Graves

Enclosure



HGraves :apm





THE INTERNATIONAL RICE RESEARCH INSTITUTE

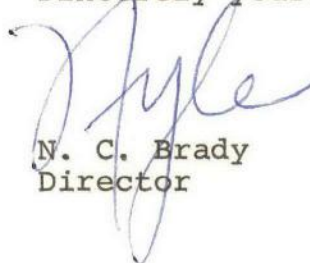
August 23, 1974

Dear Harold,

Enclosed please find a photograph of the architectural design of the new laboratory/training center complex. We are moving along satisfactorily with the plans and we hope we could be fortunate enough to obtain the financial support to implement them.

We will keep you posted on further developments.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group for  
International Agricultural  
Research (CGIAR)  
c/o World Bank  
1818 H. Street  
Washington, D. C. 20433  
U. S. A.

NCB:eby

Enclosure:  
a/s

INCOMING MAIL UNIT  
1818 FEB -2 PM 3:20  
RECEIVED

RECEIVED

1974 SEP -5 AM 3:59

INCOMING MAIL UNIT

с\с  
ENCLOSURE:

ИСВ:ерл

П. С. У.  
Washington, D. C. 20433  
1818 H. Street  
c/o World Bank  
Research (CIA/R)  
International Development  
Consultants Group for  
Executive Secretariat  
Mr. Harold Giles

Director  
D. C. Field

Director, Loma

development.

We will keep you posted on further

development from.

order to the University of California to  
we will be following you up to  
Washington with the Bureau and we hope  
soon. We are working on a  
the new project for the  
study of the international  
enclosed please find a photo-

Dear Harold,

универс 33, 1818



62e

August 23, 1974

Mr. N. C. Brady  
Director  
The International Rice  
Research Institute  
P. O. Box 583  
Manila, Philippines

Dear Mr. Brady:

In Mr. Baum's absence, I am acknowledging your kind letter of August 13. I am sure he will be very grateful for your thoughtful comments.

Sincerely yours,

John A. King  
Acting Vice President  
Projects Staff

JAKing:jlh

# THE INTERNATIONAL RICE RESEARCH INSTITUTE

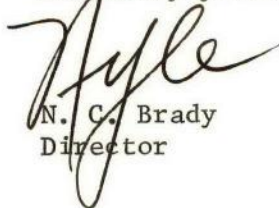
August 15, 1974

Dear Harold,

I certainly want to express our appreciation to you for your efforts in our behalf to obtain some funds from the German government to purchase supplies for our laboratory building. Brief discussions with the representatives of the German government indicated that they will be in touch with you on the details as to how funds might be made available to us. I certainly will appreciate your contacting me just as soon as you get word from the German representatives. If there is anything further we should do to make arrangements for this grant, please let us know.

We certainly will appreciate your continued assistance in arranging for this important contribution.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group for  
International Agricultural  
Research (CGIAR)  
c/o World Bank  
188 H Street  
Washington, D.C., N.W. 20433

:vam

SECTION  
COMMUNICATIONS  
AUG 15 10:52 AM '74

RECEIVED

RECEIVED

1974 AUG 23 AM 10:25

COMMUNICATIONS SECTION

:AMW

Washington, D.C., M.M. 50433  
188 H Street  
c/o World Bank  
Research (CCIVK)  
International Agricultural  
Competition Group for  
Executive Secretariat  
Mr. Harold Graves

Director  
M. C. Field  
  
Executive Director

In arranging for this important contribution.  
We certainly will appreciate your continued assistance

Let us know.  
We would do to make arrangements for this group, please  
German representatives. If there is anything further  
your contacting me just as soon as you get word from the  
re made available to us. I certainly will appreciate  
re in touch with you on the details as to how things might  
times of the German Government indicated that they will  
likely participate. After discussions with the representa-  
the German Government to discuss matters for our part-  
for your efforts in our behalf to obtain some things from  
I certainly want to express our appreciation to you

Dear Harold,

August 12, 1974



*Pickens*  
*See with*  
*October*

<b>OUTING SLIP</b>	DATE <b>September 9</b>
--------------------	----------------------------

NAME	ROOM NO.
<b>Messers Picciotto, Vergin and Kuiper.</b>	

APPROPRIATE DISPOSITION	NOTE AND RETURN
APPROVAL	NOTE AND SEND ON
COMMENT	PER OUR CONVERSATION
FOR ACTION	PER YOUR REQUEST
INFORMATION	PREPARE REPLY
INITIAL	RECOMMENDATION
NOTE AND FILE	SIGNATURE

REMARKS

**I would appreciate:**

- (a) Any comments on the attached proposal; and
- (b) Whether you consider this worthy of support by the Research Committee?

*Discuss with Colin Bruce before going to the research committee Frauen?*

From <b>G.F. Darnell</b>	ROOM NO. <b>D.826</b>	EXTENSION <b>2591</b>
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# THE INTERNATIONAL RICE RESEARCH INSTITUTE

August 12, 1974

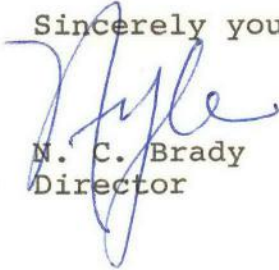
Dear George,

I had intended to get into your hands a copy of a draft proposal for the applied irrigation water management research program which I discussed with you in Bellagio during the recent International Centers Week in Washington. Unfortunately, a delay in mail delivery did not place in my hands a copy of the draft until after the meetings were over. Consequently, I did not have an opportunity to discuss it with you.

I am enclosing a copy of a draft of our proposal for your consideration and that of your associates. It was prepared by Dr. Tom Wickham, our water management specialist. We are eager to get your reaction to this proposal which as you can see we would hope to inaugurate next year.

I am sending a carbon copy of this letter to Dr. Wickham who is currently on leave taking care of some family business on Long Island. I would hope that he would have a chance to get in touch with you to discuss this proposal with you personally. We are very eager to get this expanded program under way and hope that arrangements can be made for the World Bank to fund it.

Sincerely yours,

  
N. C. Brady  
Director

Mr. George Darnell  
Agriculture Department  
World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433

Copy to Dr. Tom Wickham  
Wickham's Fruit Farm  
Cutchogue, L.I. 11935  
Tel. no.: 516-PE4-6441

Enclosure





A PROPOSAL FOR A  
WATER MANAGEMENT RESEARCH AND TRAINING PROGRAM  
IN  
SOUTHEAST ASIA

The International Rice Research Institute  
Los Baños, Laguna, Philippines.

Tom Wickham



## I. Introduction

It has become widely accepted in recent years that the successful application of high yielding rice technology requires rather careful control of water. Research at the experimental and farm levels in many countries has shown that adoption of the improved rice technology, and the achievement of high yields with it, are both strongly associated with adequacy and reliability of water supply.

This situation is not altogether new. Irrigation systems have been built over the past thousand years in Southeast Asia to provide a more reliable water supply during the wet season, and to extend the duration of the season when water could be expected. Up to the present time almost all of these are diversion (or run-of-the-river) systems in which the daily river flow is diverted into a canal by a low dam or obstruction in the river. Although these dams are quite inexpensive, they have essentially no capacity to store water due to the absence of a natural reservoir. Consequently, the systems function primarily to supplement rainfall during the traditionally wet months. In the dry season the rivers largely dry up, and the area which can be adequately irrigated contracts to between 5% and 40% of the wet season area.

Because diversion systems tend to have their maximum flow during periods of peak rainfall -- when it is least needed -- they are often managed rather loosely. Irrigation tends to be extensive, rather than intensive, as long as the monsoon rains provide the bulk of the water, and where there exists no storage capacity to save excess river flow.

Such systems have considerable value during years when the monsoon rains are insufficient, but in other years the water has much less utility. In a number of cases, irrigation even contributes to drainage problems for many farmers.

The extensive nature of irrigation in the humid tropics is reflected at the farm level by the dominant crop -- puddled, banded rice -- and the overland conveyance of water. Banded rice paddies form a continuous pathway over which water flows from the distribution canal to the furthest drain. Sometimes the overland movement of water exceeds two or more kilometers, so that only a skeletal layout of canals at wide spacings is used. Water conveyance is then relatively self-regulating according to topography, with little direct management and few on-farm canals.

While such systems of irrigation have served much of Asia reasonably well over the years, three major changes have stimulated a reconsideration of how best to use water resources in the humid tropics. The first is the growing awareness that food, particularly the staple cereals, is a very expensive national commodity -- especially when it is in deficit. Increased production of rice figures prominently in the development plans of almost every country in the region.



The second development is a by-product of recent rice breeding, in which the growth duration of the crop has been substantially reduced. This aspect of most of the newer rice varieties is often overlooked by our preoccupation with yields, but for the first time it makes double cropping a viable possibility for many farmers in areas of supplemental and unreliable irrigation.

The third important development stimulating current interest in water management is the advent of systems with storage reservoirs. Except for village tanks in India and Sri Lanka, major storage systems in South and Southeast Asia were really begun only in the 1960's. Many times more expensive than diversion systems, they have usually required external financing. Although storage systems have not yet demonstrated significantly better water management than diversion systems, the assurance of water whenever it is needed, regardless of temporary fluctuations in riverflow, is a strong incentive for the more careful and productive use of water.

While there is now greater incentive and at least some technological developments to facilitate more intensive irrigation for rice production, we are finding that the principles upon which traditional systems were designed and operated are not always suitable to this challenge. Numerous seminars, study tours, and conferences have been held in the last ten years to examine engineering, agricultural and organizational requirements of more intensive irrigation, but remarkably little progress can be documented in the actual performance of systems in most countries.

We propose to study the requirements of more intensive irrigation within South and Southeast Asia through selected pilot systems managed jointly with irrigation agencies. Unlike many other pilot projects, we intend these to be representative of a whole system or major sub-systems rather than small areas in the best irrigated portion of a system, and often removed administratively from it. We propose to examine simultaneously two competing indices of irrigation performance, those of effective water use -- to economise on water in order to expand the area served -- and on crop yields, which reflect water adequacy in a given area. Politicians and engineers are traditionally more concerned with the former, while farmers, together with many research workers tend to be more interested in achieving high yields in a given area. We will look for common ground between farmers' and systems administrators' legitimate interests to find ways to increase agricultural production through more intensive irrigation.

Our premise is that quite a bit is already known about how crops respond to water shortage, but we do not know how best to supply water in line with those needs. In addressing this question we focus on operations and management problems of irrigation. Although the design and layout of systems is important, its chief importance probably lies in the extent to which alternative designs can be effectively managed over the years. Intensified systems management should be carefully explored for its contribution to substantial increases in production and returns on irrigation investment.



## II. Objectives

The broad objective of this program is to demonstrate feasible ways to increase agricultural production through the operation of irrigation systems. While many models for improved water management have been recommended and in some cases tried, almost all consist of technologies borrowed from other countries under very different circumstances. It is not surprising, for example, that experience from the arid regions of the world, where the study of irrigated agriculture has its longest history, would be extended to Southeast Asia. It is also not surprising, however, that those principles have not yet been found suitable in the humid tropical environment.

Demonstrating the feasibility of improved water management practices is an important part of the objective. Economic feasibility requires that the alternatives be replicable on a broad scale in existing and new systems. Engineering feasibility means that the physical requirements of the alternatives can be found or provided in typical systems. Management feasibility refers to levels of operational sophistication consistent with reasonable numbers of locally trained farmers and irrigation personnel.

The specific objectives of the program are:

1. To evaluate the performance of alternative irrigation practices;
2. To demonstrate through pilot systems one or more water management packages which would reflect significantly better use of water for crop production;
3. To study the effects of engineering, agronomic, economic and organizational factors and their combinations on the productive use of water;
4. To develop and use practical techniques for measuring critical parameters such as volume flow of water, and water adequacy and yield measures over wide areas;
5. To provide practical on-the-job training for irrigation personnel, and for a limited number of M.S. or Ph.D. graduate students at their research stage; and
6. To communicate to irrigation agencies and international financing institutions information which could be used in planning, operating and evaluating more productive irrigation systems.



III. Methodology

Representative pilot systems operated jointly by the irrigation agency and IRRI will be the principal activity. Several alternative ways of organizing the management of water and its use by farmers will be carried out, with the inputs and outputs analyzed. These projects will be of sufficient size (several hundred to several thousand hectares each) to assure their representativeness of typical irrigated areas. In the case that whole systems cannot be sampled, the pilot projects will consist of the whole command area of selected canals. The pilot project would not be removed from the regular administration of the system, although additional personnel could be brought in as required to carry out the management packages. Thus, the management innovations could be tested not only for their effect on water use and yield, but also in respect to the ease with which systems personnel and farmers can master them.

The primary focus of the pilot projects will be system management packages. Innovations in design and construction of canals and canal structures will be undertaken insofar as necessary to permit given management levels. For example, if the measurement of water at each turnout would be a part of a management package, then an appropriate measuring device would have to be designed and constructed for each turnout. But an analysis of design per se, or of damsite technology, is not contemplated independent of questions of systems operation and management.

*weaker charges?*

The results will consist of comparisons among the several management intensities tried out, between them and traditionally managed systems, and in most cases between them and adjacent rainfed riceland.

In general, the day-to-day management of the pilot projects will be undertaken by the usual systems personnel and farmers. Three additional sources of manpower will also be used, as follows: specialists employed by the agency or farmers, and seconded to the project to help guide its implementation; IRRI research assistants to help the specialists and formulate plans, carry out studies, and provide the chief link with the institute; and graduate students conducting field research on one or more aspects of the projects.

*First comes the  
analysis of system  
irrigation  
development  
land leveling,  
code, survey,  
land consolidation,  
turnout of the  
canals +  
grading of  
and drains etc  
is a important  
determinant*

Large scale pilot projects of the kind envisaged here will not be easy to undertake in most cases. Although many countries now see the value in such field testing, the practical problems of carrying out a given program over several cropping seasons cannot be overemphasized. In a preliminary project of this kind covering 5,000 hectares in the Philippines, we have learnt to expect problems in keeping key management personnel at their posts for the duration of the project, problems with political acceptance in areas which appear to be disadvantaged, and problems in adjusting the "rules" of a management package when water suddenly becomes in very short supply. Nevertheless, there is a greater commitment on the part of the cooperating agencies at the mid-point of that project than there was at the beginning, and an increased interest in expanding the testing to new systems.



#### IV. Program scope

The focus for the program will be relatively large plains or deltas in which important irrigation systems are located. Because the great majority of irrigated land in Southeast Asia is devoted to rice, that crop will receive the most attention in the agricultural analyses. Research on the requirements for successfully irrigating upland crops is also anticipated, however, but at a more elementary level in keeping with existing experience in this field. Between one fourth and one third of the program will concentrate on such problems as the modifications in the design and layout of a delivery system to adequately supply the needs of upland crops; techniques to help identify comparatively favorable areas for growing upland crops within large flood plains; and how best to organize and schedule the distribution of water when rice is not the only crop. Experiments on the water requirements of selected upland crops will be conducted only insofar as they are necessary to answer questions of design and management of systems. It is expected that they could be undertaken jointly with IRRI's Agronomy and Cropping Systems Department, and possibly with the Asian Vegetable Research and Development Center.

The country in which we expect to focus the largest share of the program is the Philippines. In addition to being IRRI's home country, it has the most advanced water management program in tropical Southeast Asia and the largest pool of manpower with training in that field. We have already built up a water related competence within the institute, and between it and the Philippine National Irrigation Administration, the University of the Philippines College of Agriculture, and the Philippine Council for Agricultural Research in joint projects dating back to the 1960's. Within the Philippines, Central Luzon is a likely region for research due to its agricultural importance to the country and the concentration there of the most important irrigation systems in the country.

Two or three additional projects will be established in other countries in Southeast Asia. Thailand and Indonesia currently have highest priority for them due to expressions of interest from those countries and their similarity, together with the Philippines, in a number of agricultural, environmental, and institutional respects. Possible project areas in Thailand could be in the Central Plain or the adjacent Mae Khlong system area, while in Indonesia there are several possibilities on the island of Java.

Collaborative research opportunities will also be explored with other countries in Southeast Asia such as Malaysia, Viet-Nam, and Burma, due to their inclusion in the same region, and the importance of water to their agricultural development. We would also consider research undertakings in one of the countries of South Asia, although it would probably not be wise to invest our limited resources deeply into areas far away and significantly different from the Philippines and its neighboring countries, at least not for the first 2 years. Perhaps the best form of involvement in these cases would be through assistance to graduate students doing these research there.



The activities outlined here are proposed over a three year period. While three years will not be sufficient to complete most of the projects, it should be long enough to train a large number of people, to make important preliminary findings, and to point the way which further research should take in the area. During the third year, a thorough review of the program should be undertaken to assess the extent to which IRRI would take responsibility for its continuation.

#### V. Water Management and the International Rice Research Institute

Research in consumptive use of water by lowland rice, evapotranspiration: evaporation relationships, and rotational irrigation were an important part of the institute's program since its first years in 1963. Most of the early work was done by the Agricultural Engineering department, but more recently the Agronomy Department took over the major share of water related research in areas such as soil-plant-water relationships, intermittent irrigation scheduling, water management in rainfed areas, and screening of varieties and experimental lines for drought resistance. The Plant Physiology Department is currently applying most of its attention to the performance of the rice plant under various environmental stresses, with special attention to water stress. That department is also coordinating all the experimental research being undertaken in the controlled atmosphere phytotron, in which moisture and humidity control are important treatments. The Plant Breeding Department took up drought resistance as an explicit breeding objective about two years ago, and today it is one of the most important components of IRRI's overall program of genetic evaluation and utilization.

While all this experimental research has been building up, the institute's Agricultural Economics Department, through a number of field surveys, has repeatedly found that farmers' adoption of improved varieties and cultural practices, and the attainment of high yield levels, are closely associated with the adequacy and reliability of water control on their farms. The simple breakdown of irrigated vs. rainfed farms accounted for a great deal of this difference, but it did not say very much about the widely varying performance within nominally irrigated areas, or about how best to extend irrigation capability to new areas. These questions have also not been addressed directly by the experimental research being conducted by the other departments, usually on the well irrigated IRRI farm. Consequently, a series of field projects was begun in 1972 to investigate field constraints and alternative ways to improve water management in existing irrigation systems in parts of the Philippines.

Although these projects have been administered through the Department of Agricultural Economics, they rely heavily on expertise from engineering, agronomy, and social science fields as well. One of our objectives is to document the economic benefits attributable to irrigation in a humid tropical environment. The work is now nearing completion, with research assistants and scholars investigating the direct physiological



effect of stress on grain yield and the effect of limited water supplies on stress; the effect of irrigation in enabling farmers to make more timely plantings to coincide better with periods of rainfall; and the effect of historically better or worse water supply as an inducement to farmers to use higher or lower levels of inputs and cultural practices. This last indirect effect of irrigation on grain yield appears to be as important as the other direct effects.

We are also conducting a series of joint projects with the Philippine National Irrigation Administration to study the factors involved in systems-wide distribution of water. A typical problem in Philippine diversion systems was found to be overirrigation along the upper reaches of irrigation canals, with correspondingly little water remaining for irrigation towards the ends of the canals. Using personnel seconded from the NIA, we are exploring one form of improved management to remedy this problem on a 5,000 ha. sub-system. It involves measuring the water along the canal at its quarter points, and scheduling by days of the week the different quarters having priority in getting the water. The project has also entailed setting up an extensive program of communications between the farmers and the system authorities.

One reason for the relatively slow development of this type of field research is the limitations inherent to existing techniques of measurement. We have been trying to develop new techniques for measuring grain yield, moisture stress, and water discharge as three key variables in our program. Grain yield is often estimated through interviewing farmers or through actual crop-cutting of a portion of their fields. Interviewing was found to be biased, and crop cuts impractical over thousands of hectares, however, so we are concentrating on a system of panicle sampling and counting the density of plants. Our water stress indices rely on measures which can be used operationally by irrigation personnel, such as the presence of standing water on the field. We have found that the use of a light aircraft can be very economical in getting precise status reports of the crop over wide areas. The measurement of water, however, remains the key to further improvements in water management. Most known measuring devices have shortcomings which make them impractical in areas where very little available head can be tolerated, where floating debris must be expected, and where many other problems interfere. We have focused our attention on measuring water within canals, and have developed two types of devices which we have installed and used satisfactorily in our field program. But more work needs to be done to develop a wider range of measuring techniques of these and other factors, to help systems' authorities manage water better and to enable more efficient field testing projects.

Other projects underway or nearing completion at the present time are studies of the speed with which land preparation for lowland rice is accomplished in relation to the volume of water delivered to the area. Twelve sites varying between 50 and 5000 has. were instrumented for this



purpose. Although over one third of the water supplied to grow a crop of rice is supplied prior to transplanting, very little information is available on why it is so much, or how it can be reduced. Another project is a comparison, done together with a rural sociologist, of the institutional and physical requirements, and the performance, of continuous (or simultaneous) irrigation vs. rotational irrigation under field conditions.

There is growing awareness in Southeast Asia that well managed irrigation systems require close attention to engineering, agricultural, and organizational factors which are not usually studied together. IRRI, with twelve years of experience in the region, and its flexibility in putting together teams of people with the requisite skills, would be an ideal institution to expand this work in the coming years.



52E  
~~1062~~

Mr. R. Picciotto, through Mr. K. Pranich

August 8, 1974

H. T. Chang

- IRRI (1) Report of the Advisory Group Meeting on Rice Post-Harvest Problems
  - (2) Program Proposal for the Agricultural Engineering
- Comments

Although Dr. Brady's covering letter referred only to subject report (1), actually copies of both (1) and (2) were attached. These reports were sent in response to your letter to him dated March 25, 1974. The two topics are closely related, because the post-harvest research is likely to be an added function of the IRRI Agricultural Engineering Department. The following are my comments on both reports:

Report of Meeting on Rice Post-Harvest Problem

1. IRRI's previous experiments conducted in the Philippines and its outreach program show:

- (a) Mechanical losses of paddy in post-harvest operations may add to as much as 25% (Fig. 1 of the report).
- (b) A substantial reduction in yield and head rice milling rate would occur if rice is harvested above or below the optimal (21-24%) grain moisture content (Fig. 2 of the report).

Conclusion (a) confirms that if the post-harvest losses are reduced, food availability in Asia will increase significantly. Conclusion (b) is a good example of what I called "non-cash-requiring technology." Such research findings have not enjoyed equal international limelight as the cash-input package of HYV has. In fact, the principle of conclusion (2) is applicable to HYV as well as traditional varieties. Country research programs could conduct simple experiments to establish correlation between morphological features of major extension varieties and the optimal grain moisture content for harvesting. By using visual criteria to judge best time for harvesting, farmers will be able to obtain the maximum "field yield" without any cash-outlay. Among the voluminous research findings accumulated by IRRI during the past 11 years, there must be many other such "non-cash-requiring technology." If sorted out and given international attention, such information will be extremely useful.



2. The Group recommended that IRRI expand its present programs to include this new area of research and if this is not possible, alternatively to establish an international center or to strengthen one of the existing in-country program to provide this leadership. Among three alternatives, the best seems to be expanding the IRRI program, because of the availability of a multi-disciplinary support.

3. The Group also recommended cooperation of international and national organizations and substantially greater support for in-country institutions, if progress in rice post harvest technology within individual countries is to be achieved.

4. The report has not yet reached the stage of proposing a budget estimate for promulgating this new research program. It is too early to consider how the Bank Group can best render its support. But of the 79 listed research topics, the following seem to be of particular interest:

- (a) Study time and duration of harvesting and threshing.
- (b) Develop threshing equipment.
- (c) Develop small farm or community level dryers.
- (d) Study utilization of non-fossil fuel sources for driers - solar, husk, etc.
- (e) Adaption of existing grain dryers and handling equipment to Asian paddy conditions.
- (f) Develop more efficient and economic farm level storage structures.
- (g) Develop improved village level rice mill.
- (h) Develop low cost methods and equipment for parboiling.
- (i) Develop improved storage and stabilization techniques for parboiled bran.
- (j) Develop improved techniques for pest and rodent control.
- (k) Training of rice production technician in post harvest technology.



- (l) Develop training programs and materials.
- (m) Training of design engineers for equipment development.
- (n) Training of post harvest agricultural extension specialists.
- (o) Expand post harvest technology consultancy services in response to specific requests.
- (p) Develop national extension programs.

All these 16 items are classified in the Report either under "high priority and with major IRRI involvement," or under "high priority and with IRRI joint responsibility". They have immediate applicability to the need of small Asian farmers and country extension programs.

5. Mr. Cheek of CPS told me that this report was not presented to the recent Consultative Group for International Agricultural Research held in the Bank July 25 to 31. But I think we should indicate to CPS our support of the objectives of this important area of research. How the Bank Group can materially render its help will have to wait until IRRI has developed the implementation plan.

IRRI's Agricultural Engineering Department (AED) Future  
Research Program Proposal

6. The report proposes following changes from the past in IRRI/AED's future research program:

- (a) Future program will encompass field production, post-harvest and irrigation equipment.
- (b) Increased attention will be paid to development and use of low-cost energy sources such as wind power, solar energy and low-value by-products as fuel.
- (c) Effort in transferring designs to countries outside the Philippines will be stepped up by selecting two countries for intensifying industrial extension.
- (d) Engineering will be expanded to include equipment for upland crops grown in cropping systems involving rice.

7. According to Mr. Cheek, this report was presented at the recent TAC meeting held in the Bank. IRRI had originally reached agreement with USAID for financing item (c) above in two selected



August 8, 1974

Asian countries at a cost of about \$300,000 a year. TAC has now agreed to finance the first year cost, using the US fund contribution to TAC. Future financing for expansion of this item will depend on evaluation by a team of consultants to be engaged by TAC to review this and other aspects of the IRRI agricultural engineering program.

8. The report (page 2-5) recasted the IRRI philosophy and approach to its agricultural engineering research, which is well known in the Bank. But it is noticeable (page 2) that it has lowered its aim to developing equipment suitable for use by rice farms in the 1-10 ha size range. Formerly, the announced target range is for 2-10 ha size farms. This, however, seems to be only a book-change in response to recent remarks by outsiders that the average farm size of most Asian countries is less than 2 ha, especially their rice farms. No real change in designing objectives is detectable.

9. The report stated (2nd para, page 9) that "the Group agreed that IRRI should continue to concentrate on the development of mechanized power rather than animal-or manually power equipment." But its reasoning -- "Since many national research organizations are already working on animal-powered equipment in the region, IRRI should avoid the duplication of these activities." -- sound hollow rather than real. In fact, no country in Asia has a viable research program on animal drawn implement, except India. Even in India, the program is losing its initial momentum. Most country agricultural engineers have been attracted to working with machines which offer more professional challenge and modernistic appeal, although, as pointed in Mr. Downing's recent paper, only less than 1% of farm households own tractors in India, Pakistan and Korea which Governments have energetically promoted mechanization. Most other countries, except Japan has done no better.

10. We should, however, respect what IRRI is really saying --IRRI could serve Asian rice farmers' needs better at levels where greater sophistication is required---, and look elsewhere for a focal point for promoting interest in the improvement of animal drawn equipment for the benefit of some 90% of Asian farmers who will not have access to the use of tractor power in the foreseeable future. I intend to discuss this possibility in a report of my short visit to India in June, 1974.

11. The IRRI report clearly indicated that its agricultural engineering program is now up against the lack of industrial extension in countries other than the Philippines. Of the long list of equipment developed or being developed at IRRI, only the 5-7 hp power tiller has made a noticeable inroad into the Philippine market. None of the others



has reached the same degree of success even in the Philippines. The selection of two countries for intensifying industrial extension is conceived to make introduction of IRRI designed equipment into other countries more effective. Under this plan, IRRI would provide an expatriate engineer and a complete set of IRRI designed equipment to each selected country and assist local manufacturers in producing them.

12. In my opinion, this is not sufficient.
- (a) To promote IRRI power tiller is probably the easiest among all equipment, because the market is already established in most countries. IRRI banks heavily on being able to produce and sell its tillers in countries at half of the price of imported ones of same hp range. But the success will depend on whole hearted cooperation of the local firms and a firm Government policy to support this program. Sri Lanka is a case in point. Under the existing low key IRRI-country mechanization cooperative program, IRRI power tiller was produced in small number by a local factory which used to assemble Land-masters. Without strict supervision, the products are of low quality because of poor workmanship. Now the Planning Ministry decided to produce an initial batch of 500 units by 3 parties: the Air Force workshop, the State Engineering Corporation and small local machine shops under the so-called Division Development Council (DDC) project. The outlook is uncertain at the best. With the first two agencies, the question is whether they can produce at sufficiently lower cost than imported ones. With the DDC, which is supervised by the Planning Ministry, the question is technical competence of the dispersed small shops, and problems of technical supervision.
  - (b) Associated equipment of power-tiller, such as rotary tillers and cage-wheel will follow the extension of power tiller. The drum and table threshers will have a chance if prices of the local products are low.
  - (c) The extension of some other IRRI-designed equipment is more difficult. They have good potential, but change of cultural practices by farmers is required, for example:



August 8, 1974

- seeders for pregerminated paddy will require the fields to be carefully levelled and drained,
- power rotary weeder (even the hand rotary weeder) can be used only when farms practice row seeding or transplanting in straighter rows,
- the batch type drier and rice hull furnace, as small as they are, to be economical, will still require joint use by a group of farmers.

Industrial extension alone therefore is not sufficient; complimentary agricultural extension projects are necessary. The support of rural credit to farmers for purchasing such equipment is essential for wide adoption. All these elements are positive in the Philippines during the last two years. I, therefore, feel that while the industrial extension in the two selected countries should be launched as soon as possible, in negotiating with the Governments concerned, Government commitment over a broader front should be sought.

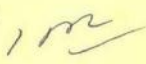
#### Inconsistencies in the Report

13. Table 1 following page 3 shows that Thailand has now 600,000 tractors. This must be an error; the correct figure is probably 60,000, or the hp/agricultural work will not be 0.059. Besides, the table shows that Japan has only 480,000 tractors.

14. First paragraph of page 18 stated that "The engineering program should attempt to collect and disseminate information in the region rather than embark on a major project to develop storage equipment for village and farm level operations." This statement contradicts with another statement "Develop more efficient and economic farm level storage structure" listed as item iv. 1 under "II. Those problems with high priority and with IRRI joint responsibility," page 11 of the Report of the Advisory Group Meeting on Rice Post-Harvest Problems.

cc: Mr. C. Dawning

HTChang:mb





Mr. Peter Nelson

August 7, 1974

C. H. Chung (H)

Report of Advisory Group Meeting on Rice Post Harvest Problems

1. The report presents a much needed attempt to focus on an important and often neglected problem area in rice production - post harvesting improvements. It proposes an ambitious list of 80 research topics in terms of priority rankings for IRRI's major involvement and joint responsibility with national and other international agencies.

2. I have only two basic comments on the report.

3. Firstly, the assessment of relative priorities could be made less subjective by identifying the activities which could make the fastest and most significant impact at the farm level. In order to do this, the following assessments are required:

- (a) product losses in harvesting, handling, threshing, drying, storage and milling under typical farm conditions; and
- (b) the technical limits and relative feasibility (under typical farm conditions) in reducing these losses. Once these limits are known, the choice of which post harvest activity to emphasize would be clearer.

4. Secondly, in formulating research projects, classification into disciplines (as undertaken in the report) is useful, but consideration should be given to combining interrelated topics so that the research undertaken would not be duplicated.

---

1/ For example, present losses through handling and threshing may be respectively 2 - 7% and 2 - 6%, but it may be technically feasible to reduce threshing loss to 2 - 5% (because of say grain characteristics) and handling loss to 1 - 2%. Greater benefits would therefore be obtained from focusing on handling rather than threshing.

2/ For example, "develop national extension programs" (p 12, IX.1) should contain "develop extension materials" (p 14, IX.2) as a component. Similarly, "study of drying process" (p 15, III.6), "develop small farm or community level dryers" (p 15, III.1), and "adaption of existing grain dryer and handling equipment to Asian paddy conditions (p 15, III.5) could be combined.

CHChung/eg

cc: Mr. R. Picciotto

STATE - A.I.D. - USIA  
ROUTING SLIP

DATE

8/7/74

TO:	Name or Title	Org. Symbol	Room No.	Bldg.	Initials	Date
1.	Mr. Harold Graves					
2.	Room E 1039 WB					
3.	1818 H St. N.W.					
4.						
5.						

Approval	For Your Information	Note and Return
As Requested	Initial for Clearance	Per Conversation
Comment	Investigate	Prepare Reply
File	Justify	See Me
For Correction	Necessary Action	Signature

## REMARKS OR ADDITIONAL ROUTING

Attached is a copy of the long-awaited response from the USAID Mission in Manila on IRRI's capital development plans.

Apparently the delay was due to the fact that answers were being sought to the questions raised by the CGIAR Secretariat on the IRRI construction plans. Mr. Taylor, our Engineer here, and I had intended to first ascertain if the AID Mission in Manila could handle the request. Presumably this reply is intended to provide the needed information.

After reviewing the contents of the cable, please check with me on any follow-up indicated.

FROM: (Name and Org. Symbol)	ROOM NO. & BLDG.	PHONE NO.
TA/AGR, Guy B. Baird	2243 NS	27921





Department of State

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TELEGRAM

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Back

PAGE 01 MANILA 09166 011015Z

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F.O. 11652: N/A  
SUBJECT: IRRI, CONSTRUCTION

REF (A) STATE 161240 (B) MANILA 8561  
(C) STATE 158548 (D) GRAVES JBRD/BAIRD AID MEMO 7/3/74.

1. AFTER SOME DIFFICULTY BELIEVE WE HAVE COMPLETE STATUS IRRI CONSTRUCTION PROGRAM AS FOLLOWS FOR LABORATORY AND CONFERENCE CENTER:

(A) DR. KENT OF CORNELL UNIV. PREPARED DESIGN BRIEF WHICH WAS APPROVED APCL 1974. THIS BRIEF ESTABLISHED ALL DESIGN CRITERIA, SPACE ALLOCATION AND SET FRAMEWORK FOR A/E WORK.

(B) SCHEMATIC DRAWINGS SUBMITTED AND APPROVED BY IRRI MID-JUNE.

(C) PRELIMINARY DRAWINGS (DETAILS FURNITURE AND EQUIPMENT LAYOUT, PARTITIONS, ETC.) APPROVED BY DR. BRADY OF IRRI JULY 16.

(D) ALL WORKING DRAWINGS (BID DOCUMENT DWGS FOR PLUMBING, MECHANICAL, ELECTRICAL, STRUCTURAL) SCHEDULED FOR COMPLETION END OCT. ARCHITECT VERY COMPETENT AND DANGLER BELIEVES THIS SCHEDULE REALISTIC.

(E) CONSTRUCTION IFB ISSUE SECOND WEEK NOV. WITH THREE WEEK BID PERIOD. BID PERIOD SHORT BUT CONFORMS LOCAL PRACTICE.

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213



Department of State

TELEGRAM

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PAGE 02 MANILA 09166 011015Z

REFS AWARD CONTRACT MID-DEC. WITH ONE YEAR CONSTRUCTION PERIOD. THIS AWARD DATE MAY BE OPTIMISTIC BUT SINCE START CONSTRUCTION IS NOT DEPENDENT UPON CLIMATIC CONDITIONS A SLIGHT DELAY NOT CRITICAL.

2. IFB FIVE STAFF HOUSES NOT SIX PER REF D, PARA 2(C) WILL BE ISSUED AUG. 1 WITH OPENING AUG. 15. A/E ESTIMATE COST AT PERD 330,000 NOT INCLUDING FURNITURE OR LANDSCAPING. SIZE REDUCE BY 40-50 SQ. METER TO TOTAL 285 SQ.M.

3. RE REF D, PARA 4, MANY ISSUES RAISED COVERED BY DESIGN BRIEF WHICH APPEARS QUITE REASONABLE. COST INCREASES DUE INFLATION, NOT EXPANSION OR FRILLS. THE GROSS AREA COMBINED LAB/CONFERENCE 3897 SQ.M. WITH NET 2662 SQ.M. BUILDING INTERCONNECTED WITH ADEQUATE PLANS FOR SIMPLE ECONOMICAL FUTURE EXPANSION POSSIBILITIES. MAIN CONFERENCE HALL EASILY ACCOMMODATES 150 PERSONS IN EACH OF THREE HALLS WITH MOVABLE PARTITIONS TO FORM ONE LARGE AUDITORIUM. CONTRACTORS WILL BE PREQUALIFIED.

4. A/E PRELIMINARY COST ESTIMATE BASED UPON SQ. METER COST. DETAIL COSTS MUST WAIT FINAL BILL OF QUANTITIES PREPARED FROM COMPLETED WORKING DRAWINGS.

5. MISSION WORKLOAD DOES NOT PERMIT CONTINUED MONITORING SUBJECT PROJECT. IBRD MAY WISH OBTAIN COPY DR. KENT'S BRIEF AND REQUEST SET IRRI APPROVED PRELIMINARY PLANS FOR WASHINGTON REVIEW.  
SULLIVAN

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G2E

Sir John Crawford

July 30, 1974

Harold Graves *HGW*

IRRI Phytotron

I have talked with Nyle Brady about the question of equipment needed to complete the phytotron. This is an item for 1974; it is not, as I thought and as the draft Secretariat comment on IRRI said, an item for 1975. In 1974, instead of making a contribution to core as pledged, the Australian Government will make the equivalent of U.S.\$100,000 available to complete the phytotron.

cc: Mr. Oram  
Mr. Webster  
Mr. Neylan

HGraves:apm

✓ 92E  
cc: D3

Files

July 25, 1974

Harold Graves

IRRI: UNDP contribution

William Mashler telephoned yesterday to say that, subject to the approval of its Governing Council, UNDP would support the genetic evaluation and utilization program of the International Rice Research Institute with a grant of \$590,000 over a 3-year period, as follows:

1975 - \$190,000

1976 - \$191,500

1977 - \$208,500.

HGraves : apm

*apm*



July 24, 1974

Dr Nyle C. Brady  
Director  
International Rice Research Institute  
PO Box 583  
Manila  
Philippines

Dear Dr Brady,

This is just a short note to welcome you to Washington and to say how much I enjoyed my visit to IRRI.

I was exhilarated to see the work of the Center and was only sorry I did not have more time to spend with you.

Please give my kind regards to Mrs Brady and thank her for the lovely dinner she arranged for me.

With all good wishes.

Yours sincerely,

Anthony Neylan

ANeylan:jf

*AN*

*GZe*

G2E

Sir John Crawford

July 18, 1974

Harold Graves

IRRI

There is a paragraph (No. 31, p. 5) in the Secretariat commentary on the IRRI budget which says that the Secretariat needs clarification of the staffing position which would be reached at IRRI with the 1975 budget. We now have clarification to a certain extent: a cable from Nyle Brady says that his cropping systems complement is slightly above nine "in accord with last year's presentation which anticipated eight full time positions for cropping systems and fractional time allocations from a number of scientists in supporting departments." The rice complement, he says, apart from the machinery-development program "has increased by a little more than two."

What Brady proposed in 1973 actually was that by 1975 cropping systems would increase by eight new senior positions, with part-time attention from scientists in the rice program, and that the rice program would increase by seven or eight.

The statement in paragraph 31 therefore is correct: the 1975 budget would bring the cropping systems complement up to the strength proposed in 1973; the rice complement has some way -- about five or six positions -- to go.

cc: Dr. Brady  
Dr. Hill

HNG/els



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INCOMING TELELEX

VIA TLX FROM: MANILA

MLA 17.7.74

Distribution

Mr. Graves  
Agriculture & Rural Dev.

~~BRG~~  
~~HG~~  
CJ

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FOR: GRAVES

CONCERNED YOUR COPY PAGE 19 OF OUR PROPOSED 75 BUDGET  
INCORRECT STOP IN THE REVISED COPY FOUR REPEAT FOUR ADDITIONAL  
SENIOR SCIENTISTS IN CROPPING SYSTEMS REQUESTED STOP  
CONFUSION OVER SENIOR STAFF MEMBERS IN TABLE 5 MAY STEM FROM  
THE FACT THAT WE HAVE A MULTIPLE CROPPING ORGANIZATIONAL  
UNIT AND A CROPPING SYSTEMS PROGRAM STOP TABLE ONE PAGE ONE  
UNDER RESEARCH SHOULD REFER TO CROPPING SYSTEMS RATHER THAN  
MULTIPLE CROPPING STOP OTHER TABLES PROPERLY REFER TO MULTIPLE  
CROPPING AS AN ORGANIZATIONAL UNIT AND CROPPING SYSTEMS  
AS A PROGRAM STOP SHALL CALL WHEN I REACH TO U.S. FRIDAY

BRADY

FROM: MANILA  
July 17, 1974

INCOMING TELEX

Distribution

~~BDC~~  
~~HT~~  
Mr. Graves  
Agriculture & Rural Dev.  
CJ

RECEIVED

JUL 17 7 26 AM 1974  
COMMUNICATIONS  
SECTION

FOR: GRAVES

NOTE YOU HAVE ASKED AID/WASHINGTON PROVIDE ENGINEER TO  
REVIEW IRRI CONSTRUCTION PROGRAM STOP WOULD WELCOME SUCH  
REVIEW BUT WISH TO INFORM YOU AUSTRALIAN GOVERNMENT HAS  
SECONDED ENGINEER FULL TIME TO ASSIST IRRI IN FACILITY  
PLANNING AND CONSTRUCTION SUPERVISION

BRADY

⊕

440098 IBRD UIV

V





UNCLASSIFIED BY: [illegible] ON: [illegible]

ORIGINATOR (MIL-COMM)

MESSAGE: [illegible]

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NAME:

AUTHORIZED BY:

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JUL 17 2 46 PM 1974  
COMMUNICATIONS

IDENTIFICATION OF INDIVIDUALS AUTHORIZED TO TRANSMIT

УВЕДОМЛЕНИЕ О ЛИЦАХ, АУТОРИЗОВАННЫХ ПЕРЕДАВАТЬ

ИМЕНА И ДОЛЖНОСТИ

PERSONNEL AUTHORIZED TO TRANSMIT

PERSONNEL AUTHORIZED TO TRANSMIT

NOT TO BE RECLASSIFIED

SKVAES

LOOKING FORWARD TO SEEING YOU IN WASHINGTON. REGARDS.

OF THIS AND HOW WE HAVE IN MIND FOR YOUR VISIT IS SOMEWHAT DIFFERENT.

TYPE NO:  
TEXT:

THANKS FOR MESSAGE CONCERNING VOLUNTARY ENGINEER. I WAS WAIVER

COPIES:

ENGINEERING

NAVY  
BUREAU  
TO: BUREAU

SERVICE  
CLASS OF

TELEX NO. 303-3312

DATE

JUL 17 1974

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ONGOING WIRE

APPROVAL AUTHORIZED PERSONNEL DATE	RECOMMENDATION AND REASONING FOR TRANSMISSION	COORDINATION INTERNATIONAL FINANCE
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Handwritten initials: "E/S"



# THE INTERNATIONAL RICE RESEARCH INSTITUTE

July 16, 1974

Dear Mr. Graves:

On September 23, 1974 at 9:00 a.m., a new \$1.2 million phytotron facility will be dedicated at the International Rice Research Institute in Los Baños. The building and equipment are a gift of the Government of Australia.

This new facility makes it possible to control the climate under which plants are grown and to get research results more quickly and accurately than before. It also makes it possible to simulate the climatic conditions in other rice growing countries. The potential benefits to the people in the rice growing areas are great, and the scientists of IRRI will use such facilities to best advantage to develop new knowledge that will lead to increased rice production.

It is our pleasure to invite you to the dedication ceremonies on September 23. We know that you share our enthusiasm for the future benefits from the phytotron and hope that you will be able to participate in its dedication. A tour of the phytotron and IRRI research will be followed by lunch. Please let us know whether or not you can attend.

Thank you.

Sincerely yours,



V. C. Frady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 St., N.W.  
Washington, D. C. 20433  
U.S.A.

/fha

Dear

P.S.A.  
Washington, D. C. 20033  
1818 St. N.W.  
Washington Research  
Comparative Group of International  
Executive Secretary  
Mr. Harold Graves

Director  
W. R. ...  


Sincerely yours,

Thank you.

followed by lunch. Please let us know whether or not you can attend  
in its dedication. A part of the production and IRII research will be  
benefits from the production and hope that you will be able to participate  
on September 23. We know that you share our enthusiasm for the future  
It is our pleasure to invite you to the dedication ceremonies

development new knowledge that will lead to increased rice production.  
scientists of IRII will use such facilities to reach advantage to  
benefits to the people in the rice growing areas great and the  
climatic conditions in other rice growing countries. The potential  
accidentally than before. It also makes it possible to eliminate the  
which plants are grown and to get research results more quickly and  
This new facility makes it possible to control the climate under

of Australia.  
in Los Angeles. The building and equipment are a gift of the Government  
facility will be dedicated at the International Rice Research Institute  
on September 23, 1974 at 9:00 a.m. a new \$1.5 million production

Dear Mr. Graves:

July 19, 1974



CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
Telephone (Area Code 202) 477-3592  
Cable Address - INTBAFRAD

ICW/74/8/(g)

July 15, 1974

TO: Participants in International Centers Week  
FROM: Executive Secretariat  
SUBJECT: Commentary on Proposed 1975 Budget of IRRI

Attached for information of members of the Consultative Group and of the Technical Advisory Committee is a paper giving the Secretariat's observations on the proposed 1975 budget of the International Rice Research Institute (IRRI). The paper is intended for use in International Centers Week, in particular with respect to Item 8 (Discussion of Center Programs) of the Consultative Group's Provisional Agenda, which was circulated on June 10.

Attachment

YELLOW  
92E

Proposed Budget: 1975  
of the International Rice Research Institute (IRRI)

Observations by the Consultative Group Secretariat

1. This paper is presented in line with the recommendations of the Consultative Group Subcommittee on Center Review Procedures, dated November 1973.
2. It follows visits to IRRI at Los Banos by members of the Consultative Group Secretariat and by an agricultural consultant (Mr. L. J. C. Evans), and reflects information from documents of the Institute, and correspondence between the Secretariat and the Institute.
3. IRRI's proposed 1975 program and budget is set forth in the Institute's paper, "The Proposed Budget 1975, Revised." Another current IRRI publication, "Research Highlights for 1973," contains information concerning the Institute's scientific program. Mention should also be made of a basic paper made available to the Consultative Group at International Centers Week in 1973, "A Proposal for Broadening the Mission of the International Rice Research Institute," by Dr. Nyle C. Brady, Director of IRRI, and Dr. D. S. Athwal, Associate Director.
4. These three documents are the chief sources of information on IRRI's current program and state of progress. This Secretariat paper is intended to be read in company with them.
5. Shortness of time has prevented the Secretariat from obtaining all the information which it had hoped to receive. This comment on the IRRI budget proposal therefore has to be regarded as tentative. It is open to discussion with IRRI and subject to revision if that should prove desirable.

I. Introduction

6. Along with CIMMYT, IRRI is the oldest and best known of the international research programs. It has a well known record of success in developing high-yielding varieties of rice, the staple food in low-income countries of Asia. The higher yield of IRRI rice, as of CIMMYT wheat, was made possible by the ability of new varieties to utilize greatly increased amounts of fertilizer and water.
7. IRRI achieved its outstanding success with the smallest base of staff and expenditures of any of the four institutes which made up the international research network when the Consultative Group became operational toward the end of 1971. Apart from resources devoted to bilaterally funded special projects, it had only about 20-22 senior scientists in its core staff and a core budget which in 1972 was under \$3 million.



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22. In 1973, IRRI estimated that it would need for 1975 a core budget of \$4.101 million to carry on with the development of the program outlined by the Director, and that capital funds of \$724,000 would be required.<sup>3/</sup> Estimating inflation and up-grading at 7.5 per cent, as was then IRRI's practice, this would have represented a real increase of about \$380,000, or approximately 9.5 per cent, in 1975 over 1974.

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28. TAC endorsed the presentation made in 1973 of the new approaches to be undertaken by IRRI; and the Consultative Group accepted the entire IRRI budget for funding in 1974.

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30. The core budget includes an inflation factor of 15 per cent over 1974. In the light of current economic conditions in the Philippines, this appears to be a reasonable figure.

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33. The Secretariat believes that this is an appropriate practice for IRRI. Payments of salaries at IRRI are projected to increase by \$1 million in 1975 over the budgeted figure for 1974. The Secretariat believes that it would be reasonable to reduce this figure by \$150,000 or more.

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35. From a budgetary point of view, it does not seem possible that a transfer to the core program would have the additive effect implied in the IRRI budget document (p. 17). The policy of USAID, the donor, is to finance up to 25 per cent of actual contributions to the core and capital requirements of individual institutes. In 1974, the combination of USAID's special support for machinery development and its contribution to IRRI's core-and-capital budget gives IRRI an amount equal to 27 per cent of the Institute's core and capital needs. If the machinery project were transferred to core, in 1975 the combined figure would revert to a maximum of 25 per cent. In addition, as part of the core program, the machinery project would share with the rest of the program the risk that the Consultative Group will not be able to provide all the funds requested for 1975.

36. The Secretariat also observes that the cost of the appointment of a senior scientist to lead the water-management program (Proposed Budget 1975, p. 28) is understated. The appointment is to be supported partly by an increase in the 1975 budget, and partly by reallocation of resources currently being used for other purposes; the amount of the reallocation and the reduction in other activities on which it is to be based, if any, are not given.

#### The Capital Budget

37. Two of the largest elements in IRRI's capital budget for 1975 were accepted by the Consultative Group in 1974 as part of the Institute's program. They are a new laboratory building and a conference center (Proposed Budget 1975, pp. 25-26). The 1975 budget includes additional items: six houses for senior staff in addition to the five begun in 1974 (p. 27), a greenhouse and headhouse (p. 27), a farm building on a new substation which is being established as part of the cropping systems program (p. 28), funds for the development of the additional land being made available by the Government of the Philippines, (p. 28), various items of equipment, including emergency generators (p. 2), and a working capital fund of \$500,000 (p. 28). The total of funds sought for capital purposes is \$3.4 million.

38. The Secretariat is well aware of the need for the new buildings already approved in 1974, and believes that the justification for a new laboratory is particularly strong. It is not yet able, however, to comment on the cost figures, which in the case of the laboratory have risen from a 1972 estimate of \$400,000 to a current estimate of \$1.38 million and in the case of the laboratory from \$125,000 to \$312,500. It is seeking more information about these matters.

39. The proposal that \$300,000 be allocated for the development of 150 hectares of land appears reasonable.

40. Among the funds sought for new equipment is an item of \$100,000 or more to complete the installation of the phytotron at Los Banos. The phytotron is the gift of a single donor, made on the initiative of that donor. The Secretariat believes that completion of the asseumbly can well be regarded as a responsibility of that donor and not as a responsibility of the Consultative Group. (Running costs of the phytotron -- amounting to about \$100,000 a year -- are included in the proposed core budget.)



41. On the basis of its proposed 1975 budget of \$8.5 million, IRRI requests an appropriation of \$500,000 for working capital. Taken together with the \$380,000 the Institute has received for that purpose in 1974, the new appropriation would provide IRRI with a fund equal to 40 days' cash flow, this being the formula accepted by the Consultative Group for determining the size of working capital funds. The Secretariat thinks that \$500,000 would be more than adequate to provide the necessary fund, but suggests that judgment on this item be reserved until some of the other questions concerning IRRI's 1975 budget have been resolved.

#### Fiscal Management and Administrative Planning

42. Departures from IRRI's core budget in some cases have been rather sizeable and have not given the appearance of having been fully planned. Expenditures on research were notably over budget in 1973 (paragraph 14 above); they are expected to be over budget again in 1974 and expenditures on administration likewise are expected to show a marked increase over budget (paragraph 20).

43. Consideration of improvements in administrative planning and fiscal management at IRRI has begun; at the invitation of the Director, a special task force made an administrative analysis of the Institute at the beginning of this year. The Secretariat agrees that it is essential for weaknesses to be corrected. It supports the view that budgeting and accounting need to be better integrated with over-all management, and that IRRI would benefit from having a medium-term indicative plan for research and expenditures that would bring together scientific, administrative and financial considerations.

#### Finance

44. The proposed expansion of IRRI's budget by \$3.6 million in a single year would present difficulties in the best of circumstances. In the case of IRRI and of the year 1975, the circumstances are not the best.

45. In the research network as a whole, the combination of rising prices, new programs and new centers has brought about an increase of requirements which for the time being seems likely to outstrip the increased funds which donors can be counted upon to offer. This already has been recognized by some centers which are restraining budget proposals in order to remain within the bounds of the amount of funding which they seem likely to be able to attract.

46. In the case of IRRI, there are two special complications. One is that an unusually large part of the budget is proposed for financing construction. It should be noted that in the case of donors who provided more than half of IRRI's core budget last year, there are inhibitions of law or policy which make contributions for capital construction difficult. IRRI should begin discussions now with these donors to insure, so far as possible, that these inhibitions are removed in time for contributions to the Institute's 1975 budget.



47. Another and more severe problem lies in the pattern of financial support for IRRI. Up to now, the Institute has attracted fewer donors than any but the newest research programs in the Consultative Group network. One of its donors (USAID) is committed to a formula which limits its contribution to a fixed proportion of other grants to IRRI; its financing therefore cannot advance rapidly enough to cover any extraordinary rise in the Institute's proposed rate of growth. Two other IRRI donors (the Ford and Rockefeller Foundations) are working under a flat ceiling of contributions that prevents them from keeping up even with modest increases in the Institute's budget.

48. For the Institute, this presents the strong possibility that it will have to re-phase its program considerably. For the members of the Consultative Group, the financial outlook presents an irony for their reflection and action: that a research program in the network that has made one of the largest contributions to increasing the food supply in developing countries has so far not received major financial support.

Budgeted Expenditures of IRRI, 1974-1975  
(\$'000)

	<u>1974 Budget</u>	<u>1974 Revised</u>	<u>1975 Proposed</u>
Research <sup>a/</sup>	1803	1938	3160
Conferences and Training	275	277	302
Library and Documentation	222	239	291
Support Services	398	317	392
General Administration	334	427	475
General Operations	299	299	330
Other Core	121	30	161
Total Core	<u>3452</u>	<u>3527</u>	<u>5111</u>
<u>Capital</u>			
Construction and Equipment	1105	1030	2909
Working Capital	380	380	500
	<u>1485</u>	<u>1410</u>	<u>3404</u>
Total Core and Capital	4937	4937	8515

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a/ Including the costs of the experimental farm.

Source: Proposed Budget 1974, Table 1, pp. 1-2; Proposed Budget 1975, Table 1, pp. 1-2.



CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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Cable Address - INTBAFRAD

ICW/74/8/(g)

July 15, 1974

TO: Participants in International Centers Week  
FROM: Executive Secretariat  
SUBJECT: Commentary on Proposed 1975 Budget of IRRI

Attached for information of members of the Consultative Group and of the Technical Advisory Committee is a paper giving the Secretariat's observations on the proposed 1975 budget of the International Rice Research Institute (IRRI). The paper is intended for use in International Centers Week, in particular with respect to Item 8 (Discussion of Center Programs) of the Consultative Group's Provisional Agenda, which was circulated on June 10.

Attachment

Proposed Budget: 1975  
of the International Rice Research Institute (IRRI)

Observations by the Consultative Group Secretariat

1. This paper is presented in line with the recommendations of the Consultative Group Subcommittee on Center Review Procedures, dated November 1973.
2. It follows visits to IRRI at Los Banos by members of the Consultative Group Secretariat and by an agricultural consultant (Mr. L. J. C. Evans), and reflects information from documents of the Institute, and correspondence between the Secretariat and the Institute.
3. IRRI's proposed 1975 program and budget is set forth in the Institute's paper, "The Proposed Budget 1975, Revised." Another current IRRI publication, "Research Highlights for 1973," contains information concerning the Institute's scientific program. Mention should also be made of a basic paper made available to the Consultative Group at International Centers Week in 1973, "A Proposal for Broadening the Mission of the International Rice Research Institute," by Dr. Nyle C. Brady, Director of IRRI, and Dr. D. S. Athwal, Associate Director.
4. These three documents are the chief sources of information on IRRI's current program and state of progress. This Secretariat paper is intended to be read in company with them.
5. Shortness of time has prevented the Secretariat from obtaining all the information which it had hoped to receive. This comment on the IRRI budget proposal therefore has to be regarded as tentative. It is open to discussion with IRRI and subject to revision if that should prove desirable.

I. Introduction

6. Along with CIMMYT, IRRI is the oldest and best known of the international research programs. It has a well known record of success in developing high-yielding varieties of rice, the staple food in low-income countries of Asia. The higher yield of IRRI rice, as of CIMMYT wheat, was made possible by the ability of new varieties to utilize greatly increased amounts of fertilizer and water.
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39. The proposal that \$300,000 be allocated for the development of 150 hectares of land appears reasonable.

40. Among the funds sought for new equipment is an item of \$100,000 or more to complete the installation of the phytotron at Los Banos. The phytotron is the gift of a single donor, made on the initiative of that donor. The Secretariat believes that completion of the asseumbly can well be regarded as a responsibility of that donor and not as a responsibility of the Consultative Group. (Running costs of the phytotron -- amounting to about \$100,000 a year -- are included in the proposed core budget.)



41. On the basis of its proposed 1975 budget of \$8.5 million, IRRI requests an appropriation of \$500,000 for working capital. Taken together with the \$380,000 the Institute has received for that purpose in 1974, the new appropriation would provide IRRI with a fund equal to 40 days' cash flow, this being the formula accepted by the Consultative Group for determining the size of working capital funds. The Secretariat thinks that \$500,000 would be more than adequate to provide the necessary fund, but suggests that judgment on this item be reserved until some of the other questions concerning IRRI's 1975 budget have been resolved.

#### Fiscal Management and Administrative Planning

42. Departures from IRRI's core budget in some cases have been rather sizeable and have not given the appearance of having been fully planned. Expenditures on research were notably over budget in 1973 (paragraph 14 above); they are expected to be over budget again in 1974 and expenditures on administration likewise are expected to show a marked increase over budget (paragraph 20).

43. Consideration of improvements in administrative planning and fiscal management at IRRI has begun; at the invitation of the Director, a special task force made an administrative analysis of the Institute at the beginning of this year. The Secretariat agrees that it is essential for weaknesses to be corrected. It supports the view that budgeting and accounting need to be better integrated with over-all management, and that IRRI would benefit from having a medium-term indicative plan for research and expenditures that would bring together scientific, administrative and financial considerations.

#### Finance

44. The proposed expansion of IRRI's budget by \$3.6 million in a single year would present difficulties in the best of circumstances. In the case of IRRI and of the year 1975, the circumstances are not the best.

45. In the research network as a whole, the combination of rising prices, new programs and new centers has brought about an increase of requirements which for the time being seems likely to outstrip the increased funds which donors can be counted upon to offer. This already has been recognized by some centers which are restraining budget proposals in order to remain within the bounds of the amount of funding which they seem likely to be able to attract.

46. In the case of IRRI, there are two special complications. One is that an unusually large part of the budget is proposed for financing construction. It should be noted that in the case of donors who provided more than half of IRRI's core budget last year, there are inhibitions of law or policy which make contributions for capital construction difficult. IRRI should begin discussions now with these donors to insure, so far as possible, that these inhibitions are removed in time for contributions to the Institute's 1975 budget.



47. Another and more severe problem lies in the pattern of financial support for IRRI. Up to now, the Institute has attracted fewer donors than any but the newest research programs in the Consultative Group network. One of its donors (USAID) is committed to a formula which limits its contribution to a fixed proportion of other grants to IRRI; its financing therefore cannot advance rapidly enough to cover any extraordinary rise in the Institute's proposed rate of growth. Two other IRRI donors (the Ford and Rockefeller Foundations) are working under a flat ceiling of contributions that prevents them from keeping up even with modest increases in the Institute's budget.

48. For the Institute, this presents the strong possibility that it will have to re-phase its program considerably. For the members of the Consultative Group, the financial outlook presents an irony for their reflection and action: that a research program in the network that has made one of the largest contributions to increasing the food supply in developing countries has so far not received major financial support.

Budgeted Expenditures of IRRI, 1974-1975  
(\$'000)

	<u>1974</u> <u>Budget</u>	<u>1974</u> <u>Revised</u>	<u>1975</u> <u>Proposed</u>
Research <sup>a/</sup>	1803	1938	3160
Conferences and Training	275	277	302
Library and Documentation	222	239	291
Support Services	398	317	392
General Administration	334	427	475
General Operations	299	299	330
Other Core	121	30	161
Total Core	<u>3452</u>	<u>3527</u>	<u>5111</u>
<u>Capital</u>			
Construction and Equipment	1105	1030	2909
Working Capital	380	380	500
	<u>1485</u>	<u>1410</u>	<u>3404</u>
Total Core and Capital	4937	4937	8515

---

a/ Including the costs of the experimental farm.

Source: Proposed Budget 1974, Table 1, pp. 1-2; Proposed Budget 1975, Table 1, pp. 1-2.



92E

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JULY 15, 1974

CLASS OF  
SERVICE: TELEX NO. 7623375

3592

III

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

AS PER MY CABLE OF JULY TWELVE AM AMENDING SECRETARIAT COMMENTARY ON BALANCE BETWEEN RICE AND CROPPING PROGRAMS AND AT SEVERAL OTHER POINTS SO THAT TEXT ALREADY MAILED TO YOU HAS BEEN SUPERSEDED. WITH RESPECT TO BALANCE BETWEEN RICE AND CROPPING PROGRAMS AMENDED TEXT SAYS SECRETARIAT NEEDS CLARIFICATION OF STAFFING POSITION THAT WILL BE REACHED AS RESULT OF NINETEEN SEVENTY FIVE PROPOSALS AND THAT IN MEANTIME IT APPEARS THAT SENIOR STAFF ADDITIONS WILL NOT FALL BEHIND CROPPING TARGET WHILE RICE APPOINTMENTS MAY LEAVE SOME DISTANCE TO GO. QUITE WITHOUT REGARD TO TEXT OF SECRETARIAT COMMENTARY LET ME CALL YOUR ATTENTION TO THE FOLLOWING. FIRSTLY, NINETEEN SEVENTY FOUR BUDGET PROPOSAL PAGE FIFTEEN ASKS FOR THREE NEW POSITIONS AND A VISITING SCIENTIST FOR THE CROPPING PROGRAM. SECONDLY, NINETEEN SEVENTY FIVE BUDGET PROPOSAL PAGE NINETEEN ASKS FOR SEVEN ADDITIONAL SENIOR APPOINTMENTS TO CROPPING PROGRAM. THAT ADDS UP TO TEN OR ELEVEN DEPENDING ON HOW VISITING SCIENTIST IS TABULATED. THIRDLY, TABLE FIVE IN NINETEEN SEVENTY FIVE BUDGET PROPOSAL SAYS NUMBER OF SENIOR STAFF IN CROPPING PROGRAM IS THREE REPEAT THREE. FOURTHLY, TABLE ONE PAGE ONE OF NINETEEN SEVENTY FIVE BUDGET PROPOSAL SAYS

(Continued)

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.  
DEPT. Agriculture & Rural Development

SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

cc: Dr. F. F. Hill, Ford Foundation

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(continued)

LOOKING AT LARGE ONE PAGE ONE OF NINETEEN SEVENTY FIVE BUDGET PROPOSAL WAS  
 PROPOSAL WAS NUMBER OF SENIOR LEVEL IN SHOPPING PROGRAM IS THREE SEVEN THREE  
 SEVENTY FIVE IS INDICATED. THIRDLY LARGE FIVE IN NINETEEN SEVENTY FIVE BUDGET  
 TO SHOPPING PROGRAM. THAT WOULD BE TO LET OF OTHERS DEPENDS ON HOW ARISING  
 FIVE BUDGET PROPOSAL FIVE NINETEEN VARS FOR SEVEN ADDITIONAL SENIOR POSITIONS  
 V ARISING SEVENTY FIVE FOR THE SHOPPING PROGRAM. SECONDLY NINETEEN SEVENTY  
 SEVENTY FIVE BUDGET PROPOSAL FIVE FIVE VARS FOR THREE NEW POSITIONS AND  
 COMPREHENSIVE GET ME WITH YOUR ATTENTION TO THE BOTTOMING. FIRSTLY NINETEEN  
 FIVE SOME DISTANCE TO GO. OTHER MATTERS BEING TO LET OF SECRETARIAL  
 ADDITIONS WILL NOT BEYOND SHOPPING LARGE FIVE FIVE POSITIONS AND  
 SEVENTY FIVE BUDGETS AND THAT IN NINETEEN SEVENTY FIVE SENIOR LEVEL  
 CATEGORIZATION OF SENIOR POSITION THAT WILL BE REACHED AS RESULT OF NINETEEN  
 BETWEEN FIVE AND SHOPPING PROGRAMS WOULD LET WAS SECRETARIAL NEEDS  
 THAT LETS WOULD BEING TO LET HAS BEEN SUBMITTED. WITH RESPECT TO DISTANCE  
 DISTANCE BETWEEN FIVE AND SHOPPING PROGRAMS AND AS SEVERAL OTHER POINTS SO  
 AS LET WA STATE OF THAT LARGE AM WENDING SECRETARIAL COMPREHENSIVE ON

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ASSOCIATION INTERNATIONAL DEVELOPMENT (1-10) 1974 10 23	RECOMMENDATION AND DELIVERABLE INTERNATIONAL BANK FOR	CONTRIBUTION INTERNATIONAL BANK FOR
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258



**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JULY 15, 1974

CLASS OF  
SERVICE: TELEX NO. 7623375

PAGE TWO

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

MANYEARS OF SENIOR SCIENTISTS IN CROPPING PROGRAM WILL BE NINE. WITH RESPECT TO RICE PROGRAM FIGURES ALSO ARE NOT CLEAR BUT IT DOES NOT APPEAR THAT TARGET SET IN NINETEEN SEVENTY THREE OF SEVEN OR EIGHT ADDITIONAL SENIOR SCIENTISTS WILL BE REACHED NEXT YEAR. NINETEEN SEVENTY FOUR AND NINETEEN SEVENTY FIVE BUDGET REQUESTS DO NOT ADD UP TO THAT FIGURE. IN NINETEEN SEVENTY FIVE REQUEST TABLE ONE PAGE ONE SHOWS AN INCREASE OF FIVE POINT FOUR MAN YEARS IN RICE PROGRAM OF WHICH SOME PRESUMABLY ARE DUE TO SHIFT OF MACHINERY PROGRAM INTO CORE. PERHAPS THIS WILL BE CLEARED UP WHEN YOUR LETTER WITH MANPOWER DATA ARRIVES.

REGARDS

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves : apm

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cc: Dr. F. F. Hill  
Ford Foundation

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10

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COMMUNICATIONS

CC: DI. E. E. III

HCLEAQ M. CLEAES: 11.

NOT TO BE TRANSMITTED

CLVAES

RECABDE

LEBNAES JNIS MITT BE CLEVED BY ENEM KOOB FELLER WITH MUMBOMES DULV VEBIAES.  
 BROOKAM OF WHICH SOME PERSONALITY ARE DUE TO GRILL OF MACHINERY BROOKAM INTO COME.  
 LAVTE ONE BVGE ONE SHOMS VA INCREASE OF RIAE BOIME BORB WVM LEVBE IN BICE  
 BUDCEL REGRSIS DO NOT VDD AB TO ENVA RIGHE. IN NINELEEN SEABMIA RIAE REOUREL  
 MITT BE REVCHEE UNXL LEVE. NINELEEN SEABMIA BORB AND NINELEEN SEABMIA RIAE  
 SEL IN NINELEEN SEABMIA LNEER OF SEABM OR RICH. ADDITIONAL SENIOR SCIENTISTS  
 TO RICE BROOKAM RIGRES VISO ARE NOT CLVAB BUL IL DOES NOT APPEVE ENVA LAVCEL  
 MUMBELES OF SENIOR SCIENTISTS IN SCOPPING BROOKAM MITT BE NINE. WITH RESPECT

CPRE IN  
TEXT

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OUTGOING WIRE

ASSOCIATION INTERNATIONAL DEVELOPMENT 10/11 12 05 1974	RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL BANK FOR	INTERNATIONAL FINANCE CORPORATION
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# OFFICE MEMORANDUM

66

TO: Mr. Baum

DATE: July 12, 1974

FROM: Harold Graves *HG*

SUBJECT: IRRI

I should report that I was in error about the man-power figures in IRRI, and that the 1975 proposals do not, after all, carry the institute outside any of the boundaries proposed in Nyle Brady's 1973 presentation to the Consultative Group. The Secretariat paper will be amended accordingly.

440098 IBRD UI

INCOMING TELEX

VIA TLX FROM: MANILA

MLA 12.7.74

RECEIVED

Distribution

Mr. Graves  
Agriculture & Rural Dev.

FOR: GRAVES

JUL 12 7 24 AM 1974  
COMMUNICATIONS  
SECTION

THANKS COMMENTS ON BUDGET STOP CONCERNED OVER MISUNDERSTANDING  
YOUR FIFTH POINTS ON CROPPING SYSTEMS COMPLEMENT STOP AS SHOWN IN  
BUDGET TABLE ONE CROPPINGS SYSTEMS COMPLEMENT IS SLIGHTLY ABOVE  
NINE STOP THIS IS IN ACCORD WITH LAST YEARS PRESENTATION WHICH  
ANTICIPATED EIGHT FULLTIME POSITIONS FOR CROPPING SYSTEMS AND  
FRACTIONAL TIME ALLOCATIONS FROM A NUMBER OF SCIENTISTS IN  
SUPPORTING DEPARTMENTS STOP RICE COMPLEMENT ASIDE FROM FARM  
MACHINERY PROGRAM HAS INCREASED BY A LITTLE MORE THAN TWO AS SHOWN  
IN REVISED TABLE 2B RECENTLY MAILED TO YOU STOP COMPLEMENT FOR  
THE RICE PROGRAM IS NOT RUNNING BEHIND STOP TRUST YOU WILL SEND  
DONORS A STATEMENT TO ASSURE THEM WE ARE NOT MAKING A MAJOR SHIFT  
FROM RICE TO CROPPING SYSTEMS

BRADY

Ⓢ

440098 IBRD UIV



G2E

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JULY 12, 1974

CLASS OF  
SERVICE: TELEX NO. 762-3375

COUNTRY: PHILIPPINES

*Wn*

TEXT:  
Cable No.:

THANKS YOUR MANPOWER CABLE. DRAFT HAD NOT BEEN SENT TO DONORS AND WILL  
BE REVISED BEFORE BEING SENT. REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME **Harold N. Graves, Jr.**  
DEPT. **Agriculture & Rural Development**

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

HGraves : apm  
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REF. 15 1974

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92E

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JULY 10, 1974

CLASS OF  
SERVICE: TELEX

RXT. 3592

ITT

COUNTRY: PHILIPPINES

TEXT:

Cable No.: IN ORDER TO BE ABLE TO CONFIRM OR ~~MODIFY~~ YOUR CAPITAL BUDGET  
ESTIMATES WE ARE ASKING WHETHER THE USAID MISSION IN MANILA CAN  
SEND SOMEONE TO LOS BANOS TO TALK WITH YOU ESPECIALLY ABOUT THE  
LABORATORY AND CONFERENCE CENTER. YOU WILL BE GETTING A CABLE  
FROM BAIRD ABOUT THIS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves

DEPT. Agriculture & Rural Development

SIGNATURE *Harold N. Graves*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HNG/els

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OUTGOING MESSAGE

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92E

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JULY 10, 1974

CLASS OF  
SERVICE: TELEX

Ext. 3592

ITT

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

AM MAILING YOU COPY OF SECRETARIAT COMMENTARY ON IRRI 1975 BUDGET PROPOSAL AS REQUIRED BY BELL SUBCOMMITTEE RECOMMENDATIONS OF LAST YEAR. SINCE THE TEXT HAS TO BE DISTRIBUTED BEFORE YOU WILL HAVE A CHANCE TO COMMENT LET ME SUMMARIZE MAIN POINTS. FIRST THE TEXT IS TENTATIVE AND SUBJECT TO ~~FURTHER~~ <sup>FURTHER</sup> DISCUSSION AND REVISION. SECOND WHILE IRRI'S 1973 BUDGET WAS LARGELY ADHERED TO, EXPENDITURES ON RESEARCH WERE ABOUT 17 PERCENT MORE THAN ORIGINALLY HAD BEEN PLANNED. THIRD CERTAIN VARIATIONS ARE TO BE EXPECTED IN THE REVISED 1974 BUDGET AS COMPARED TO THE ORIGINAL 1974 BUDGET. EXPENDITURES ON RESEARCH ARE AGAIN TO BE HIGHER THAN PLANNED AND EXPENDITURES ON GENERAL ADMINISTRATION ARE TO BE 28 PERCENT MORE THAN FIRST EXPECTED. FOURTH THE INCREASE IN THE 1975 OPERATING BUDGET IS CONSIDERABLY MORE THAN WOULD HAVE BEEN EXPECTED ON THE BASIS OF THE PROJECTION IN LAST YEAR'S PRESENTATION. THIS IS ASIDE FROM THE ADDITION OF THE MACHINERY DEVELOPMENT PROGRAM. FIFTH THE PROPOSED 1975 BUDGET SEEMS TO REFLECT MODIFICATIONS OF THE PROGRAM ~~PRESENTED~~ IN THE BRADY-ATHWAL PAPER PRESENTED TO CONSULTATIVE GROUP IN 1973. THAT PAPER HAD

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *Harold N. Graves Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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TO: BRADY  
RICEFOUND  
MANILA

DATE: JULY 10, 1974

CLASS OF  
SERVICE: TELEX

Ext. 3592

*fff*

COUNTRY: PHILIPPINES

PAGE 2

TEXT:

Cable No.: INDICATED THAT EIGHT ADDITIONAL SENIOR SCIENTISTS WOULD BE NEEDED FOR CROPPING SYSTEMS. THE APPOINTMENTS PROPOSED FOR 1975 TAKEN TOGETHER WITH THE APPOINTMENTS PROPOSED FOR 1974 WOULD INCREASE THE CROPPING SYSTEMS COMPLEMENT BY ELEVEN. AT THE SAME TIME, THE ADDITIONS PROJECTED FOR THE RICE PROGRAM SEEM TO BE RUNNING BEHIND. IT IS SUGGESTED THAT THERE MAY HAVE BEEN A SHIFT IN PROGRAM EMPHASIS ON WHICH TAC SHOULD COMMENT. SIXTH WE BELIEVE THAT NEW POSITIONS SHOULD BE BUDGETED FOR NINE RATHER THAN TWELVE MONTHS. WE CALCULATE THAT BUDGET ON THIS BASIS WOULD REDUCE YOUR PERSONNEL ESTIMATE BY \$150,000. SEVENTH WE REPEAT THE COMMENTS ALREADY MADE IN A LETTER TO YOU ABOUT THE FINANCIAL CONSEQUENCES OF SHIFTING THE MACHINERY DEVELOPMENT PROGRAM INTO YOUR CORE ACTIVITIES. EIGHTH WE ENDORSE THE RECOMMENDATION OF THE ADMINISTRATIVE TASK FORCE WHICH VISITED IRRI EARLY THIS YEAR WITH RESPECT TO THE IMPROVEMENT OF BUDGETING AND ACCOUNTING FUNCTIONS AND THE DESIRABILITY OF A MEDIUM TERM INDICATIVE PLAN. NINTH WE GENERALLY SUPPORT THE CAPITAL PROGRAM BUT INDICATE THAT WE ARE SEEKING MORE INFORMATION CONCERNING COST RISES. TENTH WE RECOMMEND THAT THE COMPLETION

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME

DEPT.

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TO: BRADY  
RICEFOUND  
MANILA

DATE: JULY 10, 1974

CLASS OF  
SERVICE: TELEX

COUNTRY: PHILIPPINES

PAGE 3

*ITT*

TEXT:  
Cable No.: OF THE PHYTOTRON CONTINUE TO BE THE RESPONSIBILITY OF THE AUSTRALIANS AND THAT IT CONTINUE TO BE A SPECIAL PROJECT NOT INCLUDED IN YOUR CORE PROGRAM. ELEVENTH IN VIEW OF THE LARGE PART OF YOUR BUDGET TO BE DEVOTED TO CONSTRUCTION WE RECOMMEND THAT IRRI IMMEDIATELY START DISCUSSIONS WITH DONORS WHO HAVE INHIBITIONS ABOUT CAPITAL GRANTS. THESE DONORS ARE USAID AND THE TWO FOUNDATIONS. PARENTHETICALLY WE ALREADY HAVE TALKED TO USAID AND THE TWO FOUNDATIONS ON THIS QUESTION. TWELFTH WE POINT TO THE IRONY THAT IRRI WHICH HAS MADE ONE OF THE LARGEST CONTRIBUTIONS TO INCREASING FOOD SUPPLY HAS SO FAR NOT ATTRACTED COMMENSURATE FINANCIAL BACKING. LAST FROSTY HILL HAS A COPY OF THE SECRETARIAT PAPER AND I EXPECT TO BE GETTING HIS COMMENTS BY FRIDAY.  
REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME

DEPT.

SIGNATURE

*Handwritten signature*

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

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M

JUL 10 8 54 PM 1974

COMMUNICATIONS

NOT TO BE REARRANGED

RECEIVED

DATE

RESPECTIVE BUREAU AND I EXPECT TO BE CARRYING THIS MESSAGE BY AIRMAIL.  
 COMMUNICATIONS DIRECTIVE BEARING. THESE SHOULD BEAT HAS A COPY OF THE  
 FUTURE COMMUNICATIONS TO DISCUSSING GOOD OFFER HAS TO BE NOT VARIOUS  
 INTEREST ME POINT IN THE POINT HAVE THAT WHICH HAS MADE ONE OF THE  
 VARIOUS HAVE BEING TO BEAT AND THE TWO COMMUNICATIONS ON THIS QUESTION.  
 THESE POINTS ARE BEAT AND THE TWO COMMUNICATIONS. BEINGHELDONITX ME  
 DISCUSSING WITH POINTS AND HAVE INTERESTING VERY SPECIFIC POINTS.  
 BEING TO COMMUNICATION AS BEINGHELDONITX ME THAT BEINGHELDONITX BEING  
 SOME BEINGHELDONITX. BEINGHELDONITX IN AREA OF THE THREE HAVE OF LONG BEING TO BE  
 AND HAVE IN BEINGHELDONITX TO BE Y BEINGHELDONITX BEINGHELDONITX TO BE

COPY NO. 101 OF THE MESSAGE BEINGHELDONITX TO BE THE RESPONSIBILITY OF THE VARIOUS  
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PAGE 3

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OFFICE  
 OF THE  
 DIRECTOR  
 FEDERAL BUREAU OF INVESTIGATION  
 WASHINGTON, D.C.

DATE  
 TIME  
 10:10 PM

OUTGOING MAIL

254

RECEIVED	DISPATCHED	RECEIVED	DISPATCHED
DATE	TIME	DATE	TIME



THE INTERNATIONAL RICE RESEARCH INSTITUTE

July 9, 1974

Dear Harold,

I am sorry for the confusion with respect to manpower for our IRRI programs. We had included in our regular budget presentation manpower information. It had not been so in the budget analysis tables 2a and 2b (page 1). I assume from your telegram that you are interested in the manpower figures for table 2b. Five copies are enclosed for your information.

I am looking forward to see you in Washington.

Sincerely yours,



J. F. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
c/o World Bank  
1818 H Street  
Washington, D. C. 20433  
U. S. A.

NCB:eby

Enclosures:  
a/s

APR 18 1975





THE INTERNATIONAL RICE RESEARCH INSTITUTE  
Budget Analysis  
By RESEARCH PROGRAMS

(in US \$Thousand)

TABLE  
**2b**  
PAGE 1

	1974		Revised Budget	Budget needed to maintain current program <sup>1/</sup>	1975		Request	Budget for Program Increase (Decrease)
	Man-years <sup>2/</sup>	( )			Man-years <sup>2/</sup>	( )		
<u>Rice Research &amp; Training</u>								
Genetic Evaluation & Utilization	62.58	( 8.00)	681	783	86.38	( 9.24)	969	186
Pest Control & Management	24.79	( 3.82)	276	318	26.06	( 3.79)	326	8
Irrigation Water Management	4.13	( 0.50)	58	67	4.93	( 0.69)	74	7
Soil & Crop Management	26.27	( 3.24)	317	364	25.14	( 3.52)	361	( 3)
Environment & Its Influences	5.80	( 1.01)	83	96	8.00	( 1.40)	113	17
Post Harvest Management	1.56	( 0.06)	30	35	2.05	( 0.11)	37	2
Constraints on Yields	14.13	( 2.24)	116	133	15.50	( 2.55)	158	25
Increasing Potential Yields	3.98	( 0.85)	47	53	3.12	( 0.58)	51	( 2)
Machinery Development	2.00	( 1.00)	46	52	23.00	( 4.00)	291	239
<u>Total</u>	145.24	(20.72)	1,654	1,901	194.18	(25.88)	2,380	479
<u>Cropping Systems</u>	29.76	( 4.78)	284	327	49.82	( 9.12)	780	453
<u>Total Research &amp; Training</u>	175.00	(25.50)	1,938	2,228	244.00	(35.00)	3,160	932
<u>Operational and Administrative Support</u>	79.00	( 9.00)	1,589	1,828	85.50	( 9.50)	1,951	123
<u>Total Core Operations</u>	254.00	(34.50)	3,527	4,056	329.50	(44.50)	5,111	1,055
Add: Capital Budget			1,030				2,909	
Working Capital			380				500	
<u>Total Core</u>			4,937				8,520	

<sup>1/</sup> Assumes a 15% increase to maintain current (1974) program level.

<sup>2/</sup> Principal & professional staff. Figures in parenthesis represent the number of senior scientific & administrative staff.

<sup>3/</sup> Three of the 4 senior scientists working on machinery development have been at Los Baños for 3 years assigned to a special project which at the donors' request is being shifted to Core.

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
Budget Analysis  
By RESEARCH PROGRAMS

TABLE  
**2b**  
PAGE 1

(in US \$Thousand)

	1974		Revised Budget	Budget needed to maintain current program <sup>1/</sup>	1975		Request	Budget for Program Increase (Decrease)
	Man-years <sup>2/</sup>				Man-years <sup>2/</sup>			
<u>Rice Research &amp; Training</u>								
Genetic Evaluation & Utilization	62.58	( 8.00)	681	783	86.38	( 9.24)	969	186
Pest Control & Management	24.79	( 3.82)	276	318	26.06	( 3.79)	326	8
Irrigation Water Management	4.13	( 0.50)	58	67	4.93	( 0.69)	74	7
Soil & Crop Management	26.27	( 3.24)	317	364	25.14	( 3.52)	361	( 3)
Environment & Its Influences	5.80	( 1.01)	83	96	8.00	( 1.40)	113	17
Post Harvest Management	1.56	( 0.06)	30	35	2.05	( 0.11)	37	2
Constraints on Yields	14.13	( 2.24)	116	133	15.50	( 2.55)	158	25
Increasing Potential Yields	3.98	( 0.85)	47	53	3.12	( 0.58)	51	( 2)
Machinery Development	2.00	( 1.00)	46	52	23.00	( 4.00)	291	239
<u>Total</u>	145.24	(20.72)	1,654	1,901	194.18	(25.88)	2,380	479
<u>Cropping Systems</u>	29.76	( 4.78)	284	327	49.82	( 9.12)	780	453
<u>Total Research &amp; Training</u>	175.00	(25.50)	1,938	2,228	244.00	(35.00)	3,160	932
<u>Operational and Administrative Support</u>	79.00	( 9.00)	1,589	1,828	85.50	( 9.50)	1,951	123
<u>Total Core Operations</u>	254.00	(34.50)	3,527	4,056	329.50	(44.50)	5,111	1,055
Add: Capital Budget			1,030				2,909	
Working Capital			380				500	
<u>Total Core</u>			4,937				8,520	

<sup>1/</sup> Assumes a 15% increase to maintain current (1974) program level.

<sup>2/</sup> Principal & professional staff. Figures in parenthesis represent the number of senior scientific & administrative staff.

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THE INTERNATIONAL RICE RESEARCH INSTITUTE  
Budget Analysis  
By RESEARCH PROGRAMS

(in US \$Thousand)

TABLE  
**2b**  
PAGE 1

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Returned from Mr. Baum  
G6  
THE INTERNATIONAL RICE RESEARCH INSTITUTE

TN ←  
to [unclear] John  
notes, if not  
July 9, 1974

1. Mr. Clark  
2. CJ file  
Eggs

Dear Warren,

Re: Post Harvest Management Program

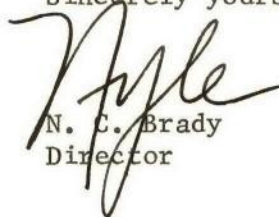
As you know, the post harvest management of food crops is an area of keen interest, especially in the tropics where high temperatures and humidities, and sometimes devastating pest damage result in post harvest losses as high as 25%. Since rice is so widely grown in the humid tropics and is produced mostly by small farmers with inadequate drying, storing and marketing facilities, post harvest problems with this crop appear to be especially serious.

To give consideration to these problems, IRRI and the International Development Research Center of Canada recently sponsored a workshop on Rice Post Harvest Problems. Financial support was provided by IDRC. The group of engineers and economists met at IRRI headquarters in the Philippines on April 1-5, 1974. A copy of their rather systematic report is enclosed.

Careful study is being given to the recommendations of this advisory group particularly those which suggest action by IRRI. We want to provide whatever catalytic assistance is needed to improve the post harvest technology in rice growing countries. In the future, we may expand modestly our capacity to deal with post harvest problems and will work closely with cooperating country programs.

Your comments on this report will be appreciated.

Sincerely yours,

  
N. C. Brady  
Director

Mr. Warren C. Baum  
World Bank - Room E-1023  
1818 H Street, N.W.  
Washington, D.C. 20433

Enclosure  
:vam



WASHINGTON  
DIRECTOR

1974 JUN 17 PM 1:52

Washington, D.C. 20033  
1818 H Street, N.W.  
Mortgage Bank - Room E-1033  
Mr. Warren C. Bush

Director  
M. C. [Signature]  
Sincerely yours,

Your comments on this report will be appreciated.

work closely with cooperating country programs.  
one especially to help with forest resource projects and with  
biological conservation. In the future, we may expand modestly  
to meet the needs of the forest resource community in the  
of IBCI. We want to broaden our research capabilities and expand  
this valuable group of scientists and those with related skills  
available to help us in the recommendations of

is enclosed.  
Part I-2, 1974. A copy of these reports is being made  
available to the IBCI researchers in the Washington  
office and is being put into IBCI. The group of scientists and  
experts in working on these forest resource projects. Financial  
International Development Research Center of Canada recently  
to give consideration to these projects, IBCI and the

appear to be especially relevant.  
marketing facilities, forest resource projects with the stock  
market and small farmers with production facilities, growing and  
this is to help them in the market and to produce  
quality results in forest resource projects as well as to  
conserve resources and productivity, and sometimes developing new  
in areas of key interest, especially in the market where  
as you know, the forest resource management of food crops is

Re: Forest Resource Management Program

Dear Warren,

*[Handwritten notes and signatures]*  
July 8, 1974  
to Mr. [Name]  
in [Location]

THE INTERNATIONAL RICE RESEARCH INSTITUTE

*[Handwritten notes and signatures]*  
[Name]  
[Date]

# THE INTERNATIONAL RICE RESEARCH INSTITUTE

July 9, 1974

Dear Harold,

Re: Post Harvest Management Program

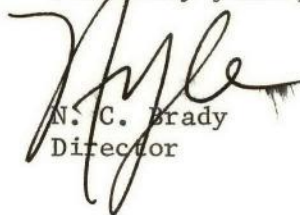
As you know, the post harvest management of food crops is an area of keen interest, especially in the tropics where high temperatures and humidities, and sometimes devastating pest damage result in post harvest losses as high as 25%. Since rice is so widely grown in the humid tropics and is produced mostly by small farmers with inadequate drying, storing and marketing facilities, post harvest problems with this crop appear to be especially serious.

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Careful study is being given to the recommendations of this advisory group particularly those which suggest action by IRRI. We want to provide whatever catalytic assistance is needed to improve the post harvest technology in rice growing countries. In the future, we may expand modestly our capacity to deal with post harvest problems and will work closely with cooperating country programs.

Your comments on this report will be appreciated.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Associate Director  
Development Services Department  
World Bank - Room E-1039  
1818 H Street, N.W.  
Washington, D.C. 20433

Enclosure  
:vam



LAWS  
RUCJOSUKS

Washington, D.C. 20433  
1818 H Street, N.W.  
Mortg Bank - Room E-1038  
Development Services Department  
Associate Director  
Mr. Harold Graves

874 JUL 17 PM 12:46

Director  
M. C. Graves  
  
RUCJOSUKS

Your comments on this report will be appreciated.

work closely with cooperating country programs.  
our capacity to deal with basic rural programs and will  
growing countries. In the future, we may expand modestly  
is needed to improve the basic rural technology in rice  
by IARI. We want to broaden our technical assistance  
this voluntary group particularly those with highest action  
category study is being given to the recommendations of

is enclosed.

April 1-2, 1974. A copy of their recent systematic report  
economists met at IARI headquarters in the Philippines on  
subject was produced by IDRC. The group of engineers and  
sponsored a workshop on rice basic rural programs. Financial  
International Development Research Centre of Canada recently

To give consideration to these programs, IARI and the

aspect to be especially serious.

marketing facilities, basic rural programs with this study  
mostly by small farmers with inadequate training, stocking and  
rice is so widely grown in the humid tropics and is produced  
damage result in basic rural losses as high as 25%. Since  
temperatures and humidity, and sometimes devastating pest  
an area of keen interest, especially in the tropics where rice  
As you know, the basic rural management of food crops is

Re: Basic Rural Management Program

Dear Harold,

July 8, 1974

DI  
CC:G2E.

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JULY 9, 1974

CLASS OF  
SERVICE: TELEX

Ext. 3592

*[Handwritten signature]*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.: DIRECTORS OF INTERNATIONAL DEVELOPMENT ASSOCIATION HAVE APPROVED  
ADDITIONAL GRANT OF FIVE HUNDRED SEVENTY-FIVE THOUSAND DOLLARS FOR  
YOUR 1974 BUDGET. AM REQUESTING THAT THREE HUNDRED THOUSAND BE  
TRANSFERRED TO YOUR ACCOUNT THIS WEEK. WE CAN DISCUSS TIMING OF  
BALANCE WHEN YOU ARE IN WASHINGTON. REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *[Handwritten signature]*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HNG/els

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

Checked for Dispatch: *[Handwritten mark]*



440098 IBRD UI

INCOMING TELEX

VIA TLX

RECEIVED

MLA 8.7.74 FROM: MANILA  
July 8, 1974

*July 1974*  
Distribution 1RM

FOR: GRAVES

**JUL 8 8 12 AM 1974**

COMMUNICATIONS  
SECTION

*only* Mr. Graves  
Agriculture & Rural Dept.

REURLET JUNE 26, 1974 WE MUST HAVE MISUNDERSTOOD YOUR  
REQUEST FOR MANPOWER FIGURES STOP WE GAVE INFORMATION  
ON STANDARD RUDDY TABLES ONE AND TWO STOP WE ARE MAILING  
COMPARABLE INFORMATION FOR TABLE TWO B

BRADY

440098 IBRD UIM

July 8, 1974

Dear Nyle:

This is to thank you for "Research Highlights for 1973". Quite apart from the general program review in the report, I am interested in what you have to say about farm systems designed to produce a technology package suited to small farmers; also about the progress of work on varieties which are more productive but at the same time less dependent on large fertilizer and water inputs.

I shall be interested to see how your GEU program ties in with the new Genetics Board which had its first meeting in June.

It is striking to read your figures on the extensive dependency of mankind on rice as a basic food. I am glad to see that at long last my own Government in Australia is making some small contribution to the international research system.

With best wishes,

Sincerely yours,



Bruce M. Cheek

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P.O. Box 583  
Manila  
Philippines

BMC/els



EXTRACT FROM MR. EVANS' LETTER OF

6 JULY 1974

IRRI

The budget The 1975 budget certainly comes as a shock and there may have been rather poor financial management during the past two years or so. If there has been it was no doubt due to the change of directors and the uncertainty during the interregnum between Chandler and Brady. I have told Harold Graves that I would take the view that financial management can be improved much more quickly than unenterprising or incompetent science could be. And at IRRI the scientific research still seems to me to be brilliant and to be on the verge of payoffs bigger than we have seen in the past.

Genetic Evaluation & Utilization This represents a logical regrouping of IRRI's main resources and I very much hope it will get the funds it needs, both core and capital (e.g. more lab space and screen houses etc).

Phytotron This has every indication of being a most timely and useful additional tool under a very accomplished Japanese plant physiologist.

Water Management Although this program doesn't cost much, I think it's doubtful whether it should be continued. I can see that research into application of water at the farm level is something that in theory might be undertaken at IRRI and agronomists, physiologists, economists and others might contribute to it. It is harder to see how a lone economist working on the design and operation of irrigation systems can achieve much. I asked Brady to prepare a paper so that this program can be exposed to engineers, administrators, developers as well as to biological scientists. I hope that IBRD staff will have a look at it in a constructive way.

Priorities

If funds are simply insufficient to meet IRRI's budget request, difficult decisions will have to be made about priorities -- difficult because every activity could claim to have some priority (except perhaps water management). If a choice has to be made between "Rice" on the one hand and "Cropping Systems" on the other, I would be inclined to delay the expansion of the latter by a year or so despite the high priority that cropping systems research undoubtedly has. I would argue that the lesser of the two evils would be to delay the start of new research, rather than retard the intensification of ongoing research which in many cases may be on the threshold of important breakthroughs or close to the final stage of delivering improved new varieties or techniques.



92e

July 3, 1974

Dr. Guy Baird, USAID

Harold Graves *HG*

Appraisal of Construction Program at IRRI

1. The International Rice Research Institute is proposing a sizeable construction program for 1974/75, conceived mostly to keep pace with the growth in its own research and training activities.

2. Among the elements in the program are

(a) A laboratory building to contain 2,000 square feet of space. In 1972, it was estimated that such a building could be constructed for \$400,000; now the estimate is \$1,380,000. IRRI has not defined what it means by "space" -- whether gross area or usable space excluding corridors, but presumably is talking about the latter.

(b) A conference center which, when not in use as a center, can be used as classroom space for trainees. In 1972, it was estimated that such a building could be constructed for \$125,000; now the estimate is \$312,500. We have no information on the area of, or the numbers of persons to be accommodated by, this building.

(c) Six houses for senior staff. These were estimated in 1973 to cost \$65,000 apiece; in 1974, the area of the houses has been reduced; and the estimated cost of each house is \$70,000.

3. The Institute expects to receive preliminary designs this month, to complete bid documents in the last week of October 1974, to invite bids in November, to start construction in the first week of December 1974 and to complete construction in November 1975.

4. Certain questions are of interest to donors, to which answers might begin to be developed on the basis of the preliminary designs, before those designs are accepted by the Rice Institute as the basis for further design work. These questions include the following:

(a) Is the standard and type of construction proposed consistent with comparable buildings already in existence at IRRI? (IRRI working buildings appear rather simple and economical; the standard of housing, on the other hand, is luxurious.)



July 3, 1974

(b) Is the design of the working buildings functional and straightforward, or does it contain features which will increase cost without improving utility (such as extra corners, curved walls, elaborate cornices, etc.)?

(c) Are the materials proposed adequate for the purpose they are to serve, or more than adequate?

(d) The great contrast between the cost estimates of 1972 is said to be a combination of an under-estimate of costs by the architect in 1972 and rising costs since that time. Does the architect confirm this? Or is there an element of expansion in the designs?

(e) What are the areas of the laboratory and conference buildings, and how many people are to be accommodated in the conference building?

(f) Are the proposed schedules for design and construction reasonable? Can the architect proceed from schematic to working drawings in the time span proposed? Can the construction be completed in the time proposed? In terms of climatic conditions or other factors, is there anything crucial about starting construction in December 1974?

(g) Is it desirable to pre-qualify contractors for the work to be done? Is pre-qualification intended?

5. If USAID has a professional in Manila qualified to inquire into these questions (and others he may find to be pertinent), it would be of great assistance to donors if he could conduct his inquiry as soon as the schematic designs are complete, presumably this month, and perhaps within the next 10 days. This would involve a visit to Los Banos to see the site and talk with the management; contact with the architect could be made in Manila.

6. If it is determined that such a professional is available, I would propose that you give him a brief covering the ground in the preceding paragraphs and adding, of course, any other matters of interest to USAID. Either USAID or the World Bank, as you prefer, could make the necessary initial arrangements for his consultations with IRRI and its architect.

7. A person who would be able to give information concerning trends in the costs of construction of educational-type buildings is in the Ministry of Education of the Philippines: He is Mr. Waldo Perfecto, Reliable Building (3rd floor), 7230 Malugay Street, Makati, Telephone 8639-7170.

HGraves:apm



File 1221

INTERNATIONAL LIVESTOCK CENTRE FOR AFRICA  
CENTRE INTERNATIONAL POUR L'ELEVAGE EN AFRIQUE  
P.O. Box 5689  
Cable ILCAF  
Addis Ababa, Ethiopia

Dr. J.R. Pagot  
Ref: 45/DIR/INV

July 2, 1974

Mr. Harold Graves  
Secretary  
CGIAR  
IBRD  
1818 H Street N.W.  
Washington D.C. 20433

Dear Harold:

This letter is to inform you that the meeting for the selection of the short-list of architects interested in the ILCA project will be held in Addis Ababa, at the Ghion Hotel, on July 17, 18 and possibly 19.

I informed the representative of the IBRD in Nairobi that Mr. Hammerschmid will be a member of the team of selection, but confirmation of this from IBRD headquarters will be, in my opinion, very much appreciated.

The team will be composed of :

Dr. Pagot, Executive Project Officer of ILCA  
Dr. Schaeffer-Kehnert, member of the Board of ILCA  
Mr. Hammerschmid, consultant architect of IBRD  
A delegate of the Minister of Public Works of Ethiopia  
(this may be Mr. Markku Piispanen)  
Mr. Aynes, consultant architect of ILCA  
Mr. Gebrehiwot Libsekal, engineer architect, consultant of ILCA

The team will fix the date of selection of the executive architect for the end of October or early November, before the meeting of the Board of Trustees.

Sincerely yours,



Dr. Jean Pagot





92E

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JULY 2, 1974

CLASS OF  
SERVICE: **LT LX**

**ITT**

COUNTRY: (PHILIPPINES)

TEXT:  
Cable No.:

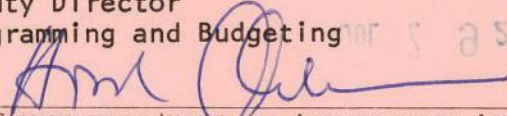
HAVE DIFFICULTY MATCHING OPERATING FUNDS BALANCES IN 1973 AUDIT  
WITH UNEXPENDED BALANCES IN REVISED 1975 BUDGET TABLE THREE  
ACTUAL 1973 COLUMN STOP CANNOT MATCH 1973 AUDIT EXPENDITURE  
SCHEDULE WITH PROGRAM EXPENDITURES IN REVISED 1975 BUDGET TABLE ONE ACTUAL  
1973 COLUMN STOP WOULD APPRECIATE RECONCILIATION BY LETTER OR AT CENTERS  
WEEK IF SALACUP COMES REGARDS

LEWIS  
INTBAFRAD

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Horst Schulmann  
Deputy Director  
DEPT. Programming and Budgeting

SIGNATURE   
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: **WLewis:cbm**

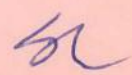
CLEARANCES AND COPY DISTRIBUTION:

cc: Mr. Graves

For Use By Communications Section

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: 

ORIGINAL (1st copy)

Checked for release

*Handwritten initials*

REFERENCE: MGMT: CRM DISPATCHED

FOR USE BY COMMUNICATIONS SECTION

SIGNATURE: SIGNATURE OF THE OFFICIAL AUTHORIZED TO APPROVE

*Handwritten signatures*

DATE: 11/02/74 JUL 2 9 21 PM 1974  
NAME: Deputy Director  
Holtzschulman COMMUNICATIONS

CC: Mr. Graves

AUTHORIZED BY

STANDARD AND COPY DISTRIBUTION

NOT TO BE REPRODUCED

INITIALS  
GVLIS

WEEK 18 BUDGET COMES REWARDS  
1973 BUDGET STOP WOULD APPROPRIATE RECONCILIATION BY GETTING ON A SCHEDULE  
SCHEDULE WITH PROBABLY EXPENDITURES IN REALIZED 1972 BUDGET TABLE ONE ACTUAL  
ACTUAL 1973 BUDGET STOP CANNOT MATCH 1973 AUDIT EXPENDITURE  
WITH UNEXPENDED BALANCES IN REALIZED 1972 BUDGET TABLE THREE  
HAVE DIFFICULTY MATCHING OPERATING FUNDS BALANCES IN 1973 AUDIT

Copy No:  
TEXT

COPYING: (UNCLASSIFIED)

MAILING  
VICEROY  
TO: BRADA

SERVICE: G-1  
CLASS OF

DATE: JUL 2, 1974

ORIGINAL FILE

ASSOCIATION  
INTERNATIONAL DELEGATIONS  
10-20  
FORM NO. 33

RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL BANK FOR

CONCORDIA  
INTERNATIONAL DELEGATIONS  
11/2/74

*Handwritten number 258*



92E

Form No. 27  
(3-70)

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE  
CORPORATION

**OUTGOING WIRE**

TO: BRADY SALACUP  
RICEFOUND  
MANILA

DATE: JULY 2, 1974

CLASS OF  
SERVICE: TELEX

Ext. 3592

*Wu*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

WE HAVE NOW PUT TO WORLD BANK EXECUTIVE DIRECTORS A RECOMMENDATION THAT INTERNATIONAL DEVELOPMENT ASSOCIATION MAKE A FURTHER GRANT TO IRRI FOR 1974 OF FIVE HUNDRED SEVENTY FIVE THOUSAND DOLLARS. FINAL ACTION WILL BE TAKEN JULY NINE. IF AS WE EXPECT IT IS FAVORABLE WE WILL TRANSFER HALF THAT AMOUNT TO IRRI IMMEDIATELY AND THE BALANCE ABOUT OCTOBER FIRST. REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME

Harold N. Graves, Jr.

DEPT.

Agriculture & Rural Development

SIGNATURE

*Harold N. Graves, Jr.*

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

HGraves :apm

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

Checked for Dispatch:

*[Signature]*

ORIGINAL (MR. CABY)

RECEIVED: 1974

DISPATCHED

JUL 2 1 01 PM 1974  
COMMUNICATIONS

NOT TO BE REPRODUCED

SECRET

APPROXIMATE TO 1000 IMMEDIATELY AND THE SURVIVAL ABOVE OBTAINED REPLY. RECOVERED.  
THIS NAME. IT IS BE EXPECT IT IS EVALUATED THE FIRST DEPARTMENT HAVE HAVE  
OF THIS NUMBER SEVERAL YEAR THROUGH DOCTORS. FIRST ACTION WILL BE TAKEN  
INTERNATIONAL DEVELOPMENT ASSOCIATION MAKE A SPECIAL GROUP TO 1000 FOR 1974

WE HAVE NOW FOR TO MONTH BANK EXECUTIVE DIRECTORS A RECOMMENDATION THAT

SECRET  
TEXT

COPIES: 2

SECRET  
SECRET  
SECRET

SECRET 3203

SECRET 1000

SECRET 1000 3 1974

ORIGINAL FILE

INTERNATIONAL DEVELOPMENT  
ASSOCIATION  
1000 3 1974

RECOMMENDATION AND DEVELOPMENT  
INTERNATIONAL BANK FOR

COOPERATION  
INTERNATIONAL BANK

350



7227537 IRI PH (Telex Nr.)

INCOMING TELEX

VIA TLX

MLA 28.6.74

From: Manila

FOR: GRAVES

RECEIVED  
*Touch*

~~BMC~~  
~~HG~~  
CJ.

1974 JUN 28 AM 9:30

COMMUNICATIONS  
SECTION

REURCAB BID DOCUMENTS WILL BE READY LAST WEEK OCTOBER '74  
TENDERERS WILL BE INVITED NOVEMBER '74 BID AWARDS AND START  
CONSTRUCTION FIRST WEEK DECEMBER '74 COMPLETION DATE NOVEMBER  
'75 STOP VITRIFIED TILES NEEDED FOR FLOORING OF LABORATORY STOP  
PRESENT LABORATORY AND ADMINISTRATION BUILDINGS HAVE VITRIFIED  
TILES SAME BEING ORDERED FOR NEW LABORATORY STOP PRELIMINARY  
DESIGNS WILL BE COMPLETED JULY '74 STOP OWNER-PROVIDED MATERIALS  
WILL BE PURCHASED FIRST WEEK SEPTEMBER '74 STOP REGARDS

Distribution:

- Mr. Graves
- Agr. & Rural Dev.
- Mr. Humphrey

BRADY

G2E

**OUTGOING WIRE**

TO: **BRADY  
RICEFOUND  
MANILA**

DATE: **JUNE 26, 1974**

CLASS OF  
SERVICE: **TELEX**

*Rice*

COUNTRY: **PHILIPPINES**

TEXT:  
Cable No.:

**MANY THANKS FOR LETTER AND DOCUMENTS WHICH NEYLAN DELIVERED HERE THIS MORNING. IN CONNECTION WITH CONSTRUCTION OF NEW LABORATORY I WOULD BE GRATEFUL TO HAVE A RETURN CABLE TELLING WHEN YOU EXPECT BID DOCUMENTS TO BE READY, WHEN YOU EXPECT TO INVITE TENDERS FROM CONTRACTORS, WHEN YOU EXPECT TO AWARD CONTRACTS, WHEN YOU EXPECT CONSTRUCTION TO BEGIN AND WHEN YOU EXPECT IT TO BE COMPLETED. EYE REALIZE THAT SOME OF THESE DATES MUST BE GUESSTIMATES. EYE WOULD ALSO APPRECIATE A WORD CONCERNING USE OF VITREOUS TILE. EYE DO NOT RECALL SUCH EXTENSIVE USE OF THIS MATERIAL IN YOUR PRESENT LABORATORY AND WONDER WHETHER WHAT IS NOW PROPOSED REPRESENTS BUILDING TO A HIGHER STANDARD OR SOME FUNDAMENTAL DIFFERENCE IN PURPOSE OF ADDITIONAL LABORATORY WHICH REQUIRES DIFFERENT MATERIAL. REGARDS.**

**GRAVES**

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME **Harold N. Graves, Jr.**

DEPT. **Agriculture & Rural Development**

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: **HGraves :apm**

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

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JUN 28 3 10 PM 1974

For Use By Communications Section

Checked for Dispatch: *[Signature]*



ORIGINATOR (LINE CODE)

RELAY: SBY

DISPATCHED

JUN 26 3 10 PM 1974  
COMMUNICATIONS

RELAY: M. STAGS, JR.

NOT TO BE REVERSEWILLED

STAGS

OF ADDITIONAL FAVORABLE WHICH PROVIDES DIFFERENT MATERIAL RECORDS  
 REGARDING TO A HIGHLY STATED OF SOME FUNDAMENTAL DIFFERENCE IN PURPOSE  
 LOOK BEHIND FAVORABLE AND MONITOR WHETHER THAT IS NOW PROPOSED BEING  
 ALLWAYS LIFE. ARE DO NOT RESULT SUCH EXTENSIVE USE OF THIS MATERIAL IN  
 MUST BE CESSATIONS. ARE WOULD ALSO APPRECIATE A WORD CONCERNING USE OF  
 WHEN YOU EXPECT IT TO BE COMPLETED. ARE WOULD LIKE SOME OF THESE DATA  
 YOU EXPECT TO HAVE COMPLETED, WHEN YOU EXPECT COMPLETION TO BEGIN AND  
 TO BE STAY. WHEN YOU EXPECT TO MAKE LENDERS FROM COMPLETION, WHEN  
 SHOULD TO HAVE A BETTER STATE LEGITIMELY WHEN YOU EXPECT TO DOCUMENTS  
 MOVING. IN CONNECTION WITH COMPLETION OF THE FAVORABLE I WOULD BE  
 HAVE LINKS FOR FILES AND DOCUMENTS WHICH WOULD BE REQUIRED HERE THIS

STAGS  
TEXT

STAGS  
BRIEFING

STAGS  
DISPATCH  
STAGS

SERVICE: JETEX  
CLASS OF  
DATE: JUN 26 1974

OUTGOING WIRE

RECEIVED TELETYPE UNIT JUN 26 1974	RECOMMENDATION AND DISPATCH FOR INTERNATIONAL WIRE FOR	CORRELATION INTERNATIONAL WIRE
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STAGS

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
Telephone (Area Code 202) 477-3592  
Cable Address -- INTBAFRAD

June 26, 1974

Dr. Werner Treitz  
Ministry for Economic Cooperation  
Friedrich Eberstrasse 114  
Bonn  
Germany

Dear Werner:

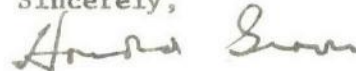
When you kindly received me in Bonn earlier this month, you mentioned that it might be possible to consider a grant to the International Rice Research Institute (IRRI) for capital expenditures that might be taken out of IRRI's longer term plans and advanced into this year. In response to a request from me, the Rice Institute has now sent a list of materials for which they could place purchase orders and, in all probability, make payment before the end of this year. This list is attached.

I had suggested to IRRI that the Institute send me such a list covering purchases which might amount to as much as \$250,000, which is the reason why this figure appears on the Rice Institute list. I do not know why they submitted a supplementary list, but presumably this indicates some order of priority. In asking for the list, I did not mention that Germany might be a possible source of funds for these purchases, so that the mention of "Belgian or German Vitrified Floor Tiles" is spontaneous and unrehearsed.

The materials to be purchased would be used in the construction of a new laboratory building at IRRI. The construction of this laboratory was accepted by the Consultative Group in 1973 as part of the IRRI program for 1974. The design of the laboratory has been completed, and construction is ready to begin.

If, after consideration, you do indeed decide to make a transfer to IRRI, would you let me know when you make it and in what amount? In transmitting the funds, it would be helpful if you would explain to Dr. Brady, the Director of IRRI, that they are to be used for his laboratory building.

Sincerely,



Harold Graves  
Executive Secretary

Enclosure

*Yellow* DIS  
*cc: G2E.*



THE INTERNATIONAL RICE RESEARCH INSTITUTE

June 22, 1974

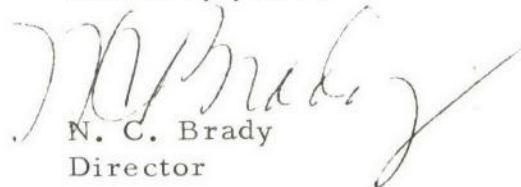
Dear Mr. Graves:

Thank you so much for the telex message you sent wherein you mentioned needing from us an itemized list of capital expenditures adding to \$250,000.00 now scheduled for 1975. Enclosed is a list of construction materials which we will be needing for our new laboratory building. We will put in purchase orders for these items as soon as we get your advice.

We greatly appreciate your kind help in this regard.

With best personal regards.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Associate Director  
Development Service Department  
World Bank  
Rm. E-1039  
1818 H Street, N. W.  
Washington, D. C. 10433  
U. S. A.

/dnt

Encl: a/s

The International Rice Research Institute

Partial  
List of Construction Materials Needed for  
the New Laboratory Building

<u>Items</u>	<u>Unit</u>	<u>Amount</u>
A. Belgian or German Vitrified Floor Tiles	113,000 pcs.	\$ 76,000
B. Colored, Exterior Ceramic Wall Tiles	500,000 pcs.	75,000
C. Interior Wall Colored Glazed Tiles	30,000 pcs.	2,000
D. Mineral Acoustic Ceiling Boards	13,000 pcs.	30,000
E. Aluminum Swing Doors ) Aluminum Sliding Windows ) Fixed Aluminum Windows ) Aluminum Frames for Fixed ) Glass Partition Panels )	205 sets	40,000
TOTAL		<u>\$250,000</u>

Supplementary List

A. Belgian or German Vitrified Floor Tiles	113,000 pcs.	\$ 76,000
B. Reinforcing Steel Bars	330 tons	157,000
C. Tinted polished plate glass	450 pcs.	<u>7,000</u>
TOTAL		<u>\$240,000</u>



*Yellow* *92E.*

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
Telephone (Area Code 202) 477-3592  
Cable Address - INTBAFRAD

June 26, 1974

Dear Nyle:

Thank you for your list of capital expenditures that might be advanced from 1975 into 1974, which Anthony Neylan delivered to me this morning. I have sent the list straight off to the potential donor, and hope to have news of his reaction soon.

I also want to acknowledge receipt of your revised budget paper. At first glance, it does not seem to contain any description or explanation of the distribution of manpower among your various research thrusts (i.e., the manpower figures that would correspond to your budget percentage figures on page 5, and also would appear as part of Table 2b). I think the absence of this information is going to make the analysis of your budget proposal by TAC and the Consultative Group extremely difficult. By the time you receive this letter, I may well have sent you a telegram asking at a minimum for man-year figures of senior staff and primary support staff paralleling the expenditure figures in Table 2b.

I should add that among all the Centers within the network, IRRI is the only Center not to have supplied this information. This information was asked for when I visited IRRI in February; it was asked for again in my cable to you of May 20; and it was mentioned again in my letter of May 21 (p. 3). It is disappointing not to have it now.

I appreciate that from your point of view the supplying of such information may offer difficulties that are not easily overcome and that for good reasons you may not be ready to commit yourself to any figures showing manpower distribution among the components of your research program. If that is the case, then you should let me know.

You should also give me a suggestion about how to deal with the problem that would remain. Can it be assumed, for instance, that your manpower figures will be somewhat proportionate to your expenditure figures, or would there be important exceptions to such a rule of thumb?

Sincerely yours,



Harold Graves

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila, Philippines

Mr. Harold Graves

26.6.74.



~~BMC~~  
HG  
G

*With the Compliments*  
*of*  
B.N. Webster

*FOOD AND AGRICULTURE ORGANIZATION*  
*OF THE UNITED NATIONS*

*Via delle Terme di Caracalla, 00100 - Rome, Italy*

*Cables: FOODAGRI ROME Telex: 61181 FOODAGRI Telephone: 5797*



c.c. Mr. J.C. Evans  
✓ Mr. Harold Graves  
Webster chrono.  
files (2)

RAM BNW: afr

56

PR 3/11 IRRI  
PR 3/10 General

26 June, 1974

Dear Sir John,

The 1975 Programme of IRRI and Jim Evans' report eventually arrived and have been studied with considerable interest in view of the various comments we received regarding the very large increases requested in both 'core' and capital programmes.

It is difficult to comment constructively on the capital programme the increases in which seem to stem from unusually high construction cost increases, especially of basic materials, and defective estimating.

We agree, however, with Jim Evans' comments regarding the urgent need for further laboratory space even for existing staff and support his contention that the only grounds for any reduction in this item would be provided by failure to obtain support for the new staff positions proposed. Similarly, we concur with the advice to go ahead on improvements to the training facilities, at the expense, if need be, of the proposed new conference facilities.

In view of the new impetus being given to the Genetic Evaluation and Utilization Programme high priority must be accorded to the new range of greenhouses and screen-houses, particularly for the pathological and entomological screening and evaluation which is to be strongly (and necessarily) stepped up.

We were clearly under a misconception regarding land purchase referred to in the first cable on this subject. It is encouraging to note that TAC's suggestions regarding the obtaining of Government land have been followed up successfully and it would be very unfortunate if this land could not be developed through lack of funds. It is difficult to see how the GEU programme can be satisfactorily carried out without additional land for the screening trails which will obviously be necessary. However, there might prove to be a possibility for reducing costs in this sector and we feel it should be explored.

Regarding the 'core' budget we support the logic behind the allocation of resources both between the programmes (75% rice and 25% cropping systems) and in general that of the allocation of resources within the rice programme and in respect to the types of rice culture. The relatively higher percentage of resource allocation to upland rice, when compared with a low production percentage in Asia, is supported (in agreement with Evans) bearing in mind the extensive cultivation of upland rice in Africa and Latin America; furthermore TAC has already considered favourably the proposal to swing towards upland rice.

.../...



It is clear that our earlier cabled comment on the Genetic Evaluation and Utilization programme (GEU) was also based on a misconception of what was actually proposed as we gained the impression from original cabled comments that the large increase proposed was in respect of genetic resources collection and conservation at IRRI, as an input to the International Network. It is now apparent that a very sound inter-disciplinary package programme has been developed and it is particularly welcome to see "genetic resources" and "utilization" in juxtaposition.

The pressing need to improve especially disease and pest resistance in IRRI's varieties, in addition to the inclusion of other desirable characteristics, should have a better chance of being met through this team approach which we support wholeheartedly and believe should be given full financial support. However, it is not easy to elucidate exactly where the increase of \$185,300 applied, bearing in mind that no additional senior staff are requested. It is assumed, given an increase in the total staffing proposals of IRRI from 169 to 244 man-years, that considerable increases in field and laboratory support staff are envisaged. This would seem to be logical in view of the projected development of a considerable acreage of new land and the building of additional screen and greenhouses.

We concur with Jim Evans' comments on the remainder of the rice programme, and share his concern over the possible reluctance of donors to support engineering work in the Irrigation Water Management and Machinery Development Programmes. The latter, formerly a Special Project, has a relatively large budget (9.2% of the total - \$292,000) and is brought into 'core' in view of the unavailability of the Special Project funding in 1975. The undoubted success of the Special Project supports the argument that work should be continued. It is also relevant to note Dr. Brady's comments with respect to outreach programmes and which could apply equally to Special Projects - "if IRRI is to attract quality scientists, they must be assured that they are part of the team with security equivalent to those funded through the 'core' programme". The issue of distinction between 'core', outreach, and special projects has already been touched upon in TAC - some members feeling that such distinction should be abolished, and we feel that it is an issue that merits further debate. Particularly so if the present transfer of a useful special project to 'core' is accepted and supported, thus creating a precedent in the system.

The proposals for Cropping Systems work have already been approved in principle by TAC and we consider them of very high priority. The need to extend the use of improved varieties by the small farmer is undeniable (vide the IRRI "Constraints" programme) and whilst it is true that numerous small farmers in Asia do grow rice on a virtual mono-culture basis many others, probably a majority, engage in multiple cropping or at least rotations with one other crop. There is thus a large sector of the farming population which will profit, probably quite soon, from the results of management practice research under the systems of programme. For this reason we do not concur with Jim Evans' suggestion (para. 5.09 of his report) that if funds should prove inadequate to support the whole 'core' programme then the farming systems programme might be scaled down and retarded.

.../...



If cuts are needed, we would support, in the first instance a detailed expert examination of the Irrigation Water Management Programme with a view to effecting some savings here, and to the Farm Machinery Development Programme which, subject to discussion on 'core', special project and outreach budgeting, might be transferred back to a Special Project budget and a new donor sought for it. We would not support further cuts being applied en bloc to any other specific sector of the programme but would urge, if necessary, a general scaling down overall, to effect savings.

With best personal regards,

Yours sincerely,

B.N. Webster  
Assistant Secretary  
Technical Advisory Committee

Sir John Crawford  
c/o. Mr. Owen Price  
IBRD Task Force  
38 Elizabeth Boulevard  
P.O. Box 12/1668

---

Teheran  
IRAN

VIA TLX

INCOMING TELEEX

MLA 24.6.74

FROM: MANILA - June 24, 1974

FOR: GRAVES

Distribution

Mr. Graves  
Agriculture & Rural Dev.

RECEIVED

1974 JUN 24 11 3 65

COMMUNICATIONS

REURTLX MESSAGE 1975 BUDGET HANDCARRIED TO WASHINGTON BY NEYLAN.  
NEYLAN EXPECTED TO BE IN WASHINGTON JUNE 25. OPERATION BUDGET  
TOTAL DOLLARS FIVE MILLION ONE HUNDRED ELEVEN THOUSAND, CAPITAL  
EXPENDITURE BUDGET INCLUDING WORKING CAPITAL TOTAL DOLLARS THREE  
MILLION FOUR HUNDRED NINE THOUSAND, GRAND TOTAL DOLLARS EIGHT  
MILLION FIVE HUNDRED TWENTY THOUSAND.

BRADY

440098 IBRD UI



## OFFICE MEMORANDUM

~~BMC~~  
HG  
G

TO: Mr. Harold Graves

DATE: June 21, 1974

FROM: S.A. McLeod

SUBJECT: Australian Contribution to International  
Rice Research Institute

In response to an enquiry I made to Canberra following receipt of your memorandum of May 24, I have received a copy of a communication addressed by the Treasury to the office of the Australian Development Assistance Agency which raises the question of the timing of the Australian contribution to the core budget of IRRI but has left a final decision on the matter to the Australian Development Assistance Agency who have been asked to communicate direct with Dr. Brady in Manila.

I expect to receive further information from Canberra when the Aid Agency have dealt with this matter and will pass on to you any further information which reaches me.

*S. A. McLeod*

THE INTERNATIONAL RICE RESEARCH INSTITUTE

BMC  
~~11/9~~  
H. W. G.

June 21, 1974

Dear Harold,

I expect to have our revised budget in the mail by this week end. In the meantime, I do want to comment on two other items relating to our budget. First, with regard to the Australian contribution to IRRI. I have been under the impression from discussions with Australian authorities that they are not prepared to contribute to IRRI's core budget for 1974. Instead, they are using approximately Australian \$100,000 to complete the phytotron and its ancillaries. We were not aware at the time we submitted our 1974 budget that the phytotron operation would require a new 500 kW generator and an additional storage tank to store rain water which is used to humidify the glass houses associated with the phytotron. Thus, their contribution for 1974 is to complete the phytotron and not to provide funds for our basic core research program.

A second item relates to USAID's decision to shift from special project to core funding our small machinery development program. I recognize as pointed out in your letter that one could assume that USAID is asking the other donors to pick up three quarters of the expenses for this program. It is my understanding, however, that USAID has merely decided that it would prefer to provide support for this program through the core budget rather than as a special project. I believe it is quite appropriate for them to identify a portion of their support to cover any particular phase of IRRI's program that they see fit. IDRC, for example, specifies that their funds are to be used for our cropping systems program. Likewise, ODA indicates that their support is for our variety improvement program. It would seem to me that USAID has simply indicated their desire to cover the machinery development program through their contribution to our core budget rather than through a special project.

.....



June 21, 1974

If we were fortunate enough to receive full funding for our 1975 budget and if USAID continue to expect providing approximately one quarter of the funds for this institute, they would be providing \$2.1 million. The \$1 million increase in their allocation to IRRI would be more than 4 times the cost of the machinery development program. I recognize that we may not be fortunate enough to obtain funds for the budget as requested but I fully anticipate that USAID's contribution will more than cover the added machinery development component of our budget.

I am looking forward to seeing you in Washington.

Sincerely yours,



W. C. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on  
International Agricultural  
Research  
c/o World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433

:vam

92E  
cc: 93c.

June 20, 1974

Dear Jim:

Many thanks for your IRRI paper and everything else you have sent.

European donors, with whom I have spent the last couple of weeks, also think well of the idea of putting Professor Germain on the ILCA Board, and as soon as the Secretariat gets time to breathe, we'll put out the nomination on your behalf.

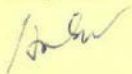
Pagot has been here for the last two days, bearing a rumor that the Ethiopian Cabinet has once again approved the Memorandum of Agreement. We are still waiting for a legal opinion which, again according to rumor, may shortly emerge from the Finance Ministry.

Your IRRI paper was especially interesting and enlightening, even by the high Evans standard. I fear that I am in a minority of one about IRRI. The science there no doubt is wonderful, but the fiscal management is even worse than CIAT's, and by a pretty wide margin, at that.

Sincerely yours,

Harold Graves

Mr. L. J. C. Evans  
The Old Post Cottage  
Motcombe  
Shaftesbury  
Dorset, SP7 9NT  
England

  
HGraves : apm



42E.

June 20, 1974

Dear Nyle:

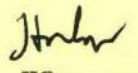
Many thanks for your letter of May 18, which came after I left to visit European donors.

I hope that we soon will be sending to our Board, for action about the middle of July, a recommendation for additional grants to some of the international agricultural research centers, including IRRI, in 1974. I am suggesting to Mr. Baum, the Chairman of the Consultative Group, that our additional grant to IRRI should be \$575,000. In the meantime, the closeness of the recent election in Australia has left governmental affairs there in a state of some uncertainty, so that it seems we are not likely to know before August about the Australian pledge of \$100,000 to IRRI which I mentioned in my letter of May 21. But perhaps you have some other information about this.

Sincerely yours,

Harold Graves

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines



HGraves : apm

92E.

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JUNE 20, 1974

CLASS OF  
SERVICE: TELEX

*Rec*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

WOULD APPRECIATE YOUR SENDING ME SOONEST AIR MAIL AN ITEMIZED LIST OF CAPITAL EXPENDITURES ADDING UP TO TWO HUNDRED FIFTY THOUSAND DOLLARS NOW SCHEDULED FOR NINETEEN SEVENTY FIVE BUT FOR WHICH YOU COULD SIGN PURCHASE ORDERS OR CONTRACTS NOW WITH GOOD EXPECTATION OF DISBURSEMENT BEFORE OR VERY SOON AFTER THE END OF NINETEEN SEVENTY FOUR. BELIEVE I CAN FIND YOU A GRANT FOR THIS AMOUNT IF LIST RECEIVED SOON ENOUGH. REGARDS.

(GRAVES)

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves : apm

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JUN 20 11 47 AM 1974  
COMMUNICATIONS

REFERENCE

DESCRIPTION

DATE

TIME

APPROVED BY

STANDARD AND COPY INFORMATION

NOT TO BE REPRODUCED

SECRET

THE FIRST AND SECOND PARTS OF THIS MESSAGE ARE BEING RECEIVED FROM SOURCE. BECAUSE  
BEFORE OF AREA SOON AFTER THE END OF NINETEEN SEVENTY FOUR. BECAUSE I  
PURCHASE ORDERS OF CONTRACTS NOW WITH GOOD EXPECTATION OF DISBURSEMENT  
NOW SCHEDULED FOR NINETEEN SEVENTY FIVE ARE FOR WHICH YOU COULD SIGN  
OF SUBSTANTIAL EXPENDITURES AMOUNTING UP TO TWO HUNDRED SEVEN THOUSAND DOLLARS  
WOULD APPRECIATE YOUR ASSISTANCE IN SOONEST VIA AIRMAIL VIA REGISTERED MAIL

CLASSIFIED BY

CONTROL BY

UNIT  
BUREAU  
BY

CLASSIFIED BY

DATE 10 30 1974

ORIGINAL MIB

ASSOCIATION (MEMBERSHIP DEPARTMENT) 1234 1974 10 30	RECORDS SECTION AND DEPARTMENT INFORMATIONAL BUREAU	ASSOCIATION (MEMBERSHIP DEPARTMENT) 1234 1974 10 30
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*Handwritten initials/signature*

92E.

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JUNE 20, 1974

CLASS OF  
SERVICE: TELEX

*RCA*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

AS PER MY LETTER OF MAY TWENTYONE WE URGENTLY NEED FINAL TEXT YOUR  
PROGRAM AND BUDGET DOCUMENT FOR 1975. WHEN MAY WE EXPECT IT. WOULD  
APPRECIATE INFORMATION BY TELEGRAM CONCERNING FINAL TOTALS OF YOUR RUNNING  
COSTS AND CAPITAL EXPENDITURES FOR 1975 EXCLUSIVE OF SPECIAL PROJECTS. REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

HGraves : apm

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

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COMMUNICATIONS  
JUN 20 10 10 AM '74

*[Handwritten signature]*





G2E.

# Holiday Inn<sup>®</sup> OF NEWARK-AIRPORT

160 HOLIDAY PLAZA  
NEWARK, NEW JERSEY 07114

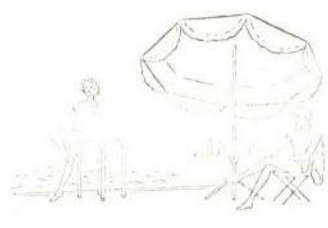


*Dear Mr. Baum*

*For in last letter, you proposed that I will  
be responsible for the legal printing of the  
proposals by the officials.*

*I am currently leaving AT&T and am  
going to AT&T. I will ship the papers at  
some legal printing conditions that will  
be the same as yours.*

*Very truly yours,  
John M. Baum*



Original to: **Mr. Baum**  
Date: **JUN 19 1974**  
Communications Section



THE INTERNATIONAL RICE RESEARCH INSTITUTE

International Program in Indonesia

LP-3, Cabang Sukamandi  
Sukamandi, West Java

Cable :  
LP-3 Sukamandi  
West Java  
Indonesia

Sukamandi, April 17, 1974

Dr. Robert S. McManama,  
President, World Bank Group,  
1818 H. Street N.W.,  
Washington D. C. 20433,  
U. S. A.

Dear Sir,

In an excellent brief discussion entitled "Whither Tropical Ecology" Jensen presented views that merit serious consideration by persons and agencies engaged in agricultural research in the tropics. In discussing the Regional Development Hypothesis (which he re-emphasized) he said "We should establish agricultural experiment stations for each of the major ecosystems on a regional basis, working toward a progressive set of sustained-yield solutions for each major region". In doing so, he outlined the obstacles to the successful development of such a program, he pointed out "The directors and assistant directors of tropical agricultural field stations, potentially the most important roles in the tropics, generally regard the job as a hardship post .... Funds are badly needed to make this position an honorable and pleasant one which holds the best people for long periods."

My comments on the enclosed sheet are intended to point out that the agricultural experiment station at Sukamandi is in fact a hardship post. Indonesian scientists and administrators at Sukamandi are not to be condemned for recognizing this fact; they are rather to be commended for their dedication to the station and to their families' well-being.

I am concerned that the investment being made here in not only money, but roughly 20 years of imported scientific manpower at CIML and almost as many years of consulting at ICR, as well as the sacrifices being made by top level Indonesian personnel cannot result in a continuing successful program without needed community developments. I am raising the possibility of bringing this to your attention in the hope that somehow a way will be found to help the Sukamandi program become a continuing vital factor in Indonesian agriculture.

Respectfully yours,

*John H. Green*

John H. Green  
Team Leader.

cc: D. Hls.  
E. Storrer.  
D. Gordon.  
M. C. Brady.

<sup>1</sup>Jensen, D. H. "Whither Tropical Ecology?" in Challenging Biological Problems, John A. Bohmke ed. Oxford University Press, 1972.

G2E.

Form No. 27  
(3-70)

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE  
CORPORATION

**OUTGOING WIRE**

BOOK OF TWO

TO:

ORAM SIR JOHN CRAWFORD  
FOODAGRI MELBAVE  
ROME CANBERRA *FR/RCR*

DATE: JUNE 13, 1974

CLASS OF SERVICE: Telex 61181 *WU*

COUNTRY: ITALY AUSTRALIA

~~FULL RATE~~ *RF*

TEXT:  
Cable No.:

APPRECIATE YOUR TODAY'S IRRI CABLE STOP PLEASE CABLE WHEN IRRI BUDGET AND EVANS REVIEW POUCHES TUESDAY ARE RECEIVED STOP MEANWHILE PRIMO MY ERROR ON LAND AS THREE HUNDRED THOUSAND DOLLARS IS FOR DEVELOPMENT OF HALF THREE HUNDRED HECTARES GOVERNMENT PURCHASING BEHALF UNIVERSITY AND IRRI TOGETHER SECUNDO GENETICS HAD 1974 BUDGET OF 681 THOUSAND WHICH BECOMES 969 THOUSAND DOLLARS IN 1975 AFTER ALLOWING FIFTEEN PERCENT INFLATION AND NO NEW SENIOR STAFF BUT TWENTY TWO PERCENT RISE FOR ADDITIONAL LAND AND FACILITIES AND SUPPORTING PERSONNEL AND OPERATIONS FUNDS TO PERMIT INTENSIFICATION GEU PROGRAM

REGARDS

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

SIGNATURE *Bruce M. Cheek*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: BMCheek : apm

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*COMMUNICATIONS  
JUN 13 9 33 AM 1974*



ORIGINATOR (RUC CODE)

*M*

REFERENCE

ВАСПРЕК: убу

SIGNATURE

DISPATCHED

DEPT

УСЛЕСИТЕЛЕ & КОДЕЛ ДЕЛЕТОРМЕНЕ

JUN 13 6 33 PM 1974

NAME

ВАСПРЕК: убу

COMMUNICATIONS

AUTHORIZED BY

СЕРВИС: УБД

CLASSIFICATION

NOT TO BE REPRODUCED

NOT TO BE REPRODUCED

CHEEK

FROM

IDENTIFICATION AND RECORD

ACTIVITIES AND SUPERVISING PERSONNEL AND OBSERVATIONS SHOULD BE MAINTAINED

NO NEW SERVICE SHALL BE INITIATED UNLESS THERE IS AN ADDITIONAL FUND AND

SEE THOUSAND DOLLARS IN TOTAL VALUE APPROXIMATELY FIFTEEN PERCENT INFLATION AND

JOSEPHINE RECORDS SERVICE HAS TOTAL BUDGET OF 981 THOUSAND WHICH BECOMES

THREE HUNDRED NINETY SEVEN THOUSAND DOLLARS PERCENTAGE PERCENTAGE AND 1981

BUDGET ON FUND VS THIRTEEN HUNDRED THOUSAND DOLLARS IS FOR DEVELOPMENT OF FUND

AND EARLY BUDGET BUDGETED BUDGETED BUDGETED BUDGETED BUDGETED BUDGETED

APPROXIMATE TOTAL BUDGET 1981 BUDGET BUDGET BUDGET BUDGET BUDGET BUDGET

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BOOK OF THE

ORIGINAL FILE

ASSOCIATION

RECONSTRUCTION AND DEVELOPMENT

ASSOCIATION

INTERNATIONAL DEVELOPMENT

INTERNATIONAL BANK FOR

INTERNATIONAL DEVELOPMENT

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*Handwritten mark*

G 6

ORAM

June 13, 1974

FOODAGRI

TELEX

ROME ITALY

APPRECIATE YOUR TODAY'S IRRI CABLE STOP PLEASE CABLE WHEN  
~~DECHICEREGOLIVE~~ IRRI BUDGET AND EVANS REVIEW POUCHED TUESDAY ARE  
 RECEIVED STOP MEANWHILE PRIMO MY ERROR ON LAND AS THREE HUNDRED  
 THOUSAND DOLLARS IS FOR DEVELOPMENT OF HALF THREE HUNDRED HECTARES  
 GOVERNMENT ~~IN~~ PURCHASING BEHALF UNIVERSITY AND IRRI TOGETHER ~~SB~~  
SECUNDO GENETICS ~~UNIT~~ HAD 1974 BUDGET OF 681 THOUSAND WHICH  
 BECOMES 969 THOUSAND DOLLARS IN 1975 AFTER ALLOWING FIFTEEN  
 PERCENT INFLATION AND NO NEW SENIOR STAFF BUT ADDITIONAL  
 LAND AND FACILITIES AND ~~MORE~~ SUPPORTING PERSONNEL AND OPERATIONS  
 FUNDS TO PERMIT ~~ALLOW~~ INTENSIFICATION GEU PROGRAM REGARDS CHEEK

TWENTY TWO PERCENT RISE FOR

Handwritten notes and scribbles on the right margin, including the number 56 at the bottom.



INCOMING CABLE

RECEIVED

JUN 14 8 40 AM 1974

COMMUNICATIONS  
SECTION

BHC  
~~HG~~  
CJ

ZCZC 248423 RC007 PDIO907 RMF8478 SDUG49 CSA060

URWT HL AACA 031

CANBERRA ACT 31 13 1452

June 13, 1974

PDistribution:

Mr. Cheek  
Agricultural & Rural Development

MR1

LT

CHEEK C/- INTBAFRAD

WASHINGTON DC

MUCH APPRECIATE CABLE STOP LETTER JUNE 7 NOW HERE AND WILL  
COMMENT BY MONDAY NEXT STOP JUDGING BY YOUR CAB VERSION EVANS  
REPORT SEEMS SENSIBLE REGARDS

CRAWFORD

COL LT 7

THE INTERNATIONAL RICE RESEARCH INSTITUTE

BHC  
HG  
G

June 12, 1974

Dear Mr. Cheek:

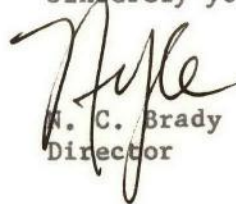
Enclosed for your personal use is a copy of "Research Highlights for 1973" a report of accomplishments of the International Rice Research Institute during the past year. Nine additional copies are enclosed for your associates. This booklet summarizes some of the progress made by IRRI scientists and their cooperators in developing new technologies for rice production. It shows the potential of science to provide farmers the tools they need to increase that production.

Adverse weather conditions in 1972 and the worldwide food shortage which followed shocked even the more affluent countries into the realization that the war against hunger was far from won. The remarkable potential of new rice and wheat varieties led some to be complacent. We now know that a continual input from scientists is necessary to provide the needed technology for increased food production.

We at IRRI feel that significant strides have been made to develop the new varieties and technologies which even the poorest of the world's rice producers will be able to use. At the same time, we recognize that much remains to be done. Scientists continue to play a key role in the team approach to increased food production.

We would welcome your comments on this report.

Sincerely yours,

  
N. C. Brady  
Director

1. T. Peak  
2. FO  
3. ACST

Mr. Bruce M. Cheek  
World Bank - Room E-1039  
1818 H Street, N.W.  
Washington, D.C. 20433, U.S.A.

/ssm

Encls: 10  
9 mailed under separate cover.



# THE INTERNATIONAL RICE RESEARCH INSTITUTE

June 12, 1974

Dear Mr. Graves:

Enclosed for your personal use is a copy of "Research Highlights for 1973" a report of accomplishments of the International Rice Research Institute during the past year. Nine additional copies are enclosed for your associates. This booklet summarizes some of the progress made by IRRI scientists and their cooperators in developing new technologies for rice production. It shows the potential of science to provide farmers the tools they need to increase that production.

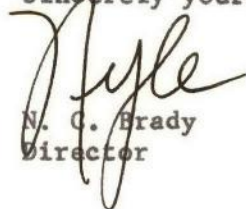
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We at IRRI feel that significant strides have been made to develop the new varieties and technologies which even the poorest of the world's rice producers will be able to use. At the same time, we recognize that much remains to be done. Scientists continue to play a key role in the team approach to increased food production.

May I express to you and your associates our sincere appreciation for your generous support of IRRI during the past year. We trust that our accomplishments will justify your confidence in us and will be the basis for continued support.

We would welcome your comments on this report.

Sincerely yours,



N. G. Brady  
Director

Mr. Harold Graves  
Associate Director  
Development Services Department  
World Bank - Room E-1039  
1818 H Street, N.W.  
Washington, D.C. 20433, U.S.A.

/ssm

Encls: 10  
9 mailed under separate cover.

The Old Post Cottage  
Motcombe, Shaftesbury  
Dorset SP7 9NT  
England

~~Bike~~  
~~Hy~~  
G

11 June 1974

Mr Bruce M Cheek  
Consultative Group on International  
Agricultural Research  
1818 H Street N W  
WASHINGTON D C 20433 U S A

Dear Bruce

Thankyou for your letter of June 7, with<sup>which</sup> you  
enclosed typed copies of my IRRI and CIAT  
reports.

In the IRRI report

para 2.05 line 7: for "executed" read  
"excreted",

page 7 line 1: for "animal" read "annual",

para 4.05 line 2: "almost 40%" is correct.

I note that you have sent copies to Crawford,  
Brady and Oram, and I hope I may receive comments  
from them. (I have so far heard nothing from  
Jerry Grant about my CIAT report)

As you say, you do now have a timing problem.  
So far far as the individual reports are  
concerned, we are, I think, about one month  
to the good compared with last year -- but then  
we didn't have to produce an integrated or  
composite report.

I shall look forward to receiving your IITA  
Secretariat Paper, and if it arrives this week  
I'll send you comments by return. (I'll be away  
three days next week, 17 through 19 June.) After  
that I'll await your CIAT paper.

Kind regards -- Yours sincerely

Jim Lewis

L J C Evans



1974 JUN 14 AM 11:45

TO OPEN SLIT HERE

SENDER'S NAME AND ADDRESS (PLEASE SHOW YOUR POSTCODE)

L J C Evans  
The Old PostCottage  
Motcombe, Shaftesbury  
Dorset SP7 9NT

AN AIR LETTER SHOULD  
NOT CONTAIN ANY ENCLOSURE;  
IF IT DOES IT MAY BE SURCHARGED  
OR SENT BY ORDINARY MAIL

SECOND FOLD HERE

**BY AIR MAIL**  
**AIR LETTER**  
PAR AVION AEROGRAMME



MR Bruce M Cheek  
C G I A R  
The World Bank  
1818 H Street N W  
WASHINGTON D C  
20433 U S A

~~BHC~~  
~~HC~~  
CJ

The Old Post Cottage,  
Motcombe, Shaftesbury,  
Dorset SP7 9NT

1<sup>st</sup> June 1974

Mr Harold Graves,  
Executive Secretary, CGIAR,  
1818 H Street, N.W.;  
WASHINGTON, D.C.;  
20433, U.S.A.

Dear Harold,

I trust that you have received my IRRI report by kind hand of Sandy Stevenson to whom I handed it in Iran. I'm sorry it was in manuscript. I felt slightly exhausted on arrival back here after my three week trip round the world, and only had a week before leaving for Iran; and I didn't actually finish writing it until I was in the plane going to Iran - and then only with difficulty for I was distracted by the obnoxious talk of a woman called Bernice Green sitting in the seat behind me. I will write to Brady, advising him that he will receive a copy direct from you, and asking him for corrections, comments etc.

Kind regards,

Tim

Sent May 13 &  
another copy sent June 7

P.S. Could Bruce please mail me a copy of my CIAT report?



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SENDER'S NAME AND ADDRESS (PLEASE SHOW YOUR POSTCODE)

Lifelines  
The Old Post Cottage,  
Motcombe, Shaftesbury,  
Dorset SP7 9NT

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IF IT DOES IT MAY BE SURCHARGED  
OR SENT BY ORDINARY MAIL

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BY AIR MAIL  
AIR LETTER

PAR AVION AEROGRAMME



E 1039



Mr. Harold Graves,  
Executive Secretary, CGIAR,  
The World Bank,  
1818 H Street, N.W.  
WASHINGTON, D.C. 20433  
U.S.A.



42E.

**OUTGOING WIRE**

TO: CRAWFORD ORAM BOOK OF TWO DATE: JUNE 11, 1974  
MELBAVE FOODAGRI PAGE TWO  
CANBERRA ROME

CLASS OF SERVICE: FULL RATE

*PC*

COUNTRY: AUSTRALIA ITALY (TELEX 61181)

TEXT: IRRI SHOULD HAVE RESPONSIBILITY REVIEW IITAS RICE RESEARCH WHICH NOT FULLY  
Cable No.: UPTODATE WITH IRRIS STOP TWO MAJOR BUDGET INCREASES ARE IN RICE AND  
CAPITAL BUDGET STOP RICE WAS TO HAVE DECLINED BUT INCREASE REFLECTS GEU  
COMMA PEST CONTROL AND MANAGEMENT AND RICE PLANT NUTRITION ALL OF WHICH  
JUSTIFIED STOP EVANS QUESTIONS WATER MANAGEMENT PROGRAM AND WHETHER CGIAR  
DONORS WILL ACCEPT WHOLE MACHINERY DEVELOPMENT PROGRAM BEING CHARGED TO CORE  
SO THAT ENGINEERING RATHER THAN BIOLOGICAL RESEARCH IS STRESSED STOP MORE  
GENERALLY ON LARGE CORE INCREASE EVANS ARGUES THAT IRRI HAS STRONG CLAIM  
FOR INCREMENTAL FUNDS FROM CGIAR AS COMPARED OTHER CORE PROGRAMS BECAUSE  
LIKELIHOOD EARLY SUCCESS STRONGER THAN ELSEWHERE COMMA FERTILIZER SHORTAGE  
WORK AND LARGE NUMBER OF WORLDS POOR PRIMARILY DEPENDENT ON RICE RESEARCH  
MORE THAN OTHER STOP IF CUT NECESSARY SUGGESTS RETARD CROPPING SYSTEMS STOP  
CAPITAL COST INCREASE REFLECTS SERIOUS TECHNICAL UNDERESTIMATES AND INFLATION  
STOP FEELS SOME JUSTIFICATION FOR ALL ITEMS AS LABS COMMA CONFERENCE CENTER  
COMMA GREENHOUSES INFERIOR TO ELSEWHERE AND URGES FUNDS AT LEAST FOR PURCHASE  
LAND NOW AVAILABLE FOR EXPANDED RICE AND MULTIPLE CROPPING SYSTEM STOP ABOVE  
ALSO TELEXED ORAM TODAY BON VOYAGE

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

SIGNATURE *Bruce M. Cheek*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: BMCheek:apm

*B* ORIGINAL (File Copy)  
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**OUTGOING WIRE**

BOOK OF TWO

TO: SIR JOHN CRAWFORD  
MELBAVE  
CANBERRA

ORAM  
FOODAGRI  
ROME

DATE: JUNE 11, 1974

CLASS OF  
SERVICE: FULL RATE

COUNTRY: AUSTRALIA

ITALY (TELEX 61181)

TEXT:  
Cable No.:

REUR JUNE TEN CABLE EVANS PENCILLED IRRI REPORT RECEIVED JUNE FIVE AND  
TYPED TEXT AIRMAILED CANBERRA FRIDAY JUNE SEVEN BEARING IN MIND YOUR TRAVEL  
STOP PLEASE CABLE WHEN RECEIVED STOP MEANWHILE AS REQUESTED EVANS HIGHLIGHTS  
PROMISING INDICATIONS OF SUCCESS IN CROP SYSTEMS WORK AND REMARKABLE PROGRESS  
IN RICE RESEARCH TOGETHER WITH SHARPER IDENTIFICATION OF CONSTRAINTS NOTABLY  
INSECTS AND DISEASE STOP GOOD DROUGHT RESISTANCE AND PROTEIN WORK. IMPORTANT  
RICE PLANT NUTRITION WORK SHOWING HOW REDUCE FERTILIZER USE BY ALTERING  
TIMING AND METHOD APPLICATION ALSO RHIZOSPHERIC NITROGEN FIXATION WORK STOP  
GIVEN NEED FOR PACKAGE OF IMPROVED QUALITIES AND FOR MULTIDISCIPLINARY TEAM  
EFFORT EVANS WELCOMES ESTABLISHMENT GENETIC EVALUATION AND UTILIZATION PROGRAM  
GEU WHICH RECEIVES THIRTY PERCENT FUNDS AND NOW BIGGEST PROGRAM STOP GEU  
VITAL AS EVALUATION AND UTILIZATION GENETIC POTENTIAL OF 30,000 ACCESSIONS AND  
OF CROSSES AND LINES IRRI DEVELOPED IS MAJOR CHALLENGE OF IRRIS SECOND DECADE  
STOP NEW STAFFING FOR UPLAND AND MULTIPLE CROP WORK JUSTIFIED BY IRRIS THIN  
SENIOR STAFFING FOR SUCH EXPANSION STOP DOUBTS RE WATER MANAGEMENT PROGRAM  
WHETHER IT IS APPROPRIATE FOR IRRI OR LIKELY PRODUCTIVE STOP SHOULD BE  
REVIEWED BY EXPERT IN PLANNING AND OPERATING IRRIGATION SYSTEMS STOP ON OUTREACH

(CONTINUED)

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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Установление & метод селекции

COMMUNICATIONS SECTION

Восе Н. Спек

NOT TO BE REPRODUCED

(CONTINUED)

RESEARCH BY EXPERTS IN PLANTING AND OPERATING IRRIGATION SYSTEMS SHOW ON OVERVIEW  
 RESEARCH IS RESPONSIBLE FOR THE OF FUTURE PRODUCTION SHOW SHOULD BE  
 SERVICE TRAINING FOR SUCH EXPANSION SHOW SHOULD BE UNDER MANAGEMENT PROGRESS  
 SHOW WITH TRAINING FOR PLANT AND NUTRIENT SHOW MORE JUSTIFIED BY THEIR LACK  
 OF CROSSER AND THEIR THEI DELAYED IS WATER CHALLENGE OF THEIR SECOND DECADE  
 ALIVE AS IRRIGATION AND ALIQUATION GENETIC POTENTIAL OF 30,000 ACRES SHOW AND  
 GEN WHICH RECEIVES THEIR BECOME FIELDS AND NOW BUSINESS PROGRESS SHOW GEN  
 EFFECT SALES METROSES ESTABLISHMENT GENETIC IRRIGATION AND ALIQUATION PROGRESS  
 CLAIM NEED FOR BACKAGE OF IMPROVED QUALITIES AND FOR MULTIDISCIPLINARY LEARN  
 V  
 TRAINING AND METHOD APPLICATION ALSO PHOTOGRAFIC METHODS EVALUATION MORE SHOW  
 RICE PLANT IRRIGATION MORE SHOWING NOW REDUCE EFFICIENCY USE BY UTILIZING  
 INSECTS AND DISEASE SHOW GOOD PROGRESS RESISTANCE AND PROBLEMS MORE IMPROVED  
 IN RICE RESEARCH JOINTLY WITH SHARPER IDENTIFICATION OF COMPLEXES INVOLVED  
 PROMISING INDICATIONS OF SUCCESS IN SUCH SYSTEMS MORE AND REMARKABLE PROGRESS  
 SHOW PLEASE NOTE WHEN RECEIVED SHOW NEWMARKET AS PROGRESS SALES HIGHLY  
 LIVED TEXT VIEWING CIVILIAN FIELD TIME SALES BEARING IN MIND LONG LEAD  
 MORE TIME THE SALES BEING RECEIVED THEI BEFORE RECEIVED TIME TIME AND

СЕРИЯ ИЛИ  
ТЕКСТ

КОПИЯ

УСТАВЛЕН

ТЕКСТ (ТЕЛЕГРАМ)

СЕРВИС КЛАСС ИЛИ

СВИДЕТЕЛЬ  
НЕГОВАЕ  
СИБ ЛОНА СКРАФОРД

КОМЕ  
ЕОДАСКИ  
ОЕВИ

DATE JULY 11, 1954

BOOK OF LMO

OUTGOING WIRE

RECORDING AND DISPATCHING	RECORDING AND DISPATCHING	RECORDING AND DISPATCHING
RECORDING AND DISPATCHING	RECORDING AND DISPATCHING	RECORDING AND DISPATCHING



INCOMING CABLE

RECEIVED

*see to see  
J.F. [unclear]*

JUN 12 2 44 PM 1974

COMMUNICATIONS SECTION

ZCZC 248423 RC009 PDD0477 RMF5955 SDU997 CSA542

URWT HL AACA 052

CANBERRA CT 52 10 1500

Distribution:

Mr. Cheek  
Agriculture & Rural Dev.

June 10, 1974

LT

CHEEK CARE INTBAFRAD

WASHINGTON DC

GRATEFUL HAVE AT LEAST CABLED INDICATION OF MAIN POINTS MADE BY

ANS ON IRRI BEFORE I LEAVE CANBERRA JUNE 20TH STOP AM

ARRANGING FOR NEYLAN TO SPEND INFORMALLY A DAY AT IRRI EN ROUTE

TO WASHINGTON FROM BANGKOK BUT WILL SEE HIM IN BANGKOK FIRST

REGARDS

CRAWFORD

COL LT IRRI 20TH IRRI

*10/11 Left  
Mailed June 7.*

*cable  
summary  
sent  
6/11  
[Signature]*





← Shaftesbury 2750

The Old Post Cottage  
Motcombe  
Shaftesbury  
Dorset  
SP7 9NT

Tehran

Dear Harold,

Herewith my IRRI report  
which I finished in the plane  
coming to Iran. I shall try to  
find someone in the Bank Task Force's  
office returning to Washington  
or ask them to mail it  
with their stuff.

Forgive the manuscript  
and my apologies to the  
long suffering angel whom you  
persuaded to type it.

I've dealt at greater length with the budget than you might have expected — but it comes as something of a shock.

I suggested to Nyle Brady that it would need some special justification and he started to write a paper.

I must say I vote for IRRI as the center "most likely to succeed".

Perhaps you will be good enough to mail a typed copy to Brady and invite his comments.

Kind regards

Yours ever  
Jim Livens



92E

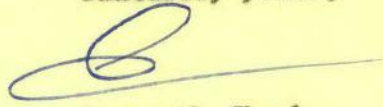
June 7, 1974

Dear Sir John:

I am enclosing a copy of Jim Evans' draft paper on the IRRI research program, written after his visit early in May. He would very much welcome comments directly from you, and Harold would like to be kept posted on your reactions as the Secretariat paper, a la Bell, will be written taking into account Jim's paper and your comments thereon.

With best wishes,

Sincerely yours,



Bruce M. Cheek

Enclosure

Sir John Crawford  
32 Melbourne Avenue  
Deakin, Canberra, A.C.T. 2600  
Australia

Identical letter sent to:  
Dr. Nyle C. Brady, IRRI and  
Mr. Peter A. Oram, FAO

cc: Mr. Evans

Note: Jim's address is:  
The Old Post Cottage  
Motcombe  
Shaftesbury  
Dorset, SP7 9NT  
England.

BMCheek: apm

G2E

June 7, 1974

Dear Jim:

This is just a short note to accompany the typed text of your IRRI review. Also enclosed is your hand-written text. Let me know if the word on line 1 of page 7 is not "animal" and if I am wrong in changing "over 40%" in 4.05 to "almost 40%".

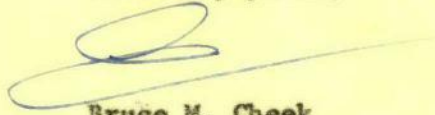
We are sending copies to Crawford and Brady and Oram as well as using it in the Secretariat and giving it to Warren, Monty and Co. Harold will be back on June 14 and will be doing the Secretariat paper on IRRI -- which, like the others, has to be commented on by the Directors before it is circulated to CG members. We may be said to have a timing problem!

I have greatly enjoyed reading your review and appreciate your way of getting to the point and assessing important program trends in a forthright way.

The IITA Secretariat paper will be in clean draft today, drawing freely in the text, and not in annex, on your paper. It goes to you and Herb and Jack for comment. I have still to do CIAT.

With best wishes,

Sincerely yours,



Bruce M. Cheek

Enclosures

Mr. L. J. C. Evans  
The Old Post Cottage  
Motcombe  
Shaftesbury  
Dorset, SP7 9NT  
England

Copies of report on IRRI review sent to:  
Mr. Yudelman, Mr. Franse, Mr. Lewis  
(for comment).

BMCheek:apm



PROGRESS REVIEW

OF THE

INTERNATIONAL RICE RESEARCH INSTITUTE

(IRRI)

May 1974

PROGRESS REVIEW OF THE  
INTERNATIONAL RICE RESEARCH INSTITUTE  
(IRRI)

I. INTRODUCTION

1.01 A review of IRRI's progress, plans and budget proposals for 1975 was carried out between May 6-11, 1974. Research programs were discussed with the scientists in all departments and units; research progress, problems and plans, the outreach program, and the 1975 budget were discussed with Dr. N. C. Brady, Director, and Dr. D. S. Athwal, Associate Director.

II. THE RESEARCH PROGRAMS

2.01 The progress made in research during 1973 will be reported in detail in the 1973 Annual Report. A useful summary of the 1973 highlights is contained in the 1975 Budget paper. Details need not be repeated here.

2.02 1973 and the first part of 1974 have seen promising indications of likely success in the cropping systems work; and some remarkable progress in rice research, accompanied by sharper identification of the constraints which prevent higher yields and by evidence of greatly increased benefits which could flow from an intensification and regrouping of some of the scientific programs.

2.03 Research has confirmed susceptibility to insects and diseases as a major constraint on farmers' acceptance of high-yielding varieties. Whereas



IR8, (one of the earliest high-yielding varieties to be released) was resistant to only one out of eight main pests and diseases and moderately resistant to one other, IR26, which was released in November 1973, is resistant to four of these eight pests and diseases and moderately resistant to the other four; in addition, it is of substantially better eating quality than IR8.

2.04 Encouraging results have come from improved methods of screening varieties for resistance to drought. Susceptibility to drought is a serious constraint in some situations. The Annual Report will also report promising indications of varietal differences with regard to a number of soil conditions such as salinity, alkalinity, acidity and deficiencies of such elements as iron and zinc.

2.05 Of particular importance at this time, in view of the shortage and high cost of fertilizers, especially nitrogen, is work related to the nutrition of the rice plant. Research is beginning to show how to make more effective use of lower rates of fertilizer by altering the timing and method of application. More fundamental work is underway to study further the process whereby, under flooded soil conditions, oxygen and nitrogen for rhizospheric nitrogen-fixing organisms are executed from the roots, thus promoting nitrogen fixation (which in the laboratory has occurred at rates of up to 60 Kg of nitrogen per hectare).

2.06 Work is ongoing on problems of deep water rice cultivation; varieties are being collected and screened for tolerance to flooding and deep water conditions, including the ability to elongate.

2.07 Research is continuing on protein content, and an experimental line,

IR480-5-9, has been identified which combines improved plant type with a protein content of 9-10%, compared with a normal level of 7%. This line, however, is susceptible to some insect pests and diseases. Lines with a protein content and yield potential comparable with IR480-5-9's and which are also resistant to pests and diseases are already under preliminary evaluation.

2.08 It has become more than ever apparent that improved rice varieties require to have a package of improved qualities combined with higher yield potential; and that a multi-disciplinary team effort is needed to produce them. To facilitate this, and to prevent waste effort and overlapping, a new "Genetic Evaluation and Utilization Program" (GEU) has been established under an Assistant Director. This is a major and welcome development of the past year; scientists of most of the different disciplinary units participate in this program and it receives a higher percentage (30.6%) of resources than any of the other programs. IRRI's germ plasm bank now contains over 30,000 accessions, 4,000 new ones having been added from cooperating countries in 1973. In the other direction more than 8,000 samples from the germ plasm bank and 6,000 samples of new genetic material developed at IRRI were sent out to cooperators throughout the rice-growing world.

2.09 The Genetic Evaluation and Utilization Program will enable IRRI's genetic work to be handled in a more effective and systematic way than in the past. The full evaluation and utilization of the genetic potential of more than 30,000 accessions at IRRI and of the crosses and lines that IRRI itself has developed is perhaps the major challenge of IRRI's second decade. This can no longer be regarded as primarily the responsibility of the plant



breeder with only marginal participation by other scientists. Full partnership of plant pathologists, entomologists, chemists, agronomists and others with the plant breeder will be ensured in the GEU through the creation of interdisciplinary teams working in the problem areas of agronomy (plant type, yield potential, length of growing season); disease resistance; insect resistance; drought tolerance; protein content; toxic soil tolerance; deep water; cold tolerance.

2.10 In 1973 when IRRI's proposals for research in multiple cropping systems and upland rice were being considered, the question was asked whether this extension had to involve additional resources or whether resources could be diverted from the ongoing programs on irrigated rice. The answer then given by this reviewer and repeated now was that the senior staff of the Institute were already rather thin in relation to the tasks they were undertaking, that although much had been learned much more remained to be found out and that, in a sense, one problem is resolved only to bring to light another. Furthermore, experience of varietal improvement of all crops is that a continuous, dynamic program is essential because of biological changes in the environment to which the plant is exposed, particularly changes in the diseases and pests which attack it.

2.11 In the multiple cropping systems work, research is ongoing in simple systems which have one other crop in addition to rice, and into more complicated systems which involve rice with several crops in intercropping or sequential arrangements. The effect of mixed cropping and of different crop sequences on insect pests and weeds is especially interesting.

2.12 The constraints which prevent farmers from adopting improved varieties and new technology have come under intensive study through a

cooperative regional project in which 25 social scientists in six different countries cooperated with IRRI economists in surveying farms in 36 villages. A closer identification of constraints is valuable in determining priorities for IRRI's research program. The relative importance of insect control, weed control, improved management practices, and environmental factors such as solar radiation and drought is now much better understood.

2.13 The Agricultural Engineering Department has continued to develop machinery suitable for use by small rice farmers and over 70% of the total power tiller sales in the Philippines in 1973 were sales of the small tiller designed at IRRI.

2.14 One research program which continues to cause some concern to this reviewer is that in water management. Inefficient use of water is clearly a constraint on rice production. But it is far from clear whether the kind of research being undertaken is appropriate for IRRI; or even whether it can be expected to produce significant results. A comment made last year can be repeated: "The scientist in charge of this work is researching with enthusiasm and imagination, but it is a question whether one man researching in this way on one irrigation scheme can succeed in producing new knowledge that will be at all widely applicable by the civil engineers, water administrators and irrigation agronomists who have responsibility for designing and running irrigation schemes."

2.15 The research to date has been concerned more with the irrigation system than with the application of water by the farmer in the field; and more with the operation of the system than with its design. Thus if the research succeeds in recommending changes it is engineers and administrators, not farmers, who will be required to change. It is therefore



recommended that the research program should be exposed to review by persons who have the experience and responsibility of planning, appraising and operating irrigation systems. A paper will be prepared and submitted by the Director of IRRI to the IBRD so that IRRI's progress in water management research and proposals for the future can be studied, with the possibility that promising ideas might perhaps be incorporated as a "research component" in a future IBRD project, in which IRRI would cooperate.

### III. OUTREACH AND TRAINING

3.01 IRRI's international outreach program is now operating in Bangladesh, Egypt, Indonesia, Philippines, South Vietnam and Sri Lanka; and there are cooperative programs in Burma, India, Korea, Pakistan and Thailand. About a third of IRRI's scientists are in outreach programs. Following the establishment of the international network of blast nurseries, international testing nurseries have been established for sheath blight, bacterial blight and rice yield. IRRI has cooperated with the Philippine authorities in an important country-wide extension and demonstration program aimed at widespread adoption of improved technology developed by IRRI and Filipino cooperators.

3.02 One aspect of "outreach" which may deserve consideration is IRRI's relationship with IITA. Within the system of international research centers, IRRI is acknowledged to have the primary responsibility for rice, with CIAT's and IITA's rice researchers having important but subordinate roles. One might suppose that IRRI should have some formal or informal responsibility for reviewing the progress of IITA's rice research and its

proposed animal programs. Yet this does not seem to be so. Neither institute has much money to spare for interchange of visits between scientists; visits may even become less frequent because of rising travel costs. It seemed to this reviewer that IITA was not fully up to date with IRRI's recent researches and that IITA's rice research proposals for 1975 would certainly benefit from review by IRRI.

#### IV. THE 1975 BUDGET - ANALYSIS

4.01 The total for core operations and capital expenditure requested in the 1975 budget is \$8,520,000, compared with a total of \$4,937,000 approved as the 1974 budget. The increase comes as a shock. Apart from cost inflation, the main causes are: (i) a proposal to expand significantly the research in "rice" (as distinct from "cropping systems") - this had not been envisaged; (ii) a significantly increased capital requirement compared with 1974, instead of the decrease which had been forecast.

4.02 The Core Operations. The approved 1974 budget for core operations and the projections for 1975 in the 1974 budget were as follows:

	1974	1975	Increase	
	budget approved \$'000	as projected in 1974 \$'000	\$'000	%
Operational and Administrative Support	1,557	2,051	494	31.7
Rice	1,655	1,416	-239	-14.4
Cropping Systems	240	634	394	164.2
	3,452	4,101	649	18.8.



4.03 The 1975 budget request as compared with the currently estimated 1974 expenditure is as follows:

	1974	1975	Increase	
	expenditure (estimated) \$'000	budget request \$'000	\$'000	%
Operational and Administrative Support	1,555	1,891	336	21.6
Rice	1,725	2,380	655	37.9
Cropping Systems	<u>247</u>	<u>780</u>	<u>533</u>	<u>215.8</u>
	3,527	5,051	1,524	43.0.

Of the 43% increase in cost, IRRI calculates that 15% is accounted for by cost inflation and 28% by increases in program activities.

4.04 An increase was to be expected in the costs of the Cropping Systems research in 1975. The 1975 Budget request compares with the projections in Dr. N. C. Brady's proposal of July 1, 1973<sup>1/</sup> and with the 1974 approved budget and its projection for 1975 as follows (\$'000):

	<u>1974</u>	<u>1975</u>	<u>Total</u>
Dr. N. C. Brady	325	739	1,064
1974 Budget	240	634	874
1975 Budget	247	780	1,027.

4.05 The increase in "Rice" research activities on the other hand, was not expected. An increase of almost 40%, instead of the decrease which had been forecast, clearly needs special justification. One item included

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<sup>1/</sup> "A Proposal for Broadening the Mission of the International Rice Research Institute" - prepared by Dr. N. C. Brady and Dr. D. S. Athwal, July 1, 1973.

under the heading of "Rice" research is Agricultural Engineering for which the core budget in 1974 provided only \$46,000; and for which \$292,000 is requested in the 1975 budget. The explanation is that through 1974 most of the costs of the Agricultural Engineering unit (\$242,000 in 1974) are provided by USAID as a Special Project. This source of funding will not be available in 1975, so the whole cost of the program, \$292,000, is shown as core expenditure for 1975. In addition to provision for 15% inflation and for carrying the whole costs of Agricultural Engineering in the core budget, a further \$235,000 is requested for "Rice" research in 1975 for expansion or intensification of the following programs:

Genetic evaluation and utilization	\$185,300
Water Management	7,600
Environment influences	17,700
"Constraints"	24,100
	<u>\$234,700.</u>

It is the increased expenditure for these items that needs special justification and this is dealt with in paragraphs 5.02 and 5.03 below.

4.06 The Capital Budget: Compared with the approved 1974 capital budget of \$1,485,000 (including \$380,000 for working capital) and the projected 1975 capital budget of \$724,000, the 1975 capital budget request is now \$3,469,000, which includes \$500,000 for working capital. If, however, the \$380,000 approved for working capital in 1974 are actually made available to IRRI in 1974, only a further \$120,000 would apparently be needed for working capital in 1975, thus reducing the total capital requested for 1975 to \$3,089,000.

4.07 The cost of the 1974 capital program was seriously underestimated a year ago. Cost rises have proved far more severe than had been estimated;



cost of building materials for instance is said to be increasing at a rate of 4-5% a month. Moreover there must have been some defective architectural estimating: firstly, 1972 construction costs were used as a basis for estimating; secondly, there was some confusion between gross and net costs. The largest single capital item is the new laboratory building, of 2,000 square meters net space. The current estimate for this is \$1,380,000 compared with last year's estimate of \$400,000. The proposed new training and conference center for which \$125,000 was requested is now estimated to cost \$312,500. The funds allocated for these two items in 1974 will not be fully spent in 1974 since the intention is to spend only \$125,000 in buying basic building materials for the new laboratory building and \$50,000 for the training and conference center.

	1974 Budget allocation \$'000	Current estimate \$'000	1974 Budget "Savings" \$'000	Requested in 1975 \$'000
New laboratory	400	1,380	275	1,105
Training/Conference Center	125	312.5	75	237.5.

4.08 The \$325,000 allocated for building additional staff houses in 1974 is likely to be fully spent, though, due to cost increases of 20-30%, it may be possible to build only four houses instead of the five authorized.

4.09 Other significant items included in the 1975 capital budget are new greenhouses/screenhouses for which \$120,000 is requested in addition to the \$20,000 authorized for 1974; and farm development (construction of fences, roads, wells and laying out of research blocks) and the first 150 hectares of the 300 hectares of land for which IRRI and the University of the Philippines is in the final stages of negotiation with the Government.

4.10 To measure the total resources requested by an international center, one needs to add special funding expectations to core and capital budget estimates. In 1975 IRRI expects (Budget table 1, page 3) \$1,719,000 to be available from ongoing special projects; and envisages seeking additional special funding, including the following.

<u>Possible Donor</u>	<u>Purpose</u>	<u>Amount \$'000</u>
?Ford Foundation	India outreach	100
?IDRC	Rice research - "constraints"	200
?IDRC	Cropping systems - Philippines	60
?IDRC	Cropping systems - Bangladesh	100
?USAID	Agricultural engineering - industrial extension	<u>225</u>
		685.

Thus total special funding in 1975 might amount to \$2,404,000, including ongoing and new projects.

#### V. THE 1975 CORE BUDGET - COMMENTS

5.01 IRRI calculates the approximate distribution of its research and training programs in relation to type of rice culture, as follows:

	<u>%</u>
Irrigated rice	41
Rain-fed (bunded) rice	29
Rain-fed (deep water) rice	4
Upland (unbunded) rice	<u>26</u>
	100.



This can be compared with the "estimate of percent rice crop area by specified land type in South and South East Asia" contained in IRRI's publication "Rice in the Seventies," as follows:

		<u>Effective Crop Area</u> %		<u>Production</u> %
Irrigated rice				
single cropped	10		15	
double cropped	10	20	25	40
Rain-fed rice		50		42
Rain-fed deep water rice		10		8
Upland rice		<u>20</u>		<u>10</u>
		100		100.

The relatively large percentage of effort related to upland rice, 26% of the total, is a recent development at IRRI indicative of neglect of research into this type of rice culture until recently. The percentage allocation to upland rice seems slightly large relative to crop area and very large relative to production; but it should, of course, be recognized that the area and production figures refer to Asia only. In Africa and Latin America, upland rice is more important relative to irrigated and "rain-fed" rice than it is in Asia.

5.02 The percentage of research and training costs to be allocated in 1975 to the various research programs is as follows:

	<u>%</u>	<u>%</u>
Genetic Evaluation & Utilization (GEU)	30.6	
Control & Management of Rice Pests	10.3	
Irrigation Water Management	2.4	
Soil & Crop Management for Rice	11.4	
Environment & its Effect on Rice	3.6	
Post-Harvest Management of Rice	1.2	
Machinery Development	9.2	
Constraints on Rice Yields	5.0	
Increasing Rice Yield Potentials	<u>1.6</u>	
Cropping Systems		75.3
		<u>24.7</u>
		100.0.

5.03 The relative allocations of 75% to "rice research" and 25% to cropping systems are in line with what was proposed and approved last year. The major allocation to GEU can be justified both by the practical importance of the multi-disciplinary program and the good prospects of significant and rapid benefits from it (paragraph 2.08). The 5% allocation to researching the constraints on rice yields seems justified by the results which have already begun to emerge from the cooperative regional project referred to in paragraph 2.12. This indicated that susceptibility to insects and diseases has been a major constraint, possibly the most serious constraint on farmers' acceptance of high-yielding varieties (paragraph 2.03); this justifies the relatively large allocation of 10.3% to Control & Management of Rice Pests, which is of course additional to the inputs made by entomologists and plant pathologists to varietal improvement in the GEU Program.



5.04 A question has been raised earlier (paragraph 2.14) about the Irrigation Water Management Program, which accounts for 2.4% of the total research and training program. Machinery Development accounts for a relatively large percentage, 9.2%, now that it appears as an item in the core budget for the first time (paragraph 4.05). This kind of research has certainly produced measurable benefits in making available improved machinery for the small farmer. But now that "Machinery Development" and "Post Harvest Management" (rice drying, milling, etc.) together are estimated to need over 10% of core resources, donors might wish to consider whether this percentage allocation to engineering rather than biological research can be afforded in the core budget.

5.05 A significant allocation of core resources, 11.4%, is proposed for "Soil & Crop Management." This is justified in relation to the importance of pressing on with research into the nutrition of the rice plant, especially in relation to the most economic use of fertilizers (paragraph 2.05).

5.06 An allocation of 3.6% to "Environment & its Effect on Rice" marks some expansion of research into environmental factors such as temperature, solar radiation, humidity, and soil moisture stress which becomes possible now that the phytotron is in operation.

5.07 Even if the core program appears defensible in nearly all its individual items and in relation to its overall balance - which to this reviewer it does - there still remains the question whether a core program of this magnitude can be funded.

5.08 If IRRI has to compete with the other international research centers for funds, how can the merits of IRRI's request be compared with

those of other centers? All centers are engaged on high priority research, all on food crops, and all staffed by scientists capable of producing results. In the opinion of this reviewer, IRRI's case is rather a strong one, for reasons which include the following:

- (i) Likelihood of early success: IRRI has over ten years of research behind it, has considerable achievements to its credit and the indications are that in rice research it is on the threshold of achieving even more significant successes in the future. Research priorities and constraints have been more clearly identified during the past year, and this has been accompanied by a sharpening of focus in the research programs. The likelihood of rapid success in the research efforts (referred to in paragraphs 2.02-2.15) is strong; this can be said with a higher degree of confidence for IRRI than for the more recently established international centers.
- (ii) Fertilizer shortage: The fundamental work on rice plant nutrition, including that on nitrogen fixation, and the practical research on fertilizer application referred to in paragraph 2.05 show great promise. In view of the serious supply and price situation in regard to fertilizers, especially nitrogen, at this time, there is urgency in pressing on with this type of research.
- (iii) Number and type of beneficiaries: IRRI has calculated that "one-third of the world's population - 1.3 billion people -



depends on rice for more than half its food. For another 400 million people, rice is a major secondary staple, providing 25 to 50% of their diets. Rice is the primary staple food of 90% of the really poor people of the world - those with less than US\$300 per capita annual income. The average annual income of those who depend upon rice is only US\$80. Most of those who produce rice are small farmers who till on an average less than two hectares each." Even if the precise figures can be challenged, the orders of magnitude are probably about right. Benefits from IRRI's research are likely to reach many more low income people than can be benefited by the research of any other international center. This could be taken into account by donors who are concerned with the masses of the world's poor. It is in fact not easy to suggest any alternative investment likely to produce greater benefits in terms of food and income increments than investment in IRRI at this time.

5.09 If funds are simply inadequate for a core program of the magnitude proposed, this reviewer would be inclined to scale down and retard the cropping systems program in preference to making cuts in the rest of the program.

#### VI. THE 1975 CAPITAL BUDGET - COMMENTS

6.01 Disregarding the regrettable cost increases in the capital budget referred to in paragraphs 4.06-4.09 and the possible unavailability of funds,

the following comments are ventured as to the need for new buildings and some other items.

6.02 Laboratory Building: There is little doubt that IRRI's laboratory accommodation per scientist is inferior to that at other international centers. There is overcrowding and lack of space; restructuring and partitioning to fit more people in has gone about as far as it can. Additional space really is needed for the present staff even if no new staff were appointed. If no new posts were approved for 1975, presumably the possibility of delaying part of the new laboratory accommodation should be considered, but it is hard to see how it could be deferred in toto.

6.03 New training/conference center: IRRI's training at headquarters has mostly had to be done in space originally designed for other purposes, e.g., in parts of the Services Building. There is no doubt that IRRI's facilities are inferior to those at IITA and CIAT. While better lecture rooms and work rooms are justified, a better conference center would have lower priority.

6.04 Staff houses: New houses are very expensive, six being estimated to cost \$480,000 in 1975. Unfortunately, rented accommodation is said to be extremely difficult to find at Los Banos. Assuming four (or at most five) new houses are completed in 1974 (paragraph 4.08) and additional appointments have to be curtailed due to lack of funds in 1975, the proposal to build six new houses in 1975 should presumably be reviewed. The availability of housing is an important factor in the recruitment of top-level staff.

6.05 Greenhouse/screenhouse: IRRI's greenhouses and screenhouses are certainly inferior to those of IITA. The work of the plant pathology



and entomology units particularly appears to be hampered. With the proposed expansion and intensification of varietal screening, this item does have rather high priority.

6.06 Expansion of the farm: The farmland available to IRRI - about 80 ha. in experiments each year - is very limited compared with what is available at IITA, CIAT or ICRISAT. Ideas about purchasing new land were abandoned last year. The Government of the Philippines is in the final stages of procuring an additional 300 ha. of land near IRRI's present farm; these 300 ha. would be made available for use by IRRI and by the University College at Los Banos. It would be a great pity if IRRI, due to lack of funds, were to lose the opportunity of acquiring the additional land which will be essential for its expanded rice and multiple cropping system. But presumably the possibility of delaying part of the development (roads, fences, wells, etc.), thus reducing the estimated expenditure of \$300,000 in 1975, could be reviewed.

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FOR CHEEK URGENTLY REQUIRE COPY IRRI PROGRAMME BUDGET AND EVANS  
REPORT FOR COMMENT TO CHAIRMAN GRATEFUL EXPEDITE POUCHWISE REGARDS =  
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WASHINGTON

IRRI YOUR LETTER MAY 9 AND CABLE MAY 14 RECEIVED. WILL AWAIT  
EVANS REPORT. MAY ASK NEYLAN TO CARRY MESSAGE AND OR  
QUERIES ON MY BEHALF TO BRADY WHEN EN ROUT FROM BANGKOK TO  
WASHINGTON ABOUT JUNE 22

REGARDS CRAWFORD

SENT ONE CEW

31.5.74

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**OUTGOING WIRE**

TO: BRADY  
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MANILA

DATE: MAY 31, 1974

CLASS OF  
SERVICE: ~~LT OR~~ TELEX

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TEXT:  
Cable No.:

REURLET MAY 17 PLAN TO SUBMIT SECOND 1974 IDA TRANCHE FOR CENTERS  
TO BANK [REDACTED] EXECUTIVE DIRECTORS FOR JULY APPROVAL. GRAVES WILL  
CONSULT YOU RE AMOUNT NECESSARY ON RETURN FROM EUROPE JUNE FOURTEEN

REGARDS

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

SIGNATURE *B. M. Cheek*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *V*





E6  
✓cc:G2E

Mr. Stanley A. McLeod

May 24, 1974

Harold Graves

Australian Contribution to International Rice Research Institute

I have recently had a letter from Dr. Nyle Brady, Director of the International Rice Research Institute near Manila, in which he lists contributors to his core program (which would not include the phytotron). He does not list Australia.

While there was some doubt about the applicable date of the Australian contribution, it nevertheless seemed to be clear after the Consultative Group meeting of last November that the Commonwealth would be making a grant of \$100,000 to the core program of IRRI, effective July 1, 1974. This information seems not to have been communicated to Dr. Brady by the Australian authorities. I would appreciate it if the information could be sent to Dr. Brady, and if I could receive a copy of the communication to him.

cc: Dr. Brady

*H Graves*  
HGraves:apm

cc: Dr Brady



INGOMING CABLE

~~BHG~~  
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CJ.

ZCZC 248423 RC011 PDB1715 RMF3434 PMU722 TL-1016/IRI-097/CON

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May 23, 1974

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Mr. Humphrey

LT

GRAVES

INTBAFRAD WASHINGTONDC

REURCABLES WE WILL SOON MAIL COPY TABLE 5 STOP SIX HOUSES  
IN 1975 CAPITAL BUDGET ARE ADDITIONAL AND DO NOT INCLUDE  
FIVE BUDGETED FOR 1974 STOP WILL MAKE OTHER ADDITIONS AND  
REVISIONS IN BUDGET DOCUMENTS AND ARE AWAITING YOUR LETTER  
FOR COMPLETE CLARIFICATIONS

COLL LT GRAVES INTBAFRAD WASHINGTONDC 5 1975 1974

PAGE-2

MEANWHILE PLEASE CABLE IF  
FIGURES FOR MANYEARS SHOULD BE GIVEN IN TABLES ONE AND TWO  
FOR ALL YEARS OR ONLY FOR 1974 AND 1975 STOP PLEASE NOTE  
THAT TABLE 5 WILL ALSO INCLUDE MANYERAS FIGURES FOR 1974  
AND 1975 REGARDS

ATHWAL

W. W. L.

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Mr. Humphrey

**GRAVES**

**INTBAFRAD WASHINGTONDC**

**REURCAB TO BRADY AUDITORS REPORTS MAILED APRIL 30**

**ATHWAL**

**COLL 30 ATHWAL**



92E

May 21, 1974

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

Dear Nyle:

Here are some comments on your draft 1975 budget and program paper. I have put them in two groups -- one containing comments on specific points and the other containing comments on structure and organization.

Specific

"Introduction" (p. 1) seems to me to be exactly right.

In "Components of IRRI's research and training programs (core supported)" pp. 2-5), the percentage figures leave us at a disadvantage. We do not know whether the percentages apply to dollar totals or staff totals; and in any case, we do not yet know, at this point in the presentation, what the totals are.

The paragraphs in this section generally are not as descriptive and enlightening as the parallel paragraphs in the section now headed "1975 budget request" (pp. 12-16).

On page 11, a request of \$500,000 for working capital is mentioned, but it is not explained. The provision of working capital funds was approved in principle when the Consultative Group accepted the Secretariat paper of June 18, 1973 on "Budgeting and Accounting Procedures and Practices"; reference to this paper would be sufficient explanation of your working capital request.

On page 15, the second sentence of the last paragraph is misleading. It conveys the impression that there is a net gain from shifting the machinery-development program from special-project to core financing. In fact, there is a loss. If the machinery program continues as a special project, the United States finances all of it (except for that part described in 1974 as "agricultural engineering")



under your core budget). If the program is put into your core budget, however, the United States, under its general 25 per cent formula, does not finance more than one-quarter of it. If the U. S. in 1975 were to continue to finance \$252,000 of the machinery program as a special project, and were to finance what would then remain as IRRI's core program, the U. S. contribution for these items (excluding your capital budget) would be \$979,000. But when the machinery program is absorbed by your core program, the U. S. contribution, again on the 25 per cent formula, comes down to \$790,000 or so. The shift in funding therefore reduces the U. S. contribution by about \$190,000. I would suggest, then, that you delete the sentence in question.

On page 19, the six staff houses mentioned look like new houses, in addition to the five included in IRRI's 1974 budget, but I would like to be sure about this and, as you know, have sent you a telegram about it.

An important point probably needs to be kept in mind with regard to IRRI's capital budget as a whole. It is quite likely, I am afraid, that the Consultative Group will not be able to meet 1975 requests of IRRI and other centers in full. That implies that care should be taken to phase the Institute's construction program so that there is a reasonable prospect that projects begun in 1975 can actually be completed with the funds in hand. While it can be hoped that IRRI's request of \$2,969,000 for construction and equipment can be met, the management of IRRI should have alternative plans ready to meet the situation if, in the end, less money is available.

#### Organization and Structure

With respect to the organization and structure of your budget presentation, let me suggest that you consider again the outline in my letter of March 14. This is the scheme being followed generally by the institutes (with some individual variations, of course), and it has certain advantages over the organization of your present draft. A statement of your 1975 budget request ought to come very near the beginning of the document; as it is, we do not meet it until page 11, which is half way through the entire narrative. The statement might consist of the material that now appears on page 11, plus a brief summary paragraph on your capital budget (which would be new), plus the present paragraph on inflationary costs. This would give your entire budget request in a nutshell.

After that, a slightly modified section on your over-all research program might follow. In the present draft, we meet each component of your research program at least twice -- once in the section beginning on page 2 and again in the section on page 12. There is a good deal of repetition between the two texts; and the presentation



would be stronger, I think, if the two bits about each program were unified in a single major section on the research program as a whole. For each element in the research program, in other words, you would combine the statement about the objectives of the program element, which now appears in the section beginning on page two, with the statement about the developments proposed for the program element in 1975. It would be helpful if, in the margin, you noted for each element the manpower and funds proposed for that element in 1975; this information is contained in Table 2, of course, but it would be helpful for the reader to be looking at it, element by element, as he goes through the narrative text.

The text also should say something explanatory about the \$1,900,000 you are requesting for Conferences & Training, Library, Documentation & Information Services, Service Operations, General Administration, General Operations and All Other.

Under "All Other," with respect to your Contingency Reserve, please note that the amount is given in the text as \$63,000 but in Table 2 is given as \$93,000. It also strikes me that the language about the Contingency Reserve, on page 16, does not lay very much of a foundation for the request which, according to Table 2, you have in mind for subsequent years. As the draft says, \$93,000 in 1975 is "modest," but that word would not apply to the \$758,000 projected for this item in 1976 or the \$1,600,000 envisaged for 1977.

What you really should have here, I believe, is two things. One would be a modest contingency item, as proposed for 1975. The other would be an allowance for price rises in the years beginning in 1976. These rises would be cumulative from year to year. To illustrate, if you believe that price rises are going to cost you 15 per cent a year, then the allowance for price rises in 1976 would be \$870,000. In the next year, this would be added to your base and would figure in your 15 per cent calculation for that year. This matter is mentioned on page 4 of the paper on "Budgeting and Accounting Procedures and Practices."

Whether you adopt these suggestions or not, you no doubt will be producing a further draft of your proposed 1975 Budget. I would appreciate receiving a copy of it as soon as possible for the purposes of the Secretariat.

Your letter of May 4 concerning a re-calculation of your 1974 grants arrived yesterday. I am glad to have your new figures, and we will take them fully into account in calculating IDA's second contribution to IRRI for 1974. (We still expect that your 1974 budget will be substantially met. If there is a slight shortfall, it would be small enough to be met by reducing your working capital fund.)

Dr. Nyle C. Brady

- 4 -

May 21, 1974

One grant which I do not see mentioned is the \$100,000 which Australia pledged for your core budget at the time of the Consultative Group meeting last November. I am asking the Australians about this (the money was to be made available on July 1, 1974), and would be glad to receive any information which you may have on this score.

Sincerely yours,

Harold Graves

cc: Dr. Barco

HGraves:apm



FR  
BRADY  
RICEFOUND  
MANILA

CABLE FIVE SHOULD BE ADDED TO YOUR BUDGET PAPER AS PER  
RUDDY LETTER OF LAST SEPTEMBER SIXTH AND SECRETARIAT  
MEMORANDUM OF LAST JANUARY 22 PLEASE SEND COPY TO ME  
SOONEST POSSIBLE  
GRAVES

CUSTOMER TELEPHONE	DATE	SVC CLASS	WORDS	MESSAGE NUMBER
202477-3592	05/20/74	FR	. 35	LL-FI0591-00

REFER TO THIS  
NUMBER ON ALL  
INQUIRIES

WORLD BANK  
1818 H STREET  
NW WASH DC  
20433

*This message received by telephone and forwarded  
subject to the rules and regulations  
set forth in the Company's Tariff Book on file  
with the Federal Communications Commission*

**International  
Telegram Via** 

**MESSAGE CONFIRMATION**

International  
Telegram Via  
**ITT**

Subject to the rules and regulations  
of the International Telegram Company  
and its various Communication Companies.



MESSAGE CONFIRMATION

DATE  
TIME  
TO  
FROM

NO.	TO	FROM	DATE	TIME

DATE  
TIME  
TO  
FROM

IT World Communications Inc.  
37 West Street, New York, N.Y. 10014  
TELEPHONE: (212) 512-1234  
FAX: (212) 512-1234  
CABLE: ITWORLD  
INTERNET: WWW.ITWORLD.COM



INCOMING CABLE

RECEIVED

~~Handwritten signature~~  
CJ

ITT 17/MAY 20 1974

1974 MAY 20 PM 1:04

ZCZC AWA541 VIA ITT AIA965 LAP 167 COMMUNICATIONS

SECTION

UIWA HL GCLB 026

LONDONAIRPORT 26 20 1114 - May 20, 1974

Distribution

Mr. Graves  
Agriculture & Rural Dev.

LT

INTBAFRAD

WASHDC

FOR GRAVES

AIRMAILING IRRI REPORT THIS WEEK STOP BETWEEN MAY TWENTYONE AND  
THIRTYONE CAN BE CONTACTED IN IRAN THROUGH TASK FORCE REGARDS

EVANS

COL LT IRRI

GRE.

Form No. 27  
(3-70)

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE  
CORPORATION

**OUTGOING WIRE**

TO: EVANS  
THE OLD POST COTTAGE  
MOTCOMBE  
SHAFTESBURY  
DORSET

DATE: MAY 20, 1974

CLASS OF  
SERVICE: LT

COUNTRY: ENGLAND

TEXT:  
Cable No.: IF ENOUGH COPIES ARE AVAILABLE PLEASE SEND YOUR RICE INSTITUTE REPORT  
DIRECT TO CRAWFORD AS WELL AS TO ME. REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE   
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves : apm

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323

INTERNATIONAL TRADING CORPORATION

INTERNATIONAL BUREAU OF RESEARCH AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

OUTGOING WIRE

DATE MAY 20, 1974

CLASS OF SERVICE IT

TO: EVANS THE OLD POST COTTAGE HOTOLORE SHAPESBURY DORSET

COUNTRY: ENGLAND

TEXT Cable No.

IF ENOUGH COPIES ARE AVAILABLE PLEASE SEND YOUR HIGH INSTITUTE REPORT DIRECT TO CRAWFORD AS WELL AS TO ME. REGARDS.

GRAVES

DISPATCHED

MAY 20 7 30 PM 1974 COMMUNICATIONS SECTION

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CLEARANCE AND COPY DISTRIBUTION

AUTHORIZED BY

NAME: Harold N. Graves, Jr. OFF: Agriculture & Rural Development

SIGNATURE: *Harold N. Graves, Jr.*

SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE

REFERENCE: Graves: aqm

ORIGINAL (File Copy)

IMPORTANT: See Operator's Guide for proper form

Checked for Dispatch

For the International Bureau of Research and Development

*G2E.*

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: MAY 20, 1974

CLASS OF  
SERVICE: TELEX

*W.A.*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

ALPHA IN ORDER TO MEET SPECIFICATIONS OF BELL SUBCOMMITTEE YOUR BUDGET PAPER SHOULD INCLUDE MAN YEAR AS WELL AS DOLLAR ESTIMATES FOR EACH SEGMENT OF YOUR RESEARCH PROGRAM AS LISTED IN TABLE TWO AND FOR EACH OTHER MAJOR ACTIVITY AS LISTED IN TABLE ONE. FIGURES SHOULD SPECIFY MAN YEARS OF SENIOR SCIENTISTS SEPARATELY FROM SUPPORT. BETA YOUR NARRATIVE TEXT SHOULD INCLUDE ADEQUATE DESCRIPTION OF ACTIVITIES CARRIED ON IN CATEGORIES TWO THREE FOUR AND FIVE OF TABLE ONE. THESE ITEMS ACCOUNT FOR FORTY FIVE PER CENT OF YOUR PROPOSED CORE BUDGET AND DESERVE SOME TREATMENT. GAMMA SINCE YOU ARE FOR FIRST TIME PRESENTING MACHINERY DEVELOPMENT PROGRAM FOR CORE SUPPORT IT MIGHT BE WELL TO PRESENT MORE DETAIL ON THIS ITEM. QUERY. DO SIX HOUSES INCLUDED IN YOUR CAPITAL BUDGET FOR 1975 INCLUDE THE FIVE BUDGETED FOR 1974 OR ARE THEY ADDITIONAL. LETTER FOLLOWS. REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves :apm

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COMMUNICATIONS SECTION

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STYAL

THAT ON THE LINE ADDITIONAL PELLETS CONTAINING RECOVERED  
 INCLUDED IN ABOVE MENTIONED BUDGET FOR 1912 INCLUDE THE LINE BUDGETED FOR  
 WHICH BE LEFT TO PRESENT MORE DETAILED ON THIS ITEM. OTHER DO SIX HORSES  
 THESE LINE REPRESENTING MACHINERY REARWORKING BUDGET FOR SOME STRENGTH IN  
 PROPOSED SOME BUDGET AND DESIGNER SOME REVISIONS. GIVEN SINCE DON VBE FOR  
 AND LINE OF LITTLE ONE. THESE ITEMS ACCORDING FOR WORKS LINE BEY SOME OF ABOVE  
 VARIOUS DESCRIPTION OF VARIOUS TYPES ON IN CATEGORIES AND THESE SOME  
 SOMEHOWS REPRESENTING FROM STRENGTH. BEY ABOVE MENTIONED LINE SHOULD INCLUDE  
 VARIOUS AS LISTED IN LITTLE ONE. THESE SHOULD SPECIFIC WITH ANALYSIS OF TYPES  
 OF ABOVE RESEARCH PROGRAM AS LISTED IN LITTLE TWO AND FOR EACH OTHER WHICH  
 THESE SHOULD INCLUDE MAN LEVE AS LEFT AS DOTTED ESTIMATES FOR EACH SECTION

VERY IN ORDER TO NEED SPECIFICATIONS OF LEFT SUBCOMMITTEE ABOVE BUDGET

COPY NO. 15X1

COPY NO. 15X1

SERVICE LETTER

COPY NO. 15X1

DATE APR. 30 1914

OUTGOING WIRE

RECONSTRUCTION AND DEPARTMENT	COMMUNICATIONS
INTERMEDIATE WIRE LINE	INTERMEDIATE WIRE LINE
1914	1914

Handwritten initials/signature

THE INTERNATIONAL RICE RESEARCH INSTITUTE

File (122)

May 18, 1974

Dear Harold,

Your letter of May 9 commenting on our budget request has been received. We certainly agree with you that the size of our budget request is formidable. We know that this increase is large in contrast to the cost of a new center. I noticed with some amusement, however that you did not compare our increase with the cost of setting up a second center such as ICRISAT.

Seriously, I think our budget presentation identifies rather clearly for what the increases we are asking for, will be used to support. If we subtract the inflationary cost -- about \$530,000, the costs of the farm machinery program which are already being covered in a special grant, and the additional cost of our cropping systems program which was approved a year ago, the programmed increase is seen to be quite reasonable. I hope these figures are made clear in our budget presentation.

It was a pleasure to spend sometime with Jim Evans. He went over with us rather carefully our budget requirements. I gathered from discussions with him that he felt if anything, we might be slightly underestimating the budgetary requirements for next year. We are hoping to receive a firm estimate from our architects on the building. If anything, the cost may be slightly higher than those we submitted in our preliminary budget request.

I would certainly agree that some hard questions must be asked with respect to support for the existing centers in comparison with the cost of starting new ones. I would submit that a support for a center such as IRRI that already has a well organized program should not be withheld at the expense of starting new ones, especially in view of the fact that rice is so important throughout the world.

circled



THE INTERNATIONAL RICE RESEARCH INSTITUTE

May 18, 1974

Dear Harold,

Your letter of May 9 commenting on our budget request has been received. We certainly agree with you that the size of our budget request is formidable. We know that this increase is large in contrast to the cost of a new center. I noticed with some amusement, however that you did not compare our increase with the cost of setting up a second center such as ICRISAT.

Seriously, I think our budget presentation identifies rather clearly for what the increases we are asking for, will be used to support. If we subtract the inflationary cost -- about \$230,000, the costs of the farm machinery program which are already being covered in a special grant, and the additional cost of our cropping systems program which was approved a year ago, the programmed increase is seen to be quite reasonable. I hope these figures are made clear in our budget presentation.

It was a pleasure to spend sometime with Jim Evans. He went over with us rather carefully our budget requirements. I gathered from discussions with him that he felt if anything, we might be slightly understating the budgetary requirements for next year. We are hoping to receive a firm estimate from our architects on the building. If anything, the cost may be slightly higher than those we submitted in our preliminary budget request.

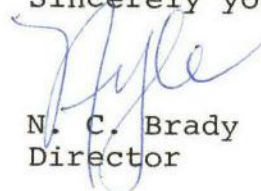
I would certainly agree that some hard questions must be asked with respect to support for the existing centers in comparison with the cost of starting new ones. I would submit that a support for a center such as IRRI that already has a well organized program should not be withheld at the expense of starting new ones, especially in view of the fact that rice is so important throughout the world.

Lewis

Page 2

Thanks for your advice with respect to sending information to Sir John Crawford relative to our new program needs. We hope to supply him with a copy of specific statements for our expanded genetic, evaluation and utilization program and the agro-economic network (constraints) program which we plan to initiate during the coming year. We hope to get something to him within the next few weeks.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
c/o World Bank  
1818 H Street, N. W.  
Washington, D. C. 20433  
U. S. A.

NCB:eby

RECEIVED  
INTERNATIONAL  
AGRICULTURAL RESEARCH  
GROUP



1974 MAY 30 AM 11:34

COMMUNICATIONS  
SECTION

ИСВ:ерл

П. С. В.  
Мэрииндтон, Д. С. 30433  
1818 Н Стреет, И. М.  
с/о Мотлг Банк  
Администрация Исследования  
Консультативе Глоуб он Интернационал  
Екзекутив секретари  
Мр. Натолг Сталес

Директор  
И. С. Висл



Синсерелл Лонкс

the next few weeks.  
the coming year. We hope to do something to the military  
(communications) program which we have to improve and  
and administration program and the radio-economic network  
abstract statements for our expanded benefits, evaluation  
program needs. We hope to publish the with a copy of  
information to the your country relative to our new  
thanks for your advice with respect to sending

Page 3

THE INTERNATIONAL RICE RESEARCH INSTITUTE

May 17, 1974

Dear Harold,

My attention has been called to the fact that we have not received our final allocation from the World Bank to cover our 1974 budget. It is my understanding that the Bank's grant was to be in two parts. The first, amounting to \$580,000 has already been paid. The second was to have been either \$574,500 or \$194,500 depending on whether or not the Inter-American Development Bank made allocations to CIAT and CIMMYT. I have heard that these allocations were made. If this is the case, what steps must we take to obtain the second allocation to IRRI? We want to move ahead with our building plans, including the purchasing of some basic materials and need assurance of the funding to do so.

Your help on this matter will be appreciated.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on  
International Agricultural Research  
c/o World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433  
U. S. A.

Copy to Mr. F. M. Salacup  
:vam



1974 APR 20 AM 11:34

COMMUNICATIONS SECTION

COPIES TO MR. E. M. GARDNER

P. S. V.  
Washington, D.C. 20033  
1818 H Street, N.W.  
C/O World Bank  
International Agricultural Research  
Cooperative Group on  
Executive Secretary  
Mr. Harold Glass

Director  
M. C. Bradley  
  
Sincerely yours,

Your help on this matter will be appreciated.

to do so.  
of some basic materials and need assistance of the funding  
agreed with our funding plans, including the budgeting  
to obtain the second allocation to IRRI. We want to make  
were made. If this is the case, what steps what we take  
to CIVIL and CIVIL. I have heard that these allocations  
not the Inter-American Development Bank made allocations  
been either \$225,200 or \$125,200 depending on whether or  
to \$280,000 has already been paid. The second was to make  
Bank's share was to be in two parts. The first, amounting  
cover our 1974 budget. It is my understanding that the  
not received our final allocation from the World Bank to

My attention has been called to the fact that we have

Dear Harold,

May 11, 1974

92E

May 17, 1974

Dr E.J. Wellhausen  
CIDRMT  
Calle-Londres 40  
Mexico 6, DF  
Mexico

Dear Ed:

When speaking by telephone today, you mentioned an IRRI paper on the interdisciplinary team approach to accelerating agricultural production. Should you have another copy of this paper, I would be most happy to receive it, not only for my own information but also for that of some of my colleagues within the Bank.

Best regards.

Sincerely,



James M. Fransen  
Agricultural Research Adviser  
Central Projects Staff

cc: ARA Files - Brazil

JFransen:jf



G2E

**OUTGOING WIRE**

TO: SIR JOHN CRAWFORD  
C/O DEVELOPMENT BANK  
PORT MORESBY

DATE: MAY 14, 1974

CLASS OF  
SERVICE: LT

COUNTRY: PAPUA AND NEW GUINEA

TEXT:  
Cable No.:

WROTE YOU MAY NINE EXPRESSING CONCERN AT SIZE OF RICE INSTITUTE 1975 BUDGET AS SUMMARIZED IN GROSS TOTALS IN TELEGRAM FROM BRADY. AT SAME TIME WROTE BRADY SUGGESTING INCREASES MIGHT REQUIRE SPECIAL CONSIDERATION FROM TAC AND SUGGESTED HE GET IN TOUCH WITH YOU CONCERNING CONTENT OF HIS BUDGET. WE NOW HAVE HIS DETAILED BUDGET DOCUMENT AND WHILE FIGURES ARE NOT SO LARGE AS STATED IN BRADYS TELEGRAM THEY ARE STILL LARGE. CORE IS PROJECTED TO INCREASE BY A MILLION AND A HALF DOLLARS TO FIVE MILLION TOTAL AND CAPITAL IS PROJECTED TO INCREASE BY TWO MILLION DOLLARS TO THREE AND A HALF MILLION TOTAL. EXCLUDING INFLATION THE INCREASE IN THE CORE PROGRAM IS ONE MILLION OF WHICH ONE QUARTER IS ASKED FOR MACHINERY DEVELOPMENT PROGRAM ONE QUARTER FOR RICE RESEARCH AND TRAINING AND ONE HALF FOR CROPPING SYSTEMS. OF THE CAPITAL BUDGET INCREASE HALF A MILLION IS TO KEEP SENIOR SCIENTISTS ON STANDBY FOR OUTREACH PROGRAMS AND MOST OF THE REMAINING MILLION IS ATTRIBUTED TO RISING PRICES ALTHOUGH FURTHER INVESTIGATION MIGHT WELL SHOW THAT ABOUT TWO HUNDRED THOUSAND IN FACT IS CAUSED BY REAL INCREASES. EVANS SPENT LAST WEEK AT IRRI AND I WILL ASK HIM TO SEND HIS REPORT STRAIGHT TO YOU SO THAT YOU MAY CONSIDER WHETHER YOU WISH TO TAKE SPECIAL ACTION. REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE   
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves:apm

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92E

Form No. 27  
(3-70)

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE  
CORPORATION

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: MAY 13, 1974

CLASS OF  
SERVICE: ~~FULL RATE~~  
TLX

ITT

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

YOUR LETTER AND BUDGET DRAFT RECEIVED WITH MANY THANKS. WILL BE  
COMMUNICATING FURTHER. **REGARDS.**

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves :apm

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MAY 13 3 29 PM 1974

COMMUNICATIONS

NOT TO BE REPRODUCED

SECRET

COMPLICATING MATTERS. RESERVE.

LOOK FURTHER AND BUDGET DEVEL RESERVE WITH YOUR OWNERS. WILL BE

SECRET

SECRET

SECRET

SECRET

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SECRET

SECRET  
CLASS OF  
SECRET

SECRET  
SECRET  
MAY 13 1974

ORIGINAL FILE

<p>SECRET</p> <p>SECRET</p> <p>SECRET</p>	<p>SECRET</p> <p>SECRET</p> <p>SECRET</p>	<p>SECRET</p> <p>SECRET</p> <p>SECRET</p>
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SECRET



92E

May 9, 1974

Dear Nyle:

Many thanks to you for your cable about IRRI's draft budget request for 1975. I hope that the budget document was in fact mailed on May 6, and will be very much interested to see the details it will contain.

In the meantime, the dimensions of your proposal appear to me to be pretty formidable. If you subtract from the 1975 numbers what IRRI asked for (and is getting) in 1974, enough is left over to finance the construction of the physical plant and a year's running costs of a new institute as big as the International Livestock Center for Africa.

The Consultative Group could not consider an addition of this size without having the advice of its Technical Advisory Committee on the matter. I understand, of course, that your proposal is still in draft and has not been acted on by your Board of Trustees. Even so, since International Centers Week is not very far away, you may want to consider whether to give Sir John Crawford, the Chairman of TAC, some advance notice of what you have in mind. Sir John's address is 32 Melbourne Avenue, Deakin, Canberra, A.C.T. 2600, Australia.

I'm sending a copy of this letter to Frosty Hill to facilitate any consultation you might wish to have with him.

Sincerely,

Harold Graves

*J. Hill*

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

Sir John Crawford )  
CC: Dr. F. F. Hill ) with copy of Dr. Brady's incoming cable of May 3  
Mr. L. J. C. Evans)

HGraves:apm

92E

May 9, 1974

Sir John Crawford  
c/o Development Bank  
Port Moresby  
Papua and New Guinea

Dear Sir John:

Since Nyle Brady was late in providing IRRI's draft budget, I cabled him recently to ask to tell me (a) what amounts he would be asking for in 1975 to cover his core budget and his capital expenditures and (b) what contribution IRRI itself would be able to make out of its earned income. A copy of his reply is attached, together with a letter from me to him on the subject.

Until I see Brady's budget document, I cannot tell what is behind his very large estimates. There is some reason for thinking that his core budget (which for 1974 is on the order of \$3.3 million) contains a big factor for inflation, about which, I know, Brady is quite alarmed. It also is possible (although not probable) that Brady has inadvertently added special-project costs (about \$1.9 million in 1974) into his core budget figure.

On the capital side, the \$500,000 Brady mentions in his cable is wanted to maintain a pool of scientists who would be available for outreach. Since their employment outside IRRI would be subject to vagaries of demand, he wants some funds to maintain them while they are on station. As for the rest, Brady does want more laboratory facilities, which he certainly needs; but I do not know what this would cost. He also is proposing to add staff for research on rainfed rice, which, in the nature of things at IRRI, means it will be necessary to construct more staff houses, no doubt at considerable expense.

We spent more than four hours here yesterday with Diouf. The WARDA Steering Committee met early in April, and was not



Sir John Crawford

- 2 -

May 9, 1974

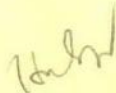
happy with the terms of reference given to it by the Warda Governing Council on the basis of the TAC resolution as given effect in the exchange of letters between Dick Demuth and Diouf. The Steering Committee asks for a review and revision of those terms of reference. Either Bruce or I will be writing you about this soon.

Sincerely,

Harold Graves

copy, with attachments, sent to 32 Melbourne Avenue, Deakin, Canberra

cc: Mr. Peter Oram, FAO



HGraves:apm

INCOMING CABLE

BAC  
~~H~~  
CJ

RECEIVED  
MAY 8 10 40 AM 1974  
COMMUNICATIONS  
SECTION

ZCZC 248423 RC001 PDC0761 RMF1590 PMU359 TL585/IRI40/DR

URWT CO PHMA 053

MANILA 53/49 08 1111

May 8, 1974

Distribution: Mr. Graves  
Agriculture & Rural Development  
Mr. Humphrey

GRAVES INTBAFRAD WASHINGTONDC

BELOW IS REPETITION OUR CABLE OF MAY 1:

REURCABLE APRIL 30 IRRI 1975 BUDGET REQUEST INCLUDES  
CORE OPERATIONS DOLLARS 8,520,000 STOP CAPITAL  
EXPENDITURES DOLLARS 3,469,000 WHICH INCLUDES  
DOLLARS 500,000 WORKING CAPITAL STOP EARNED INCOME  
DOLLARS 200,000 STOP COMPLETED BUDGET REQUEST  
TO BE MAILED MAY 6

BRADY

COLL GQC EP QOUT INTWP,000 3,469,000 500,000 200,000 6 BRADY



92E

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: MAY 7, 1974

CLASS OF  
SERVICE: ~~FULL RATE~~

*Tele*

*Wm*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

GLAD TO KNOW YOUR BUDGET DOCUMENT WAS TO HAVE BEEN MAILED MAY SIX.  
IN MEANTIME, FIRST PART OF YOUR CABLE ON BUDGET REQUIREMENTS DAMAGED IN  
RECEIPT HERE. WOULD APPRECIATE YOUR SENDING MESSAGE AGAIN URGENTLY.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *H.N.G.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves : apm

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REFERENCE: *Исследования*  
 SIGNATURE: *Исследования*  
 DATE: *1972*  
 NAME: *Исследования*  
 C. VERIFICATION: *Исследования*

CLASSIFICATION AND CONTROL  
 CONTROLLED BY: *Исследования*  
 CONTROLLED BY: *Исследования*  
 CONTROLLED BY: *Исследования*  
 CONTROLLED BY: *Исследования*

NOT TO BE DECLASSIFIED

CLASSIFICATION

SECRET

BECAUSE THESE WOULD VULNERABLE TO BE SENDING MESSAGE ABOUT PROGRESS  
 IN REVEALING FIRST PART OF LONG COPY ON BUDGET REORGANIZATION DRAFTED IN  
 STUD TO KNOW LONG BUDGET DOCUMENT HAS TO HAVE BEEN REVISED AND SIX

CLASS NO: 1000

CLASS NO: 1000

COPYING: REPRODUCTION

COPYING: REPRODUCTION

*1000*

CLASS: *SECRET*  
 CONTROL: *Исследования*  
 CONTROL: *Исследования*  
 CONTROL: *Исследования*

CLASS: *SECRET*  
 CONTROL: *Исследования*  
 CONTROL: *Исследования*  
 CONTROL: *Исследования*

ORIGINAL (TYPE COPY)

CLASSIFICATION

CLASSIFICATION AND CONTROL	CLASSIFICATION AND CONTROL	CLASSIFICATION AND CONTROL
CLASSIFICATION AND CONTROL	CLASSIFICATION AND CONTROL	CLASSIFICATION AND CONTROL

*SECRET*



92E

**THE INTERNATIONAL RICE RESEARCH INSTITUTE**

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

May 7, 1974

Dear Mr. Minister:

I want to express appreciation for the courtesies you and your colleagues extended to Dr. McClung and to me during our recent visit to Sri Lanka, and particularly for the very fine dinner on Friday evening, May 3rd.

You inquired about the person to contact in case you wish to proceed with a possible World Bank review and support for strengthening the National Agricultural Research System of Sri Lanka. There has been a recent reorganization in the IBRD headquarters in Washington but I would suggest that your best contact would be -

Mr. Dennis Parsons  
Asia Projects Department  
IBRD  
1818 H. Street  
Washington, D. C. 20433  
U. S. A.

I shall be reviewing the draft report of the review with Dr. N. C. Brady and Dr. D. S. Athwal for the next two days and copies of the report will be forwarded to you promptly.

With kind regards.

Sincerely,

A. H. Moseman

The Honourable Minister of Agriculture  
Mr. H. S. R. B. Kobbekaduwa  
Colombo, Sri Lanka

/dnt

92E

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CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

May 7, 1974

Dear Ernest:

I appreciate the time and the courtesies you and your colleagues extended during the recent review conducted by Dr. McClung and myself of the Sri Lanka-IRRI-Ford Foundation Rice Project. I shall be discussing the draft report with Dr. N. C. Brady and Dr. D. S. Athwal over the next two days and copies of the final report will be forwarded to you and the Minister promptly.

There have been some changes recently in the headquarters organization of the IBRD in Washington but I believe the appropriate person to contact in the event you decide to pursue possible IBRD support for strengthening the National Research organization would be -

Mr. Dennis Parsons  
Asia Projects Department  
IBRD  
1818 H. Street  
Washington, D. C. 20433  
U. S. A.

You have some challenging opportunities ahead in building up the National Rice Research Program and also improving the National Agricultural Research System for Sri Lanka and I shall look forward to keeping in touch with you and your colleagues in the future.

With kind regards.

Sincerely,

A. H. Moseman

Dr. Ernest Abeyratne  
Director of Agriculture  
Central Agricultural Research Institute  
Gannoruwa, Peradeniya  
SRI LANKA

/dnt



# THE INTERNATIONAL RICE RESEARCH INSTITUTE

May 4, 1974

Dear Harold:

In preparing the 1975 IRRI budget request, we discovered a minor problem which should be called to your attention. This concerns the 1974 budget allocation from the Overseas Development Administration (ODA). You may recall during the Centers' Week in Washington last year, ODA offered to allocate an amount of 10,000 to support the germ plasm collection, storage and preparation here at IRRI. In the past, this had been covered by a special grant from the Rockefeller Foundation and consequently, was not figured into our core budget request for 1974. Consequently, the ~~200,000~~ grant to IRRI covers ~~190,000~~ support to our core program and ~~10,000~~ support for germ plasm activities. Expressed in terms of a rate of exchange of ~~1~~ : \$2.43, the comparable dollar figures are: \$24,300 to support the germ plasm bank and \$461,700 to support core. This change will need to be taken into consideration in the final allocation of funds to IRRI for the 1974 budget.

Considering this minor change in ODA funds available for our core program, we calculate the following for our sources of funding:

Rockefeller Foundation	\$ 700,000 ✓
Ford Foundation	750,000 ✓
United States Agency for International Development	1,100,000 ✓
International Development Association	580,000 ✓
International Development Research Center	307,000 ✓
Overseas Development Administration	461,700 ✓
Japanese Government	263,500 ✓
To be found	<u>574,800</u>
Sub-Total	\$4,737,000
Add: Earned Income	<u>200,000</u>
T O T A L	\$4,937,000
	vvvvvvvvvv

1974 10 15 10:47

	LLLLLLLLLL
LODAR	\$4,831,000
add: Earned income	500,000
sub-total	\$4,331,000
To be found	214,800
Japanese government	383,200
Overseas Development Administration	481,100
Center	301,000
International Development Research	
Station	280,000
International Development Asso-	
national Development	1,100,000
United States Agency for Inter-	
national Development	120,000
Rockefeller Foundation	2,100,000

Sources of funding:

For our core program, we anticipate the following for our consideration this winter: requests in ODA funds available

allocation of funds to IRRI for the 1974 budget. This need to be taken into consideration in the final program plan and \$481,100 to support core. This amount represents dollar figures are: \$214,300 to support the deficit in terms of a rate of exchange of 19: \$25.43, the cost and \$10,000 support for deficit program activities. Expressed amount to IRRI covers \$130,000 support to our core program budget request for 1974. Consequently, the \$500,000 amount and consequently was not included into our core covered by a special grant from the Rockefeller Foundation here at IRRI. In the past, this had been to support the deficit program collection, storage and breeding last year, ODA offered to allocate an amount of 10,000 dollars to support the center, work in magnitude from the Overseas Development Administration (ODA). Your attention. This concerns the 1974 budget allocation discovered a winter program which should be called to in preparing the 1974 IRRI budget request, we

Dear Harold:

MAY 1974

THE INTERNATIONAL RICE RESEARCH INSTITUTE



Please note that a total of \$574,800 is still needed to complete our funding for 1974. We trust you will take this into consideration when the final 1974 allocation is made from IBRD.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Consultative Group on International  
Agricultural Research  
1818 H St., N.W. Washington D.C. 20433  
U. S. A.

NCB:eby

cc: Dr. F. F. Hill  
Mr. F. M. Salacup

THE INTERNATIONAL RICE RESEARCH INSTITUTE

May 4, 1974

Dear Harold:

Enclosed are two copies of a draft of the 1975 budget request of IRRI which will be presented to the IRRI Board for their consideration on June 7-8. I am sorry to be so late in getting this to you, but illness and a death in my family plus the use of a new scheme for classifying our interdepartmental research delayed its completion. I hope the summary figures I cabled to you and the summary tables handcarried to the United States and sent on to you were helpful in your discussions in Europe.

I was surprised at the size of our budget request but upon analysis, find that the increases are due mostly to inflation and to programs which were presented to the CG last year. Of the \$1,524,000 increase in operational budget about one third is due to pressures of inflation (\$529,100). Some \$238,800 is really not an increase but is a shift of a home based special grant (Machinery Development) from one type of funding to another. It is anticipated that the major donor sponsoring the special grant will pick up the funding for this activity under core.

The cropping systems increase which was programmed last year comes to \$453,000. An increase in rice research program of \$229,900 is requested. As you know from your visit here earlier in the year this is to be used mostly for the intensified genetic evaluation and utilization (GEU) program which offers great potential, particularly for our cooperating country programs.

The increase in proposed capital expenditures is also due mostly to inflation. The estimates provided IRRI by our architects for the probable costs of all capital items programmed for 1974 were much too low. Rapidly escalating building costs have further magnified the seriousness of the error in cost estimates for 1974. Also, the unexpected cost of living adjustment made it necessary for us to use \$75,000 of our capital construction funds for operations.

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DEPARTMENT OF AGRICULTURE  
MAY 13 1974



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1974 MAY 13 AM 9:31

COMMUNICATIONS

plans for operations. SECTION  
necessarily for us to use \$12,000 of our savings construction  
also, the unexpected cost of inland adjustment made if  
the seriousness of the error in cost estimates for 1974.  
Budgetary estimates provided costs make further adjustments  
savings items budgeted for 1974 were much too low.  
IBKI will not anticipate for the proposed costs of 1974  
also the possibility of inflation. The estimates provided  
The increase in proposed savings expenditures is

beneficially for our cooperative council budget.  
management (GEN) budget which offers direct benefits,  
used mainly for the increased general management and  
from long term items were earlier in the last year is to be  
research budget of \$250,000 is reduced. As long term  
last year comes to \$423,000. An increase in 1974  
The proposed savings increase which was budgeted

will significantly reduce costs.  
during the period which will be the budget for  
another. It is anticipated that the total donor  
(management development) from one type of budget to  
an increase but is a result of a more severe budget  
of inflation (\$250,000). Some \$238,800 is really not  
in operations budget which one thing is due to business  
sent to the CC last year. Of the \$1,254,000 increase  
mainly for inflation and for budget which were pre-  
but now available. The increase is due  
I was surprised at the size of our budget which

changes in price.  
rates and sent on to long term which in long term  
to long term and the annual rates which are the main  
the comparison. I hope the annual rates I carried  
for establishing our management research which  
and a result in which finally bring the use of a new scheme  
will be so late in defining price to long term, but I think  
IBKI board for their consideration on June 1-8. I am  
budget which of IBKI which will be presented to the  
Enclosed are two copies of a draft of the 1974

Dear Harold:

May 4, 1974

In view of the fact that additional funds will be needed for the construction of our laboratory and training/conference center our consultants have recommended that we proceed with some modest renovations of our service building to permit some space reallocation which shifting to the new buildings will make necessary. This renovation will take on an estimated of \$100,000. A summary of the modifications for the current (1974) budget we anticipate making to accommodate added operating expenses as well as sensible changes in capital construction items is shown in the attached table.

Our consultants also recommend that we purchase some essential building materials for the new facilities as soon as specifications can be formulated. This would save money since building materials are currently increasing at an average of 4-5% a month.

Another increase in proposed capital construction is for the development of land. The Philippine Government is currently procuring 300 hectares of additional land for our use and that of the University of the Philippines. The initial development of this land will take an additional \$343,000. As you know, this land is badly needed for our expanded upland rice and cropping systems research programs.

You are aware that this draft budget request is being presented only now to our Board of Trustees. They may make modifications which we will include in a final budget request to be presented before July 1.

If there are any questions on this draft presentation, please let us know.

Sincerely yours,

  
N. C. Brady  
Director

Mr. Harold Graves  
Consultative Group on International  
Agricultural Research  
1818 H St., N. W. Washington D.C. 20433  
U. S. A.

cc: Dr. F. F. Hill

Enclosures:

- 1) 1975 Budget Request (Draft) - 2 copies
- 2) IRRI Capital Budget Items

SECTION  
COMMUNICATIONS  
JUN 13 AM 2:31  
SECTION



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3) IBBI Cabinet Budget Items  
1) 1974 Budget Budget (Draft) - 3 copies  
ENCLOSURES:

1974 MAY 13 AM 9:30

CC: DL. E. E. HILL

COMMUNICATIONS  
SECTION

P. S. V.  
1818 H St., N. W. Washington D.C. 20433  
Administrative Research  
Consultative Group on International  
M.L. Harlow Graves

Director  
M. C. Bland  


Directorial Office

Please let us know.

If there are any questions on this draft presentation,

request to be presented before July 1.  
modifications which we will include in a final budget  
presented only now to our Board of Trustees. They may make  
you are aware that this draft budget request is being

expanded during this and following years research programs.  
\$343,000. As you know, this fund is badly needed for our  
the initial development of this fund will take an additional  
our use and that of the University of the Philippines.  
is currently brooding 300 hectares of additional land for  
for the development of land. The Philippine Government  
another increase in proposed cabinet construction is

increasing at an average of 4-2% a month.  
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in the attached table.  
senior's charges in cabinet construction items is shown  
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modifications for the current (1974) budget we anticipate  
will take on an estimated of \$100,000. A summary of the  
to the new buildings will make necessary. This renovation  
building to permit some space relocation which allowing  
we proceed with some modest renovations of our service  
conference center our consultants have recommended that  
needed for the construction of our laboratory and training  
in view of the fact that additional funds will be

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
Schedule 1 : Breakdown of Proposed Capital Budget - 1975

Laboratory Building	\$1,105,000
Training & Conference Center	237,500
Laboratory Equipment	187,500
Land Lease	3,000
Land Development	300,000
Farm Machinery	40,000
Greenhouse	120,000
Vehicles	66,000
Staff Houses (6)	480,000
Renovation of old Laboratory Building	100,000
Renovation of Utilities (Research Center)	60,000
Ancillaries	80,000
Generators (including accessories)	160,000
Expansion of Water System at Staff Housing	<u>30,000</u>
T o t a l	<u><u>\$2,969,000</u></u>

Enclosure (2)



*BHC*  
*HG*  
*G.*

INCOMING CABLE

DATE AND TIME OF CABLE: MAY 1, 1974 1256

RECEIVED ~~RECEIVED~~: MAY 3, 1974

TO: INTBAFRAD GRAVES

FROM: MANILA

ROUTING	
ACTION COPY:	MR. GRAVES ✓ AGRICULTURE & RURAL DEVELOP.
INFORMATION COPY:	
DECODED BY:	

TEXT: REURCABLE APRIL 30 IRRI 1975 BUDGET REQUEST INCLUDE CORE OPERATIONS DOLLARS 8,520,000. CAPITAL EXPENDITURES DOLLARS 3,460,000 WHICH INCLUDE DOLLARS 500,000 WORKING CAPITAL. EARNED INCOME DOLLARS 200,000 COMPLETED BUDGET REQUEST TO BE MAILED MAY 6.

BRADY

HGO

NOTE: DELAY IN DISTRIBUTION DUE TO ORIGINAL MESSAGE PREVIOUSLY RECEIVED MUTILATED.

THE INTERNATIONAL RICE RESEARCH INSTITUTE

66  
File  
IRRI

April 30, 1974

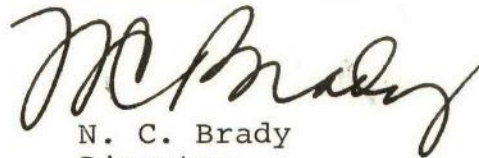
Dear Harold:

Further to my letter of April 5, 1974 please find enclosed two copies of the Financial Report of the International Rice Research Institute as of December 31, 1973 which we received only today.

✓ behind file

Sorry for the delay.

Sincerely yours,



N. C. Brady  
Director

Mr. Harold Graves  
Consultative Group on International  
Agricultural Research  
1818 H St., N. W. Washington D.C. 20433  
U. S. A.

:eby

cc: Lewis



cc: [unclear]

19 11 11 11 11  
[unclear]

eply

U. S. A.  
1818 H St., N. W. Washington D.C. 20433  
ADJUTANT GENERAL  
CONSULTATIVE GROUP ON INTERNATIONAL  
MR. HAROLD STAVES

DIRECTOR  
N. C. BIRD



Sincerely yours,

sorry for the delay.

which we received only today.  
Research Institute as of December 31, 1973.  
Financial report of the International Rice  
Please find enclosed two copies of the  
Further to my letter of April 2, 1974

*Handwritten note:* [unclear]

Dear Harold:

April 30, 1974

THE INTERNATIONAL RICE RESEARCH INSTITUTE

18.01  
[unclear]

20

# THE INTERNATIONAL RICE RESEARCH INSTITUTE

April 30, 1974

Dear Harold:

I must apologize for the long delay in answering your letter of March 28. Mr. Salacup has made a study of the use of our funds for the specific items identified in your letter. His findings show that there will be no funds saved from unfilled or temporary/vacant positions from visiting scientist positions or from deferred purchases of equipment.

The reasons for this situation are as follows:

- 1) Salaries needed for the replacement of two of our staff positions are larger than we had budgeted. This is because the incumbents are better qualified and have had more experience than those who were being replaced.
- 2) Also, as a result of the very strong recommendation of a team of consultants including Mr. Ruddy from IBRD, we are forced to add a personnel officer and operations manager. They pointed out that we have a smaller administrative team than we had four years ago when their budget and operations were half those we enjoy today.

As you know, plans are made for visiting scientists months in advance of their being filled, consequently it was not possible for us to renege our earlier commitments to make the needed savings.

As I shall be writing to you later on this week, rise in construction cost will force us to use whatever new equipment funds were allocated to the houses and laboratory center to cover construction costs. For that reason, there are no funds which might be made available from the equipment purchase sources.

I shall be making a more complete report on these other matters when I send you the budget request for 1975. This should be sent to you no later than next Monday.

I must apologize for the long delay in mailing the budget material to you, however, the serious illness and subsequent death of my father made it necessary for me to make an unscheduled trip to the States. Our annual rice

210031



THE INTERNATIONAL RICE RESEARCH INSTITUTE

April 30, 1974

Dear Harold:

I must apologize for the long delay in answering your letter of March 28. Mr. Salacup has made a study of the use of our funds for the specific items identified in your letter. His findings show that there will be no funds saved from unfilled or temporary/vacant positions from visiting scientist positions or from deferred purchases of equipment.

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Lewis

Page 2 -

research workers' conference and attendance at the ADB governing board meeting also took time from my budget preparation activities.

Sincerely yours,



W. C. Brady  
Director

Mr. Harold Graves  
Consultative Group on International  
Agricultural Research  
1818 H St., N. W. Washington D.C. 20433  
U. S. A.

NCB:eby

cc: FMS

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COMMUNICATIONS  
FEBRUARY 11 1964



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COMMUNICATIONS  
SECTION

CC: EWS

ICB:erl

U. S. V.  
1818 H St., N. W. Washington D.C. 20433  
ADMINISTRATIVE RESEARCH  
CONSENSITIVE GROUP ON INTERNATIONAL  
MR. HAROLD CRAVER

DIRECTOR  
M. C. BRADY



STANLEY LORIS

proceed preparation activities.  
ADB development project meeting also took time from my  
research work, conference and attendance at the

92E.

**OUTGOING WIRE**

TO: **BRADY  
RICEFOUND  
MANILA**

DATE: **APRIL 30, 1974**

CLASS OF  
SERVICE: **TELEX**

111

COUNTRY: **PHILIPPINES**

TEXT:  
Cable No.:

IN A FEW DAYS I WILL BE LEAVING FOR EUROPE TO VISIT DONOR ORGANIZATIONS AND ACQUAINT THEM WITH FINANCIAL NEEDS OF RESEARCH CENTERS IN 1975. FOR THAT PURPOSE I NEED EARLIEST POSSIBLE CABLED ADVICE CONCERNING YOUR 1975 FINANCIAL REQUIREMENTS. PLEASE SUPPLY FIGURES AS FOLLOWS FIRST YOUR REQUIREMENTS FOR CORE OPERATIONS SECOND YOUR REQUIREMENTS FOR CAPITAL EXPENDITURES ON CONSTRUCTION NEW EQUIPMENT AND FURNITURE AND ASSOCIATED FEES AND THIRD AMOUNT IRRI ITSELF WILL BE CONTRIBUTING FROM EARNED INCOME. WE ALSO CONTINUE TO HAVE URGENT NEED OF YOUR FULL SCALE PRESENTATION. WHEN DO YOU EXPECT TO MAIL IT. REGARDS.

(GRAVES)

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME **Harold N. Graves, Jr.**

DEPT. **Agriculture & Rural Development**

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: **HGraves : apm**

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For Use By Communications Section

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *[Signature]*



ORIGINAL (R/R COPY)

REFERENCE: HELVAES: 98W  
SIGNATURE: SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE  
TITLE: AGRICULTURE & RURAL DEVELOPMENT  
NAME: HATOLD N. STAVES, JR.  
AUTHORIZED BY:

SEARCHED FOR INDEXING  
INDEXED BY COMMUNICATIONS SECTION  
DISPATCHED

APR 30 10 46 PM 1974  
COMMUNICATIONS

CLASSIFICATION AND COPY DISTRIBUTION

NOT TO BE REPRODUCED

STAVES

NEED OF LOOK UPPT SCUTE PRESERVATION. WHEN DO YOU EXPECT TO HAVE IT. RESOURCES  
MIGHT BE COMPLEMENTING FROM EVENED INCOME. WE ALSO CONTINUE TO HAVE PERSONAL  
ITEM EQUIPMENT AND FACILITIES AND ASSOCIATED FEES AND THIRD PARTY TRUST INTEREST  
SOME OBSERVATIONS SECOND LOOK REQUIREMENTS FOR CAPITAL EXPENDITURES ON CONSTRUCTION  
REQUIREMENTS. PLEASE SUPPLY FIGURES AS BOTTOMS FIRST LOOK REQUIREMENTS FOR  
PURPOSE I NEED EVERYTHING POSSIBLE SORTED OUTSIDE CONCERNING YOUR T&D FINANCIAL  
AND ACCOUNTING THEM WITH FINANCIAL NEEDS OF RESEARCH CENTER IN T&D. FOR THAT  
IN A YEAR OR TWO I MIGHT BE TRYING FOR EUROPE TO VISIT DOMESTIC ORGANIZATIONS

Copy No:  
TEXT

COPYING: BRITISHNESS

TO: MUMBAI  
KISSEKOND  
KRYDA

CLASS OF SERVICE: TELEEX  
DATE: APRIL 30, 1974

OUTGOING WIRE

ASSOCIATION INTERNATIONAL DEVELOPMENT FORM NO. 33	RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL BANK FOR	CORPORATION INTERNATIONAL FINANCE
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Handwritten initials or mark.

INCOMING CABLE

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APR 29 8 37 AM 1974

CONSUL GENERAL  
SECTION

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URWT HL PHMA 051

MANILA 51/49 29 1041

Distribution: Mr. Graves  
Agriculture & Rural Development  
Mr. Humphrey

April 29, 1974

LT

GRAVES

INTEAFRAD

WASHI

NGTQNDG

REURLETTER MARCH 26 AND URCAB APRIL 2-TH NO SAVINGS FROM  
UNRESTRICTED CORE UNFILLED OR VACANT POSITIONS VISITING  
SCIENTIST OR DEFERRED EQUIPMENT PURCHASES STOP TWENTYFIVE  
THOUSND DOLLARS SHIFTED FROM OTHER OPERATING EXPENSES TO  
PARTIALLY COVER COST OF LIVING ADJUSTMENTS STOP NEED  
SEVENTYFIVE THOUSAND DOLLARS MORE

PRADY

AS RECEIVED.



GRE

April 29, 1974

Dear Mr. Davis:

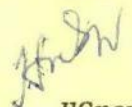
I am very grateful to you for sending the "1974 International Rice Edition" published by your newspapers. It is most interesting and informative.

Sincerely,

Harold Graves  
Executive Secretary

Mr. Edwin F. Davis  
Davis Newspapers  
P. O. Box 731  
Willows  
California 95988

cc: Dr. Brady



HGraves:apm

IRRI

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
Telephone (Area Code 202) 477-3592  
Cable Address - INTBAFRAD

April 25, 1974

TO: Members of the Consultative Group  
FROM: Executive Secretariat  
SUBJECT: Papers on Research Programs of ICRISAT and IRRI

Attached as of possible interest are papers describing the research programs of the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) and of the International Rice Research Institute (IRRI). One paper is from a talk given by Dr. Cummings, Director of ICRISAT, in London in February, and the other is from a talk given by Dr. Athwal, Associate Director of IRRI, in Singapore during the same month.

Attachments



## RICE RESEARCH

### ABSTRACT

IR8, the first variety named by the International Rice Research Institute, represented a new plant type; it has a short and stiff straw, erect leaves, and the capacity to tiller heavily. Since the release of IR8 in 1966, a series of new varieties have been named: IR20, IR22, IR24, and IR26. These combine the IR8 plant type and its responsiveness to fertilizer with higher grain quality. IR26 is resistant to major diseases and insects. Twenty-six IRRI breeding lines have been named as local varieties and released for commercial cultivation by nations in Asia, Africa, and Latin America. Some countries have developed and released their own varieties through national breeding programs. Average yields in several countries are steadily rising as more farmers plant modern semidwarf varieties.

The modern varieties will reach their yield potentials only if farmers use improved cultural practices, including optimum application of fertilizer and water and weed control, and protect their crops from pests.

Nitrogen, phosphorus, and potassium (NPK) are the major nutrients used by rice. Other soil deficiencies, however, may greatly reduce the yield response to N, P, and K. IRRI scientists showed that rice grew poorly in certain areas, and did not respond to NPK, because of zinc deficiency. Fertilizer response is also dependent on good water control.

The payoff from good weed control increases sharply when farmers adopt high yielding varieties. The Institute identified several cheap herbicides for weed control. The low-cost herbicide, 2,4-D effectively controls weeds if applied 4 days after transplanting rice. Butachlor controls weeds in direct-seeded and upland rice.

IRRI has evaluated hundreds of insecticides. In early work, granular insecticides applied to paddy water were found to be far more effective than foliar sprays. Recently, insecticides placed in the root zones proved even more effective than paddy water application. Engineers and entomologists are developing a practical method for root zone application.

Improved varieties and intensive cropping have increased the economic advantage of rice mechanization. The Institute engineering program emphasizes the design and development of machines for small-scale farmers. A simple power tiller was developed which can be easily fabricated in the developing countries. The Institute also designed and released other machines including the axial flow thresher, the batch drier, and the multihopper seeder.

The Institute is trying to determine exactly why yields are lower on farmers' fields than on experiment stations. Some constraints to production are environmental; others are due to poor management. Farmers can appreciably increase their yields by using a package of practices which includes fertilizer, water management, and pest and weed control. In one area in the Philippines, insect control alone accounted for two-thirds of the yield differences between recommended practices and farmers' actual practices.

Several production constraints can be removed or their adverse effects minimized through genetic improvement of varieties. Small-scale tropical farmers are generally unwilling to take risks and to invest in inputs. Scientists have identified varieties in the world collection that are resistant or tolerant to insects, diseases, drought, deep water, low temperatures, and adverse soil conditions. IRRI is currently concentrating research to develop varieties with built-in resistance to these adverse conditions in order to lower the costs and reduce the risks of producing high yields.

The Institute shares new information and material generated by its research with national rice programs. Through cooperative projects, the Institute helps national programs enhance their capacities for rice research.

#



## RICE RESEARCH

D. S. Athwal

Rice yields are low in tropical Asia, where more than 70 percent of the world's rice is grown and consumed. Although several Asian nations have conducted research on rice since the beginning of this century, improvements in yields of traditional varieties were only marginal. In fact, high yielding varieties offered little advantage in traditional rice culture, in which little or no fertilizer was used. During the same period, however, Japan and other temperate countries had markedly increased national yields through the combined use of high yielding varieties, fertilizers, and other inputs.

During the last two decades rice growing nations have recognized that available land in Asia for extending rice cultivation is limited, so much of the additional rice required must be obtained by increasing yields per unit area. Some national programs started the development of varieties that respond well to fertilizer and are resistant to lodging (falling over). In 1962, the International Rice Research Institute began concentrated research to develop new rice varieties and the associated technology to increase yields. I will only talk about research oriented to major rice production problems, significant contributions that have already been made, and the current emphasis to overcome constraints to increased productivity on farmers' fields. I will primarily deal with results obtained by IRRI scientists, but I will also refer to cooperative work in different countries.

### Modern rice varieties

The traditional tropical varieties of rice are tall and leafy. Their yielding capacity is limited because when fertilized, they grow excessively tall and fall over. The Japanese rice breeders developed fertilizer-responsive varieties that are relatively short, have stiff straws and narrow, erect leaves. The "japonica", or temperate zone varieties, are not generally adapted to the tropics.

The first semidwarf fertilizer-responsive "indica", or tropical rice variety, Taichung Native 1, was developed in 1956 in Taiwan. But Taichung Native 1 was not fully evaluated in other rice growing countries nor were its merits as a variety responsive to fertilizer clearly recognized outside Taiwan, until 1962 when IRRI began to critically test this variety. In 1964 trials at the Institute, Taichung Native 1 was found to be one of the highest yielding varieties. Taichung Native 1 was grown commercially in India beginning in 1966 but it attracted little attention in other countries, primarily because it was susceptible to diseases.

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The Institute's breeding program started with the clear objective of developing tropical varieties with improved plant type that would make efficient use of soil nutrients, solar radiation, and other inputs. Taichung Native 1 and two other semidwarfs from Taiwan were crossed with tropical varieties; less than four years later, in 1966, the Institute named its first semi-dwarf variety, IR8. The new rice was an improvement over Taichung Native 1 not only because it was more responsive to applied nitrogen (fig. 1) but also because it was more resistant to diseases. IR8 rapidly spread throughout Asia, particularly in India, Pakistan, the Philippines, Bangladesh, and Vietnam (Athwal 1971).

IR8 represented a new plant type with short and stiff straw, erect leaves, and capacity to tiller heavily. This plant type essentially doubled the yield potential of the rice plant. IR8 was also non-sensitive to daylength, so it could be grown at any time of the year. IR8 was deficient, however, in grain quality. Its grains are bold and chalky. They cook dry and fluffy. Although people in the Indian sub-continent prefer rice which cooks dry, those in the Philippines, Indonesia, and some other countries prefer rice which has a soft texture. Another variety, IR5, was named in 1967. Its grain quality is similar to that of IR8.

After demonstrating that rice varieties with high yield potential can be developed for the tropics, the Institute concentrated on improving the grain quality. Since then, a series of new varieties have been released which combine the high yield potential of IR8 with good grain quality. Grains which are long or medium-long, slender, clear, and translucent are preferred by consumers in tropical Asia. The cooking quality of rice depends primarily on the amylose content of the grain. Rices with low and intermediate amylose content are soft-textured on cooking, but those with high amylose content cook dry and fluffy. All of the new varieties, IR20, IR22, IR24, have clear, translucent and attractive grains; IR20 and IR22 have high amylose content while IR24 has low amylose content. The grains of IR20 are medium-long and slender, while those of IR22 and IR24 are long and slender.

Although IR22 and IR24 have high yield potential and excellent grain quality, farmers' acceptance has been limited because they are susceptible to some diseases and insects. On the other hand, IR20 which has a somewhat lower yield potential but a broad spectrum of disease and insect resistance, rapidly spread to many new countries. Today it is the most popular variety in the Philippines, South Vietnam, and Bangladesh. This demonstrates that disease and insect resistance is an indispensable characteristic which must be incorporated in new varieties to ensure their widespread dissemination.

In November, 1973, the Institute named a new variety, IR26, (IRRI 1974). IR26 is resistant or moderately resistant to the major insects and diseases of rice in tropical Asia (Table 1). This resistance should be especially helpful to farmers who cannot buy extra pesticides to combat outbreaks of insects. IR26 is resistant to brown planthoppers and green leafhoppers, and moderately resistant



to stem borers. IR26 is the first IRRI variety to be highly resistant to the brown planthopper, which causes severe damage in the Philippines, South Vietnam, India, and Sri Lanka. It is also resistant to tungro and bacterial blight, widespread diseases in Asia. It is moderately resistant to grassy stunt virus and rice blast diseases. IR26 has a slightly higher yield potential than IR20 because of its stronger stems which resist lodging. Its grains are clear, slender, and medium in length, comparable to those of IR20. For tropical Asian tastes, its eating quality should be slightly better than that of IR20 and substantially better than that of IR8.

The new semidwarf varieties, with modern management practices, have consistently achieved yield levels very much higher than those of traditional and tall varieties. The IRRI varieties have been accepted over wide areas in several countries. But even more important has been the introduction into national research programs of genetic material with improved characteristics. Since 1965, the Institute has supplied 80,000 seed packets of improved genetic lines to more than 100 rice growing countries and territories. To date, at least 26 of the IRRI lines have been released for commercial cultivation in Asia, Africa, and Latin America. National programs in India, Indonesia, Sri Lanka, the Philippines, and Bangladesh, have also developed and released their own semidwarf varieties for cultivation.

In 1971-72, an estimated 12 million or more hectares in tropical countries of South and Southeast Asia (15 percent of the total rice area) were planted to modern rice varieties. About 1 million hectares out of the total rice area of 6.5 million hectares in Latin America are planted to varieties developed from the genetic material supplied by IRRI. Average rice yields in several Asian countries are now rising.

Country	Yield (kg/ha, approximate)	
	1961-64	1971
Pakistan	1400	2400
India	1520	1710
Indonesia	1800	2200
Philippines	1240	1720
South Vietnam	1860	2280

A large part of the yield increases can be attributed to the cultivation of modern rice varieties and the use of fertilizers. The adoption of new varieties and the associated technology must, however, be greatly increased to have a real impact on production.

The cereal protein of rice is of good quality because it has a relatively high lysine content (4 percent). But rice has a low level of protein. The protein content of milled rice averages about 7 percent



Increasing the protein content of modern varieties is a major objective of the Institute's varietal development program. The protein content is markedly influenced by environment, but Institute scientists have gathered evidence to indicate that the protein content of high yielding varieties can be genetically increased by at least one-fourth. If high protein varieties are to be accepted by farmers, however, they must yield as well as the ones they would replace, and should be equally acceptable to consumers. Studies on the nutritive values of rices with varying protein contents have shown that the net utilization of protein increases as protein content in milled rice increases, up to 10 percent protein. An increase in the protein content of the rice grain would not adversely affect its cooking and eating qualities. IRRI scientists have identified an experimental line IR480-5-9, which combines the improved plant type with a protein content of 9 to 10 percent. It has not been released for commercial production (except in Fiji) however, because it is susceptible to some diseases and insects. Improved lines which have a protein content and yield potential comparable to IR480-5-9, and which also are resistant to several diseases and insects, are now undergoing preliminary evaluation.

#### Cultural practices

Improved cultural practices must be used to enable the new varieties to express their full yield potential. Such practices as land preparation, time of planting, and spacing are generally well understood. Recent research has been concentrated on fertilizer application, water use, and weed control.

Nitrogen, phosphorus, and potassium (N, P, and K) are the major elements needed for plant growth. A crop of rice which yields 5 t/ha removes about 100 kilograms of N, 20 kilograms of P, and 120 kilograms of K from the soil. Most rice soils contain adequate potassium for crop growth; the potassium supply is continuously replenished in many soils by the incorporation of rice straw, and the use of irrigation water which has a high potassium content. Nitrogen is the most important nutrient which limits rice production, although phosphorus must also be added in many areas. Long-term fertility experiments conducted by Institute agronomists indicate that soils which continuously receive nitrogen may become deficient in phosphorus as well as in potassium under intensive cropping.

Commercial fertilizers offer a large potential for increasing rice production in the developing countries. But fertilizers are costly, particularly since the world oil crisis has caused their scarcity. Current research in IRRI's soil chemistry and agronomy departments is focusing on increasing the efficiency of nitrogen utilization. Water management markedly influences the nutrient balance in the soil. Nitrogen is often lost through denitrification, particularly when flooded rice land dries during the growing season. We now know that continuous soil submergence minimizes denitrification. Under rainfed conditions or with poor water management, a split application of nitrogen has been found to be more beneficial than a basal application (IRRI 1974).



Plants may fail to respond to fertilizer in some soils because of a deficiency of micro-nutrients. Institute soil chemists found that zinc deficiency limits yields on thousands of hectares of alluvial soils in two provinces of the Philippines which are well supplied with major nutrients and water. Field experiments at six rice farms in this region showed that, in the absence of zinc application, NPK fertilizer either had no effect or depressed the grain yield (IRRI 1973). Averaged for all levels of nitrogen, phosphorus, and potassium, response to zinc was as high as 2.4 t/ha, the minimum yield for the zinc-only treatment for the six locations was 4.47 t/ha. The zinc treatment costs less than \$2 per hectare. It consists of dipping the seedlings in a 2 percent suspension of zinc oxide in water just before transplanting. Experiments were also conducted on abandoned land that is topographically well suited to rice cultivation to determine whether these lands, which have a dense growth of weeds, could be made productive by the application of zinc. The application of NPK fertilizer did not increase yields. Zinc alone, however, increased the yield of IR20 by 3 t/ha -- from 2.4 t/ha without zinc to 5.4 t/ha with zinc.

The lack of adequate water is an important yield limiting factor. Institute agronomists have demonstrated that continual flooding is not essential for high grain yield. As long as the soil remains well saturated with water, optimum yields can be obtained. However, standing water helps control weeds. If irrigation water is available, 5 to 7 cm of water is sufficient on most soils for weed and insect control with granular chemicals, for high nutrient availability, and for minimum losses of nutrients from fertilizer and soil. Greater water depth may reduce tillering and induce lodging. Moisture stress at any growth stage will lower yields.

Nearly half of the world's rice is grown without irrigation, under lowland rainfed conditions. Institute rice production specialists have conducted experiments on farmers fields under rainfed conditions. They have demonstrated that rice which is direct seeded, rather than transplanted, at the beginning of the rainy season uses rain water more efficiently. The monsoon rains in the Philippines usually begin in May but farmers seldom have enough rain water to prepare the land for transplanting until July or August. Transplanting itself is often delayed until August. Seedlings in the nursery, or seedbed, may pass the optimum age for transplanting. But experiments on farmers fields have shown that the crop can be directly seeded at the beginning of the rainy season. Yields of 4 t/ha can be obtained on the unpuddled soils. Using short-season rice varieties, two rice crops can be grown under rainfed conditions (fig. 2), or a crop of rice can be followed by other crops that require less water.

The experimental plots were established on farmers fields at 9 different sites in Central Luzon, Philippines from mid-May until mid-June, 1973 (IRRI 1974). The first plots of early maturing varieties were harvested during the second half of August, when about 40 percent of the paddies in the area had not even been transplanted. Not enough rain had fallen for farmers to plow and puddle the soil. An early maturing selection, IR1561-228-3, averaged 5.33 t/ha at 9



locations. Seedbeds for the second planting were prepared 2½ weeks before the anticipated date of harvest of the first crop. The soil was plowed and puddled and rice was transplanted as quickly as conditions permitted. The second crop was harvested at about the time that local farmers were harvesting their first (and only) crop. Direct seeding of early maturing rice, followed by a second crop of rice, corn, or grain legume, promises to become a commercial practice that will use available rain water more efficiently.

The payoff from good weed control increases sharply when farmers adopt high yielding varieties. Handweeding is very laborious and time consuming. Even on farms as small as 2 to 3 hectares, a farm family has difficulty adequately controlling weeds by hand. A survey of Philippine farmers conducted by Institute economists showed that labor for weeding increased with the adoption of high yielding varieties. These analyses suggest that mechanical and chemical weed control is likely to increase output rather than displace labor, except in areas where wages are very low and farms are extremely small.

The recent success of Institute experiments in chemical weed control may bring a dramatic change in the weed control practices in tropical Asia. The 2,4-D results were most interesting. When applied 4 days after transplanting this low-cost herbicide adequately controls grasses, broadleaved weeds, and sedges. In the past, 2,4-D was known to effectively control only broadleaved weeds and annual sedges. The time of application is the key factor in control of grasses with 2,4-D. When applied after transplanting but before weeds emerge, it kills grasses as well as annual weeds. Institute agronomists recommend using 800 grams (active ingredient) of 2,4-D to control weeds in 1 hectare of paddy. The cost of treating 1 hectare with the granular herbicide is only \$6, compared with \$12 for handweeding.

Weed control is more critical and more difficult in direct-seeded rice than in transplanted rice. When rice is direct-seeded, the weeds and rice emerge simultaneously and the weeds are highly competitive. Because the weeds cannot easily be distinguished from rice seedlings of the same age, laborers invariably damage the rice plants in direct-seeded rice. Experiments conducted by IRRI agronomists have shown that 1.5 kg/ha (active ingredient) of butachlor or of benthocarb applied 6 to 8 days after seeding successfully controls weeds in direct-seeded rice. The cost per hectare of either chemical is about the same as that of hiring labor to handweed transplanted rice. Either of these chemicals applied at lower rates can also control weeds in transplanted rice. Weed control in upland rice is even more difficult than in direct-seeded rice. Butachlor in liquid form at 2 kg/ha a.i. controls all annual weeds in upland rice.

This success of chemical weed control has stimulated the use of herbicides in the Philippines and other Asian countries. Because of a shortage of labor, or an unwillingness to control weeds by hand, the use of cheap herbicide is likely to become a widespread practice. Formulations and derivatives of 2,4-D, MCPA, butachlor, and benthocarb are now being marketed in several countries.



### Plant protection

Warm temperatures and high humidity, which are typical of the tropical rice environment, are optimum for the development of organisms that are harmful to the rice plant. About 20 diseases and insects seriously damage the rice plant in the tropics; most are present in the Philippines. Institute scientists have concentrated their attention on the most widespread and damaging pests; these are blast, bacterial leaf blight, and tungro virus among the diseases and stem borers, planthoppers, and leafhoppers among the insects. Another major insect pest is the gall midge, which is not found in the Philippines. The Institute has also done considerable work on bacterial streak, sheath blight, and grassy stunt diseases and on the whorl maggot insect.

Improved management practices must include protection of the crop from diseases and insects. Chemical control of diseases has not been very successful in the tropics. Year-round rice cultivation favors rapid and frequent build-ups of pathogenic organisms which make chemical control uneconomical. The breeding of varieties resistant to diseases is the only practical method of disease control.

IRRI entomologists have evaluated hundreds of chemicals and have standardized their application methods for cheap insect control. Conventional foliar sprays and dusts do not penetrate dense foliage well and are easily washed off by rains. They must be applied repeatedly for effective control. Early work at IRRI led to the standardization of paddy water application of insecticides in granular form. Granular insecticides are convenient for paddy water application and are far more effective because they function systemically in the plant. Two granular insecticides, lindane and diazinon, were found not only to be most effective in controlling insect pests of rice but also to be the least hazardous to man. Two applications of these chemicals controlled insects better than did 8 to 12 foliar sprays of such potent compounds as endrin and parathion. Carbofuran, which is also available in granular form, was identified as a highly promising insecticide in recent tests. Carbofuran controls all major insects when applied to paddy water, but it is relatively expensive.

The entomologists recently focused their attention on developing new and less expensive methods of applying insecticides. In several experiments, placing insecticides 2 cm below the soil surface at 3 days after transplanting protected the crop from insects until harvest. The effect of insecticides is prolonged because they are less exposed to heat and sunlight and aerobic degradation, and are less susceptible to volatilization and loss in the paddy water. The insecticide applied in this manner is also expected to be less hazardous to the parasites and predators of rice pests. The insecticides were placed in protein gelatin capsules which dissolve in water. Two insecticide manufacturers also formulated cartap into tablets of the appropriate size and chlordimeform into large granules. These formulations had to be pushed below the soil surface by hand. Institute engineers are now working on the development of a mechanical applicator for placing such insecticides in the root zone.



In a series of experiments, root zone applications of carbofuran, cartap, and chlordimeform were compared with water application of carbofuran at 2 kg/ha active ingredient applied every 20 days, which is considered the most effective method of insect control (IRRI 1974). The root zone applications were as effective as the paddy water application of carbofuran -- at only a fourth of the cost. Investigations have shown that a greater proportion of insecticides is absorbed by the plant when it was applied to the root zone than when it was broadcast on the soil surface. For example, chlordimeform applied in the root zone was rapidly absorbed and translocated to the stems and leaves of the rice plants and its concentration in the plants was several times higher than that of surface application (IRRI 1974). Even 40 days after treatment the concentration of the insecticide applied to the root zone was twice as high as that applied to paddy water.

### Rice mechanization

Improved varieties and intensive cropping have increased the economic advantage and scope of rice mechanization. Farm surveys by Institute economists have shown that the new rice varieties have increased overall labor requirements. Reliable, low-cost sources of power are basic to the reorganization of small farms for increased production. In tropical Asia, a large portion of paddy land is medium-sized farms of 2 to 10 hectares each. The Institute's agricultural engineering program is focused primarily on the design and development of machines for such medium-sized farms, which are too large to work economically with animals, but not large enough to justify investments in large agricultural equipment imported from the industrialized countries. An integral part of the program is cooperation with agricultural equipment manufacturers to extend new machines to rice farmers.

Among the machines which the Institute has designed and released, the IRRI power tiller has made the greatest impact. The single-axle power tiller is simple and lightweight, and can be manufactured in most developing countries. It uses an imported 5- to 7-hp aircooled gasoline engine. The other tractor components are easy to fabricate locally in small shops. The number of companies which manufacture the IRRI-designed machine, or modifications of it, has increased rapidly. Since the design of the power tiller was released in 1972, 12 companies in the Philippines have received IRRI authorization to produce the machine. They are now manufacturing more than 500 tillers per month. The IRRI-designed tiller costs about half as much as an imported tiller. Farmers like it because of its simple design, ease of maintenance, and low cost. The tiller has been tested in about a dozen countries; initial manufacture has begun in Sri Lanka, Thailand, and South Vietnam.

IRRI released its design for the axial flow thresher for commercial production in late 1973. Five Philippine companies are now building production models. Two companies in Pakistan, one in Sri Lanka, and one in South Vietnam have initiated prototype fabrication. The machine can consistently thresh and clean 3/4 to 1 ton of paddy



per hour. It uses a 7-hp gasoline or kerosene engine. The engine of the power tiller is interchangeable; it can also be used on the thresher. The thresher can handle both dry and high moisture paddy efficiently.

Economical pumps are not available in the tropics for many low lift irrigation needs. A simple and low cost "bellows" pump was developed for this purpose at IRRI. It is designed for fabrication from light sheet metal, canvas, rubber and wood, and can be built by small blacksmith shops. The pump is light and can easily be carried by one man. It can deliver 100 to 150 liters of water per minute and sells for approximately US\$25.

The design for the IRRI batch type drier was released for commercial production late in 1972. Since its release a number of changes have been incorporated into the design to improve its performance and to reduce cost. This 1-ton drier has an underlying plenum chamber through which heated air is driven upward into the grain mass. The bin can be made of either metal or wood. Its two parts are separated by a perforated metal sheet or a screened partition. Either a kerosene burner or a simple self-feeding rice hull furnace provides heated air. A ton of grain can normally be dried in 5 to 6 hours. Five companies in the Philippines now produce the drier. Initial investment cost is about US\$550 with a metal bin, or \$350 with a wooden bin.

The multihopper seeder was designed to place pregerminated seeds in rows in lowland rice fields quickly and precisely. The machine is made of sheet metal and meters out seeds by simple wooden rollers. The lightweight seeder can easily be transported across fields and levees. One man can seed 1 hectare in 7 to 8 hours with the machine. About 300 multihopper seeders were sold at approximately US\$50 each, in the Philippines during 1973.

#### Major constraints to production

Despite the development of high yielding varieties and associated technology, the rate of adoption, as well as its impact on production is not as high as expected. Most farmers do not obtain yields in their fields as high as those demonstrated at experiment stations. The Institute is seeking explanations for these substantial yield differences.

The agricultural economics department participated in a cooperative regional project in which about 25 social scientists from different countries surveyed farms in 36 villages in 14 separate study areas in 6 countries during 1971-72 (IRRI 1974). The primary objective was to gather information on changes in production, income, and employment associated with the introduction of new rice technology, and on the major obstacles to further increases in rice production in these areas. Three major factors seem to explain many of the differences found among villages in the areas planted to high yielding varieties: (i) the availability of suitable varieties which combine high yield potential, with resistance to pests and good grain quality;



(ii) the nature and quality of the rice growing environment (solar radiation, water control, etc.); and (iii) the price relationships between improved and local varieties, and between rice and inputs such as fertilizer. Even in areas where adoption was widespread, the constraints to high yields most frequently mentioned were insects and diseases.

The Institute statisticians conducted experiments on farmers fields in Laguna province, the Philippines, at four locations in the 1972 dry season, three locations in the 1972 wet season, and 14 locations in the 1973 wet season (IRRI 1974). All of these farms were within a radius of 25 km from the IRRI experiment station. Most farmers in Laguna province are progressive and now use fertilizers and improved cultural practices. Factors such as insect control, water management, weed control, fertilizer, seed source, and seedling management were studied in each experiment at two levels -- the farmers' levels (as practiced by the concerned farmers in the sample farms), and the recommended levels (the standard practices at the IRRI experiment station).

In the dry season, improved management practices increased yields in farmers' fields by an average of 85 percent. Absolute yield increases ranged from 2.4 to 4.4 t/ha. At one farm the yield increased to 9.6 t/ha with improved practices. Insect control, water management, and fertilizer were most crucial in raising rice yields in the dry season.

In the wet seasons, improved practices increased average yields far less: only 0.6 t/ha (14 percent) in 1972, and 1.3 t/ha (63 percent) in 1973. Insect control was by far the most important factor contributing to yield; it accounted for more than two-thirds of the yield differences between recommended and farmers' practices. Weed control ranked second. Most farmers in the study area were already using adequate fertilizer.

The new rice technology has proved highly profitable in areas where solar radiation is high and irrigation water is adequate. For example, national yields in Pakistan increased by 50 percent during the three-year period ending in 1969-70 with the adoption of modern varieties on a third of its rice area (Athwal 1971). Rice is grown in Pakistan under irrigated conditions with extremely low rainfall and high solar radiation. Modern varieties give high yields in other countries when grown during the dry season with adequate irrigation. But the existing technology is less suited to unfavorable environments, such as wet season, poor water control, low solar radiation, and high incidences of diseases and insects.

A recent Institute study in the Philippines clearly shows that poor management practices, as well as poor environments, markedly limit farm yields (IRRI 1974). To realize the full yield potential and to maximize benefits from the new technology, all factors which contribute to production must be optimized. For example, the data collected by Institute economists both in the Philippines (R. Barker, unpublished) and Thailand (IRRI 1973) emphasized the high degree of complementarity between weed control and fertilizer input for obtaining high yields and income. High levels of either one increased yield



and income insignificantly. Marked increases in yields and farm income levels came only with heavy applications of fertilizer accompanied by good weed control.

#### Overcoming production constraints through genetic improvement

On the basis of research information now available, it appears that several of the constraints to production can be removed or at least their adverse effect minimized through genetic improvement. Perhaps water and fertilizer are the most important inputs for increasing rice yields. Inadequate water supplies, or excesses of water, limit the potential yields in some areas. After water, the most important factors which limit yields are insects, diseases, and weeds. Adverse soil conditions that affect lowland rice include salinity, alkalinity, zinc deficiency, and iron toxicity. Aluminum toxicity and iron deficiency interfere with the response of new varieties to fertilizer and other inputs in upland rice. Low temperatures prevail in many rice areas at high altitudes and in northern latitudes. An enormous potential exists for incorporating built-in resistance or tolerance to insects, diseases, drought, deep water, low temperatures, and adverse soil conditions.

IRRI maintains a "germplasm bank", or collection of more than 25,000 varieties. Scientists have screened these varieties and identified sources of resistance or tolerance to these yield-limiting factors. Genetic materials which are almost immune to different diseases and insects are available. Some varieties in the germ plasm bank have resistance to salinity, alkalinity, or iron toxicity. The traditional varieties which are grown in areas of deep water can elongate several meters as the water rises. Studies have established that the genes responsible for elongation can be combined with the semidwarf plant type. Varieties may be developed which remain short under normal conditions, but which have the capacity to elongate as the water deepens. Other rices have been identified which are tolerant to drought and low temperatures.

Small scale tropical farmers generally are not willing to take risks and are hesitant to invest in inputs. For example, farm surveys by Institute economists have shown that although farmers have increased insecticide use over the past few years, they still generally apply only low amounts. The normal farm practice is to use the chemical when damage is visible. The insect damage varies with location, season, and variety. Although it is difficult to rely on chemicals as a major insect and disease control measure, farmers quickly identify and adopt resistant varieties. Modern varieties must obviously be improved to provide genetic protection against unfavorable conditions in order to lower the costs and reduce the risks of producing high yields.

Institute scientists have made remarkable progress, through intensive crossbreeding, in transferring disease and insect resistance from different sources into improved genetic lines. Fig. 3 shows that 70 percent of the selections included in the 1973 replicated yield trials



were resistant to at least five major diseases and insects (IRRI 1974). Only 4 years ago, less than 15 percent of the entries in these trials were resistant to two pest organisms, and none were resistant to three pests. Some of the experimental selections now being tested have combined resistance to blast, bacterial leaf blight, tungro virus, grassy stunt virus, green leafhoppers, brown planthoppers, white back planthoppers, and stem borers (Table 2).

The new crosses which are now being studied are designed to incorporate resistance or tolerance, not only to diseases and insects, but also to other unfavorable environmental factors, into lines which yield well and have good grain quality. The genetic recombination of all of these characters into single varieties requires a massive breeding program. The Institute has expanded and accelerated its breeding program and now makes about 2000 crosses per year, compared with only 200 to 300 crosses in the past. The development of varieties suited to unfavorable environments is a long range program which offers a continuing challenge to rice breeders. Diseases and insects have the capacity to change and new varieties must continuously be bred to withstand these variations.

#### Research utilization

The Institute orients its activities to ensure that the new information and materials generated by its research are shared with national rice programs. The genetic material developed by IRRI is available to every rice growing country for evaluation and ultimate use as varieties. IRRI has a large training program and provides about 80 man-years of training to young scientists every year. During their stay at IRRI, the scholars are encouraged to work on problems which are important in their countries. Many of the scholars take selected genetic lines from the breeding materials back with them for evaluation at their home stations. IRRI publications are distributed to the major rice research stations and libraries around the world. For example, the Institute sends its annual research report to about 2,000 addresses, mostly rice researchers in the less developed nations. The IRRI Reporter, a bimonthly publication, goes to 4,000 addresses, mostly scientists, extension workers, teachers, and farmers.

We recognize that most of the work for increasing rice production in any nation must be carried out by research stations of that nation. Strong national institutions are essential prerequisites to accelerated progress. The Institute is engaged in cooperative projects in the major rice growing countries to help them improve their research capabilities. Projects in India and Pakistan have been completed; each lasted for more than five years. Cooperative country projects in Bangladesh, Indonesia, Sri Lanka, Vietnam, Egypt, and the Philippines are continuing.

Three parties are usually involved in the development of a cooperative country project -- the national agency, IRRI, and an



agency which is willing to finance IRRI's participation. A project normally provides for assignment of one or more IRRI scientists and short-term consultants, training for local scientists, and supply of essential equipment. Institute scientists employed in country projects work as members of local teams on local problems. These projects are in no way intended to be branch stations of IRRI. Not only are technical resources of the project applied to enhance the local research efforts, but also the Institute at Los Baños often incorporates into its research program supplementary investigations to help solve rice production problems in the host country. The Institute emphasizes that its efforts in a country must be a part of the national program. IRRI has also stimulated the development of coordinated national programs where they did not previously exist.

Inadequate extension programs may limit the adoption of improved technology and the achievement of production goals in some countries. Although IRRI's major focus is on research and the training of research scientists, IRRI also trains extension workers, cooperates in adaptive research on farmers' fields, and helps develop new extension techniques. The Institute has assisted some countries in accelerating the adoption of improved technology. Working cooperatively with Philippine agencies, IRRI developed the concept of "Rice minikits" to accelerate the dissemination of new varieties among farmers. Each minikit contains seeds of several new selections, fertilizers, insecticides, and herbicides to plant small plots on farmers' fields. The technique is designed for large scale evaluation of selections prior to their release under a range of environments and to give farmers an opportunity to choose the selection which gives best performance under farm conditions. In addition to the Philippines, the rice minikit has proved a powerful extension tool for disseminating the new varieties in Sri Lanka and India.

More recently, IRRI scientists working with local Philippine agencies have developed an extension methodology which can be applied in other countries. The methodology includes the use of a "package" of practices (improved varieties, proper use of inputs, etc.), a mass informational campaign, farmers' field days, training of technicians, improving the mobility of technicians, assuring an adequate supply of inputs, and timely credit. Through its cooperative projects, IRRI will stimulate the use of this methodology in other countries, IRRI will continue to help demonstrate the effectiveness of new technology in increasing rice yields at the farm level and in improving the living conditions of farmers.



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Table 1. Reactions of IRRI varieties to major diseases and insects.

Variety	Blast	Bacterial blight	Bacterial streak	Grassy stunt	Tungro	Green leaf-hopper	Brown plant-hopper	Stem borer
IR8	MR	S	S	S	S	R	S	MS
IR5	S	S	MS	S	S	R	S	S
IR20	MR	R	MR	S	R	R	S	MS
IR22	S	R	MS	S	S	S	S	S
IR24	S	S	MR	S	MR	R	S	S
IR26	MR	R	MR	MR	R	R	R	MR

R - resistant; MR - moderately resistant; S - susceptible; MS - moderately susceptible



Table 2. Reactions of named varieties and promising selections to major diseases and insects.

Variety/ Selection	Blast	Bacterial blight	Bacterial streak	Tungro	Grassy stunt	Green leaf- hopper	Brown plant- hopper	White back plant- hopper	Stem borer
IR8	MR	S	S	S	S	R	S	S	MS
IR26	MR	R	MR	R	MR	R	R	S	MR
IR2061-464-2	R	R	MR	R	R	R	R	S	MR
IR2071-88-10	R	R	MR	R	R	R	R	R	MR

R - resistant; MR - moderately resistant; S - susceptible; MS - moderately susceptible

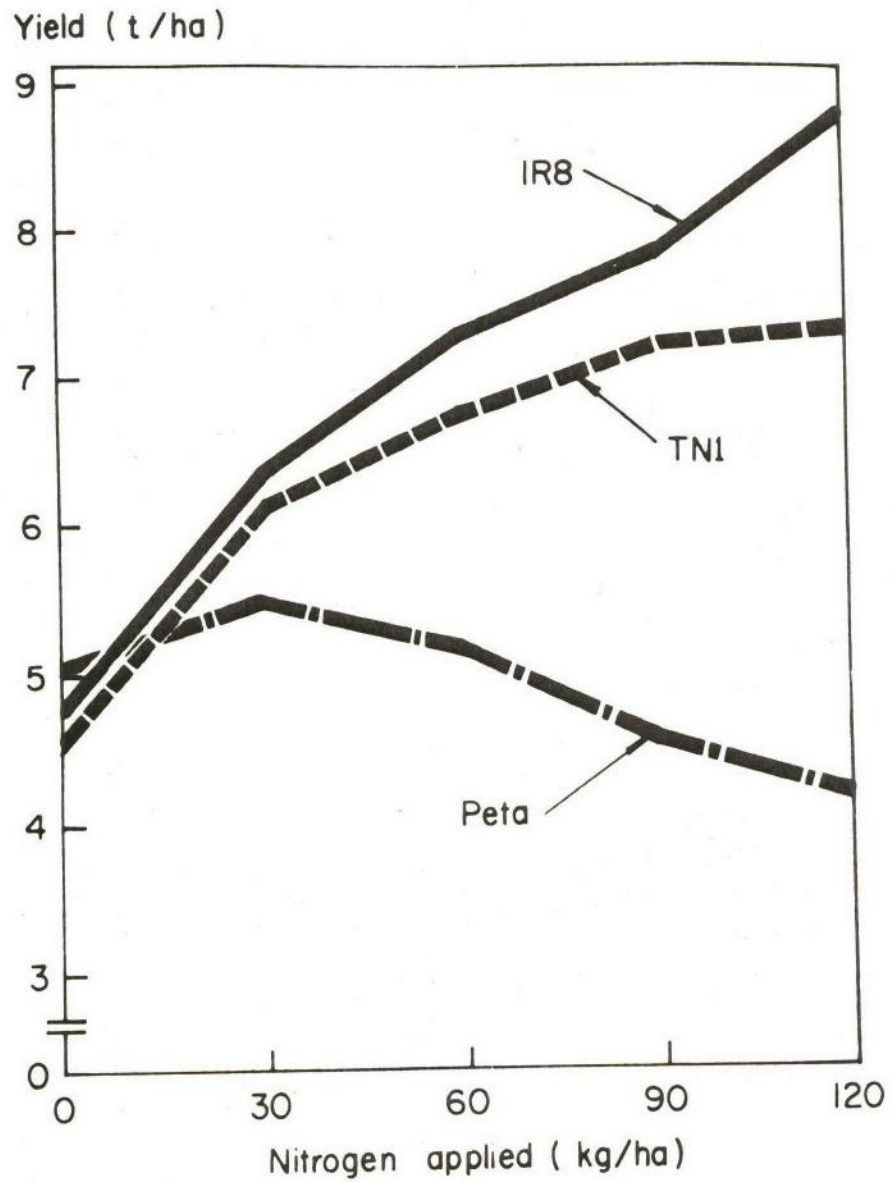


Fig. 1. Effect of plant type on nitrogen response (3-year dry season average).



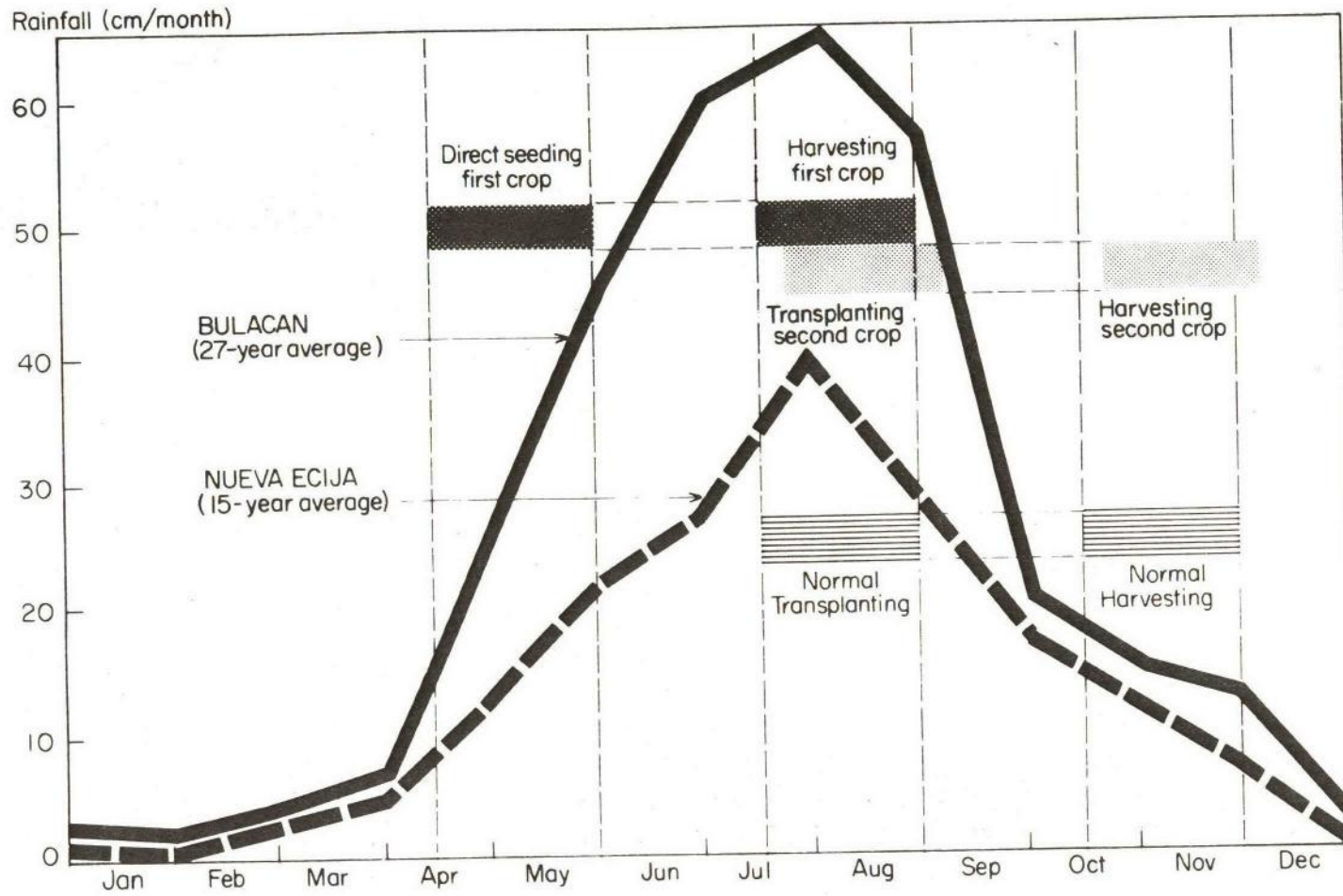


Fig. 2. Monthly rainfall in Bulacan and Nueva Ecija, Central Luzon, Philippines, with planting and harvesting periods shown for normal transplanted crop and the two crop system.

Resistance to a number of diseases and insects (%)

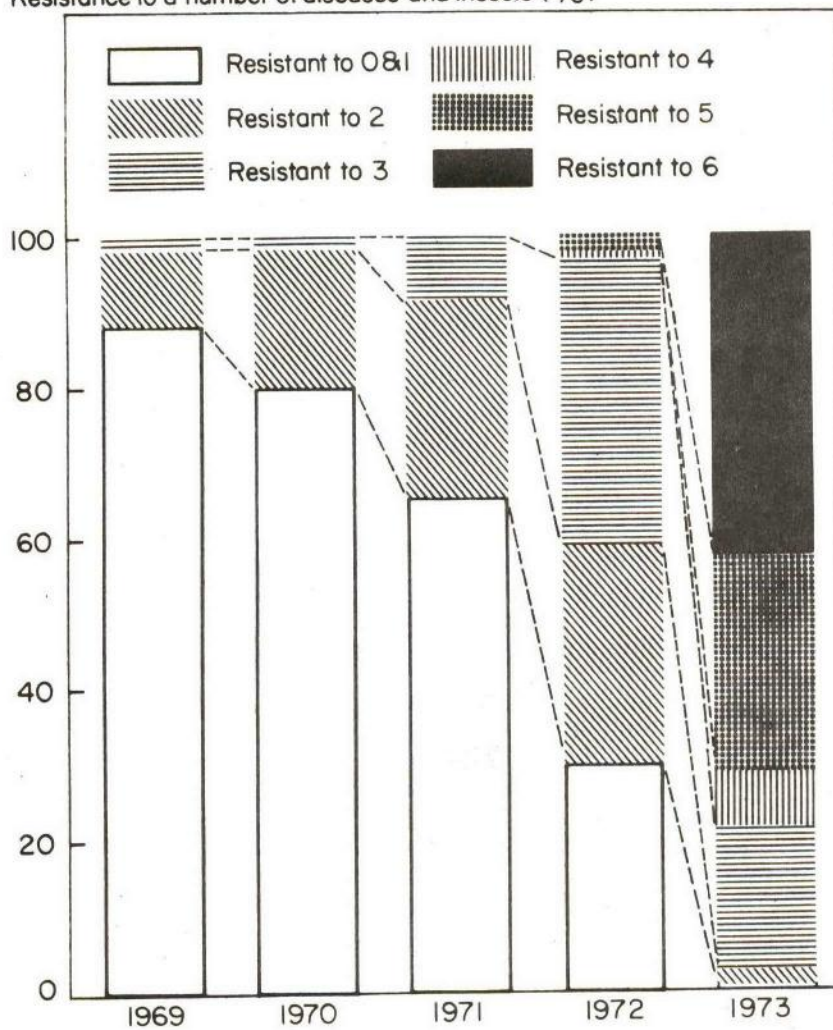


Fig. 3. Change in proportion of entries in annual replicated yield trials with multiple resistance to important diseases and insects (blast, bacterial blight, tungro, grassy stunt, brown planthopper, and green leafhopper). Each year's trial consisted of about 185 entries.





IR8 before panicles emerge.



Mature IR8 plant.

IR8, a modern semidwarf rice variety developed at the International Rice Research Institute. The new semidwarf rices have strong, stiff stems. When fertilized, the panicles become heavier, but the strong stems hold the plants upright, not allowing them to fall over. Narrow, erect leaves permit more sunshine to penetrate the leaf canopy, increasing photosynthesis. The modern semidwarfs are high tillering. With proper management and inputs, they yield about 5 tons of rice per hectare.

EDWIN F. DAVIS, PRESIDENT

## DAVIS NEWSPAPERS

236 W. SYCAMORE ST.

P. O. BOX 731

WILLOWS, CALIFORNIA 95988

April 22, 1974

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H Street, N.W.  
Washington, D.C. 20433  
U. S. A.

Dear Mr. Graves:

Dr. Brady, director of the International Rice Research Institute, has given me your name as one who might be interested in the enclosed "1974 International Rice Edition" published by our newspapers.

I hope it does prove of interest.

Sincerely,



Edwin F. Davis





G2E

April 9, 1974

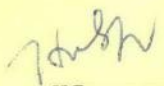
Dear Tom Hargrove:

Many thanks for sending the text of Dr. Athwal's paper. As I told you, it seemed a good idea to circulate it to the Consultative Group, and we will be doing this in the next ten days or so.

Sincerely,

Harold Graves

Mr. Thomas R. Hargrove  
Associate Editor  
Office of Information Services  
The International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines



HGraves:apm



THE INTERNATIONAL RICE RESEARCH INSTITUTE

April 5, 1974

CT  
See 1000

Dear Harold:

This confirms my telegram indicating that we will be at least three weeks late in getting to you the draft budget request of IRRI. This delay is due to two factors. In the first place, we have been shocked at the rising construction cost here in the Philippines which will make impossible for us to cover the cost of our new laboratory with funds currently allocated to us. This will make it necessary for us to ask for additional funds in FY-75 for capital construction. The second reason for the delay has been the fact that I was involved in the Bellagio VI Conference as well as the Directors' Meeting in Cali, Colombia and have not been able to put all the materials together as yet.

Our 1973 Annual Report should be off the press by early July. A 20-page highlight section will be available by that time and should be in the hands of representatives of each of the donor nations.

The audit of our accounts for 1973 should be available for mailing by April 20, 1974. We shall distribute these materials in accordance with your letter of March 22nd.

Sincerely yours,

*N. C. Brady*  
for N. C. Brady  
Director

Mr. Harold Graves  
Consultative Group on International  
Agricultural Research  
1818 H St., N. W. Washington, D. C. 20433  
U. S. A.

cc: F. M. Salacup  
D. S. Athwal

/pmr

Copy sent  
to Mr. Lewis  
Apr. 30/74

1974 APR 16 4:11:15

COMMUNICATIONS SECTION

*A. A. ...  
N. ...  
...*

Wm.

D. S. ...  
cc: E. M. ...

D. S. V.  
1818 N St., N. M. Washington, D. C. 20433  
Administrative Research  
Consultative Group on International  
M. Harold Graves

Director  
M. C. Brady

Sincerely yours,

In accordance with your letter of March 22nd,  
mailing by April 30, 1974. We shall distribute these materials  
The audit of our accounts for 1973 should be available for

the donor nations.  
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additional funds in EA-12 for capital construction. The second  
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us to cover the cost of our new laboratory with funds currently  
cost here in the Philippines which will make impossible for  
that place, we have been asked at the start construction  
request of IBKI. This delay is due to two factors. In the  
at least three weeks late in getting to you the draft budget  
This condition my telegram indicating that we will be

Best regards:

April 2, 1974

*(Handwritten signature/initials)*

*57*



INCOMING CABLE

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COMMUNICATIONS SECTION

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April 4, 1974

Distribution: Mr. Graves  
Agriculture & Rural Development  
Mr. Goodman  
Mr. Humphrey

GRAVES INTBAFRAD

WASHINGTONDC

PLEASED TO HAVE JIM EVANS VISIT IRRI MAY 6 TO 10

BRADY

COL IRRI 6 10

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COMMUNICATIONS  
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Distribution:

Mr. Graves  
Agriculture & Rural Development  
Mr. Goodman  
Mr. Humphrey

April 1, 1974

GRAVES

INTBAFRAD

WASHINGTON DC

IRRI DRAFT BUDGET DOCUMENTS WILL BE DELAYED THREE WEEKS  
BECAUSE OF UNCERTAINTY AS TO FACILITY COSTS

BRADY

COLL: ORD

Lewis informed

April 1, 1974



*628*  
*cc: D4*

March 29, 1974

Dear Nyle:

Here are a memorandum and letter on the subject of the Asian Development Bank and its attitude toward research sponsored by the Consultative Group. It would be quite appropriate for you to follow this up, at your convenience, by an approach to Mr. Krishna Moorthi, the Vice President of the Asian Bank. Sooner probably would be better than later; and no doubt Athwal, who must know a good many people at that Bank, could pave the way if you thought that might be helpful.

Krishna Moorthi will make the final recommendation to the President of his Bank about what action to take on the international agricultural research centers. Just beneath his level, however, it will be very important to win the support of Dr. S. C. Hsieh, Director of Projects. Dr. Hsieh will not only have an important voice in determining the policy question, but thereafter, if the policy is decided affirmatively, will be the official of the Bank who will be directly concerned with the evaluation of any program put forward for AsDB support and with fixing the extent of support (both amount and duration) of any program chosen. Dr. Hsieh is intensely interested in problems of water management; he designed and chaired a regional conference on this subject held for southeast Asian countries a year or two ago.

Sincerely,

Harold Graves

Enclosures

HGraves:apm

*HGraves*  
Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

G2E

March 28, 1974

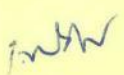
Dear Nyle:

Many thanks for your letter of March 14, concerning the effect of rising costs on your 1974 expenditures. While it is far from certain, it may be that the World Bank Group by mid-May will prove to have a very modest capacity to make further adjustments in the funds it proposes to contribute to the institutes in the Consultative Group network. For that reason, I would be glad to have more information about the items you mention in the second paragraph of your letter. That is (a) specifically, how much do you expect to save from unfilled or temporarily vacant positions, (b) what is the dollar reduction you intend in the use of visiting scientists, and (c) what dollar amounts of equipment purchases do you expect to defer for staff houses, the new laboratory and the conference center, respectively? In each of the three cases under (c), what kinds and major items of equipment are involved?

Sincerely,

Harold Graves

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines



HGraves:apm



G2E

March 25, 1974

Dr. Nyle Brady, Director  
International Rice Research Institute  
c/o IRRI Office, Manila Hotel  
Manila, Philippines

Dear Doctor Brady:

At my suggestion, Dr. H. T. Chang, Agriculturist, visited IRRI on March 14, 1974. This is to thank you for the hospitality which your organization extended to him.

I was very pleased to learn that IRRI will sponsor seminars in March and April dealing with agricultural machinery research and with post-harvest operations and storage of rice.

These are important subjects and I wish to express the great interest of the Bank's Asia Region in the outcome of both seminars. In particular, we would very much appreciate being kept posted on the implications of both seminars regarding future IRRI research in these fields.

Alongside research related to modern farm machinery and facilities, you may wish to consider within the framework of these seminars, the possibility of a research input into improvement of local technologies, such as improved animal drawn farm implements and simple inexpensive drying, threshing, winnowing and on-farm storage facilities which can be procured by small farmers with the help of rural credit.

In the foreseeable future, while most Asian countries will continue to pursue farm mechanization, the great bulk of Asia's farmers will continue to depend on hand or animal powered implements/facilities. The adoption of improved hand/animal-drawn implements will in no way preempt farmers' potential desire to use modern machinery. On the contrary, their improved efficiency will lead to desire for further mechanization.

While research and promotional information on large and small machinery and machine-powered equipment are readily available from

Doctor Brady

- 2 -

March 25, 1974

international sources, it seems that the improvement, development, and promotion of man/animal-powered equipment have not received enough national or international attention.

Sincerely yours,

R. Picciotto

Robert Picciotto  
Assistant Director  
Agriculture and Rural Development  
Asia Projects Department

Cleared with Mr. B. Cheek  
& cc: Mr. Yudelman

RPicciotto/HTChang/yp

cc: Messrs. Weiner, Baneth, Parsons, Spall, Golan, Vergin, Harma



THE INTERNATIONAL RICE RESEARCH INSTITUTE

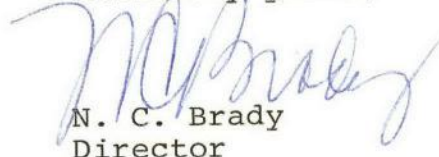
March 25, 1974

Dear Mr. Cheek,

Thank you for your letter of February 25 informing us of the allocation of funds from IDA to the international centers including IRRI. This was indeed good news for all the institutes. It will permit us to move ahead with planned programs and capital construction. I am certain, however, that rapidly rising costs and increases in salaries will definitely reduce somewhat the level of activities at the centers.

Again may I thank you for your most welcome letter.

Sincerely yours,



N. C. Brady  
Director

Mr. Bruce M. Cheek  
Consultative Group on  
International Agricultural  
Research  
1818 H Street, N.W.  
Washington, D.C. 20433

:vam

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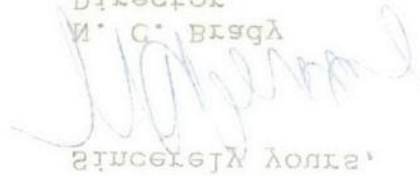
COMMUNICATIONS SECTION

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WASH

Washington, D.C. 20433  
1818 H Street, N.W.  
Research  
International Administrative  
Consultative Group on  
Mr. Bruce M. Speck

Director  
M. C. Bradley



Director

Welcome letter.  
Again may I thank you for your most

of the centers.  
reduce somewhat the level of activities  
and increases in salaries will definitely  
certain, however, that rapidly rising costs  
programs and capital construction. I am  
will permit us to move ahead with planned  
good news for all the institutes. If  
centers including IRI. This was indeed  
of funds from IDA to the International  
especially so informing us of the allocation  
Thank you for your letter of

Dear Mr. Speck,

March 22, 1974



THE INTERNATIONAL RICE RESEARCH INSTITUTE

~~BHC~~  
H. G. ...  
CJ

15 March 1974

Dear Mr. Graves:

I am sorry for the delay in writing to you but I was waiting for the completion of the enclosed paper Rice Research by Dr. D.S. Athwal. I think it gives a good overall picture of IRRI and its current activities.

All of the editing for the 1973 Annual Report is out of the way. We are preparing a "research highlights" report which will cover IRRI's major research achievements for 1973. I will send a copy to you as soon as it is published.

Also enclosed are some line drawings which illustrate the differences between the tall traditional tropical rice and the modern semidwarf rice. I thought they might be helpful to you because they illustrate the main reason for the success of the high yielding varieties.

If we can be of any further help to you, please don't hesitate to ask. We'd be glad to check out any written materials for technical accuracy as well.

It was a pleasure visiting with you and Mrs. Graves here at IRRI. Thank you.

Sincerely yours,

*Thomas R. Hargrove*

THOMAS R. HARGROVE  
Associate Editor  
Office of Information Services

/cpm

Mr. Harold Graves  
Executive Secretary  
Consultative Group  
International Bank for Reconstruction  
and Development  
1818 H Street, N.W., Washington, D.C. 20433  
USA

## RICE RESEARCH

### ABSTRACT

IR8, the first variety named by the International Rice Research Institute, represented a new plant type; it has a short and stiff straw, erect leaves, and the capacity to tiller heavily. Since the release of IR8 in 1966, a series of new varieties have been named: IR20, IR22, IR24, and IR26. These combine the IR8 plant type and its responsiveness to fertilizer with higher grain quality. IR26 is resistant to major diseases and insects. Twenty-six IRRI breeding lines have been named as local varieties and released for commercial cultivation by nations in Asia, Africa, and Latin America. Some countries have developed and released their own varieties through national breeding programs. Average yields in several countries are steadily rising as more farmers plant modern semidwarf varieties.

The modern varieties will reach their yield potentials only if farmers use improved cultural practices, including optimum application of fertilizer and water and weed control, and protect their crops from pests.

Nitrogen, phosphorus, and potassium (NPK) are the major nutrients used by rice. Other soil deficiencies, however, may greatly reduce the yield response to N, P, and K. IRRI scientists showed that rice grew poorly in certain areas, and did not respond to NPK, because of zinc deficiency. Fertilizer response is also dependent on good water control.

The payoff from good weed control increases sharply when farmers adopt high yielding varieties. The Institute identified several cheap herbicides for weed control. The low-cost herbicide, 2,4-D effectively controls weeds if applied 4 days after transplanting rice. Butachlor controls weeds in direct-seeded and upland rice.

IRRI has evaluated hundreds of insecticides. In early work, granular insecticides applied to paddy water were found to be far more effective than foliar sprays. Recently, insecticides placed in the root zones proved even more effective than paddy water application. Engineers and entomologists are developing a practical method for root zone application.

Improved varieties and intensive cropping have increased the economic advantage of rice mechanization. The Institute engineering program emphasizes the design and development of machines for small-scale farmers. A simple power tiller was developed which can be easily fabricated in the developing countries. The Institute also designed and released other machines including the axial flow thresher, the batch drier, and the multihopper seeder.

The Institute is trying to determine exactly why yields are lower on farmers' fields than on experiment stations. Some constraints to production are environmental; others are due to poor management. Farmers can appreciably increase their yields by using a package of practices which includes fertilizer, water management, and pest and weed control. In one area in the Philippines, insect control alone accounted for two-thirds of the yield differences between recommended practices and farmers' actual practices.



Several production constraints can be removed or their adverse effects minimized through genetic improvement of varieties. Small-scale tropical farmers are generally unwilling to take risks and to invest in inputs. Scientists have identified varieties in the world collection that are resistant or tolerant to insects, diseases, drought, deep water, low temperatures, and adverse soil conditions. IRRI is currently concentrating research to develop varieties with built-in resistance to these adverse conditions in order to lower the costs and reduce the risks of producing high yields.

The Institute shares new information and material generated by its research with national rice programs. Through cooperative projects, the Institute helps national programs enhance their capacities for rice research.

#

## RICE RESEARCH

D. S. Athwal

Rice yields are low in tropical Asia, where more than 70 percent of the world's rice is grown and consumed. Although several Asian nations have conducted research on rice since the beginning of this century, improvements in yields of traditional varieties were only marginal. In fact, high yielding varieties offered little advantage in traditional rice culture, in which little or no fertilizer was used. During the same period, however, Japan and other temperate countries had markedly increased national yields through the combined use of high yielding varieties, fertilizers, and other inputs.

During the last two decades rice growing nations have recognized that available land in Asia for extending rice cultivation is limited, so much of the additional rice required must be obtained by increasing yields per unit area. Some national programs started the development of varieties that respond well to fertilizer and are resistant to lodging (falling over). In 1962, the International Rice Research Institute began concentrated research to develop new rice varieties and the associated technology to increase yields. I will only talk about research oriented to major rice production problems, significant contributions that have already been made, and the current emphasis to overcome constraints to increased productivity on farmers' fields. I will primarily deal with results obtained by IRRI scientists, but I will also refer to cooperative work in different countries.

### Modern rice varieties

The traditional tropical varieties of rice are tall and leafy. Their yielding capacity is limited because when fertilized, they grow excessively tall and fall over. The Japanese rice breeders developed fertilizer-responsive varieties that are relatively short, have stiff straws and narrow, erect leaves. The "japonica", or temperate zone varieties, are not generally adapted to the tropics.

The first semidwarf fertilizer-responsive "indica", or tropical rice variety, Taichung Native 1, was developed in 1956 in Taiwan. But Taichung Native 1 was not fully evaluated in other rice growing countries nor were its merits as a variety responsive to fertilizer clearly recognized outside Taiwan, until 1962 when IRRI began to critically test this variety. In 1964 trials at the Institute, Taichung Native 1 was found to be one of the highest yielding varieties. Taichung Native 1 was grown commercially in India beginning in 1966 but it attracted little attention in other countries, primarily because it was susceptible to diseases.

---

A paper presented at the 1974 Agriculture and Food Science Symposium, Singapore, 22-24 February, 1974.



The Institute's breeding program started with the clear objective of developing tropical varieties with improved plant type that would make efficient use of soil nutrients, solar radiation, and other inputs. Taichung Native 1 and two other semidwarfs from Taiwan were crossed with tropical varieties; less than four years later, in 1966, the Institute named its first semi-dwarf variety, IR8. The new rice was an improvement over Taichung Native 1 not only because it was more responsive to applied nitrogen (fig. 1) but also because it was more resistant to diseases. IR8 rapidly spread throughout Asia, particularly in India, Pakistan, the Philippines, Bangladesh, and Vietnam (Athwal 1971).

IR8 represented a new plant type with short and stiff straw, erect leaves, and capacity to tiller heavily. This plant type essentially doubled the yield potential of the rice plant. IR8 was also non-sensitive to daylength, so it could be grown at any time of the year. IR8 was deficient, however, in grain quality. Its grains are bold and chalky. They cook dry and fluffy. Although people in the Indian sub-continent prefer rice which cooks dry, those in the Philippines, Indonesia, and some other countries prefer rice which has a soft texture. Another variety, IR5, was named in 1967. Its grain quality is similar to that of IR8.

After demonstrating that rice varieties with high yield potential can be developed for the tropics, the Institute concentrated on improving the grain quality. Since then, a series of new varieties have been released which combine the high yield potential of IR8 with good grain quality. Grains which are long or medium-long, slender, clear, and translucent are preferred by consumers in tropical Asia. The cooking quality of rice depends primarily on the amylose content of the grain. Rices with low and intermediate amylose content are soft-textured on cooking, but those with high amylose content cook dry and fluffy. All of the new varieties, IR20, IR22, IR24, have clear, translucent and attractive grains; IR20 and IR22 have high amylose content while IR24 has low amylose content. The grains of IR20 are medium-long and slender, while those of IR22 and IR24 are long and slender.

Although IR22 and IR24 have high yield potential and excellent grain quality, farmers' acceptance has been limited because they are susceptible to some diseases and insects. On the other hand, IR20 which has a somewhat lower yield potential but a broad spectrum of disease and insect resistance, rapidly spread to many new countries. Today it is the most popular variety in the Philippines, South Vietnam, and Bangladesh. This demonstrates that disease and insect resistance is an indispensable characteristic which must be incorporated in new varieties to ensure their widespread dissemination.

In November, 1973, the Institute named a new variety, IR26, (IRRI 1974). IR26 is resistant or moderately resistant to the major insects and diseases of rice in tropical Asia (Table 1). This resistance should be especially helpful to farmers who cannot buy extra pesticides to combat outbreaks of insects. IR26 is resistant to brown planthoppers and green leafhoppers, and moderately resistant



to stem borers. IR26 is the first IRRI variety to be highly resistant to the brown planthopper, which causes severe damage in the Philippines, South Vietnam, India, and Sri Lanka. It is also resistant to tungro and bacterial blight, widespread diseases in Asia. It is moderately resistant to grassy stunt virus and rice blast diseases. IR26 has a slightly higher yield potential than IR20 because of its stronger stems which resist lodging. Its grains are clear, slender, and medium in length, comparable to those of IR20. For tropical Asian tastes, its eating quality should be slightly better than that of IR20 and substantially better than that of IR8.

The new semidwarf varieties, with modern management practices, have consistently achieved yield levels very much higher than those of traditional and tall varieties. The IRRI varieties have been accepted over wide areas in several countries. But even more important has been the introduction into national research programs of genetic material with improved characteristics. Since 1965, the Institute has supplied 80,000 seed packets of improved genetic lines to more than 100 rice growing countries and territories. To date, at least 26 of the IRRI lines have been released for commercial cultivation in Asia, Africa, and Latin America. National programs in India, Indonesia, Sri Lanka, the Philippines, and Bangladesh, have also developed and released their own semidwarf varieties for cultivation.

In 1971-72, an estimated 12 million or more hectares in tropical countries of South and Southeast Asia (15 percent of the total rice area) were planted to modern rice varieties. About 1 million hectares out of the total rice area of 6.5 million hectares in Latin America are planted to varieties developed from the genetic material supplied by IRRI. Average rice yields in several Asian countries are now rising.

Country	Yield (kg/ha, approximate)	
	1961-64	1971
Pakistan	1400	2400
India	1520	1710
Indonesia	1800	2200
Philippines	1240	1720
South Vietnam	1860	2280

A large part of the yield increases can be attributed to the cultivation of modern rice varieties and the use of fertilizers. The adoption of new varieties and the associated technology must, however, be greatly increased to have a real impact on production.

The cereal protein of rice is of good quality because it has a relatively high lysine content (4 percent). But rice has a low level of protein. The protein content of milled rice averages about 7 percent



Increasing the protein content of modern varieties is a major objective of the Institute's varietal development program. The protein content is markedly influenced by environment, but Institute scientists have gathered evidence to indicate that the protein content of high yielding varieties can be genetically increased by at least one-fourth. If high protein varieties are to be accepted by farmers, however, they must yield as well as the ones they would replace, and should be equally acceptable to consumers. Studies on the nutritive values of rices with varying protein contents have shown that the net utilization of protein increases as protein content in milled rice increases, up to 10 percent protein. An increase in the protein content of the rice grain would not adversely affect its cooking and eating qualities. IRRI scientists have identified an experimental line IR480-5-9, which combines the improved plant type with a protein content of 9 to 10 percent. It has not been released for commercial production (except in Fiji) however, because it is susceptible to some diseases and insects. Improved lines which have a protein content and yield potential comparable to IR480-5-9, and which also are resistant to several diseases and insects, are now undergoing preliminary evaluation.

#### Cultural practices

Improved cultural practices must be used to enable the new varieties to express their full yield potential. Such practices as land preparation, time of planting, and spacing are generally well understood. Recent research has been concentrated on fertilizer application, water use, and weed control.

Nitrogen, phosphorus, and potassium (N, P, and K) are the major elements needed for plant growth. A crop of rice which yields 5 t/ha removes about 100 kilograms of N, 20 kilograms of P, and 120 kilograms of K from the soil. Most rice soils contain adequate potassium for crop growth; the potassium supply is continuously replenished in many soils by the incorporation of rice straw, and the use of irrigation water which has a high potassium content. Nitrogen is the most important nutrient which limits rice production, although phosphorus must also be added in many areas. Long-term fertility experiments conducted by Institute agronomists indicate that soils which continuously receive nitrogen may become deficient in phosphorus as well as in potassium under intensive cropping.

Commercial fertilizers offer a large potential for increasing rice production in the developing countries. But fertilizers are costly, particularly since the world oil crisis has caused their scarcity. Current research in IRRI's soil chemistry and agronomy departments is focusing on increasing the efficiency of nitrogen utilization. Water management markedly influences the nutrient balance in the soil. Nitrogen is often lost through denitrification, particularly when flooded rice land dries during the growing season. We now know that continuous soil submergence minimizes denitrification. Under rainfed conditions or with poor water management, a split application of nitrogen has been found to be more beneficial than a basal application (IRRI 1974).



Plants may fail to respond to fertilizer in some soils because of a deficiency of micro-nutrients. Institute soil chemists found that zinc deficiency limits yields on thousands of hectares of alluvial soils in two provinces of the Philippines which are well supplied with major nutrients and water. Field experiments at six rice farms in this region showed that, in the absence of zinc application, NPK fertilizer either had no effect or depressed the grain yield (IRRI 1973). Averaged for all levels of nitrogen, phosphorus, and potassium, response to zinc was as high as 2.4 t/ha, the minimum yield for the zinc-only treatment for the six locations was 4.47 t/ha. The zinc treatment costs less than \$2 per hectare. It consists of dipping the seedlings in a 2 percent suspension of zinc oxide in water just before transplanting. Experiments were also conducted on abandoned land that is topographically well suited to rice cultivation to determine whether these lands, which have a dense growth of weeds, could be made productive by the application of zinc. The application of NPK fertilizer did not increase yields. Zinc alone, however, increased the yield of IR20 by 3 t/ha -- from 2.4 t/ha without zinc to 5.4 t/ha with zinc.

The lack of adequate water is an important yield limiting factor. Institute agronomists have demonstrated that continual flooding is not essential for high grain yield. As long as the soil remains well saturated with water, optimum yields can be obtained. However, standing water helps control weeds. If irrigation water is available, 5 to 7 cm of water is sufficient on most soils for weed and insect control with granular chemicals, for high nutrient availability, and for minimum losses of nutrients from fertilizer and soil. Greater water depth may reduce tillering and induce lodging. Moisture stress at any growth stage will lower yields.

Nearly half of the world's rice is grown without irrigation, under lowland rainfed conditions. Institute rice production specialists have conducted experiments on farmers fields under rainfed conditions. They have demonstrated that rice which is direct seeded, rather than transplanted, at the beginning of the rainy season uses rain water more efficiently. The monsoon rains in the Philippines usually begin in May but farmers seldom have enough rain water to prepare the land for transplanting until July or August. Transplanting itself is often delayed until August. Seedlings in the nursery, or seedbed, may pass the optimum age for transplanting. But experiments on farmers fields have shown that the crop can be directly seeded at the beginning of the rainy season. Yields of 4 t/ha can be obtained on the unpuddled soils. Using short-season rice varieties, two rice crops can be grown under rainfed conditions (fig. 2), or a crop of rice can be followed by other crops that require less water.

The experimental plots were established on farmers fields at 9 different sites in Central Luzon, Philippines from mid-May until mid-June, 1973 (IRRI 1974). The first plots of early maturing varieties were harvested during the second half of August, when about 40 percent of the paddies in the area had not even been transplanted. Not enough rain had fallen for farmers to plow and puddle the soil. An early maturing selection, IR1561-228-3, averaged 5.33 t/ha at 9



locations. Seedbeds for the second planting were prepared 2½ weeks before the anticipated date of harvest of the first crop. The soil was plowed and puddled and rice was transplanted as quickly as conditions permitted. The second crop was harvested at about the time that local farmers were harvesting their first (and only) crop. Direct seeding of early maturing rice, followed by a second crop of rice, corn, or grain legume, promises to become a commercial practice that will use available rain water more efficiently.

The payoff from good weed control increases sharply when farmers adopt high yielding varieties. Handweeding is very laborious and time consuming. Even on farms as small as 2 to 3 hectares, a farm family has difficulty adequately controlling weeds by hand. A survey of Philippine farmers conducted by Institute economists showed that labor for weeding increased with the adoption of high yielding varieties. These analyses suggest that mechanical and chemical weed control is likely to increase output rather than displace labor, except in areas where wages are very low and farms are extremely small.

The recent success of Institute experiments in chemical weed control may bring a dramatic change in the weed control practices in tropical Asia. The 2,4-D results were most interesting. When applied 4 days after transplanting this low-cost herbicide adequately controls grasses, broadleaved weeds, and sedges. In the past, 2,4-D was known to effectively control only broadleaved weeds and annual sedges. The time of application is the key factor in control of grasses with 2,4-D. When applied after transplanting but before weeds emerge, it kills grasses as well as annual weeds. Institute agronomists recommend using 800 grams (active ingredient) of 2,4-D to control weeds in 1 hectare of paddy. The cost of treating 1 hectare with the granular herbicide is only \$6, compared with \$12 for handweeding.

Weed control is more critical and more difficult in direct-seeded rice than in transplanted rice. When rice is direct-seeded, the weeds and rice emerge simultaneously and the weeds are highly competitive. Because the weeds cannot easily be distinguished from rice seedlings of the same age, laborers invariably damage the rice plants in direct-seeded rice. Experiments conducted by IRRI agronomists have shown that 1.5 kg/ha (active ingredient) of butachlor or of benthocarb applied 6 to 8 days after seeding successfully controls weeds in direct-seeded rice. The cost per hectare of either chemical is about the same as that of hiring labor to handweed transplanted rice. Either of these chemicals applied at lower rates can also control weeds in transplanted rice. Weed control in upland rice is even more difficult than in direct-seeded rice. Butachlor in liquid form at 2 kg/ha a.i. controls all annual weeds in upland rice.

This success of chemical weed control has stimulated the use of herbicides in the Philippines and other Asian countries. Because of a shortage of labor, or an unwillingness to control weeds by hand, the use of cheap herbicide is likely to become a widespread practice. Formulations and derivatives of 2,4-D, MCPA, butachlor, and benthocarb are now being marketed in several countries.



### Plant protection

Warm temperatures and high humidity, which are typical of the tropical rice environment, are optimum for the development of organisms that are harmful to the rice plant. About 20 diseases and insects seriously damage the rice plant in the tropics; most are present in the Philippines. Institute scientists have concentrated their attention on the most widespread and damaging pests; these are blast, bacterial leaf blight, and tungro virus among the diseases and stem borers, planthoppers, and leafhoppers among the insects. Another major insect pest is the gall midge, which is not found in the Philippines. The Institute has also done considerable work on bacterial streak, sheath blight, and grassy stunt diseases and on the whorl maggot insect.

Improved management practices must include protection of the crop from diseases and insects. Chemical control of diseases has not been very successful in the tropics. Year-round rice cultivation favors rapid and frequent build-ups of pathogenic organisms which make chemical control uneconomical. The breeding of varieties resistant to diseases is the only practical method of disease control.

IRRI entomologists have evaluated hundreds of chemicals and have standardized their application methods for cheap insect control. Conventional foliar sprays and dusts do not penetrate dense foliage well and are easily washed off by rains. They must be applied repeatedly for effective control. Early work at IRRI led to the standardization of paddy water application of insecticides in granular form. Granular insecticides are convenient for paddy water application and are far more effective because they function systemically in the plant. Two granular insecticides, lindane and diazinon, were found not only to be most effective in controlling insect pests of rice but also to be the least hazardous to man. Two applications of these chemicals controlled insects better than did 8 to 12 foliar sprays of such potent compounds as endrin and parathion. Carbofuran, which is also available in granular form, was identified as a highly promising insecticide in recent tests. Carbofuran controls all major insects when applied to paddy water, but it is relatively expensive.

The entomologists recently focused their attention on developing new and less expensive methods of applying insecticides. In several experiments, placing insecticides 2 cm below the soil surface at 3 days after transplanting protected the crop from insects until harvest. The effect of insecticides is prolonged because they are less exposed to heat and sunlight and aerobic degradation, and are less susceptible to volatilization and loss in the paddy water. The insecticide applied in this manner is also expected to be less hazardous to the parasites and predators of rice pests. The insecticides were placed in protein gelatin capsules which dissolve in water. Two insecticide manufacturers also formulated cartap into tablets of the appropriate size and chlordimeform into large granules. These formulations had to be pushed below the soil surface by hand. Institute engineers are now working on the development of a mechanical applicator for placing such insecticides in the root zone.



In a series of experiments, root zone applications of carbofuran, cartap, and chlordimeform were compared with water application of carbofuran at 2 kg/ha active ingredient applied every 20 days, which is considered the most effective method of insect control (IRRI 1974). The root zone applications were as effective as the paddy water application of carbofuran -- at only a fourth of the cost. Investigations have shown that a greater proportion of insecticides is absorbed by the plant when it was applied to the root zone than when it was broadcast on the soil surface. For example, chlordimeform applied in the root zone was rapidly absorbed and translocated to the stems and leaves of the rice plants and its concentration in the plants was several times higher than that of surface application (IRRI 1974). Even 40 days after treatment the concentration of the insecticide applied to the root zone was twice as high as that applied to paddy water.

### Rice mechanization

Improved varieties and intensive cropping have increased the economic advantage and scope of rice mechanization. Farm surveys by Institute economists have shown that the new rice varieties have increased overall labor requirements. Reliable, low-cost sources of power are basic to the reorganization of small farms for increased production. In tropical Asia, a large portion of paddy land is medium-sized farms of 2 to 10 hectares each. The Institute's agricultural engineering program is focused primarily on the design and development of machines for such medium-sized farms, which are too large to work economically with animals, but not large enough to justify investments in large agricultural equipment imported from the industrialized countries. An integral part of the program is cooperation with agricultural equipment manufacturers to extend new machines to rice farmers.

Among the machines which the Institute has designed and released, the IRRI power tiller has made the greatest impact. The single-axle power tiller is simple and lightweight, and can be manufactured in most developing countries. It uses an imported 5- to 7-hp aircooled gasoline engine. The other tractor components are easy to fabricate locally in small shops. The number of companies which manufacture the IRRI-designed machine, or modifications of it, has increased rapidly. Since the design of the power tiller was released in 1972, 12 companies in the Philippines have received IRRI authorization to produce the machine. They are now manufacturing more than 500 tillers per month. The IRRI-designed tiller costs about half as much as an imported tiller. Farmers like it because of its simple design, ease of maintenance, and low cost. The tiller has been tested in about a dozen countries; initial manufacture has begun in Sri Lanka, Thailand, and South Vietnam.

IRRI released its design for the axial flow thresher for commercial production in late 1973. Five Philippine companies are now building production models. Two companies in Pakistan, one in Sri Lanka, and one in South Vietnam have initiated prototype fabrication. The machine can consistently thresh and clean 3/4 to 1 ton of paddy



per hour. It uses a 7-hp gasoline or kerosene engine. The engine of the power tiller is interchangeable; it can also be used on the thresher. The thresher can handle both dry and high moisture paddy efficiently.

Economical pumps are not available in the tropics for many low lift irrigation needs. A simple and low cost "bellows" pump was developed for this purpose at IRRI. It is designed for fabrication from light sheet metal, canvas, rubber and wood, and can be built by small blacksmith shops. The pump is light and can easily be carried by one man. It can deliver 100 to 150 liters of water per minute and sells for approximately US\$25.

The design for the IRRI batch type drier was released for commercial production late in 1972. Since its release a number of changes have been incorporated into the design to improve its performance and to reduce cost. This 1-ton drier has an underlying plenum chamber through which heated air is driven upward into the grain mass. The bin can be made of either metal or wood. Its two parts are separated by a perforated metal sheet or a screened partition. Either a kerosene burner or a simple self-feeding rice hull furnace provides heated air. A ton of grain can normally be dried in 5 to 6 hours. Five companies in the Philippines now produce the drier. Initial investment cost is about US\$550 with a metal bin, or \$350 with a wooden bin.

The multihopper seeder was designed to place pregerminated seeds in rows in lowland rice fields quickly and precisely. The machine is made of sheet metal and meters out seeds by simple wooden rollers. The lightweight seeder can easily be transported across fields and levees. One man can seed 1 hectare in 7 to 8 hours with the machine. About 300 multihopper seeders were sold at approximately US\$50 each, in the Philippines during 1973.

#### Major constraints to production

Despite the development of high yielding varieties and associated technology, the rate of adoption, as well as its impact on production is not as high as expected. Most farmers do not obtain yields in their fields as high as those demonstrated at experiment stations. The Institute is seeking explanations for these substantial yield differences.

The agricultural economics department participated in a cooperative regional project in which about 25 social scientists from different countries surveyed farms in 36 villages in 14 separate study areas in 6 countries during 1971-72 (IRRI 1974). The primary objective was to gather information on changes in production, income, and employment associated with the introduction of new rice technology, and on the major obstacles to further increases in rice production in these areas. Three major factors seem to explain many of the differences found among villages in the areas planted to high yielding varieties: (i) the availability of suitable varieties which combine high yield potential, with resistance to pests and good grain quality;



(ii) the nature and quality of the rice growing environment (solar radiation, water control, etc.); and (iii) the price relationships between improved and local varieties, and between rice and inputs such as fertilizer. Even in areas where adoption was widespread, the constraints to high yields most frequently mentioned were insects and diseases.

The Institute statisticians conducted experiments on farmers fields in Laguna province, the Philippines, at four locations in the 1972 dry season, three locations in the 1972 wet season, and 14 locations in the 1973 wet season (IRRI 1974). All of these farms were within a radius of 25 km from the IRRI experiment station. Most farmers in Laguna province are progressive and now use fertilizers and improved cultural practices. Factors such as insect control, water management, weed control, fertilizer, seed source, and seedling management were studied in each experiment at two levels -- the farmers' levels (as practiced by the concerned farmers in the sample farms), and the recommended levels (the standard practices at the IRRI experiment station).

In the dry season, improved management practices increased yields in farmers' fields by an average of 85 percent. Absolute yield increases ranged from 2.4 to 4.4 t/ha. At one farm the yield increased to 9.6 t/ha with improved practices. Insect control, water management, and fertilizer were most crucial in raising rice yields in the dry season.

In the wet seasons, improved practices increased average yields far less: only 0.6 t/ha (14 percent) in 1972, and 1.3 t/ha (63 percent) in 1973. Insect control was by far the most important factor contributing to yield; it accounted for more than two-thirds of the yield differences between recommended and farmers' practices. Weed control ranked second. Most farmers in the study area were already using adequate fertilizer.

The new rice technology has proved highly profitable in areas where solar radiation is high and irrigation water is adequate. For example, national yields in Pakistan increased by 50 percent during the three-year period ending in 1969-70 with the adoption of modern varieties on a third of its rice area (Athwal 1971). Rice is grown in Pakistan under irrigated conditions with extremely low rainfall and high solar radiation. Modern varieties give high yields in other countries when grown during the dry season with adequate irrigation. But the existing technology is less suited to unfavorable environments, such as wet season, poor water control, low solar radiation, and high incidences of diseases and insects.

A recent Institute study in the Philippines clearly shows that poor management practices, as well as poor environments, markedly limit farm yields (IRRI 1974). To realize the full yield potential and to maximize benefits from the new technology, all factors which contribute to production must be optimized. For example, the data collected by Institute economists both in the Philippines (R. Barker, unpublished) and Thailand (IRRI 1973) emphasized the high degree of complementarity between weed control and fertilizer input for obtaining high yields and income. High levels of either one increased yield



and income insignificantly. Marked increases in yields and farm income levels came only with heavy applications of fertilizer accompanied by good weed control.

#### Overcoming production constraints through genetic improvement

On the basis of research information now available, it appears that several of the constraints to production can be removed or at least their adverse effect minimized through genetic improvement. Perhaps water and fertilizer are the most important inputs for increasing rice yields. Inadequate water supplies, or excesses of water, limit the potential yields in some areas. After water, the most important factors which limit yields are insects, diseases, and weeds. Adverse soil conditions that affect lowland rice include salinity, alkalinity, zinc deficiency, and iron toxicity. Aluminum toxicity and iron deficiency interfere with the response of new varieties to fertilizer and other inputs in upland rice. Low temperatures prevail in many rice areas at high altitudes and in northern latitudes. An enormous potential exists for incorporating built-in resistance or tolerance to insects, diseases, drought, deep water, low temperatures, and adverse soil conditions.

IRRI maintains a "germplasm bank", or collection of more than 25,000 varieties. Scientists have screened these varieties and identified sources of resistance or tolerance to these yield-limiting factors. Genetic materials which are almost immune to different diseases and insects are available. Some varieties in the germ plasm bank have resistance to salinity, alkalinity, or iron toxicity. The traditional varieties which are grown in areas of deep water can elongate several meters as the water rises. Studies have established that the genes responsible for elongation can be combined with the semidwarf plant type. Varieties may be developed which remain short under normal conditions, but which have the capacity to elongate as the water deepens. Other rices have been identified which are tolerant to drought and low temperatures.

Small scale tropical farmers generally are not willing to take risks and are hesitant to invest in inputs. For example, farm surveys by Institute economists have shown that although farmers have increased insecticide use over the past few years, they still generally apply only low amounts. The normal farm practice is to use the chemical when damage is visible. The insect damage varies with location, season, and variety. Although it is difficult to rely on chemicals as a major insect and disease control measure, farmers quickly identify and adopt resistant varieties. Modern varieties must obviously be improved to provide genetic protection against unfavorable conditions in order to lower the costs and reduce the risks of producing high yields.

Institute scientists have made remarkable progress, through intensive crossbreeding, in transferring disease and insect resistance from different sources into improved genetic lines. Fig. 3 shows that 70 percent of the selections included in the 1973 replicated yield trials



were resistant to at least five major diseases and insects (IRRI 1974). Only 4 years ago, less than 15 percent of the entries in these trials were resistant to two pest organisms, and none were resistant to three pests. Some of the experimental selections now being tested have combined resistance to blast, bacterial leaf blight, tungro virus, grassy stunt virus, green leafhoppers, brown planthoppers, white back plant-hoppers, and stem borers (Table 2).

The new crosses which are now being studied are designed to incorporate resistance or tolerance, not only to diseases and insects, but also to other unfavorable environmental factors, into lines which yield well and have good grain quality. The genetic recombination of all of these characters into single varieties requires a massive breeding program. The Institute has expanded and accelerated its breeding program and now makes about 2000 crosses per year, compared with only 200 to 300 crosses in the past. The development of varieties suited to unfavorable environments is a long range program which offers a continuing challenge to rice breeders. Diseases and insects have the capacity to change and new varieties must continuously be bred to withstand these variations.

#### Research utilization

The Institute orients its activities to ensure that the new information and materials generated by its research are shared with national rice programs. The genetic material developed by IRRI is available to every rice growing country for evaluation and ultimate use as varieties. IRRI has a large training program and provides about 80 man-years of training to young scientists every year. During their stay at IRRI, the scholars are encouraged to work on problems which are important in their countries. Many of the scholars take selected genetic lines from the breeding materials back with them for evaluation at their home stations. IRRI publications are distributed to the major rice research stations and libraries around the world. For example, the Institute sends its annual research report to about 2,000 addresses, mostly rice researchers in the less developed nations. The IRRI Reporter, a bimonthly publication, goes to 4,000 addresses, mostly scientists, extension workers, teachers, and farmers.

We recognize that most of the work for increasing rice production in any nation must be carried out by research stations of that nation. Strong national institutions are essential prerequisites to accelerated progress. The Institute is engaged in cooperative projects in the major rice growing countries to help them improve their research capabilities. Projects in India and Pakistan have been completed; each lasted for more than five years. Cooperative country projects in Bangladesh, Indonesia, Sri Lanka, Vietnam, Egypt, and the Philippines are continuing.

Three parties are usually involved in the development of a cooperative country project -- the national agency, IRRI, and an



agency which is willing to finance IRRI's participation. A project normally provides for assignment of one or more IRRI scientists and short-term consultants, training for local scientists, and supply of essential equipment. Institute scientists employed in country projects work as members of local teams on local problems. These projects are in no way intended to be branch stations of IRRI. Not only are technical resources of the project applied to enhance the local research efforts, but also the Institute at Los Baños often incorporates into its research program supplementary investigations to help solve rice production problems in the host country. The Institute emphasizes that its efforts in a country must be a part of the national program. IRRI has also stimulated the development of coordinated national programs where they did not previously exist.

Inadequate extension programs may limit the adoption of improved technology and the achievement of production goals in some countries. Although IRRI's major focus is on research and the training of research scientists, IRRI also trains extension workers, cooperates in adaptive research on farmers' fields, and helps develop new extension techniques. The Institute has assisted some countries in accelerating the adoption of improved technology. Working cooperatively with Philippine agencies, IRRI developed the concept of "Rice minikits" to accelerate the dissemination of new varieties among farmers. Each minikit contains seeds of several new selections, fertilizers, insecticides, and herbicides to plant small plots on farmers' fields. The technique is designed for large scale evaluation of selections prior to their release under a range of environments and to give farmers an opportunity to choose the selection which gives best performance under farm conditions. In addition to the Philippines, the rice minikit has proved a powerful extension tool for disseminating the new varieties in Sri Lanka and India.

More recently, IRRI scientists working with local Philippine agencies have developed an extension methodology which can be applied in other countries. The methodology includes the use of a "package" of practices (improved varieties, proper use of inputs, etc.), a mass informational campaign, farmers' field days, training of technicians, improving the mobility of technicians, assuring an adequate supply of inputs, and timely credit. Through its cooperative projects, IRRI will stimulate the use of this methodology in other countries, IRRI will continue to help demonstrate the effectiveness of new technology in increasing rice yields at the farm level and in improving the living conditions of farmers.



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- International Rice Research Institute. 1973. Annual Report for 1972. Los Baños, Philippines.
- International Rice Research Institute. 1974. Annual Report for 1973. Los Baños, Philippines. (in press)

Table 1. Reactions of IRRI varieties to major diseases and insects.

Variety	Blast	Bacterial blight	Bacterial streak	Grassy stunt	Tungro	Green leaf-hopper	Brown plant-hopper	Stem borer
IR8	MR	S	S	S	S	R	S	MS
IR5	S	S	MS	S	S	R	S	S
IR20	MR	R	MR	S	R	R	S	MS
IR22	S	R	MS	S	S	S	S	S
IR24	S	S	MR	S	MR	R	S	S
IR26	MR	R	MR	MR	R	R	R	MR

R - resistant; MR - moderately resistant; S - susceptible; MS - moderately susceptible



Table 2. Reactions of named varieties and promising selections to major diseases and insects.

Variety/ Selection	Blast	Bacterial blight	Bacterial streak	Tungro	Grassy stunt	Green leaf- hopper	Brown plant- hopper	White back plant- hopper	Stem borer
IR8	MR	S	S	S	S	R	S	S	MS
IR26	MR	R	MR	R	MR	R	R	S	MR
IR2061-464-2	R	R	MR	R	R	R	R	S	MR
IR2071-88-10	R	R	MR	R	R	R	R	R	MR

R - resistant; MR - moderately resistant; S - susceptible; MS - moderately susceptible

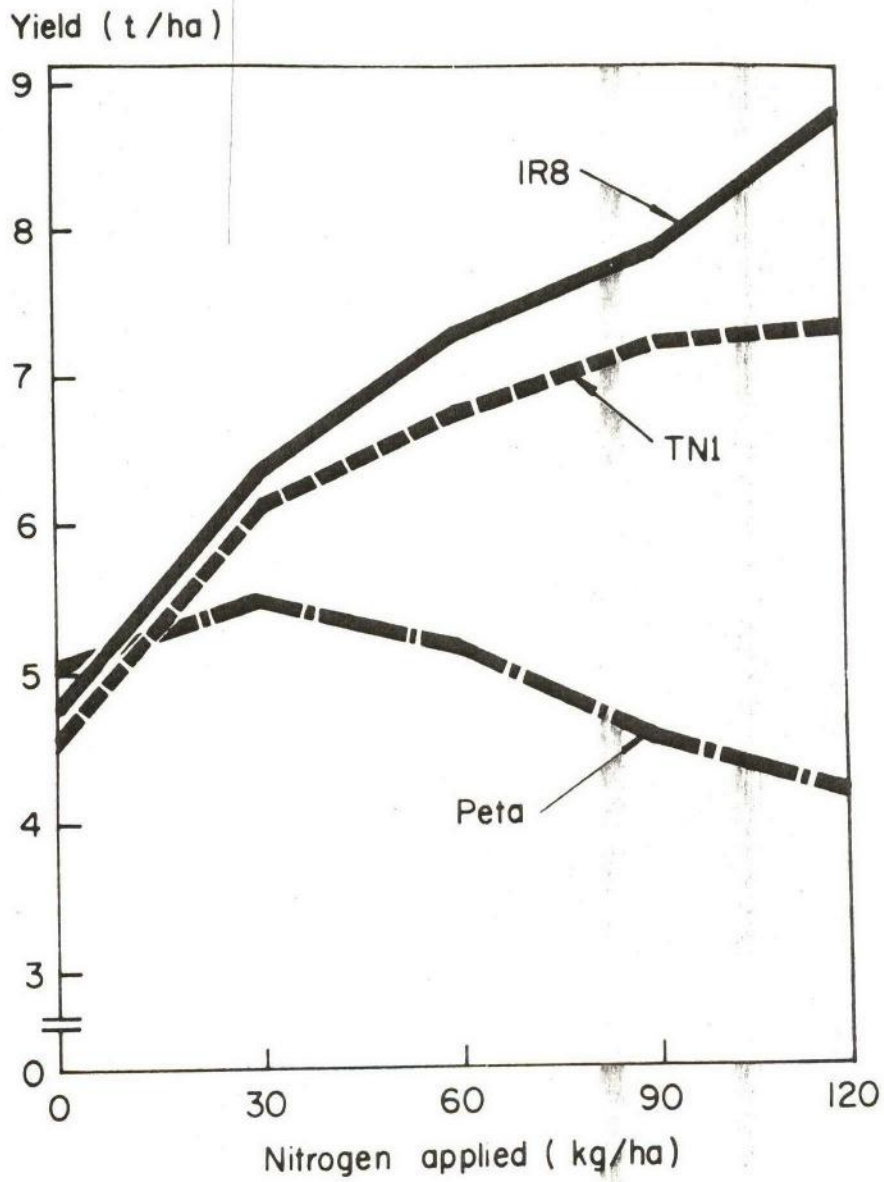


Fig. 1. Effect of plant type on nitrogen response (3-year dry season average).



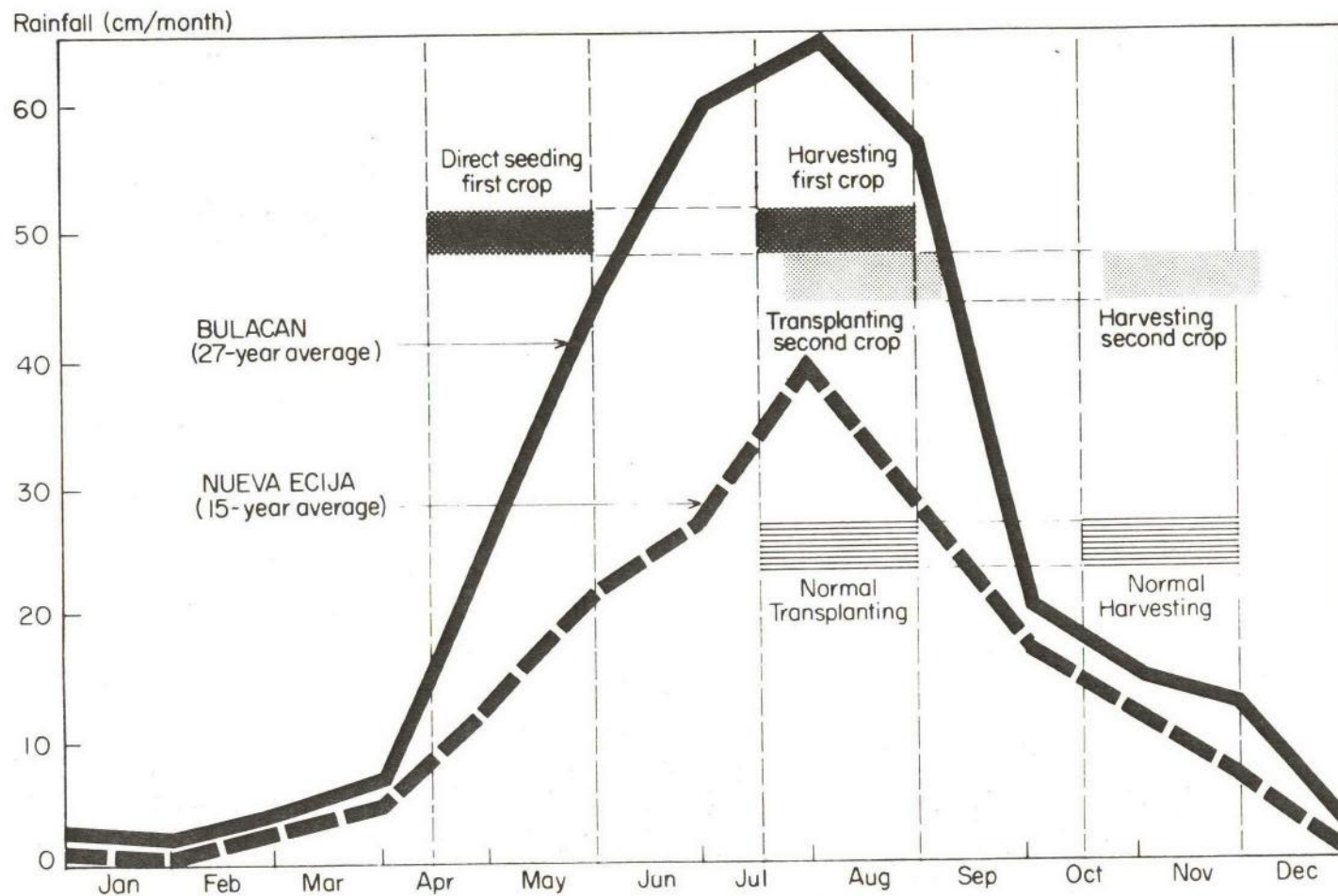


Fig. 2. Monthly rainfall in Bulacan and Nueva Ecija, Central Luzon, Philippines. with planting and harvesting periods shown for normal transplanted crop and the two crop system.

Resistance to a number of diseases and insects (%)

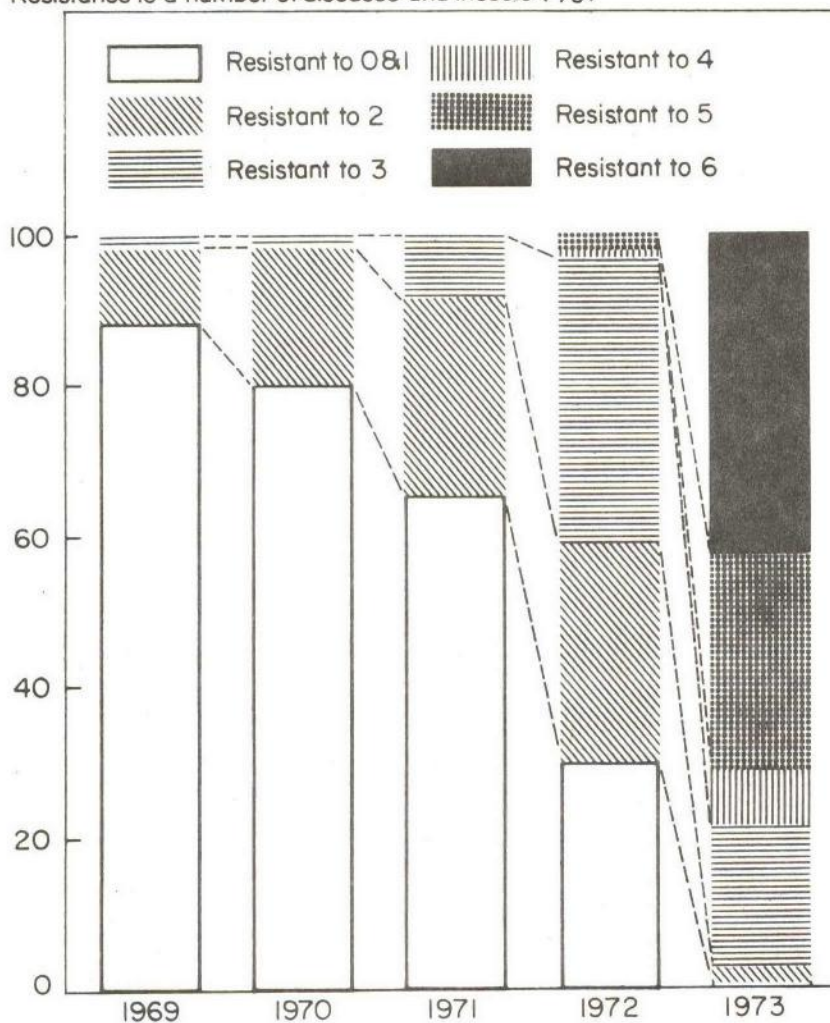


Fig. 3. Change in proportion of entries in annual replicated yield trials with multiple resistance to important diseases and insects (blast, bacterial blight, tungro, grassy stunt, brown planthopper, and green leafhopper). Each year's trial consisted of about 185 entries.





IR8 before panicles emerge.



Mature IR8 plant.

IR8, a modern semidwarf rice variety developed at the **International Rice Research Institute**. The new semidwarf rices have strong, stiff stems. When fertilized, the panicles become heavier, but the strong stems hold the plants upright, not allowing them to fall over. Narrow, erect leaves permit more sunshine to penetrate the leaf canopy, increasing photosynthesis. The modern semidwarfs are high tillering. With proper management and inputs, they yield about 5 tons of rice per hectare.

# THE INTERNATIONAL RICE RESEARCH INSTITUTE

March 14, 1974

Mr. Harold Graves  
Consultative Group on International Agricultural  
Research  
1818 H. St. N.W.  
Washington, D.C. 20433  
U.S.A.

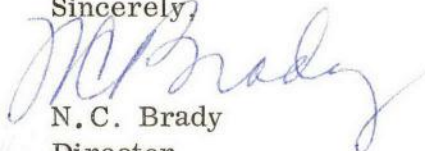
Dear Harold:

You may recall during your visit to IRRI I mentioned the problems we are having meeting rising costs including those for salaries. Pressures for cost of living adjustments come from 3 sources: a) an increase in the consumer price index for the Philippines of more than 30% in the past year b) an unusual salary adjustment of 15% given employees of the University of the Philippines, our next door competitor for manpower and c) a minimum ₱ 50 per month increase for all low salaried employees of the government of the Philippines. Coming at a time when IRRI's salary schedule has tended to lag behind its competitors, these pressures have forced us to make an immediate cost of living adjustment ranging from 3% for our senior scientists to 15% or ₱ 60 per month (whichever is greater) for our peso employed employees. In total, this cost of living adjustment will require about \$100,000 for the remainder of the current fiscal year.

It is our intention to absorb the salary adjustments by reallocating funds from three sources: a) savings from unfilled or temporarily vacant positions b) savings from restricting the use of visiting scientists c) delay in the purchase of equipment for staff houses, the new laboratory and training-conference center. These reductions coupled with markedly increased costs for everything the institute buys will have a detrimental effect on our program level and will be reflected in our 1975 budget requests.

It was a pleasure to discuss with you opportunities and problems here at IRRI. We are looking forward to our continued association.

Sincerely,



N. C. Brady  
Director

cc. F. F. Hill



RECEIVED

March 14

cc: E. E. Hill

1978 MAR 20 10:07 AM  
Director  
I. C. Berg  
Sincerely

IBBI: We are looking forward to our continued association.

It was a pleasure to discuss with you opportunities and problems here as reflected in our 1978 budget requests.

Institute rules will have a detrimental effect on our program level and will be these reductions coupled with markedly increased costs for electricity, the of equipment for staff houses, the new laboratory and training-conference center, b) savings from restricting the use of visiting scientists c) delay in the purchase from three sources: a) savings from unfilled or temporarily vacant positions

It is our intention to absorb the salary adjustments by reallocating funds

required about \$100,000 for the remainder of the current fiscal year for our base employed employees. In total, this cost of living adjustment will from 3% for our senior scientists to 12% or \$ 80 per month (whichever is greater) pressures have forced us to make an immediate cost of living adjustment ranging when IBBI's salary schedule has tended to lag behind its competitors, these low adjusted employees of the Government of the Philippines. Coming at a time poor competitor for manpower and c) a minimum \$ 20 per month increase for all adjustment of 12% given employees of the University of the Philippines, our next index for the Philippines of more than 30% in the past year. b) an unusual salary living adjustments come from 3 sources: a) an increase in the consumer price living meeting rising costs including those for salaries. Pressures for cost of You may recall during your visit to IBBI I mentioned the problems we are

Dear Harold:

U.S.A.  
Washington, D.C. 20543  
1818 H. St. N.W.  
Research  
Consultative Group on International Agriculture  
Mr. Harold Graves

MARCH 14, 1978

92e

March 14, 1974

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

Dear Nyle:

The subject of this letter is the IRRI program and budget document for 1975. While William Lewis and I were with you last month, we discussed a document along the following lines:

(1) The document would be in two parts: a narrative text; and the standard tables which already have become a part of the IRRI program document in recent years.

(2) The narrative would open with a brief statement of the objectives of IRRI. Something might be said in this statement to underline the importance of rice; it would be useful to have any numbers that could be supplied here -- for instance, of the number of acres planted to rice annually in tropical countries, the size of populations dependent on rice, and so on.

(3) A second section of the narrative would briefly state the amount of funds requested for IRRI core and capital in 1975, in comparison to the funds budgeted for 1974. The differences would be quickly analyzed; increases due to inflation would be distinguished from increases due to growth in staff numbers or other aspects of IRRI's activities. Implications of these increases which extended beyond the year 1975 (e. g., projected year-end levels of expenditure which would presage further increases in 1976) would be stated.

(4) A third section might deal briefly, if you chose, with particularly notable advances and achievements in 1973/74. This would not preclude your intended excerpting and circulation of the Director's review, also dealing with advances and achievements, from your Annual Report.

(5) A next section, if you chose, would deal with any issues which you wanted to report to, or raise with, the Consultative Group. These could conceivably be internal issues at IRRI (although this does not seem likely), or could be issues concerning IRRI and outside institutions, including the Consultative Group.



March 14, 1974

(6) Then would follow a number of individual sections, each dealing with one of the elements of your research program (multiple cropping, etc.). Each of these sections would explain the objectives and techniques of the particular program element concerned, and would justify or explain any increases over, or changes from, previous activity of this kind. In the case of each program element, the number of man-years of senior and support staff engaged in a given activity would be stated, and, in dollar amounts, the expenditures (personnel and otherwise) attributable to the program element would be given.

(7) Following the sections on research activities would be sections dealing with training and with any features of the core or capital budget that were attributable to outreach activities.

(8) A section should be included on administration, embracing both management (i. e., Office of the Director, trustees, etc.) and general operations (e. g., motor pool, plant maintenance, etc.).

(9) Finally, there should be a section on capital expenditures. Whenever possible, these expenditures should be related to program elements, as in the case of the need for additional staff housing arising from the expansion of your multiple cropping program.

The report of the Bell Subcommittee, you remember, recommended that drafts of the program and budget documents of the centers be in the hands of the Consultative Group Secretariat by March 31. I hope that we may have your draft not too long after that date.

I'm writing you a separate, short letter about my visit to the Asian Development Bank. I'm also looking forward to getting a copy of Dr. Athwal's recent talk on IRRI's research activities.

Sincerely yours,

Harold Graves

  
HGraves:apm

## OFFICE MEMORANDUM

TO: Mr. Warren C. Baum, Vice President, Projects      DATE: February 25, 1974

FROM: Michael E. Ruddy, Programming & Budgeting Dept. *MSR*

SUBJECT: Administrative Management Review of IRRI

1. As you may know, Dr. Brady of IRRI asked an outside team to review and evaluate the overall organizational and administrative structure of IRRI. Mr. Gormbley (of the Ford Foundation), Dr. Samontc (Chancellor of the University of the Philippines at Los Banos) and I undertook this assignment in early January.

2. I thought you might find the attached report on our findings and recommendations interesting because I believe most of the basic management, organizational and planning problems we found at IRRI are common throughout the system of centers. I do not believe it is necessary to read the entire report but would suggest that you read the summary and conclusions starting on page 23.

Attachment.

MERuddy:da



**International Rice Research Institute  
Los Baños, The Philippines**

**ADMINISTRATIVE MANAGEMENT REVIEW**

**January 11, 1974**

**A. G. Samonte, University of the Philippines  
at Los Baños  
W. P. Gormbley, The Ford Foundation  
M. E. Ruddy, The World Bank**

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## ADMINISTRATIVE MANAGEMENT REVIEW

The International Rice Research Institute has, as is true of most organizations which have not changed leadership for more than a decade, questioned whether its current management and administrative services set-up is organized to meet the changing needs of the Institute in the decade ahead. The management and administrative services set-up of the Institute has provided over these formative years of institute life excellent service which is attested to by all who know of the Institute's work or who have had the privilege of working at the Institute in Los Baños. But with new programs, new personnel, new methods of funding, an expanding international program, an expanding physical property and needs for tighter control of dollars in a world of high inflation, the directors have asked for assurance that the management and administrative services will be up to these demands in the months and years ahead.

The Director, Dr. Nyle Brady has with his staff undertaken a self-study of these needs and has in some specialized areas such as salary administration, staffing patterns, personnel administration and organization utilized the help of private Philippine consultants. As an additional and perhaps final check of their findings to-date, Dr. Brady requested the help of the University of the Philippines at Los Baños, The World Bank and The Ford Foundation, all of which have had long and close relationships with the Institute, to establish a team of knowledgeable individuals to conduct a review of the Administrative Management of IRRI. All three agencies responded favorably and on January 6, 1974, Chancellor Abelardo G. Samonte, University of the Philippines at Los Baños; Mr. Michael E. Ruddy, The World Bank; and Dr. William P. Gormbley, The Ford Foundation assembled at IRRI to begin their assignment.

### SCOPE OF THE REVIEW

Dr. Brady in his letter to the review team stated the major objectives of the review to be:

1. To evaluate the over-all organizational and administrative structure of IRRI and to recommend pertinent changes for improvement.
2. To evaluate IRRI's current personnel policies and procedures and, to make suggestions for improvement.
3. To evaluate the operational procedures for functions such as:
  - a. Buildings and properties maintenance



- b. Purchasing
  - c. Accounting
  - d. Fiscal management
  - e. Budget development
  - f. Housing, dining and dormitories
4. To ascertain the advisability of an institute-wide approach to such needs as:
- a. Computer services
  - b. Chemical analyses
  - c. Document reproduction
5. To evaluate any other aspects of IRRI's operations which in your judgment are hampering IRRI's ability to function as an effective research and training institute.

#### PROCEDURES AND MATERIALS USED

The Review Team was provided a briefing book prepared by the Institute Directorate entitled A Brief Summary of the Organization and Administration of IRRI which not only provided an introduction to the organization and to the people and their assignments but highlighted some areas of concern already identified. In addition, the Review Team was given copies of the various Philippine consultants reports and of a variety of IRRI publications. During the course of the review, the team also requested and received copies of the outside Auditors reports, various directors memos on policies of the Institute, copies of operating budgets, copies of various administrative forms and flow charts for their use.

The Review Team met with the directorate as a group and separately. Meetings were also held with the various research department heads, heads of the supporting services and the heads and supervisors of the various administrative units. All members of the staff had been briefed by Dr. Brady on the purpose of the team's visit and generally came to the meetings with the Review Team prepared to comment on their individual and collective concerns with the Institute's management and administrative services. Besides giving each person opportunity to say what he/she wished the team to hear, the team members raised questions and

issues of their own with the staff. The Review Team believes that the exchange between it and the members of the staff was frank, and directed towards finding solutions to problems and towards assuring high performance in the future, rather than recanting old gripes and trying to hold on to the past.

The team members met frequently in executive sessions to assess their progress, to exchange impressions and to plan the next phase of interview and procedures. Supporting data was requested where deemed necessary and individuals were revisited in order to check facts or to develop new lines of review. At all times, the team was aware of its role as a reviewer and met frequently with Dr. Brady to insure that its interrogations was not interfering with the ongoing work of the Institute and that its efforts were not being misinterrupted by the staff.

It was the sense of the Review Team that agenda items 1, 2 and 3 of Dr. Brady's charge to the team were so central to IRRI's future that we would do well to deal fully with these, even at the expense of not responding to all matters of interest to the Director. The team thus managed its time accordingly and in consequence is able to respond only partially to agenda item 3 and not at all to agenda item 4.

This report was prepared in draft after four days of work and was reviewed in this form with the Directorate before being released in its final form. While many have contributed, the responsibility for the final report and its recommendation rest clearly on the shoulders of the Review Team.

#### The Current Management Situation.

The International Rice Research Institute (IRRI) was organized in 1960 with two primary functions, namely: research and training on rice. In the sixties, it gained dramatic success by concentrating its efforts on increasing the yield on high quality rice in irrigated lands. With the continuing challenges and resulting demands of the rice growing countries of the world, IRRI's activities have expanded to include research on rainfed and upland rice and on cropping systems in which rice is grown.

IRRI is organized into two general geographical programs:

1. The core program concentrated at Los Baños which accounts for about 2/3 of the Institute's budget, employs 33 senior scientists, 13 senior administrative staff, and 226 junior supporting administrative and operational personnel; and



2. The approximately 10 outreach or Cooperative Country Projects (CCP) in which there are 28 senior scientist positions of which 20 are filled, with much of their financing coming from outside funding agencies and the cooperating country.

The Chief Executive of the IRRI is the Director who is responsible to a Board of Trustees. Assisting him is an Associate Director who spends about three-quarters of his time as head of the CCP or outreach program. A few years ago, an Assistant Director for Training was appointed and very recently a second Assistant Director was appointed with the primary function of research coordination.

The Associate and Assistant Directors, while having particular functions or line responsibilities, are actually staff officers in the Office of the Director. The 13 research departments are headed by senior scientists who are directly responsible to the Director.

Administrative services include the offices concerned with accounting, property and inventory, purchasing and shipments, travel, motor pool dispatch, security, office services, personnel, building and grounds maintenance, and self-sustaining activities. Currently, one person is filling both the Treasurer/Controller and Executive Officer positions.

#### Organizational Problems of IRRI.

At the outset, it is necessary to point out certain changes in the management situation. First, as previously mentioned, the goals of IRRI have been broadened, leading to an increased workload, the need for additional personnel, and new patterns or methods of organization. Secondly, the financing of the IRRI has become more complex. While in the initial period IRRI was jointly financed by the Ford and Rockefeller Foundations, IRRI today must get its funds from a Consultative Group composed of approximately 20 independent donors. Moreover, IRRI has lost the unique position as the only international research institute; today, it must compete for funds available for international agricultural research with at least 7 other institutes of similar status.

Under this changed situation, the management of IRRI has become more complex and difficult; it can not be as relaxed and informal as was its counterpart in the initial years of the Institute's operations.

The present Directorate has done well under these circumstances; it appreciates the primary purpose of the Institute as a research organization, and its efforts have been directed towards the support and improvement of the substantive research programs of IRRI.



Considering, however, the afore-mentioned factors that must condition its general management response, the Directorate must exert more efforts to reorient the values and attitudes of the Institute's personnel, especially the research scientists, to the organization structure and approaches that are necessary for the effective achievement of the expanded goals of the Institute. In this task, the establishment of greater rapport and understanding between the Directorate and research staff as well as with the administrative support personnel is very essential.

It has been observed that one of the primary characteristics of IRRI in its initial period under the first Director had been the great degree of informality in organization and management. Many administrative decisions were delegated to the department heads and even the individual scientist had a large area of discretion. But faced with the demands of the new management situation, the present Director must provide more formal structures, policies, and procedures. These moves may likely be perceived by the professional staff, especially the oldtimers, as a trend toward centralism and a diminution of individual research freedom. They may also decry the lack of opportunity for direct and immediate communication with the Director which they have been used to in the initial period.

It is our judgment that the present Director is on the right track in trying to tighten up the organizational structure, policies, and procedures of the Institute. The more or less informal organization in effect during the time of the first Director was effective because of the smaller size of the staff and of operations then, but under the present situation, the Director has got to make organizational adjustments or changes to meet the new conditions, needs and problems of the Institute.

It is one thing, however, to have the right orientation and another thing to getting it understood, accepted, and translated into action. Thus, it is suggested that the Director adopts ways and means to effectively achieve such end.

First, the Director should delegate more authority to his subordinates. His desire to get a quick feel of the Institute's activities, coupled with the need to deal with many individual issues and problems arising from the interim period when IRRI was without a regular director may have justified his initial attempts to get involved in many administrative details. This could have been perceived rightly or wrongly by the professional and administrative personnel as too much centralization or even lack of confidence in their abilities. We believe that the Director should now take quick and concrete steps to diffuse the centralized locus of decision-making. He should now be willing to let



his assistants make decisions within their area of competence, of course, under overall policies set by him; in fact, he should even be willing to allow for mistakes as the assistants develop their capability to exercise such delegated authority. In the process, there will be a greater confidence of the assistants in themselves and in the central administration.

Secondly, the Director must open more channels of communication including some formal communication lines like regularized staff meetings. These meetings should extend to department heads and the senior administrative officers. In that way, members of the organization will, through their involvement in collegial decision-making, be more properly oriented to what is going on and better able to understand the rationale for changes in the organizational structure, policies and procedures. In fact, before any such changes are formally adopted, they should be presented in staff meetings to enable staff members to express their ideas, react, and give suggestions for improvements. All these will strengthen rapport between the Director and his subordinates and build up confidence between them. This interaction through staff meetings can be complemented by general dissemination of decisions and organization changes and other personnel matters to every officer and employee in the Institute through varied means including perhaps an expanded IRRI Calendar or house organ.

Thirdly, as a complement to improve communication and staff participation in decision-making, is the need to have a system of goal determination and program planning. Involvement of personnel at all levels including collegial decision-making in the directorate under the leadership of the Director should provide a good base for goal setting and management planning. Such an approach could also be very useful in effecting shifts in approaches and in undertaking and coordinating research. In this way, the senior scientists in the different departments would not feel that the multi-disciplinary teams for multiple cropping, GEU, etc. are new activities merely added or superimposed on what they consider as their traditional "mainstream research activities". Instead the process of consultative management would make them more responsive to the integration of all research activities and to the major thrusts and priorities of the Institute. If the scientists are thus involved, there will be greater chances of understanding, acceptance, and implementation of new programs and approaches.

The Director of the Institute must enhance his position not only as administrative head but even more so as scientific leader. Participation techniques of decision-making, particularly in the research area, we believe, will increase his standing as a scientific leader in the eyes of the senior scientists. To accomplish this, he will have to delegate many of the administrative details to his administrative subordinates while maintaining



a system of general control. By being freed from the day to day administrative detail, he should then be able to concentrate on major policy problems and to take the leadership in the planning and programming of substantive research activities.

Certain structural changes are being proposed as depicted in the attached chart. Under this set-up, activities and operations of the Institute will be divided into four areas, namely: (1) research, (2) education and communication, (3) international programs, and (4) administration. To maintain and enhance his scientific leadership, the Director should assume the responsibility for the direction of the entire research program of IRRI. We do not believe that at this time this responsibility can be shared. This means that all research departments and programs will report directly to him. The Assistant Director - Research Coordination will assist the Director in promoting interdepartmental research activity. In addition, the Assistant Director will assume the direct supervision of the Experimental Farm and the Department of Statistics. The Assistant Director will also assume responsibility for the operations of the centralized analytical laboratories if and when established and for the equipment and instrument maintenance unit now located in the laboratory building.

The Director should retain responsibility for external relations with major organizations and key officials. But he should delegate the line supervision on matters of education and communication to an Assistant Director.

The Review Team is recommending that the responsibilities of the Assistant Director - Training be expanded and that the position be retitled Education and Communications. We would thus see the consolidation under the Assistant Director all of the activities that relate to this area of IRRI operations, i.e., Conferences, Training Programs including the Department of Rice Production, Training and Research, the Information Services Department, the Library and Documentation Center and the Self-Sustaining Operations, all activities dealing with visitors and the maintenance of educational relations with the University of the Philippines at Los Baños.

We believe that the growth of IRRI's work in technological transfer and its growth in international operations will require a far more involved and sophisticated approach in Education and Communications than IRRI has to-date utilized. The facilities, equipment and people now devoted to some phase of education and/or communications are substantial. To prevent conflict and duplication and to maximize effort will take careful coordination of all who work in this area and will require more than the collegial coordination now in effect. We believe that the changes recommended are also in line with the need to recognize on the



Directors immediate staff the fact that the dissemination and utilization of the tremendous knowledge on rice generated at IRRI is one of the key goals over the next decade.

A further word is perhaps necessary to explain the placement of Self-Sustaining operations under Education and Communications rather than leaving it in its traditional place in Administration. A review of this unit finds that it deals mostly with visitors and trainees. Only its responsibilities for staff housing involves it with facilities and people who are not temporarily assigned to IRRI in some visitor or trainee role. We believe that Ms. Pascual's experience in dealing with trainees and proving services to conferees would be far more useful to the Education and Communications staff than to those in Administration. We were further led to this conclusion when we found that except for the minimal supervision of the Executive Officer, Ms. Pascual operates almost independently of and makes little, if any, use of other administrative services. We thus find little to hold her to Administration and much to add her valuable know-how to Education and Communications.

The outreach or international programs should be the primary responsibility of the present Associate Director and it is recommended that the other functions currently performed by the Associate Director be minimized so he can concentrate on this full-time in the outreach program. In carrying out this assignment, the Associate Director will need to work closely with the various research departments in order to gain their cooperation and to direct their efforts on international problems.

As the panel believes that the major share of the Director's time should be reserved for program direction, interaction with the scientific staff, external relations and dealing with the Consultative Group matters, it strongly recommends that the position of Assistant Director for Administration be established in order to relieve the director of the day to day involvement in most administrative and financial matters. Our recommendation is to assign to this new Assistant Director management responsibilities for personnel, administrative services, and accounting and finance.

The present Executive Officer position does not have sufficient stature to make key decisions stick and to deal effectively with the various heads, supervisors and Directors. Raising the status of this key activity would make the incumbent individual a full-pledged member of the top management team. We note that at present, the Executive Officer is not invited to the meetings of the directorate.

The Assistant Director for Administration will have three principal assistants, namely:

1. Controller (replacing the present Treasurer/Comptroller), who would have direct supervision of (a) accounting, (b) budgets and contracts, and (c) banking and cash management.
2. Personnel Manager who would be in charge of the recruiting and employment of personnel, salary administration, and processing and recording of personnel papers except those of the scientists who would still be recruited and selected directly by the Office of the Director in concert with Department Heads.
3. General Services Manager which would have supervision of (a) transportation services, (b) purchasing, (c) building maintenance and construction, and (d) office services.

It is believed that this new organizational structure will greatly assist the Director in effectively carrying out the measures that we have previously outlined, and in making changes in IRRI's policies, programs and procedures to effectively cope with the new demands on IRRI.



PERSONNEL MANAGEMENT

The personnel function at IRRI has not been the province of any one individual.

Personnel policies and procedures have not evolved in an orderly, systemic and sustained manner nor have they been disseminated to the staff in a meaningful manner. Rather, IRRI has evolved those personnel policies, procedures and practices it has on a crisis or problem basis with the Director sharing responsibility with individual department heads and has been disseminated to personnel information on a limited "need to know" basis. While IRRI was small, this worked satisfactorily. Even as the staff at IRRI has grown, the style of management which placed great emphasis on the freedom of the individual department head or supervisor to manage his/her own affairs and which counted on the collegial relationship among these managers to bring about uniformity, provided a rationale within which personnel matters could be handled relatively effectively.

However, for today's IRRI with its many more people, with a new director answerable to a more active Board of Trustees and to a donor group of approximately 20 agencies all asking for maximum utilization of staff and staff dollars, with an expansion of IRRI's goals and programs and with staff at 10-20 locations other than Los Baños, this approach to personnel matters cannot continue for long without becoming a serious impediment to IRRI's operations and growth. Recommending change is too often taken as criticism of the past or as a signal that currently things are in a sorry shape. The Review Team is therefore quick to affirm that it does not find the personnel of IRRI in great disarray, demoralized, or unable to carry out its assignment. The staff is concerned that in the change over of Directors its interest and concerns are not lost from sight.

The Review Team is convinced that the management of IRRI is genuinely concerned about the personnel situation, recognizes its importance and is fast becoming knowledgeable about the concerns and problems of the staff. It has already engaged a firm of Philippine consultants to review salary, salary grades, and salary procedures and policies for the 728 support and service personnel of IRRI. It has hired an experienced personnel manager. The consultant's studies have been made and a complete and detailed set of recommended actions to correct salary inequities, and install sound salary procedures to forestall such happening again, have been made to the Directorate. A review of the consultant's reports by the Review Team encourage it to urge that the Director implement the report as soon as practicable. If the team has reservations, it is in the somewhat overpowering complexity of the systems and procedures for conducting the performance appraisals and of



maintaining the job descriptions and grading system recommended by the consultants. The system recommended would fit without change, an organization many times IRRI's size and with far more resources to devote to it than does IRRI. But we believe that these can be modified with the help of the new personnel manager and should not in themselves delay the implementation of the new grading and salary system. Two problems in implementing the consultants recommendations need to be given serious considerations by the Director and the new personnel manager. First, is the method by which the new grading and salary system is to be installed. There will need to be much education of and communication with the staff so that the new program is completely and fully understood and department heads, managers and supervisors, will need to be fully informed on how the system is to work. There will undoubtedly be requests for exceptions to the plan and the Director will have to move decisively but fairly in maintaining the integrity of the system for no change of this magnitude will be without some difficulty.

Second, is the need to move quickly to establish a formal procedure to review the salary grades each year. A salary structure to be responsible to the needs of both employee and employer must recognize both the need to increase salary because of the impact of external events--basically cost of living or inflation--and the need to reward individuals because of meritorious performance. The Institute's salary structure must be kept competitive with the organizations with which it competes for staff and with conditions in the communities in which its employees live. Unless this is done on a regular schedule, IRRI will find that the new salary system becomes just as unhelpful as the one it now has.

The Review Team has considered in another section of this report the structure and organization of the Administrative Services units. One of its recommendations there is that the Personnel Manager report directly to the new Assistant Director for Administration and be of the same rank as the General Services Officer and the Controller. We believe this to be important both to signal to the staff the importance which the Director places on sound personnel practices and to give the personnel manager enough authority to bring about the necessary changes.

Because of the imminent arrival of the new Personnel Manager, it did not seem the best use of our limited time to dig too deeply into the current personnel system. The new manager should be encouraged to review all aspects of personnel activity at IRRI. In doing so, we would suggest that he be concerned not only with the clerical and record keeping function of personnel activity but that he give serious attentions to creating an atmosphere at IRRI which will allow all individuals regardless of level, salary, nationality, scientific or administrative endeavor,



whether field worker or office worker, to develop to the maximum of their ability and desires their capabilities to assist IRRI in reaching its goals. For example, the Institute should examine its policies of providing educational assistance to junior scientific staff as well as the rank and file worker. Opportunities for in services training and self-development should be expanded and employees actively encouraged to participate.

We would hope that the new personnel manager would work closely with Department heads and supervisors to make the statements found in Memorandum No. 139 on employment opportunity and promotion to be truly applicable to all staff without regard to the department in which the opening or position exists or to the department in which a qualified staff member may currently be assigned. Just as the opportunity for self-development should be made available to all staff, so to, must the opportunity to rise in the organization to the highest level of ones capabilities. Assignment, transfer and promotion in IRRI should be based first on the needs of IRRI and the qualifications of the individual and only secondarily, on the needs of any particular department or unit.

We believe that Memorandum No. 139 provides a good starting point for the new Personnel Manager to establish a manual of personnel policies and procedures that can be made available to all staff. The more clearly personnel policies and procedures are understood both by staff members and supervisors alike, the less chance there is for the kind of misunderstandings and unhappiness that sap morale, reduce efficiency and keep individuals from performing at their best and thus, cause the entire organization to operate at less than 100% of potential.

It should be pointed out that Memorandum No. 139 was issued in March of 1970. There have been new and improved approaches to the handling and funding of many of the employees benefits setforth in 139 that will require careful review by the personnel manager and the Director.

We understand and are in accord with the decision of the Director to limit the work of the Personnel Manager to the area of Los Baños support staff. We believe, however, that it is necessary that the responsibility for maintaining uniform personnel policies, procedures and practices for the Los Baños senior staff and for the senior staff assigned overseas be placed elsewhere in the Directorate than in the office of the Director. We suggest that the Assistant Director for Administration assume the responsibility. The Assistant Director for Administration should develop with the cooperation and assistance of the Associate Director for International Programs and a Director selected panel of senior staff; a comprehensive personnel manual which will be made available to all senior staff. We hasten to add that this should not



interfere with the ability of the Director or department heads to hire and assign senior staff based on their specialized knowledge of their department needs and the peculiarities of the fields in which they work. What we are suggesting should add to the Director's and department heads' ability to attract staff and to keeping them happily employed thereafter.

The growth of the international staff places new personnel burden on the Directorate. The overseas staff is now almost equal to the Los Baños staff. It is doubtful because of current funding methods that the Los Baños core program will be able to provide all the staff needed to man these overseas projects and thus, short-term staff will need to be hired. It is also doubtful that this many new staff can be offered the opportunity of joining the core staff upon the conclusion of their overseas assignment. Thus, it may be necessary to offer short-term overseas staff not assigned to the core program, additional inducement in the form of higher salaries, special overseas allowances, etc. in order to attract them to the posts that must be filled. Careful attention to the development of these policies must be given so that they can be easily identified and justified to staff and thus not become a focal point for unwarranted dissatisfaction. Because donor agencies and contractors are also interested in such differences it is advisable that terms of services for IRRI core employees and IRRI short-term (contract) employees be carefully spelled out.

Because of the size of IRRI's overseas program and its close relationship to the programs and staff at Los Baños it is in the Review Team's opinion that it is not desirable for IRRI to continue its present practice of providing benefits to staff based on the regulations for personnel of the individual donor and contract agencies with which it deals. Once IRRI has established clear cut policies on how it will pay and provide for its staff both in Los Baños and overseas, it should insist that its staff be compensated and provided for logistically according to these policies and not those of the contractor agency. We believe that a firm stand on this issue backed by sound and defensible personnel policies will not prove a hindrance to good relations with such agencies. As a further argument to such a position, one could point out that where contractors do not provide sufficiently within the contract for IRRI's regular personnel policies, that IRRI must provide for these from core budget and thus reduce its commitment in these areas. We do not believe that core funds should be used to support a contract.

The problem of the large number of second level scientific and research staff, i.e., assistant scientists, sr. research assistant, research assistant and research aide; who appear to have little possibility of upward mobility and who had been with the Institute for sometime came to the fore as a serious and immediate problem. Coupled with this was the off repeated statements that current salary,



educational allowances and other perquisites were not sufficient to hold the best of the junior scientific staff or to attract new staff of high quality. One solution that was often advanced was to create a new grade at a higher level, thus opening the way for some promotion from all four lower levels to those who are discouraged from a lack of mobility and providing more attractive jobs and salaries to attract the needed new staff. While certainly this may be a useful move in itself it does little to solving the underlying problem of low pay and lack of opportunity, and will only hide the basic problem during the time necessary for the 5 grade pipeline to become clogged. Rather we would first suggest a careful review of the salary and perquisites offered by competing organizations to be sure where the Institute is really deficient and the removal of these deficiencies to where the Institute again stands competitively at or near the top. Second, we would suggest a careful review of the current junior staff to be sure that those who are now on board have the ability to stay and meet IRRI's quality standards. Those who are judged not to be of this calibre should be encouraged to find employment elsewhere and the Institute would do everything in its power to help such individual relocate. And last, so that the problem will not be as difficult to face in the future, we would suggest that all junior scientists be hired on one or two years contracts so that there must be the formal need to subject each individual to an annual or bi-annual review with continuance of employment based on the ability to pass a rigorous review of his/her peers.

We believe that the accomplishment of these steps should do much to alleviate the current unrest among the junior scientific staff and should provide the needed spur to recruitment. However, we believe that the upward mobility of the junior staff must continue to be a prime concern to the Directorate and to the Senior scientific staff. Individuals who are not maintaining their scientific standing should be encouraged to enroll at the University with substantial Institute help. Individuals who are not presumed to have a future with the Institute should be told so as soon as possible and even at the risk of some loss of efficiency (in the departments research) by his/her departure. The new fifth grade should be established to provide additional upward mobility and to bring gifted individuals into a role where they can make even greater contribution to IRRI's work. Entrance into the new fifth grade should be carefully administered and the work assigned to individuals who are so promoted should be commensurate with this higher level of competence.



CONTROLLER

The Review Team recommends that operating responsibility for IRRI's financial planning, budgeting, accounting, financial reporting and cash management be assigned to the office of the controller and that the controller report directly to the Assistant Director for Administration. With respect to these financial functions, we believe the Assistant Director for Administration should be responsible for: 1) formulating broad financial and contracting policy; 2) establishing a formal planning system which integrates programming, budgeting, and financial planning; and 3) for insuring that the Institute's finances are prudently managed. These functions and those of the Controller are discussed more fully below.

Formulating Broad Financial and Contracting Policy:

The Review Team believes that IRRI's financial policies (like those of many organizations, and most of the other international agricultural research institutions) have evolved overtime on the basis of ad hoc internal decisions, requirements stipulated in special contracts and requirements imposed by donors. Given the history and nature of the institution, we do not find this unnatural, but we do believe that IRRI would benefit from rationalizing existing financial policies, and establishing policies where they do not currently exist. More specifically, we feel a financial policy paper should be prepared from time to time for the Board of Trustees dealing with the following:

- a) Cash Management and Liquidity (including the investment of funds and the use of interest revenue)
- b) Advances and Receivables
- c) Borrowings
- d) Grant Accounting (Unrestricted and Restricted)
- e) Special Project Contracts
- f) Self-Sustaining Operations
- g) Earned Income
- h) Capital and Unexpended Balances



Establishing a Formal Planning System Which Integrates  
Programming, Budgeting and Financial Planning

The Review Team believes that the center's present system of planning (an annual "Informal" Program Review with heads of each department) does not provide an adequate mechanism for stating and setting the medium term goals of the institution, moreover, it does not properly link programs with budgetary implications, nor does it provide the basis for setting out well-planned and thoughtful expressions of future financial requirements.

For these reasons, the Team recommends that a more formal and complete system of planning be established. We have in mind a procedure where, based on guidelines established at IRRI for program development, each research department, the Associate Director for International Programs, the Assistant Director for Education and Communication, and the Assistant Director for Administration would prepare annually a five-year program paper. As we see it, this paper would be the principal instrument for defining the center's medium term operating goals and support levels and would be the basis for stating manpower and other resource requirements. More specifically, this paper would serve to:

- a) Provide those responsible for implementing IRRI's programs with an annual opportunity to propose specific courses of action, to state research and other goals and to indicate manpower requirements;
- b) Provide IRRI's management with a sound basis for relating the work and direction of each department to the primary purposes of IRRI;
- c) Provide a formal statement of the program goals, the rationale for these goals, and a record of decisions taken; and
- d) Provide the basis for annual and medium term work programs, budgets and financial plans.

We would think that this program paper would consist of a text (approximately 10 to 15 pages) together with supporting tables. The text should relate on-going work to existing goals, assess accomplishments to-date against original expectations and discuss problems. Based on this assessment and in the light of new IRRI initiatives, the paper should propose goals and set strategies for the planning period. These goals should be specific as to problems being addressed, the plan of work, and a statement on how the work relates to the broader food and human problems central to IRRI's mission. The supporting tables



should quantify to the extent practicable the work volumes involved as well as the manpower (by type) to carry out the proposed programs.

Insuring the Institute's Finances are Prudently Managed:

The Review Team believes that the Assistant Director for Administration should be responsible for insuring that funds made available to IRRI are being used for the purposes intended and with reasonable efficiency. He should prepare the terms of reference for the external auditors and from time to time seek consulting or other forms of expert advice on particular financial or contracting problems. In addition he should deal with external financial reviewers.

The controller should be responsible for: 1) implementing financial policy; 2) managing the Institute's liquidity; 3) establishing a sound system of internal control; 4) maintaining the financial plans and budgets; 5) maintaining the Institute's accounts (including inventory records); and 6) provide timely and accurate financial information to the Director, the Board of Trustees, and IRRI's management.

We recommend that the controller consider organizing his department along five functional lines: Budgeting; Contract and Cost Accounting; General and Grant Accounting; Inventory Accounting; and Cashiering. Only two of these functions (Budgeting, Contracting and Cost Accounting and Cashier) are sufficiently different from what is now being done to require comment.

The recommendation to establish a cashier is to separate the recording of (the control over) cash from the actual custody of the asset and to improve the timing and flow of information on cash management.

The recommendation to establish a unit responsible for budgeting, contracting and cost accounting is based on the Team's:

- a) Recommendation that a more formal and extensive planning system be established, including the maintenance of medium term financial plans;
- b) Belief that as IRRI moves towards a multi-program approach in rice research (GEU, multi-cropping, and individual department research) while retaining its existing departmental structure, the complexity of the budgeting and accounting process will increase;
- c) Belief that CG requirements for budget presentation and financial reporting requires additional refinements in IRRI's budgeting procedures;



- d) Belief that IRRI should develop pricing policies and refined costing procedures for special projects so that it can carefully work out the financial implications of proposed contracts;
- e) Belief that those responsible for budgets (both department heads and program heads) should receive periodic statements showing the status of their full budgets, whereas currently budget reports are provided on a few line items considered "controllable";
- f) Belief that a budget manual should be prepared explaining the purpose, procedures, timing, reporting and control system of the budget. The manual should also set out the rules governing budget management (i.e., what discretion does the manager of a particular budget unit have and what resource does he have to contingency funds).

It was not possible in the time available to study the current work load on the financial staff. However, assuming that the current level of staffing is about right, this recommendation implies that at least one additional position be established if the controller is to carry out the team's recommendation.

#### INTERNAL AUDITING

The Team was asked for its views on the need to establish the position of an "internal auditor", a recommendation made by the external auditors and endorsed by the consulting firm which recently studied IRRI's administration organization and procedures. Based on discussions with staff and after reviewing the audit reports of the external auditors, the Team could not find sufficient evidence to support this recommendation. There was full agreement among the Team that in the absence of a documented need, IRRI's current size and its volume of accounting transactions did not warrant employing a full-time internal auditor. The Team thought that a number of other measures (i.e., expanding the terms of reference of the external auditors, organizational improvements in the financial section, and the use of outside consultants to do procedural studies in problem areas) could and should be used as an alternative.

### GENERAL SERVICES

The Review Team has previously recommended that the positions of Executive Officer and Associate Executive Officer be abolished. Instead we have recommended that the position of Assistant Director for Administration be established in the Directorate and that this official have reporting to him/her the Controller, the Personnel Manager, and the General Services Manager.

The Review Team suggests the following reignment and arrangement of the various offices and services formally under the jurisdiction of the Executive Officer:

Transport Services which will assume the responsibility for all motor vehicle assignment and use as well as the responsibility of supervising and operating the Motor Vehicle Repair Shop. (In passing we should indicate that we were attracted to the idea of also adding to this unit the responsibility for the farm implement repair operations but as we did not have time to study this in depth we can only highlight it for further consideration by the Director).

Purchasing and Supply would be transferred to this new organization almost as it is now constituted. We believe that the staff of this unit is probably over extended which makes for the kind of dissatisfactions one hears from department heads. As these complaints deal mostly with slowness, lateness or lack of advice on progress, we believe that these stem from lack of staff rather than from lack of effort. The demands of the international programs alone would appear to justify the addition of a competent buyer/expediter. In addition this unit like others in administrative services has grown like topsey and has tended to maintain practices and procedures established years ago when demands were lower and purchasing requirements less complicated. We believe that the new General Services Manager and the new Assistant Director for Administration will need to spend a fair portion of their time on reviewing the systems and procedures used in purchasing as well as in the other units that make up their division. While not purchasing experts we believe that much can be done to increase efficiency and to improve service by such reviews.

Office services would be responsible for Travel, Mail and Messenger, Security and Janitorial Services. We have put these together because we believe that in general they serve the same users and work the same general physical areas. We also believe that purchasing has enough to do without being involved with the day to day problem of Security. It is also an attempt on our part to reduce the load now carried by the Buildings and Grounds office which is probably the most under supervised unit in Administration.



Building Maintenance and Construction would assume responsibility for much of what used to be Buildings and Grounds. We are not particularly attracted to the new name we have suggested for this unit but believe that there should be a new one to signify that it is new and not just a replated version of the old.

We have attempted to limit this new unit's responsibilities to those activities that have a direct relationship to the maintenance of the physical plant of IRRI, and not to equipment or activities that require a shifting of procedures and practices to handle them. Thus, we have assembled here, Painting, Carpentry, Plumbing, Electrical and Refrigeration---all of the normal building trades. We have also continued ground maintenance here because we believe that it is most like the others and also because it requires some coordination between building maintenance and grounds maintenance.

With the volume of construction activity and renovation work handled by this unit and because of the load that it assumes in negotiating with outside contractors as well as evaluating their work, we believe that the Director should look into the need to provide an additional staff member in the office of the Manager of this unit to serve both as a draftsman, specifications writer and expeditor. We believe that the work would flow more orderly and that supplies would be used more efficiently if such a semi-professional, skilled in the building trades were added. We do not see this position being filled by another clerk or a tradesman. The individual should have the potential, if even some years down the road to replace the current manager of this unit.

It should be noted here that Self-Sustaining Activities, Equipment and Instrument Maintenance have been transferred to offices outside of Administration as set forth in previous statements.

## POLICY ISSUES

During the course of our discussions with the director and his staff, a number of policy related matters were touched upon which we believe merit further consideration or study. We note these issues below without making recommendation.

### Special Projects Contracting

We believe that IRRI has tended to take a reactive rather than a controlling position with respect to special project contracts. Moreover, we believe that it is incorrect in principle and unfortunate in practice if special project contracts are permitted to dictate IRRI's personnel and accounting policies. We are fully aware that this is a complex area replete with problems, but feel strongly that the subject deserves further study.

### Balance Between Research and Technology Transfer

Both the Consultative Group on International Agricultural Research and the Director of IRRI have stated that the success of the international agricultural research centers will ultimately be judged on what is accomplished in the farmers' fields rather than what is accomplished in the laboratories. We are not equipped to judge the extent to which balance exists at IRRI between the objective of improving rice varieties and yields and the transferring of existing technologies. However, in view of the increasing importance of technology transfer, we believe that further thought and a fuller rationalization of this balance is in order.

### Centralized Support Services

In two areas (field services and laboratory services) the panel wondered if IRRI's work might be more efficiently handled, with equal effectiveness if not convenience, by centralized services. It seemed that on the face of it, the scientific staff could be relieved of some personnel management problems and other administrative burdens if agricultural laborers were transferred from the departments to the experimental farm. We also wonder if by consolidating laboratory equipment and staff it would improve the quality of testing and result in economies of scale.

### Combining Selected Departments

The panel noted that a number of scientific departments are relatively small, particularly if one excluded clerical and field labor. We suspect that the organization and administration of the Institute



could be streamlined by making logical consolidations of some small departments or in providing consolidated administrative services where research consolidations are not feasible.

#### Real and Imaginary Controls

As we reviewed various control procedures over administrative services and accounting functions, we noted that very often the central control mechanism was that the department head approved authorizing documents. That is, he signed work orders for buildings and grounds services, approved overtime slips, authorized purchase orders, signed for store requisitions, etc. Given the nature of these transactions and the interest of the department head, we wonder how effective these controls are in practice and if they are effective, perhaps, they are taking too much senior scientific staff time. We are of the opinion that an assessment should be made to determine the extent to which these controls are effective and at the same time methods might be found that would be less demanding on senior scientific staff.

#### VISITORS

We noted that staff are ambivalent about visitors. They recognize the need to receive visitors and acknowledge that scientific exchange with visitors is valuable to their own research progress. They do, however, resent the time it takes, especially when its value appears only to be for public relations. We believe the Director needs to look into the visitor problem and take what ever steps he can to shield the research staff from unnecessary involvement in the large volume of visitors that are attracted to IRRI and which, on balance, the Review Team does not believe should be turned away.

SUMMARY AND CONCLUSIONS

The Review Team considered its central task to be one of a) assessing the extent to which IRRI's current management and administrative structure can meet and be responsive to the challenges of new leadership, new programs and a more complex international support environment; and b) to bring forward specific recommendations where it felt improvements should be made.

Based on its review of briefing materials provided by the Institute, and by external consultants, and on its detailed discussions with members of the directorate, department heads and support service personnel, the Team concluded that:

- a) The informal management style that has characterized IRRI's organization up to now was well suited to its formative period, but unlikely to be responsive to the demands of the Institute's own new activities and the changing environment in which international agricultural research centers must now function;
- b) That a more formal organizational style is now appropriate, both because of the demands of the future and the personal management style of the current director;
- c) The director should concentrate his energies and time on the priority programs of the Institute (which we consider to be program direction, interaction with scientific staff, external relations and dealing with consultative group matters) and formally delegate the responsibility and authority for other activities and functions;
- d) The director should, while delegating responsibility and structuring the organization, retain to the extent possible the participation and management process by opening more channels of communication, perhaps through regularized staff meetings;
- e) The director should undertake to strengthen the process of goal determination and planning to insure that the working and direction of each department is fully in line with the primary purposes of IRRI.

In view of the conclusion reached, and after taking into account the traditions and human resources available to IRRI, the Review Team recommends the following specific actions:



A. Organization

- 1) Reaffirm the director's line responsibility for the research programs;
- 2) Establish clear line authority for international programs under the Associate Director;
- 3) Place line management responsibility for the Experimental Farm, the Statistics Department and - if established - the support laboratories, under the Assistant Director for Research Coordination.
- 4) Place line management responsibility for the Library, Rice Production Training and Research Department, Information Services, and Self-Sustaining Activities under the Assistant Director for Education (with an appropriate revision in title).
- 5) Upgrade the executive officer's position (now not considered a senior management post) to Assistant Director for Administration and assign to the office responsibility for personnel management, administrative services and finance.
- 6) Establish an administrative services area headed by a "General Services Manager" who would be responsible for transportation, purchasing, office services, building maintenance and construction.
- 7) Place the primary responsibility for financial management on the Assistant Director for Administration and the controller, and suggest that this office be strengthened by the addition of a budget contract and cost accounting unit.

B. Personnel

The panel considered the area of personnel administration to be one of IRRI's most immediate problem areas and complement the management decision to first hire a Philippine consulting firm to review the personnel area and secondly to hire a competent personnel manager who will report for duty within two weeks. In view of the actions already taken, our recommendations are:

- 1) That the new personnel manager be brought in at a level equal to the controller and general services manager;

- 2) Implement the report of the consultants but modify and simplify the system of personnel evaluation and grading proposed by the consultants;
- 3) Develop a personnel manual to formulate and educate line managers and staff on IRRI's personnel policies and practices;
- 4) Develop salary administration policies that take into account price changes, market changes, and which reward productivity;
- 5) Give attention to creating an atmosphere at IRRI that will allow all staff to develop fully their potential and grow professionally during their period of employment;
- 6) Assist the Assistant Director for Administration in assessing the personnel policies and practices applicable to the international and senior staff, and prepare a manual for use in dealing with staff and contractors;
- 7) Establish, if necessary, a new grade level for junior scientific staff, but only after the existing grade and salary structure has been rationalized. The panel believes that if a new grade level were established at this time, it would be used to correct deficiencies in salary administration rather than provide for career growth.

C. Planning

The panel concluded that IRRI's present system of planning (annual informal reviews) does not provide an adequate mechanism for stating and setting internal goals for the institution. We therefore recommend that:

- 1) A more formal and complete system of planning be established by requiring research department heads, the Associate Director for International Programs, the Assistant Director for Research, the Assistant Director for Education and Communication, and the Assistant Director for Administration to prepare an annual five-year planning paper. In our opinion, this paper should be the principal instrument for defining the center's medium term operating goals and support levels and serve as the basis for annual and medium term work programs, budgets and financial plans;



# THE INTERNATIONAL RICE RESEARCH INSTITUTE

February 11, 1974

Dear Mr. Graves:

We were delighted to learn that you and Mr. Lewis plan to visit IRRI during the period February 21 through February 25. I had planned earlier to be in Thailand on February 21 but have since changed my schedule to return to Manila on that date. Consequently, I shall be able to participate in discussions of mutual interest on February 22, 23, and 25. Hopefully, we would have an opportunity to show you some of the Philippines on Sunday, February 24.

It is our plan to take one day, possibly Friday, February 22, to brief you and Mr. Lewis on our programs here at IRRI. This would give you an opportunity not only to meet with me and other administrators, but to see first hand some of the investigations under way. We would hope to have a group get together to permit you to meet some of our scientists and their wives.

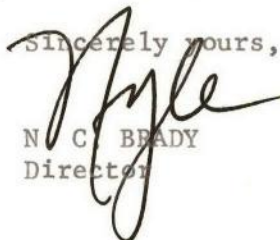
On Saturday, we could spend our time on program and budgeting. We would be very much interested in your reaction to a proposed modification in our methods of budgeting. Also, we want to be certain that whatever procedures we use are in accord with those which you and your associates find necessary.

On Sunday, we will try to give you some time to rest but perhaps we can work out a Sunday afternoon trip to one of the nearby sites of local interest. This will leave Monday to fill in details and for discussion with Mr. Salacup concerning more detailed budgetary matters.

An IRRI representative will meet you at the plane upon your arrival on Thursday, February 21. We will accommodate you at the IRRI Guest House here on campus and will take the responsibility for getting you back to your plane on Monday.

We are looking forward to having you with us here at IRRI.

Sincerely yours,



N. C. BRADY  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
c/o World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

NCB/rca

ICB/ICS

RECEIVED  
1974 FEB 20 AM 10:27

U.S.A.  
Management, D.C. 20533  
1818 H Street, N.W.  
c/o World Bank  
Administrative Services  
Consultative Group on International  
Executive Secretariat  
Mr. Harold Glava

hobby

Director  
I. C. BRYDA  
*[Signature]*  
Executive Director

We are looking forward to meeting you when we meet at ICB.

Back to work plans on Monday.  
Have been on sample and will take the responsibility for getting you  
on Thursday, February 21. We will accommodate you at the ICB level  
as ICB representative will meet you at the plane upon your arrival.

Discussion with Mr. Gerasim concerning more detailed budgetary matters.  
Local interest. This will leave Monday to fill in details and for  
we can work out a Sunday afternoon trip to one of the nearby sites of  
on Sunday, we will try to give you some time to rest and prepare

and your associates find necessary.  
These matters procedure we are in accord with those which you  
workforce in our methods of budgeting. Also, we want to be certain  
we would be very much interested in your reaction to a proposal  
on Saturday, we could spend our time on program and budgeting.

activities and their value.  
hope to have a group get together to bring you to meet some of our  
not to see that many some of the investigations under way. We would  
give you an opportunity not only to meet with me and other administrators,  
to meet you and Mr. Gerasim on our program here at ICB. This would  
if it is not plan to take one day, possibly Friday, February 23,

of the employees on Sunday, February 24.  
23, and 22. Hopefully, we would have an opportunity to show you some  
sites to participate in discussions of various interest on February 23,  
schedule to return to Manila on that date. Consequently, I shall be  
expected to be in Manila on February 21 and will have since arranged with  
ICB during the period February 21 through February 22. I had planned  
we were delighted to learn that you and Mr. Gerasim plan to visit

Best Mr. Glava:

February 11, 1974



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FEB 8 12 33 PM 1974  
COMMUNICATIONS  
SECTION

*Handwritten signature*

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MANILA 16 8 1110A

Distribution:

Mr. Graves  
Agriculture & Rural Development

February 8, 1974

LT

GRAVES

INTBARAD WASHDC

PLEASED HAVE YOU AND LEWIS VISIT IRRI FEBRUARY 21 THRU 25

BRADY

42e


January 25, 1974

Mr. N.C. Brady  
Director  
The International Rice Research Institute  
P.O.Box 583  
Manila, Philippines

Dear Mr. Brady,

Thank you for your letter and the copies of the "IRRI Reporter". I appreciate you putting me on your mailing list and I shall see this newsletter receives wide circulation in my department. Any comments I receive I will be happy to pass on to you.

Yours sincerely,

  
Montague Yudelman  
Director  
Agriculture & Rural Development Department

cc: Mr. Graves with incoming letter and newsletters.

MYudelman:lkt



**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: FEBRUARY 6, 1974

CLASS OF  
SERVICE: ~~TELEX OR~~ IR

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

OUR BOARD OF DIRECTORS IS CONSIDERING INITIAL GRANT TO IRRI NEXT TUESDAY AND EYE WILL INFORM YOU PROMPTLY OF ACTION TAKEN. HOPE IT WILL BE CONVENIENT FOR YOU TO RECEIVE VISIT FROM ME AND WILLIAM LEWIS OF BANK ARRIVING MANILA THURSDAY EVENING FEBRUARY TWENTYONE AND LEAVING LOS BANOS NOT LATER THAN MONDAY EVENING FEBRUARY TWENTYFIVE. MRS. GRAVES ACCOMPANYING THROUGH FEBRUARY TWENTYTWO ONLY. OUR PURPOSE FIRST TO OBTAIN FIRST HAND IMPRESSION YOUR ACTIVITY SECOND TO DISCUSS FORMAT OF YOUR PROGRAM AND BUDGET PRESENTATION TO CONSULTATIVE GROUP AND THIRD TO PURSUE SOME TECHNICAL QUESTIONS WITH SALACUP. WOULD APPRECIATE YOUR CONFIRMATION THAT THESE DATES ARE ACCEPTABLE AND WOULD BE GRATEFUL IF YOU WOULD ARRANGE ACCOMMODATIONS FOR OUR STAY IN LOS BANOS. REGARDS

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

cc: Mr. W. W. Lewis, P & B

HG:mcj

For Use By Communications Section

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: SC

*G2E. A9*

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: JANUARY 22, 1974

CLASS OF  
SERVICE: ~~FULL RATE~~  
*Telex*

*W01*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

PENDING INTERAMERICAN DEVELOPMENT BANK ALLOCATIONS TO WESTERN HEMISPHERE CENTERS, WORLD BANK GROUP WOULD MAKE INITIAL GRANT TO IIRI OF \$580,000. IN UNLIKELY EVENT NO INTERAMERICAN DEVELOPMENT BANK GRANTS WERE AVAILABLE, WE WOULD MAKE SECOND GRANT TO IIRI OF \$50,000. IN PROBABLE EVENT THAT INTERAMERICAN DEVELOPMENT BANK WERE FORTHCOMING, WE WOULD MAKE SECOND GRANT TO IIRI OF \$495,000. UNFORTUNATELY NOT LIKELY TO BE ABLE TO CONFIRM INTERAMERICAN ACTION UNTIL EARLY MARCH.

REGARDS

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME

*George F. Darnell*

DEPT.

*Agriculture & Rural Development*

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

cc: Mr. Yudelman/Mr. Darnell

HG:mcj

*SECTION COMMUNICATIONS  
JAN 22 1974*

For Use By Communications Section

Checked for Dispatch:

*SC JB*





✓  
EG  
10.92  
January 21, 1974

Dear Nyle:

We were very glad to hear the Australian representative at the November 1973 Consultative Group meeting announce that in 1974 Australia would be making its first contribution to the core and capital budgets of the centers within the Group framework. We are of course aware that the Australian Government has helped the IRRI program by contributing the phytootron, which is a substantial capital contribution in 1973-75. The Executive Director for Australia further stated that Australia's contribution would be for the core budget of IRRI.

There is now the matter of arranging the payment of the Australian contribution to IRRI. One particular aspect of the transfer is that the Australian contribution is in respect of their fiscal year commencing July 1, 1974, so that there is a question of how much would in fact be transferred during IRRI's budget year which is Calendar 1974. The Australian authorities know we would like to see the full contribution made in the first half of their fiscal year, just as the U.K. authorities (who work with an April/March year) adapt the flow of their contributions to the calendar year center budgets. The other point is for the Australians to know how best to transfer their funds in terms of banking procedures convenient to you.

I am sending a copy of this letter to the Australian authorities and am suggesting that they get in direct touch with you on the above matters.

With best wishes,

Sincerely yours,

Harold Graves

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P.O. Box 583  
Manila  
Philippines

cc: Mr. S. A. McLeod, Executive Director for Australia  
BMC:mcj  
E



GG



**MINISTRY OF OVERSEAS DEVELOPMENT**  
Eland House Stag Place London SW1E 5DH

Telephone 01-828 4366 ext

Dr N C Brady Director The International Rice Research Institute P O Box 583 Manila PHILIPPINES	Your reference  Our reference   NRR 236/222/07  Date            16 <sup>th</sup> January 1974
---	---

UK GRANT-IN-AID TO IRRI

I am writing to confirm the pledge given at the 5th Meeting of the Consultative Group that (subject to the usual Parliamentary approval) the UK contribution to IRRI for 1975 will be £235,000. In terms of Mr Maniece's letter NRR 236/222/015 of 24 June 1974 the grant is towards your core (unrestricted) budget.

The accounting/payment arrangements will remain as before. The UK 1975 contribution will be paid in three instalments of £78,334, £78,333 and £78,333 in mid-April, mid-August and mid-December respectively. As you know, UK pledges and payments are on a sterling basis so the dollar equivalent figures will not be known until the final payment has taken place in December.

A copy of this letter goes to Mr Graves in Washington for information.

S A Bunce

INCOME TAX UNIT  
1012 JAN 30 PM 2:07  
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1975 JAN 20 PM 5:04

INCOMING MAIL UNIT



DEPARTMENT OF DEFENSE  
OFFICE OF THE SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301



INCOMING TELEX

LOG 85

HG  
CJ

FROM TOKYO

Distribution: Mr. Graves  
Agriculture & Rural Dev.

2 GRAVES

REUR CABLE 2 BUDGET FIGURE FOR 74 IS YEN 81,160,000 COMPARED WITH  
YEN 70,464,000 IN 73 OR 15.2 PERCENT INCREASE. FIGURE FOR 74  
IS EXACTLY THE SAME AS THAT REQUESTED BY FOREIGN OFFICE. MOF  
HAS BEEN SEVERELY CUTTING DOWN ALMOST ALL NEW REQUESTS THEREFORE  
THIS HAS BEEN RATHER EXCEPTION.

REGARDS

SOEJIMA

COMMUNICATIONS  
SECTION

JAN -7 AM 10:12

RECEIVED

CC:  
Sent to M L Hoffman  
W C Baum

by Mr. Cheek.

GRAVES

REUR CABLE 2 BUDGET FIGURE FOR 74 IS YEN 81,160,000 COMPARED WITH  
YEN 70,464,000 IN 73 OR 12.2 PERCENT INCREASE. FIGURE FOR 74  
IS EXACTLY THE SAME AS THAT REQUESTED BY FOREIGN OFFICE. MOP  
HAS BEEN SEVERELY CUTTING DOWN ALMOST ALL NEW REQUESTS THEREFORE,  
THIS HAS BEEN RATHER EXCEPTION.

REGARDS

SOELIMA

WCB  
NLH



42E

**OUTGOING WIRE**

TO: CRAIG  
TROPFOUND  
  
IKEJA

DATE: January 3, 1974

CLASS OF  
SERVICE: LT

COUNTRY: ( NIGERIA )

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TEXT:  
Cable No.:

FOR REVIEWING ICRISAT CAPITAL PLAN WOULD APPRECIATE RECEIVING  
TOTAL GROSS AND TOTAL NET USABLE AREA IITA LABORATORY BUILDINGS  
WITH BREAKDOWN OF NET USABLE INTO OFFICES, LABS OTHER. REGARDS



LEWIS  
INTBAFRAD

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME **John Blaxall**

DEPT. P & B

SIGNATURE *John Blaxall*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

WL: mh

cc: Messrs. Cheek  
Graves

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *Handwritten signature*

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COMMUNICATIONS

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TOTAL CROSS AND TOTAL NET USAGE AGEN 1114 FAVORABLE BUILDINGS  
FOR RELATING TO THAT CAPITAL PLAN WOULD APPROPRIATE RECEIVING

TYPE OF  
TEXT

COPY TO: (MIDWEST)

ALERT

REPORT

TO: STAFF

SERVICE: FI  
CLASS OF

DATE: JAN 3 1974

*[Handwritten signature]*

ORIGINAL MIB



92E

**OUTGOING WIRE**

TO: BRADY *←* RICEFOUND  
~~INTERNATIONAL RICE RESEARCH INSTITUTE~~  
MANILA

DATE: JANUARY 2, 1974

CLASS OF SERVICE: *LT* *file* *wu*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

PRIMO. ON NOVEMBER NINETEEN SENT YOU COVERING LETTER AND TRANSCRIPT OF PLEDGES MADE TO IRRI BY MEMBERS OF CONSULTATIVE GROUP. BELIEVE THAT WORLD BANK GROUP WILL TOP UP THESE PLEDGES TO A TOTAL AT LEAST EQUAL TO YOUR CORE AND CAPITAL BUDGET MINUS WORKING CAPITAL FUND. WE ESTIMATE THAT TOTAL AT AMERICAN DOLLARS FOUR POINT THREE SEVEN MILLION.

SECUNDO. CORE CONTRIBUTIONS EXPRESSED IN EQUIVALENTS OF AMERICAN DOLLARS ARE AUSTRALIA POINT ONE FORD POINT SEVEN FIVE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE POINT THREE FIVE ROCKEFELLER POINT SEVEN UNITED KINGDOM POINT FOUR FIVE UNITED STATES ONE POINT ONE. WE HAVE NO FIGURE ON JAPAN YET BUT BELIEVE IT WILL BE SIMILAR TO 1973. REGARDS

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:  
NAME Harold N. Graves, Jr.  
DEPT. Agriculture and Rural Development  
SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)  
REFERENCE: HGraves:apm  
ORIGINAL (File Copy)  
(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:  
*- 64 1234*  
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Checked for Dispatch: *✓* *9*

ORIGINATOR (Type Code)

RECEIVER: 988

DISPATCHED

FOR USE BY COMMUNICATIONS SECTION

REFERENCE

SIGNATURE OF INDIVIDUAL AUTHORIZED TO SIGN

SIGNATURE

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

DEPT

NAME

HAROLD W. STANLEY, JR.

AUTHORIZED BY

STAMPANCES AND COPY DISTRIBUTION

PH 1974

NOT TO BE REPRODUCED

STANLEY

FIGURE ON 1974 AND NOT BELIEVE IT MIGHT BE SIMILAR TO 1973. RECEIVED  
UNITED KINGDOM POINT FOUR FIVE UNITED STATES ONE POINT ONE. WE HAVE NO  
DEVELOPMENT RESEARCH CENTER POINT THREE FIVE ROCKEFELLER POINT SEVEN  
DOLLARS AND VARIOUS POINT ONE FIVE POINT SEVEN FIVE INTERNATIONAL

SECOND. SOME CONTRIBUTIONS EXPRESSED IN ESTABLISHMENTS OF AMERICAN  
UNIT POINT VI AMERICAN DOLLARS FOUR POINT THREE SEVEN MILLION.  
LOOK SOME AND CAPITAL MARKET WOULD WORKING CAPITAL FUND. WE ESTIMATE  
MIGHT BANK GROUP MIGHT BE THESE PLEDGES TO A POINT VI POINT EIGHT TO  
OF PLEDGES MADE TO IFC BY MEMBERS OF CONSORTIUM GROUP. BELIEVE UNIT

BYING. ON NOVEMBER NINETEEN SEVEN FOR COLLECTING LETTER AND TRANSMITTED

Copy No. 1 EXL

COPIES: 1817818

MAILING INFORMATION

SERVICE: 71  
CLASS OF  
DATE: JANUARY 5, 1974

TO: STANLEY

OUTGOING MAIL

ASSOCIATION INTERNATIONAL DEVELOPMENT	RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL BANK FOR	CORPORATION INTERNATIONAL FINANCE
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92E

January 2, 1974

Mr. N. C. Brady  
Director  
The International Rice  
Research Institute  
P.O. Box 583  
Manila, Philippines

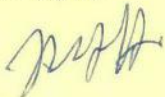
Dear Mr. Brady:

It was very kind of you to write me about my new association with the CGIAR. There is no activity in which the Bank is involved that seems to me more promising or important. I appreciate your invitation to visit IRRI and hope that my travel plans will make it possible in the near future.

Sincerely,

Michael L. Hoffman  
Director  
International Relations Department

MLHoffman/pmn



G2E

yellow

BRADY  
RICEFOUND  
MANILA

JANUARY 2, 1974

LT

PHILIPPINES

PRIMO. ON NOVEMBER NINETEEN SENT YOU COVERING LETTER AND TRANSCRIPT OF PLEDGES MADE TO IRRI BY MEMBERS OF CONSULTATIVE GROUP. BELIEVE THAT WORLD BANK GROUP WILL TOP UP THESE PLEDGES TO A TOTAL AT LEAST EQUAL TO YOUR CORE AND CAPITAL BUDGET MINUS WORKING CAPITAL FUND. WE ESTIMATE THAT TOTAL AT AMERICAN DOLLARS FOUR POINT THREE SEVEN MILLION.

SECUNDO. CORE CONTRIBUTIONS EXPRESSED IN EQUIVALENTS OF AMERICAN DOLLARS ARE AUSTRALIA POINT ONE FORD POINT SEVEN FIVE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE POINT THREE FIVE ROCKEFELLER POINT SEVEN UNITED KINGDOM POINT FOUR FIVE UNITED STATES ONE POINT ONE. WE HAVE NO FIGURE ON JAPAN YET BUT BELIEVE IT WILL BE SIMILAR TO 1973. REGARDS

GRAVES

Harold N. Graves, Jr.

Agriculture and Rural Development

HGraves:apm



G6

## IRRI'S INTERNATIONAL PROGRAM -- A REVIEW AND FUTURE OUTLOOK<sup>1/</sup>

D. S. Athwal and N. C. Brady

The ultimate goal of international research centers like IRRI is to help increase food production especially in overpopulated and underdeveloped regions of the world. To achieve this goal the centers must not only rapidly build up new knowledge concerned with crop production technology but also share the knowledge with national programs and experiment stations around the world. The Technical Advisory Committee of the CGIAR observed that a strong national research capability is essential to the ultimate success of investments in international centers.<sup>2/</sup> The primary objectives of IRRI's international program are therefore to develop cooperative networks and to help strengthen national research and extension systems and accelerate the development and adoption of new technology by different nations.

For a thorough discussion of the international program, this paper will have four major sections.

1. Terminology - What is the international program -- an attempt to standardize such terms as outreach or country projects.
2. Basic goals and concepts -- What are the basic goals and concepts for internationalizing the center's program?
3. Review of current international program of IRRI with a brief background statement about its evolution.
4. Future outlook -- What improvements can be brought about to make the program more effective.

### 1. TERMINOLOGY

The international program includes all activities that are carried out at locations other than those which require continuing direct supervision of the IRRI headquarters staff. The term "outreach" is sometimes used to describe such activities. We would prefer to reserve this term for services or assistance rendered to national programs. The outreach services are specifically provided through special projects -- cooperative country projects. There is specific provision of funds for each country project. The international program also includes location-specific research

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<sup>1/</sup>A general background paper for the Meeting of Directors of International Centers, March 4-7, 1974, at CIAT, Columbia.

<sup>2/</sup>TAC Sixth Meeting, Washington, D. C. 24th July-3rd August, 1973. Mimeo.

which is an integral part of the core research program and is directed to generate new information for general use rather than to help a national program. The funds provided in the core budget are used for such research if necessary.

We propose to use the following terminology for different components of IRRI's international program: -

Extension of core program. This refers to cooperative work carried out by IRRI staff (normally based at its headquarters) in cooperation with various national agencies as an extension of its core program. The extension of core program may be divided into different categories.

(i) Location-specific research. This includes international testing and regional research programs which must be carried out at locations representing widely different ecological conditions not obtained at research station or stations under the direct control of IRRI.

(a) International testing. This includes cooperative disease and insect nurseries conducted to identify best sources of resistance for use in breeding programs and international trials conducted to evaluate promising selections or treatments at many locations in rice growing countries.

(b) Regional research programs. An international center with global responsibility for research on a specific crop may extend its core program to other locations to solve problems which cannot be conveniently handled at its headquarters. For example, deep water rice is not grown in the Philippines and research for its improvement must be carried out elsewhere. The work at locations abroad can be best carried out cooperatively with an existing international, regional, or national research center. The regional research in countries other than where the center is located could also be carried out by establishing branch stations but IRRI has not favored the idea of establishing branch stations.

(ii) General assistance. IRRI provides general assistance to rice growing nations by supplying genetic material and published information and through staff visits for consultation.

(iii) Collaborative research. This term is being introduced to include research that may be carried out jointly with a national agency for mutual advantage. A national program which has the capability for high quality research may work with an international center on a collegial basis on problems of common interest with a view to share the common goal of increasing global production of



food grains. The collaborative research projects might benefit several countries in the region and thus could be synonymous with and serve the same purpose as regional projects.

Cooperative country projects. The cooperative country projects are special projects designed to provide technical assistance to specific countries in improving their research capabilities. This activity may also be referred to as "outreach services in individual countries". Under each cooperative country project there is specific provision of funds to provide services of resident scientists and short-term consultants and for training and purchase of essential equipment for the host country.

## 2. BASIC GOALS AND CONCEPTS

There are three basic goals of the international work -- (i) to complement location-specific research which cannot be conveniently done at the center's headquarters-international testing and regional research programs are organized to improve the coverage and applicability of the center's research program, (ii) to provide assistance to national programs-outreach services, and (iii) to encourage strong national programs to carry out joint research on problems of mutual interest-collaborative research.

International testing. In cooperation with national research centers, IRRI has in the past organized to a limited extent multi-localational nurseries to screen for disease resistance and cooperative trials to evaluate promising genetic lines and herbicides, insecticides, and fertilizers under different agro-climatic conditions. However, the scope of these activities needs to be greatly expanded and their planning should be greatly improved.

IRRI has conducted international blast nurseries since 1963. About 300 tests have been conducted in more than 25 countries. These tests have led to the identification of varieties with a broad spectrum of resistance to blast races. Similar tests were initiated with bacterial leaf blight in 1972 and with sheath blight in 1973.

It is proposed to establish international nurseries for all major diseases and insects under this program.<sup>3/</sup> In addition to varieties from the germ plasm collection, the international nurseries will also include genetic lines from breeding materials in order to determine limits of their resistance to pests under a range of ecological conditions. International yield trials were initiated in 1972. Plans are being made to supplement these trials with observational nurseries which will include several hundred selections for general evaluation.

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<sup>3/</sup>The IRRI Reporter, 4/73.

THE INTERNATIONAL RICE RESEARCH INSTITUTE

PO. BOX 933, MANILA, PHILIPPINES

*With the compliments of*

N. C. Brady  
*Director*



**THE INTERNATIONAL RICE RESEARCH INSTITUTE**  
(A NON-STOCK, NON-PROFIT ORGANIZATION)

**P H I L I P P I N E S**

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**FINANCIAL REPORT**

**DECEMBER 31, 1973**

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**IN U. S. DOLLARS**

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**SYCIP, GORRES, VELAYO & CO.**  
CERTIFIED PUBLIC ACCOUNTANTS



THE SGV GROUP  
PHILIPPINES  
TAIWAN, REPUBLIC OF CHINA  
THAILAND  
INDONESIA  
MALAYSIA  
SINGAPORE  
VIETNAM

# SYCIP, GORRES, VELAYO & CO.

CERTIFIED PUBLIC ACCOUNTANTS

P. O. BOX 589, MANILA

PHILIPPINES

CABLES: CERTIFIED  
TEL. 89-30-11  
ADDRESS  
6760 AYALA AVENUE  
MAKATI, RIZAL  
PHILIPPINES  
BRANCH OFFICES:  
CEBU  
DAVAO  
BACOLOD  
ILOILO  
ILIGAN

Board of Trustees  
The International Rice Research Institute  
Philippines

We have examined the statement of assets, liabilities and fund balances of The International Rice Research Institute (a non-stock, non-profit organization) as at December 31, 1973 and the related statement of operations and changes in fund balances for the year then ended, and the supplementary schedule of expenditures for that year. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the aforementioned financial statements present fairly the assets, liabilities and fund balances of The International Rice Research Institute at December 31, 1973, and its revenues and expenditures and changes in its fund balances for the year then ended, on the basis indicated in Note 2 to the financial statements, which basis is consistent with that of the preceding year, and the supplementary schedule, when considered in relation to the basic financial statements, presents fairly in all material respects the information shown therein.

PTR #4881923 O  
January 19, 1974  
Makati, Rizal

April 20, 1974



THE INTERNATIONAL RICE RESEARCH INSTITUTE  
(A Non-Stock, Non-Profit Organization)  
STATEMENT OF ASSETS, LIABILITIES AND FUND BALANCES  
DECEMBER 31, 1973  
(With Comparative Figures for 1972)

<u>A S S E T S</u>	<u>1973</u>	<u>1972</u>	<u>LIABILITIES AND FUND BALANCES</u>	<u>1973</u>	<u>1972</u>
Cash on hand and in banks	\$ 163,162	\$ 79,033	LIABILITIES		
Purchasing deposit accounts - New York and Tokyo	75,035	84,166	Accounts payable and accrued expenses	\$ 403,887	\$ 322,471
Accounts receivable - donors (Note 3)	587,138	815,924	Bank overdraft	<u>348,704</u>	<u>-</u>
Advances to officers and employees	108,792	99,556	Total Liabilities	<u>752,591</u>	<u>322,471</u>
Other receivables	109,762	88,719	FUND BALANCES		
Deposit with the Institute of International Education	87,043	87,043	Capital funds (Note 2)	<u>10,057,411</u>	<u>9,635,406</u>
Inventory of materials and supplies (Note 2)	254,308	183,149	Unexpended funds:		
Prepaid expenses	163,576	75,864	Operating (Notes 2 and 5)	458,411	558,857
Property and equipment - at cost (Notes 2 and 4)	<u>10,057,411</u>	<u>9,635,406</u>	Special projects (Notes 2 and 6)	<u>353,789</u>	<u>598,358</u>
			Total	<u>812,200</u>	<u>1,157,215</u>
			Self-sustaining operations	<u>(15,975)</u>	<u>33,768</u>
			Total Fund Balances	<u>10,853,636</u>	<u>10,826,389</u>
 TOTAL ASSETS	 <u>\$11,606,227</u>	 <u>\$11,148,860</u>	 TOTAL LIABILITIES AND FUND BALANCES	 <u>\$11,606,227</u>	 <u>\$11,148,860</u>

See accompanying Notes to Financial Statements.

(With SyCip, Gorres, Velayo & Co. report dated April 20, 1974)

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
(A Non-Stock, Non-Profit Organization)  
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES  
FOR THE YEAR ENDED DECEMBER 31, 1973  
(With Comparative Figures for 1972)

	1	9	7	3		
	<u>Capital Funds</u>	<u>Operating Funds</u>	<u>Special Projects</u>	<u>Self-Sustaining Operations</u>	<u>Total</u>	<u>1972</u>
REVENUES						
Grants						
Ford Foundation	\$ -	\$ 750,000	\$ 575,178	\$ -	\$ 1,325,178	\$ 1,109,210
United States Agency for International Development - Grant No. AID/ea-107	-	725,000	-	-	725,000	853,339
Rockefeller Foundation	-	620,000	48,961	-	668,961	822,513
Overseas Development Administration - United Kingdom	-	338,897	-	-	338,897	360,207
Japanese Government	-	228,780	-	-	228,780	105,216
International Development Association	-	120,000	-	-	120,000	-
Indonesian Government	-	-	32,631	-	32,631	-
Philippine Government	-	-	29,677	-	29,677	-
International Development Research Centre - Canada	-	-	-	-	-	230,398
	-	2,782,677	686,447	-	3,469,124	3,480,883
Training overhead of research scholars	-	124,946	-	-	124,946	138,244
Others	-	65,173	27,572	259,632	352,377	292,045
Total Revenues	-	2,972,796	714,019	259,632	3,946,447	3,911,172
EXPENDITURES	-	2,630,198	958,588	309,375	3,898,161	3,313,073
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	-	342,598	( 244,569)	( 49,743)	48,286	598,099
FUND BALANCES AT BEGINNING OF YEAR	9,635,406	558,857	598,358	33,768	10,826,389	10,228,290
INTER-FUND TRANSFER - ADDITIONS TO PROPERTY AND EQUIPMENT DURING THE YEAR	443,044	( 443,044)	-	-	-	-
DISPOSAL OF TRANSPORTATION AND OTHER EQUIPMENT	( 21,039)	-	-	-	( 21,039)	-
FUND BALANCES AT END OF YEAR	<u>\$10,057,411</u>	<u>\$ 458,411</u>	<u>\$ 353,789</u>	<u>(\$ 15,975)</u>	<u>\$10,853,636</u>	<u>\$10,826,389</u>

See accompanying Notes to Financial Statements.

(With SyCip, Gorres, Velayo & Co. report dated April 20, 1974)



THE INTERNATIONAL RICE RESEARCH INSTITUTE  
 (A Non-Stock, Non-Profit Organization)  
 SCHEDULE OF EXPENDITURES  
 FOR THE YEAR ENDED DECEMBER 31, 1973  
 (With Comparative Figures for 1972)

	<u>1973</u>	<u>1972</u>
OPERATING GRANT EXPENDITURES		
Research		
Rice	\$1,081,592	\$ 985,720
Cropping systems	<u>103,398</u>	<u>65,824</u>
	<u>1,184,990</u>	<u>1,051,544</u>
Conferences and training		
Training	142,653	122,860
Technical conferences	<u>33,918</u>	<u>94,618</u>
	<u>176,571</u>	<u>217,478</u>
Library, documentation and information services		
Library and documentation	86,774	80,904
Information	<u>131,331</u>	<u>65,592</u>
	<u>218,105</u>	<u>146,496</u>
Support operations		
Service activities	456,836	427,946
General administration	<u>243,376</u>	<u>226,512</u>
	<u>700,212</u>	<u>654,458</u>
General operations		
Rent, light and water	84,516	78,687
Insurance	66,951	68,815
Freight and landing services	61,430	24,693
Postage, telephone and telegraph	48,357	39,381
Institute's help towards self-sustaining operations	14,212	20,273
Professional fees	8,581	6,608
Miscellaneous	<u>66,273</u>	<u>69,064</u>
	<u>350,320</u>	<u>307,521</u>
Total Operating Grant Expenditures	2,630,198	2,377,497
SPECIAL PROJECTS	958,588	651,874
SELF-SUSTAINING OPERATIONS	<u>309,375</u>	<u>283,702</u>
TOTAL EXPENDITURES	<u>\$3,898,161</u>	<u>\$3,313,073</u>

See accompanying Notes to Financial Statements.

(With SyCip, Gorres, Velayo & Co. report dated April 20, 1974)

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
(A Non-Stock, Non-Profit Organization)  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 1973

1. ORGANIZATION AND PURPOSE

The Institute was established in 1960 under the laws of the Republic of the Philippines as a non-stock, philanthropic and non-profit organization. Its principal purpose is to undertake basic research on the rice plant and applied research on all phases of rice production, management, distribution and utilization with the view of attaining nutritive and economic advantage or benefit for the people of Asia and other major rice-growing areas.

2. SIGNIFICANT ACCOUNTING POLICIES

a. Basis of Financial Statements

The accounts of the Institute are maintained in United States dollars in order to facilitate the preparation of financial reports required by the principal grantors of funds. Accordingly, the accompanying statements are expressed in United States dollars.

The Institute has adopted the accrual basis for reporting its financial statements. However, in accounting for property and equipment, it has adopted the policy of not providing for depreciation in line with the practice followed by other non-profit organizations.

Up to August 31, 1973, the Institute had consistently translated transactions in Philippine pesos to United States dollars on the basis of the average rate of exchange of its dollar receipts. Starting September 1, 1973, a fixed rate of P6.70 to US\$1.00 which approximates the guiding rate mentioned under Note 10 was used in translating transactions in Philippine pesos to United States dollars. The effect of this change in translation practice is not material.

b. Inventory of Materials and Supplies

Inventories are valued at cost based on the first-in, first-out method for chemical supplies, and specific identification method for other materials and supplies.



## c. Grants

Grants which are pledged and programmed to be released within the current calendar year are taken up in the accounts at the time financial commitments are made by the donors.

Grants which are of the reimbursement type are not included in the statement of operations. These are taken up as receivables as expenditures are incurred.

3. ACCOUNTS RECEIVABLE - DONORS

This account includes expenditures incurred on research and other projects undertaken for the account of certain United States Government agencies which have not yet been reimbursed to the Institute as at December 31, 1973.

In accordance with the provisions of contracts entered into with certain United States Government agencies, the Institute agreed to undertake research, training of scientific personnel, consultation services and other projects relating to rice production in the Far East, South Asia, India and other regions. Expenditures to be incurred on these projects shall be reimbursed by the United States Government.

The funds to be spent and made available for the projects amount to about \$3,133,000 as at December 31, 1973.

As at December 31, 1973, the amount of expenditures not yet reimbursed was arrived at as follows:

Total disbursements	\$2,595,360
Less reimbursements already received	<u>2,408,546</u>
Amount still to be reimbursed	<u>\$ 186,814</u>

4. PROPERTY AND EQUIPMENT

This is composed of the following:

	<u>December 31</u>	
	<u>1973</u>	<u>1972</u>
Research Center:		
Buildings	\$ 3,565,621	\$ 3,503,041
Site development	830,805	810,941
Staff houses	2,012,622	1,871,144

(Forward)

	December 31	
	1973	1972
Machinery and equipment	\$ 1,413,174	\$ 1,304,964
Furniture and fixtures	1,265,426	1,220,764
Library items	447,965	437,369
Transportation equipment	521,798	487,183
Total Property and Equipment	<u>\$10,057,411</u>	<u>\$ 9,635,406</u>

The land used as site for its research activities and on which the research center is built is leased from the University of the Philippines at a nominal rent. If the existence of the Institute is terminated for any reason, all of its physical plant, equipment and other assets shall become property of the University of the Philippines at Los Baños.

#### 5. OPERATING GRANTS

The grant of US\$725,000 from the United States Agency for International Development (USAID) is part of a total grant of \$2,950,000 approved under a contract executed in 1970 (as amended) to support the expansion and acceleration of the Institute's operating programs. This grant is conditioned on the continued provision by the Ford Foundation and Rockefeller Foundation of annual support to the Institute of \$1,500,000. Of the total approved grant, the amount of \$2,600,000 had already been received by the Institute as at December 31, 1973. The balance of \$350,000 which is included in Accounts receivable - donors was subsequently released to the Institute in March 1974.

On March 14, 1974, the USAID approved another grant of \$1,100,000 for the continued support of the Institute's operations for the calendar year 1974.

#### 6. SPECIAL GRANTS

The Institute has received the following special grants for various research and training programs relating to rice production:

	Amount of Approved Grants	Amounts Released up to December 31, 1973
		<u>1973</u>
Ford Foundation Grants for:		
Ceylon (10-year grant)	\$ 1,428,000	\$ 1,265,500
Bangladesh (6-year grant)	723,724	723,724
Bangladesh (30-month grant)	852,000	255,600
Indonesia (4-year grant)	475,100	347,200
United Arab Republic (2-year grant)	76,000	69,210

(Forward)



	Amount of Approved Grants	Amounts Released up to December 31, 1973
Rockefeller Foundation Grants to support:		
A Joint Ph.D. training program between the Institute and the Indian Agricultural Research Institute	\$ 123,300	\$ 32,725
A project on the collection of world's germplasm of rice	51,820	47,905
A program to identify and demonstrate techniques for increasing the productivity of disadvantaged Asian farmers	47,650	47,650
Indonesian Government Grant for - Sukamandi, Indonesia	1,387,869	32,631
Philippine Government Grant for: Training of 645 government technicians (P200,000)	<u>29,677</u>	<u>29,677</u>
Total	<u>\$ 5,195,140</u>	<u>\$ 2,851,822</u>

#### 7. EMPLOYEE BENEFIT PLANS

The Institute has adopted two benefit plans for its regular employees - one for junior staff and another for senior staff.

The plan for the junior staff is a retirement/savings plan where the Institute contributes a sum equivalent to 7.5% of the employee's salary. The employee may also at his option make an additional contribution. When a participating employee retires or leaves the Institute for any reason, he is given, in a lump sum, the total amount contributed by the Institute and by him, plus interest earned. Although the contributions belong to the participating employee, these cannot be paid to him while he is still employed by the Institute.

The benefit plan for senior staff consists of an insurance plan and a retirement plan. These plans are noncontributory. The employee may, at his option, make additional contributions to the retirement plan. The insurance plan provides benefits for medical care, permanent and total disability, life insurance, and accidental death and dismemberment. The retirement plan provides for fixed and variable benefits. The retirement income is payable by Teachers' Insurance and Annuity Association (TIAA), and by College Retirement Equities Fund (CREF) if the employee specifies that part of contributions are to be invested by CREF. Contributions to TIAA are invested in fixed-dollar obligations which provide fixed amounts of retirement income, while contributions to CREF are invested in common stocks which provide variable income from year to year.

8. COMMITMENTS

As at December 31, 1973, the Institute has earmarked approximately \$490,000 for operating and capital expenditures chargeable against the capital, operating and special grants for 1973.

9. TAX EXEMPTION

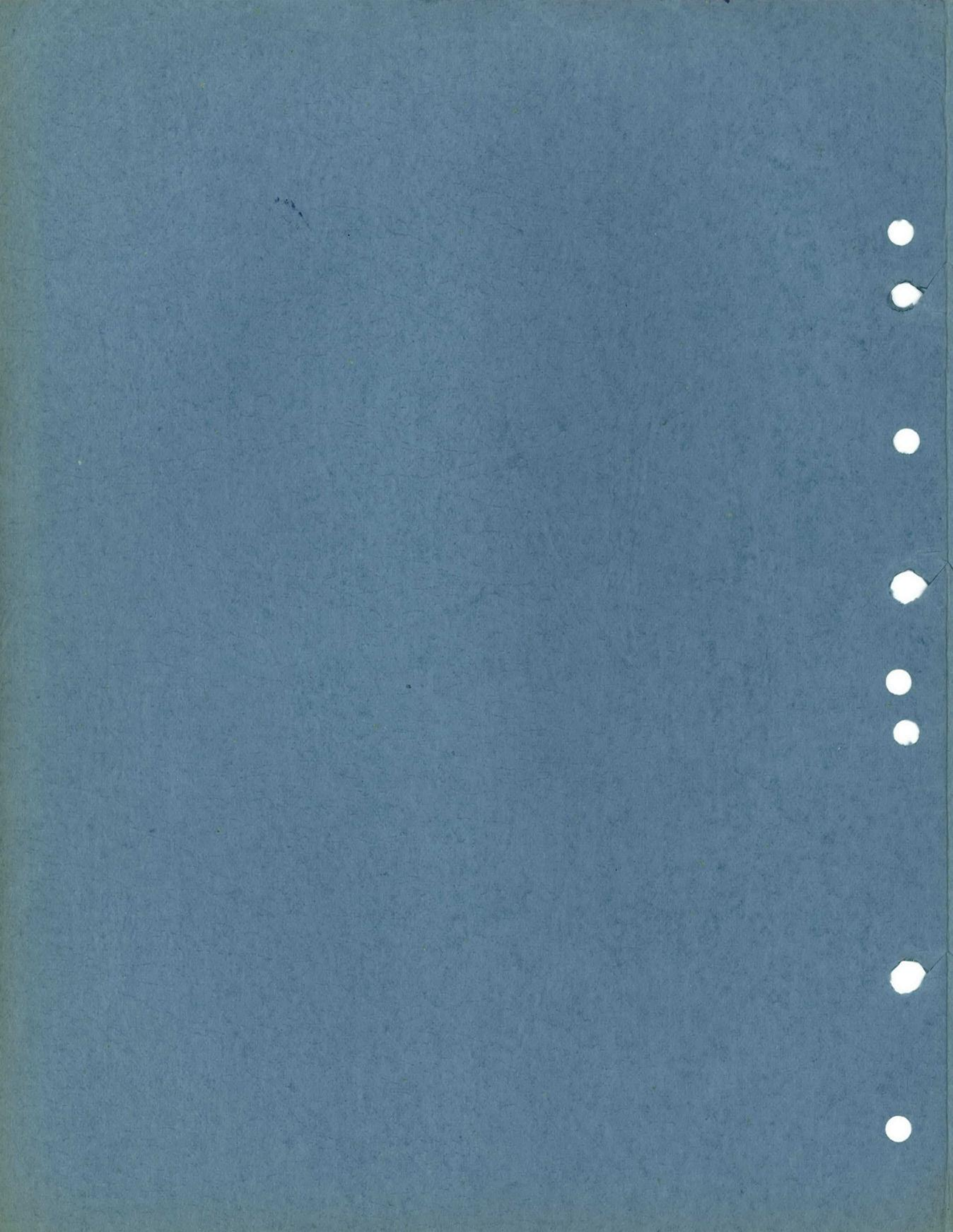
Under Republic Act No. 2707 approved on June 18, 1960, the following tax exemptions were granted:

- a. The Institute is exempted from payment of gift, franchise, specific, percentage, real property, exchange, import, export, and all other taxes provided under existing laws or ordinances. This exemption extends to goods imported and owned by the Institute to be leased or used by members of its staff.
- b. All gifts, contributions and donations to the Institute are exempt from payment of gift tax and considered allowable deductions for purposes of determining the income tax of the donor.
- c. Non-Filipino citizens serving on its technical and scientific staff are exempt from payment of income tax on salaries and stipends in United States dollars received from the Institute.

10. FOREIGN EXCHANGE TRANSACTIONS

Under the floating exchange rate system for the Philippine peso, foreign exchange receipts and disbursements are made at the free market rate as determined daily in the foreign exchange market. The interbank guiding rate was ₱6.73 to US\$1.00 at December 31, 1973.





RECEIVED

~~Mr. Clark~~  
~~H. Graves~~ Paul

DEC 29 11 21 AM 1973

COMMUNICATIONS  
SECTION

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UWWA CO PNMA 025

MANILA 25 29 1235

DECEMBER 29, 1973

HAROLD GRAVES

INTBAFRAD

WASHINGTONDCUSA

Distribution:

Mr. Graves  
Agriculture & Rural Development

SUMMARY OF CG ALLOCATIONS FOR IRRI CY74

NOT YET RECEIVED STOP PLEASE CABLE US LIST OF FUNDS

WE CAN ~~EXPT~~ XXXXX EXPECT

BRADY

COL CY74 CG IRRI



GZE

THE INTERNATIONAL RICE RESEARCH INSTITUTE

December 8, 1973

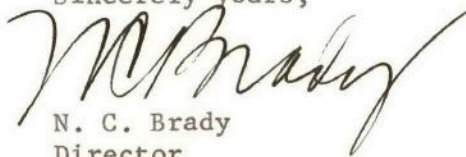
Dear Mr. Hoffman:

I was very pleased to learn from Mr. McNamara's memorandum of October 26, which arrived in IRRI on December 5, that you have been chosen as Vice Chairman of the Consultative Group. Please accept our wholehearted congratulations on your having been appointed to this important position. I am sure that with all your other work at the World Bank, you will not lack for something to do. Those of us who are concerned with agricultural research, however, appreciate individuals like yourself, taking time to help us with our problems.

I would like to extend an invitation to you to visit the International Rice Research Institute. We think we have some very interesting programs under way which we would like to show you. We would also be interested in your advice on our research program.

I am looking forward to the opportunity of working with you.

Sincerely yours,



N. C. Brady  
Director

Mr. Michael L. Hoffman  
Director, International  
Relations Department  
International Bank for  
Reconstruction and Development  
1818 H Street, N.W.  
Washington, D.C. 20433  
U. S. A.

:vam

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:LAW

P. S. V.  
Washington, D.C. 20533  
1818 H Street, N.W.  
Research Center and Development  
International Bank for  
World Development  
Director, International  
Mr. Michael R. Hoffman

Director  
I. C. Blair  
  
Director, IBRD

Dear Mr. Hoffman:

I am looking forward to the opportunity of  
re-interested in your advice on our research program.  
and wish we could like to show you. We would also  
think we have some very interesting programs under  
study the International Rice Research Institute. We  
I would like to extend an invitation to you to

visit our program.  
participate like our staff, taking time to meet us  
with administrative research, personnel, activities  
for some time to go. Those of us who are concerned  
your other work at the World Bank, you will not lack  
to this important position. I am sure that your all  
research contributions on our behalf will be appreciated  
of the International Rice Research Institute. Please accept our  
December 2, that you have been chosen as Vice Chairman  
membership of October 28, which will be in IIRRI on  
I was very pleased to learn from Mr. Hoffman,

Dear Mr. Hoffman:

December 8, 1963



November 19, 1973

Dear Nyle:

With this letter, I am sending you a transcript of what members of the Consultative Group said, during their meeting in Washington early this month, about the grants they intend to make to the international agricultural research centers for 1974. The statements show (if my arithmetic is correct) intentions to make the equivalent of about \$3,360,000 available to IRRI. We hope, also, that a Japanese contribution of at least \$280,000 equivalent will be made to the Institute.

In addition, the International Development Association (IDA) of the World Bank Group certainly will wish to consider what support it can give IRRI in 1974. As it happens, however, IDA will not have a basis for making its allocations until about December 15. Until that time, it will not be known whether the Inter-American Development Bank will be in a position to make grants to the international agricultural research institutes in the Western Hemisphere; and until that is decided, IDA will not know what needs it will be faced with from the research network as a whole. Needless to say, every effort will be made to complete the financing of the essential core and capital budget of IRRI; but it may be necessary, if the Inter-American Bank does not provide financing for other centers, to exclude from the IRRI target figure the working capital fund of \$380,000. We will be in touch with you promptly as soon as IDB has made its decision and it becomes possible to say what assistance to IRRI can be considered by IDA.

Sincerely yours,

Harold Graves

Enclosure

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

HGraves:apm

92E

October 2, 1973

Dear Nyle:

Here is the information I owe you about officials in donor agencies: these three names should be added to the list I sent you on September 5:

Mr. Bjorn Olsen  
Head of Department  
Danish International Development Agency  
Amaliegade 7  
DK-1256 Copenhagen K  
Denmark

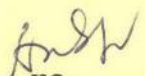
Mr. Rolf Wilhelm  
Director of Projects  
Swiss Technical Cooperation of the  
Federal Political Department  
Berne, Switzerland

Mr. Paal Bog, Director, Planning Department  
Norwegian Agency for International Development  
Karl Johans Gate 14  
Oslo, Norway.

Sincerely,

Harold Graves

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

  
HGraves:apm



D1  
cc: 528

Mr. Robert Jones

September 26, 1973

Harold Graves

IDA Grant to International Rice Research Institute, 1973

This is to request that you transfer \$30,000 of IDA funds to the U. S. bank account of International Rice Research Institute (IRRI) not later than October 1. This will be the final quarterly payment on IDA's grant of \$120,000 to IRRI for 1973.



HGraves:apm

Mr. A. Golan

September 12, 1973

E. G. Giglioli

Visit to IRRI

While on supervision to the Pampanga Irrigation Project, I visited IRRI on the morning of July 30 and for the whole day on September 6, 1973, I was accompanied by Mr. Welsh on the first occasion and by Mr. R. Lazaro of NIA on both visits. I met and had discussions with Messrs. S. K. de Datta, F. E. Nichols, G. R. Banta, and T. Wickham of the Agronomy, Agricultural Engineering, Multiple Cropping and Agricultural Economics sections respectively. Some time was spent looking over experiments in the field and machinery in the workshop. Discussions were also held with Mrs. G. Y. Wickham, a sociologist at the College of Agriculture, University of the Philippines.

The main purpose of the visits was to familiarize myself with the work done on water management in relation to the IRRI rice varieties. I had a look at the machinery side in view of the increasing tendency to consider mechanization of various aspects of rice cultivation on small holdings. The multiple cropping work, which is a relatively new venture, was most interesting in the light of our attempts to raise cropping intensities. I did not have time to look into the breeding, entomology or pathology aspects.

The HYVs and Water

The whole thrust of IRRI's work in this field has been aimed at the effects of water shortage or stress on the performance of HYVs. A lot of good work has been done by IRRI, the College of Agriculture of the University of the Philippines and the NIA. The work ranges from farmers' fields to pot trials.

The results of the work to date have been comprehensively reviewed by Wickham in his paper of April, 1973, a copy of which is attached. The paper shows clearly that the whole question of water management in rice is a very complicated one, covering a wide range of physiological phenomena, and not subject to simplistic generalizations. Subject to the above caution, the following trends emerge from the IRRI work:

1. Grain yield is essentially independent of water depth, provided it does not exceed 15 cm and that the soil does not dry out.
2. The limited range of varieties tested appears to be highly sensitive to the daily rate of water application. The yields fall very sharply when less than 7 mm of water is supplied per day.



3. The magnitude of yield decline due to a limited water supply is affected by percolation rates, climatic conditions, varietal factors, nitrogen use and combinations of these factors.
4. With HYV cultivars water stress tends to be most damaging if it occurs at the reproductive stage. The HYVs appear to be able to maintain yield levels despite stress during the vegetative stage by prolonging the duration of growth. The traditional varieties tend to behave in exactly the opposite way.
5. Nitrogen interaction with water appears to be much weaker than the direct effects of either water or nitrogen, but nitrogen does have a significant effect on HYV yield when applied following stress in the vegetative stage.

The work carried out by IRRI and NIA (Wickham para. 5) on the locational effects within canal systems on yields, water use and farmers' attitudes is most interesting and is pertinent to the current discussions of degrees of on-farm development. A strong negative relationship between yield and distance along the length of the canal was found. There was no relationship between yield and lateral distance from the canal. The situation appears to have been one of ample water versus no water, with users in the higher reaches preempting the supply. This indicates primarily a lack of effective water discipline, probably aggravated by poor canal maintenance and the lack of efficient lateral distribution. It would be interesting to carry out field scale trials to compare the effects on yield and irrigation efficiency of various levels of on-farm development over a number of canal commands. It might be possible to work out something along these lines in the Penaranda system, with the cooperation of IRRI and NIA as part of the Aurora-Penaranda Project. The IRRI trials are all based on the use of 10 day old dapog seedlings. These are seedlings produced by germinating seed on a concrete surface. One obtains a mat of seedlings which can be rolled up for transport, rather like turf. It is a very convenient and economic way of producing seedlings, but it implies excellent field levels and water control, as the seedlings are very small at the time of transplanting. All the IRRI stress trials are based on the assumption of satisfactory establishment of the transplanted seedlings.

The dapog system is limited to the Laguna district, in other areas the traditional flooded nursery is used and older seedlings are transplanted. It would be interesting to know whether the IRRI findings would be materially affected by the use of older seedlings.



Very little work has been done on the effects of submergence and it appears to be limited to seedling survival. Only 10 and 20 day old seedlings were used. Survival after submergence decreased with increased duration of submergence with increased depth, temperature and turbidity of water and with increased rates of Nitrogen fertilization. Survival increased with high light intensity and plant carbohydrate content. The findings are not unexpected and would only have practical application in a nursery, immediately after dapog transplanting or where direct sowing of pregerminated seed is done. There did not appear to be much interest in the ability of older plants to withstand various degrees and durations of flooding.

In conversations with the Agronomy staff it was quite clear that the main emphasis in breeding has shifted from the production of HYV as now known, to the improvement of rainfed varieties. It is possible that this shift may be reflected eventually in a lower degree of interest in water management investigations.

#### Mechanization

IRRI's agricultural engineering program is based on the view that mechanization of tropical agriculture can be achieved only through the concurrent growth of an indigenous farm equipment industry. The program is focused to provide suitable agricultural equipment meeting the following criteria:

1. The machine must meet the requirements of a substantial proportion of tropical farmers to ensure a sizeable market;
2. The machine must be suitable for local manufacture with the technology available in the region.

The program of machinery development is aimed at meeting the requirements of medium-sized holdings, which are too large to work economically with traditional equipment but too small to acquire sophisticated, high-cost imported equipment.

The program has worked on the following projects:

1. Power Tillers. A 5-hp, single-axle tractor has been developed. The engine is imported, but all other components can be fabricated locally. Commercial production has been taken up by three firms in the Philippines with a combined monthly output of 300 units. A number of these tillers were seen at work in farmers fields and appeared to be doing a good job. The equipment costs less than half the imported equipment. Work on bigger, more sophisticated types is still in the prototype stage.



2. Row Seeders. Two types of hand-pulled row seeders for sowing pregerminated seed on puddled land have been developed. Two firms have been licensed for manufacture. The development is apparently aimed at saving the heavy labor input required at transplanting. Pregerminated seed requires much better field levelling and water control than transplanting, as it is much more vulnerable to washing out or drying out. It is also more prone to weed infestation and requires a considerably higher seed rate. It is rather difficult to understand why this equipment was developed, when there is no shortage of labor and water control is notoriously unsatisfactory.
3. Rotary Power Weeders. A 1-hp, three-row, power-driven weeder has been developed and is being manufactured in Japan. It is four times as fast as the manual rotary weeder, which is commonly seen in the Philippines.
4. Rice Threshers. Three types have been worked on: a portable table thresher with an output of 350 kg paddy/hour; a PTO-driven thresher mounted on a 30-60 hp tractor for custom threshing; and an axial-flow 6-hp thresher with an hourly output of 600 kg. The first type is licensed for manufacture by a Philippine firm, while the latter two models are still in the prototype stage.
5. Stripper-Harvester. This is a self-propelled, four-row machine which strips the panicles and threshes the grain without cutting the straw. It is based on a 7.5-hp tiller and can be fitted with half tracks for wet conditions and plant-lifting mechanisms for lodged crops. The machine is still under development. The focus on stripping rather than the more orthodox cutting is understandable from the point of view of keeping down costs, but the farmer is likely to find it much more difficult to deal with the plant residue.
6. Rotary Grain Cleaner. The machine is powered by a 3-hp air-cooled engine and has a capacity of up to 3 tons of paddy per hour. It is being manufactured in the Philippines.
7. Low-lift Pumps. A low-lift manually operated portable pump has been developed with a delivery of up to 190 l of water per minute at a 1 m head. It is being commercially manufactured in the Philippines.
8. 40-hp Tractor. Work has just started on a prototype of a 40-hp tractor. The main reason for this development appears to be a desire to save foreign exchange by making maximum use of commonly available local automotive components.



The machinery development program is technically rather fascinating and in some cases quite ingenious. With the exception of the power tiller which appears to have had a degree of commercial success, all the other items are still not much more than prototypes.

The avowed aim of the program is to develop a range of equipment which would allow the mechanization of medium sized rice farms. This policy would appear to accentuate the already known ill-effects of the Green Revolution by making it possible for the medium-sized farmer to do with much less labor. It would also give him an incentive to dispossess any tenants he might have. The basic assumption seems to be that a reduction in manpower inputs is inherently desirable. In view of population projections in the region and rural unemployment, this seems a debatable assumption.

There does not seem to be much interest in improvement of traditional implements and techniques. This might in the long run be a more useful field of endeavor.

#### Multiple Cropping

The objective of the multiple cropping program is to develop a cropping system technology for intensified cropping on the smaller farms of South and Southeast Asia. Trials are carried out to attain the highest possible production per unit area per unit time without regard to cost or net return. This is done by mixed cropping, intercropping and relay cropping. The effects of the cropping pattern on the yield of individual crops, labor utilization, power requirements, weed and insect control, fertilizer and credit inputs are all evaluated.

Some of the findings on weed control, the incidence of pests and soil pathogens and the degree of compatibility between crops are fascinating.

IRRI has run up against the problem of multiple cropping on puddled rice land. The difficulty has been circumvented by direct sowing on unpuddled soil that was ridged and furrowed. The method permits intensification of the cropping pattern by maintaining the soil structure for crops grown before and after rice. The method only works with high-level land preparation, weed control, and water control. The trials have demonstrated that upland crops cannot be planted near rice in an area where independent control of both irrigation and drainage is not possible.

IRRI is running 6-month courses in multiple cropping production and research for small numbers of trainees drawn primarily from the Institute's regional programs in multiple cropping. The course is to be expanded to take in more trainees in 1974. In view of the cropping pattern proposed for Phitsanulok it might be useful to note the existence of the courses.



92E

September 5, 1973

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P.O. Box 583  
Manila  
Philippines

Dear Nyle:

I very much appreciate your kind remarks about Centers Week.

In response to your request, I am sending with this letter a list of individuals who attended the Week, and have put a notation beside the names of persons who may be of interest to IRRI.

As you can understand, donor organizations are of differing sizes and degrees of complexity. Those which are not one-man shows, however, may contain two different kinds of functionary: (1) a management-administrative person or persons making the recommendations to an ultimate authority (who may be a Cabinet minister or an Under Secretary) concerning financial grants to the Center; and (2) a scientist or scientists giving advice to (1), often as consultants rather than as integral members of the staff of (1), and sometimes from ministries or government departments that are different from the ministry of (1). Both the Germans and the Dutch, for example, are organizations containing both (1) and (2).

The influence of scientists varies within various organizations. Generally it is not decisive. In the early years of the Consultative Group, Center Directors have sometimes overestimated the importance of these individuals in determining Center allocations. Scientists for their part have not always been careful to indicate (and perhaps, within some structures, have even not understood) that they have little authority to express or imply financial commitments on the part of donors, except in a most tentative way. As a result, Center Directors have sometimes thought that they had firm promises when, in the event, no money was forthcoming at all.

With that preamble, let me explain that I have put one of two letters beside selected names on the attached list. The letter A indicates that the individual is an administrative-management type with an important voice in the allocation of grants. The letter T indicates that the individual is a scientist interested in program content and perhaps in various forms of technical collaboration, but not necessarily influential in deciding how the grant funds of his organization will be distributed.



In the case of Japan, which we hope will turn out to be an important one for IRRI, the decisions up to now have been made in the Technical Assistance Bureau of the Foreign Ministry. Mr. Shiotani, who came to Centers Week, is a representative of that Bureau. The Japanese Government, however, is reviewing its entire foreign aid program, and the Consultative Group Secretariat has urged that Japan participate in the Group on a different footing from the present one. This would involve a shift of policy and decision making out of the Technical Assistance Bureau into some other part of the Foreign Ministry, and would make possible a very considerable increase in Japanese support for international agricultural research.

This evolution, if it takes place (as we are fairly certain that it will), will only be completed in time to affect Japanese grants for 1975. In the meantime, the Secretariat is informally asking the Japanese authorities for advice on which we could base a formal invitation for key Japanese officials to visit IRRI and perhaps other Centers. Out of this, we hope, would come a Japanese decision to raise its contribution to IRRI up to at least the level of other major donors. We will, of course, keep you informed about our progress, if any, on the visitation project.

We are not, at the moment, informed about who is who in Australia; but I think that IRRI itself has good information on this subject. We have asked Sir John Crawford just now to press the Australian authorities in the direction of making grants within the Consultative Group framework, and to continue to keep IRRI in mind.

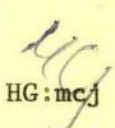
I am writing this letter just a few minutes before going on leave; and I am aware that our list of participants in Centers Week does not give you information about smaller donors such as Belgium, Denmark and Norway. I'll repair this omission when I get back to the office later this month.

It is very kind of you to repeat your invitation for me to visit IRRI. I mean to take this seriously.

Let me ask you what might be the least burdensome time for me to visit IRRI between November 15 and December 15. One possibility that I have talked with Lowell Hardin about is that I might, for the most part, simply tag along with the administrative review team, without being part of it, when that team is doing its work at Los Banos. Please let me know what you believe would be the most suitable arrangement and timing.

Sincerely yours,

Harold Graves

  
HG:mcj



THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

August 13, 1973

Dear Harold:

May I take this opportunity to thank you sincerely for your kind hospitality during the International Centers Week. As a new director of IRRI I found the entire exercises most fascinating. I was very much impressed with the smooth operation and of your part in helping to make it a successful week. I couldn't let your service pass without expressing my appreciation to you.

One of the problems I have as a new director is keeping names and organizations straight. I have the problem of getting myself familiarized with personnel of the other institutes. This is not too difficult since I am acquainted with several of them through past associations. The problem with respect to the donors is, however, a more formidable one. Although I have had considerable contact with individuals in several of these organizations, I am not always certain as to where they fit in the organizational scheme of things.

In order to overcome this disadvantage it would be most helpful to me if I had the names and titles of the leaders of the various organizations who are providing funds for the international centers. If you have this information and, would be willing to provide it to me, I would be most grateful.

Thanks again Harold for the help you provided me and I am looking forward to our continued association. I want to express to you a standing invitation to visit IRRI should your schedule bring you to this part of the world.

Sincerely yours,

  
NYLE C. BRADY  
Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H. St., N.W.  
Washington, D.C. 20433  
U.S.A.

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MARRIOTT HOTEL, D.C. 20033  
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WASHINGTON, D.C.  
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EXECUTIVE SECRETARY  
MR. HAROLD STANLEY

1973 AUG 22 AM 8:56

COMMUNICATIONS

DIRECTOR  
MARGARET C. BRADY

EXECUTIVE SECRETARY

During the past few weeks, I have been very busy with my work. I have been working on a number of projects and have been very busy with my work. I have been working on a number of projects and have been very busy with my work.

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During the past few weeks, I have been very busy with my work. I have been working on a number of projects and have been very busy with my work. I have been working on a number of projects and have been very busy with my work.

Best regards,

August 13, 1973

1119  
MARRIOTT HOTEL, MARINA  
CITY OFFICE

MARRIOTT HOTEL  
P. O. BOX 181  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MAIL ADDRESS  
WASHINGTON, MARINA  
CITY OFFICE

THE INTERNATIONAL RICE RESEARCH INSTITUTE



92E

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

August 13, 1973

Dear Mr. McNamara:

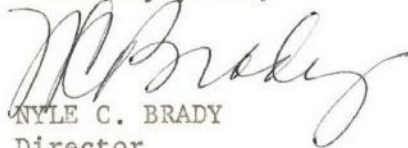
It was indeed a pleasure to spend an evening in your home during the International Centers Week. I wish to express my appreciation to you for having given me the opportunity to get acquainted with you and to learn of your views with respect to the international agricultural research centers.

As you know I am new to my job as director of IRRI. Although I have had a great deal of interest in this organization, my association with this organization started only in July 1 of this year. I have, however, travelled and spent some time in the South and Southeast Asian region. For that reason I was most thankful for the opportunity you gave me to get acquainted with others concerned with agricultural research on an international scale. I also value the assistance that members of your staff at the World Bank gave me during this week.

Should your schedule bring you to the Philippines, please remember that you have a standing invitation to visit us here at IRRI. I am sure you have pleasant memories from previous visits when Dr. Robert F. Chandler was director of this institute. We have some new developments which I am sure you will be interested in and which we would be most pleased to have a chance to show you.

Thank you once more for your hospitality.

Sincerely yours,

  
NYLE C. BRADY  
Director

Mr. Robert McNamara  
President  
International Bank for Reconstruction  
and Development  
1818 H St., N.W.  
Washington, D.C. 20433  
U.S.A.

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and development  
INTERNATIONAL VICE PRESIDENTIAL  
INSTITUTE  
1111 KOREAN UNIVERSITY

Director  
MARTIN S. BRUCE  
*[Handwritten Signature]*  
Executive Director

Thank you very much for your contribution.

in connection with your work.

It is interesting to see that you are most interested in the  
development of the new development work in the area of  
the Korean War. I am sure that the development work in the  
area of the Korean War is very important to the people of  
the Korean Peninsula and to the people of the world.

It is also interesting to see that you are most interested in the  
development of the new development work in the area of the  
Korean War. I am sure that the development work in the  
area of the Korean War is very important to the people of  
the Korean Peninsula and to the people of the world.

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development of the new development work in the area of the  
Korean War. I am sure that the development work in the  
area of the Korean War is very important to the people of  
the Korean Peninsula and to the people of the world.

Best regards,

August 13, 1973

1111 KOREAN UNIVERSITY  
WASHINGTON, D.C. 20540  
OFFICE

INTERNATIONAL VICE PRESIDENTIAL INSTITUTE  
P.O. BOX 282  
WASHINGTON, D.C. 20540  
PHONE: 202-338-1111  
CABLE ADDRESS:

THE INTERNATIONAL VICE PRESIDENTIAL INSTITUTE

1111



62E

AIR MAIL  
REGISTERED

August 9, 1973

Dear Dr. Brady:

With this letter, I am sending you the verbatim transcript of that part of the Consultative Group meeting in which donors stated their intentions with regard to grants to the various international agricultural research centers for the financial requirements of the centers in 1974. This will enable you to make your own calculation of the grants intended for IRRI by governmental donors. In addition, no doubt, you will want to make allowance for contributions to IRRI by the Ford and Rockefeller Foundations, although the Foundations, as you know, will be reserving their specific decisions on these contributions until later in 1973.

The World Bank's affiliate, the International Development Association (IDA), also will be willing to consider continuing its support to IRRI in 1974, within the limit of IDA's available resources and taking account of the needs of other centers whose requirements may not be fully met by other donors.

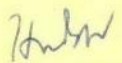
I hope that donors will have made up their minds sufficiently about their contributions to IRRI for you to have by next October 1 a good idea of what funds to expect for 1974. It seems to me that the prospects are good that IRRI's requirements will be fully met or nearly so.

Sincerely,

Harold Graves  
Executive Secretary

Enclosure

Dr. Nyle C. Brady  
Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

  
cc: Dr. Hardin  
Dr. Pino

HGraves:apm

92E

SPECIAL DELIVERY

July 2, 1973

Dear Professor Brady

Following our telephone conversation, I am sending you the list of TAC members. We welcome your suggestion that copies of the IRRI Proposal be airmailed by you directly to the Committee members. In addition, would you please send a copy to Peter Oram at the Food and Agriculture Organization in Rome as Secretary of TAC. If you would also send us six copies, we will make them available to Sir John Crawford.

I am taking this opportunity to enclose a copy of your International Centers Week invitation which we had sent directly to you in Manila.

With best wishes,

Sincerely yours,



Bruce M. Cheek  
Deputy Executive Secretary

Enclosures (2)

Dr. N. C. Brady  
Associate Dean  
New York State College of Agriculture  
and Life Sciences  
292 Roberts Hall  
Cornell University  
Ithaca  
New York 14850

cc: Mr. Neylan  
BMC:mcj



92E

**OUTGOING WIRE**

TO: ATHWAL  
RICEFOUND  
MANILA

DATE: June 22, 1973

CLASS OF  
SERVICE: LT

1-11

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

WOULD LIKE TO RECEIVE FINAL BUDGET AND TABLES AS SOON AS POSSIBLE  
FOR PURPOSES OF PREPARING CONSOLIDATED PICTURE STOP  
PLEASE ADVISE DATE IF WE WILL NOT HAVE THESE BY JULY 1 STOP  
REGARDS

URQUHART

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:  
NAME Michael E. Ruddy  
DEPT. Programming and Budgeting  
SIGNATURE *M.E. Ruddy*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)  
REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

**ORIGINAL (File Copy)**  
(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: 





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Distribution:

Mr. H. Graves

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## OFFICE MEMORANDUM

TO: Mr. Shamsheer Singh, Chief, CEPD/EAPD

DATE: May 24, 1973

FROM: Raffaello Marsili, CEPD/EAPD

SUBJECT: Back-to-office report: Attendance at Seventeenth Session of FAO Intergovernmental Group on Rice, New Delhi, April 23-27, 1973, and Consultations in Thailand and International Rice Research Institute (IRRI), Philippines, April 30-May 4, 1973

1. According to my terms of reference of April 11, 1973, I attended as an observer for the Bank, the Seventeenth Session of the FAO Group on Rice held in New Delhi, April 23-27; subsequently I proceeded to Bangkok to consult with officials in the Ministry of Foreign Trade and commercial traders (April 30-May 1), and to Manila to meet Dr. Barker of the IRRI (May 3-4). The Bank was mentioned several times during the FAO meeting in connection with the possibility of financing foodgrains imports of a developing country (paragraph 8); the Asian Rice Trade Fund (paragraphs 16-18); international buffer stocks (paragraph 21) and by Dr. Barker regarding the need for a survey of Asian irrigation facilities (paragraph 27). Following are the main highlights of the meeting and consultations.

A. FAO Intergovernmental Group on Rice

2. The Session was attended by 22 countries representing all major rice exporting and importing countries with the exclusion of Burma and the People's Republic of China (member of FAO since April 1, 1973), and by 4 international organizations.

(a) Current Rice Situation and Outlook

3. The situation of excess supplies and low prices that had prevailed on the world rice market has changed since mid-1972 to one of short supply and rising prices. This was caused by the unfavourable weather conditions which curtailed rice production in most Far Eastern countries with the only exceptions of Japan, Malaysia and Pakistan. The Group estimated that the 1972/73 world paddy harvest declined to 297 million tons, 12 million tons less than the already reduced 1971/72 crop.<sup>1/</sup> The exporters as a group also had sharply reduced supplies and are not in a position to meet the increased import requirements. Burma, for example, because of the difficulty in procuring rice, has suspended rice exports since March 1973, and the United States will not have quantities available for exports larger than last year's; Thailand, after shipping considerable quantities in the last quarter of 1972 and first quarter of 1973, because of increases in domestic rice prices, has also temporarily suspended exports of lower quality rice since April 1973. It is not expected that Thailand will resume shipping until the spring crop becomes available around August-November 1973.<sup>2/</sup>

<sup>1/</sup> For detailed data on rice production, exports, imports and prices, see Tables 1 thru 4.

<sup>2/</sup> Spring crop normally produces only about 200,000 tons of paddy or about 1.5% of total Thai rice output; in view of the particular situation this year, about 200,000 ha. of well irrigated land will be brought under cultivation by the end of May 1973. High yielding short-maturing seeds developed in Thailand will be used, and about 700,000 tons of paddy should be available later in the year. This, however, assumes a yield of 3.5 tons/ha., twice the national average, which might be difficult to attain.



However, even by the most optimistic forecast, 1973 Thailand rice exports will amount to only 750,000 metric tons as compared to the record shipments of 2.2 million tons in 1972 and 1.6 million tons in 1971.

4. Japan and Pakistan are the only rice exporters likely to increase sales in 1973 because of larger crops. The Japanese Government intends to dispose of 1.2 million tons of surplus rice <sup>1/</sup> between April 1, 1973 and March 31, 1974 by exporting 350,000 metric tons and using the rest domestically as animal feed and in the brewing industry. Several rice importing countries asked the Japanese delegation at different times during the meeting if their Government would increase the amount available for export during the present fiscal year and use less for feed, in consideration of the world rice shortage; however, they failed to get a firm answer. <sup>2/</sup> Pakistan, the other exporter with larger supplies than last year, has a substantial carryover of coarse rice (IR8) which in previous years used to be shipped to Bangladesh, and with about 9 percent larger crop in 1972 should be in a position to increase rice exports from about the 300,000 metric tons exported in 1972. The quality of the rice is very low, but given the scarcity they should not have any difficulty in finding a market for it.

5. The shortage of rice this year coincides with reduced supplies of other cereals, particularly wheat, on the world market, and this has accentuated the gravity of the situation. In previous rice shortage years, wheat and other coarse grains, mostly purchased on concessional terms, were substituted for rice and contributed to easing the problem; this year, especially until later in the year, grains will be in short supply and transportation will be difficult and costly to arrange because of previous large export commitments by the major exporters. In this situation, a good main crop rice harvest in Asia (November 1973-February 1974) is essential to avoid the occurrence of an extremely serious supply shortage in 1974. The timeliness and behaviour of the monsoon rains, which should start arriving on the East coast of India at the beginning of June, will be the main determinants of the size of next crop throughout South East Asia. Developed rice exporting countries have taken steps to increase production in the coming season; the United States has raised rice acreage by 20 percent and Australia expects an increase of about 40-50,000 tons of rice from last year.

6. The present experience has highlighted the volatility that characterized the rice market in recent years. The FAO export price index for rice (1957-59 = 100) rose to a peak of 158 in March 1968, fell to 81 in April 1971 and has risen to about 150 in March 1973. The major factor underlying this instability is that only about 3.5 percent of rice production enters world trade and, as a consequence, even marginal changes in output are reflected in sharp fluctuations in import requirements and export availabilities.

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<sup>1/</sup> Japan surplus rice stock was on April 1, 1973 about 1.8 million tons, down from 3.7 million tons a year earlier.

<sup>2/</sup> Since then, it is reported that in an effort to check the rise in domestic feedstuff prices, the GOJ has released 400,000 tons of old crop rice at about \$42 per ton, half the previous selling price and one-tenth of the support price for rice.



7. On the prospects for the medium-term, the Group concluded that the tight supply conditions should ease once the Asian drought is broken and rice production recovers. Higher prices may induce larger plantings and wider adoption of yield increasing technological improvements. It was pointed out, however, that progress with the high yielding varieties (HYV) in the Asian monsoon region will be slowed down by the small area under controlled irrigation and by the insufficient supply of other inputs. The prospects over the medium term are for an increase of area under HYV and continuing increase in production with the possibility of occasional shortages in some areas because of poor weather.

8. On several occasions during the meeting the Bangladesh delegation mentioned the gravity of their food situation because of the two consecutive rice crop failures. They needed to import 1-1.2 million tons of rice in the remainder of 1973. They exhorted the FAO to take the lead in promoting an increase in rice production in exporting countries in the immediate future so that international prices will decline to levels Bangladesh could afford to pay. Also they suggested that the IBRD should provide LDCs with foreign exchange to pay for "the difference between the present world price of rice and the price LDCs can pay."

(b) Rice Development Plans - High-Yielding (HYV) Programs

9. Several countries reported on the progress made towards targets set in national development plans, on new production programs as well as on the implementation of the HYV programs. Bangladesh told the meeting that the primary objective of the First Plan is to achieve self-sufficiency in grains by 1977/78 when production was expected to reach 15.4 million tons <sup>1/</sup> from the present level of 11.3 million tons. The increase would be achieved by raising yields and by promoting multiple cropping. Also, the Plan envisages a shift of cultivation to the winter (boro) season which is the most climatically stable season in the country. High-yielding varieties such as IR8, IR20 and Chaudani (locally developed) would be used in irrigated areas and selected rainfed areas. Experience in the past five years in Bangladesh had shown that a break-through in rice production was possible, provided the necessary inputs and infrastructure were available to the farmer. The Government plans to provide the requisite inputs, credits and technical support to areas suitable for HYV cultivation.

10. Indonesia reported that the aim of their development plan is to increase food production to achieve self-sufficiency. The basic means to reach these objectives include adoption of new technology, new inputs and new HYV such as the domestically developed Pelita 1/1 and 1/2 which have the same yield as IR8, but better grain quality. In 1973 the area under HYV is expected to be 2.28 million hectares compared to 0.52 million

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1/ Mainly rice, on milled basis.



hectares in 1969. Past experience had shown, however, that lack of infrastructure hampered the progress with the HYV, and improvement in this area was a necessity. As a further incentive to increase production, Farmers Business Co-operatives will be expanded to provide inputs and marketing facilities to farmers, and credit facilities will be improved. Also the floor price of rice at farm gate has been recently raised by about 30 percent.

11. Indian strategy to increase foodgrain production in the Fourth Plan is based on HYV. As a result of the research efforts undertaken under the All-India Coordinated Rice Research Programme, 14 new rice varieties had been released up to 1970 and 14 more are at the pre-release stage. The progress of the HYV of rice had been slower than that of wheat because rice varieties did not grow well under heavy rainfall and water logged conditions. The main research effort was now concentrated on developing varieties suited to the varying agro-climatic conditions in different parts of the country. To accelerate the spread of the HYV, a Mini-Kit Programme, whereby the farmer is provided with the new seeds, was introduced in 1972/73.

12. Korea reported that they plan to achieve self-sufficiency in rice by 1976. They hope to reach this goal by promoting use of HYV (IR667, 20 percent higher yield than traditional varieties), and by encouraging land consolidation; at the same time they are aiming at reducing rice consumption from about 141 Kg. per head in 1971 to 115-120 Kg. per head in 1976 and at substituting rice with wheat, livestock products and fruits and vegetables. The producer price for rice has been increased in 1973 by about 30 percent, and the amount of farmer's credit funds raised considerably.

(c) Review of National and Regional Rice Policies

13. The secretariat had prepared a series of analyses of countries' policies affecting international trade in rice. A new document on the rice policy of Burma and up-dating reports on the policies of Australia, Japan, Thailand, U.S.A. and the EEC were presented.

14. The paper on Burma's rice policy concluded that the Government policies have a considerable impact on production and marketing of paddy, since the Government is the sole legal purchaser of paddy; consequently producers returns are determined by the official purchase price which is low compared to producer prices in a number of exporting and importing countries; this remained so even after an 18 percent increase in the official price in February 1973. Area under rice has fluctuated in recent years below the peak reached in 1964. Yields are stagnant because of the apparent low use of inputs stemming from the inadequate price incentive. The current Four-Year Plan ending in 1974/75 envisages no expansion of paddy



acreage, and only 7.5 percent increase in production over the entire Plan period; this growth is lower than the rate of population increase. Government procurement of rice has run into difficulties in recent years and fallen short of internal distribution commitments and export targets. Farmers have apparently sold less to the Government agents because of the much increased gap between the procurement price and the (unofficial) open market price.

15. The reduced emphasis on rice production in the Fourth Plan implies that Burma seems to favour a policy of export diversification to reduce her dependence on rice. Thus, rice export availabilities could be curtailed in the future unless substantial changes are made in the current production, pricing and marketing policies.

(d) Asian Rice Trade Fund

16. The Indonesian delegate reported that the April 1973 ECAFE meeting in Tokyo had formally established the Asian Rice Trade Fund. However, only two governments (Philippines and Ceylon) had signed to date, while a minimum of three countries is necessary to make the Fund effective. The Fund participation is limited to developing countries members or associated members of ECAFE, and envisages an initial capital of \$50 million which would finance the yearly sale of some 200,000 tons of rice.<sup>1/</sup> In the near future, the ECAFE secretariat will be sounding out probable contributors, both countries and international financing agencies, to secure the Fund's initial capital. The scheme was heavily criticized by the Australian delegation because of its discriminating membership (limitation to LDCs) and because they believe it will put a limitation to the market and promote a diversion of trade. The United States pointed out that they had never been included in the preparatory talks to establish the Fund, except for the ECAFE meeting in Tokyo where the U.S. position on the matter had been given.<sup>2/</sup> Bangladesh, although previously unaware of the Fund (they just joined ECAFE) thought the scheme vital to help their present situation and suggested that the IBRD should finance the Fund.

17. The likely implementation of the Fund is dubious at this time because no rice exporting country has joined, and because of the apparent opposition by some developed countries. Thailand, who was one of the original sponsors of the Fund during a rice surplus period, and the largest exporter of rice in the ECAFE region, has not joined and did not speak on the subject at all. In private conversations both in Delhi and later in Bangkok, I tried to find out their present position, but

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<sup>1/</sup> This amount is based on the price of \$75 per ton for low quality rice which prevailed two years ago when the scheme was drawn. Present prices are about \$150 per ton.

<sup>2/</sup> I understand from State Department sources that the U.S. is not favourable to the Fund.



with no success. I was repeatedly told that they were the main sponsors of the Fund, but I could not get an answer to why Thailand had not signed or if they will do it in the near future. The present lack of rice supplies in the country might have taken away the urgency of a decision.

18. Several delegates asked me privately if the Bank would contribute to the financing of the Fund. I answered that the Bank had an open mind about the matter, and would consider any proposal submitted to it and decide on the merits of the particular case.

(e) Guidelines for National and International Action

19. The Group reviewed the action, relating to the voluntary "Guidelines for National and International Action" adopted in 1971, taken by government in order to adjust supply and demand of rice on world markets. Because of the tight supply situation, many exporting countries were increasing acreage under rice to meet requirements. With the rise in world market prices export subsidies had been eliminated by the U.S.A. and EEC. Also, during 1972, there had been a considerable increase in multilateral food aid and in "triangular" transactions in rice, whereby developed countries financed purchases of rice for food aid to LDCs from rice exporting LDCs.

20. The present "Guidelines" were formulated in a period of rice surpluses and according to several delegation did not cover adequately periods of acute shortages. Several amendments were proposed to include: (i) the amplification of the concept of flexibility of production to cover large fluctuations and (ii) stocking policies which were not covered at present.

21. The discussion focused, as expected, on the stocking policies, national versus international stocks. India, Indonesia, Thailand and Sierra Leone <sup>1/</sup> spoke in favour of national buffer stocks and of the need for outside assistance (IBRD was named) to build up national food reserves. As regards international buffer stocks to stabilize world rice markets, Bangladesh proposed that emergency stocks financed by international financing agencies "such as the World Bank" should be maintained. They said that they have already discussed with the Bank the financing of a foodgrain reserve at global or regional level to meet acute emergencies in the LDCs. Sierra Leone opposed the Bangladesh proposal by saying that the World Bank should continue to assist LDCs to develop their own production to achieve self-sufficiency, and not finance international stocks which are too costly and difficult to manage.

22. On the cost of stocking rice, Thailand stated that a recent study prepared by the Thai Government (not available) showed that the

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<sup>1/</sup> Representing the West Africa Rice Development Authority (WARDA).



capital cost (excluding land and maintenance costs) would amount to \$50 per ton/year; also that, since rice can only be stored for 6 months in tropical climates, a longer storage period would require air-conditioning the facilities at a cost of \$770 per 3 square meters. India also reported that a similar study they made showed the cost to be \$50 per ton/year, but including cost of maintenance. They agreed that milled rice cannot be stored for longer than six months in the tropics; paddy could be stored longer but it would take more space and consequently higher cost to stock.

(f) Other Business

23. The Group was informed on the resolution adopted by the UNCTAD on intensive intergovernmental consultation on commodities in connection with access to markets and pricing policy. While the final decision on the commodities which will be subject of consultation has not been made, rice is on the provisional list. If rice is finally selected, a special session of the FAO Group on Rice will be convened to prepare concrete proposals on ways to expand LDCs trade in rice and to secure stable and equitable prices.

B. Discussions in Thailand

24. In Bangkok I met with Dr. V. Boonkitticharon, Chief of the Foreign Trade Policy Division in the Ministry of Commerce. Our discussion focused on the present domestic rice situation in Thailand, the prospects for rice exports in 1973 and the Asian Rice Trade Fund. He explained that his Government was worried about the increase in domestic prices of rice which was causing hardship in some segments of the population; this was the main reason behind the decision of limiting rice exports. Shipment of rice on old contracts was still continuing and new export commitments for small quantities were being made, but only at prices approved by his Ministry. He also pointed out that 1973 Thailand rice exports should be viewed in conjunction with the record 1972 year because very large shipments were made towards the end of 1972 which in normal years would have been made in the first quarter of the following year. This was done in response to the increased demand by traditional Thai customers and at prices considerably lower than could have been fetched a few months later. On the Asian Rice Trade fund he could not tell me the reason why Thailand had not yet joined, but re-stated that they have been the promoters of the Scheme. He seemed very eager to know if the Bank would be willing to finance the Fund. As in previous occasions, I stated that the Bank would consider any concrete proposal submitted.

25. I met also with rice and cassava traders. Rice traders are quite unhappy because of the export limitation, and maintain that plenty of rice is still available. They hoped that exports will be resumed soon, but were less optimistic than Thai Government sources about the size of



the second crop. Cassava traders, because of the world shortage of feedgrains, were experiencing a booming market; prices have increased by some 40 percent since December 1972 and the trade is counting on a fast expansion of cassava exports, in the form of pellets, to the enlarged EEC market, provided the Community levy system on grains, which makes the otherwise non-competitive cassava pellets competitive in that market, is maintained.1/ I visited a cassava processing plant; the machinery is very simple: First a shredder which reduces the raw manioc root into chips and second a pelletizing machine. All the equipment is built in Thailand with the exception of the motors. The cost of a pelletizing machine with a processing capacity of 3 ton of chips per hour was given at US\$13,000. Since cassava pellets are cheaper to transport than chips because of the reduced volume, the savings made on the sea freight (some 20 percent) more than cover the cost of the processing, including the initial investment.

C. Visit to the International Rice Research Institute (IRRI), Los Banos, Philippines

26. I met Dr. Randolph Barker, the agricultural economist of the IRRI on May 3 at the Institute offices in Los Banos. We discussed the present problems in the Asia rice economy and the impact of the HYV of rice. On this subject, he reported to me some preliminary observations from a study of changes in rice farming brought by the adoption of modern technology in six Asian countries: (a) Irrigation, by whatever means has influenced the rate of adoption of HYV, with higher yields attained where water supply and control are more effective; (b) new varieties on average have outyielded the traditional varieties, but this is associated with an increase in the use of inputs; (c) HYV performance is frequently lower than potential; (d) despite governments efforts, credit to farmers is still insufficient and this has reduced the rate of adoption of the new technology; (e) in all areas, farmers have attributed to the increased yields their higher standard of living; (f) effect on labor inputs remains positive despite increasing use of agricultural machinery; (g) the new technology is changing the comparative advantage of rice production in Asia.

27. The Institute research program is concentrating on problems of water management and on developing a technology suited to the unfavorable environmental conditions that prevail in monsoon Asia. In this connection, Dr. Barker suggested that the World Bank should promote a survey of Asian irrigation facilities, present status, and planned. This information would increase the IRRI knowledge of the environment for which they are generating new technology, and contribute to the decision to set research priorities in the future.


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1/ The c.i.f. price of cassava and maize before the application of the EEC import levy are almost identical, while the feeding value of cassava is very much lower (less than 1% protein versus 8-9% for maize).

28. A list of the documents circulated at the meeting is attached; copies can be obtained from the Research Files.

Attachments

cc: Messrs. H. B. Chenery, Vice President, Development Policy  
E. Stern, Senior Adviser, Development Policy  
J. P. Hayes, Director, Economic Analysis and Projections  
W. Tims, Deputy Director, Economic Analysis and Projections  
A. Stevenson, Director, Development Economics  
M. ul Haq, Director, Policy Planning and Program Review  
M. L. Hoffman, Director, International Relations  
L. Peter Chatenay, Deputy Special Rep. for U.N. Organizations,  
International Relations  
M. Yudelman, Director, Agriculture  
D. Avramovic, Chief Economist, Office - V.P., Lat. Am. & Car.  
J. Baneth, Chief Economist, Office - V.P., Asia  
B. A. de Vries, Chief Economist, Office - V.P., W. Africa  
A. Karaosmanoglu, Chief Economist, Office - V.P., EMENA  
S. Please, Chief Economist, Office - V.P. E. Africa  
M. G. Blobel, Bangkok, Thailand  
W. M. Gilmartin, New Delhi, India  
S. Takahashi, Djakarta, Indonesia

  
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List of Documents

<u>Symbol</u>	<u>Title</u>
CCP: RI 73/1	Provisional Agenda and Agenda Notes
CCP: RI 73/2	Recent Developments in the Rice Policy of Australia
CCP: RI 73/3	Special Country Studies on National Rice Policies: Burma
CCP: RI 73/4	Recent Developments in the EEC Common Market for Rice
CCP: RI 73/5	Recent Developments in the Rice Policy of the United States
CCP: RI 73/6	Recent Developments in the Rice Policy of Japan
CCP: RI 73/7	Recent Developments in the Rice Policy of Thailand
CCP: RI 73/8	CCP Review of Activities of its Subsidiary Bodies
CCP: RI 73/9	Follow-up to Recommended Guidelines for Action to Promote International Trade
CCP: RI 73/10	National Policies, Measures and Regulations Affecting International Trade in Rice
CCP: RI 73/11	Questionnaire: Revised Forecast of Exports and Imports in 1973
CCP: RI CF 73/1	Forecast of Export Availabilities and Import Require- ments of Rice for 1973
CCP: RI 73/Inf.1	Information Note on Arrangements
CCP: RI 73/C.R.S.1	Proposed Timetable and List of Documents
CCP: RI 73/C.R.S.2	World Rice Situation and Outlook, 1972/73
CCP: RI 73/C.R.S.3	The Rice Situation in the People's Republic of China
CCP: RI 73/C.R.S.4	Discussion on Rice in UNCTAD Committee on Commodities

Table 1: PADDY PRODUCTION BY REGIONS AND SELECTED COUNTRIES,  
CALENDAR YEAR 1972 AND COMPARATIVE DATA

Region/Country	1966-68 average	1969	1970	1971	1972 (provisional)
(Thousand tons, paddy)					
<u>Far East</u>					
Bangladesh	16,040	18,000	16,694	14,670	14,490*
Burma	7,476	7,985	8,162	8,178	7,560
China, People's Rep.	90,332*	95,000*	102,000*	106,000*	101,000*
India	53,905	60,645	63,300	64,100	59,000*
Indonesia	13,910	18,020	19,337/1	20,190/1	19,500/1
Japan	18,030	18,186	16,479	14,139	15,450
Khmer Rep.	2,695	2,503	3,814	2,732	1,927
Korea, Dem. P. R.	2,500*	2,700*	2,800*	2,800*	2,700
Korea, Rep.	4,966	5,688	5,476	5,556	5,400
Malaysia	1,287	1,597	1,678	1,809	1,909
Nepal	2,182	2,410	2,305	2,353	1,754
Pakistan	2,450	3,600	3,300	3,300	3,600
Philippines	4,367	5,233	5,343	5,100	4,958
Sri Lanka	1,149	1,374	1,619	1,397	1,308
Thailand	12,370	13,410	13,270	13,570	11,800
Viet-Nam, Dem. P. R.	4,707*	5,115*	5,651*	5,000*	5,500*
Viet-Nam, Rep.	4,463	5,115	5,716	6,324	6,215
Others	4,053	3,992	4,177	3,892	3,970
<b>Total</b>	<b>246,882</b>	<b>270,573</b>	<b>281,121</b>	<b>281,110</b>	<b>268,041</b>
<u>Africa and Near East</u>	8,486	9,269	9,193	9,560	9,642
<u>Latin America</u>	9,897	10,164	11,810	10,691	11,749
United States	4,211	4,169	3,801	3,890	3,863
<u>Europe &amp; USSR</u>	2,449	2,962	3,102	3,214	3,203
<u>Oceania</u>	218	277	268	319	270
<b>World Total</b>	<b>272,143</b>	<b>227,414</b>	<b>309,295</b>	<b>308,781</b>	<b>296,768</b>

\* Unofficial estimates.

/1 Since 1970, the statistical base used in estimating rice production has been changed, so that the estimates in 1970, 1971 and 1972 are not comparable with previous years.

Source: FAO, Intergovernmental Group on Rice, 17th Session.



Table 2: RICE: INDIGENOUS EXPORTS, PRINCIPAL COUNTRIES AND WORLD TOTAL, CALENDAR YEAR 1972 AND COMPARATIVE DATA

Region/Country	1966-68 Average	1969	1970	1971	1972 (provisional)
(Thousand tons, milled equivalent)					
<u>Far East</u>					
Burma	673	549	640	812	450*
China, People's Rep.	1,100*	756*	963*	900*	960*
Japan	-	328	618	911	202
Khmer Rep.	184	103	222	33	-
Korea, Dem. People's Rep. /1	86*	96*	89*	103*	100*
Pakistan	142	136	130	197	300*
Thailand	1,353	1,023	1,062	1,372	2,150 /2
Others	193	130	104	103	90
Total	3,731	3,121	3,828	4,631	4,252
<u>Rest of the World</u>					
Australia	93	117	109	183	142
Argentina	53	75	94	89	15*
Brazil	160	70	95	129	-
Guyana	100	74	61	69	70*
Surinam	26	23	20	35	33
Uruguay	35	72	45	73*	44
France	38	17	19	9	5
Italy	137	157	358	394	289
Spain	89	49	70	40	60*
Madagascar	43	52	68	40	35*
Egypt, Arab Rep.	445	730	654	515	500*
United States	1,699	1,918	1,740	1,475	1,940
Others	132	79	105	44	100
Total	3,050	3,433	3,438	3,095	3,233
World Total	6,781	6,554	7,266	7,726	7,485

\* Unofficial estimates.

/1 Based on information obtained from importing countries.

/2 Exports from the port of Bangkok plus an allowance of 75,000 tons for exports to Laos and Malaysia from other parts of the country.

Source: FAO, Intergovernmental Group on Rice, 17th Session.

Table 3: RICE: RETAINED IMPORTS, PRINCIPAL COUNTRIES AND WORLD TOTAL, CALENDAR YEAR 1972 AND COMPARATIVE DATA

Region/Country	1966-68 Average	1969	1970	1971	1972 (provisional)
(Thousand tons, milled equivalent)					
<u>Far East</u>					
Bangladesh	-	-	-	-	700
Hong Kong	346	330	332	345	860
India	562	487	206	240	131
Indonesia	453	605	956	509	734
Japan	521	56	19	11	3*
Khmer Rep.	-	-	-	20	110
Korea, Rep.	122	750	521	1,007	565
Malaysia	355	315	364	250	115*
Pakistan	108	30	216	330*	-
Philippines	133	-	-	437	434
Singapore	181	187	236	230	292
Sri Lanka	400	264	545	339	266
Viet-Nam, Rep.	626	326	553	137	382
Others	216	174	216	201	241
Total	4,023	3,524	4,164	4,056	4,333
<u>Rest of the World</u>					
Arabian Peninsula /1	213	259	355	300*	310*
Cuba	160	186	206	285	250*
France	111	106	87	97	132
Germany, Fed. Rep.	110	101	130	148	105*
Netherlands	44	31	37	41	38
United Kingdom	114	115	126	148	129
Other western Europe	204	247	165	202	235*
Poland	64	62	60	74	70*
Other eastern Europe/2	206	185	164	200	173
USSR	311	327	323	332	330*
Ghana	40	28	53	35	35*
Ivory Coast	51	56	79	97	105*
Mauritius	63	65	59	61	61
Senegal	166	146	119	188	210*
Others	858	911	1,006	1,321	1,195*
Total	2,715	2,825	2,969	3,529	3,378
World Total	6,738	6,349	7,133	7,585	7,711

\* Unofficial estimates.

/1 Saudi Arabia, Yemen, Kuwait, Bahrain, Qatar, Muscat and Oman.

/2 Bulgaria, Czechoslovakia, Democratic Republic of Germany, Hungary and Romania.

Source: FAO, Intergovernmental Group on Rice, 17th Session.



Table 1: INTERNATIONAL MARKET PRICES OF RICE (f.o.b.) AND PRICE INDICES, 1973 AND COMPARATIVE DATA

	Annual averages				February	
	1969	1970	1971	1972 (Provi- sional)	1972	1973
.....US dollars per ton.....						
<u>Government-to-Government Contracts</u>						
Burma, Ngasein SMS, 42% br.	139.2	96.9	76.7	...	83.2	135.0
Thailand, white rice 35% br.	128.3	102.6	81.0	96.2	80.0	135.0
Thailand, white rice, 10% br.	173.4	126.0	111.6	...	...	142.0
China, People's Rep. 35% br.	122.4	103.8	83.4	79.3	79.3	117.5
<u>Private Trade</u>						
Thailand, white, 5% br.	185.5	143.0	129.1	150.7	130.5	203.3
Thailand, husked, 100%	180.9	143.9	130.4	151.2	127.8	202.4
Thailand brokens, A 1 super	104.7	85.4	67.4	94.5	82.9	123.0
Pakistan, B asmati	250.4	217.4	202.4	...	...	400.0
Italy, Originario, 3% brokens /1	131.7	106.3	80.4	171.3	116.0	346.8
<u>FAO Price Index</u> .....Average 1957-59 = 100.....						
Private Trade Sub-Index	121	96	83	105	89	150
Bilateral Contracts Sub-Index	139	114	90	93	92	131
Long/Medium grain Sub-Index	132	103	86	98	89	140
Round grain Sub-Index	116	109	87	109	95	150
Total Index	129	104	86	99	90	142

Note: The price quotations from August 1971 are not fully comparable with those of earlier periods because of changes in currency parities.

/1 Net of restitutions.

Source: FAO, Intergovernmental Group on Rice, 17th Session.

New York State College of Agriculture and Life Sciences  
A Statutory College of the State University  
Cornell University, Ithaca, New York 14850

N. C. BRADY, *Associate Dean*  
292 Roberts Hall  
607 256-5420

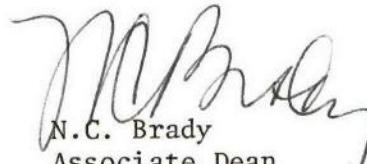
May 15, 1973

Dr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H Street, N.W.  
Washington, D.C. 20433

Dear Dr. Graves:

Thank you for your note relative to my appointment as Director of IRRI. I am looking forward to visiting with the team representing the Consultative Group when they visit IRRI early in June. I appreciate very much your sending me their terms of reference. Although my work schedule at Cornell is such that I do not have the amount of time that I need to try to prepare for such a visit, I am sure that it will be very helpful to me as I attempt to orient myself to my new position.

Sincerely yours,

  
N.C. Brady  
Associate Dean

NCB/rr

*Address  
noted on card  
APM  
CS*

---





GZE.

May 10, 1973

Dear Dr. Brady:

It was good news that you had agreed to accept appointment as Director of IRRI, and I am looking forward to renewing our acquaintance at the time of International Centers Week this summer.

In the meantime, as you know, a team representing the Consultative Group will be visiting IRRI for the purpose of reporting on IRRI's progress and 1974 program to the Group. I thought you might find it interesting and useful to have a copy of the team's terms of reference in advance, and I am sending a copy with this note.

Sincerely yours,

Harold Graves  
Executive Secretary

Enclosure

Dr. Nyle Brady  
Cornell University  
Ithaca  
New York 14850

cc: Dr. F. F. Hill  
The Ford Foundation

*Handwritten initials*

HGraves:apm



92E

May 10, 1973

Dear Frosty:

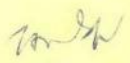
This note is to offer you warm congratulations on the highly successful conclusion of your search for a new Director of IRRI. By all accounts, Brady is quite a catch, and not only IRRI but many of the rest of us are in your debt for finding him and bringing him safely into the boat.

Sincerely,

Harold Graves

Enclosures - copy of letter to Dr. Brady and terms of reference -  
IRRI mission.

Dr. F. F. Hill  
The Ford Foundation  
320 East 43rd Street  
New York  
New York 10017



HGraves:apm

92E

May 10, 1973

Dear Dr. Athwal:

Thank you kindly for your letter of May 2. Yes, I think we do now agree about IRRI's budgetary position. The following rounded figures revert to the IDA grant as originally intended, and take account of the amount now stated by the Japanese to constitute their contribution:

<u>From</u>	<u>Amount</u> ( <u>\$'000</u> )
Ford	750
Rockefeller	620
Japan	230
ODA	345
USAID	725
IDRC	100
IDA	120
	<u>2,890.</u>

I recognize that this falls slightly short of your 1973 budget, but hope that you can bear the deficit without discomfort.

I am also obliged to you for your later letter about the impending visit of L.J.C. Evans and Michael Ruddy to Los Banos. You may expect to have information from them about their arrival plan, and I will wait to hear from Dr. Hill about the matter of the meeting of the Board of Trustees. I am most grateful to you for your attention to this matter.

In the meantime, I thought it might be helpful and useful for you to have the terms of reference of the team's visit, and I am attaching a copy to this letter.

Sincerely yours,

Harold Graves

Dr. D. S. Athwal  
Associate Director  
International Rice Research Institute  
P.O. Box 583  
Manila  
Philippines

HG:mcj



# THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

May 2, 1973

Dear Mr. Graves:

Thank you for your April 18 letter and a cutting from the New York Times about the green revolution which refers to our work at Los Baños.

We have been very busy with the international rice research conference during the last week and other significant discussions regarding the institute program for a couple of weeks prior to that. I did not follow up my cable regarding IRRI's current budgeting situation with a detailed letter. Apparently your letter indicates that you are satisfied with our explanation.

A breakdown of contributions to the 1973 institute budget from various sources is given below. Funds required for 1973 amount to \$2.895 million.

Funds expected:

Ford Foundation	\$ .750 million
The Rockefeller Foundation	.620 million
USAID	.725 million
ODA (U.K.) £140,250 (£ 1 = \$2.47)	.345 million
Japan ¥70,464 (¥2.69 = \$1.00)	.260 million
IDRC	.100 million
Total	<hr/> \$2.800 million

The United Kingdom is expected to support our varietal improvement department which has a budget of \$342,800 for 1973. A major portion of the Japanese grant would be for the plant physiology department which has a budget of \$168,570 for 1973. The balance of the Japanese grant is for the purchase of equipment and training. We

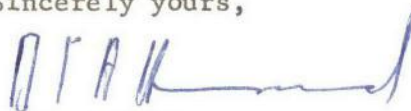




Mr. Harold Graves  
May 2, 1973  
Page 2  
-----

are now checking with the United Kingdom and Japan to find out whether the amount rendered surplus as a result of revaluation of their currencies will be available to the Institute. If the additional amount is available to IRRI we will require only \$95,000 from the World Bank, otherwise, the amount required will be more than that.

Sincerely yours,



D. S. ATHWAL  
Associate Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H St., N.W.  
Washington, D.C. 20433  
U.S.A.

/11d

92E

Mr. R. Picciotto through Mr. A. Golan

May 2, 1973

H. T. Chang

IRRI Reports on Agricultural Machinery and Equipment Development for Tropical Rice Cultivation

The nine serialized reports of the above subject for which you requested a review be made, were transmitted through Mr. Spall's office.

Under Contracts with USAID since July 1965, IRRI has conducted researches and development of Agricultural machinery and equipment for tropical rice cultivation. Basic criteria 1/ adopted include: adaptable to 2-10 ha farms, more labor intensive and lower cost than those produced in developed countries, using as far as possible locally available material and with some help fabricable by local manufacturers. The reports we received are semi-annual reports No.7 through No.15, beginning July-December, 1968 through July-December, 1972. The reports show that the project began by testing a few simple equipment such as small threshers, seeders and weeders, but has now covered machinery and equipment for land preparation to rice processing. Nine Asian countries 2/ have signed subcontract with IRRI for testing and extension of machinery and equipment designs developed from the project. IRRI has also conducted a wide range of surveys and economic studies to corroborate the designing and development work.

The salient points of the IRRI projects are as follows:

1. The steps involved in IRRI's development of a machinery or equipment are as follows:
  - a. Testing existing models on market to decide things need to be or can be changed.
  - b. Design IRRI's own proto-type.
  - c. Field test of IRRI proto-type.
  - d. Cost analysis of manufacturing IRRI design.
  - e. Providing design and cost estimates to local manufacturers.
  - f. Testing of manufacturers' proto-type, and improvement.
  - g. Actual manufacturing by local manufacturers.

---

1/ A talk given by A. U. Khan, Head of Agricultural Engineering Department IRRI at Management Seminar on LDC Technology, February, 1973 at the Bank.

2/ See Report No. 15, page 27



2. This procedure is extremely significant in context of Asia's brief history of farm mechanization. Farmers so far could only buy imported machinery and equipment. No country has the man and money to do the designing and testing for producing machinery really adaptable to local need and to know how to produce them cheaper. IRRI is now filling the void. The local manufacturers (large in the country but very small by international standard) can now get designs, material specifications, detailed cost estimates and service of testing proto-types free of charge. Since the designs were made with the concept of "using easily available material", "fabricable by local technology", and "end products be of low cost", the manufacturers feel safe to invest in the production equipment and actually go into production.

3. With nine countries signed subcontracts and IRRI's training facilities, there is now a chance for Asian countries to gradually building up a cadre of better trained farm machinery specialists of their own, coming from both institutions for testing and extension, and manufacturers for producing.

4. Although the long range prospective is good, it will take another decade or two before a region-wide impact can be noticed. So far, machinery and equipment that have reached the production stage include only the following few items:

- a. A simple 4-6 HP power tiller, with a sealed oil-bath chain transmission and attachments for dry and wet land cultivation, is being manufactured by two manufacturers in the Philippines at about US\$600.00 per set, less than one-half the price of comparable imported power tillers.
- b. A single hopper seeder for sowing pregerminated paddy (one man 5-7 hours per ha) on puddled soils, transportable on narrow field bunds. It is being manufactured in the Philippines for about US\$45.00 per set.
- c. Multi-Hopper seeder with 6 independent hoppers for seeding pregerminated paddy on puddled soils. The machine has been released for commercial production in the Philippines for about US\$40.00 per set.
- d. Rotary power weeder, using a 1-HP engine that weeds 17 man-hours per ha, compared to 70 man-hours by manual rotary weeder and 120 man-hours by hand for comparable results. The machine is manufactured and marketed by a company in Japan at about US\$140.00 including attachment.



May 2, 1973

- e. A table thresher, powered by a 3 HP aircooled engine, threshes dry or high-moisture paddy, at 350 kg. per hour by 4-5 men. It is commercially produced in the Philippines.
  - f. A power grain cleaner, which cleans up to 3 MT paddy per hour, is being commercially produced in the Philippines.
  - g. A low-lift bellows pump delivering 50 gal per minute at 1 m head, by operator transferring his weight from one footrest to the other, is manufactured and marketed in the Philippines for about US\$40.00 per set.
5. The following machinery and equipment have reached "Manufacturers' proto-type" stage and are being further tested for improvement:
- a. An axial-flow multi-crop thresher with a fairly high output of 650 kg. per hour.
  - b. A tractor PTO thresher with about 1.5 MT dry or wet grain output per hour and a weight light enough for lifting with standard 3-point linkage hydraulic systems, is being developed for custom threshing of rice and other crops in Asia.
  - c. A light and compact 4-row stripper harvester for paddy harvest without cutting the straw.
  - d. A simple batch type drying system with interchangeable furnaces for oil, rice hull or other fuels.
  - e. A heated-sand conduction paddy drier-parboiler that can remove 12% moisture from paddy in a 20 second exposure to sand mixture, and achieve parboiling effect with initially high moisture paddy.
  - f. Drum type power threshers, with proto-types been produced by three manufacturers in the Philippines, are being tested for final improvement before production.
6. Under designing and development at IRRI is a long list of machinery and equipment:
- a. Rotary harrow for small tractors
  - b. Anhydrous ammonia applicator for small tractors
  - c. 8-14 HP power tiller
  - d. High floatation tiller for soft paddy
  - e. Differential slip tiller



May 2, 1973

- f. Improved cage and lug wheels for tillers
- g. Rice transplanter
- h. Multipurpose seeder
- i. Row seeder for upland crops
- j. Non-selective herbicide applicator
- k. Manually operated grain cleaner
- l. Direct flame drier
- m. Convectional drier
- n. Improved steel huller-mill

7. Field performance trials, studies of economics of mechanization, surveys of users and manufacturers, material cost surveys etc. are too numerous to enlist. Findings of these studies and surveys are used to support designing, development and extension. No doubt, the project has made IRRI a place where the largest amount of information and know-how on farm mechanization in Asian context are being accumulated outside of Japan.

In IRRI's Report No. 15 (July - December, 1972) one study assessed the impact of the two IBRD loans to farmers' purchasing farm machineries in the Phillipines and commented on the slow disbursement of the second loan. It even suggested that "..... the Government might consider use of resources available through agencies such as the IBRD for the design, development, and indigenous production of Agricultural machinery". In my opinion, it is worthy of Bank's attention to look into this possibility.

H. T. Chang/ltc *HTC*

cc: Mr. Spell  
Mr. Parsons

G2e

April 18, 1973

Dear Dr. Athwal:

Many thanks for your cable on IRRI's current budgeting situation, in response to my letter. I understand what you say, and accept your conclusions, perhaps with minor modifications depending on what Dale Hathaway may tell me about your conversations when he returns to New York.

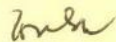
By now, you no doubt will have seen the New York Times article written by James Sterba after a visit to Los Banos. Since another copy may be useful, I am sending one herewith.

Sincerely,

Harold Graves

Enclosure - NYTimes - Sunday, April 15 - The Green Revolution  
Hasn't Ended Hunger

Dr. D. S. Athwal  
Associate Director  
International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

  
HGraves:apm



I N C O M I N G   C A B L E

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LOG 45

G2E.

APR 13/ 11 05 AM 1973  
COMMUNICATIONS  
SECTION

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MANILA 74/71 13 1055AM

Distribution: Mr. H. Graves

april 13, 1973

LT

HAROLD GRAVES

INTBAFRAD WASHINGTONDC

CGAR -  
IRRI  
Central  
File  
Only

REUR LETTER IDRC CONTRIBUTION IRRI CORE BUDGET IS DOLLARS  
100,000 AND NOT 150,000 STOP MAJOR PORTIONS JAPANESE GRANT  
AND UK GRANT ARE RESTRICTED CORE BUDGET CONTRIBUTIONS  
HENCE NOT SURE YEN AND POUND REVALUATIONS WILL PROVIDE MUCH  
SURPLUS FUNDS STOP WE COULD SEEK CLARIFICATION FROM JAPAN  
AND UK BUT EVEN IF SURPLUS RESULTING FROM REVALUATION  
AVAILABLE TO IRRI WE REQUIRE AT LEAST 95,000 FROM IDA REGARDS  
ATHWAL

COL LT 100,000 150,000 95,000

copy to Guy Baird, USAID, April 23, 1973.

LE - FAO

✓ CC G. Z E

Mr. Raffaello Marsili

April 11, 1973

J. P. Hayes

Terms of Reference: Attendance at Meeting of FAO Intergovernmental Group on Rice, New Delhi, 23-27 April 1973, and Consultations in Thailand and International Rice Research Institute (IRRI), Philippines

1. You will proceed to New Delhi to attend as an observer for the Bank the 17th Session of the FAO Intergovernmental Group on Rice from April 23 through 27, 1973.
2. You will follow the proceedings and pay special attention to questions of interest to the Bank, such as the current situation and outlook for rice, the review of national and regional rice policies and the review of larger-term production plans, including high-yielding varieties programs.
3. While in India, you will update your information on the current Indian food situation; in particular, you will attempt to ascertain whether the spring wheat crop now being harvested will be sufficient to insure adequate supplies of grains until the autumn crop.
4. You will take advantage of this mission to pay a brief visit to Bangkok, Thailand, to consult with the staff of the Ministries of Agriculture and Foreign Trade on the outlook for rice, maize and cassava in that country, and to the International Rice Research Institute in Los Banos, Philippines to hold discussions with the Agricultural Economist, Dr. Barker on their on-going work on the economic aspect of the high-yielding varieties. You will arrange these consultations so to be back in the office on May 7, 1973 at the latest.
5. On your return to Washington, D. C. you will prepare a back-to-office report.

Clearance and cc: Mr. S. Singh

RMA:mb



THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

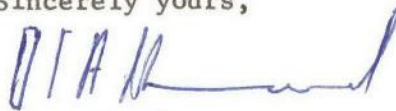
MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. Box 583  
MANILA, PHILIPPINES

March 27, 1973

Dear Mr. Graves:

Enclosed is a calendar of events for the International Rice Research Institute from 1973 to 1977 for your information and record.

Sincerely yours,



D. S. ATHWAL  
Associate Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

/lld  
encl: a/s

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encl: 2/2  
LJL

U.S.A.  
Washington, D.C. 20433  
1818 H Street, N.W.  
Agricultural Research  
Consultative Group on International  
Executive Secretary  
Mr. Harold Graves

Associate Director  
D. S. VILHART

  
Sincerely yours,

from and record.  
Rice Research Institute from 1953 to 1955 for your informa-  
Enclosed is a calendar of events for the International

Dear Mr. Graves:

March 21, 1953

1818 H Street, N.W.  
Washington, D.C. 20433  
ATTN: OFFICE

THE PHILIPPINES  
P. O. BOX 282  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MARIKINA ADDRESS  
DIOSDADO, MARIKINA  
CIBUTE ADDRESS

THE PHILIPPINES  
102 BAYAN, LAGUNA  
THE INTERNATIONAL RICE RESEARCH INSTITUTE



SUBJECT: CALENDAR OF EVENTS, 5-YEAR PERIOD

	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
Annual program review	Feb. 1-7	Jan. 31-Feb. 6	Jan. 30-Feb. 5	Jan. 29-Feb. 4	Jan. 28-Feb.3
*Board of Trustees Meeting	Feb. 9	Feb. 8	Feb. 7	Feb. 6	Feb. 4
International Rice Research Conference	April 23-27	April 22-26	April 21-25	April 26-30	April 18-22
*Board of Trustees Meeting	June 8	June 7	June 6	June 4	June 3

\*Friday

Annual program review starts on a Thursday and the International rice conference on a Monday.

THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. Box 583  
MANILA, PHILIPPINES

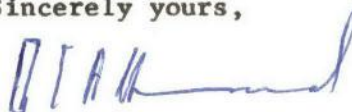
January 31, 1973

Dear Mr. Graves:

Thank you very much for your January 22 letter indicating that the Japanese Executive Director of the World Bank has informed you that the budget now being considered by the Japanese parliament includes a grant of US\$232,871 for IRRI. We think that this amount will be enough to fill the gap between our budgetary requirements for 1973 and the funds already provided through the Consultative Group. Apparently a part of the Japanese grant will be a contribution to our training program and the balance will be for the core research program. During my visit to Tokyo in September last year, I conferred with officials of the Foreign Office of the Japanese government and I was informally told that they would recommend a grant to support the operations of our plant physiology department, its total direct and indirect cost of operation is about \$170,000. Anyway, when we have more information about the Japanese grant I will be in a position to give you more details but I am reasonably sure that their entire grant will be a contribution to the core program.

I would like to express my sincere appreciation for your prompt action in arranging an IDA grant of \$120,000 to IRRI.

Sincerely yours,



D. S. Athwal  
Associate Director

Mr. Harold Graves  
Executive Secretary, Consultative Group on  
International Agricultural Research  
1818 H St., N.W.  
Washington, D.C. 20433  
U.S.A.

/lld

181355-1 11:00



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1973 FEB -7 AM 11:08

COMMUNICATIONS SECTION

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D.S.A.  
Washington, D.C. 20533  
1818 H St., N.W.  
INTERNATIONAL AGRICULTURAL RESEARCH  
EXECUTIVE SECRETARIAT, CONSULTATIVE GROUP ON  
MR. HAROLD CRAIG

Associate Director  
D. S. VERMA



Thank you for extending an IDV grant of \$150,000 to IARI.  
I would like to express my sincere appreciation for your

grant will be a contribution to the core program.  
I am more than sure that your entire  
information about the Japanese grant I will be in a position to  
cost of operation is about \$150,000. Usually, when we have more  
of our plant biological department, its total direct and indirect  
cost that they would recommend a grant to support the operations  
foreign office of the Japanese government and I was informally  
to Tokyo in September last year. I conferred with officials of the  
presence will be for the core research program. During my visit  
grant will be a contribution to our training program and the  
through the Consultative Group. Approximately a half of the Japanese  
our budgetary requirements for 1973 and the funds already provided  
we think that this amount will be enough to fill the gap between  
Japanese budget includes a grant of \$2535,811 for IARI.  
I informed you that the budget now being considered by the  
that the Japanese Executive Director of the World Bank has  
Thank you very much for your January 25 letter indicating

Dear Mr. Craig:

January 31, 1973

1818 H St., N.W.  
Washington, D.C. 20533  
CITY OFFICE

INTERNATIONAL AGRICULTURAL RESEARCH  
EXECUTIVE SECRETARIAT  
P. O. BOX 282  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MAIL ADDRESS:  
RICKWOOD, MANILA  
CABLE ADDRESS:

THE PHILIPPINES  
102 BARROS, IACBINA

THE INTERNATIONAL RICE RESEARCH INSTITUTE

1119



# Record Removal Notice



<b>File Title</b> Consultative Group on International Agricultural Research [CGIAR] - G-6 - International Rice Research Institute [IRRI] - 1972 / 1974 Correspondence - Volume 1		<b>Barcode No.</b> 1760801		
<b>Document Date</b> 23 January, 1973	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Robert Jones From: Harold Graves				
<b>Subject / Title</b> Transfer of Funds to International Rice Research Institute				
<b>Exception(s)</b> Financial Information d				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Tonya Ceesay</td><td><b>Date</b> 01-Dec-15</td></tr></table>	<b>Withdrawn by</b> Tonya Ceesay	<b>Date</b> 01-Dec-15
<b>Withdrawn by</b> Tonya Ceesay	<b>Date</b> 01-Dec-15			



42e

January 22, 1973

Dear Dr. Athwal:

The Japanese Executive Director of the Bank has informed me that the budget now being submitted to the Japanese parliament includes a grant of 70.46 million yen (about \$232,871) for IRRI. He indicates that of the total, ¥ 2.63 million (about \$8,692) are for a scholarship (or perhaps he means scholarships in the plural), ¥ 15.91 million (about \$52,582) are for trainees, and ¥ 51.92 million (about \$171,597) are for the management costs of IRRI's research departments.

I assume that the funds for management costs can be classified as intended for core expenditures. I do not have enough knowledge of your program, and perhaps you do not yet have enough knowledge of what the Japanese are proposing, to know whether the other two items also are within your core program or whether they are, at least to some extent, special projects outside the core program.

When you have sufficient information to do so, will you clarify this matter for me? It is my understanding that the Japanese budget customarily is approved in March, and that it becomes effective on April 1. I would hope that the situation would be clear by about that time.

Sincerely yours,

Harold Graves  
Executive Secretary

Dr. D. S. Athwal  
Associate Director  
International Rice Research Institute  
P.O. Box 583  
Manila  
Philippines

cc: Dr. Hill/Mr. Hathaway, Ford Foundation

*Wah*

HG:mcj

(11-72)

DEPARTMENTAL  
ROUTING SLIP

Date

Jan. 20

## DEVELOPMENT SERVICES

Mrs. Boskey

Miss Hedlund

Mr. Bouchard

Mr. Hoffman

Mr. Chatenay

Mr. Kaps

Mr. Chevallier

Mr. Martin

~~Mr. Demuth~~

Miss Parrilli

Mrs. Foulon

Mr. Raphaeli

Mr. Franco-Holquin

Mr. Riley

Mr. Graves

2 Central Files

② Please file - Consultative Group on  
Int'l Agricultural Research -

1001



92e

## OFFICE MEMORANDUM

TO: Mr. Harold N. Graves

DATE: January 19, 1973

FROM: Seitaro Hattori

SUBJECT: Japanese Grant to IRRI for FY1973

This is to inform you of the Japanese Grant to IRRI appropriated in the FY1973 Budget which is now being submitted to the Diet.

The total amount of grant is ¥ 70.46 million, of which: \$232,271

2.63 for scholarship	- \$8,692	
15.91 for trainees	- \$52,582	
51.92 for management cost for each		\$171,597
	research department	-

---

¥ 70.46

@ ¥ 302.57 = \$1.00

✓B-6

# **Director's introduction**

Reprinted from THE INTERNATIONAL RICE RESEARCH INSTITUTE ANNUAL REPORT FOR 1972



## Director's introduction

The 1972 crop year was marked by an unusual combination of heavy rains and severe drought not only in the Philippines but also in many other rice-growing countries of Asia. In July and August, the Philippines experienced unprecedented rains and floods which damaged thousands of hectares of rice. The poor rainfall in October and November adversely affected rice production on rainfed lowland and upland fields. Drought also significantly reduced yields in India, Thailand, Bangladesh, and Indonesia. The general shortage of rice in 1972 shows that in spite of the availability of improved rice technology, the production on a large portion of the rice land in Asia continues to be greatly influenced by adverse weather conditions particularly drought.

The limited acceptance of IR22 and IR24 which possess a high yield potential and excellent grain quality demonstrated once again that disease and insect resistance is an indispensable characteristic which must be incorporated in new varieties to ensure their widespread dissemination. On the other hand, IR20, which has somewhat lower yield potential but possesses a broad spectrum of disease and insect resistance, rapidly spread to many new areas including the Philippines, South Vietnam, and Bangladesh, where it is now the most popular variety. In 1972, the Bangladesh government imported about 7,000 tons of IR20 seed from the Philippines, which is the largest consignment of rice seeds ever imported by any country. IR20 has also begun to make an impact in Ceylon and India. Although IR24 has the limitation of being susceptible to several diseases and insects, it produced 11 t/ha, the highest yield ever recorded in our experimental plots. It has good combining ability in cross-combinations and some of the most promising selections now being evaluated by IRRI inherit their high yield potential from IR24.

The institute will probably continue to name some selections as varieties if they show special promise in more than one country. Although the IRRI varieties with improved plant type have found acceptance over wide areas, even more important accomplishments of the institute, however, are the introduction of improved genetic materials into national research programs, the development of communication networks among rice scientists, the training of scientific staff, and the upgrading of research and extension programs in many countries throughout the world. In 1972 alone, more than 10,000 seed samples of institute's breeding lines and varietal collection were supplied to 69 countries. Many genetic lines developed at IRRI but not named by the institute were released as varieties in other countries. A total of 19 IRRI selections have now been named and released for commercial cultivation by different nations.

In spite of the high yield potential of new varieties only about 15 percent of the rice land in South and Southeast Asia is planted to high yielding varieties developed at IRRI and by national programs. The institute clearly recognizes that susceptibility to diseases and insects is a strong constraint to further extension of the new technology. Our crossing program was greatly expanded

## PROGRAM HIGHLIGHTS



in 1972 to combine diverse sources of resistance to major diseases and insects. A total of 1,000 new crosses were made during the year. Selections with improved plant type and excellent grain quality, which combine resistance to blast, bacterial leaf blight, tungro virus, grassy stunt virus, brown planthopper, and green leafhopper, are now available. Among selections in advanced stages of testing, IR1529-680-3 appears to be particularly promising. It gave the highest overall yield in replicated trials under lowland as well as rainfed conditions at several locations. It is a cross between IR24 and a progeny of Sigadis/2 × Taichung Native 1. IR1529-680-3 has excellent grain quality and is resistant to blast, bacterial leaf blight, bacterial streak, and green leafhopper, and is moderately resistant to tungro. It is susceptible to brown planthoppers, however. The seed of this selection was multiplied for extensive trials and possible release. Three other improved lines with special merits are IR1514A-E666, IR1541-76-3-3, and IR442-2-58. The IR1541 and IR1514A lines have higher resistance to diseases and insects than IR1529-680-3, and the IR442 line is adapted to growing under upland as well as deep water (up to 60 cm) conditions.

Preliminary evaluation of IRRI selections under a cooperative project in Egypt has shown exciting possibilities. The entire commercial rice crop grown in Egypt is of japonica type but the performance of IR22 and its sister line, IR579-48-1-2, was so encouraging that the Egyptian government has decided to begin an aggressive program for their commercial introduction in the country. IR667-98, which was named Tongil in Korea last year, was commercially grown during the year on 202,000 hectares, about 17 percent of the rice land in that country. The higher yield potential of Tongil compared with local japonica varieties is primarily due to its resistance to lodging. The development of Tongil has shown that the semidwarf plant type introduced in recent years in the tropics can also contribute to the improvement of the yield potential of temperate rice.

Lack of adequate and controlled water supply is another major barrier to attaining high yields. Farmers are hesitant to invest in inputs for rainfed rice because of the uncertainty of rainfall and of prospects of return on their investment. The applied research project on rainfed lowland and upland rice farms started in Central Luzon in 1971 in cooperation with the Philippine government furnished valuable information. The results of more than 100 trials on farmers' fields during 1972 confirmed that yields of 4 t/ha can be obtained under rainfed conditions by using an improved package of practices which include new high-yielding varieties, adequate fertilization, and insect and weed control. The varieties differed greatly in their performance under moisture stress and the improved package of practices greatly reduced the impact of drought on rainfed rice yields. For example, nitrogen application in combination with weed control was found to partially offset the adverse effect of drought. In addition to management practices, the availability of credit, improved mobility of extension workers, and training of extension workers were the other major contributing factors to increased yields under rainfed conditions.

The plant pathologists and entomologists continued to develop improved sources of multiple resistance to insects and diseases and to improve screening techniques for use in breeding programs. A simple method developed for field inoculation of plant material with bacterial leaf blight consists of clipping



leaves with a pair of scissors dipped in the bacterial suspension. This technique has facilitated rapid and large-scale screening of breeding material against this disease.

Detailed investigations on sheath blight, a disease which is becoming increasingly important in Indonesia, Sri Lanka, Vietnam, and several other countries, showed that a high level of varietal resistance to the disease is available but the reaction is influenced by environmental factors and age of the plant. Varieties resistant in the seedling stage may not be resistant at the adult stage in the field. Therefore, resistance must be evaluated in the field. The discovery of the perfect stage of the causal organism in nature showed that the sclerotium may not be the only source of infection. Various methods of screening varieties for resistance have been evaluated and among them field inoculation with sclerotia appears to be the most efficient.

A major advance in the chemical control of insects was the development of the concept of placing insecticides about 3 cm below the soil surface near the roots of transplanted seedlings. In several experiments conducted during the year one such treatment protected the plants during the entire crop duration. That level of insect control can otherwise be obtained only by applying granular insecticides every 3 or 4 weeks. The prolonged effect of applying insecticide in the root zone apparently results from reduced exposure of the insecticide to sunshine, heat, and aerobic bacteria, and from reduced volatilization. A practical method of insecticide placement will have to be developed before it can be recommended for commercial adoption.

Studies by agricultural economists show that inadequate weed control methods on many farms sharply reduce the yield response to fertilizer and the economic benefits of high yielding varieties. Soil microbiologists found that the cheap herbicide 2,4-D which is rapidly becoming popular for controlling annual weeds in transplanted rice is biodegradable and nonpersistent both in lowland and upland soils. Probably the most significant results of herbicide research by the agronomy department was the identification of BASF 3510 (Bentazon) as a potentially inexpensive herbicide for controlling the perennial sedge *Scirpus maritimus* without visible toxicity to the rice plant.

Cereal chemists and plant breeders continued studies aimed at genetic improvement of grain protein and collected basic information on nutritive value of rices with varying protein contents. Various indices of protein quality showed consistent increases in percentage of utilizable protein with an increase in protein content in milled rices containing up to 10 percent protein. Also, increase in the protein content of the rice grain from the usual 7 percent to 9 or 10 percent did not have any adverse effect on the cooking and eating quality of rice. Among several thousand varieties analyzed for lysine, two varieties consistently showed 0.5 percentage point higher lysine content in grain protein in two crops.

Injurious soil conditions limit rice yields over vast areas. Some of the problems can be ameliorated by soil and water management and by heavy fertilization but the cost is often prohibitive. Soil chemists discovered striking differences in varietal resistance to such adverse factors as iron and phosphorus deficiency, manganese, aluminum, and iron toxicity, alkalinity, and salinity. Several selections and varieties have been identified that possess tolerance to one or more of these adverse soil conditions. Thus, a considerable amount of



basic information has been gathered to launch a breeding program to combine the resistance of these varieties to adverse soil conditions with other desirable characters to produce genetic lines that may be well suited to injurious soils.

Results further confirmed that zinc is becoming an important yield-limiting factor on large areas of soils well supplied with major plant nutrients and with water. Soil chemists diagnosed zinc deficiency as the yield-limiting factor on more than 47,000 hectares in Agusan del Norte, Philippines, which have long remained uncultivated. Dipping the seedlings in a 2 percent suspension of zinc oxide in water before transplanting—a treatment costing only about US\$1.00 per hectare—has enabled farmers to obtain yields of 4 t/ha without any fertilizers.

In continuation of previous work indicating greater nitrogen fixation activity in planted soils than in unplanted soils, microbiologists discovered that large amounts of molecular nitrogen were present in submerged soils planted to rice. Also, a nitrogen-fixing bacterium was isolated from the rhizosphere. These results suggest that the rice plant may transport atmospheric nitrogen to the rhizosphere for microbial fixation.

In work aimed at discovering new avenues of increasing the yield potential of the rice plant, studies in crop physiology confirmed that CO<sub>2</sub> enrichment before flowering increased yield by 30 percent by increasing grain number and grain weight and further demonstrated that the critical time for increasing grain number and hence grain yield ranges from 33 days to 14 days before flowering under Los Baños conditions. In the search for varieties that have high photosynthetic rates, more than 300 varieties were screened for net assimilation rate which is positively correlated with relative growth rate and leaf photosynthetic rate. The net assimilation rate varied by nearly 100 percent among varieties. Other data indicated that nitrogen content per unit of leaf area is the major internal parameter affecting photosynthetic rate of a single rice leaf and that this criterion might be used for differentiating varieties for photosynthetic rate.

Research on cropping systems led to the elucidation of significant principles regarding the effect of crop combinations on insect and weed populations. When peanuts were interplanted with corn under conditions of heavy corn borer infestation, the population of corn borer larvae was one-sixth of that in corn planted without peanuts. Similar findings in the area of weed control showed substantial increases in the grain yield of an early corn variety when mung bean was interplanted because mung bean successfully reduced weed growth without competing severely with corn.

More intensive cropping practices necessary to increase yields and incomes, particularly those of small farmers in the developing countries have increased interest in the mechanization of agriculture with small low-powered machines. Research in the engineering department indicates that many tasks in the production and processing of rice are suitable for small-scale mechanization, provided the proper machinery designs are made available to local manufacturers. A highlight of the year's activities in the engineering department was the release and rapid commercialization in the Philippines of the design for a small 5-hp to 7-hp power tiller. The machine can be manufactured with locally available materials. It has found wide acceptance among smaller farmers because of its simple design, ease of maintenance, and low cost. Commercial manufacturers produced more than 800 tillers in the Philippines during the last 4 months of the year. The tiller is now being evaluated in nine Asian countries under the institute's cooperative testing program. Other machinery designs which were



released for commercial production include an inexpensive bellows-type pump for low-lift irrigation, a multihopper seeder for lowland rice, and a 1-ton batch-type drier which can use either an oil burner or a rice hull furnace as the heat source.

A study is being conducted at the farm level in cooperation with institutes in six Asian countries to identify the constraints to higher yield and some of the socio-economic problems associated with the introduction of new technology. Preliminary results indicate that even in the better irrigated areas chosen for this study, there is a wide variation in the performance of the new rice technology. Yields in many locations fall well below what appears to be the potential based upon experimental results.

The institute continued to stimulate cooperative research and strengthen its links with national programs to further its goal of increasing rice production in different countries. Several new country projects were begun. A comprehensive project was started with the support of the U.S. Agency for International Development to assist with rice and multiple cropping research in Indonesia. Another project was initiated with USAID support to assist the Philippine government with its crop production program. A project on rice processing and storage in Ceylon and one on rice breeding in Egypt were undertaken during 1972. Both projects were funded by the Ford Foundation. A contract was signed with the government of Indonesia to strengthen research at Sukamandi Research Station in Indonesia. The continuing projects in India, Sri Lanka, and Indonesia made satisfactory progress. The project in Bangladesh which was interrupted by war in 1971 has been reactivated and negotiations are under way to expand the project.

The institute started a regional project for the collection and preservation of rice germ plasm. The institute staff participated in field collections in Indonesia, Sri Lanka, and Khmer Republic and added more than 4,000 varieties to the institute's holdings.

Dr. R. R. Harwood joined as head of the multiple cropping program in February.

Mr. H. M. Beachell retired as head of the varietal improvement department and is now working in the USAID project in Indonesia. Dr. G. S. Khush, plant breeder, took over as head of the varietal improvement department.

Dr. T. H. Wickham joined as associate agricultural economist in January.

Dr. M. R. Vega joined the institute in March as assistant director, the position earlier held by Dr. D. S. Athwal, who is now the associate director.

Dr. Ralph W. Cummings succeeded Dr. Robert F. Chandler, Jr. as director in June but left IRRI in November.

Two Japanese scientists, Mr. C. Kaneda, a plant breeder, and Dr. Y. Ohno, a plant physiologist, whose services were provided to the institute by the Japanese government for a 2-year period, left during the year. Dr. Masaki Hara, a plant physiologist, who is also supported by the Japanese government, joined during the year.

Dr. K. A. Gomez was promoted from associate statistician to statistician and Mr. F. M. Salacup, treasurer, assumed the responsibilities of executive officer, as well.

The institute staff in international programs comprises 21 persons, 11 of whom joined this year. Their names are listed elsewhere in this report.

## STAFF CHANGES



**TRUSTEES** Dr. Noboru Yamada completed his term of appointment.

**FINANCES** During 1972 the institute received cash grants amounting to \$4,214,910.

The Ford Foundation gave \$1,229,260. Of this amount \$750,000 was toward the operating and capital expenditures of the institute. The remainder was in support of the rice research and development programs in four countries: Ceylon—\$133,550 as part of a 6-year grant for the rice production project and another \$142,000 as part of a new 2-year grant for the project on rice processing and marketing; Indonesia—\$128,500 which is part of a 2-year grant for accelerated rice research program; India—\$44,000 which is part of a 13-month grant for the services of a plant pathologist; Egypt—\$31,210 which is part of a 2-year grant for the services of a project specialist with the Arid Lands Agricultural Program in the Middle East.

The Rockefeller Foundation contributed \$810,745 during 1972. This amount included \$750,000 for the operating and capital expenditure needs of the institute, of which \$606,676 was received in cash and the balance represented the value of the foundation's manpower contribution to the institute. The Rockefeller Foundation released \$23,400 as part of a 3-year grant in support of the experimental program to identify and demonstrate techniques for increasing the productivity of disadvantaged Asian rice farmers, \$19,620 as part of a grant for the collection of the world's germ plasm of rice, and \$17,725 as part of a grant in support of the joint Ph.D. training program with the Indian Agricultural Research Institute.

From various grants, the U.S. Agency for International Development released a total of \$1,532,237 in 1972. The institute received \$996,733 during the year for its operating and capital expenditures and \$271,298 in support of the project entitled "Research on Farm and Equipment Power Requirements for the Production of Rice and Associated Food Crops in the Far East and South Asia." Since 1967 a contract between the institute and USAID has supported a project for the acceleration of rice research and training program in India. During the year the institute received \$140,000 for this project. Since 1971 a contract with USAID has supported a project to help the government of Vietnam accelerate rice research for a 2-year period with a budget of \$150,000 in addition to a budget of VN\$1,800,000 which is managed by the USAID mission in Saigon. In 1972, \$43,916 was reimbursed to the institute. Since February 1972, a contract between the institute and the USAID has supported the accelerated development and utilization of improved technology in agriculture in Indonesia with a budget of \$398,000 in addition to a budget of Rp.400,000,000 which is managed by the USAID mission in Djakarta for a period of 18 months. In 1972, \$22,659 was reimbursed to the institute. Since July 1972 a contract between the institute and USAID supported an intensified crop production and extension program in the Philippines for 2 years with a budget of \$85,000 in addition to a budget of P92,400 which is managed by the USAID mission in Manila. In 1972, \$21,844 was released to the institute. USAID contributed toward the training program of the institute by supporting scholars from various countries where USAID has active programs. The institute received \$20,000 for this purpose this year. The USAID mission in Bangladesh provided \$26,000 to finance the training of staff from Bangladesh Rice Research Institute to be carried out at IRRI and at other institutions selected by IRRI. During 1972, \$15,787 was released to IRRI.



The Overseas Development Administration of the United Kingdom gave \$360,207 toward the institute's varietal improvement program.

The International Development Research Centre of Canada gave \$150,407. As part of a 2-year grant to the institute for the multiple cropping research in the Philippines in cooperation with the University of the Philippines, College of Agriculture, IDRC released \$110,200 in 1972. The Centre made another grant to the institute for research on changes in rice farming in Asia and released \$40,207 to the institute in 1972 for this purpose.

The Japanese government gave \$113,694 in 1972 toward the training program of the institute and toward the purchase of equipment required for the research activities of the institute.

In 1972 the Netherlands government gave \$90,950 as part of a 5-year grant for the institute's project for regional station development in Indonesia.

In 1967 the institute entered into a contract with the U.S. National Institutes of Health to study ways to increase the protein and essential amino acids of the rice grain through plant breeding. During 1972, \$49,803 was reimbursed to the institute.

The names of other donors along with the area supported and the amount received during 1972 are given below.

Imperial Chemical Industries, weed control, \$5,000.

Ciba-Geigy, herbicide research, \$4,000.

Potash Institute of North America, long term fertility experiments, \$1,100.

International Potash Institute, long term fertility experiments, \$1,100.

Stauffer Chemical Co., rice pest control, \$2,000.

Chevron Chemical International, entomology research, \$2,000.

Shell Chemical Co. (Phil.) Inc., applied variety-fertilizer trials, \$1,484.

Upjohn, Inc., herbicide research, \$1,200.

Hoechst Philippines, Inc., herbicide research, \$1,186.

Gulf Research and Development Co., herbicide research \$1,000.

Monsanto Co., herbicide research, \$750.

During the year the Australian government started the construction of a phytotron at Los Baños at an estimated cost of approximately \$900,000. Upon its completion the phytotron will be turned over to the institute.

Ge

December 29, 1972

Dr. D. S. Athwal  
Associate Director  
The International Rice Research Institute  
P.O. Box 583  
Manila, Philippines

Dear Dr. Athwal:

I am much obliged to you for your letter of December 7, 1972, and particularly for your explanation of the IDRC contribution to IRRI. Taking into account a changed figure for IDRC, and also a different figure for the Rockefeller Foundation from the one you probably had in mind, the situation of IRRI, as you say in your letter, is not quite as we thought it would be.

Our understanding of IRRI requirements, which Dr. Cummings confirmed at the time of Centers Week last summer, is that your need for outside funding of core and capital requirements is \$2,893,000. Rounding to the nearest \$5,000, the total is made up of core requirements of \$2,810,000, plus capital requirements of \$235,000, minus earned income of \$150,000.

Against that, your firm financial availabilities look to us as follows:

Ford	\$ 750,000
IDRC	100,000
Rockefeller	620,000
United Kingdom	330,000
United States	725,000
	<hr/>
	\$2,525,000

That would leave IRRI short by some \$370,000 of its budgeted figure. Of that, we believe that as much as \$200,000 or \$250,000 will be provided by Japan, which would leave a gap of between \$120,000 and \$170,000.

A proposal therefore is being made to the Board of Executive Directors of the World Bank's affiliate, the International Development Association (IDA), that IDA make a grant to IRRI of \$120,000, and that a small additional grant be made later in the year if the Japanese grant, when it materializes, still leaves a shortfall in your funding.



Dr. D. S. Athwal

-2-

December 29, 1972

The IDA Executive Directors will consider this proposal on January 16, and I will inform you promptly of the results. Information about Japanese intentions, however, may not be available until February or March.

Sincerely yours,

Harold Graves  
Executive Secretary

cc: Dr. Hill, Ford Foundation  
Dr. Hardin, Ford Foundation  
Dr. Pino, Rockefeller Foundation

*HG*  
HG/pnn

92e

December 20, 1972

Dr. D. S. Athwal  
International Rice  
Research Institute  
P.O. Box 583  
Manila  
Philippines

Dear Dr. Athwal:

Just a short note to thank you very much for the excellent arrangements you made on my behalf for my visit to IRRI. Could you also very kindly thank all the other staff members who gave me such a lot of help.

I certainly benefitted a great deal from my visit. I was particularly impressed and excited by the work going on at IRRI to transmit pest and disease resistance and better grain quality to the high yield rice varieties, and I was also very interested in the potential of varieties like IR-442.

I should be very interested to hear the results of Dr. Vegas' visit to Bangladesh and any news he may have brought back on progress at BRRI.

I should also be most grateful for some comments from Dr. Chang on the BRRI proposals (copy left with you) for germ plasm collection in Bangladesh.

Once again very many thanks for all your help, for making my excellent visit to IRRI possible.

With very best wishes for Christmas and the New Year to you, your family and to all IRRI staff members.

Yours sincerely,

Gert Stern  
Asia Projects Department  
Bangladesh Section

GStern/eg

h-b



G2E.

December 14, 1972

Dear Dr. Athwal:

Many thanks for your letter of December 7, concerning the matter of reviews at IRRI. I am glad to have your suggestion that a Consultative Group team could visit the Institute either in the last week of May or the first week of June, and will be in touch with you as soon as I can indicate a specific choice. This may take some time since we have to work out a schedule including all six centers.

Let me thank you especially for sending "Rice in the 70's." I had heard about this publication, of course, but had not received a copy until now.

Sincerely yours,

Harold Graves  
Executive Secretary

Dr. D. S. Athwal  
Associate Director  
The International Rice Research Institute  
P. O. Box 583  
Manila  
Philippines

*John*  
*HG: Apr*

*Centid 7.*

Mr. Demuth

December 14, 1972

Harold Graves

*92e*

IRRI Funding

This letter from Athwal changes our understanding (from Hulse and Hill) of his funding. I would be pretty sure that he wrote this letter on the assumption he was getting \$750,000 from Rockefeller, instead of the \$620,000 actually scheduled. This leaves him with a shortfall of \$370,000, instead of the \$200,000 we thought the Japanese would cover.

We presumably ought to get in touch with the Japanese about this, to urge that they increase their support for IRRI. We ought also to change our reference to IRRI in the Board paper, to say that this Center may be left with a deficit of around \$170,000, and that IDA should be prepared (on the same no-objection, contingent basis as for supplemental grants to other centers) to provide this sum later in the year.

Would you agree?

*Handwritten initials*

Attachment  
HG:dp



THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

December 7, 1972

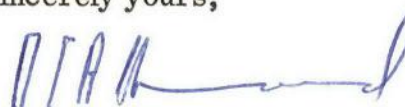
Dear Mr. Graves:

Thank you for your letter of November 17, 1972 containing relevant statements of members of the Consultative Group of their intentions about grants to the International Rice Research Institute.

We will be getting in touch with respective donor agencies concerning further details. I would like to make a comment here regarding the contribution of the IDRC, Canada to IRRI's core budget. The IDRC intends to provide \$500,000 for IRRI's multiple cropping program over a two-year period of which \$270,000 would be available in 1973. In reality, this represents a commitment of only \$100,100 to our proposed core budget of \$2,893,000 for 1973 because only \$100,100 was requested for multiple cropping in the core budget and a separate budget was presented for the expanded multiple cropping program (Research to improve cropping systems for rice growing areas in the humid areas of the tropics). The additional contribution of \$169,900 from IDRC will have to be utilized for the expansion of the multiple cropping program and is therefore not a commitment to the Institute's core budget. We estimate that we will have a gap of about \$228,000 after taking into consideration the expected grants from AID, UK, IDRC, the Ford Foundation, and the Rockefeller Foundation. We hope that a substantial proportion of this gap will be completed by the Japanese grant. We do not foresee any serious problem and the above comments are mainly for your information.

Regards.

Sincerely yours,



D. S. Athwal  
Associate Director

Mr. Harold Graves  
Executive Secretary, Consultative  
Group on International Agricultural Research  
1818 H St., N. W.  
Washington, D. C. 20433  
U. S. A.

/fha

cc: Dr. F. F. Hill

# THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
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P. O. BOX 583  
MANILA, PHILIPPINES

December 7, 1972

Dear Mr. Graves:

I am responding to your letter of November 13, 1972 concerning review of the program and budget of the international agricultural research centers. The preparation of a review schedule will take some time as it will involve consultations with IRRI staff and trustees. Anyway, I am now sending an interim reply to your letter.

According to the past practice we have been holding the annual meeting of the IRRI Board of Trustees in January or February, followed by a meeting of the Executive and Finance Committee in June or later part of the year. The Executive and Finance Committee approves the budget before submission to the Consultative Group. In other words, we do not have a budget meeting of the full Board after the Executive and Finance Committee meeting and this is perhaps not necessary in the case of a well established institute like IRRI. Although we had tentatively planned to hold the budget meeting (Executive and Finance Committee meeting) on June 22 or 29 it seems from the paper enclosed with your letter that it would be more appropriate to have that meeting in the early part of June. I will arrange to have this matter discussed during the next meeting of the Board of Trustees in February and let you know in due course about the revised date for the budget meeting.

In connection with the in-depth review of the institute program, I would like to mention that we organized in October 1969 a conference to review progress of IRRI's program and to identify future directions. The proceedings of the conference were published in a booklet entitled "Rice Research and Training in the 70's." If you do not already have a copy of the booklet, I am enclosing one for your reference. We will soon consider the question of evaluating our program by a panel of experts which you referred to in your paper as an interim scientific review.

As you know our annual program review will be held from February 1 to 7, 1973. Although this is referred to as internal review, the IRRI administrative and scientific staff do not have any objection to having a



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DECEMBER 13 1953

Administrative and scientific staff do not have any objection to paying a  
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review.

Experts under you referred to in your paper as an internal scientific  
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meeting of the IIRI Board of Trustees in January or February, followed  
according to the best practice we have seen holding the annual

now sending an internal reply to your letter.

will involve consultations with IIRI staff and trustees. Always, I am  
center. The preparation of a review schedule will take some time as it  
review of the program and budget of the International Agricultural Research  
I am replying to your letter of November 13, 1953 concerning

Dear Mr. Graves:

December 1, 1953

LET FOR 01  
MAYNOR HOTEL, MAYNOR  
CITY OFFICE:

MAYNOR BUILDING  
P. O. BOX 283  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MAYNOR ADDRESS:  
KICHOVID, MAYNOR  
CIVIL ADDRESS:

THE BUILDING  
FOR BANGOR, CALIFORNIA

THE INTERNATIONAL RICE RESEARCH INSTITUTE

December 7, 1972

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few observers participate in this review. It is our feeling that this will be one mechanism of economizing on time of our scientists. We will have, of course, an international rice conference beginning April 23 but in that conference, the concentration will be on two or three research areas. Nevertheless, IRRI's program of research in other areas will be briefly reviewed on the first day of the conference. The conference will be attended by rice scientists from around the world but mostly from South and Southeast Asia. Papers are also presented by our cooperators and our staff working in country projects. We would welcome representatives of donor agencies and TAC to attend this conference. Anyone of them could extend his stay beyond the conference period to become more thoroughly acquainted with a particular facet of our program.

Let me now turn to the question of appropriate time for visit by the Consultative Group team concerned with the preparation of progress report and analysis of program and budget for 1974. If the Executive and Finance Committee agrees to hold its meeting on about June 8 as I intend to propose, we will plan to have our budget and progress report more or less in final form by about May 24. Thus the team could visit IRRI either in the last week of May or the first week of June. These dates are somewhat tentative but I will be in a position to confirm them immediately after the Board meeting on February 9. On the other hand, if the team should come here after the budget meeting, then the visit could take place any-time after June 8.

Sincerely yours,



D. S. Athwal  
Associate Director

Mr. Harold Graves  
Executive Secretary, Consultative Group  
on International Agricultural Research  
1818 H St., N. W.  
Washington, D. C. 20433  
U. S. A.

/fha  
Encl: a/s

cc: Dr. F. F. Hill, FF/NY



1. ~~Mr. Kaps~~ A24  
2. ~~Mr. Graves~~

THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. Box 583  
MANILA, PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

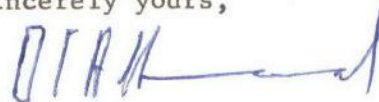
November 20, 1972

Dear Mr. Graves:

I am acknowledging your letter of November 9, 1972, with which you forwarded a combined calendar of events of international research centers and institutes for 1973.

Thank you for letting us know that Mr. Mathieson pointed out that IRRI has not sent a request for quarterly payments. The submission of the request was delayed due to some misunderstanding. I would now like to inform you that we sent in a formal request to the Overseas Development Administration for payments for the July and October quarters on November 2.

Sincerely yours,



D. S. Athwal  
Associate Director

Mr. Harold Graves  
Consultative Group on International  
Agricultural Research  
1818 H St., N.W.  
Washington, D.C. 20433  
U.S.A.

/11d

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D.S.V.  
Washington, D.C. 20433  
1818 H St., N.W.  
AGRICULTURAL RESEARCH  
CONSENSITIVE GROUP ON INTERNATIONAL  
DR. HAROLD STAVES

Associate Director  
D. S. VERNER



Sincerely yours,

payments for the July and October quarters on November 2. I  
forwarded request to the Overseas Development Administration for  
understanding. I would now like to inform you that we sent for  
the submission of the request was delayed due to some mis-  
out that IBRI has not sent a request for quarterly payments.  
Thank you for letting us know that Mr. Matheson contacted

national research centers and institutes for 1973.  
which you forwarded a compiled calendar of events of inter-  
I am acknowledging your letter of November 2, 1972, with

Best Wishes,

November 20, 1972

LET. 49-81-92  
MANILA HOTEL, MANILA  
CITY OFFICE

MANILA, PHILIPPINES  
P. O. BOX 284  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MAIL ADDRESS:  
VICTORINO MANILA  
CABLE ADDRESS:

THE PHILIPPINES  
FOR BANGOR, ILLINOIS

THE INTERNATIONAL RICE RESEARCH INSTITUTE





92e

November 17, 1972

Dr. D. S. Athwal, Associate Director  
International Rice Research Institute  
P.O. Box 583  
Manila, Philippines

Dear Dr. Athwal:

As you know, members of the Consultative Group on International Agricultural Research recently met in Washington and, among other things, made statements of their intentions about grants to the international agricultural research centers for 1973. Statements concerning the International Rice Research Institute are summarized below.

\* \* \* \* \*

The United Kingdom representative observed that the British financial year begins in April. He had adjusted his figures, however, to cover the calendar year; the figures therefore straddled two financial years. He explained that British pledges were for "unrestricted core budget purposes....although we may for our own presentational purposes identify these contributions with particular features of the programs of the institutes." The payment of British grants, he said, would be made in advance, in equal quarterly installments, on the receipt of requests by the centers for payment.

The U.K. support for IRRI, he said, would amount to £140,250 (about \$330,000) in 1973. The figure for 1974 would be at least that size.

The representative of the Netherlands indicated that his Government would again make \$100,000 available for a special project of IRRI in Indonesia. He indicated that, subject to parliamentary approval, a contribution of at least the same level would be made for this purpose in 1974. He expected that 1973 disbursements could be made sometime in the beginning of the year.

The representative of the International Development Research Centre, of Canada, indicated an availability of some \$500,000 for IRRI's



multiple cropping program over a 2-year period; \$270,000 would be available in 1973 and up to \$280,000 in 1974.

The representative of Japan indicated that there would be a contribution to IRRI in 1973 greater than in 1972, but he could not specify a figure. The Japanese budget would not be formulated until the end of this year; and the budget year would not start until April.

The representative of the Ford Foundation indicated that the Foundation, in allotting grants, would give preference to the four original centers (including IRRI). Grants would be for unrestricted support of core programs; use of the funds for capital budgets would have to be negotiated with individual centers. Disbursements would be quarterly. Terms of the grants to individual centers would be worked out in November and December, and disbursements could begin in January.

The representative of the Rockefeller Foundation also indicated a preference for the original institutes, including IRRI; specific amounts of grants remained to be determined. The funds would be available in their entirety shortly after January 1.

The representative of the United States indicated that his Government would meet one-quarter of the core and capital budget of IRRI for 1973. (This fraction is equivalent to approximately \$725,000. The figure does not include the USAID special funding of IRRI's equipment development program.)

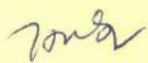
\* \* \* \* \*

The Consultative Group Secretariat presented IRRI's core and capital budgets for 1973 to the Group at a figure of \$3,104,000. It now appears, however, that some \$210,000 of this amount (supporting the machinery development program) will be funded by USAID as a special project, leaving \$2,893,000 to be funded through grants for core and capital.

As against this need, specific pledges, as you can see, were announced at the Consultative Group meeting amounting to about \$1,325,000. In addition, it was apparent that something more than this amount could be expected from the Ford and Rockefeller Foundations and the Government of Japan.

To the Secretariat, it appears that the funds in sight will cover your core and capital budget for 1973. No doubt you will wish to be in touch with the donor organizations themselves concerning further details.

Sincerely yours,



Harold Graves  
Executive Secretary

cc: Dr. Hill, Dr. Hardin and Dr. Pino  
HG/jk



92e

November 16, 1972

Dear Dr. Barker:

Lowell Hardin mentioned a day or two ago that you are preparing the paper which will emerge from the recent meeting at CIMMYT of the economists of the international agriculture research institutes, and that the paper would be sent to the members of the Consultative Group's Technical Advisory Committee (TAC). It seemed that the distribution to TAC would be better made direct from IRRI than by way of TAC's Rome secretariat, and I am sending herewith the names and addresses to TAC members for your convenience. In addition, you no doubt will wish to send the paper to the Secretary of TAC:

Mr. Peter Oram  
Senior Agronomist  
Policy Advisory Bureau  
Food and Agriculture Organization  
of the United Nations  
Via delle Terme di Caracalla  
Rome 00100, Italy.

Sincerely yours,

Harold Graves  
Executive Secretary

Enc.

Dr. Randolph Barker  
International Rice Research Institute  
P.O. Box 583  
Manila, Philippines

HG/jk

*Handwritten signature*

A24.

THE FORD FOUNDATION  
320 EAST 43<sup>RD</sup> STREET  
NEW YORK, NEW YORK 10017

INTERNATIONAL DIVISION  
OFFICE OF THE VICE PRESIDENT

November 14, 1972

Mr. Harold Graves  
International Bank for  
Reconstruction and Development  
1818 H Street N. W.  
Washington, D. C. 20433

Dear Harold:

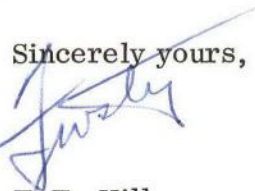
Attached is material I am sending to deans of colleges of agriculture, agricultural research administrators and others whose assistance we are seeking in the search for a new director for IRRI.

What would you think of sending this to all members of CG except the foundations? This could be done over your signature saying, if you like, that it is being done at my request as Chairman of the Board of Trustees of IRRI and that the IRRI Board would greatly appreciate assistance in helping identify suitable candidates. It would perhaps be well to add that in a number of instances I am or will be in touch with agricultural scientists and administrators in their respective countries. However, we would hope that CG country representatives will take this matter up independently as it is always possible that the persons with whom we are in touch may overlook a good candidate.

JCRISAT

Because the shift of Ralph Cummings to IRRI was unexpected, we are under pressure to find a new director as soon as possible so as to avoid the possibility that staff morale may fall. We would greatly appreciate it, therefore, if CG representatives, or whoever they consult, will pass on their suggestions to you or to me by December 20.

After you have had an opportunity to read the enclosed material, I would appreciate it if you would call me. We can then make such changes as appear desirable and we will get sufficient copies to you at once.

Sincerely yours,  
  
F. F. Hill

FFH:cf  
Enclosures





## NOTES ON QUALIFICATIONS FOR DIRECTOR OF IRRI

I have not had an opportunity to discuss the following notes with either my associates on the IRRI Board of Trustees or members of the IRRI professional staff. Although I should think there would be broad agreement concerning them, there may well be differences of opinion as to emphasis and I may have omitted qualifications they think should be included.

### Age

I should think it is desirable that the new Director of IRRI be in the 50-55 age bracket. Since retirement is mandatory at 65, this would mean a prospective period of service of 10-15 years.

I would not rule out a person in the 45-50 year age group although this would mean a possible period of service of 15-20 years. Generally speaking I think this is too long. In this connection it should be kept in mind that transfer from IRRI to another institution after 5 or 10 years of service may prove difficult. In any case, we have so far had no experience with it. Such transfers are common, of course, in developed countries with large national research establishments. For example, a person in the 50-55 age group heading an organization such as IRRI located in the United States might leave to become dean of an agricultural college, a university president or might shift into the government or the private sector. Whether shifts from international centers in the developing world can be made with equal ease remains to be seen.



Persons in the 55-60 age bracket would have a prospective period of service as Director of IRRI of 5-10 years. Five years seems to me to be a bit short although I personally would not rule this out in the case of a highly qualified person.

#### Health

It is essential that the Director of IRRI be a vigorous, healthy person both physically and mentally. Anyone familiar with the operations of any one of the four existing international centers knows the pressures under which a center director works. Only a person in good health capable of relaxing when he gets an opportunity to do so can stand the strain.

#### Family

The Director's wife also needs to be a vigorous, healthy person both physically and mentally. Living in a small community like Los Banos in a foreign country can be difficult. It is essential that the first-lady of IRRI not only be well-adjusted herself, but the kind of person who can help others who may require time to adjust.

IRRI is a kind of scientific crossroads in South and Southeast Asia. The number of IRRI visitors is large and their backgrounds, positions and interests are varied. This means the Director and his wife have to do or participate in a very considerable amount of entertaining. Although it may not be essential that they enjoy this on all occasions, it is essential that both of them be willing and able to take it in stride. This is part of the assignment.

If the Director and his wife have children, the possible reaction to moving their headquarters to Los Banos needs to be considered by all members of the family. Is the family likely to adjust quickly and easily and to enjoy life in the Philippines once they are settled there?

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MV  
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[ I would not go so far as to say that in searching for a director for an international center consideration should not be given to persons without experience in living and working in an economy and culture quite different than their own. Lack of such experience, however, inevitably introduces an element of risk to all concerned which I should think ought to be offset by superior qualifications in other directions if the risk is to be taken.]

Both the Director of IRRI and his wife should be people who like and get along well with other people; have a wide range of interests that reach beyond their day-to-day work; and be individuals who are interested in, and sensitive to, the world around them and its problems whether at home or abroad.

#### Professional Background and Experience

IRRI's research is focused principally in the field of plant science. Its professional staff consists largely of agronomists, soil scientists and biological scientists in fields related to agriculture. In my judgment a director with a professional background in one of these fields has certain advantages. But I should not rule out a candidate whose professional background is in some other field.



IRRI has a training program of substantial dimensions and a responsibility to assist developing countries in which rice is a major crop in improving the capabilities of their research and extension services. It also has a modest but important research program in agricultural economics designed to keep the institute staff and rice-growing countries aware of the impact of new production technology on farmers, farm incomes and rural living. It is essential that the Director, whatever his field of professional specialization, be knowledgeable about and take a deep interest in these programs as well as in research aimed at improving rice production technology.

Candidates for the directorship of IRRI should have had administrative experience at least equal to that of a department head in a land-grant college or university and have demonstrated capacity and competence as administrators.



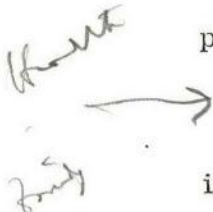
Personal Attributes

IRRI's primary mission can be simply stated, namely, to find ways to increase yields of rice in the newly developing countries of the world and improve its nutritional qualities.

The Director of IRRI must be a person not only committed to this objective but capable of keeping the eyes of the professional staff in the Institute's 11 fields of specialization clearly focused upon it and of getting them to work effectively together in developing agreed-upon strategies and programs for reaching it. This requires a person of professional and personal standing, wide interests, ability to see the broad picture and with strong qualities of leadership. I think it is fair to say that the professional staff of IRRI is both competent and strong. This

means the Director of IRRI must be competent and strong if he is to be successful.

IRRI is an international organization whose mission it is to be of assistance to newly developing countries in increasing the size and quality of their rice crops. It is now dependent for its financing not only on private sources, but on international and bilateral aid agencies. This means the Director and his staff must have clearly stated objectives for IRRI on which they are agreed; a strategy for reaching these objectives on which they also are agreed; and that the Director must be a person who can present IRRI's programs effectively to others both in the developing and developed world.

*Handwritten:*  The Director and his wife should not forget that IRRI's mission, stated in the broadest terms, is to use modern science and technology to try to improve the well-being of the peoples of the newly developing world.

F. F. Hill  
Chairman of the Board  
International Rice Research Institute  
November 13, 1972



# Publications and seminars

## Staff publications

### Administration

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- Athwal, D. S., M. D. Pathak, E. H. Bacalangco, and C. D. Pura. 1971. Genetics of resistance to brown planthoppers and green leafhoppers in *Oryza sativa* L. *Crop Sci.* 11:747-750.
- Chandler, R. F., Jr. [1971]. The application of science toward increased food production, p. 53-63. *In Proceedings of a seminar on food problems in Asia and the Pacific*, May, 1970, Honolulu, East-West Center, Honolulu.

### Agricultural economics

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- Barker, R., and R. D. Reyes. 1971. Research on the economics of irrigation in rice production. *J. Agr. Econ. Dev.* 1:42-54.

### Agricultural engineering

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- Khan, A. U. 1971. Machinery development for tropical agriculture, Spring 1971, p. 35-37. *In Y. Kishida [ed.] Agricultural Mechanization in South East Asia. Farm Machinery Industrial Research Corp., Tokyo.*
- Wikramanayake, V. E. A. 1971. Ceylon—mechanization of agriculture, the present position and future development, Spring 1971, p. 89-92. *In Y. Kishida [ed.] Agricultural Mechanization in South East Asia. Farm Machinery Industrial Research Corp., Tokyo.*

### Agronomy

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- Juliano, B. O. 1970. Studies on some physicochemical properties and the biosynthesis of rice starch [in Japanese]. *J. Jap Soc. Starch Sci.* 18:35-47.
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### Entomology

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- Sethunathan, N., S. Caballa, and M. D. Pathak. 1971. Absorption and translocation of diazinon by rice plants from submerged soils and paddy water and the persistence of residues in plant tissues. *J. Econ. Entomol.* 64:571-576.
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- Vergara, B. S., and R. M. Visperas. 1970. Effect of photoperiod and temperature on the growth duration of improved rice varieties, p. 40. *In Agronomy abstracts.* Amer. Soc. Agron., Wisconsin.
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## Seminars

The following topics were the subjects of seminars held at the institute during 1971. Unless otherwise stated the speakers were staff members.

- The future of mankind as a social animal. Dr. G. Ledyard Stebbins, professor of genetics, University of California, Davis.
- Pesticide legislation in the U.S.A. Dr. Arthur A. Muka, professor of entomology, Cornell University.
- The flow of sediment-laden waters into recharging wells. Dr. Md. Mozibur Biswas, head, Department of Irrigation and Water Management, East Pakistan Agricultural University, Mymensingh.
- Development of mechanical harvesters at Cornell University. Dr. E. S. Shepardson, visiting scientist, IRRI.
- IRRI accomplishments in rice breeding and future plans. Mr. Beachell.
- Rice breeding in California. Dr. Howard L. Carnahan, director of plant breeding, Rice Experiment Station, Biggs, California.
- The impact of improved varieties and agricultural mechanization on labor-force absorption problems in West Pakistan. Mr. Duff.
- Nitrogen availability in upland soils. Dr. William V. Bartholomew, professor of soil microbiology, North California State University.
- Limiting factors in pineapple yields in Hawaii and in the Philippines. Dr. Donald H. Smith, research manager, Philippine Packing Corporation, Manila.
- Rationalizing Philippine rice statistics. Dr. Leon A. Mears, field chairman, UP-Wisconsin Training Program in Developing Economics, University of the Philippines.
- Breeding rice for resistance to tropical viruses and their vectors. Dr. Khush.
- The use of genetical variation to define nutritional quality in cereals. Dr. Lars Munck, chemist, Institute of Genetics, University of Lund, Sweden.
- Selection for photosynthetic efficiency in corn. Dr. Robert B. Musgrave, visiting scientist, UP-Cornell Graduate Education Program, UPCA.
- Rice production activities in the South Pacific and in Ceylon. Mr. William G. Golden, Jr., project leader, IRRI-Ford Foundation Rice Project, Ceylon.
- The social laboratory idea. Prof. C. W. Chang, visiting professor of agricultural education, Southeast Asian Regional Center for Graduate Study and Research in Agriculture, College, Laguna.
- Training and other developments at CIAT. Dr. Francis Ç. Byrnes, leader, Training and Communication, Centro Internacional de Agricultura Tropical, Cali, Colombia.
- Genetic resources and adaptation to environment in plants. Dr. Hiko-Ichi-Oka, UNESCO expert, Central Luzon State University, Nueva Ecija.
- A crop physiologist looks at yields in rice. Dr. Graeme L. Wilson, visiting scientist, IRRI.
- The protein bodies of cereal grains and their properties—a review. Dr. Juliano.
- Inactivation of rice tungro virus. Dr. Ling.
- Rural Philippine entrepreneurship. Dr. David L. Szanton, assistant to the Representative, Ford Foundation Office, Makati, Rizal.
- What farmers are doing with multiple cropping. Dr. Bradfield.
- Obstacles to Asian development. Mr. Varinda Tarzie Vittachi, editor-in-chief, Asian News Service, and director, Press Foundation of Asia, Manila and Hong Kong.
- Dry matter production and grain yield of rice. Dr. James Cock, postdoctoral fellow, IRRI.
- Some issues in education for agriculture. Dr. Gelia T. Castillo, associate professor, Department of Agricultural Education, UPCA.
- Rice research in East Pakistan. Mr. Rufus K. Walker, rice advisor, Ford Foundation, East Pakistan.
- Approaches to technical assistance. Mr. John Rawsley, project manager, United Nations Development Program Special Fund Project—Training of Technicians for Grain Industries, College, Laguna.
- Rats and rice in the Philippines, 1970. Mr. Nelson Swink, station leader, Rodent Research Center, College, Laguna.
- Problems of rice production in Indonesia. Dr. S. Yoshida, Dr. Pathak, Dr. Ou, and Mr. Beachell.
- Contract research on agricultural development in Ethiopia. Dr. Raymond E. Borton, Agricultural Development Council, College, Laguna.
- Some observations on yield in a rice crop. Dr. G. L. Wilson, visiting scientist, IRRI.
- Peasantization of kasama tenants—socioeconomic changes of a Central Luzon village. Dr. Akira Takahashi, associate professor, Institute of Oriental Culture, University of Tokyo.
- Research for agricultural development. Dr. A. H. Moseman, director, Malaysian Agricultural Research and Development Institute, Kuala Lumpur.
- Sugarcane breeding in India. Dr. N. Parthasarathy, formerly regional rice specialist, FAO, Thailand.
- Bacterial wilt of bananas—origin and evolution of a classic bacterial disease. Dr. Ivan Buddenhagen, visiting scientist, IRRI (University of Hawaii).
- Rural family planning. Dr. Juan Flavio, vice president, International Institute of Rural Reconstruction, Silang, Cavite.
- Availability of potassium in the soil and its significance for crop production. Dr. K. Mengel, director, Agricultural Experiment Station, "Buntehof," Buntreveg, Germany.
- Recent advances in the chemistry of rice ageing. Dr. Salvador Barber, head, Cereals Laboratory, Instituto de Agroquímica y Tecnología de Alimentos, Valencia, Spain.
- Physiological aspects of protein in wheat. Dr. G. M. Paulsen, visiting scientist, IRRI (Kansas State University).

## NOTE CONCERNING THE INTERNATIONAL RICE RESEARCH INSTITUTE

The International Rice Research Institute, located in the Philippines and commonly referred to as IRRI, was organized in 1960 and began operations early in 1962. It is an autonomous, non-profit, tax free institution organized under Philippine law with an international board of trustees responsible for determining its policies and generally supervising its operations. It is headed by a Director, currently has a senior research staff of 19, a junior research staff of approximately 135 and a total staff of about 570. Its core operating budget for 1973 is \$3.0 million. This does not include approximately \$1.5 million for special projects. Some of these are IRRI-based research projects. Others are cooperative projects with developing countries designed to strengthen their research and extension capabilities.

IRRI's research program is focused on a single crop -- rice. The objective of the program is to find ways to increase rice production and improve its nutritional quality, particularly in the newly developing regions of the world where populations are large and increasing rapidly and rice is the principal food crop. For the most part these regions are in the tropics and subtropics. Until recently they have been largely by-passed by modern science and technology relating to the production of food crops and livestock products. Agriculture in these regions is characterized by low yields, low output per worker and low incomes.



The following tabulation shows the number of senior research scientists on IRRI's staff by fields of specialization:

Agricultural economics	2	Plant physiology	2
Agricultural engineering	1	Plant pathology	3
Soil chemistry	1	Entomology	2
Soil microbiology	1	Statistics	1
Agronomy	2	Varietal improvement	<u>3</u>
Chemistry	1	Total	19

The above listing reflects a task-force type of organization with limited senior staff in 11 fields judged to be relevant to the institute's mission. The ratio of junior to senior scientists of 7 to 1 is higher than in most agricultural research institutions whether in developed or developing countries. This in part reflects the relatively large numbers of college-trained Filipino men and women on the one hand and the limited number of job opportunities for such persons on the other.

IRRI's research programs are sharply focused and production oriented.

Some of the research is relatively long-term and fundamental in character.

Other research is of shorter duration and largely applied. [As stated in the

*descriptive pamphlet titled*  
~~enclosed publication~~ "IR8 & Beyond" Publications of the Institute range from fundamental -- Morphology and varietal characteristics of the rice plant -- to specific -- Resistance of rice varieties to striped rice borers -- to sweeping -- Nutritional disorders of rice in Asia -- to utilitarian -- Laboratory manual for physiological studies of rice. A list of IRRI seminars and staff publications in 1971 is attached.

*→ an IRR I*

IRRI scientists are encouraged to keep abreast of developments in their respective fields. Senior staff members are entitled to study leave every seven years based on carefully developed plans. The Institute is prepared to pay the expenses of each senior staff member to one professional meeting of his choice each year anywhere in the world.

In addition to research, IRRI provides training programs for rice scientists from developing countries. Approximately 100 young men and women are in training at any one time. Typically, the young scientist is in residence at IRRI for 1 or 2 years. If he does not have a master's degree, he usually enrolls at the neighboring University of the Philippines College of Agriculture for course-work and does his thesis research at IRRI. By special arrangement, rice scientists working on their Ph. D. degrees at universities outside the Philippines may come to IRRI to do dissertation research. In addition, IRRI offers postdoctoral fellowships.

Since IRRI was founded, 400 scholars have been trained and have returned to their home countries. IRRI "alumni" make up a vigorous network of collaborators in IRRI's international cooperative research.

IRRI also conducts a 6-month course designed to teach extension officials how to conduct training courses for extension agents in their own countries. Participants learn up-to-date methods of rice production and teaching techniques and perform every step of growing a rice crop in the field. Since 1964, 275 trainees from 39 countries have passed through the program.



The training classes they have conducted on returning to their home countries have reached thousands of extension agents in developing countries.

IRRI also engages in cooperative programs with developing countries to help increase the competence of their national research and extension services. Such programs are usually financed on a project basis with funds provided by private foundations or bilateral or multilateral assistance agencies.

~~The research, training and cooperative programs with developing countries of the Rice Research Institute are briefly described in the attached publication "IR8 & Beyond".~~

→ publications do not have sufficient copies.  
F/H

omit this  
F/H

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
Telephone (Area Code 202) 477-3592  
Cable Address - INTBAFRAD

November 13, 1972

Dr. D. S. Athwal  
Associate Director  
International Rice Research  
Institute  
P.O. Box 583  
Manila, Philippines

Dear Dr. Athwal:

You will remember that last month I sent you, and invited your comments on, a paper making a number of suggestions about ways of conducting reviews of the programs and budgets of the international agricultural research centers. The paper itself was in large part simply a summary of the discussion of this subject which took place during International Centers Week, with Center Directors and Trustees participating. The suggestions in the paper, you may also recall, were chiefly directed toward adapting existing practices to make them as useful as possible both to the Centers and to members of the Consultative Group. An additional copy of the paper is attached for your convenience.

The proposals made in the paper were discussed by the Consultative Group during its formal annual meeting in Washington on November 1 and 2. The Group generally approved the suggestions made in the paper, and agreed that they should be tried out on an experimental basis; after a year or so, they would be considered again and, if necessary, modified in the light of experience. Members confirmed that the Centers should be asked for their general views, and it was envisaged that Directors might wish to consult their Trustees in the matter. It was of course understood that the concurrence of Centers would be required in particular arrangements affecting them individually.

I am now writing to enlist your cooperation in carrying out two of the proposals made in the paper. One concerns progress reports to be made by Consultative Group staff; the second has to do with a long-range calendar of reviews.

Progress reports by Consultative Group staff are described on pages 3 and 4 of the paper prepared for the Group. For the purpose of preparing such reports, the Consultative Group Secretariat would like in 1973 to send a team of two or three individuals to your Center who would be concerned with describing the progress made in the previous year and with analyzing the program and budget for 1974. At least one member of the team would be a senior agricultural scientist or administrator (for instance, Mr. L. J. C. Evans, now Director of the Agriculture Department of the World Bank, who has

*Central File*  
*Copy*

*92e*

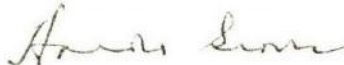


agreed to serve as a consultant to the Consultative Group Secretariat after his retirement on March 31, 1973); the other would be a budget expert.

We would propose that the team's visit would last five days or less, and that it be made at a time when your program and budget proposals were in final form or reasonably close to it. I would be grateful to learn from you what specific dates would, from your point of view, be suitable for such a visit. It would be particularly helpful if you could suggest alternative dates as well, since the budgeting season is relatively short and the members of our team may have to visit several centers during this time.

The matter of a long-range calendar is discussed in the review paper on pages 6 and 7. As the paper indicates, we would be grateful to have from you a tentative schedule of in-house reviews, external reviews, seminars and executive committee and Trustees' meetings through 1977, to the extent that such a schedule has been worked out, indicating which reviews would be closed and which would be open to representatives of members of the Consultative Group. We appreciate that the later years of such a schedule are likely to be quite speculative, but nevertheless would like to have any indication of events that you can give this far in advance.

Sincerely yours,



Harold Graves  
Executive Secretary

Enclosure

- Review Procedures  
Agenda Item 9

---

92e

November 13, 1972

Dr. Richard L. Sawyer  
Director General  
International Potato Center  
Apartado 5969  
La Molina  
Lima, Peru

Dear Dr. Sawyer:

You will remember that last month I sent you, and invited your comments on, a paper making a number of suggestions about ways of conducting reviews of the programs and budgets of the international agricultural research centers. The paper itself, as you will have recognized, was in large part simply a summary of the discussion of this subject which took place during International Centers Week, with Center Directors and Trustees participating. The suggestions in the paper, you may also recall, were chiefly directed toward adapting existing practices to make them as useful as possible both to the Centers and to members of the Consultative Group. An additional copy of the paper is attached for your convenience.

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agreed to serve as a consultant to the Consultative Group Secretariat after his retirement on March 31, 1973); the other would be a budget expert.

We would propose that the team's visit would last five days or less, and that it be made at a time when your program and budget proposals were in final form or reasonably close to it. I would be grateful to learn from you what specific dates would, from your point of view, be suitable for such a visit. It would be particularly helpful if you could suggest alternative dates as well, since the budgeting season is relatively short and the members of our team may have to visit several centers during this time.

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Sincerely yours,

Harold Graves  
Executive Secretary



Enclosure

HG/jk

Identical letters sent to: Dr. Grant  
Dr. Cummings  
Mr. Hanson (with enclosure - Review Procedures -  
Agenda Item 9)

92e

November 10, 1972

Dr. Richard L. Sawyer  
Director General  
International Potato Center  
Apartado 5969  
La Molina  
Lima, Peru

Dear Dr. Sawyer:

As you know, members of the Consultative Group on International Agricultural Research recently met in Washington and, among other things, made statements of their intentions about grants to the international agricultural research centers for 1973. Statements concerning the International Potato Center are summarized below.

\* \* \* \*

The U.K. representative observed that the British financial year begins in April. He had adjusted his figures, however, to cover the calendar year; the figures therefore straddled two financial years. He explained that the British pledges were for "unrestricted core budget purposes.... although we may for our own presentational purposes identify these contributions with particular features of the programs of the institutes." The payment of British grants, he said, would be made in advance, in equal quarterly installments, on the receipt of requests by the centers for payment. The U.K. grant to CIP, he said, would be £21,000 (about \$50,000).

The Swedish representative announced a pledge to CIP of \$150,000 for 1973 "as a completely unrestricted contribution." He indicated that the entire amount would be made available to CIP before the end of November 1972.

The Danish representative indicated that the appropriations for international agricultural research in 1973 would shortly be considered by the Danish parliament. The appropriations, if approved, would be effective April 1. Subject to parliamentary approval of the funds, it was the intention to contribute to CIP an amount between 1 million and 1.225 Danish kroner, equivalent to a figure of from \$150,000 to \$175,000 U.S. Payment would begin soon after the first of April, and might be made in several installments for reasons having to do with the Danish international balance of payments.



The Danish representative indicated that a recommendation would be made within the Ministry of Foreign Affairs that support for CIP be continued in 1974 in a sum not less than the 1973 level.

The Netherlands representative declared that in 1973, the Netherlands will support the International Potato Center in the amount of \$180,000. He indicated that the grant would be rather flexible, and said that the Dutch authorities would like to discuss with the Director of CIP the exact way the funds would be used. Elections were being held in Holland at the end of the current month, and it was not certain when a new parliament would approve the necessary appropriations, but he thought it would be sometime in the beginning of 1973.

The Dutch representative further stated that, subject to parliamentary approval, support for the Potato Center would continue in 1974 on at least the same level as 1973.

The representative of Switzerland indicated that his Government would contribute 250,000 Swiss francs (about \$65,000) to the Potato Center in 1973, and would contribute the same amount in 1974. The grants are unrestricted and can be used for capital or core budget.

The representative of Canada indicated that the budgets for international agricultural research grants were at various stages of parliamentary or inter-departmental approval, but that the amounts he would mention nevertheless could be taken for planning purposes as firm commitments. He said that in the case of the Potato Center, the Canadian International Development Agency would recommend a grant of \$200,000 (Canadian) for 1973, and would expect the grant for 1974 to be at least that large.

The representative of the Rockefeller Foundation said that the Foundation staff would recommend to the Trustees in December the continued support of various centers, including CIP. Specific figures would be determined in the light of needs as determined by the Secretariat of the Consultative Group.

The representative of the United States indicated an intention to provide \$340,000 for CIP in 1973.

\* \* \* \*

Provided that these statements are realized, it appears that the 1973 budget of the International Potato Center will be covered. The Consultative Group Secretariat understands your 1973 requirements to be \$1,375,000; the statements of intention total \$1,230,000 without taking into account any funds to be provided by the Rockefeller

Foundation. On the latter point, either the Foundation or I (or both) will be in touch with you not later than early December.

With best regards,

Sincerely,

Harold Graves  
Executive Secretary

*Tom*  
HG:mcj



92e

November 9, 1972

Dear Dr. Athwal:

Here is a combined calendar of events of the international agricultural research centers and institutes for 1973.

Let me report that in the course of the Consultative Group meeting, Mr. Mathieson, representing the U.K., observed that disbursements of British grants were made quarterly and in advance, on receipt of requests from institutes for such disbursements. He remarked that IRRI had not made requests for payments for either the July quarter or the October quarter.

I hope to be writing you within a few days concerning indications of financial support for IRRI given by various donors at the recent meeting of the Consultative Group in Washington.

Sincerely yours,

Harold Graves

Enclosure

Dr. D. S. Athwal  
Associate Director  
International Rice Research Institute  
P.O. Box 583  
Manila  
Philippines

*HNG*  
HNG:lc

ROUTING SLIP

Date **NOV 1 1972**

INCOMING MAIL

Mr. Adler	D630		Mr. Paijmans	D1032
Mr. Aldewereld	A1226		Mr. Rayfield	N434
Mr. Alter	A837		Sir Denis Rickett	A1230
Mr. Baum	C303		Mr. Ripman	C303
Mr. Benjenk	A712		Mr. Rotberg	A1042
Mr. Blaxall	D628		Mr. Stevenson	D532
Mr. Broches	A813		Mr. Twining	N635
Mr. Cargill	A613		Mr. Votaw	A613
Mr. Chadenet	C303		Mr. Wiese	A837
Mr. V.C. Chang	H702		Mr. Williams	B1210
Mr. Chauffournier	C702		Mr. Wright	A1136
Mr. Cheek	C702			
Mr. Chenery	A1221			
Mr. Wm. Clark	D928			
Mr. Clarke	D1029			
Mr. Cope	B1210			
Mr. Demuth	D1128			
Mr. D.A. de Silva	N635			
Mr. Diamond	D829			
Mr. El Emary	A1143			
Mr. Fontein	C602			
Mr. Fowler	A1219			
Mr. Gabriel	H700			
Mr. Goodman	C602			
Mr. Goreux	N235			
Mr. Graves	D1122			
Mr. Gutierrez	A1136			
Mr. Hartwich	A712			
Mr. Hayes	D429			
Mr. Henderson	D529			
Mr. Hittmair	A1042			
Mr. Hoffman	D1123			
Mr. Husain	A1013			
Mr. Knapp	A1230			
Mr. Lejeune	A1013			
Mr. Lerda	D432			
Mr. McNamara	A1230			
Mr. Mendels	A1219			
Mr. Muller	N436			
Mr. Nurick	A802			

*Mr. Kaps has a copy*

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*This can go to control file*

*10/24*



92e

THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. Box 583  
MANILA, PHILIPPINES

October 26, 1972

Dear Mr. Graves:

In response to your letter of October 17, I am giving below a calendar of events which have so far been planned by IRRI for 1973.

- February 1-7            Internal program review
- February 9            Meeting of the full Board of Trustees
- March 12-17           UNIDO/IRRI workshop on design and manufacture of machinery for wetland rice cultivation
- April 23-27            International Rice Research Conference
- June 22 or 29         Meeting of the Executive and Finance Committee of the Board of Trustees

In addition, we are tentatively planning to organize a workshop on cropping systems in the humid tropics in October 1973. However, this is not definite at this stage and the precise dates are yet to be determined.

So far we have not planned an external program review but before too long, we should schedule such a review and we will keep you informed.

Sincerely yours,



D. S. Athwal  
Associate Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International Agricultural  
Research  
1818 H St., N. W.  
Washington, D. C. 20433  
U. S. A.

/fha

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D. S. V.  
Washington, D. C. 20033  
1818 H St., N. W.  
Research  
Consultative Group on International Agricultural  
Executive Secretary  
Mr. Harold Graves

1972 NOV -1 AM 10:38

CONFIDENTIAL

Associate Director  
D. S. V.



Sincerely yours,

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So far, we have not planned an external program review, but before too

is not definite at this stage and the precise dates are yet to be determined,  
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- June 22 or 23 Committee of the Board of Trustees
- Meeting of the Executive and Finance
- April 22-23 International Rice Research Conference
- of machinery for wetland rice cultivation
- March 12-14 IIRRI workshop on design and manufacture
- February 9 Meeting of the full Board of Trustees
- February 1-2 Internal program review

of events which have so far been planned by IIRRI for 1973.  
In response to your letter of October 11, I am stating below a calendar

Dear Mr. Graves:

October 28, 1972

1818 H St., N.W.  
Washington, D.C. 20033  
RESEARCH

INTERNATIONAL RICE RESEARCH INSTITUTE  
B. O. BOX 289  
MANILA ADDRESS:  
RICE RESEARCH INSTITUTE  
CUBILE ADDRESS:

THE PHILIPPINES  
102 BAYAN, LAGUNA

THE INTERNATIONAL RICE RESEARCH INSTITUTE

256



N  
92e  
October 19, 1972

Mr. T.T. Chang,  
Geneticist,  
The International Rice Research Institute,  
P.O. Box 583,  
Manila,  
Philippines.

Dear Mr. Chang:

Thank you for your letter of October 10, 1972, in which you furnished me with some very valuable information on three rice varieties.

I was in fact not aware of the existence of your 1970 Catalog of Rice Cultivars and Breeding Lines in the World Collection of the IRRI and should be grateful to receive a copy. I have written to the Institute requesting this.

Sincerely yours,

Maurits T. Burer

MTB:pm

*gde*

October 19, 1972

Dear Dr. Athwal:

At International Centers Week last August, a good deal of time was spent in discussing how to review center programs and budgets. A paper was promised on this subject, for discussion at the Consultative Group meeting this November 1.

A text finally has been produced, and a copy of it is sent to you with this letter. As you will see, the paper in general would leave the planning of reviews in the hands of the centers and institutes themselves, but suggests that as much opportunity as possible be afforded for participation or observation by interested members of the CG and the Secretariat.

Any comments you would care to make on the paper, or any amendments you want to offer, would be most welcome.

Sincerely,

Harold Graves  
Executive Secretary

Enclosure

Dr. D. S. Athwal, Associate Director  
International Rice Research Institute  
P.O. Box 583  
Manila, Philippines

HG/jk

*John*



92e

October 17, 1972

Dear Dr. Athwal:

For the purposes of some quite preliminary planning, it would be helpful if I could have a calendar of events planned by IRRI for 1973, showing the dates, in so far as they have been planned, of external program reviews and scientific seminars, and of meetings of Executive Committees and Boards of Trustees, together with indications of those at which you would expect observers or outside participants.

Perhaps a combined schedule of events would be of interest to all the centers. I am sending in calendar form the very little information we have so far, and will send updated versions as more information is received.

Sincerely yours,

Harold Graves  
Executive Secretary

Enclosure

Dr. D. S. Athwal  
Associate Director  
International Rice Research Institute  
P.O. Box 583  
Manila, Philippines

HG/jk

*[Handwritten signature]*

92e WJ

October 17, 1972

Dear Frosty:

Many thanks for your note of October 10 about IRRI. Dick Demuth is away at the moment, but I know that he will appreciate having been given an opportunity to comment.

I have only one comment, which both is obvious and is covered, in principle, by your approach. It is to express the hope that inquiries will be directed not only to knowledgeable individuals in the developed countries, but especially in those countries whose governments already have taken an interest in IRRI. I would add to the country list the name of Japan since, as I understand it, about 45 per cent of all the scientific literature about rice is written by Japanese scientists.

With this letter I am sending a name which might be put on a long list. We know nothing about Dr. Vaadia beyond what is mentioned in this memo, but it is possible that he might be worth further investigation.

Sincerely,

Harold Graves

Enclosure

Dr. F. F. Hill  
International Division  
Office of the Vice President  
320 East 43rd Street  
New York, New York 10017

HG/jk

*Handwritten signature*



A24

THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. Box 583  
MANILA, PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

October 12, 1972

Dear Mr. Graves:

On behalf of Dr. Ralph W. Cummings, who is presently travelling, I am responding to your letter of September 8, 1972 concerning the socio-economic aspects of our research program.

We are separately forwarding to you 50 copies of the paper entitled "Socio-economic Research at the International Rice Research Institute." The paper describes our current work and future plans in this area.

We are having this letter and copies of the paper hand-carried by one of our staff members who will be travelling to New York and will mail them from there.

Sincerely yours,

D. S. Athwal  
Associate Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H St., N.W.  
Washington, D.S. 20433  
U.S.A.

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1972 OCT 18 PM 2:52

COMMUNICATIONS SECTION

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U.S.A.  
Washington, D.C. 20533  
1818 H St., N.W.  
Communications Research  
Center  
CONTRACTOR GROUP ON INTERNATIONAL  
EXECUTIVE SECRETARIAT  
AT: HAYES STAIRS

Associate Director  
D. S. Hayes

*[Handwritten signature]*  
Director Hayes

New York and will stay there from there.  
carried by one of our staff members who will be traveling to  
We are making this letter and copies of the paper hand-  
future plans in this area.  
Research Institute." The paper describes our current work and  
entitled "Socio-economic research at the International Rice  
We are separately forwarding to you 20 copies of the paper  
program.  
I am responding to your letter of September 8,  
on behalf of Dr. Kirby M. Sammis, who is presently  
Dear Mr. Hayes:

October 15, 1972

1818 H ST. N.W.  
WASHINGTON, D.C. 20533  
COMMUNICATIONS SECTION

THE PHILIPPINES  
P. O. BOX 382  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MAIL ADDRESS:  
DIPOLOLO, MANILA  
CABLE ADDRESS:

THE PHILIPPINES  
LOS BAÑOS, LAGUNA

THE INTERNATIONAL RICE RESEARCH INSTITUTE

*[Handwritten mark]*



ROUTING SLIP				Date	
INCOMING MAIL				OCT 14 1972	
Mr. Adler	D630		Mr. Paijmans	D1032	
Mr. Aldewereld	A1226		Mr. Rayfield	N434	
Mr. Alter	A837		Sir Denis Rickett	A1230	
Mr. Baum	C303		Mr. Ripman	C303	
Mr. Benjenk	A712		Mr. Rotberg	A1042	
Mr. Blaxall	D628		Mr. Stevenson	D532	
Mr. Broches	A813		Mr. Twining	N635	
Mr. Cargill	A613		Mr. Votaw	A613	
Mr. Chadenet	C303		Mr. Wiese	A837	
Mr. V.C. Chang	H702		Mr. Williams	B1210	
Mr. Chauffournier	C702		Mr. Wright	A1136	
Mr. Cheek	C702		<del>Mr. Kaps</del>		
Mr. Chenery	A1221				
Mr. Wm. Clark	D928		Mr. Graves has a copy of the attached correspondence		
Mr. Clarke	D1029				
Mr. Cope	B1210				
<del>Mr. Demuth</del>	D1128				
Mr. D.A. de Silva	N635				
Mr. Diamond	D829				
Mr. El Emary	A1143				
Mr. Fontein	C602				
Mr. Fowler	A1219				
Mr. Gabriel	H700				
Mr. Goodman	C602				
Mr. Goreux	N235				
<del>Mr. Graves</del>	D1122				
Mr. Gutierrez	A1136				
Mr. Hartwich	A712				
Mr. Hayes	D429				
Mr. Henderson	D529				
Mr. Hittmair	A1042				
Mr. Hoffman	D1123				
Mr. Husain	A1013				
Mr. Knapp	A1230				
Mr. Lejeune	A1013				
Mr. Lerdau	D432				
Mr. McNamara	A1230				
Mr. Mendels	A1219				
Mr. Muller	N436				
Mr. Nurick	A802				

H24

424

G2e

THE FORD FOUNDATION  
320 EAST 43<sup>RD</sup> STREET  
NEW YORK, NEW YORK 10017

INTERNATIONAL DIVISION  
OFFICE OF THE VICE PRESIDENT

October 10, 1972

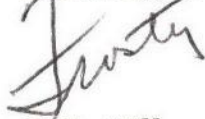
Mr. Richard Demuth  
Mr. Harold Graves  
International Bank for  
Reconstruction and  
Development  
1818 H Street, N. W.  
Washington, D. C. 20433

Dear Dick and Harold:

Here is the proposed plan for finding the next director of  
IRRI. I would appreciate your comments and suggestions.

It is one thing, of course, to make plans for a fishing trip  
and quite another to catch a fish of the size, shape and quality one wants.

Sincerely,



F. F. Hill

Enc

10-19



RECEIVED

1972 OCT 14 AM 11:13

COMMUNICATIONS  
SECTION

TO :

FROM :

RE :

URGENT 10/14/72 11:13Z  
FM COMMUNICATIONS SECTION  
TO DIRECTOR

RE: [Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
LOS BAÑOS, LAGUNA  
THE PHILIPPINES


CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA  
MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

October 6, 1972

MEMORANDUM

To: IRRI Board of Trustees

From: F. F. Hill 

Subject: Search for a Successor to Dr. Ralph Cummings and Related Matters

1. In reply to my cable of August 19, a substantial majority of the Trustees of IRRI cabled or wrote me stating they were willing to accede to the request of the ICRISAT Board requesting that Dr. Cummings be released from IRRI to become director of ICRISAT. I talked with those trustees from whom I did not receive cables or letters. On the basis of these cables, letters and conversations, I notified Dr. Bentley, Chairman of the Board of ICRISAT, that although extremely reluctant to do so, IRRI would release Dr. Cummings as requested by ICRISAT.

2. I went to Los Banos, arriving the afternoon of August 23. At my request Dr. Cummings called a staff meeting for 11:00 a. m. the following morning. I opened the meeting by reading to staff my cable of August 18 to each of you concerning ICRISAT's request that Dr. Cummings be released to become director of that organization. I explained at some length why I thought IRRI should accede to this request even though it involved a great sacrifice on IRRI's part. A copy of the minutes of the staff meeting at IRRI and of the press release announcing Dr. Cummings' leaving are attached.

ICRISAT's problems in finding a suitable director apparently had not reached IRRI, or if they had, there had been no rumors that ICRISAT might request the release of Dr. Cummings. The IRRI staff was caught completely by surprise. As one would expect, the first reaction was shock followed by a deep sense of loss and the inevitable question of "Where is IRRI going to find a qualified successor?" Unfortunately, all I could say in reply to the last question was that I did not know but that the staff could rely upon the trustees to make an intensive worldwide search to find the best qualified person available.



October 6, 1972

3. Dr. Cummings has agreed to continue as director of IRRI until November 1 with the understanding that the situation would be reviewed at that time and a decision made concerning next steps.

4. As stated in the enclosed copy of my letter of September 28 to Dr. Cummings, I do not think we can count on having a new director on the job at IRRI before January 1 or even later. In view of the time and uncertainty involved in the appointment of his successor, it seems to me we should work out an interregnum arrangement and release Dr. Cummings November 1 or as soon thereafter as possible.

I would suggest that Dr. Athwal be appointed Acting Director and that a senior staff member be appointed Acting Assistant Director. This would provide a top management team consisting of Dr. Athwal, Acting Director, Dr. Vega, Assistant Director, and an Acting Assistant Director in addition to the Executive Officer, Mr. Salacup, and the Associate Executive Officer, Mr. Pizarro.

It is my personal view that the amount of work now passing over the desks of the Director and the Associate and Assistant Directors is too great to be handled even for two or three months by less than three persons. Hence, my suggestion that a senior staff member be appointed as Acting Assistant Director. We shall, of course, want Dr. Cummings' recommendations on this since my estimate of the situation may be wrong.

5. Conducting a worldwide search for persons who are qualified for the position and interested in becoming the new director of IRRI and providing the trustees of IRRI with the information concerning candidates which they need if the best possible appointment is to be made is going to be a major, time-consuming undertaking. After giving the problem considerable thought and discussing it with Dr. Clarence Gray and my associates in the Ford Foundation, I suggest the following procedure:

a. That a Search Committee be created to serve a staff function to the Board. This committee would consist of agricultural scientists experienced in research and research administration and broadly acquainted in the field. It would be the function of the committee to identify and obtain biographical information and references on prospective candidates worldwide.

October 6, 1972

It would solicit nominations by means of letters and personal contacts from IRRI's Board and staff, other international centers, the Consultative Group, the Technical Advisory Committee to the Consultative Group, and IBRD, FAO, private foundations and knowledgeable persons in both developing and developed countries. The mandate of the Search Committee would be to produce for the Nominating Committee suggested below a slate of qualified individuals, who, if elected to the position of director of IRRI, would be willing to serve.

Members of the Search Committee would be persons who travel widely in the course of their regular duties, are interested in IRRI and other international centers and are able to devote time and effort to the search. Persons such as the following might be invited to serve on this Committee:

Clarence Gray, Rockefeller Foundation

James Evans, Agricultural Services, World Bank

Joseph Hulse, International Development Research Center,  
Canada

Dale Hathaway, South and Southeast Asia Division, Ford  
Foundation

F. F. Hill, Ford Foundation, Chairman

To speed the Committee's work, a full-time professional (also I should think an agricultural scientist) might be employed for two or three months as executive secretary if this seems necessary to get on with the job.

b. In addition to the Search Committee proposed above, it is suggested that a Nominating Committee consisting of, say, three IRRI trustees and a member of the senior research staff be appointed.

The names of all individuals suggested to the Search Committee would be sent to the Nominating Committee. Brief biographical sketches

*Not advertised beyond the Ford Fdn. as a "such as" suggestion. F/H*



October 6, 1972

for all individuals who in the judgment of the Search Committee should be considered on the basis of a generous interpretation of qualifications would be sent both to members of the Nominating Committee and members of the Board of Trustees. Detailed information on a "short list" of the 10-15 top candidates as judged by the Search Committee, including letters of reference and summaries of interviews with both candidates and references, also would be sent to members of the Nominating Committee and Board of Trustees. Feedback to the Nominating Committee from Board members not on this Committee would be continuously sought.

The Nominating Committee would meet at IRRI to review and consider the qualifications of candidates, particularly those on the "short list" of 10-15 persons, and identify the 2-3 prospects who, in their judgment, are at the top of the "short list." These prospects and their wives would be invited to IRRI to meet with the Nominating Committee and staff, to ask and answer questions, and "to see and be seen." Visits of candidates and their wives would be scheduled during a single week. At the end of the week the Nominating Committee would meet and make its recommendation for director to the Board.

I suggest that the following persons be asked to serve on the Nominating Committee:

Trustees

Staff

S. V. S. Shastry

S. H. Ou

Arturo R. Tanco

F. F. Hill, Chairman

I apologize for suggesting myself as Chairman of both the Search and Nominating Committees. I did this because the Ford Foundation has agreed that helping IRRI find a new director should be my number one responsibility until the Board makes an appointment and that I should spend such time on this assignment as may be necessary. This means I shall have more time to spend on this task, both in the United States and elsewhere, than anyone else. I shall be glad to suggest someone else as Chairman of either Committee, however, if any member of

October 6, 1972

the Board thinks this is desirable, and I hope you will not hesitate to let me know if you think someone else should serve as Chairman of one or both Committees.

c. It may be important that the full Board meet to consider the Nominating Committee's recommendation for director unless we find a candidate who everyone agrees is well ahead of the next best prospect. This could happen. But if it does not and a choice has to be made between two or more close contenders, I think it is important that the Nominating Committee and the Board go into closed session for full discussion of the strengths and weaknesses of each candidate before the Board goes into executive session to make its decision.

It is possible that visits to IRRI of candidates and their wives and the meeting of the Nominating Committee to select a candidate for recommendation to the Board can be scheduled the week prior to the annual meeting of the Board of Trustees even if this necessitates a change in the dates of the annual meeting. This would avoid the need for a special meeting of the Board to appoint a new director. An alternative to this, of course, or to a special meeting of the Board, is a ballot by letter or cable.

I suggest we postpone a decision to call a special Board meeting, or to ballot by cable or mail, until we see what develops with respect to candidates and the possible timing of Nominating Committee and Board meetings.

6. It is suggested that IRRI establish a budget to support the work of the Search and Nominating Committees. I would anticipate that the Search Committee would have only minor expenses other than for a consultant to assist the Committee for two or three months as suggested above. Search Committee work by such persons as Clarence Gray, Dale Hathaway, and myself would be done in connection with our regular activities and the cost borne by our employing organizations.

Expenses of the Nominating Committee would consist of travel to and from IRRI of Trustee members of the Committee for one or two meetings and the travel of perhaps 2-3 candidates and their wives to IRRI for interviews. The last item would be the largest. However, it is an expenditure I do not think we



October 6, 1972

should hesitate to make. Deciding upon the next director is likely to be the most important single decision the Board will make until his successor is selected. In the interests of the rice-growing countries IRRI is seeking to serve every effort should be made to obtain the services of the best qualified person available. And we should keep in mind that we are looking for someone who can competently manage a complex operation with an operating budget for 1973 of approximately \$4.5 millions.

There is, of course, the question of whether IRRI has funds available during the remainder of 1972 that can be used for the purposes described above and the matter of Board approval of a budget for this purpose. I am taking up the first question with Dr. Cummings and when I hear from him I shall submit a proposed budget for your consideration.

7. If the procedures suggested above for identifying and selecting a new director meet with your general approval, would you please cable your concurrence to me in New York? My cable address is Fordfound, New York.

In addition, I would greatly appreciate it if you would write giving me the benefit of your comments and suggestions on the proposed procedure. I shall be writing you again asking for your suggestions for director.

Enc

For immediate release

IRRI DIRECTOR TAKES NEW POST

Los Baños, Laguna, Philippines, Sept. 5, 1972. The International Rice Research Institute announced today that its director, Dr. Ralph W. Cummings, has accepted an appointment as director of the International Crops Research Institute for the Semi-Arid Tropics.

Dr. Cummings is expected to leave IRRI later this year to take the new post. IRRI's board of trustees is engaged in an active search for a successor.

ICRISAT, located in Hyderabad, India, is the newest of six international agricultural institutes. IRRI is the oldest of the six. The new institute is to be financed by international aid agencies.

The appointment came after ICRISAT asked and was granted permission by IRRI's trustees to hold discussions with Dr. Cummings.

After a world-wide search, Dr. Cummings was ICRISAT's pre-eminent candidate. During the past 2 years, Dr. Cummings led a team that assessed the need for an international institute concerned with agriculture in the world's semi-arid regions. He also was active in finding a location for the institute.

In addition, Dr. Cummings is thoroughly familiar with the problems of semi-arid agriculture as a result of the 10 years he spent as head of the Rockefeller Foundation agricultural program in India. He also has experience in Africa and South America.

ICRISAT's research will focus on improving crops and developing cropping systems for the semi-arid regions of the world -- North Africa, Sub-saharan Africa, Asia Minor, the Caribbean, and parts of Latin America and India. It will work with such crops as sorghum, chick peas, pearl millet, and pigeon peas.

The six international agricultural institutes and the year they were founded are the International Rice Research Institute (Philippines), 1960, Centro Internacional de Mejoramiento de Maiz y Trigo (Mexico), 1966, Centro Internacional de Agricultura Tropical (Colombia), 1967, International Institute of Tropical Agriculture (Nigeria), 1967, International Potato Center (Peru), 1971, International Crops Research Institute for the Semi-Arid Tropics (India), 1972.



MINUTES OF THE STAFF MEETING HELD AT IRRI  
AUGUST 24, 1972

Present were: ZQP, FMS, IBS, OGS, MRV, LMV, KAG, RB, MH, GB, JBF, FFH,  
DRM, JBD, FEN, PGB, BOJ, PLM, HGN, GMP, TY, RRH, DSA,  
AUK, SAB, RDF, KCL, BSV, GSK, THW, SKD, FVR, RWC,

The meeting was held at 11:00 a.m. RWC remarked that the staff meeting had to be called at a short notice because Dr. F.F. Hill along with Mrs. Hill arrived yesterday afternoon and upon arrival had indicated that he would like to address the staff today.

Dr. Hill announced that the Board of Trustees of ICRISAT is seeking release of Dr. Cummings for appointment as director of that Institute. Dr. Hill explained in great detail the problem faced by the new Institute in obtaining a good director as well as the implications of RWC's departure from IRRI. This is something which would be of major concern to IRRI staff.

Dr. Hill reviewed the mainstream of developments that led to the establishment of several international agricultural research centers. IRRI was the first international center established for rice research and training. A group of qualified scientists focused attention on rice research which resulted in the development of new technology in a rather short period of time.

There were many national research centers engaged in rice research but due to lack of adequate support and coordination, the progress made was limited. The success of IRRI stimulated the establishment of other international research centers like CIMMYT in Mexico, IITA in Nigeria and CIAT in Colombia. Initially, the Ford Foundation and The Rockefeller Foundation provided most of the financial support for these centers. The cost of operations gradually increased and approaches were made for additional support to other organizations like the World Bank, UNDP and aid agencies of different governments. The first meeting of heads or representatives of these agencies was held in 1970 in Bellagio, Italy. It was decided to organize the Consultative Group representing different international and government aid agencies to undertake the responsibility of funding the international centers. Since then, the Consultative Group has had several meetings. In 1972 about 10 million dollars in addition to 6 million dollars contributed by the two foundations were channelled in support of international centers including ICRISAT which has recently been established in India. It is difficult to obtain experienced and qualified persons to run international centers. To ensure continuing interest and enthusiasm of the Consultative Group to support international research, it is extremely important to have a good director for the success of the newly established Institute in India.

It seems that money is available for international centers and people have ideas to use this money but the management factor is scarce. We do not have enough people who could inspire and attract qualified scientists. Dr. Hill said that he personally spent considerable effort in finding RWC for IRRI's directorship and his willingness to favorably consider ICRISAT's request does not diminish the importance of IRRI. The success of ICRISAT is highly significant for establishing confidence in funding agencies. Dr. Hill indicated that he would like to talk with staff members individually. He read a cable which was sent to each Trustee of IRRI regarding ICRISAT's request to have RWC as its director. Some of the Trustees have responded. Most probably ICRISAT will be able to induce RWC to take up its directorship and the Board of Trustees of IRRI would be inclined to approve this request. The IRRI Board will appoint a committee to search for a successor. The Committee will include a senior staff member of IRRI.

RWC indicated that he talked with Dr. Hill the previous Friday through long distance call. The ICRISAT's request to have him as the director is not based on his initiative. RWC had wanted to take the staff in confidence but he thought the appropriate way to do so would be for the Chairman of the IRRI Board to review the developments with the staff. RWC said that he has found his work at IRRI very challenging. He would consider going to ICRISAT if that is the decision of the IRRI and ICRISAT Boards of Trustees. RWC will make a trip to India next Saturday, and return the following Thursday. Dr. Hill would be here beyond that period and would be meeting with different staff members.

RWC said he has great deal of confidence in the task that IRRI has done and is presently doing and has been most delighted with his short stay in Los Baños.

The meeting was adjourned.

/lld  
9:5:72





# Record Removal Notice



<b>File Title</b> Consultative Group on International Agricultural Research [CGIAR] - G-6 - International Rice Research Institute [IRRI] - 1972 / 1974 Correspondence - Volume 1		<b>Barcode No.</b>  1760801
<b>Document Date</b> 28 September, 1972	<b>Document Type</b> Letter	
<b>Correspondents / Participants</b> To: Dr. Ralph Cummings From: F. F. Hill		
<b>Subject / Title</b> New Director for IRRI		
<b>Exception(s)</b> Information Provided by Member Countries or Third Parties in Confidence		
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.
		<b>Withdrawn by</b> Tonya Ceesay
		<b>Date</b> 01-Dec-15

THE INTERNATIONAL RICE RESEARCH INSTITUTE

52e

October 10, 1972

Dear Mr. Burer: ✓

Mr. Shiro Okabe of your Bank has transmitted your wish to receive agronomic information on three rice varieties. Pertinent information (taken from the IRRI variety catalog) is given in the enclosed summary.

The following remarks and explanations may be helpful.

(1) Name of varieties

"Puang Nyeon" is more likely "Puang Ngeon."  
"D/55-37" is more likely "D52-37."  
"Bentoubala" is more likely "Bentoubala B."

(2) Origin

All 3 varieties appear to be selections from farmers' varieties in the country of origin.  
For each of the varieties, we have more than one accession per variety.  
Judging from the names, Puang Ngeon is from Vietnam; D52-37 was selected in Guyana.  
Bentoubala B was selected in Mali among introductions coming from tropical Asia.

We have no information on the stations which bred the varieties. But you may write to:

South Vietnam: Chief of Rice Service, 1 Phan-Thanh-Gian, Saigon.

Guyana: Central Agricultural Experiment Station, Mon Repos, East Coast Demerara.

Mali (French Sudan): Office du Niger, Kayo par Macina.

(3) Differences between accessions of the same variety.

After a variety has been introduced into a foreign country, any conscious or unconscious selection or purification under the new environment would result in changes in tiller number, growth duration, plant height, or pest resistance. Technically, the re-selected strain at the new sites becomes an eco-strain of the original variety.

(4) Yielding ability

We do not have precise yield determinations on accessions received, now totalling 17,000. I would rate the above as low - between 2-3 metric tons/ha. You may write to the breeding station for more detailed information.

SECTION  
COMMUNICATIONS

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requesting station for more detailed information.  
IOM - between 2-3 weeks long. You may write to the  
receiving, now containing 1972 OCT 17 PM 1:09 the whole as  
we do not have precise date determinations on accessions

COMMUNICATIONS SECTION

(4) Origin of variety

originally variety.  
re-selected again at the new sites because an eco-variant of the  
population, being present, or being resistant. Descriptively, the  
new environment would result in changes in flower number, growth  
and characters of inflorescence selection or hybridization under the  
variety a variety has been introduced into a foreign country.

(3) Differences between accessions of the same variety.

ИБИ (French origin): Office of Niger, Kalo bei Masina.  
Demetria.

Султан: Central Agricultural Experiment Station, Nou Zebou, Etat Cover  
South Vietnam: Office of Rice Station, I Phan-Thuan-Cien, Saigon.

You may write to:

We have no information on the stations which bred the varieties. But

from tropical Asia.  
Benconpraj B was selected in 1950 among introductions coming  
selected in Sulan.  
Judging from the names, Bencon Ngeon is from Vietnam: D25-31 was  
variety.  
For each of the varieties, we have more than one accession bred  
in the country of origin.  
All 3 varieties appear to be selections from farmers, varieties

(2) Origin

"Benconpraj" is more likely "Benconpraj B."  
"D\22-31" is more likely "D25-31."  
"Bencon Ngeon" is more likely "Bencon Ngeon."

(1) Name of varieties

The following remarks and explanations may be helpful.

summarily.  
(taken from the IBI variety catalog) is given in the enclosed  
agronomic information on three rice varieties. Relevant information  
Mr. Shiko Okabe of your bank has transmitted your wish to receive

Dear Mr. Butler:

October 10, 1972

250

I note that your Bank do<sup>es</sup> not have our 1970 Catalog of Rice Cultivars and Breeding Lines in the World Collection of the IRRI which describes 8,628 accessions. A copy of the catalog is being sent separately via seammal to your library.

I am providing Mr. Okabe with a copy of the letter with the expectation that he may assist you further on this matter.

Very truly yours,



T. T. Chang  
Geneticist

Mr. Maurits T. Burer  
IBRD  
1818 H St., N.W.  
Washington, D. C. 20433  
U. S. A.

cc: Shiro Okabe, IBRD

TTC/11s



<u>Variety name</u>	<u>IRRI Acc. No.</u>	<u>Seed source or Origin</u>	<u>Tillering</u>	<u>Days from seeding to harvest</u>	<u>Plant height</u>	<u>Grain</u>	<u>Stem borers</u>	<u>Blast</u>
Bentoubala B	5134, 6190	Mali	Inter- mediate	160	170 cm	long, slender	Suscep- tible	Inter- mediate
	6091	Mali via India	Inter- mediate	160	150 cm	long, slender		
D52-37	6068	Guyana via India	Inter- mediate	146	146 cm	long, slender	Suscep- tible	Inter- mediate
	6199	Mali	High	146	172 cm	long, slender		
Puang Ngeon	6354	Chad	Low	135	140 cm	long, slender		Moderately susceptible
	215	Vietnam	Inter- mediate	135	150 cm	long, slender		Susceptible

92e

**OUTGOING WIRE**

TO: CUMMINGS  
RICEFOUND  
MANILA

DATE: OCTOBER 6, 1972

CLASS OF SERVICE: LT  
ITT

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

SWEDEN NOW PREPARED COMMIT ONE MILLION DOLLARS TO ICRISAT USABLE WITHOUT RESTRICTION FOR EITHER CAPITAL OR RUNNING COSTS. FUNDS WOULD BE AVAILABLE FOR DISBURSEMENT IN 1972, 1973 AND INTO 1974. AVAILABILITY WOULD BEGIN AS SOON AS FORMALITIES EXECUTED BETWEEN ICRISAT AND SWEDEN. WE ASKING SWEDISH GOVERNMENT WHAT FORMALITIES IT WISHES AND SUGGESTING SIMPLE NOTIFICATION FROM THEM TO YOU WOULD BE SUITABLE. WE WILL INFORM YOU ANY DECISION THEY TAKE ON THIS POINT. MEANTIME SWEDEN CONTEMPLATING PUBLIC ANNOUNCEMENT ON OR ABOUT NOVEMBER FIRST AND REQUESTS NO PUBLICITY BEFORE THAT ANNOUNCEMENT. REGARDS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Development Services

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HG:ap

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

cc: Dr. Bentley  
Dr. Hardin/Mr. Dale Hathaway,  
Ford Foundation

For Use By Communications Section

Checked for Dispatch: *[Signature]*



ORIGINAL (File Copy)

RE: 25

REFERENCE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

SIGNATURE

DISPATCHED

DEPT

DEVELOPMENT RELATES

NAME

HEROLD H. CLEGG, JR.

OCT 5 1 51 PM 1972

AUTHORIZED BY

COMMUNICATIONS

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CHANGES

REFORM LAWL VIMODISEMENT. BECAME  
 BUREAU VIMODISEMENT ON OR ABOUT NOVEMBER FIRST AND BECAME NO BUREAU  
 AND VIA DECISION THAT LAWL ON THIS POINT. BECAUSE SWEDEN CONSIDERED  
 SINGLE POLITICAL FROM THEN TO NOW WOULD BE BELIEVED. WE MUST IMPLY  
 WE WERE SWEDISH CONSIDERED THAT BELIEVED IN WISER AND SUCCESSFUL  
 WOULD BEGIN VS 2000 VS BELIEVED ESTABLISHED BETWEEN IOWA AND SWEDEN.  
 VARIOUS FOR DISSEMINATION IN 1967. THAT WAS ALSO 1967. VARIOUS  
 MINOR BELIEVED FOR BELIEVED COLLECT OR BELIEVED COSTS. BELIEVED BE  
 SWEDEN NOW BELIEVED BELIEVED ONE BELIEVED BELIEVED TO BELIEVED BELIEVED

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CONTROL: BELIEVED

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DATE: OCTOBER 5, 1972

OPTIONAL FORM NO. 10

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OPTIONAL FORM NO. 10

OPTIONAL FORM NO. 10

OPTIONAL FORM NO. 10

DEPARTMENTAL ROUTING SLIP				Date <i>Sept 29</i>	
DEVELOPMENT SERVICES					
	Mr. Abdi			Mr. Hoffman	
	Mrs. Boskey			Mr. Kaps	
	Mr. Chatenay			Mr. Martin	
	Mr. Demuth			Miss Powell	
	Mr. Elmendorf			Mr. Raphaeli	
	Mr. Escobar			Mr. Riley	
	Mrs. Foulon			Mrs. Williams	
	Mr. Franco-Holguin				
	Mr. Graves			<i>MC Jones</i>	<i>J-1139</i>

*cancel -*

*This can go to Central*

*file, under 12.1.*

*Index*



92e



*IRRI trainees and experts: engaged in a global effort to transform agriculture.*

Photographed by Kishor Parekh

# Los Baños: The Miracle Rice-Makers

**A**T LOS BAÑOS, LAGUNA, 40 miles south of Manila, a distinguished group of scientists drawn from many countries labor silently to improve the quality and quantity of Asia's and the world's *padi* lands. The International Rice Research Institute (IRRI) was set up in 1960 by the Ford and Rockefeller Foundations with the cooperation of the Philippine Government. Within a decade the Institute's scientists have produced a variety of new rice, providing the world's farmers with seeds that stand up better to the climatic conditions they work under

and the pests they have to live with. The scientists have helped to reduce crop times, and provided the means for multiple cropping. At IRRIs the miracle rice-makers not only apply their skills to research on rice, but provide scientists and extension workers from rice-producing regions training in the new techniques of rice production. The effort has largely been unheralded, even though it represents one of the most meaningful exercises in international cooperation. And at Los Baños they work with quiet efficiency, creating new varieties, innovating, experimenting.





*Indian expert Dr. Gurdev Singh Kush works on a new variety of high-yielding rice.*



*In the ceaseless effort to breed new crops, seed beds are carefully observed and analyzed.*





*Taiwan's Dr. S.H. Ou and Filipino colleague check hot-water-treated rice grains which are being dried.*





*At IRRI's experimental farms new, simple agricultural implements and machines are being constantly tested.*



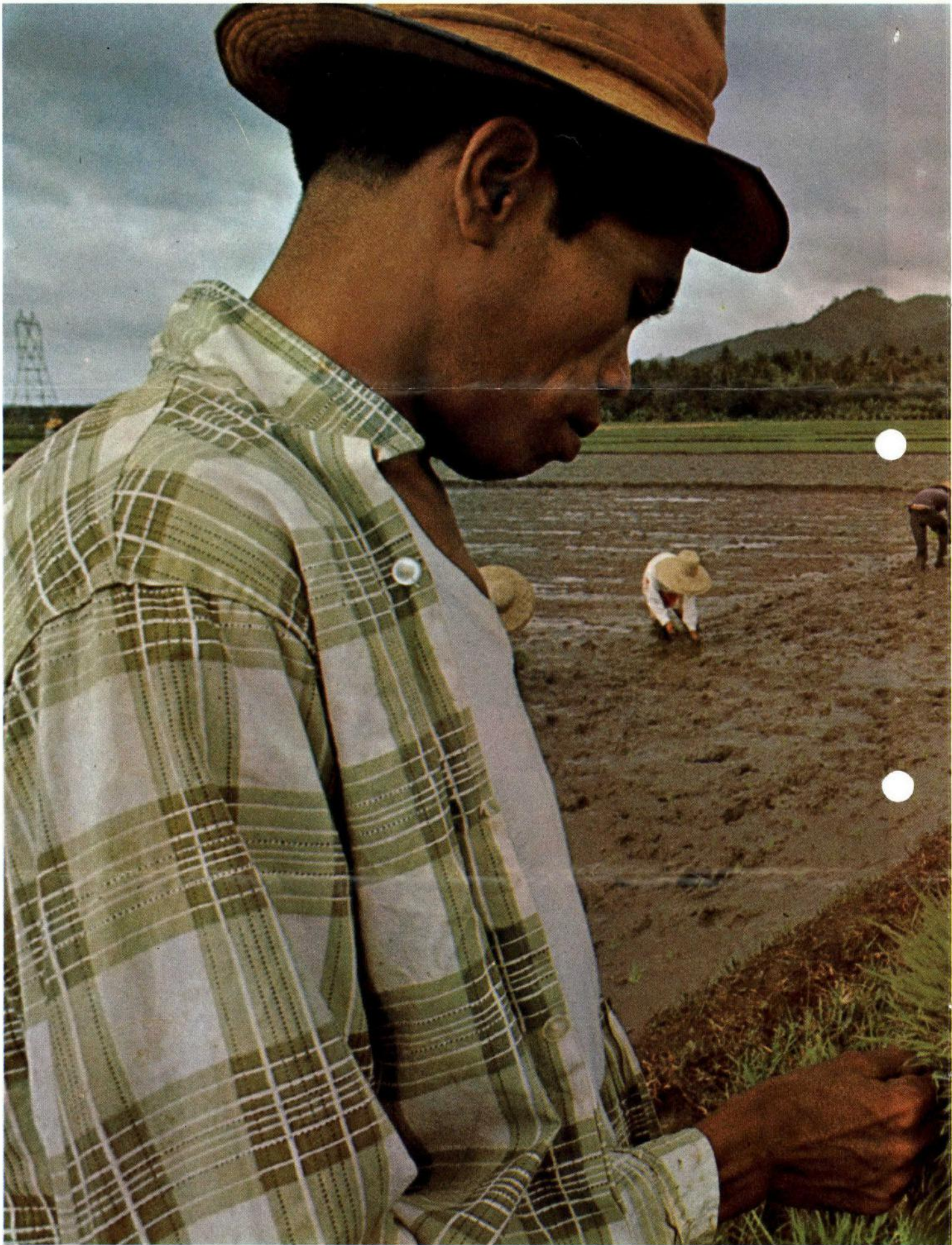
*Dr. Amir Khan, an American citizen, works on a new table thresher with a capacity of 250-350 kg per hour.*





*IRRI's green acres—higher yields for once fallow fields.*





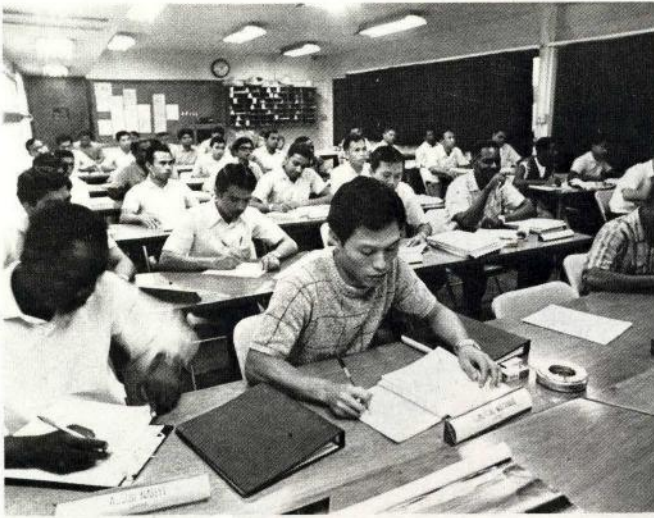
*Scientists from all over Asia come to Los Baños to do agricultural research. Here, overlooking IRRI's experimental paddies, a rice expert*





*from Japan explains the characteristics of a new strain to one of the Institute's Filipino workers.*





Training class at IRRI.

## The Breakthrough in Rice Production

**R**ICE HAS ALWAYS BEEN the staple food for most of Asia. As such it has been the subject of numerous proverbs and folk sayings, superstitions and popular beliefs throughout Asia. Now it is the object of intensive agricultural experimentation at the International Rice Research Institute (IRRI) at Los Baños, adjacent to the College of Agriculture, University of the Philippines.

Until the mid-sixties rice yields in most areas of Asia (excluding, of course, Japan, as most discussions of Asia are apt to do these days) were generally low and rose only slowly. Whatever increases in total output had been obtained were due mainly to the cropping of ever greater areas of land; the use of fertilizers and plant protectants to increase crop yields had had only limited success. By and large, Asian governments were giving only modest financial help to agencies engaged in rice research. There were far too few scientists engaged in coordinated regional efforts to augment rice yields by developing new rice strains which might mature more rapidly, have a higher water tolerance, or be more resistant to disease, insect pests, weeds, rodents, etc.

That at least was the situation in 1960 when the International Rice Research Institute was established. In cooperation with the Government of the Philippines, the Ford Foundation provided funds for IRRI's land, buildings, and initial equipment while the Rockefeller Foundation assigned several of its staff members to the Institute. Both Foundations shared operational and maintenance costs, a burden which the US Agency for International Development began to share in 1970.

Certain of IRRI's activities and accomplishments are well known. IRRI is most famous for the experiments which led to the development of "miracle rice." Its scientists had noted that the tropical rice plant found in most of Asia was generally tall, with long, droopy leaves which caused the plant to lodge or fall over before harvest when fertilization or other modern agricultural and management practices were used. Since rice plants which stay erect until harvest produce a higher yield, the early lodging of the tropical plant resulted in a smaller rice crop than might be hoped for. IRRI scientists therefore sought to develop plants

which could grow well in the tropics and yet which would be short with stiff, upright leaves—plants that would resist lodging no matter how extensively fertilized or intensively managed. Numerous cross-breeding experiments with short Taiwanese strains and tall, strong disease-resistant tropical rice plants resulted in the development of the now famous IR 5 (named in 1966), IR 8 (1967), and IR 20 and IR 22 (1969). Both IR 8 and IR 5 have been grown extensively. In the monsoon season IR 8 and IR 5 may yield from 4 to 5 metric tons per hectare, and in the dry season from 6 to 8 metric tons per hectare. In a number of countries planting of the IRRI-developed strains has resulted in dramatic increases in the average rice yield, bringing some nations to virtual self-sufficiency in rice production. Yet neither of the two early IRRI varieties are particularly pleasing aesthetically or gastronomically. Both IR 8 and IR 5 rice grains tend to be short and rather stubby, with a chalky area termed the "white belly." IR 20 and IR 22 eliminate some of these problems, for not only are the rice grains better-looking—being long and slender—but they have improved cooking and eating characteristics.

Research at IRRI covers many areas. Entomologists have achieved notable success in developing rice varieties which are immune to attack by major insect pests of the Philippines. Agronomists are seeking practical answers to problems of weed control, planting methods, fertilizer use, and water management. Plant pathologists are constantly trying to breed immunity or higher resistance into plants rather than just relying on external applications of fungicides. Chemists are looking for ways to increase the protein content of rice, since an increase of two percent would be enough to protect growing children from malnutrition.

Improved rice seedlings and the greater yields which have resulted from their use have brought the multinational staff of IRRI face to face with other problems. Agricultural engineers at the IRRI center in Los Baños and those who have been trained there and have returned to their home countries are now working on new and better designs for farm machinery which could be inexpensively produced in Asia and sold to farmers for use on relatively small plots of land. IRRI staff and research participants from all over Asia are also working on problems of drying, milling, storing, and marketing the increased rice yields.

IRRI has met enormous success in the sixties. The results of its research and training programs have won widespread praise. But no one can rest on one's laurels. In plotting a role for itself in the seventies, IRRI has decided on a slight shift of focus. It will intensify research on ways to raise average yields. The rice glut that Asia faced this year was unusual and no one can predict for sure if it will be repeated. More than likely there will be increased population pressures on food supplies in the next 10 to 20 years, and land now considered marginal for rice output will have to be more fully utilized. There will be a need to expand economic research and training capabilities as well as to encourage promising agricultural engineering research and development efforts. IRRI will continue to train technicians and scientists, but will gradually shift toward developing higher levels of competence while retaining field experience in actual rice production. As an innovator and pace-setter for rice research in Asia, IRRI has been vital in the sixties. Its role in the seventies will be no less important. □



92e

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

September 27, 1972

Dear Mr. Demuth:

Section 19 of the schedule to the United Nations Privileges and Immunities Act of 1947 which will be applicable to ICRISAT reads as follows:

ON  
i. collige

"In addition to the immunities and privileges specified in Section 18 the Director shall be accorded in respect to himself, his spouse and minor children the privileges and immunities, exemptions and facilities accorded to diplomatic envoys in accordance with international law."

In the above text I have substituted the word director for Secretary General in accordance with what I understand will be the effect of the notification in the Official Gazette when it is issued.

While in India recently I raised the question with the Indian government officials as to the procedure by which this kind of immunities and privileges will be extended. This is something of a new precedent to my knowledge and as of the moment they have no suggestions just how this would be done. In unofficial conversations it was suggested that I might refer the question to you and see if you have any sort of precedent from the Bank's experiences that would suggest how one could go about it. I would presume that there would need to be some special kind of passport or visa but if this is the case one would need to establish appropriate procedures to arrange for the issuance of such documents. If you can advise me on this point I would greatly appreciate it.

Very truly yours,

*Ralph W. Cummings*  
Ralph W. Cummings  
Director

Mr. Richard Demuth  
International Bank for Reconstruction  
and Development  
1818 H St., N.W.  
Washington, D.C. 20433  
U.S.A.

/11d

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COMMUNICATIONS SECTION

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P.S.V.  
MARTINSON, D.C.  
1818 N ST., N.W.  
and Development  
INTERNATIONAL BANK FOR RECONSTRUCTION  
AND DEVELOPMENT

DIRECTOR  
KATHY M. SIMMONS

*Kathy M. Simmons*

Dear Kathy Jones:

As you see on this notice I would be very appreciative if you  
could do something for the issuance of such documents. If you can  
if this is the case one would need to establish appropriate proce-  
dure would need to be some specific kind of basis or at least that  
that would suggest how one could do about it. I would be glad to  
see if you have any sort of precedent from the bank's experiences  
from it was suggested that I might refer the question to you and  
suggestions that how this would be done. In another way, conside-  
r a new precedent to my knowledge and as of the moment they have no  
immunities and privileges will be extended. This is something of  
Government officials as to the procedure by which this kind of  
notice in India recently I raised the question with the Indian

The notification in the Official Gazette when it is issued.  
General in accordance with what I understand will be the effect of  
in the above text I have substituted the word director for secretary

with international law."  
exemptions and facilities accorded to diplomatic envoys in accordance  
with above and which comprise the privileges and immunities  
section 18 of the Director shall be accorded in respect to private  
"In addition to the immunities and privileges specified in

leads as follows:  
and immunities Act of 1947 which will be applicable to ICBI staff  
section 18 of the schedule to the United Nations Privileges

Dear Mr. Deming:

September 21, 1972

INT. AFFAIRS  
MARINA HOTEL, MARINA  
CITY OFFICE

THE PHILIPPINES  
102 BAYAN, MANILA

THE INTERNATIONAL RICE RESEARCH INSTITUTE

MANILA, PHILIPPINES  
P. O. BOX 282  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MAIL ADDRESS:  
RICHMOND, MANILA  
CABLE ADDRESS:

*295*



92e

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

September 26, 1972

Dear Mr. Demuth:

I wish to thank you for your kind letter of September 13. It is good to be assured of your full support as I undertake the ICRISAT venture. I am sure you know how important your ~~continued~~ support and backing is to this most exciting program.

We shall look forward with real pleasure to working with you.

Sincerely yours,

*Ralph W. Cummings*  
Ralph W. Cummings  
Director

Mr. Richard H. Demuth  
Chairman, Consultative Group on  
International Agricultural Research  
1818 H St., N.W.  
Washington, D.C. 20433  
U.S.A.

/11d

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SECTION

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U.S.A.  
Washington, D.C. 20533  
1818 N St., N.W.  
INTERNATIONAL AGRICULTURAL RESEARCH  
SERVICES CONSULTATIVE GROUP ON  
M. KITCHARD H. DENNIS

Director  
KATHY M. CUMMINGS



Sincerely yours,

Yours,

We shall look forward with real pleasure to working with

continued support and backing is to this most exciting program.  
the ICRI/SAI venture. I am sure you know how important you  
it is good to be assured of your full support as I undertake  
I wish to thank you for your kind letter of September 13.

Dear Mr. Dennis:

September 29, 1972

1818 N ST. N.W.  
WASHINGTON, D.C. 20533  
COMMUNICATIONS SECTION

THE PHILIPPINES  
P. O. BOX 281  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MAIL ADDRESS:  
CITY ADDRESS:  
CITY ADDRESS:

THE PHILIPPINES  
LOS BAÑOS, LAGUNA

THE INTERNATIONAL RICE RESEARCH INSTITUTE





*M. Kupa*  
*M. Graves*  
*[Signature]*

## OFFICE MEMORANDUM

TO: Mr. R. Demuth

FROM: L.J.C. Evans

SUBJECT: IRRI - Candidate for post of Director

DATE: September 25, 1972

Following are particulars about Dr. Yoash Vaadia, culled from "Who's Who in Israel" (1968 edition, the latest we could find). We and Ford Foundation should probably check further on him through any contacts we may have.

"VAADIA, Yoash; Biologist; B.Sc.; M.Sc.; Ph.D.; Acting Director, Negev Institute of Arid Zone Research; b. 18.8.31, in Haifa; educ.: University of Calif. (51-58); m. Mary P.; ch.: Jonathan, Gil, Guy, Micha; 58-62: Assistant Prof., Univ. of Calif.; 62-66: Head, Dept. Plant Physiology, Negev Institute; Visiting Lecturer, Hebrew Univ., 63-; Mbr. Brd. Institute for Higher learning, Negev, 63-; publ.: Hydraulics, plant water and salt relationship, development and environmental physiology of plants in relation to arid consumption.  
44 Tamar St. Omer."

LJCEvans:lkt

INTERNATIONAL BANK FOR  
CONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

ROUTING SLIP

Date **AUG. 25 1972**

INCOMING MAIL

Mr. Adler	D630	Mr. Pajmans	D1032
Mr. Aldavereld	A1226	Mr. Rayfield	N434
Mr. Alter	A837	Sir Denis Rickett	A1230
Mr. Baum	C303	Mr. Ripman	C303
Mr. Benjenk	A712	Mr. Rotberg	A1042
Mr. Blaxall	D628	Mr. Stevenson	D532
Mr. Broches	A813	Mr. Twining	N635
Mr. Cargill	A613	Mr. Votaw	A613
Mr. Chadenet	C303	Mr. Wiese	A837
Mr. V. C. Chang	H702	Mr. Williams	B1210
Mr. Chauffournier	C702	Mr. Wright	A1136
Mr. Cheek	C702		
Mr. Chenery	A1221		
Mr. Clark	D928	<i>Mr. Cope</i>	
Mr. Clarke	D1029		
Mr. Cope	B1210		
Mr. Demuth	D1128		
Mr. D. A. de Silva	N635	<i>Control</i>	
Mr. Diamond	D829	<i>File</i>	
Mr. El Emery	A1143		
Mr. Fontein	C602	<i>CGIAR</i>	
Mr. Fowler	A1219		
Mr. Gabriel	H700	<i>ICMISAT</i>	
Mr. Goodman	C602	<i>v-leaf</i>	
Mr. Goreux	N235	<i>ICMISAT</i>	
<del>Mr. Grew</del>	D1122		
Mr. Gutierrez	A1136		
Mr. Hartwich	A712		
Mr. Hayes	D429		
Mr. Henderson	D529		
Mr. Hittmair	A1042		
Mr. Hoffman	D1123		
Mr. Husain	A1013		
Mr. Knapp	A1230		
Mr. Lejeune	A1013		
Mr. Lerdau	D432		
Mr. McNamara	A1230		
Mr. Mendels	A1219		
Mr. Muller	N436		
Mr. Nurick	A802		

From: Communications Section, Room C219, Extension 2023



Consultative Group on International  
Agricultural Research

THE FORD FOUNDATION  
320 EAST 43<sup>RD</sup> STREET  
NEW YORK, NEW YORK 10017

93a  
✓ cc: 92e

INTERNATIONAL DIVISION  
OFFICE OF THE VICE PRESIDENT

August 24, 1972

Mr. Harold Graves  
International Bank for Reconstruction and  
Development  
1818 H Street, N.W.  
Washington, D. C. 20433


Dear Harold:

Attached is a copy of a cable which F. F. Hill (as Chairman of IRRI's Governing Board) sent to all IRRI board members. Frosty is now at Los Banos. While an attempt was made to hold a special meeting of the IRRI board, this was not possible in the time available.

If IRRI's board votes to release Dr. Cummings, we assume that Ralph will become the director of ICRISAT. The executive committee of ICRISAT's board is meeting at Hyderabad August 28 and 29. Presumably there will be more to report following that meeting.

Should Ralph move to Hyderabad, as now appears likely, IRRI's board will need your help in identifying individuals who might be considered to succeed Dr. Cummings at Los Banos. I will be pleased to pass your suggestions along to the IRRI selection committee if you wish.

Sincerely yours,

  
Lowell S. Hardin

Attachment

cc: F. F. Hill, IRRI

AUGUST 18, 1972

BOARD OF ICRISAT NEWLY ORGANIZED INTERNATIONAL CROPS RESEARCH  
INSTITUTE FOR THE SEMIARID TROPICS TO BE LOCATED HYDERABAD INDIA  
SEEK RELEASE CUMMINGS AS DIRECTOR IRRI TO ACCEPT POSITION AS  
DIRECTOR ICRISAT STOP CHAIRMAN OF CONSULTATIVE GROUP ORGANIZED  
BY IBRD, UNDR AND FAO TO HELP FINANCE INTERNATIONAL AGRICULTURAL  
RESEARCH CENTERS CONCURS IN ICRISAT REQUEST STOP CUMMINGS STANDS  
BY COMMITMENT TO IRRI AND WILL NOT REQUEST RELEASE FROM IRRI BUT  
IF RELEASED WILLING TO TAKE ON DIRECTORSHIP ICRISAT STOP BECAUSE  
OF DEMONSTRATED CAPABILITIES PLUS EXPERIENCE AND STANDING IN INDIA  
CUMMINGS RECOGNIZED FROM OUTSET AS TOP POSSIBILITY FOR ICRISAT  
POST STOP NEVERTHELESS ICRISAT BOARD MADE EXTENDED SEARCH FOR  
OTHER SUITABLE CANDIDATES AND ASSEMBLED A FINAL LIST OF FOUR OR  
FIVE PERSONS WITH GOOD QUALIFICATIONS STOP FOR VARIETY OF REASONS  
INCLUDING HEALTH ALL HAVE NOW BEEN ELIMINATED OR HAVE WITHDRAWN  
AND ICRISAT WOULD LIKE IRRI CONSENT TO NEGOTIATE WITH CUMMINGS  
STOP IF CUMMINGS SHOULD TRANSFER TO ICRISAT TASK OF RECRUITING  
SUITABLE SUCCESSOR EVEN FOR GOING ORGANIZATION SUCH AS IRRI WILL BE  
DIFFICULT AND INEVITABLY INVOLVE ELEMENT OF RISK STOP NEVERTHELESS  
EYE PERSONALLY FAVOR APPROVAL ICRISAT REQUEST FOR FOLLOWING  
REASONS STOP ICRISAT IS FIRST NEW CENTER PROPOSED AND ORGANIZED  
BY THE INTERNATIONAL CONSULTATIVE GROUP ESTABLISHED TO FINANCE



UNDERTAKINGS AND IN MY VIEW IT IS VERY IMPORTANT TO IRRI AND OTHER  
EXISTING CENTERS THAT THE ORGANIZATION AND MANAGEMENT OF  
THIS FIRST NEW CENTER BE IN HANDS OF HIGHLY  
COMPETENT EXPERIENCED PERSON STOP IF ICRISAT GETS OFF TO GOOD START  
THIS WILL DO MUCH MY OPINION TO HELP INCREASE AND CONSOLIDATE  
INTERNATIONAL FINANCIAL SUPPORT FOR SUCH CENTERS INCLUDING IRRI  
STOP WILL GREATLY FACILITATE RESOLUTION THIS MATTER IF YOU WILL  
CABLE ME SOONEST CARE FORDMAN MANILA WHETHER YOU ARE AGREEABLE  
OR NOT AGREEABLE TO ADVISING ICRISAT IRRI BOARD WILLING FOR ICRISAT  
OFFER DIRECTORSHIP CUMMINGS STOP IF MAJORITY IRRI BOARD AGREEABLE  
AND IF CUMMINGS ACCEPTS ICRISAT OFFER EYE WILL SUGGEST COMMITTEE  
IRRI TRUSTEES START IMMEDIATE SEARCH FOR SUCCESSOR STOP PLAN GO  
IRRI NEXT WEEK TO ADVISE SENIOR STAFF RE SITUATION AND WILL STAY SUCH  
TIME AS NECESSARY TO WORK OUT WITH CUMMINGS AND OTHERS BEST  
ARRANGEMENTS POSSIBLE FOR MANAGEMENT IRRI WHILE LOOKING FOR  
CUMMINGS SUCCESSOR IF HE GOES ICRISAT STOP GREATLY REGRET  
INSUFFICIENT TIME ARRANGE MEETING IRRI TRUSTEES TO DEAL WITH THIS  
MATTER STOP WILL KEEP YOU INFORMED CONCERNING DEVELOPMENTS STOP  
SUGGEST WE CONSIDER MATTER CONFIDENTIAL UNTIL RESOLVED STOP

REGARDS

HILL

92e.

July 12, 1972

SPECIAL DELIVERY

Dear Sir John:

Here is a proposal from IRRI for a ricelands re-  
search project. It is rather separate from IRRI's  
regular program and budget, which will be coming along  
to you in the next day or two.

Sincerely yours,

Harold Graves

Enclosure -- Proposal for Research to Improve Cropping Systems  
for Rice Growing Areas of the Humid Tropics at  
the International Rice Research Institute

Sir John Crawford  
Vice-Chancellor  
Australian National University  
24 Balmain Crescent  
Acton, A.C.T. 2601  
Australia

cc all members of TAC  
Mr. Peter Oram, FAO, Rome

HG:ap

*John*



Sir John Crawford  
Vice-Chancellor  
Australian National University  
24 Balmain Crescent  
Acton, A.C.T. 2601  
Australia

Prof. Dr. Hassan Ali El-Tobgy  
The Ford Foundation  
P. O. Box 2379  
Beirut, Lebanon

Dr. J. George Harrar  
Room 907  
30 West 54th Street  
New York, New York 10019

Dr. Luis Marcano  
Presidente  
Fundacion Shell  
Apartado 809  
Caracas, Venezuela

Ing. Manuel Elgueta  
Centro Tropical de Ensenanza e Investigacion  
IICA  
Turrialba  
Costa Rica

Dr. Noboru Yamada  
Director  
Research Institute for Tropical Agriculture  
Ministry of Agriculture and Forestry  
Tokyo, Japan

Dr. W. D. Hopper  
International Development Research Centre  
P. O. Box 8500  
Ottawa  
Canada KIG 3H9

Dr. I. E. Muriithi  
Director of Veterinary Services  
Veterinary Research Laboratories  
P. O. Kabete  
Kenya

Dr. J. Pagot  
Directeur-General  
IEMVT  
10 rue Pierre Curie  
94 Maisons Alford (Val-de-Marne)  
France

Dr. L. Sauger  
Directeur  
Centre de Recherches Agronomiques  
Bambey  
Senegal

Dr. H. C. Pereira  
Director  
East Malling Research Station  
Maidstone  
Kent, England

Dr. M. S. Swaminathan  
Director General  
Indian Council of Agricultural Research  
Krishi Bhawan  
Dr. Rajendra Prasad Road  
New Delhi - 1  
India

Professor Dieter Bommer  
Head, Institute for Plant Cultivation and  
Seed Research  
Agricultural Research Center  
Braunschweig-Völkenrode  
Federal Republic of Germany

Mr. Peter A. Oram  
Senior Agronomist  
Policy Advisory Bureau  
Food and Agriculture Organization  
of the United Nations  
Via delle Terme di Caracalla  
Rome 00100, Italy



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Consultative Group on International  
Agricultural Research

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Distribution

Mr. Graves

*Control File*

LT

HAROLD GRAVES

INTBAFRAD WASHINGTONDC

WE AIRMAILED FOURTH JULY 25 COPIES PROPOSED IRRI BUDGET  
ATTN: JAL

CALL LT 25 IRRI

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
LOS BAÑOS, LAGUNA  
THE PHILIPPINES

92e

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

June 2, 1972

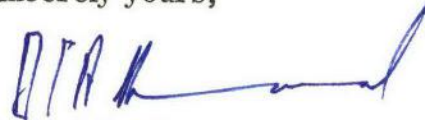
Dear Mr. Graves:

Your letter of May 22 arrived when Dr. Chandler was leaving.

We are now preparing the proposed 1973 budget of the Institute which will be considered for approval by the Executive and Finance Committee of the Board of Trustees on June 30. We shall try our best to send you copies of the approved budget by July 3.

Regards.

Sincerely yours,



D. S. Athwal  
Associate Director

Mr. Harold Graves  
Executive Secretary  
Consultative Group on  
International Agricultural Research  
1818 H St., N. W.  
Washington, D. C. 20433  
U. S. A.

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D. S. A.  
Washington, D. C. 20433  
1818 H St., N. W.  
International Agricultural Research  
Consultative Group on  
Executive Secretary  
Mr. Harold Graves

Associate Director  
D. S. A. [unclear]



Sincerely yours,

Regards,

budget by July 3.  
We shall try our best to send you copies of the approved  
and Finance Committee of the Board of Trustees on June 30.  
Institute which will be considered for approval by the Executive  
We are now preparing the proposed 1973 budget of the

regarding.

Your letter of May 23 arrived when Dr. Chandler was

Dear Mr. Graves:

June 2, 1972

1818 H ST. N.W.  
WASHINGTON, D.C. 20433  
OFFICE

MANILA, PHILIPPINES  
P. O. BOX 283  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MAIL ADDRESS:  
CIFORON, MANILA  
CABLE ADDRESS:

THE PHILIPPINES  
LOS BAÑOS, LAGUNA  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
Agricultural Research  
Consultative Group on International

25.5

92e

May 22, 1972

Dear Dr. Chandler:

Your letter to Mr. Demuth arrived just as he was leaving on business overseas, but he asked me to tell you how pleased he is that you will be coming to International Centers Week.

The mix-up concerning Dr. Hill was my fault. Somehow, I had gotten the impression that he was leaving your Board; it is good to know that he is not.

With respect to the June 30 approval of your budget, let me say that it would help Mr. Demuth and me if we, as well as the major donors, could have a copy of your approved budget as soon as possible.


I am writing you separately about the agenda for International Centers Week, and take note that you are writing me about a hotel reservation for that occasion.

While you are still at IRRI, let me acknowledge a special interest in your Institute: my mother and father spent their honeymoon at Los Banos in 1913.

Sincerely yours,

Harold Graves  
Executive Secretary

Dr. Robert F. Chandler, Jr.  
International Rice Research Institute  
P. O. Box 583  
Manila, Philippines

  
HG:sc



HC:sc

*[Handwritten signature]*

MAY 21 11 14 AM 1972

International Center for  
P. O. Box 283  
International Center for  
Dr. Robert R. Spangler, Jr.

Executive Secretary  
National Council

Dear Mr. Spangler:

I am writing you regarding the  
information that you have provided  
regarding the activities of the  
International Center for  
P. O. Box 283

and the fact that you are  
conducting research on the  
activities of the  
International Center for  
P. O. Box 283

and the fact that you are  
conducting research on the  
activities of the  
International Center for  
P. O. Box 283

and the fact that you are  
conducting research on the  
activities of the  
International Center for  
P. O. Box 283

and the fact that you are  
conducting research on the  
activities of the  
International Center for  
P. O. Box 283

Dear Dr. Spangler:

MAY 23 1972

*[Handwritten initials]*

International Group on  
Constitutional Research

Q3a

P&P

~~CROSS REF~~

RC15

AAZCZC YW929 SMU835 IRI-056/TL-100

URWA HL PHHA 071

MANILA 71 24 1315 - April 24, 1972

Distribution

Mr. Graves

Consultative Group on International  
Agricultural Research

LT

HAGOLD GRAVES

INTBAFRAD WASHINGTONDCUSA

✓ 192e  
CROSS REF: 3d.

ASSUME YOUR CABLE REFERRED TO ASIAN VEGETABLE RESEARCH  
CENTER STOP CHAIRMAN OF BOARD IS T H SHEN COMMA JCRR  
COMMA 37 NAN HAI ROAD COMMA TAIPEI STOP JUST IN CASE  
YOUR REFERRED TO IIRI CHAIRMAN IS F F HILL FORD FOUNDATION  
AND RALPH CUMMINGS WILL BE DIRECTOR AFTER JULY ONE STOP  
IF INVITED YOU SHALL BE PLEASED ATTEND JULY 31 MEETING  
REPRESENTING VEGETABLE CENTER

CHANDLER RICEFOUND

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Consultative Group on International  
Agricultural Research

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Distribution

Mr. Demuth

LT

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DEMUTH EXECUTIVE COMMITTEE IRRI BOARD MEETS

JUNE 30 STOP ANYTIME WEEK JULY 3 SATISFACTORY WITH

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Consultative Group on International  
Agricultural Research

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Distribution

Mr. Demuth

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DEMUTH VIEW SCHEDULE IRRI SOMETIME WEEK JULY THREE COMMA  
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Mr. DeWitt

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International Research  
Committee Group on International

G2e.

Mr. Sterling Wartman  
Vice President  
Rockefeller Foundation  
111 West 50th Street  
New York, N.Y. 10020

March 30, 1972

Dear Sterling:

Please send me copies of the I.R.R.I. Annual Reports for  
the past two or three years.

Also please add my name to your mailing list for the I.R.R.I.  
publications.

Yours sincerely,

Dorris D. Brown

DDBrown: pm

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Donna D. Bloom

Donna D. Bloom

Donna D. Bloom

Donna D. Bloom, Director of the I.R.B.I.

Donna D. Bloom

Donna D. Bloom, Director of the I.R.B.I.

Donna D. Bloom

Donna D. Bloom  
111 West 20th Street  
Brooklyn, New York  
11211

Donna D. Bloom

CSA

Agricultural Research  
Consultative Group on International

February 29, 1972

✓  
IAR-92e  
c Alpha - Int'l Rice Research  
Inst -

Dear Dr. Chandler:

It was very thoughtful of you to have invited Mrs. McNamara and me to the 10th anniversary celebration of the International Rice Research Institute on April 20 and 21. I wish I could be with you, if only to indicate how highly I value the work which has been done by IRRI. Unfortunately, however, I have other commitments which will make it impossible for me to get to Manila for the anniversary celebration.

With kind personal regards,

Sincerely,

**ROBERT S. McNAMARA**

Robert S. McNamara

Dr. Robert F. Chandler, Jr.  
Director  
International Rice Research  
Institute  
P.O. Box 583  
Manila, Philippines

RHD:RSMcN:pay  
February 29, 1972

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БЕРЛИН 30\* 1972  
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Министр Миттлберг  
P.O. Box 283  
Investigative  
International Crime Research  
Director  
Dr. Robert E. Chandler, Jr.

Коретт Э. Мидленге

**INTERNATIONAL CRIME RESEARCH**

Энциклопедия

Мистер Китч персональ режисер

For the international cooperation.  
Миттлберг и Мидленге хотят да работят с Миттл-  
берга, понеже, в неговите публикации и в неговите  
статии, които са били в "ИКИ". Мидленге-  
мистер лон, че онова, което е било в неговите  
публикации от 1971 до 1972. И мистер Китч ре-  
жисер на международната криминална ресерч  
др. Мидленге хотят да работят с Миттлберг  
и неговите статии, които са били в "ИКИ".

Брат др. Чандлер:

Handwritten notes and signatures in the bottom right corner, including the name "Mittlberg" and some illegible scribbles.

БЕРЛИН 30\* 1972

IAR-92e

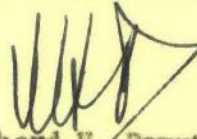
February 25, 1972

Dear Dr. Chandler:

Thank you very much for your invitation to the 10th anniversary celebration of IRRI on April 20 and 21. I wish I could come, to indicate my great admiration for IRRI's work over these 10 years and for your own contribution to that work. Unfortunately, other commitments preclude my attendance. I want to send you, however, my best wishes on what I am sure will be an outstanding occasion.

With kind personal regards,

Sincerely yours,



Richard H. Demuth  
Director  
Development Services Department

Dr. Robert F. Chandler, Jr.  
Director  
The International Rice Research  
Institute  
P.O. Box 583  
Manila, Philippines

RHD:tf



THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. Box 583  
MANILA, PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

February 14, 1972

*cc Alpha-little Rice  
Research Inst.*

Dear Mr. McNamara:

On April 20 and 21, 1972, The International Rice Research Institute celebrates the 10th anniversary of the beginning of its research activities. We cordially invite you and Mrs. McNamara to attend.

The two-day observance will include a symposium on Thursday, April 20. The official Anniversary Convocation will be held on Friday, April 21. Distinguished scientific leaders from several countries will deliver papers related to Rice, Science, and Man. In addition, the Institute's past and current activities will be discussed. We have also prepared special field plots that vividly demonstrate the major scientific achievements of the Institute during its first decade. The enclosed program lists the events we have planned.

I realize that you have been to Asia recently and that it may not be possible for you to come again so soon. However, I want you to know how honored we would feel if you and Mrs. McNamara were here, even though it were only for the Anniversary Convocation on April 21.

Naturally it would be helpful to our arrangements committee to have your reply soon.

With kind personal regards.

Sincerely,



Robert F. Chandler, Jr.  
Director

Mr. Robert McNamara  
President, International Bank for  
Reconstruction and Development  
International Development Association  
1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

/11d  
encl: a/s

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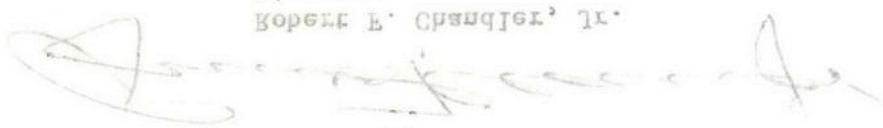
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P.S.V.  
Mazurkovich, D.C. 50433  
1818 N Street, N.W.  
International Delegation Association  
Personnel Section and Delegation  
President, International Bank for  
Mr. Robert M. Williams

Director  
Robert E. Sprangler, Jr.



Director

with kind personal regards.

have long been a member of the International Delegation Association and I am pleased to see that you are also a member. I have been very interested in the work of the Association and I am sure that you will find it very interesting. I have been very interested in the work of the Association and I am sure that you will find it very interesting.

will be glad to attend. The enclosed brochure lists the events we demonstrate the major scientific achievements of the Institute discussed. We have also prepared special reports on the work of the Institute, the Institute, a book and several articles will be published. We will be glad to have you and your family visit us in Washington, D.C. The official scientific reports from several of the two-day observance will include a symposium on the work of the Institute.

we are glad to attend. We are glad to have you and your family visit us in Washington, D.C. The official scientific reports from several of the two-day observance will include a symposium on the work of the Institute.

Dear Mr. Williams:

February 14, 1972

cc Sprangler - Mr. E. Sprangler

Int. 42-81-02  
Mazurkovich, D.C. 50433  
CITY OFFICE:

THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P.O. BOX 182  
MIRI, YAMAGUCHI  
JAPAN  
CABLE ADDRESS:

THE INTERNATIONAL RICE RESEARCH INSTITUTE

146. 256





**symposium/april 20, thursday**

R. W. CUMMINGS, *chairman*

- 8:30 Opening remarks  
R. F. CHANDLER, JR.
- 8:45 IRRI's current research program  
D. S. ATHWAL
- 9:30 IRRI's cooperative projects in Asia  
A. C. McCLUNG
- 10:15 *Coffeebreak*
- 10:45 The new rice technology and rural life in  
the Philippines  
G. T. CASTILLO
- 11:15 Economic consequences of the green  
revolution in Asia  
R. BARKER
- Noon *Lunch*
- 1:30 Outlook for world rice production and trade  
J. N. EFFERSON
- 2:00 Maximizing food production through  
multiple cropping systems centered on rice  
R. BRADFIELD
- 2:45 *Coffeebreak*
- 3:15 The unique capabilities of an international  
agricultural research center  
S. WORTMAN
- 4:00 Presentation of Institute awards  
F. F. HILL
- 4:15 Closing remarks  
R. W. CUMMINGS
- 7:00 *Barrio Fiesta, Social Garden, U.P. College  
of Agriculture*

**anniversary convocation/april 21, friday**

F. F. HILL, *chairman*

- 9:30 Welcome  
President F. E. MARCOS
- 9:45 *The President leaves*
- 10:00 IRRI — The first decade  
R. F. CHANDLER, JR.
- 10:45 Modern rice research in India and its impact  
B. P. PAL
- 11:15 Rice improvement through international  
cooperation  
D. L. UMALI
- 11:45 Emerging opportunities for international  
progress  
J. G. HARRAR
- 12:15 Closing remarks  
F. F. HILL
- 12:30 *Lunch*
- 2:00 *Visit to research plots*
- 4:00 *Depart for Manila*
- 7:00 *Presidential Banquet, Malacañang, Manila*



## the speakers

His Excellency, **F. E. Marcos**, is President of the Republic of the Philippines.

Dr. **D. S. Athwal** is associate director of IRRI.

Dr. **R. Barker** is agricultural economist at IRRI.

Dr. **R. Bradfield**, now with the East-West Center, Hawaii, was formerly head of the multiple cropping program at IRRI.

Dr. **G. T. Castillo** is associate professor in rural sociology, University of the Philippines College of Agriculture.

Dr. **R. F. Chandler, Jr.**, is director of IRRI.

Dr. **R. W. Cummings**, Ford Foundation, is the director-designate of IRRI.

Dr. **J. N. Efferson** is vice chancellor and dean, college of agriculture, Louisiana State University, USA.

Dr. **J. G. Harrar** is president of The Rockefeller Foundation, New York.

Dr. **F. F. Hill**, Ford Foundation, is president of the IRRI Board of Trustees.

Dr. **A. C. McClung**, formerly associate director of IRRI, is the deputy director-general of Centro Internacional de Agricultura Tropical in Colombia.

Dr. **B. P. Pal** is the former director-general of the Indian Council of Agricultural Research.

Dr. **D. L. Umali** is assistant director-general for Asian and Eastern Affairs, FAO Regional Office, Bangkok. He was formerly vice president for agricultural and forestry affairs, University of the Philippines.

Dr. **S. Wortman** is vice president of The Rockefeller Foundation, New York.

THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA  
THE PHILIPPINES

CITY OFFICE:  
MANILA HOTEL, MANILA  
TEL. 49-81-67

CABLE ADDRESS:  
RICEFOUND, MANILA

MAIL ADDRESS:  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. Box 583  
MANILA, PHILIPPINES

February 14, 1972

Dear Dr. Demuth:

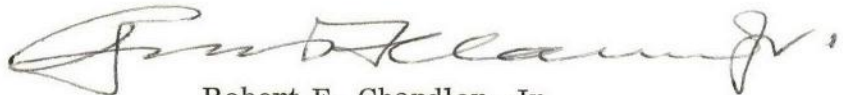
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We hope your organization will provide your air ticket. If not, we are willing to pay for it. A car will meet you at the airport and bring you to Los Baños. You will be the guest of the Institute during the celebration.

We hope that you will be able to come, and, if your schedule will not permit you to be present for the entire celebration, that you will consider attending at least the Anniversary Convocation on April 21. It would be helpful to our arrangements committee to have your reply soon.

Sincerely,



Robert F. Chandler, Jr.  
Director

Dr. Richard D. Demuth  
Director  
Development Services Department  
World Bank  
1818 H Street  
Washington, D. C. 20433  
U. S. A.

/fha



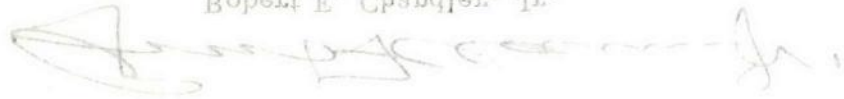
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P. S. A.  
Washington, D. C.  
1818 H Street  
World Bank  
Development Services Department  
Director  
Dr. Richard D. Dennis

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GENERAL INVESTIGATIONS  
FEB 23 10 59 AM 1972

Director

Robert E. Chandler, Jr.



Sincerely,

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We cordially invite you to attend  
celebrates the 10th Anniversally of the beginning of its research activities.  
On April 30 and 21, 1972. The International Rice Research Institute

Best Dr. Dennis:

Berkeley 14, 1972

THE HEADQUARTERS  
GENERAL INVESTIGATIONS  
CITY OFFICE

THE BUREAU  
LOS BANOS, CALIFORNIA

THE INTERNATIONAL RICE RESEARCH INSTITUTE

MAILING BUREAU  
P. O. BOX 127  
THE INTERNATIONAL RICE RESEARCH INSTITUTE  
MAIL ADDRESS:  
GENERAL MAILING  
CABLE ADDRESS:

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**symposium/april 20, thursday**

R. W. CUMMINGS, *chairman*

- 8:30 Opening remarks  
R. F. CHANDLER, JR.
- 8:45 IRRI's current research program  
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- 10:15 *Coffeebreak*
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G. T. CASTILLO
- 11:15 Economic consequences of the green  
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R. BARKER
- Noon *Lunch*
- 1:30 Outlook for world rice production and trade  
J. N. EFFERSON
- 2:00 Maximizing food production through  
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R. BRADFIELD
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- 3:15 The unique capabilities of an international  
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S. WORTMAN
- 4:00 Presentation of Institute awards  
F. F. HILL
- 4:15 Closing remarks  
R. W. CUMMINGS
- 7:00 *Barrio Fiesta, Social Garden, U.P. College  
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**anniversary convocation/april 21, friday**

F. F. HILL, *chairman*

- 9:30 Welcome  
President F. E. MARCOS
- 9:45 *The President leaves*
- 10:00 IRRI — The first decade  
R. F. CHANDLER, JR.
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B. P. PAL
- 11:15 Rice improvement through international  
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progress  
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**Dr. J. G. Harrar** is president of The Rockefeller Foundation, New York.

**Dr. F. F. Hill**, Ford Foundation, is president of the IRRI Board of Trustees.

**Dr. A. C. McClung**, formerly associate director of IRRI, is the deputy director-general of Centro Internacional de Agricultura Tropical in Colombia.

**Dr. B. P. Pal** is the former director-general of the Indian Council of Agricultural Research.

**Dr. D. L. Umali** is assistant director-general for Asian and Eastern Affairs, FAO Regional Office, Bangkok. He was formerly vice president for agricultural and forestry affairs, University of the Philippines.

**Dr. S. Wortman** is vice president of The Rockefeller Foundation, New York.



THE INTERNATIONAL RICE RESEARCH INSTITUTE

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THE INTERNATIONAL RICE RESEARCH INSTITUTE  
P. O. BOX 583  
MANILA, PHILIPPINES

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Consultative Group on International  
Agricultural Research

January 7, 1972

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cross ref: F2.

Dear Peter:

Thank you for your kind letter of December 21. It certainly seems clear that the Asian Vegetable Research and Development Center received significant attention at the Technical Advisory Committee meeting in Rome last October and we do appreciate your group giving it this much attention, after such a late submission of the information.

I have read the discussion on pages 47 and 48 of the report of the TAC meeting and naturally I was pleased with what I read.

We shall indeed be happy to present as complete a proposal as possible to the Technical Advisory Committee at their meeting to be held in Rome, from the 11th to the 14th of April, 1972. I note that you wish to have our material before March 1 and we shall do our best to get this to you.

I believe we have now secured the future services of Dr. Edwin Oyer, who is a vegetable physiologist from Cornell University. He is at present head of the Cornell University team at the College of Agriculture of the University of the Philippines here in Los Baños. He and his wife have adapted themselves extremely well to living abroad and his personality, background and ability make him highly suitable to take my place as director of the Vegetable Center after the Center has been built and gotten underway.

If I interpreted your letter correctly you do not wish for any of us to come to Rome to present the case for the Vegetable Center, but rather you would prefer that we submit a written

c.c. Dr. H. Graves, IBRD, Washington



Dr. Peter Oram. . .  
January 7, 1972

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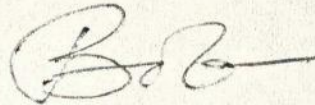
description of the Center, its program and its financial needs for the next five years.

If you do wish for either Ed Oyer or me to appear in Rome we shall be glad to do it. The decision is, of course, yours.

You will be receiving our report around March 1.

With kind personal regards and best wishes for the new year.

Sincerely yours,



Robert F. Chandler, Jr.  
Director

Dr. Peter A. Oram  
Secretary, Technical Advisory  
Committee  
Food and Agriculture Organization  
of the United Nations  
Via delle Terme di Caracalla  
00100-Rome, Italy

/11d



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