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Series: Central Files

Dates: 01/13/1972 - 02/21/1973

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G - 3

CIMMYT

1972/74

Vol. I



1760371

A2003-012 Other #: 75

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Consultative Group on International Agricultural Research [CGIAR] - G-3 - International
Maize and Wheat Improvement Center [CIMMYT] - 1972 / 1974 Correspondence -

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Form No. 635
(5-73)

THIS FILE IS CLOSED AS OF

Feb. 28, 1975

FOR FURTHER CORRESPONDENCE PLEASE SEE

Vol. TT

RECORDS MANAGEMENT SECTION

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FROM: MEXICO

Distribution

FEB 28 11 42 AM 1973

Mr. Graves

COMMUNICATIONS
SECTION

FEBRUARY 28, 1973

ATTN MR HAROLD GRAVES

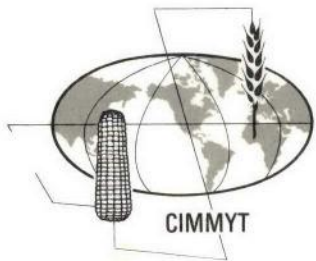
RE CIMMYT

PLEASE SEND DIRECTLY TO OUR AUDITORS PRICE WATERHOUSE Y CIA. -
MEXICO TELEX 1772579 AN ANALYSIS OF GRANT/CONTRACT PAYMENTS
MADE AND ANY OTHER ITEMS CHARGED OR CREDITED TO CIMMYT DURING
1972.

PRICEWATER MEXO

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T



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

Lagos

Feb. 21 1973

Dear Harold:

Mike Ruddy performed a useful purpose at Bellagio, and there were surprising few changes in the draft.

It is our understanding you will now get CG approval of the document.

However, if you want the Centers to make use of the document in their 1974 Budgets, you will need to circulate the latest draft, with Ruddy's changes, before March 15. Our 1974 Budget will go to the ^{Committee} Trustees for approval by March 20.

Cordially

Harold

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1973 FEB 28 11:23

COMMUNICATIONS SECTION

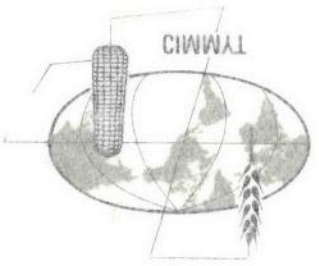
as follows:
 The first part of the report
 was prepared by the author
 and the second part by the
 author and the author's
 colleagues. The report
 contains a detailed description
 of the work done during
 the period from 1971 to
 1972. The report is
 divided into two parts:
 the first part describes
 the work done during
 the period from 1971 to
 1972, and the second
 part describes the work
 done during the period
 from 1972 to the present.
 The report is written in
 Spanish and is intended
 for the use of the
 author's colleagues.

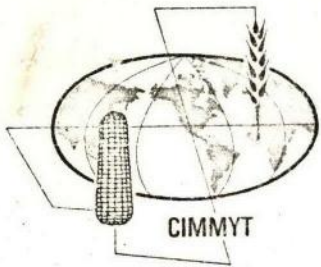
2002
 18-2-73

F. D. F.,
 Director,
 CIMMYT
 Mexico, D. F.

INTERNATIONAL WHEAT AND WHEAT IMPROVEMENT CENTER

CENTRO INTERNACIONAL DE MELJORAMIENTO DE MAIZ Y TRIGO





CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

February 8, 1973

Mr. Harold Graves
Consultative Group Secretariat
1818 H Street N. W.
Washington, D. C. 20433

Dear Mr. Graves:

CIMMYT is organizing an unusual program briefing for a small, invited list of visitors, April 3-9, 1973. Those invited include:

- Consultative Group Secretariat.
- TAC Secretariat.
- Representatives of CIMMYT's 9 donors.
- Members of TAC.
- Members of CIMMYT Trustees' Program Committee.

By this letter, CIMMYT invites you to attend this "Presentation Week". For donors, we invite any staff member designated by his organization.

In advance of your replies, we are anticipating a group of participants ranging 8-15.

For those who indicate they can come, CIMMYT will make hotel reservations, arrange travel within Mexico, and airport transportation.

As you will see on the enclosed schedule, Dr. Borlaug and his wheat staff are prepared to receive you at Obregon, Sonora state, on the Pacific coast, for a 24-hour visit; Dr. Sprague and his maize staff will receive the party at Poza Rica, the tropical lowland station in Veracruz state on the Atlantic coast; and our headquarters staff at El Batán, 45 kilometers from Mexico City, elevation 7300 feet, will brief you on their work on the high plateau.

It is possible to attend part of the program and not all.

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1973 FEB 27 AM 10:39

COMMUNICATIONS
SECTION

We need to know by March 15 whether you are coming, in order to be sure of air transport and hotel space. If you let us know after March 15, we will try to arrange it, but we cannot be sure of accommodations within Mexico, especially the air schedule to Obregón.

So, we would like to hear from you. Your answer should include:

- (1) Can you come, or for donor agencies, will someone (name) from your organization come?
- (2) Do you plan to stay for the entire program? If not, can you estimate the elements you plan to join?

After your flight schedule to Mexico has been determined, we need your arrival flight, in order to meet you at Mexico City airport.

Hope you can join us.

Sincerely yours,



Haldore Hanson
Director General

HH/mph

Enclosures:

Program
Invitation List.

*This refers to the
event to which we hope you
can send 1 agricultural
officer & 1 administration
officer. H.H.*

CIMMYT "Presentation Week"
The Preliminary Program, April 3-9, 1973

- April 2 Participants arrive Mexico City by own flight arrangement. CIMMYT will use Hotel Geneve (medium price) and Hotel Marfa Isabel (higher price).
- April 3-4 (Tue-Wed) Participants will fly round trip, Mexico City-Ciudad Obregon, site of CIMMYT's winter wheat nurseries.
- Tuesday, fly Mexico-Obregon, Flight AM100, 07:15-09:25.
Wednesday, fly Obregon-Mexico, Flight AM101, 15:15-19:35.
- One full day for briefings in the fields by Dr. Borlaug and staff. Temperature about 80 degrees F. in Obregon.
- Spend one night at Motel Costa de Oro in Obregon, arranged by CIMMYT.
- April 5-6 (Thu-Fri) Round trip by air conditioned bus, Mexico City-Poza Rica, site of CIMMYT's tropical, lowland maize research station.
- Thursday, 5-hour bus trip, 08:00-13:00 to Poza Rica.
Friday, return bus trip, 14:00-19:00, to Mexico City.
- One full day of briefings by Dr. Sprague and staff in the fields. Temperature about 90 degrees F.
- One night in a Poza Rica air conditioned hotel, arranged by CIMMYT.
- April 7 (Sat) Half day visit to CIMMYT Headquarters, 45 kilometers NW of Mexico City. Bus trip, one hour each way.
- Briefing on CIMMYT laboratories, 6 experiment stations, overall program, and administration.
- Lunch at CIMMYT's guest house.
- Afternoon free in Mexico City.
- April 8 (Sun) Program by participant's choice. CIMMYT can arrange trips to Pyramids (90 minutes north of city), Anthropological Museum (rated by some as best in the world), Ballet Folklórico (Sunday morning performance), drive around Markets and Parks, full of Mexican families on Sunday.

CIMMYT "Presentation Week"
Preliminary Program April 3-9, 1973

Page 2

April 9
(Mon) CIMMYT's annual Trustees Meeting, at El Batán, 09:00-18:00, with lunch at CIMMYT Guest House. All participants in "Presentation Week" are invited to attend this first day of Trustees Meeting, open to visitors. The business session on April 10 is closed to visitors.

CIMMYT "Presentation Week", April 3-9, 1973

Invitation List

	<u>Estimated attendance on field trips</u>	<u>Estimated attendance at Trustees Meeting</u>
(1) Consultative Group Secretariat Harold Graves and staff	2	2
(2) TAC Secretariat, Rome Peter Oram and staff	1	1
(3) CIMMYT donors:	3-5	7
a) Rockefeller Foundation John A. Pino		
b) Ford Foundation Lowell S. Hardin		
c) USAID, Washington Joel Bernstein		
d) IBRD-IDA Harold Graves		
e) Germany Werner Treitz		
f) Denmark DANIDA, Ministry of Foreign Affairs, Copenhagen		
g) UNDP, New York William Mashler		
h) IDRC, Ottawa David Hopper		
i) CIDA, Ottawa George Dion		
j) Inter-American Development Bank Alfred C. Wolf		
(4) TAC members (13)	1-3	1-3
(5) CIMMYT Trustees Program Committee Guy Camus, France, Chairman Leonel Robles, Mexico M.S. Swaminathan, India	2-3	2-3
	<u>Totals</u>	
	<u>9-14</u>	<u>13-16</u>

CIMMYT's Visitors Service

We will make hotel reservations in Mexico City for those who request it, and can select either a medium price or higher price hotel, as you request.

The Visitors Service meet planes in Mexico City for those who notify us their arrival time, and we will see that all are transported to the hotel at departure.

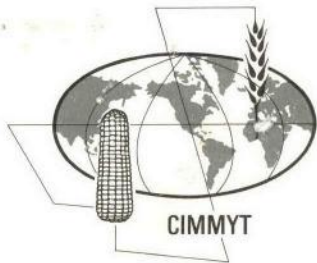
We ask you to let us know by March 15:

- (1) Are you coming, or in case of donors, will someone be coming from the organization?
- (2) Name(s) of participants.
- (3) Is hotel reservation needed in Mexico City, and have you a choice of price?
- (4) Your arrival flight in Mexico City (when available).
- (5) Will you be staying for the entire program? If not, can you estimate the parts of the program you will share?

Send your reply by letter or cable to:

(Mail) Visitors Service, CIMMYT, Box 6-641, Mexico 6, D.F. Mexico.
(Cable) CENCIMMYT, Mexico.

92b



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

TO THE INVITEES TO THE WHEAT SEMINAR AT CIMMYT

JANUARY 22-26, 1973

Dear Colleague:

We should like, via this letter, to thank all of you who have answered signifying your willingness and ability to attend the seminar. Only minor modifications have been necessary in the program and we feel that it is now in its final form. A copy is enclosed.

We are also enclosing a copy of the invitee list which has undergone some change occasioned by oversight on our part or inability, in a few cases, to identify the particular person best able to represent a certain area of endeavour related to the deliberations. We apologize for this.

In a number of cases there will be some difficulty in obtaining visas to Mexico. In the case of citizens of countries of the Western Hemisphere, it is felt that visas and visitors permits can be readily obtained. Please ask for a tourist visa where applicable. If in doubt, consult nearest Mexican Embassy or Consulate. You will need small-pox vaccination up to date.

In the case of certain of those invitees coming from countries of the Eastern Hemisphere, tourist visas will be required and we will endeavour to arrange for these in Mexico and have them available at a Mexican Embassy near you. A form is enclosed, which we would ask you to fill out in order to make the necessary arrangements. This form must be returned immediately, since a prolonged government holiday in the Christmas season in Mexico shortens the time available.

Visitors from the Eastern Hemisphere should have valid yellow fever, smallpox and cholera inoculation or vaccination.

For those passengers whose flight plan takes them through points in the United States, even in transit, all citizens of countries other than the USA and Canada, will require a U.S. visa. This is a recent ruling.

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1977 DEC -4 8:11:02

COMMUNICATIONS SECTION
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WASHINGTON, D.C. 20330

TO: THE SECRETARY OF THE AIR FORCE
FROM: THE SECRETARY OF THE AIR FORCE

SUBJECT: [Illegible text]

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1977 DEC 28 10:11

TO THE SECRETARY OF THE AIR FORCE



2.

We are arranging accomodation here at El Batan for most of the members of the seminar. This greatly simplifies the transport problem to and from Mexico City. In a few cases, invitees are bringing their wives; we will arrange hotel accomodations or in a few cases accomodation at the guest house in El Batan. In other special cases hotel space can be arranged.

When final arrangements have been made for air travel, we would appreciate being advised of flight time arrival so that we may arrange to meet all relevant flights and provide transportation to El Batan. We are enclosing a copy of instructions for visitors arriving at the International Airport Mexico City.

Since it is some distance from the airport (about 45 minutes) your arrival can be more pleasant if your flight plan can be so scheduled that you arrive in daylight hours.

enclosures - 5
Revised program
Invitee list
Form for visa
Flight card
Visitors arrival information

Please send all correspondence to:
Dr. R. Glenn Anderson
Wheat Seminar/CIMMYT
Apartado Postal 6-641
Mexico 6, D.F.

'nml

THE ROLE OF CIMMYT THROUGH THE 1970's
IN FURTHERING
INTERNATIONAL WHEAT, TRITICALE AND BARLEY
RESEARCH AND PRODUCTION

MONDAY, JANUARY 22, 1973

Morning Session

General Chairman
Haldore Hanson
Director General of CIMMYT

9:00 A.M. - 9:05 A.M.

Welcome by Director General

9:05 A.M. - 9:15 A.M.

Official Opening of Conference

Oscar Brauer
Under Secretary
Ministry of Agriculture and
Livestock - Mexico

9:15 A.M. - 9:45 A.M.

"The Background of International Collaboration in
Cereal Research and Production Programs"

J. George Harrar
President Emeritus
The Rockefeller Foundation

9:45 A.M. - 11:00 A.M.

"The Changing World Needs for Food in the 1970's"

- (i) Projected demographic change, as it relates to food needs.
- (ii) Cereals - Present consumption and deficits and projected needs.
- (iii) Land and water resources available for closing the food production gap.

Donald Paarlberg
Director of
Agricultural Economics
U.S. Department of Agriculture

11:00 A.M. - 11:15 A.M.

Coffee

11:15 A.M. - 12:00 A.M.

Discussion

12:00 A.M. - 2:00 P.M.

Lunch

Afternoon Session

Chairman :
E.J. Wellhausen
Agricultural Adviser to
Rockefeller Foundation and
First Director General of
CIMMYT

2:00 P.M. - 3:00 P.M.

"The Role of Genetic, Agronomic and Plant Protection
Research in Increasing Yield, Nutritional Value and
Production in Cereals"

M.S. Swaminathan
Director General of the
Indian Council of Agricultural
Research

3:00 P.M. - 3:30 P.M. Discussion
 3:30 P.M. - 3:45 P.M. Coffee Break
 3:45 P.M. - 4:45 P.M. "Economic and Scientific Strategy Required for the Early Adoption of Improved Technology Leading to Rapid Agricultural Development"
 T. W. Schultz
 Professor Emeritus
 University of Chicago
 4:45 P.M. - 5:15 P.M. Discussion

TUESDAY, JANUARY 23, 1973

Morning Session

Chairman:
 Paul C. Mangelsdorf
 Professor Emeritus
 Harvard

9:00 A.M. - 9:45 A.M.
 "CIMMYT's Past Role, Present Position and Future Challenges"
 Norman E. Borlaug
 Director of CIMMYT Wheat Program
 9:45 A.M. - 10:00 A.M.
 Discussion Relating to CIMMYT's Small Grain Program Orientation.

CIMMYT Research, Training and Production Programs - Where We Stand and Our Future Goals

Work Session I

10: A.M. - 10:45 A.M.
 4 Lead Discussants:
 "Genetic Improvement of Spring and Winter Bread Wheats and Durum Wheat"
 General Introduction R. Glenn Anderson 15 minutes

Bread Wheat

- (i) Yield - per unit area, stability, climatic adaptation and fit to cropping rotations
 Arthur Klatt 10 minutes
- (ii) Protection - Disease and insect resistance
 Sanjaya Rajaram 10 minutes
- (iii) Quality - Industrial and nutritional
 Arnaldo Amaya 10 minutes

10:45 A.M. - 11:00 A.M. Coffee Break
 11:00 A.M. - 12:00 A.M. Open Discussion
 12:00 A.M. - 2:00 P.M. Lunch

Afternoon Session

Chairman:
Walter Kugler
Technical Director
Instituto Nacional de Tecnología
Agropecuaria - Argentina

Work Session II

2:00 P.M. - 2:45 P.M.

Durum Wheat

4 Lead Discussants:

- | | | | |
|-------|---|------------------|------------|
| (i) | Introduction | George Varughese | 15 minutes |
| (ii) | Yield - per unit area, stability, climatic adaptation and fit to cropping rotations | Marco Quiñones | 10 minutes |
| (iii) | Protection | J. Mike Prescott | 10 minutes |
| (iv) | Quality | Arnoldo Amaya | 10 minutes |

2:45 P.M. - 3:45 P.M.

Open Discussion

3:45 P.M. - 4:00 P.M.

Coffee Break

Work Session III

4:00 P.M. - 4:40 P.M.

Barley

4 Lead Discussants:

- | | | | |
|-------|---|-------------------|------------|
| (i) | Introduction | W.L. McCuiston | 10 minutes |
| (ii) | Yield - per unit area, stability, climatic adaptation and fit to cropping rotations | Aristeo Acosta | 10 minutes |
| (iii) | Protection | Enrique Rodriguez | 10 minutes |
| (iv) | Quality | Eva Villegas | 10 minutes |

4:40 P.M. - 5:30 P.M.

Open Discussion

WEDNESDAY, JANUARY 24, 1973

Morning Session

Chairman:
Richard Bradfield
Professor Emeritus
Cornell University

Work Session IV

9:00 A.M. - 9:45 A.M.

"Agronomic Research"

- | | | | |
|--|--|--|------------|
| | General Introduction by Chairman | | 15 minutes |
| | "Cultural Practices to Maximize Yields Under Rainfed and Irrigated Conditions" | | |

4 Lead Discussants:

- | | | | |
|-------|---|---------------|------------|
| (i) | Moisture conservation and utilization, including weed control | Walter Nelson | 10 minutes |
| (ii) | Research on plant nutrient needs | Bill Wright | 10 minutes |
| (iii) | The Wheat-forage animal cropping system | John Doolette | 10 minutes |

- (iv) Tillage and other agronomic practices
in the wheat - follow sequence

Floyd Bolton 10 minutes

9:55 A.M. - 10:45 A.M. Open Discussion
10:45 A.M. - 11:00 A.M. Coffee Break

Work Session V

11:00 A.M. - 11:30 A.M.

"The Role of Other Agricultural Chemicals in Maximizing
Yields; in Protecting the Crop in the Field and the
Grain in Storage"

2 Lead Discussants:

(i)	Herbicides	Torrey Lyons	15 minutes
(ii)	Fungicides, Insecticides & Rodenticides	Alejandro Ortega	15 minutes

11:30 A.M. - 12:00 A.M. Open Discussion
12:00 A.M. - 2:00 P.M. Lunch

Afternoon Session

Work Session VI

Chairman:
F. F. Hill
Adviser on Agriculture to
The Ford Foundation

2:00 P.M. - 2:45 P.M.

Triticale

4 Lead Discussants:

(i)	General Introduction	Frank J. Zillinsky	15 minutes
(ii)	Yield	Edward N. Larter University of Manitoba	10 minutes
(iii)	Protection	Santiago Fuentes	10 minutes
(iv)	Quality	Eva Villegas	10 minutes

2:45 A.M. - 3:45 P.M. Open Discussion
3:45 A.M. - 4:00 P.M. Coffe Break

Work Session VII

Chairman:
Ady Raul da Silva
Coordinator Northern Wheat
Program
Ministry of Agriculture - Brazil

4:00 P.M. - 4:30 P.M.

"Seed Production"

2 Lead Discussants:

- (i) Improved seed - An essential input for increasing production

Ahmet Demirlicakmak
Wheat Research & Training Centre
Turkey

15 minutes

- (ii) Developing programs and training personnel for seed multiplication and distribution

J. E. Douglas
Associate Field Director
Rockefeller Foundation
India

15 minutes

4:30 P.M. - 5:15 P.M.

Open Discussion

THURSDAY, JANUARY 25, 1973

Morning Session

Chairman:
E. C. Stakman
Professor Emeritus
University of Manitoba

Work Session VIII

9:00 A.M. - 9:40 A.M.

Organizing Cereal Production Campaigns

4 Lead Discussants:

- (i) Technological Aspects of Cereal Production Change

Ignacio Narvaez
Director, Extension
Secretariat of Agriculture
of Mexico

10 minutes

- (ii) The Role of Cereals in Multiple Cropping
Drik Leeuwrik 10 minutes
- (iii) Economic Aspects of Cereal Production Change
Don Winkelmann 10 minutes
- (iv) Managing the Production Program
Robert D. Havener
Director of ALAD
Ford Foundation
Lebanon 10 minutes

9:40 A.M. - 10:30 A.M. Open Discussion
10:30 A.M. - 10:45 A.M. Coffee Break

Work Session IX

10:45 A.M. - 11:45 A.M.

"International Collaboration"

5 Lead Discussants:

- (i) Distribution of genetic material:
Segregating Populations and Uniform International
Yield and Screening Nurseries and the Reporting
of Data
Armando Campos 20 minutes
- (ii) Regional Evaluation of Germplasm
Gerbrand Kingma
Ford Foundation
Lebanon 10 minutes
- (iii) Regional Disease and Insect Surveillance
Eugene E. Saari
Ford Foundation
India 10 minutes
- (iv) Regional Seminars
Abdul Hafiz
FAO
Regional Coordinator
Egypt 10 minutes
- (v) Collection of Germplasm
Keith W. Finlay 10 minutes

11:45 A.M. - 12:30 A.M.	Open Discussion
12:30 A.M. - 2:00 P.M.	Lunch
2:00 P.M. - 3:00 P.M.	Afternoon tour through the campus grounds of the National College of Agriculture and National Institute of Agricultural Research
3:00 P.M. - 5:00 P.M.	Continue tour to Pyramids of Teotihuacan

NOTE 1: Chairmen of the various sessions are requested, with assistance of their rapporteurs, to have their session reports in the hands of the Drafting Committee by 2:00 PM of January 25.

NOTE 2: Drafting Committee of 8 members will meet Thursday afternoon to prepare a statement on the program priorities for CIMMYT small grain improvement through the 1970's. The draft will be reproduced Friday morning and presented for discussion by the workshop starting at 11:30 AM, Friday.

FRIDAY, JANUARY 26, 1973

Morning Session

Work Session X

Chairman:
Francisco Cardenas
Director, Instituto Nacional
de Investigaciones Agrícolas - México

9:00 A.M. - 9:15 A.M.

"Physiology" - Physiologic research as a tool in improving yield potential

R. Anthony Fischer

9:15 A.M. - 9:45 A.M. Open Discussion

Work Session XI

Chairman:
Ralph W. Cummings
Director
ICRASAT
India

9:45 A.M. - 10:15 A.M.

Training and Scientists Exchange

- (i) Practical training for junior scientists and identification of scientists of outstanding talent deserving opportunity for graduate training

John Lindt 15 minutes

(ii) Opportunities for senior scientists of National Programs to participate in the CIMMYT core research program, brief orientation visits of Educators and Research and Government Administrators to CIMMYT and opportunities for post-doctoral training fellowships.

Ernest W. Sprague 15 minutes

10:15 A.M. - 11:15 A.M. Open Discussion
11:15 A.M. - 11:30 A.M. Coffee Break

PLENARY SESSION

Chairman:
Haldore Hanson

11:30 A.M. - 12:30 A.M.

Presentation of Summary Report by Chairman of
Drafting Committee

12:30 A.M. - 2:00 P.M.

Lunch

2:00 P.M. - 3:30 P.M.

Open Discussion of Summary Report

3:30 P.M. - 5:00 P.M.

Closing Statements

INVITATION LIST FOR CIMMYT WHEAT-BARLEY-TRITICALE

WORKSHOP, JANUARY 1973

1) Speakers and special discussants	7
2) CIMMYT Trustees	6
3) Host Government of Mexico	3
4) CIMMYT headquarters staff	19
5) Other International Agricultural Centers	5
6) Participants from governments of developing countries	18
7) International technical assistance personnel working on wheat-barley-triticales	32
8) Participants from agencies financing assistance on wheat-barley-triticales	18

TOTAL (omitting duplications) 101

1) Speakers and Special discussants

R. Bradfield
J. G. Harrar
P. C. Mangelsdorf
D. Paarlberg
T. W. Schultz
E. C. Stakman
M. S. Swaminathan

2) CIMMYT Trustees

Oscar Brauer
Guy Camus
Lowell Hardin
Leonel Robles
M. S. Swaminathan
Sterling Wortman

3) Host government of Mexico

Oscar Brauer
Francisco Cardenas
Ignacio Narvaez

4) CIMMYT headquarters staff

Arnoldo Amaya	Alejandro Ortega
R. Glenn Anderson	Marco Quiñones
Norman E. Borlaug	Sanjaya Rajaram
Armando Campos	Enrique Rodriguez
Keith W. Finlay	Ricardo Rodriguez
Anthony Fischer	Ernest W. Sprague
Santiago Fuentes	Evangelina Villegas
Haldore Hanson	Don Winkelmann
M. M. Kohli	Frank J. Zillinsky
John Lindt	

5) Other International Agricultural Centers

ALAD - Robert D. Havener
CIAT - U. J. Grant
ICRISAT - Ralph W. Cummings
IITA - H. A. Albrecht
IRRI

6) Participants from governments of developing countries

Asia

India	M.S. Swaminathan M.V. Rao
Pakistan	S.A. Qureshi
Iran	H. Kaveh
Turkey	A. Demirlicakmak

Mediterranean

E.A.R.	M.M. Sadek E.H. Talaat
Libya	M. Zehni
Tunisia	H. Mouaffek A. Daaloul
Algeria	N. Kadra
Morocco	

Tropical Africa

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Ethiopia	Dagnatchew Yirgou

Latin America

Guatemala	A. Fumagalli
Brazil	Ady Raul Da Silva
Argentina	Walter Kugler
Chile	Ignacio Ramirez
Ecuador	P. Larrea

Invitation list
No. 4

7) International technical assistance personnel working on
wheat-barley-triticale

Asia

India	E.E. Saari	(FF)
	J.E. Douglas	(RF)
Lebanon	Drik Leeuwrik	(FF/CIMMYT)
Turkey	A. Demirlicakmak	
	B.C. Wright	(RF)
	J.M. Prescott	(RF/CIMMYT)
	A. Klatt	(RF/CIMMYT)
	F. Bolton	(OSU-RF Project)

Mediterranean

Lebanon	Robert D. Havener	(FF/ALAD)
	Gerbrand Kingma	(FF/ALAD)
Tunisia	Torrey Lyons	(FF/CIMMYT)
	George Varughese	(FF/CIMMYT)
	John Doolette	(FF/CIMMYT)
	Piero Bronzi	(FF)
	A. Daaloul	
Algeria	Willis McCuistion	(FF/CIMMYT)
	Walter Nelson	(FF/CIMMYT)
	Herb Floyd	(FF/CIMMYT)
	F. Plouin	(FF/CIMMYT)
Morocco	James Bell	(USAID)
	Aristeo Acosta	(USAID/CIMMYT)
	William Hall	(USAID/CIMMYT)
	Carl Ferguson	

Western Hemisphere

Mexico	Ignacio Narvaez	(Government of Mexico)
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Invitation list
No. 5

U.S.A.	Warren Kronstad	(RF/Oregon Project)
	R.F. Eslick	(Montana State)
	James Quick	(N.Dakota)
	V. A. Johnson	(University of Nebraska)
Canada (Univeristy of Manitoba)	E.N. Larter	(CIDA/Triticale Project)
	L.H.J. Shebeski	(U. Manitoba)
	R.C. McGinnis	(U. Manitoba)
Brazil	J. Gibler	(Massey-Ferguson Fecotrigo)

8) Participants from agencies financing assistance in wheat-barley-triticale

CIDA, Canada	(1)	
Ford Foundation	(2)	Lowell Hardin F.F. Hill
Germany	(1)	
Inter-American Development Bank	(1)	
IBRD Consultative Group Secretariat	(3) (1)	Goerge Darnell or James Fransen
TAC	(1)	Peter Oram
FAO	(2)	A. Hafiz W.M. Tahir
IDRC, Canada	(1)	J. Hulse
Rockefeller Foundation		J.A. Pino E.J. Wellhausen Sterling Wortman Ralph J. Cummings
USAID		Omer J. Kelley

CIMMYT WHEAT -BARLEY -TRITICALE WORKSHOP

Mexico, January, 1973

- A) If you have an official or diplomatic passport, your visa will be issued immediately at the Mexican Consulate in your country. If there should be no Mexican Consulate or Embassy in your country, you may stop en route at any Mexican Consulate and obtain your visa. The following are 4 addresses of Mexican Consulates where you may obtain a visa:

NEW YORK	8 East 41st Street
PARIS	9 Rue de Longchamp
LONDON	8 Halkin Street
LOS ANGELES	125 East Sunset Boulevard

- B) If you have a special or ordinary passport, CIMMYT will request your visa to avoid further delay. Please complete the following information for each passport:

Complete name _____
(as it appears in your passport)

Type of Passport _____
(No. of passport)

Date of Birth _____

Place of Birth _____

Present Address _____

I wish to pick up my visa at the Mexican Consulate in:

(City and Country)

NOTE: For those passengers whose flight plan takes them through points in the United States, even in transit, all citizens of countries other than the USA and Canada, will require a U.S. visa. This is a recent ruling; therefore, please check this in order for you to get a US visa if needed.

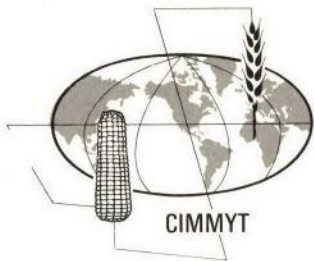
PLEASE RETURN THIS FORM IMMEDIATELY. WE WILL SEND YOU A CABLE AS SOON AS YOUR VISA IS CONFIRMED.



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - G-3 - International Maize and Wheat Improvement Center [CIMMYT] - 1972 / 1974 Correspondence - Volume 1		Barcode No. 1760371		
Document Date 23 January, 1973	Document Type Memorandum			
Correspondents / Participants To: Mr. Robert Jones From: Harold Graves				
Subject / Title Transfer of Funds to Centro Internacional de Mejoramiento de Maiz y Trigo (CIMMYT)				
Exception(s) Financial Information d				
Additional Comments		<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>Withdrawn by Tonya Ceesay</td><td>Date 01-Dec-15</td></tr></table>	Withdrawn by Tonya Ceesay	Date 01-Dec-15
Withdrawn by Tonya Ceesay	Date 01-Dec-15			



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

MEMORANDUM

January 20, 1973.

TO: Harold Graves

FROM: Haldore Hanson, CIMMYT. *NH*

SUBJECT: CIMMYT's Cash Flow 1973, and IBRD grant disbursements.

You asked for a memo explaining CIMMYT's calculation of cash flow in 1973, and what size payment we needed from IBRD in January. I recommended to you the full IBRD million to be paid in January.

I attach a paper labelled "Revised 1973 budget". This is a paper we gave our Trustees at a meeting on January 5, 1973.

I also attach 3 worksheets prepared by Osler, and labelled Tables 1, 2, and 3.

I interpret the information as follows:

(1) We are discussing only core unrestricted funds, and excluding Core restricted funds (for example, UNDP funds for High Lysine Maize, Canadian funds for Triticale, and RF funds for Plan Puebla). We are also excluding special grants for outreach.

Our Trustees have asked donors to contribute \$ 4,785,000 toward the core unrestricted program in 1973. We also estimate other income at \$ 348,000, and this will be applied toward core unrestricted program. Thus total expenditures in our calculations for Core unrestricted program will be \$ 4,785,000 plus \$ 348,000 or \$ 5,133,000.

(2) In Table 1, Osler has calculated the timing of receipts toward this \$ 5,133,000. This table assumes an IBRD payment of \$ 1 million in January.

It also assumes a first quarter payment by USAID of \$ 375,000 on March 15, 1973. It assumes a German payment of \$ 125,000 in January, and does not show any other payment from Germany, because we have yet received no information.

RECEIVED

1973 JAN 29 AM 10:27

COMMUNICATIONS
SECTION

M E M O R A N D U M

TO: Harold Graves

FROM: Haldore Hanson, CIMMYT.

(3) In Table 2, Osler has calculated the timing of disbursements of this \$ 5,133,000.

The total of Table 2 is increased by \$ 214,700 to allow for the following "tied up" funds:

- (a) Advance to IIE for guarantee of contract.
- (b) Payment of taxes to the Government of Mexico, subject to refund at end of year.
- (c) Working funds advanced to experiment stations in Mexico, and not yet covered by expenditure report.
- (d) Working funds advanced to CIMMYT employees and not yet covered by expense reports.

Thus total disbursements shown on Table 2 are \$ 5,133,000 plus \$ 214,700 equals \$ 5,347,710.

(4) Table 3 gives the balance between income and outgo.

(5) Interpreting Table 3 requires some care. For example:

January shows a favorable balance at end of month of \$ 1.4 million, and this will probably be true. But as of January 20, we have received no funds from Ford Foundation, IBRD, and West Germany, and we are presently carrying a deficit of over \$ 300,000, by borrowing from restricted grants. From experiences like this, which happen at least two or three times a year, we adopt the objective for cash flow that we should have in the bank on the first day of each month enough cash from our "core unrestricted budget" to meet the expenses for that purpose, during the month.

We started January with zero, and we are still not above zero.

February is a good month. We start with \$ 1.4 million and disburse \$ 733,000.

March is a good month. We start with \$ 695,000 and disburse \$ 343,000.

M E M O R A N D U M

TO: Harold Graves

FROM: Haldore Hanson, CIMMYT.

If we were to accept the IBRD payment in two installments of \$ 500,000 each, in January and July, we could not meet our payments in March.

April: If the USAID payment of \$ 375,000 scheduled in March, is not received in March, we will not have enough funds in the bank on April 1, to meet our April disbursements.

May: OK. We start the month with \$ 741,000 and disburse \$315,000.

June: A tight month. We start with \$ 446,000 and disburse \$ 315,000. If we had not received the full IBRD \$ 1.0 million before June, and did not receive both the USAID payments in March and April, we cannot meet our bills in June.

Now look at the last column in Table 3, labelled "Balance". This shows a deficit every month from August to December. Thus reflects (1) unpledged funds of \$ 660,000, and (2) \$ 215,000 in "tied up" funds.

(6) On the basis of this calculation, I hope you are able to recommend the IBRD payment of \$ 1.0 million in January.

Attachments (4).

HH:cc

REVISED 1973 BUDGET (\$ 000 U. S. Dlls.)

	Presented at Int'l. Center's Week August 1972	Revised Dec. 31, 1972.
1. <u>Expenses</u>		
<u>Core Operations, Unrestricted</u>		
Wheat	1,003	1,003
Maize	1,009	976 ^{1/}
Sorghum	31	----- ^{2/}
Economics	211	211
Experiment Stations	409	409
General Service Laboratories	81	81
Information Services	193	193
Library	22	22
General Administration	1,055	1,055
	<hr/>	<hr/>
Sub - Total	4,014	3,950
<u>Core Operations, Restricted</u>	1,066	1,338 ^{3/}
<u>Capital</u>	1,183	1,183
	<hr/>	<hr/>
Total Core Expenses	6,263	6,471
<u>Minus Other Income</u>	252	348 ^{3/}
	<hr/>	<hr/>
Net Core Expenses	6,011	6,123
Footnotes:		
^{1/} Maize Program reduced \$ 33,000 by incorporation of new Assistant Maize Training Officer in UNDP Grant.		
^{2/} Sorghum Program covered by new Canadian IDRC Special grant.		
^{3/} Increase due to special grants received since International Center's Week.		
2. <u>Donor Pledges Required to Meet Full Program.</u>		
Net Core Expenses (above)		6,123
Less Core Operations, Restricted Funds already contracted		<hr/> 1,338
Net New Funds Required		4,785
3. <u>Donor Pledges Received.</u>		
<u>Core Operations, Unrestricted</u>		
Ford Foundation		750
Rockefeller Foundation		750
IBRD		1,000
US AID		1,500
		<hr/> 4,000
Sub - Total Pledges Received		4,000
Net Deficit		785
4. <u>Possible Supplemental Pledges Reported by the Consultative Group Secretariat.</u>		
BID (in pesos, for capital program available in 1973 and beyond)		600
Germany (250 carryover from 1972 and possible new appropriation in 1973 of same magnitude)		500
IBRD (residual donor)		500
		<hr/> 1,600

TABLE 1. ASSUMED 1973 CORE UNRESTRICTED INCOME BY MONTHS

Received During	Ford Foundation	IBRD	Rockefeller Foundation	US AID	West Germany	Other Income	Unpledged Balance	Monthly Total Income
January	300,000	1,000,000	488,250		125,000			1,913,250
February			19,250					19,250
March			19,250	375,000		87,000		481,250
April	150,000		19,250	375,000				544,250
May			19,250					19,250
June			19,250			87,000		106,250
July	150,000		19,250	375,000				544,250
August			19,250					19,250
September			19,250			87,000		106,250
October	150,000		19,250	375,000				544,250
November			19,250					19,250
December			69,250			87,000		156,250
TOTAL:	750,000	1,000,000	750,000	1,500,000	125,000	348,000	660,000	5,133,000

January 20, 1973.

TABLE 2. 1973 PROJECTED CORE UNRESTRICTED EXPENSES & COMMITMENTS.

During Month	Estimated Expenditures Core Operating	Estimated Expenditures Core Capital	Total Core Unrestricted Funds Required in month.
January	454,507	50,000	504,507
February	483,000	250,000	733,000
March	242,507	100,000	342,507
April	537,000	100,000	637,000
May	242,507	72,000	314,507
June	242,507	72,000	314,507
July	536,507	72,000	608,507
August	242,507	72,000	314,507
September	251,000	72,000	323,000
October	448,000	72,000	520,000
November	242,507	72,000	314,507
December	242,161	179,000	421,161
TOTAL:	4,164,710 <u>1/</u>	1,183,000	5,347,710 <u>2/</u>

1/ 4,164,710 minus "tied up" funds (214,710) plus 1,183,000 = \$ 5,133,000.

2/ 5,347,710 minus "tied up" funds (214,710) = \$ 5,133,000.

January 20, 1973.

TABLE 3. 1973 PROJECTED CIMMYT CORE UNRESTRICTED CASH FLOW

Month	Balance or Deficit Beginning of Month	Received During Month <u>1/</u>	Total Funds Available	Total Expenditures <u>2/</u>	Balance or (Deficit)
January	---	1,913,250	1,913,250	504,507	1,408,743
February	1,408,743	19,250	1,427,993	733,000	694,993
March	694,993	481,250	1,176,243	342,507	833,736
April	833,736	544,250	1,377,986	637,000	740,986
May	740,986	19,250	760,236	314,507	445,729
June	445,729	106,250	551,979	314,507	237,472
July	237,472	544,250	781,722	608,507	173,215
August	173,215	19,250	192,465	314,507	(122,042)
September	(122,042)	106,250	(15,792)	323,000	(338,792)
October	(338,792)	544,250	205,458	520,000	(314,542)
November	(314,542)	19,250	(295,292)	314,507	(609,799)
December	(609,799)	156,250	(453,549)	421,161	(874,710) <u>4/</u>
TOTAL:		4,473,000 <u>3/</u>	5,347,710		

1/ See Table 1.

2/ See Table 2.

3/ Plus 660,000 unpledged = \$ 5,133,000.

4/ Equals unpledged balance (660,000) plus "tied up" funds (214,710).

January 20, 1973.

January 12, 1973

Dear Hal:

We talked on the telephone yesterday about Joel Bernstein's inquiry asking whether it would inconvenience CIMMYT if all of the USAID contribution to CIMMYT were for running expenses. This morning, I talked with John Pino to confirm your understanding that Rockefeller Foundation funds could be used with sufficient flexibility that they, together with the expected grant from the World Bank Group, could cover CIMMYT's capital budget for 1973. Pino did confirm that Rockefeller funds could be used with this much flexibility; and I have informed Bernstein that CIMMYT would not be inconvenienced if all USAID funds for CIMMYT in 1973 were understood as being applied to running expenses.

Sincerely yours,

Harold Graves

Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Center
Apdo. Postal 6-641
Londres 40
Mexico 6, D. F.

cc: Dr. Joel Bernstein
Dr. John Pino

HG:apm

H.S.W.

92b

Files

January 8, 1973

Harold Graves

CIMMYT Review Documents

By the time of Visitors' Week at CIMMYT, four pieces of documentation will be available: (1) the report of the wheat seminar in January 1973; (2) the report of the maize conference in December 1972; (3) the report of the administrative review panel of December 1972; and (4) the report of an in-house program review to be held in the first part of 1973.

cc. Mr. Evans
Mr. Franssen
Dr. Dion

HG

HG/jk

M. C. J.

Ann W

only - CIMMYT

Huber

Agenda Item
Executive and Finance Committee
New York, January 5, 1973.

Subject: Financial Review

CIMMYT does not yet have a final report on 1972 expenditures, but as an interim paper for discussing the 1973 and 1974 outlook, we attach the following financial information:

- Table 1. Tentative closing statement, 1972.
- Table 2. Revised budget, 1973, and Summary of Pledges.
- Table 3. Cash flow situation 1973.
- Table 4. Proposed framework for 1974 budget.

TABLE 1. TENTATIVE CORE UNRESTRICTED CLOSING
STATEMENT, 1972. (U. S. Dlls.)

<u>Expenses</u>	<u>Revised Budget At Trustees Meeting May 1972</u>	<u>Estimated 1972 Expenses</u>
<u>Operating</u>		
Wheat	801,000	809,000
Maize	814,000	714,200
Economics	119,000	69,000
Experiment Stations	340,000	431,000
General Serv. Labs.	81,000	67,900
Information Services	186,000	159,200
Library	24,000	18,750
General Administration	955,000	990,000
Sub - Total	3,320,000	3,259,050
<u>Capital</u>	955,000	994,950
Total Expenses	4,275,000	4,254,000
<u>Minus Other Income</u>	302,000	281,000
Net Expenses	3,973,000	3,973,000
<u>Donor Funds</u>		
Ford Foundation	1,033,000	1,033,000
Rockefeller Foundation	750,000	750,000
IBRD	1,000,000	1,000,000
US AID	1,090,000	1,090,000
Consultative Group	100,000	100,000
Sub - Total	3,973,000	3,973,000
Net Balance *	-----	-----

* Carryover of working funds of \$ 92,000 at beginning and end of 1972 is excluded from table.

TABLE 2. REVISED 1973 BUDGET (\$ 000 U. S. Dlls.)

	Presented at Int'l. Center's Week August 1972	Revised Dec. 31, 1972.
<u>1. Expenses</u>		
<u>Core Operations, Unrestricted</u>		
Wheat	1,003	1,003
Maize	1,009	976 ^{1/}
Sorghum	31	----- ^{2/}
Economics	211	211
Experiment Stations	409	409
General Service Laboratories	81	81
Information Services	193	193
Library	22	22
General Administration	1,055	1,055
Sub - Total	4,014	3,950
<u>Core Operations, Restricted</u>	1,066	1,338 ^{3/}
<u>Capital</u>	1,183	1,183
Total Core Expenses	6,263	6,471
<u>Minus Other Income</u>	252	348 ^{3/}
Net Core Expenses	6,011	6,123
Footnotes:		
^{1/} Maize Program reduced \$ 33,000 by incorporation of new Assistant Maize Training Officer in UNDP Grant.		
^{2/} Sorghum Program covered by new Canadian IDRC Special grant.		
^{3/} Increase due to special grants received since International Center's Week.		
<u>2. Donor Pledges Required to Meet Full Program.</u>		
Net Core Expenses (above)		6,123
Less Core Operations, Restricted Funds already contracted		1,338
Net New Funds Required		4,785
<u>3. Donor Pledges Received.</u>		
<u>Core Operations, Unrestricted</u>		
Ford Foundation		750
Rockefeller Foundation		750
IBRD		1,000
US AID		1,500
Sub - Total Pledges Received		4,000
Net Deficit		785
<u>4. Possible Supplemental Pledges Reported by the Consultative Group Secretariat.</u>		
BID (in pesos, for capital program available in 1973 and beyond)		600
Germany (250 carryover from 1972 and possible new appropriation in 1973 of same magnitude)		500
IBRD (residual donor)		500
		1,600

TABLE 3. CIMMYT PROJECTED CASH FLOW FOR 1973.

CORE UNRESTRICTED DONOR INCOME													
Date	F. F.	IBRD	R. F.	US AID	Other Income	Unpledged Balance	Cumulative Income	% Total Funds Received Cumulative by months	Core Oper. Exp. & Commitments Cumulative	Cumulative Capital Requirements Apportioned by time of need	Total Fund Requirements	% of Total Funds Required Cumulated by months ^{3/}	Cash Balance or (Deficit) by months
Jan. 31	300,000	250,000	488,250				1,038,250	20.2	454,507	50,000	504,507	10.2	533,743
Feb. 28			19,250	375,000			1,432,500	27.9	937,014	300,000	1,237,014	24.1	195,486
Mar. 31			19,250		87,000		1,538,750	30.0	1,179,521	400,000	1,579,521	30.8	(40,771)
Apr. 30	150,000	250,000	19,250	375,000			2,333,000	45.5	1,716,028	500,000	2,216,028	43.2	116,872
May 31			19,250				2,352,250	45.8	1,958,535	572,000	2,530,535	49.3	(178,285)
June 30			19,250		87,000		2,458,500	47.9	2,201,042	644,000	2,845,042	55.4	(386,542)
July 31	150,000	250,000	19,250	375,000			3,252,750	63.4	2,737,549	716,000	3,453,549	67.3	(200,799)
Aug. 31			19,250				3,272,000	63.7	2,980,056	788,000	3,768,056	73.4	(496,056)
Sept. 30			19,250		87,000		3,378,250	65.8	3,231,827	860,000	4,091,827	79.7	(713,577)
Oct. 31	150,000	250,000	19,250	375,000			4,172,500	81.3	3,679,676	932,000	4,611,676	86.8	(439,176)
Nov. 30			19,250				4,191,750	81.6	3,922,183	1,004,000	4,926,183	96.0	(734,432)
Dec. 31			69,250		87,000		4,348,000	84.7	4,164,710	1,183,000	5,347,710 ^{2/}	105.9	(999,710)
TOTAL:	750,000	1,000,000	750,000	1,500,000	348,000	785,000	5,133,000	100.0					

^{1/} Includes operating costs for year apportioned equally by month plus estimated "tied-up" funds.

^{2/} Includes "tied-up" funds: IIE Advance - \$ 58,000, Mexican taxes - \$ 56,710, Travel and rotating advances - \$ 100,000 = \$ 214,700.

^{3/} In relation to budget total of \$ 5,133,000.

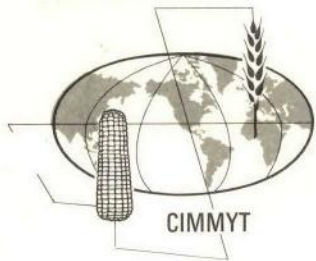
TABLE 4. PROPOSED SIZE OF 1974 CIMMYT BUDGET
(\$ U. S. 000)

	<u>1973</u>	<u>1974</u>
1. <u>Core Operations Unrestricted</u>		
Wheat	1,003	
Maize	976	
Economics	211	
Experiment Stations	409	
General Service Laboratories	81	
Information Services	193	
Library	22	
General Administration	<u>1,055</u>	
Sub - Total	3,950	4,226 <u>1/</u>
2. <u>Capital</u>		
Sub - Total	1,183	462 <u>2/</u>
3. <u>Less earned Income</u>		
Sub - Total (net core unrestricted)	348	348 <u>3/</u>
4. <u>Core Restricted</u>		
(i. e. Special Projects in Mexico)	1,338	1,338 <u>3/</u>
5. Special Projects Outside Mexico	<u>1,740</u>	<u>1,740 <u>3/</u></u>
Grand Total	7,863	7,418

1/ Increase based on estimated 7 % global increase. Line items to be worked out with staff before Trustees Meeting, April 1973.

2/ As presented Center's Week, August 1972.

3/ 1974 presently estimated same as 1973.



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.

Apdo. Postal 6-641

Cable: CENCIMMYT

December 22, 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N. W.
Washington, D. C. 20433

Dear Harold:

I enclose two copies of a CIMMYT calendar which has now been approved by the Trustees Executive Committee.

I hope it is possible for the Consultative Group Secretariat to time the visit of its two-man review panel to CIMMYT during the period April 3-7, 1973 because it was primarily for the convenience of the Secretariat that we have scheduled our Presentation Week.

I presently expect to be in Washington on Thursday, January 4, and would like to call on you either for lunch or in the afternoon. I shall telephone you that day.

Cordially,

Haldore Hanson
Director General

HH/mph
Enclosures: Calendar

CIMMYT
December 18, 1972

CIMMYT Schedule of Program Reviews, 1972-1977

This paper will outline a 5-year schedule of Program Reviews at CIMMYT, for the benefit of Trustees and Donors.

(1) CIMMYT produces two cycles of research crops a year, and the best time to observe CIMMYT progress is when these two crops are nearing harvest, or approximately:

October 1-15
April 1-15.

(2) CIMMYT plans to use these two periods for annual program reviews: the October 1-15 period for a private, in-house review, and the April 1-15 period for an open "Presentation Week", followed by the annual Trustees Meeting.

(3) The private, in-house review began in 1972. Each year hereafter it will consist of the following events:

- a) Field trips during October 1-15 by CIMMYT senior staff to review the research crops at three of CIMMYT's research stations: Poza Rica (low elevation tropical maize), Toluca (high elevation summer wheat), and El Batán for CIMMYT's headquarters research in triticale, barley, and sorghum, and a review of Headquarters facilities.
- b) A series of Saturday seminars restricted to CIMMYT senior staff.
- c) A report by December 31 to CIMMYT Trustees, commenting on research in the current year, and the proposed targets in the following year.

(4) "Presentation Week", and Annual Trustees Meeting (April 3-10, 1973) will include the following events:

- a) The first Tuesday-Wednesday in April (April 3-4, 1973) will be devoted to a field trip for invited guests by commercial airline from Mexico City to Obregón, where CIMMYT conducts its low elevation, winter wheat research at CIANO station, 2,000 kilometers northwest of Mexico City. Here CIMMYT's 12-man

wheat staff will explain their current research in the field, including bread wheat, durum wheat, triticale, and barley. The Obregón round trip requires two days and the visitors will spend one night at a motel in Obregón City.

- b) Thursday-Friday of the first week of April (April 5-6, 1973) will be devoted to a field trip by CIMMYT bus from Mexico City to Poza Rica, CIMMYT's tropical, low elevation maize research station in Veracruz state, near the Gulf of Mexico. Here CIMMYT's 12-man maize staff will explain their current research in the field. The Poza Rica station offers maize growing conditions similar to those of southeast Asia, tropical Africa, and the tropical lowlands of Latin America. The Poza Rica round trip requires two days and the visitors will spend one night at a hotel in Poza Rica city. The visitors return the evening of April 6, 1973 to CIMMYT Headquarters and will be housed in CIMMYT dormitory.
- c) Saturday morning, April 7, 1973, will be devoted to a tour of CIMMYT headquarters facilities, including the protein laboratory, animal feeding laboratory, seed houses, and greenhouses.
- d) Sunday, April 8, 1973, the CIMMYT Trustees Executive and Finance Committee will meet at the CIMMYT Guest House, 9 a.m., and the visitors who remain from Presentation Week will be given a tour by CIMMYT bus of the Teotihuacan pyramids, the Diego Rivera murals at Chapingo, and several pre-Columbian or colonial sights.
- e) Monday, April 9, 1973, CIMMYT Board of Trustees will begin their annual meeting, open to donors and Consultative Group Secretariat. There will be an all-day briefing by CIMMYT staff, and a preview of the 1974 budget and program, in the CIMMYT Board Room.
- f) Tuesday, April 10, 1973, CIMMYT Trustees will hold an executive session to review and approve the 1974 program and budget, and take up other annual business.

Note: Those invited to "Presentation Week" include:

Consultative Group Secretariat (IBRD).
TAC Secretariat (FAO) and TAC members.
CIMMYT Trustees Program Committee.
Donor representatives.

(5) External Program Review Panel

CIMMYT invited a 4-man international panel to spend one week at CIMMYT, April 24-28, 1972, interviewing the staff, inspecting research fields, and preparing a report to the Trustees and Donors.

The report of this Panel is now available through the Consultative Group office in Washington, or through CIMMYT.

The next external program review is proposed in 1976, after an interval of four years. During intervening years, the report of the private in-house review is expected to serve the same purpose.

(6) External administrative review

CIMMYT invited a 3-man international panel to review CIMMYT's administration during December 11-15, 1972 and to prepare recommendations for the improvement of CIMMYT's general services, personnel administration, and financial administration.

CIMMYT staff prepared a 150-page briefing book for the Panel, and the Panel wrote a 29-page report to CIMMYT Trustees.

The report of this review will be made available to donors at the 1973 International Centers Week.

CIMMYT has no plans for repeating this external panel review of administration, but the Consultative Group Secretariat plans to send a team to participate in CIMMYT's Presentation Week, and to review the CIMMYT program and administration. Their report will serve the same purpose as the external review.

(7) Long range programming seminars

CIMMYT has scheduled a seminar of about 80 persons to meet at CIMMYT headquarters January 22-26, 1973 to review the progress in wheat improvement in Asia, Africa, and Latin America, and to discuss the needs for continuing wheat improvement in the 1970's.

A drafting committee at this conference is expected to produce a report on "Wheat Improvement for the 1970's", which will serve as a long range programming guide to CIMMYT for the next five or more years.

A similar seminar on long range programming for maize improvement in the 1970's is scheduled at CIMMYT in January 1974.

It is expected that this type of long range programming review will be needed about every five years.

(8) Calendar 1972-1977

CIMMYT's program reviews during 1972-1977 are summarized on the attached calendar.

Attachment

December 18, 1972

Calendar for CIMMYT Program Reviews 1972-77

	1972	1973	1974	1975	1976	1977
1) In-house program review	Oct-Dec	Same	Same	Same	Same	Same
2) Presentation Week *	None	April 3-7	Same week	Same week	Same week	Same week
3) Annual Board of Trustees meeting *	June 15-17	April 8-10	Same week	Same week	Same week	Same week
4) Centers Week *	July 31-Aug 4	Same week	Same week	Same week	Same week	Same week
5) External Program Review Panel	April 24-28	None	None	None	Jan 2nd week	None
6) External Administrative Review Panel	Dec 11-15	None	None	None	None	None
7) Long range Programming Seminars:						
Wheat *	None	Jan 22-26	None	None	None	None
Maize *	None	None	Jan 22-26	None	None	None

Starred = Open to donors and Secretariat. The Annual Trustees meeting consists of one day devoted to open review, with donors invited, and one day closed for executive session.

CIMMYT
December 18, 1972

CIMMYT Schedule of Program Reviews, 1972-1977

This paper will outline a 5-year schedule of Program Reviews at CIMMYT, for the benefit of Trustees and Donors.

(1) CIMMYT produces two cycles of research crops a year, and the best time to observe CIMMYT progress is when these two crops are nearing harvest, or approximately:

October 1-15
April 1-15.

(2) CIMMYT plans to use these two periods for annual program reviews: the October 1-15 period for a private, in-house review, and the April 1-15 period for an open "Presentation Week", followed by the annual Trustees Meeting.

(3) The private, in-house review began in 1972. Each year hereafter it will consist of the following events:

- a) Field trips during October 1-15 by CIMMYT senior staff to review the research crops at three of CIMMYT's research stations: Poza Rica (low elevation tropical maize), Toluca (high elevation summer wheat), and El Batán for CIMMYT's headquarters research in triticale, barley, and sorghum, and a review of Headquarters facilities.
- b) A series of Saturday seminars restricted to CIMMYT senior staff.
- c) A report by December 31 to CIMMYT Trustees, commenting on research in the current year, and the proposed targets in the following year.

(4) "Presentation Week", and Annual Trustees Meeting (April 3-10, 1973) will include the following events:

- a) The first Tuesday-Wednesday in April (April 3-4, 1973) will be devoted to a field trip for invited guests by commercial airline from Mexico City to Obregón, where CIMMYT conducts its low elevation, winter wheat research at CIANO station, 2,000 kilometers northwest of Mexico City. Here CIMMYT's 12-man

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YELLOW

926

21 December, 1972.

Dr. R. Glenn Anderson,
Wheat Seminar/CIMMYT,
Apartado Postal 6-641,
Mexico 6 DF,
Mexico.

Dear Dr. Anderson,

Further to Harold Graves' letter of December 13, I am planning to attend the opening day of the Wheat Seminar. As I shall be down in Mexico on other World Bank business I think it would be simplest if I made my own way to CIMMYT on Sunday January 21, where I would appreciate accommodation at El Batan for the nights of January 21 and 22. My visa etc., will be taken care of here.

Looking forward to meeting with you once more.

Sincerely,

G. F. Darnell
Adviser - Agriculture Department

GFDarnell:mal

c.c. Mr. H. Graves

Originals (Incoming letter plus Program)
forwarded to Central files

G2b

December 21, 1972

Dear Hal:

Two news notes:

1. The Germans report that it is administratively impossible to make the 1972 grant you discussed with Treitz on his recent visit to CIMMYT. Instead, they will carry 800,000 Deutsche mark (worth \$250,000 at current rates of exchange) over into their 1973 budget for CIMMYT. The 1973 budget may be approved in March.

I am rather sure that this does not preclude the possibility of an additional German grant to CIMMYT in 1973; and your discussions with Treitz in October may already give you the basis for knowing whether this is so. If the point needs confirmation, however, I can ask Treitz about it at the TAC meeting in February, unless you wish to know earlier or would rather make this inquiry yourself. Let me know your wish.

2. Guy Baird reports that USAID finally has worked out procedures whereby USAID disbursements to CIMMYT will be made in advance, on a quarterly basis. No doubt the USAID people will be in touch with you about this soon if they have not already communicated with you.

With best wishes for the holiday season to you and Bernie,

Sincerely,

Harold Graves

Mr. Haldore Hanson, Director General
International Maize and Wheat
Improvement Center
Apdo. Postal 6-641
Londres 40, Mexico 6, D. F.

HG/jk

Handwritten signature

El Batán
December 15, 1972

Report of
CIMMYT's External Administrative Review Panel
December 11-15, 1972

Panel Members:

Jose D. Drilon, Jr., Chairman
Kieran M. Bracken
William P. Gormbley

Contents

Page

About the Panel Members

Memorandum of transmittal, by J. D. Drilon, Jr.

1.	Introduction	1
2.	Problems Perceived	2
3.	Description of CIMMYT's Administration	3
4.	General Administrative Services	4
5.	Personnel Management	9
6.	Finances	15
7.	External Relations	22
8.	Summary Statement	23
	(a) Organization	24
	(b) General Administrative Services	24
	(c) Personnel Management	25
	(d) Finances	27
	(e) Joint Actions with other International Agricultural Institutes	29

ABOUT THE PANEL MEMBERS

KIERAN M. BRACKEN is currently Comptroller of the Ford Foundation, where he has been employed since 1964. Prior to this, he was for eleven years a member of Price Waterhouse's senior staff. He is a CPA and holds a BBA from Manhattan College.

JOSE D. DRILON, Jr. is currently Director of the Southeast Asian Regional Center for Graduate Studies and Research in Agriculture; Trustee of CIMMYT; and Undersecretary of Agriculture and Natural Resources of the Philippines. Prior to these, he was the Executive Officer of the International Rice Research Institute and member of the faculties of the University of the Philippines and the Asian Institute of Management, and was engaged in national and international consulting in agribusiness management. He holds a BA (Arts - Law), a BIM (Industrial Management) and an MBA (Agribusiness) from the University of the Philippines.

WILLIAM P. GORMBLEY is currently Officer in Charge of Manpower Services at the Ford Foundation, where he has been employed since 1962. Prior to this, he was a member of the faculty of the Harvard Business School and Associate Dean of the College of Business of Syracuse University. He holds the doctorate from Harvard University in Management, an MBA from Boston University and a BS in Accounting from American International College.

December 15, 1972

Thru Mr. Haldore Hanson, Director General, CIMMYT

TO: The Board of Trustees, CIMMYT
FROM: The Administrative Review Panel
SUBJECT: Review findings

In response to a request of CIMMYT's Board of Trustees made through its Executive and Finance Committee, Mr. Haldore Hanson, CIMMYT Director General, constituted the following into a Panel that would review CIMMYT's management:

Kieran M. Bracken
Jose D. Drilon, Jr.
William P. Gormbley

The Panel conducted the review for five days ending today, using the Briefing Book prepared by the CIMMYT staff as the principal source of information for analytical discussions with the CIMMYT staff.

Enclosed are the results of the review which the Panel is submitting with the hope that they will be of some use, at least, to the Board of Trustees and the staff of CIMMYT in efforts to further improve CIMMYT's management support for its production oriented maize and wheat programs.

In general, the findings indicate that -

1. CIMMYT's management is basically sound and is properly oriented to the role of a stimulator, facilitator and supporter of strong research programs in maize and wheat.
2. It is evolving in a responsive manner in the face of CIMMYT's growing research activities in resident and outreach programs and the challenge posed by trends toward multi-lateral funding for international agricultural research institutes.

3. Many of its problems in organization, policy, systems and procedures are associated with growth and change and the Panel believes that considerable progress has been made, particularly in 1972, in solving these problems and establishing better "rules of the game".
4. The maize and wheat program officers, the principal users of the support services provided by CIMMYT's management, find these services to be generally satisfactory. It is only in a few problem areas that they feel management should do something more or better.
5. In the accounting treatment and presentation of programs and operations, particularly with respect to donors, there is a need for CIMMYT to get together with the other institutes in international agricultural research in order to standardize and thereby improve their financial management as well as their collective and individual effectiveness in dealing with donors. To a certain extent, this also applies to staff salary scales, perquisites and benefits.

These are some of the general impressions of the Panel. Its other impressions and its detailed recommendations are found in the enclosed report.

On behalf of the Panel allow us to express our appreciation for the privilege of having participated in the review.

J. D. Drilon, Jr.
Panel Chairman

Enclosure

REPORT ON THE REVIEW OF CIMMYT'S MANAGEMENT *

1. Introduction

1.01 This is a report on the results of a review of CIMMYT's management conducted at El Batan, México, during the period December 11-15, 1972 by the following members of a Panel constituted by Haldore Hanson, CIMMYT's Director General, in line with the desire of CIMMYT's Board of Trustees:

Jose D. Drilon, Jr.	-	Chairman
Kieran M. Bracken	-	Member
William P. Gormbley	-	Member

1.02 The review was significantly facilitated by a Briefing Book prepared by the CIMMYT staff in August-November, 1972, which contained 5 discussion papers:

- a) Description of CIMMYT's Administration
- b) General Administrative Services
- c) Personnel Management
- d) Financial Management at CIMMYT
- e) Management of CIMMYT's External Relations

1.03 The Briefing Book was the principal source of information used in the discussions of the Panel with CIMMYT's professional scientific and administrative staff. Evidently, the preparation of the Book was a highly profitable exercise on the part of the staff in organizing information on the administrative aspects of CIMMYT's operations.

1.04 The review findings, therefore, are mainly in the form of comments on the papers of the Briefing Book and additional information gathered during meetings with the CIMMYT staff and a tour of the facilities. Some are in response to specific issues raised in the Briefing Book. Others are the Panel's observations on problem areas they recognized.

1.05 A summary statement at the end of this report presents (a) a general assessment of CIMMYT's management and (b) an integrated list of suggestions on specific problems.

* Prepared by the Review Panel, El Batan, México, December 15, 1972

2. Problems Perceived

2.01 A survey to determine the effectiveness of CIMMYT's administrative services was conducted by the Director General's Office in November 1972. The clerical staff, the scientific staff and the trainees expressed their views on vehicle repair service, buildings maintenance, food and dormitory services, purchasing services, supplies, and financial reports. They participated in the survey, with each participant commenting as part of the clientele for these services. The results as reported by Robert D. Osler, CIMMYT's Deputy Director General for Resident Programs, pointed up the following:

- a) "Certain services are considered excellent". These are food services, travel services and supplies.
- b) "It is evident that we still lack a generally acceptable organization in Vehicle Repair services, Buildings and Grounds services, Purchasing services and Financial reporting".

2.02 Statements made on the first day of the review by representatives of the maize and wheat programs generally indicated problems in the following areas:

- a) Financial statements - More regularity and frequency needed.
- b) Purchasing - no feedback on hold-ups and costs.
- c) Vehicle repair service - Inadequate feedback on what has been done and/or what should be done with the vehicle.
- d) Scientific equipment service - delayed repair service for calculators, balances, etc.
- e) Visitors' service - Particularly in Obregon, too many visitors eating up scientific work time.
- f) Personnel - Lacking in certain critical functional areas.
- g) Public relations - Quite difficult for an international organization having international responsibilities, vis-a-vis relationships with local government.
- h) Personnel benefits - Staff benefits should be reviewed. Difficulties have been encountered in outreach activities.
- i) Food service - In Toluca, lunch facilities for trainees may have to be provided.
- j) Paper work - There is a need to keep it down.

3. Description of CIMMYT's Administration

3.01 CIMMYT's basic organizational structure emphasizes that the main operational mission of CIMMYT is to pursue strong maize and wheat programs. The program staff members constitute the principal core of the organization, and are supported by four professional units (Experimental Stations; Laboratories; Communications; and Economic Studies) and by the administrative services represented by five principal executives (Director General; Deputy Director General for Resident Programs; Deputy Director General for Special Programs; Controller, and Executive Officer).

3.02 The organizational structure reflects an awareness on the part of CIMMYT leadership that CIMMYT is a research organization and that it will make or break on the value and usefulness of its research output. Therefore, all other sectors of the organization must be oriented toward the support of the research programs. Policies, systems and procedures must be designed to enhance the achievement of research program objectives.

3.03 Administrative costs (which include the budget for the Director General's Office, the Executive Office and the Controller's Office) are about 12.5% of total costs. This rate seems relatively reasonable and is one indicator of generally efficient administrative services. (see 6.21 for definition of administrative costs.)

3.04 CIMMYT charges an overhead rate * of 18% against special grants. This appears to be on the low side. A more realistic view calls for charging the full costs of a special-grant program and these would also include a share of other costs such as equipment depreciation and maintenance of buildings, etc. which could be logically related to the program. This suggests a need for the CIMMYT and the other institutes in international agricultural research to standardize their charging policy with respect to special grants.

3.05 Some guidelines adopted by CIMMYT's administration include (a) a wide latitude for the program directors to allocate their annual budgets (b) a continuing effort to relieve program directors of administrative routine, and (c) the achievement of the same staff motivation in the research field and in the office. These are desirable guidelines.

3.06 Efforts of Administration to protect the budget allocation flexibility enjoyed by program directors and to relieve program

* Part of administrative costs plus an allocation of salaries and allowances of additional principal staff devoting time to the special program concerned.

directors of administrative load, are appreciated by the staff. It seems, however, that the program directors should be assisted administratively within their own organizational sectors in order to better facilitate their administrative input as well as to lighten the load on Administration itself. The suggested built-in administrative capability for the program directors is providing a number 2 man and an administrative assistant for the Maize Program and an administrative assistant for the Wheat Program.

3.07 However, some quarters in the scientific staff feel that the office and supporting staff have not achieved the same motivation as the field laborers and scientists who work as much as 100 hours a week during crop harvests. As far as the Panel can tell, this is not true. The office and supporting staff, particularly in the Executive Office work just as hard when the occasion requires.

3.08 Turning out a general service manual would be helpful for the convenience of users, as well as those responsible for developing administrative policies, systems and procedures.

4. General Administrative Services

4.01 The Panel suggests that Warehousing be transferred from Purchasing Services to Buildings and Grounds. Spare Parts Bodega should also be transferred from Vehicles Services to Buildings and Grounds. Buildings and Grounds might be renamed Property Services to make it more representative of its functions after the transfer of the supply storage function to it. The transfer is suggested in order to achieve a check-and-balance relationship between property custodianship and user in the case of the spare parts bodega, and between purchaser and storekeeper in the case of warehousing.

4.02 Should CIMMYT maintain a central register of cables and important mail? Only for registered mail. The present system has not resulted in any problem and is working to the satisfaction of everyone concerned.

4.03 There should be a combination of Working Files and Central Files, for each office. It is recognized that each office should be able to get at the active files conveniently and this makes the Working Files imperative. For retrieval purposes, Central Files are necessary. Also, the Central Files could be part-insurance against the possibility of office heads taking part of their working files when they leave. For outgoing correspondence, the Central Files should receive a copy of all correspondence, except confidential ones. These Central File copies could serve as clues to the location of

originals of incoming correspondence. The use of chrono-files might be helpful to the administrators in keeping abreast with the situation.

4.04 To facilitate handling of acknowledgments or other routine correspondence, standard reply systems could be used, to certain extent. If volume of routine correspondence becomes unmanageable on a decentralized basis, a central answering service should be considered.

4.05 To ensure that mail is handled properly and promptly, the scientific as well as administrative staff should be encouraged to develop among themselves and their respective secretaries certain standard procedures concerning reminders, types of replies, etc.

4.06 In purchasing, the volume of purchases is still relatively low. But there are problems. The assembly of catalogs and specifications is one. Another is the problem of devising a system of reporting to purchasing service and the reasons therefor. The basic solution is the hiring of a well trained or experienced person in purchasing. At this point, it should be mentioned that there is no logic in CIMMYT's hiring the best trained individuals to do the scientific work and following lower standards for selecting key people to handle important supporting services.

4.07 All purchases should be delivered to one central point for recording purposes and to make possible a reliable follow-up system and to simplify accounting work. Even items that are to be used immediately by one requisitioner should be delivered to the central point of receipt and then presented to the user. Some emergency purchases may not reach the receiving point before use. But, these should be extremely infrequent.

4.08 CIMMYT's policy on class of travel is endorsed by the Panel. The general rules are:

- a) Business flights ^{under} over 5 hours, economy class.
- b) Business flights over 5 hours, first class.
- c) Dependent travel to and from school, regardless of distance, economy class.
- e) Trustee and VIP travel grantees, regardless of distance, first class.
- f) Trainee travel, regardless of distance, economy class.

4.09 The Mexico City Office provides services in purchasing, government relations, clearances, visitor assistance, mail, etc. Certain improvements are probably possible, including the following:

- a) Transfer the postage meter and the mail sorting function to the El Batán offices.
- b) Explore the possibility of installing a telex machine at the El Batán offices.
- c) Try to improve the services of CIMMYT's brokers and travel agents and the sales and delivery services of suppliers.
- d) Examine the possibility of paying suppliers by check through the mail. (It is expected that a few suppliers might wish to continue with the present practice of being paid by check or cash at the Mexico City office.)
- e) Improve the physical character of the Mexico City office. The Panel feels that it takes away something from CIMMYT's international image.
- f) Establish the operational rule that the Mexico City office should report to the Executive Officer and not to the Deputy Director General for Resident Programs.

4.10 Food and Housing facilities appear to be adequate for the moment, except for the apartment houses which may have to be increased from 10 to up to 20 units. The staff will study this matter further. If capital funds would permit, it might be better to build the required additional units at the same time from the standpoint of planning integration as well as cost economy.

4.11 It seems that the Controller's office would need to provide active assistance to the Head of Food and Housing Services with respect to the financial aspects of managing the affairs of this unit, particularly in planning and control.

4.12 Potability of water supply for drinking purposes could better be safeguarded if a monthly analysis of water samples is instituted.

4.13 The motor pool parking area should probably be relocated elsewhere in the future as it should be away from the residential area.

4.14 The Panel endorses a revolving fund system for vehicle spare parts, as this permits charging the budgets of the programs for operational expenses of vehicles. This revolving fund concept could also be applied to other supplies which a storeroom could keep as standard items.

4.15 The policy of replacing all vehicles at 3 years of age or with 75,000 kilometers appears to be a reasonable one and is in line with practice in other non-profit international organizations as well as in many profit-making organizations in the United States and elsewhere.

(46,500 mi)

4.16 The experience in other organizations has shown that standardization of vehicle brand has made for economy and/or convenience of maintenance and spare parts.

4.17 It is the opinion of the Panel that competent legal advice should be sought on the adequacy of vehicle insurance coverage.

4.18 Security and janitorial services should probably be phased out as contract services so that personnel in these services could become employees of CIMMYT. This would make for better morale among them and enable the organization to exercise closer control and supervision.

4.19 There seems to be a need to tighten up security around the greenhouses and seed house which are unlocked. Valuable or hard to replace materials or experiments could possibly be damaged or destroyed by a disgruntled intruder. This merely points out a possible risk that could materialize in the future.

4.20 The use of travel credit cards seems adequately safeguarded. They are issued only to staff members, and the procedure on reporting expenses appears adequate.

4.21 In the issuance of air tickets a refundable-only-to-CIMMYT policy would be a desirable control measure. A requirement that air-ticket stubs be turned in would prevent possible conversions of originally issued air tickets to lower cost tickets.

4.22 Procurement of petroleum products should be lodged as a responsibility with Purchasing Services, particularly when the CIMMYT gas station is established. The storage function should be a responsibility of Vehicle Services or Property Services.

4.23 Service response capability, records keeping, and work organization and supervision have been problem areas in Building and Grounds Services. The problems have been minimized by the assignment of a secretary in the Executive Office to monitor job requests and implementation. The basic solution is to see that the person directly supervising this unit has sufficient managerial ability. The present ad hoc monitoring arrangement might prove in the long run to be cumbersome in many ways.

4.24 Are there problems on general services which might justify a conference among general service officers of the various agricultural institutes? Problems associated with accounting treatment and presentation can probably justify a conference among financial officers (controllers, treasurers, or chief accountants). Other problems concerning salary

scales, perquisites and benefits can be taken up at yearly meetings of heads of agricultural institutes. At a different level of discussion, Executive Officers might be brought together to discuss management problems in their areas of responsibility. The frequency might be once every two or three years.

5. Personnel Management

5.01 In the last 7 years CIMMYT has grown from a staff of 42 concentrated in Mexico City and environs to a staff of 416 located in a number of places in Mexico and in 9 foreign countries. This alone would have placed a sizeable burden on its administration to develop policies and practices designed to facilitate the knitting of such a group into a cohesive working team. But in addition, there have been the complicating factors of a move to its own site at El Batán; the assumption of functions never before performed by CIMMYT staff, i. e. Dormitory services, food services and building maintenance; a broadening of CIMMYT's mandate; and a myriad of new administrative functions caused by the need to deal with many donors, governments and individuals new to CIMMYT and of CIMMYT to them. The list preceding is by no means all that could be itemized but it is sufficient to prove to even the casual observer that the demands on the personnel of CIMMYT have been great to learn new skills fast. That they have responded well is evidenced by the lack of really major breakdowns. That this has not been achieved without some difficulty is evidenced by the long hours of work put in by many of the senior staff and by the realization of all staff that there are still changes that must be made. The kind of dedication and sacrifice made by the staff which has kept CIMMYT going cannot be demanded for too long a period without relief. Thus this section of the report must deal with these needs for change, for movement forward, for the stability in personnel policies and practices which the staff deserves, and which CIMMYT must have for the future. The Panel, however, wishes to stress again its commendation to workers and supervisors alike for its progress to date in the personnel management area.

We believe that long term change is needed in the following areas. Our discussion with staff in many areas indicated that evaluations have already been made and steps are already in progress to bring about many of the desired short-term changes. In some cases the panel wishes to indicate its belief on the form and substance of the needed change, and in others it wishes merely to high light the need, expand the staff's consciousness of the need and leave the form and substance to their execution and development.

5.02 Robert Osler has truly been CIMMYT's man for all seasons these past few years. Without him most of what has been accomplished would have been lost. Yet the complexity of the personnel problems and needs that will face CIMMYT in the months and years ahead demands in the panel's judgment a trained personnel manager experienced in Mexico who can devote all of his /her energies and know-how to CIMMYT's people problems. Such an individual should be at the level of the Controller

and the Executive Officer and report to the Deputy Director General. We believe he/she should be a Mexican and should concentrate in the early part of employment on support staff activities, gradually taking over from Dr. Osler the professional activities as well. Two years should be sufficient to bring about this change and to have a fully functioning Personnel Office in operation under such a trained individual.

5.03 Mexican labor laws and Mexican employee practices have new meaning and perhaps provide new pitfalls for CIMMYT's managers. It is not an area that is clear even to experts and thus those who are new to its language and shades of meaning should be given the help and assurances of the best consultations possible. It is the Panel's judgment that a senior labor lawyer be hired to individually review all of CIMMYT's personnel policies and practices to see that they conform to the spirit and letter of the Mexican statutes. Such counsel should also assure the Director General that CIMMYT is keeping the appropriate records and files in a manner that in the event of a lawsuit or charge of violation, CIMMYT will be in the best possible position to prove the correctness of its actions. Such an individual should also be available to the Personnel staff for consultation on specific problems thereafter as it develops new plans, procedures and policies.

5.04 We understand that many of the personnel policies and practices used by CIMMYT now and which have worked well for CIMMYT in its past roles were based on policies and practices of international organizations such as the Rockefeller and Ford Foundations and the World Bank, which have played important roles in CIMMYT's past.

However, CIMMYT is truly no longer the child of any of these organizations. Its adolescence is over and it now stands on its own. As such, each policy and practice should reflect its needs, its staffing patterns, its structure, its location, its personality and its Mexican legality. Personnel policies and practices are not an end in themselves but only one of a number of means whereby management can achieve its goals and objectives. As such what works for one may not be appropriate for another. We strongly urge that all policies and practices of CIMMYT dealing with people whether professional or support - expatriate or Mexican, be examined from CIMMYT's point of view. All policies and practices that are continued in the future and those which may in the future be adopted should be fully justified on their own ability to serve CIMMYT's goals and objectives and not because they are similar to those of other organizations. CIMMYT should resist any pressure to adopt someone else's policy or practices unless it can be clearly demonstrated that it meets CIMMYT's needs.

5.05 CIMMYT while having a life and a posture all of its own is also a member of a very special community of agricultural research institutes. As such, it has much to gain from close cooperation with

the other 5 units that this community comprises. It also has in its understanding of personnel problems much to contribute to such a group. In the Panel's judgment these are a number of specific personnel policies and practices which lend themselves to uniformity among the institutes from which the advantages of so adopting may well outweigh some loss of the individuality stressed in paragraph 5.04 above. We urge the Director General to encourage his counterparts in these other institutes to develop an on-going approach and system of research, communication, and cooperative action to be used in dealing with common personnel policies and practices.

5.06 Employees respond more efficiently and adequately, and supervisors spend less time with the nuts and bolts problems, and thus supervise more skilfully, if there is a written manual of policies governing the conduct of employee and employer and guidelines on how work is to be done.

CIMMYT has neither a personnel policy manual nor a guide to administrative practices and procedures.

It is the Panel's judgment that such is urgently needed. Many of the minor irritants bothering the staff would in our judgment be eliminated by such a manual and much of the confusion of who is to do what, why it is to be done, how it is to be done and when it is to be done, would be eliminated and individuals, both worker and superior, could turn their attention to the larger effort of getting the work of CIMMYT done well.

5.07 The Panel, after examining the briefing book, and after numerous discussions with staff, believes that further attention needs to be given to the following day-to-day personnel operating details.

5.08 The recruitment and employment process should be strengthened so as to bring central administration staff who will be involved in later phases of the process into the planning at the beginning of the process. Salary ranges and duties should be established early so that no embarrassment occurs later.

5.09 Part-time and casual staff and labor hired at El Batán and the outstations should be set forth within a more formal structure in order to maximize budget control and fiscal responsibility.

5.10 CIMMYT's salary policy on transfers, promotions and changes in responsibility should be reexamined. A person in general should receive the salary commensurate with his/her demonstrated ability at the time such judgment can be made - not artificially at the beginning of each year.

5.11 Confusion exists among the staff as to the meaning of such terms which appear to be used interchangeably but without definition as Indefinite, Core staff, tenure, term contract, annually reviewed, annually continued. These need clarification. But more importantly CIMMYT needs to develop a firm policy of what does an appointment to CIMMYT mean and how is this best expressed to the staff.

5.12 Salary Grades and Allowances are never ending problems in any organization and CIMMYT has not been excepted. It would be less of a problem if each was examined as it relates to CIMMYT's needs and structure, administered with as even a hand as possible and explained to all staff.

5.13 There is a purpose we believe being served by maintaining lists of personnel on long term appointment and those on short term project appointment. We do not see any logic, however, in asserting that because a long term staff member can be usefully assigned to a short term project, he must assume short term status. Moving staff from core budget work to project budget work does, however, require a degree of long range manpower planning which does not presently exist in CIMMYT.

5.14 As CIMMYT's outreach program grows and as more short term projects are undertaken at El Batán, CIMMYT will need to consider a plan to provide turn around or transitional assistance for staff hired for these special projects who cannot be absorbed into the core program. Such assistance may be, for example, in the form of severance pay based on length of assignment or reassignment to home base for report preparations at a reduced work schedule.

5.15 While those who offer contracts for special projects are prone to be concerned about the personnel benefits and support provided to the staff CIMMYT assigns to their project, we believe that CIMMYT should resist any effort by an outside agency to dictate the level of these benefits and support.

Thus CIMMYT needs to develop, in writing, well defined and experienced statements of its personnel policies, benefits and supports for staff. Further, it should see that they are made available to potential contractors early in negotiations.

In our judgment CIMMYT cannot afford the unhappiness that comes from the unequal treatment of staff when a variety of benefits, support and salaries are provided for the same work among fellow employees. Neither do we believe the burden of equalizing such items should be transferred from the contractor to the core budget.

5.16 While CIMMYT is gradually transforming itself from a Mexico City organization to one located at its edge in Texcoco, it is necessary and may always be necessary to employ a significant portion of its staff from

Mexico City. However, every effort must be made to recruit and employ workers at all levels from CIMMYT's new location. CIMMYT must become a good citizen in its new location and should contribute as it can to the economic stability of its new location near Texcoco.

5.17 The realities of an organization which employs both expatriate and local nationals for the same work are almost impossible to deal with without some feeling by staff of inequity, inequality and/or second class status. CIMMYT should move to eliminate the causes of such situations as quickly and as effectively as possible.

Benefit and allowance differences should be carefully examined, working conditions should be standardized, privileges should be based on need, and policies and procedures be written so as to apply to all.

The Director General and the Deputy Director Generals should set the tone in their dealings with the staff, so that both the letter and the spirit of equality prevail to the lowest level of employee.

5.18 Insurance benefits, medical care, sick leave, etc. policies now provided by CIMMYT, have been in existence for some years without change. It is good practice to have such policies reviewed at least every two or three years. It is the Panel's judgment that a number are out of date, and not providing to the staff a level of benefits consistent with CIMMYT's desire.

5.19 The Panel is in accord with CIMMYT's provisions for language training in Spanish. However, it judges CIMMYT to be a two-language organization, and therefore believes similar provisions should be made for English lessons for Spanish-speaking staff.

5.20 The living allowance now paid to expatriate staff do not, on the basis of the evidence provided to the panel, appear to be justified. It, therefore needs to be studied more carefully, and unless there is more substantial evidence of need, it should be eliminated.

5.21 The evidence provided on housing allowances for expatriates was also not conclusive; the level of benefit provided under the current formula also needs more careful investigation. Further, the Panel believes that the whole theory of housing allowances at CIMMYT needs to be reexamined in light of CIMMYT's new status as an independent Mexican organization with home offices in the Mexico City area.

5.22 The Panel was led to believe that the level of benefits provided under Mexican Social Security required CIMMYT to provide supplementary benefits to the staff in order to meet competition for staff and to be a good employer.

We are not opposed to this but do believe that the decisions to make such supplementary benefits available to only the "higher paid" staff does not provide a meaningful nor defensible distinction.

We believe that "lower paid" employees have similar needs and that their needs should also be considered in establishing supplementary benefits.

5.23 We are of the mind that a system of study leaves for all CIMMYT staff is a proper expenditure of CIMMYT's funds and appropriate for a research organization of CIMMYT's stature. We do not believe that the more established concepts of Sabbatic leaves should be used at CIMMYT. We believe it should be a privilege not a right and that it should be based on the needs of CIMMYT and the staff member. There should be no set time limits, dollar amounts, frequency of leave, etc. Study leaves should be based simply on CIMMYT's needs, the availability of funds, the earnestness of the individual and the current and future CIMMYT workload.

Study leave should not be given as a termination award, nor as a reward for past services. The intent of study leave should be to provide to the staff and to CIMMYT a growing capacity to meet the problems of the future.

5.24 If permissible under Mexican statutes, the Panel believes a stated mandatory retiring age would be advisable. It should be stated clearly and equitable to all. It should not, if so stated, be subject to change by whim but only should be extended after careful consideration by the Director General and only under very special circumstances on a case by case basis.

5.25 We believe that the demands on the staff to spend considerable amounts of time away from home dictates the need for a policy that provides special travel to staff members and spouses. We judge the policy proposed by the staff in the briefing book to have been the result of careful research and discussion. We are able to find no fault with its constructs and would recommend its adoption.

5.26 The needs of CIMMYT and other Agricultural Institutes have been changing. There needs, in the judgment of the Panel to be a reexamination of the basis on which the arrangements with IIE were developed and on the suitability of present benefits and procedures in dealing with staff under these arrangements.

6. Finances

6.01 The Panel's review of this section of the Briefing Book has indicated that there are a number of areas which require study and resolution by the CIMMYT management. In general, this section was reviewed in the context of the financial function itself and its interrelationship with the program and administrative functions as advised to the Panel during the course of its discussions with staff members.

(Bob Osler)
6.02 Deputy Director General - Resident Programs. The present responsibilities of this position are many:

- 1) Deputy to the Director General
- 2) Chief Personnel Officer
- 3) Chief Financial Officer
- 4) Budget Manager for Resident Programs
- 5) Chief Administrative Officer

Obviously, a concentration of duties such as indicated above would place a severe strain on the resources of any individual occupying this position. More importantly, it places the organization itself in a very exposed position in the event of illness or incapacity of the individual. Therefore, it would appear advisable for the CIMMYT management, in the area of Finances, to delegate certain of the operating responsibilities to other senior staff members, as indicated in the following sections.

6.03 The Controller. This function generally encompasses all of the accounting and reporting requirements of an organization. To be effective, a Controller must have a clearly defined place in an organization's structure, with duties and responsibilities defined as well. At CIMMYT, the Controller's duties and operating responsibilities did not seem to be evident to the Panel, and there are included in his present responsibilities, duties which are more properly placed in other areas.

6.04 The Panel believes that the Controller should report directly to the Deputy Director for Resident Programs, and should be responsible for all financial and budget reports. He should be consulted during the course of negotiations on special contracts in order to insure that proper provision has been made for all financial considerations and that all cost factors have been considered in the negotiations. At present, this is only done after the fact.

6.05 The question of a distinct Treasury function has been considered by the Panel. At present, this seems to be handled on an ad hoc basis between the Controller and the Deputy Director, with no clear indications of responsibility. Further, there appears to be no indication

6.05 (cont'd)

of an organized method of collecting data so as to facilitate forward planning as to cash needs and to the extent possible, investment decisions. In the latter case, the Board of Trustees does not have appeared to have approved, or delegated, this responsibility nor to have provided any guidelines. The Panel further observes that the provisions of the partnership agreement between CIMMYT and the Mexican Government should be reviewed and legal advice sought as to the legal and tax complications, if any, of investment of CIMMYT funds.

6.06 As to the need for a separate Treasury function, the Panel expresses no opinion other than the need has to be determined by CIMMYT's management. At the moment, it would appear the investment or borrowing decisions should be made by the Deputy Director for Resident Programs with the concurrence of the Director General and with the advice and consultation of the Controller.

6.07 There appears to be a role for a budget manager within the Controller's office. This position would fulfill the data collection and pricing process after the parameters of a budget (whether core or special program) have been determined by the appropriate senior officials as to staff requirements, travel, logistics, operating costs and special circumstances. In essence, this role involves an individual under the direction of the Controller, who does much of the costing and compiling of data to be included in the final budget, and who further provides continuing liason with all senior operating officials during the year. This person would be charged with :

- a) The initial review of budget vs. actual charges as indicated on current operating statements, and
- b) Alerting both program and administrative staff as to potential problem areas.

In addition, and to the extent desirable, the individual filling this position could be assigned the responsibility of providing forward projections so as to insure that indicated shortfalls are promptly addressed, a function now performed, as the Panel understood, in various ways and by various individuals, both in program and administration.

6.08 As to the Controller's office itself, it would be advisable to designate a second-in-command at an appropriate time. Obviously, this individual should have a more than passing understanding of program and administrative activities.

6.09 The Controller's functions should not encompass a personnel function or control of personnel records, as it presently does; these activities should be transferred to a personnel management unit described elsewhere in this report. It should continue to perform payroll functions but only on the basis of properly authorized personnel actions. Neither should the Controller's office be engaged in record keeping for supplies and property where the staff member has access to the actual goods. Procedures should be developed so as to insure that only a control function is exercised.

6.10 As to financial reporting, the Panel has been advised that only an annual financial report, certified by independent public accountants, is required by the Board of Trustees. The Panel observes that perhaps the Board's wishes as to more frequent reporting should be ascertained. We believe, however, that quarterly statements would be preferable.

✓ Further, such reports should contain a balance sheet and a statement of income and expenses, which fairly reflect the financial position of CIMMYT on the accrual basis of accounting. Such reports should also be circulated to senior officials.

6.11 Budgeting. The budgeting process (for the core budget), as described to the Panel, appears to rely on personal knowledge and relationships rather than any organized attempt to collect data on some systematic basis. While the Panel recognizes that this approach may have been appropriate in the past, it now feels that the budget process must be defined, promulgated and structured so as to produce the desired results in a time frame which insures meaningful and timely (that is other than on a crash basis) review of the data and all related factors by senior staff members.

We submit that this process can be more efficiently handled through a Budget Manager, assigned to the Controller's office, as described previously. This person would establish a timetable, forms and instructions to accomplish this end, and would provide assistance to operating units in the preparation of their budgets.

6.12 These same observations would apply to budgets relating to Special Projects, both as to the detailed budgeting and to the integrating of these budgets into the CIMMYT annual budget.

6.13 Capital budgeting was not discussed in detail with the Panel. To the extent that such items are included in the annual budget and are approved by the Board of Trustees, the requisite financial information should be collected by the Budget Manager and integrated into the budget and financial reporting process and into cash flow projections.

6.14 Auxiliary Services. The Panel has been asked to express its opinion as to how CIMMYT should provide for replacement of furniture and equipment for its Food and Housing Services. Since experience to date with this operation has been rather limited, correct and close supervision of all aspects has to be maintained by senior staff members. The Panel, however, observes:

- 1) That appropriate officials must determine that present staff have the capabilities of effectively managing this operation,
- 2) That timely financial information as to income and expenditure must be provided by the Controller's office,
- 3) That the manager of the Food and Housing Services must clearly understand his duties and responsibilities and the parameters in which he is allowed to exercise discretionary authority, and to whom he reports, and
- 4) A control system should be formally established so that all receipts are deposited into CIMMYT's account, and expenditures are proper and reasonable in the light of these activities.

✓ | 6.15 The Panel concludes, however, that the revolving fund should remain a part of general operating funds; "profits" should be retained in a separate account for use in funding replacement costs.

6.16 Cash Flow Problems. The Briefing Book indicated that CIMMYT has had difficulty in meeting its cash needs due to a variety of circumstances. The Panel understands that this situation does not presently exist, nor is anticipated in the near future. There are, however, some steps which may be taken which may serve to further enhance CIMMYT's cash position, now and in the future:

- 1) Appropriate officials should investigate the possibility of using a U. S. Bank guarantee or letter of credit to satisfy I I E's security deposit of \$170, 000.
- 2) Balances in local bank accounts (Mexico City, Texcoco, and substations) should be kept at the lowest amount commensurate with requirements, including frequent reimbursements.
- 3) Standing advances should be eliminated entirely or reduced to a modest level; staff members should be encouraged to use travel advances to meet their needs.

- 4) Follow-up and collection of amounts due from employees for travel advances and personal charges should be regularized and publicized, with senior officials using such influence as deemed necessary to insure prompt reporting.
- 5) Petty cash funds should be established at a level to meet the related operating unit's needs.
- 6) Contracts with donor agencies and special contracting parties should specify that CIMMYT will receive quarterly payments in advance based upon estimated expenditures. This same provision would apply equally to capital grants.

The Panel believes the aforementioned factors will assist CIMMYT in meeting its cash needs on a current basis and will assist appreciably in its cash control and forecasting.

6.17 Insurance. The question of insurance coverage is raised in the Briefing Book. Discussions between the staff and the Panel have identified various "gaps" in CIMMYT's overall insurance coverage.

6.18 There appears to be an overriding factor having to do with Mexican insurance law. There is a need to determine that the limits assigned to vehicular liability under Mexican law are conclusive and may be relied upon in determining exposure in this area. This same observation can be made with respect to property and third party liability coverage. CIMMYT officials should determine, with the assistance of counsel, exactly what legal provisions exist in Mexican law and their applicability to CIMMYT operations. Further, these determinations should be advised to all responsible officials for their information and guidance.

6.19 Some obvious "gaps" in coverage have been identified and require serious consideration:

- 1) Third-party liability - no coverage presently in effect, nor has extent of exposure been investigated.
- 2) Travel accident - coverage should be considered for staff members, dependents, consultants and Trustees while in travel status.
- 3) Professional liability - no coverage presently in effect.
- 4) Officers and Directors liability - no coverage presently in effect. In addition, the legal aspects of Mexican partnership arrangements should be ascertained as to

- 4) cont'd
exposure of CIMMYT's individual partners (understood to be the members of the Board of Trustees).
- 5) Indemnification by those contractors with whom CIMMYT has contracted for services in the form of being assured of adequate coverage by the contractors and being a "named insured" on the contractor's policy. A certificate of insurance should also be obtained from the contractors.

6.20 The Panel has concluded that it would be in CIMMYT's interest to establish a risk management program under the direction of a responsible official, perhaps with the advice and assistance of an independent insurance consultant. Such factors as the use of umbrella policies and the use of off-shore carriers should be considered, to the extent permitted by Mexican law.

6.21 Definition of Administration and the Overhead Factor Applied to Special Projects. CIMMYT's definition of "administration", as indicated in the Briefing Book, would appear appropriate for its needs, with the exception of the program contingency of \$40,000 included under the Director General's office. The question of what constitutes "administration" is recognized as one requiring agreement among the Institutes and it is to be hoped that resolution can be reached in the near future.

6.22 At this point, the Panel feels that it is in CIMMYT's own interest to review and determine that it is recovering full overhead costs on all its activities, particularly with respect to:

- 1) A standard overhead rate should be charged all sponsors of special projects.
- 2) The addition of an overhead factor relating to the use of "Support Units" to the extent that contracted activities involve the use of such facilities, and
- 3) The costing of "trainee costs", at least to a more refined determination of all costs associated with this activity and a determination of how much of this cost is to be absorbed by the core budget.

The Panel recognizes that conclusions in these matters may be difficult. Nevertheless, we believe these observations deserve further consideration by senior officials.

6.23 Timely Reporting and Reimbursements. The Panel believes that some of the observations related to them by various staff members regarding timely reporting and delayed reimbursement of expense reports can be avoided in the future by:

- 1) Publishing a schedule which indicates the frequency with which CIMMYT will issue checks and the number of days required for processing. It should be clearly stated that exceptions must be approved by a senior official and will be given in only rare instances.
- 2) Publishing definitions for:
 - a) Official travel expense,
 - b) Official entertaining, and
 - c) The authorizing senior officer for exemptions.
- 3) Advising all staff members of the time period with which a report must be made on the use of travel advances, with an indicated prohibition against further advances until currently due reports are received.

While these suggestions may be painful to implement, the Panel feels that they should be given consideration at an early date so as to regularize the processing of check payments and the recording of financial data.

7. External Relations

7.01 In external relations, two suggestions deserve attention:

- (a) the need to have an officer sufficiently high in the organizational hierarchy to assist the Director General in handling external relations,
- (b) the need to take the necessary steps so that CIMMYT's Board of Trustees could decide whether CIMMYT should rewrite its charter reclassifying itself as an international organization from the juridical point of view.

7.02 The first suggestion, if adopted, might prove to be the solution to CIMMYT's public relations in Mexico, might introduce the Mexican point of view in CIMMYT's administrative policies and procedures, and might improve the metabolic rate of government action on CIMMYT's representations.

7.03 One step that could clarify the question of whether CIMMYT should become an international organization juridically is to request the Ford Foundation for legal assistance in studying the question in the light of the Mexican setting. The Foundation went through this same exercise in the case of ICRISAT. An international juridical status might solve for CIMMYT its problems concerning the immigration status of its staff, and its tax exemption privilege.* But it might also create other kinds of problems which legal counsel should examine.

* Immigration laws require that no person with immigrant status can stay outside of Mexico during his first five years for longer than a total of 18 months. This limits staff travel.

CIMMYT pays all taxes and then applies for a refund.

8. Summary Statement

8.01 In the Panel's assessment, CIMMYT's Administration is basically sound in orientation and structure. The general evidence indicating this is the fact that it has been able to support and satisfy the users of its services, the staff of the Maize and Wheat Programs, and enabled these Programs to perform at a high level of excellence.

8.02 In the face of CIMMYT's growing research activities in resident and outreach programs and the challenge posed by trends toward multi-lateral funding for international agricultural research institutes, CIMMYT's management is evolving in a responsive manner.

8.03 Many of its problems in organization, policy, systems and procedures are associated with growth and change, and considerable progress has been made particularly in 1972, in solving these problems and establishing better "rules of the game". A source of strength for the Rockefeller Foundation Program in Mexico, the predecessor of CIMMYT, was the policies developed by the program staff and the Foundation itself. In the organization of CIMMYT, these policies were an asset as they helped CIMMYT take off. But it has become evident that some policies must now be changed or improved and geared to the fact that CIMMYT has an international staff and has a good part of the world as a client and that these obligations carry new requirements and expectations which the traditional Foundation policies may not meet or cover.

8.04 At the level of the top Administrators, there is evidence of over concentration of authority and responsibilities in the Deputy Director General for Resident Programs, indicating the need for redistributing this load toward increasing viability and effectiveness in the long run. Partly because of this, and the wisdom of covering some important problem areas, a serious search should begin for a qualified person, preferably a Mexican, to perform the duties of a Deputy Director for External Affairs who would mainly enhance CIMMYT's position vis-a-vis Mexico.

8.05 CIMMYT's chances, as well as those of the other international agricultural institutes, in obtaining adequate support for its expanding programs would be significantly improved if CIMMYT is able to get together with the other institutes, toward the standardization of accounting systems, personnel compensation and benefits and the exchange of ideas and experience in dealing with their administrative problems.

8.06 The Panel recommends that the following specific actions be considered:

(a) Organization

- 1) Request Ford Foundation to study advisability and feasibility of converting CIMMYT to an international juridical person.
- 2) Create the position of Deputy Director General for External Relations. Fill the position with a Mexican.
- 3) Redistribute some of the load currently shouldered by the Deputy Director General for Resident Programs.
- 4) Hire a well trained Personnel Manager, classified at the same level as the Controller and Executive Officer, and reporting to The Deputy Director for Resident Programs.
- 5) Fill the number two position in the Maize Program.
- 6) Provide an administrative officer for each of the two crop programs, trained and experienced in administration and management.

(b) General Administrative Services

- 1) Hire a highly competent Purchasing officer.
- 2) See that the individual heading Property Services (Buildings and Grounds Services) has sufficient managerial ability.
- 3) Establish check-and-balance relationship between spare parts custodian and user and between purchaser and storekeeper.
- 4) Deliver all purchases to one central point of responsibility.
- 5) Develop a system of Working Files and Central Files.
- 6) Improve physical character of the Mexico City Office.
- 7) Transfer postage meter and mail sorting from Mexico City Office to El Batán.
- 8) In connection with the Mexico City Office, explore possibility of improving travel agent services and supplies services, of installing a telex machine in El Batán and of paying for supplies by check and by mail.

- 9) Conduct a study to determine additional apartment houses needed at El Batán.
- 10) Develop financial management system for food and housing services.
- 11) Analyze drinking water samples monthly to help ensure potability.
- 12) Continue a revolving fund for vehicle spare parts and other standard items.
- 13) Continue with present vehicle replacement policy but consider standard brands.
- 14) Seek legal advice on adequacy of vehicle insurance coverage.
- 15) Phase out security and janitorial contracts and replace them with direct hire services.
- 16) Tighten security procedures at the greenhouses and seedhouse.
- 17) Issue airtickets on refundable-only-to-CIMMYT basis.
- 18) Assign petrol procurement to Purchasing Services.

(c) Personnel Management

- 1) Combine all CIMMYT personnel functions under a manager reporting to the Deputy Director General.
- 2) Remove all personnel functions from the Controller, except the payroll.
- 3) Have all personnel policies and practices reviewed by a competent Mexican labor lawyer.
- 4) Review all personnel policies, practices and benefits for their applicability to CIMMYT's new status and needs, especially those carried forward from previous operations.
- 5) Develop a personnel manual that will serve all staff.
- 6) Coordinate the recruitment of staff at the earliest possible stage.
- 7) Reinforce the current system for hiring and paying casual and part-time staff.

- 8) If salary increases are appropriate, grant them when the transfer promotion or duty change is approved, not at the beginning of the next year.
- 9) Develop a clear statement of what an appointment to the CIMMYT staff means and standardize the way of expressing it to the staff.
- 10) Salary grades should be more specific and salaries should be administered with an even hand.
- 11) To facilitate the movement of staff from core to project, and return, greater attention needs to be given to long range manpower planning.
- 12) Adopt a system of severance payments or provide for turn around time to those short term staff who are terminating.
- 13) CIMMYT should resist pressure to provide staff under special projects, which carry salary and benefits less than it provides to all its staff.
- 14) Personnel hiring and staffing practices should maximize its involvement with the Texcoco community and place less reliance on Mexico City.
- 15) Differences between expatriate and local staff in such things as benefits, allowances, working conditions, rights, and privileges should be eliminated wherever possible.
- 16) Provide English language training for Spanish speaking staff.
- 17) Reexamine the "living allowance" for professional expatriate staff, both as to formula and the need for such an allowance.
- 18) Reexamine the housing allowance policy both as to formula used and the need for such an allowance.
- 19) Provide supplementary benefits to all staff based on need, not on salary status. This refers particularly to the supplementing of Mexican Social Security benefits with additional life insurance and medical benefits.
- 20) Institute a program of limited study leaves for staff.
- 21) Establish a mandatory age for retirement for all staff.

- 22) Institute a travel program that will help soften the hardship on families of prolonged and frequent absence of staff from home.
- 23) Note: While the Panel has looked at CIMMYT's overall organizational structure, it did not have the time to examine the job content and the size of staff in relation to job requirements. The Panel suggests that the Director General look into this in the near future.

(d) Finances

- 1) Delegate certain of the current duties and responsibilities of the Deputy Director for Resident Programs so as to avoid the present concentration of workload in this office.
- 2) Identify the Controller's position in the CIMMYT management structure and define the duties and responsibilities of this position.
- 3) Identify the official responsible for control of costs flow and define the responsibilities of the respective officers.
- 4) Regularize the collection of budget data so as to facilitate planning and investment decisions.
- 5) Investigate the need for a budget manager under the direction of the Controller so as to facilitate the data collection and reporting process.
- 6) Regularize the annual budget data collection process through the delegation of responsibilities, published instructions and timetable.
- 7) Issue financial reports to the Board of Trustees at more frequent intervals, preferably quarterly, such reports to include a balance sheet and a statement of income and expense, both on the accrual basis of accounting.
- 8)
 - (a) Determine that with respect to food and housing services the present staff have the capabilities of managing this operation.
 - (b) Provide timely financial data and assistance to the manager.
 - (c) Define the duties and responsibilities of the manager.
 - (d) Insure that proper internal controls exist over receipts and expenditures.

- 9) Retain operating "profits" of the food and housing services operations in order to provide for future replacement of furnishings and equipment.
- 10) Investigate the possibility of obtaining a bank guarantee to satisfy IIE's deposit requirement of \$170,000.
- 11) Determine that all balances for local bank accounts and petty cash funds are kept at levels commensurate with operating requirements.
- 12) Eliminate or substantially reduce standing advances held by certain staff members.
- 13) Establish a firm policy to the effect that all financial arrangements with donor agencies and special contracting parties shall contain a provision for quarterly payments in advance.
- 14) Determine the legal effect of Mexican insurance law as to exact limits of exposure resulting from vehicular accidents.
- 15) Review and determine exposure and necessity for insurance coverage in the areas of:
 - (a) Third party liability,
 - (b) Travel accidents for staff, dependents, consultants and Trustees,
 - (c) Professional liability,
 - (d) Officers and Directors liability, particularly as to exposure of Trustees under Mexican partnership law, and
 - (e) Indemnification by contractors who provide services to CIMMYT.
- 16) Institute a risk management program.
- 17) Review and determine that CIMMYT recovers full related costs in applying various overhead factors to donor agencies, training activities and special projects.
- 18) Publish to all staff processing schedule for reimbursement of expense accounts, this, along with specific instruction, will provide for orderly processing of financial data and the timely issuance of checks.

(e) Joint actions with other international agricultural institutes

- 1) Encourage meetings of administrative officers at different levels, with their counterparts in other institutes to discuss problems, ideas, and experience regarding administration.
- 2) Encourage the agricultural institutes to establish a system of communications on personnel matters. Together with other institutes, standardize personnel compensatory arrangements.
- 3) Reopen discussions with the other Agricultural Institutes and IIE on the adequacy of present procedures and benefits.
- 4) Together with the other institutes, standardize the accounting system.

92b

December 13, 1972

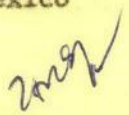
Dear Dr. Anderson:

Thank you kindly for CIMMYT's invitation for the World Bank/Consultative Group Secretariat to be present at the wheat seminar in January. We expect to send Mr. George Darnell of the Bank's Agriculture Department, who will attend on January 22 only. He will be in touch with you directly concerning accommodations and other arrangements.

Sincerely yours,

Harold Graves
Executive Secretary

Dr. R. Glenn Anderson
Wheat Seminar/CIMMYT
Apartado Postal 6-641
Mexico 6, D. F.
Mexico



HG:apm

Incoming copies to Mr. Darnell

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

Mr Harold Groves

Wesproke.

Mr Demell will be in Mexico
in mid-January and could attend
the opening day, January 22
— but would have to leave
on 23rd.

JCG
12. XII. 72

ROUTING SLIP		Date December 6
NAME		ROOM NO.
Mr. Evans M Evans		
The first day looks most interesting		
I can arrange my schedule so that		
I can attend Jan 22 returning to		
Washington Jan 23.		
To Handle	Appropriate Disposition	Note and File
Approval	Comment	Note and Return
Full Report	Information	Prepare Reply
Initial		Per Our Conversation
		Recommendation
		Signature
		Send On
REMARKS		
<p>Jim - Here is a prospectus for the wheat seminar being held at CIMMYT next month. I assume we will not send anyone. If you will confirm this, I'll write and tell CIMMYT so.</p>		
From		Howard Evans

92b

December 6, 1972

Dear Hal:

Here is some information about a type of maize storage bin developed in Zambia, which I thought might conceivably be of some interest to CIMMYT.

Sincerely yours,

Harold Graves
Executive Secretary

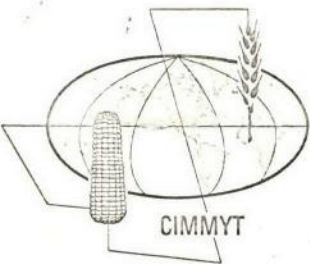
Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Center
Apdo. Postal 6-641
Londres 40
Mexico 6, D. F.

Encs.

HG/jk

trw

92b



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

December 4, 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C. 20433

Dear Harold:

Subject: Progress reports by Consultative Group staff. Long range calendar.

This refers to your letters of October 17 (long range calendar) and November 13 (CG staff review at CIMMYT).

I enclose a paper sent to our Trustees Executive Committee, seeking answers, but I do not yet have their replies. CIMMYT Trustees travel as often as CIMMYT staff, and answers do not come quickly.

It is my proposal that CIMMYT hold a "Presentation Week" April 2-6, 1973, to be attended by a small group of persons, including the two staff members designated by the Consultative Group; possibly a program committee of the CIMMYT Trustees; possibly some individual donor representatives. CIMMYT presentations of program can be made in the field at El Batán, Oregón, and Poza Rica. Inquiries about administration can be concentrated at El Batán.

A long range calendar is enclosed with the memo to Virgilio Barco.

This is the best I can give you now, and this is not yet agreed.

If the Trustees approve the recommended dates, you will need to change all references to CIMMYT on your "Calendar of Events in 1973":

January 22-26 (not 24-28) 1973 CIMMYT world wheat seminar. (open to donors).

April 2-6, 1973 CIMMYT Presentation Week for Consultative Group. (open to donors).

Original to: *M. Graves*
Date: **DEC 12 1972**
Communications Section

Mr. Harold Graves

December 4, 1972

-2-

April 8, 1973, CIMMYT Trustees Executive Committee. (closed).

April 9-10, 1973, CIMMYT Trustees Annual Meeting. First day open to donors. Second day closed, for executive session.

I will confirm these dates later.

Cordially,



Haldore Hanson
Director General

HH/mph

Enclosure: Memo of November 15 to Dr. V. Barco, with proposed calendar.

November 29, 1972

Mr. Raldere Hanson
Director General
International Maize and Wheat
Improvement Center
Londres 40, Mexico 6, D. F.

Dear Mr. Hanson:

As you know, members of the Consultative Group on International Agricultural Research met in Washington earlier this month and, among other things, made statements of their intentions about grants to the international agricultural research centers for 1973. Actual execution of the grants, you will appreciate, in most cases is subject to approvals by legislatures and governing bodies, and to the actual appropriation of funds. Statements made about support for CIMMYT are summarized below.

* * * *

The UNDP representative said that a proposal would be put to his Governing Council for a 3-year program of support for the high-quality maize program on an order of magnitude of \$2,340,000, starting roughly on March 15, 1973, and making approximately equal amounts available in each of the three years.

The Canadian representative said that his Government intended to make approximately \$450,000 available for the triticale project in 1973 and about \$550,000 for this same project in 1974.

The representative of the International Development Research Centre, of Canada, stated that about half remained, for 1973, of a \$70,000 grant already made to CIMMYT for work on low-temperature sorghum.

The representative of the Ford Foundation indicated that the Foundation, in allocating grants, wished to give preference to the four original centers (including CIMMYT). 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 disbursement would begin in January.

November 29, 1972

The representative of the Rockefeller Foundation also indicated a preference for the four original centers; 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 the intention of his Government to provide \$1,500,000 for CIMMYT.

* * * *

Following your letter of November 9, the Consultative Group Secretariat is carrying CIMMYT's capital and core requirements at a rounded figure of \$6,125,000. As against that figure, the statements summarized above seem to represent a total of approximately \$4,325,000. The latter figure is based on the same amounts you use in the attachment to your letter, with some quite minor variations for cash flow and excluding, for the moment, funds from Denmark and the World Bank Group.

The amount remaining to be pledged, on this basis, is approximately \$1,800,000. Against this gap, I think we agree, there are possibilities from Denmark (\$75,000-\$100,000), from Germany (up to \$480,000), and from the Inter-American Development Bank (say, \$625,000 in pesos). The total of these possibilities ranges up to roughly \$1,200,000 at a maximum, and the gap in CIMMYT financing, accordingly, might conceivably be reduced to as little as \$600,000.


It obviously will take some time to know what possibilities realistically can be expected to materialize. It is therefore intended that in the meantime the World Bank Group should take a somewhat flexible position on assistance to CIMMYT. It is being proposed to the Executive Directors of the Bank Group that the Bank Group, in addition to making an initial contribution to CIMMYT for 1973, be prepared to consider a second grant at a later time if circumstances require. The amount being proposed for the initial contribution is \$1 million, and it is proposed that any later contribution should not exceed \$500,000.

The decision of the Bank Group Executive Directors in this matter will be taken in January, and I will of course let you know the outcome promptly. We are also continuing to pursue the question of what action the German Ministry of Cooperation may take before the end of 1972, and will quickly inform you of any results.

Sincerely yours,

Harold Graves
Executive Secretary

HG/jk



cc: Mr. V. Barco

92b

November 29, 1972

Dear Mr. Hanson:

In response to your letter of November 17 to Mr. Graves, please find attached two documents.

One document is a copy of a resolution dealing with the Consultative Group which was passed by the FAO Regional Conference for Latin America at its recent meeting in Cali, Colombia.

The other is a copy of the statement made by the representative from Latin America, Mr. Mourao (Brazil), at the Consultative Group meeting.

The Secretary of TAC reported, during the Consultative Group meeting, on all the FAO regional conferences which had met during the preceding weeks. His statement will be circulated as soon as we have a corrected transcript from him.

Sincerely yours,

Franz H. Kaps
Assistant to the Executive Secretary

Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Center
Londres 40
Mexico 6, D. F.

Encs.

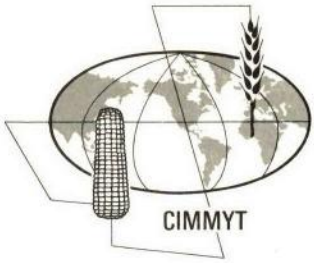
FHK/jk

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Consultative Group on International
Agricultural Research

92b.

CS file??



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

November 22, 1972

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

Dear Mr. Graves:

Your letter dated November 13 addressed to Mr. Hanson has been received. As Mr. Hanson is away at present visiting Brazil, I will bring your letter to his attention when he returns by the end of November.

Sincerely,

Mina P. Hardy

Mina P. Hardy
(Secy. to Mr. Hanson)

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1972 DEC -1 PM 1:08

CONFIDENTIAL

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CI file

Consultative Group on International
Agricultural Research

November 17, 1972

92b

Dear Hal:

Many thanks for sending me your memos concerning German funds and German visitors to CIMMYT.

Bob Osler will have told you by now that we expect to begin some preliminary conversations with the Inter-American Development Bank about the possibility of local-currency grants in support of the capital budgets of Western Hemisphere centers. As soon as we have an understanding of what IDB's policies and potential are in this regard, we will be giving you a report; and after that, I should think, the conversations would proceed directly between you and IDB.

Sincerely yours,

Harold Graves

Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Center
Londres 40
Mexico 6, D. F.

HG/jk

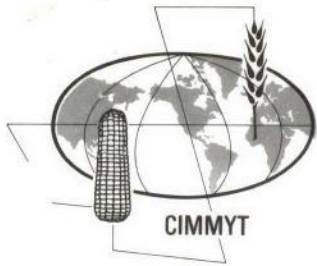
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Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - G-3 - International Maize and Wheat Improvement Center [CIMMYT] - 1972 / 1974 Correspondence - Volume 1		Barcode No. 1760371
Document Date 17 November, 1972	Document Type Agenda	
Correspondents / Participants UNDP Governing Council		
Subject / Title Research and Training in the Development of High Quality Maize (Phase II) (GLO/72/009)		
Exception(s) Information Provided by Member Countries or Third Parties in Confidence		
Additional Comments		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.
		Withdrawn by Tonya Ceesay
		Date 01-Dec-15



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

November 16, 1972.

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

Dear Harold:

In response to your telephone call on November 14, I have prepared the attached table. This as you will note is a modification of what was presented at Center's Week of Schedule 3 in CIMMYT's budget presentation.

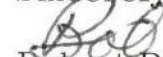
You will note that we estimate \$ 639,000 U. S. dollars of the total 1973 Capital budget (\$ 1,183,000) will be spent in Mexican pesos. Prior to your discussions with BID, I would like to particularly call your attention to Footnotes 8, 9, and 10.

Should you, due to any question about carryover funds (Footnote 8), because of the uncertainty of timing of their expenditure (Footnote 9 and 10) think they should be excluded, the total changes from \$ 747,000 to \$ 593,000.

Please call me if you need further information.

Any word on the German money?

Sincerely yours,


Robert D. Osler.
Deputy Director General.
Resident Research.

RDO:cc
cc: Mr. H. Hanson

RECEIVED

NOV 13 1976

cc: Mr. H. Hanson
BDO:cc

Resident Research
Deputy Director General
Harold D. Osler
[Signature]
Sincerely yours,

Any word on the German money?

Please call me if you need further information.

think they should be excluded, the total changes from \$ 141,000 to \$ 223,000 because of the uncertainty of timing of their expenditure (Footnote 9 and 10) should you, due to any question about carryover funds (Footnote 8),

to Footnotes 8, 9, and 10.

to your discussions with BID, I would like to particularly call your attention 1973 Capital budget (\$ 1,183,000) will be spent in Mexican pesos. Prior you will note that we estimate \$ 232,000 U. S. dollars of the total

presented at Center's Week of Schedule 3 in CIMMYT's budget presentation the attached table. This as you will note is a modification of what was in response to your telephone call on November 14, I have prepared

Dear Harold:

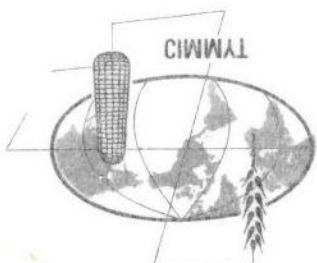
U. S. A.
Washington, D. C. 20433
1818 H Street, N. W.
International Bank for Reconstruction and Development
Consultative Group on International Agricultural Research
Executive Secretary
Mr. Harold Graves

November 16, 1976

Cable: CENICIMMYT
Apto. Postal 8-841
Londres 40, Mexico 6, D. F.

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

CENIRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO



CIMMYT 1973 CAPITAL BUDGET

(U. S. \$ 000)

Category	Total 1973 Budget	Amount of Total to be expended in Mexican Ps.
1. Land Purchase	26 <u>1/</u>	26 <u>9/</u>
2. Land Devel.	504 <u>2/</u>	250
3. Field and Lab. Equipment	88 <u>3/</u>	---
4. Construction of Buildings	296 <u>4/</u>	232
5. Roads, utilities & Furnishings	20 <u>5/</u>	20 <u>10/</u>
6. Additional Program Vehicles	111 <u>6/</u>	111
7. Library Acquisitions	30 <u>7/</u>	---
8. Revolving Fund	108 <u>8/</u>	108
Total	1,183	747

Footnotes:

1/ Land Purchase. \$ 26,000. This item is for 13 hectares of land at Tlaltizapán, CIMMYT's intermediate elevation maize station (1,000meters). At present CIMMYT controls 45 hectares at this station, including 30 hectares which are croppable. All CIMMYT maize breeding between germ plasm from widely differing climatic zones is conducted here, and the present campaign to broaden the germ plasm pool for high lysine maize has been limited by lack of land at this elevation. As far as CIMMYT Management can now foresee, this purchase of land will complete CIMMYT's present requirements. The Mexican Government has already procured 4 pieces of research land for CIMMYT and it does not appear politically feasible for the Government to procure this private farmland at Tlaltizapán.

Footnotes (Continued)

- 2/ Completion of irrigation systems, land levelling and fencing at 5 stations. These stations cannot be used for year - around cropping until irrigation system is completed.
- 3/
- | | |
|---|---------------|
| Wheat Production training field equipment | 34,000 |
| Experiment Station field equipment | 34,000 |
| One growth cabinet and laboratory equipment | 20,000 |
| | <u>88,000</u> |
- 4/ \$ 296,000 includes:
1. Nine additional apartments for post doctorals and visiting scientists at El Batán 144,000
 2. Expt. Station Superintendent house at El Batán 20,000
 3. Visitor Facility - maize and wheat exhibits 15,000
 4. Crop-handling buildings at 5 research stations. 117,000
- 296,000
- 5/ \$ 20,000 for building main entrance road to CIMMYT Headquarters, El Batán.
- 6/ Wheat - 2 sedans , 1 pick-up.
Maize - 3 sedans
Expt. Stations - 3 trucks
Administration - 3 units for Training Pool, plus 1 sedan, 1 truck and 1 pick-up.
Economics - 1 sedan.
Communications - 1 sedan.
- 7/ \$ 30,000 - This is the estimated cost of providing the library with basic references and equipment.
- 8/ As means of assisting CIMMYT in managing its cash flow problem, CIMMYT Board of Trustees at its June 1972 meeting authorized the inclusion of \$ 200,000 in its 1972 requested budget. Since \$ 92,000 was carried over to 1972 from previous years, the additional need is \$ 108,000. Carryover funds are needed each year to meet cash flow problems caused by delayed payments of donors.
- 9/ Timing of expenditure depends upon locating suitable land at a reasonable price. Hopefully, this purchase will be consummated in 1973. We cannot be certain at this time.
- 10/ Completion of this road depends upon successful Government of Mexico arrangements for the land in question. These negotiations have been underway for approximately 5 years. We hope they will be completed in 1973.

1973 CIMMYT BUDGET (U. S. \$ 000)
(Revised November 10, 1972)

Funds Requested

1. <u>Core Unrestricted</u>		
a) Recurring	3,950	<u>1/</u>
b) Capital	1,183	
Sub-Total	5,133	
c) Less Earned Income	348	<u>2/</u>
Total	4,785	<u>3/</u>
2. <u>Core Restricted</u>		
a) Plan Puebla (RF)	118	
b) Triticale (CIDA/IDRC)	471	
c) Sorghum (CIDA/IDRC)	36	<u>4/</u>
d) Opaque -2 Maize (UNDP)	713	<u>5/</u>
Total	1,338	
3. <u>Total Funds Requested</u>	6,123	

Funds Pledged

4. <u>Core Unrestricted</u>		
a) RF	750	
b) FF	750	
c) USAID	1,500	
d) IBRD	1,280	<u>6/</u>
e) Denmark	100	<u>7/</u>
Total	4,380	
5. <u>Core Restricted</u>		
a) RF (Plan Puebla)	118	
b) CIDA /IDRC (Triticale)	471	
c) IDRC (Sorghum)	36	<u>4/</u>
d) UNDP (Opaque - 2 Maize)	713	<u>5/</u>
Total	1,338	
6. <u>Total Funds Pledged</u>	5,718	
7. Unpledged funds (6,123 minus 5718).	405	

Possible Additional Funds:

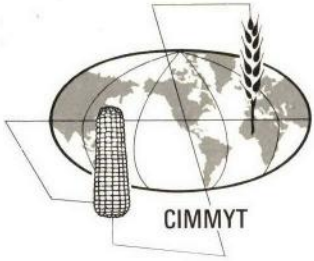
- Germany is discussing \$ 230 - 250,000 payment in 1972 which will reduce 1973 requirements by same amount.
- Germany is also discussing a grant of similar amount in 1973 depending on needs of ICRISAT and ILRAD, to which Germany gives priority.
- BID is prepared to discuss a non-recurring grant for CIMMYT's capital program in 1973.

Footnotes

- 1/ Request to Center's Week for Core Recurring was \$ 4,014,000. This has been reduced by two grants to CIMMYT since Center's Week:
- a) Sorghum research was shown in Center's Week budget at \$ 31,000. This has now been taken up by a special IDRC grant, and removed from Core Unrestricted.
- b) Maize assistant training officer was included in Center's Week budget at \$ 33,000. This has now been absorbed into the UNDP special grant for high lysine maize, and removed from Core Unrestricted.
- 2/ Earned income was shown in Center's Week budget at \$ 252,000. This has been increased to \$ 348,000 by special grants received since Center's Week.
- 3/ Total Core Unrestricted was shown in Center's Week budget at \$ 4,945,000. Because of the above changes, this request is now \$ 4,785,000.
- 4/ This item for sorghum research is same item referred to in line 1 a) above, but with administrative charge added.
- 5/ UNDP grant for 1973 is based on CIMMYT estimate of amounts available from UNDP Global - 1 Project, old grant to March 1973 and new grant for remainder of year.
- 6/ IBRD has not yet formally assigned its funds to Centers, but the estimate of \$ 1,280,000 was given by Consultative Group Secretariat.
- 7/ Denmark did not pledge to CIMMYT but placed funds at disposal of Consultative Group Secretariat. Secretariat has indicated its expectation to assign Danish funds to CIMMYT.

ROUTING SLIP				Date	
				NOV 24 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. Chaufournier	C702		Mr. Wright	A1136	
Mr. Cheek	C702	J. J. K. K. K.			
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. Lerdau	D432				
Mr. McNamara	A1230				
Mr. Mendels	A1219				
Mr. Muller	N436				
Mr. Nurick	A802				

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CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

November 15, 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C. 20433

Dear Harold:

I am holding your request of October 17 for a preliminary schedule of program reviews, 1973-77.

Every review involves our Trustees, and until we have a Trustee Executive Meeting and set the dates, it is not helpful for me to guess.

Our Annual Trustees meeting is changing from June to April, but I have no date.

The Executive Committee will meet immediately before the Board.

I am recommending a "Presentation Week", open to Trustees, donors, TAC, etc. the week before our Trustees meeting.

But since all these dates are inter-related, I shouldn't offer estimates.

I will be in South America until December 1, and will write you immediately thereafter.

Cordially,

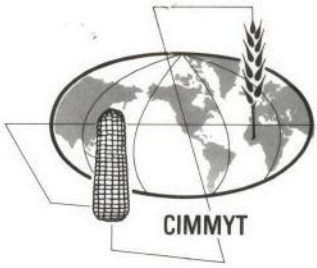
for *Maria P. Hardy (Secy.)*
Haldore Hanson
Director General

(Dictated by Mr. Hanson
and signed in his absence)

HH/mph

ROUTING SLIP			Date NOV 20 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. King		
Mr. Chenery	A1221			
Mr. Wm. Clark	D928			
Mr. Clarke	D1029			
Mr. Cope	B1210			
Mr. Demuth	D1128	✓	Control July	
Mr. D.A. de Silva	N635			
Mr. Diamond	D829		CGIAR-	
Mr. El Emary	A1143		CIMMYT	
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. Lerdau	D432			
Mr. McNamara	A1230			
Mr. Mendels	A1219			
Mr. Muller	N436			
Mr. Nurick	A802			

626



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

November 10, 1972.

Mr. Harold Graves
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N. W.
Washington, D. C. 20433
U. S. A.

Dear Harold:

I enclose 3 copies of my worksheet on where CIMMYT stands for 1973 budget.

There is one difference between our way of calculating and yours at the Secretariat.

CIMMYT considers its year-end carryover to be Working Capital, not available to finance 1973 program. That carryover from 1972 to 1973 is estimated at \$ 92,000. It is not shown in the attached table.

Your staff treats our carryover as both "earned income", and as "retained income". In other words, you add this amount to our grants, and then subtract it. We find this not helpful but confusing. (See CIMMYT Budget Document at Center's Week, Page 25, Table I, line 4 under sources of funds and line 5 under application of funds; also footnote e/ on that table.

We are overjoyed at the developments at the Consultative Group meeting, November 1 - 3. We still await word from the Germans. I have written BID. Will Mathieson is visiting CIMMYT January 27 - 30.

Cordially yours,

Harold Hanson.
Director General.

HH:cc

cc: Dr. Virgilio Barco
Dr. Sterling Wortman
Dr. Lowell Hardin

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Dr. Gower Hanson
Dr. Sterling Wolfman
cc: Dr. Virginia Balco
HH:cc

Director General
Harold Hanson

Cordelia Lopez

have written BID. Will Matheison is visiting CIMMYT January 21 - 30 meeting, November 1 - 3. We still await word from the Germans. I We are overjoyed at the developments at the Consultative Group

of funds and line 2 under application of funds: also footnote 6 on that table. Budget Document at Center's Week, Page 22, Table 1, line 4 under sources and then subtract it. We find this not helpful but confusing. (See CIMMYT "retained income". In other words, you add this amount to our grants. Your staff treats our carryover as both "earned income" and as

1973 is estimated at \$ 23,000. It is not shown in the attached table not available to finance 1973 program. That carryover from 1972 to CIMMYT considers its year-end carryover to be Working Capital at the Secretariat.

There is one difference between our way of calculating and yours

1973 budget.

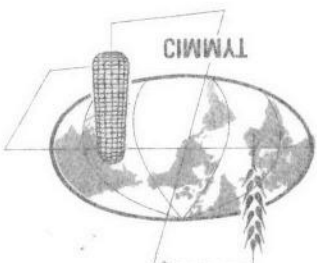
I enclose 3 copies of my worksheet on where CIMMYT stands for

Dear Harold:

P. S. V.
Washington, D. C. 20533
1818 H Street N. W.
International Bank for Reconstruction and Development
Consultative Group on International Agricultural Research
Mr. Harold Graves

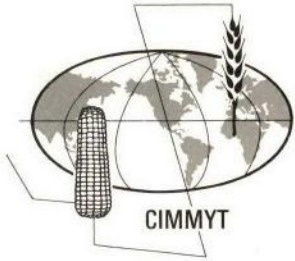
November 10, 1972

Cable: CENCIMMYT
Apto. Postal 8-841
Londres 40, Mexico e. D. F.



INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER
CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

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CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

November 1, 1972

TO: Mr. Harold Graves, IBRD, Washington

FROM: Haldore Hanson *HS*

SUBJECT: German funds, Your memo to Stedtfeld, October 12, 1972

Dr. Treitz said during his visit that your memo of October 12, 1972 to Dr. Stedtfeld would complicate the efforts to get funds for CIMMYT in 1972, and Treitz might ask you to modify it.

I told Treitz that the information about CIMMYT in Graves memo of October 12 to Stedtfeld was based upon a hypothetical question submitted to CIMMYT in the following form:

If the German Parliament were to appropriate DM 5 million in November 1972, and CIMMYT were offered DM 2,175,000 sometime in December, and it were possible to carry over these funds to 1973, what uses would we make of the funds (a) in December, (b) in 1973.

Given those conditions, we would carry them over to 1973, and use them for part of our 1973 core budget.

Now the German delegation is stating a totally different set of conditions for German aid in 1972, including the requirement that they must be spent for CIMMYT activities throughout 1972, which CIMMYT had undertaken in response to the German pledge for 1972. No program decisions made after the visit of this delegation would be eligible for German aid in 1972.

Our response to the delegation is therefore different from that which we gave to Graves in September.

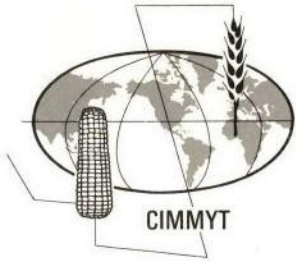
Any change you make in the memo of October 12 should be done only following the advice of Dr. Treitz.

HH/mp

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COMMUNICATIONS



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

November 1, 1972

TO: Mr. Harold Graves, IBRD, Washington

FROM: Haldore Hanson *HH*

SUBJECT: German funds for CIMMYT in 1972 and 1973.

The following are my notes on the visit of the German mission.

(1) A delegation of three members from Germany and two from the German Embassy visited CIMMYT during October 26-November 1 to discuss the German pledge to CIMMYT in 1972 and the possibility of support in 1973.

(2) The German delegation consisted of five on the opening day, and three on the remainder of the visit, including:

1. Dr. Werner Treitz
Director, Agricultural Section
Ministry of Economical Cooperation
Bonn.
2. Dr. Klaus Lampe
Vice President
Federal Office of Economic Cooperation
Frankfurt
(Trustee of ICRISAT).
3. Dr. W. Hasselblatt
Budget Specialist
Federal Office of Economic Cooperation.
4. Dr. Hans Schwartzmann, German Ambassador to Mexico.
5. Dr. Heintz George Fett, Economic Counselor of German Embassy in Mexico.

-2-

(3) Aside from the financial discussions, the five men on opening day were given a tour of El Batán, lunch at the Guest House, and briefing on corn by the head of the corn program.

On Saturday and Sunday, the three visitors, were given a CIMMYT car and driver for visits to the pyramids, National Museum, Folkloric Ballet, markets, etc.

On Monday, October 30, two of the men (Treitz and Lampe) spent the entire day with the harvest crews at Toluca, and were briefed on wheat, barley, triticale, potatoes, and station development.

On Wednesday, November 1, Dr. Hasselblatt also visited Toluca (he had been absent the two previous days on other German aid business in Guadalajara).

(4) In the financial discussions, Dr. Treitz confirmed the following facts:

Germany pledged DM 5 millions to the Consultative Group at the meeting December 3-4, 1971 in Washington, but did not at that time identify the allocations.

In subsequent discussions with the IBRD (February 1972) Germany designated DM 800,000 to CIMMYT

In July 1972 Germany committed to the World Bank that Germany would give all unallocated funds in 1972 to CIMMYT, and this would raise the pledge to DM 2,175,000 (about \$673,000).

Up until the present visit, the German Parliament has not acted on the 1972 appropriations for foreign aid, and Germany has made no payments to IITA, ICRISAT, and CIMMYT. Payments to the International Potato Center were possible in the form of bilateral aid to Peru, which was not affected by the present parliamentary problem.

(5) By agreement between the German Ministries of Economic Cooperation and Finance, Germany is now prepared to make payments to the Centers in 1972, without action of Parliament, but only on the following restricted basis:

(a) Only for pledges which Germany clearly made to the IBRD. This is interpreted by the Germans to include DM 800,000 for CIMMYT, and not DM 2,175,000.)

(b) Only for identified activities, not for general budget support. (Following discussions with the German mission, CIMMYT and the Germans agreed to allocate the German funds to training, for the full year of 1972.)

(c) Only for activities which were actually carried out by CIMMYT, in anticipation that the German pledge would be fulfilled.

The German delegation suggested in detail how these conditions of the German Ministry of Finance could be met, and asked that CIMMYT prepare a memo to Dr. Treitz, giving evidence that CIMMYT qualifies for German payment of funds in 1972. All 3 German visitors, suggested changes in the memo to strengthen it for meeting questions of the German Ministry of Finance.

A copy of the memo as it was given to Dr. Treitz is attached (attachment 1).

(6) For 1973 Germany will pledge DM 6 million to the Consultative Group in Washington on November 1, 1972.

The appropriation request for 1973 uses the same language as 1972. This means the pledges must be for specified activities, not for general budget support.

The Germans asked for a memo from CIMMYT, indicating the list of activities which the Germans might support in 1973.

We prepared such a memo and gave it to Dr. Treitz (attachment 2).

The Germans stated that the appropriation in 1973 would again be late, not before June or July, but they thought there would be no question about passage, as in 1972.

They did not suggest the amount of possible support in 1973 for CIMMYT, because it will depend in part on what support ICRISAT receives from other donors, and whether ILRAD is established.

(7) Dr. Treitz was asked to clarify whether he was discussing a "restricted core budget" grant, or an unrestricted grant.

CIMMYT explained to him the British process at IRRI, by which the breeding program is used illustratively to negotiate the British grant, then the funds are given in unrestricted form.

By contrast, the Canadian triticale grant is clearly restricted to triticale, and pays a supplemental charge for administration.

CIMMYT explained that the USAID grant will match up to 25% of the British-type payment, because it is given in unrestricted fashion, whereas the USAID will not match the Canadian triticale grant.

Dr. Treitz said he was talking about the British system, using training as an illustrative allocation, but the grant is unrestricted in language.

(8) The German delegation asked various forms of help from CIMMYT to persuade the German Government to give continuing support to CIMMYT. These included:

(a) A collection of CIMMYT publications for the offices of Dr. Treitz and Dr. Lampe.

(b) Photographs and slides of CIMMYT work.

(c) Invitation to a German scientist to participate in the opaque-2 corn seminar at CIMMYT in December 1972, and in the wheat seminar at CIMMYT in January 1973.

(d) Consideration of a German postdoctoral fellow to work at CIMMYT in 1973, at German Government expense.

(d) Occasional invitations for senior German scientists to visit CIMMYT or serve as visiting scientists at CIMMYT.

(Dr. Treitz said that Germany had preferred to support the new Centers, rather than the old Centers, because Germany thought there would be more opportunity for German scientists to participate in the program of new centers. If CIMMYT were able to make use of German scientists or fellows, this would help change the thinking of the German Government toward CIMMYT.)

(9) Dr. Lampe left with Glenn Anderson a request for experimental wheat seed to be tried in Cameroon by a joint German-Cameroonian agricultural project. Dr. Anderson promised to send one of CIMMYT's broadest nurseries with instructions, so that the project staff in Cameroon could decide for themselves what type of wheat was adapted there.

Mr. Harold Graves

November 1, 1972

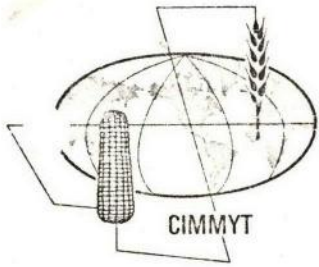
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(10) Dr. Lampe said that Germany might wish to recommend German special grants to CIMMYT for assisting production projects in Africa or Asia, and might wish to nominate trainees from Africa and Asia, to be trained at CIMMYT on German fellowships.

(11) The German delegation left with a show of enthusiasm for their observations in Mexico.

HH/mph

Attachments (2)



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

El Batán, México.
October 31, 1972

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

Memorandum to Dr. Werner Treitz

Subject: German funds for CIMMYT, 1972

(1) CIMMYT's budget for 1972 was approved by CIMMYT's International Board of Trustees on September 21, 1971, at the level of \$5,014,000.

This budget was submitted by CIMMYT to the Consultative Group Secretariat in the World Bank.

The Technical Advisory Committee of the World Bank recommended that the CIMMYT budget for 1972 be financed in full.

Since the budget included \$289,000 in earned income, the net request for donor grants in 1972 was \$4,725,000. 1/

(2) On December 3-4, 1971 the German Government informed the Consultative Group of the World Bank that Germany would contribute DM 5 millions to the 1972 expenses of the agricultural centers.

In February 1972 the World Bank notified CIMMYT that Germany had committed 800,000 DM to CIMMYT and that this money should be received in May, 1972, after the German Parliament had acted.

On March 29, 1972 Mr. Eberhard Killinger of the Bundesministerium fur Wirtschaftliche Zusammenarbeit wrote to CIMMYT that the German Government intends to contribute 800,000 DM to CIMMYT, and that this amount might still be increased.

On July 10, 1972 Mr. Harold Graves of the World Bank informed CIMMYT by telephone that the German Government has agreed to give to CIMMYT all funds for 1972 not pledged to other centers. Mr. Graves estimated this amount to be 2,175,000 DM or \$677,000 (at then existing rate of exchange).

In view of the continuing uncertainty surrounding German funds, CIMMYT decided to make its program plans based on 800,000 DM, and to make commitments against German funds above 800,000 DM only after the German Parliament acted.

1/ "Earned income" at CIMMYT includes sale of crops after research data is gathered, and overhead charged on special projects.

(3) CIMMYT is a research organization. It has found that research cannot start and stop according to the flow of money from donors. CIMMYT has a total staff of 380, whose services must be maintained throughout the year if we are to achieve research results.

Continuity is essential.

(4) CIMMYT adjusted its 1972 program to the size of the pledges made to the Consultative Group, including:

Rockefeller Foundation	\$ 750,000
Ford Foundation	1,033,000
World Bank	1,000,000
US Government	1,090,000
Danish Government	100,000
German Government (DM 800,000, at 3.20)	250,000
	<hr/>
	\$ 4,223,000

(5) During CIMMYT's 7 years of activity, all pledges have been received. CIMMYT therefore proceeded in 1972 with a program of \$4,223,000, equal to its pledges.

Nevertheless, this program was about \$500,000 less than the program approved by our Trustees, and recommended by TAC.

(6) The World Bank Secretariat asked CIMMYT to identify what activities it would support with German funds.

CIMMYT allocated the German funds to its training program which in 1972 provides training for:

- 75 in-service trainees from 34 countries, each for 9 months.
- 12 Master of Science candidates at the College of Agriculture, Chapingo, Mexico, who take their research work at CIMMYT.
- 3 postdoctoral fellows, spending two years in residence at CIMMYT.

(7) Most of the fellowships for the 75 in-service fellows are provided by foreign aid agencies including FAO, Inter-American Development Bank, Ford and Rockefeller Foundations, and USAID.

But CIMMYT headquarters pays the training staff, the buses which transport the trainees in Mexico, the agricultural operations, and the capital equipment for trainees.

German funds in 1972 have been allocated toward these expenses, and the training program is being carried out in full.

No other activity at CIMMYT has a greater "multiplier effect" than training. Fellowships of other agencies are not usable unless the headquarters costs of training are also provided.

(8) During January-October 1972 CIMMYT has shifted research funds from other donors to meet the shortage in the training program. If CIMMYT does not receive the German pledge, CIMMYT will have a gap in the financing of its research programs in November and December.

We have been asked if CIMMYT cannot carry a deficit in its research accounts into the following year.

By policy, CIMMYT does not carry debts from one year to the next, because this will cancel part of the following year's program, which has already been approved by our Trustees and the Technical Advisory Committee of the World Bank (TAC).


The question is asked whether we can reduce the cost of our training program in November and December, and thus reduce the need for German funds.

To a limited extent yes. Most of our training expenditures at headquarters consist of salaries, stipends, and vehicle operations which are fixed costs. If Germany asks us to reduce the expenditures in November and December, we could at best save 5% of the German funds.

CIMMYT hopes that the German Government will meet its pledge in full.

(9) Attachment 1 lists the 75 in-service fellows from 34 countries.

Attachment 2 is the Headquarters Training Budget for 1972, based upon actual expenditures through September 30, 1972, and estimates for the last three months of the year.


Haldore Hanson
Director General

Attachments (2)
HH/mp

Attachment 1.Sources of 75 trainees from 34 countries in
1972, and sources of fellowships

	Wheat	Maize
Algeria	8 (FF)	-
Afghanistan	1 (AID)	-
Argentina	-	2 (BID)
Arab Yemen Republic	2 (FAO)	-
Brazil	3 (BID)	-
Chile	-	1 (BID)
Colombia	1 (BID)	3 (BID)
Cyprus	1 (FAO)	-
Dominican Republic	-	2 (BID)
Ecuador	-	1 (BID)
Egypt	1 (FF)	1 (FF)
El Salvador	-	5 (BID)
Guatemala	-	3 (BID)
Guyana	-	1 (BID)
Haiti	-	2 (BID)
Honduras	-	1 (BID)
Iraq	1 (FAO)	-
Kenya	1 (FAO)	-
Lebanon	1 (FF)	-
Nepal	1 (AID)	-
Nicaragua	-	1 (BID)
Nigeria	-	3 (FF)
Pakistan	1 (FF)	3 (FF)
Panama	-	1 (BID)
Paraguay	1 (BID)	-
Peru	1 (BID)	-
Philippines	-	3 (USAID)
People's Republic of Yemen	1 (FAO)	-
Poland	1 (CIMMYT)	-
Sudan	1 (FAO)	-
Tanzania	3 (FF)	5 (FF)
Thailand	-	1 (CIMMYT)
Tunisia	3 (AID)	-
Turkey	2 (RF) + 1 (FAO)	-
	36	39

Donors

FF = Ford Foundation

RF = Rockefeller Foundation

FAO = U.N. Food and Agriculture Organization

USAID = U.S. Government

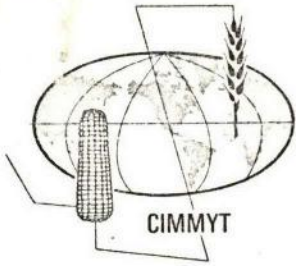
BID = Banco Interamericano de Desarrollo (Inter-American Development Bank)

October 31, 1972

Attachment 2.

1972 Training Expenditures, and Funds not yet received

Item	Wheat	Maize	Total
1. Training staff	53,940	41,230	95,170
2. Training stipends	55,045	65,700	120,745
3. Training supplies	9,960	25,890	35,850
4. Office supplies for training	2,940	685	3,625
5. Vehicle costs for training	16,720	21,800	38,520
6. General expense for training	2,870	115	2,985
Sub-total	141,475	155,420	296,895
7. Capital budget (wheat & maize combined)			40,000
Total expense			<u>336,895</u>
8. Funds received from 1 donor			80,400
9. Net balance not received			256,495



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

October 31, 1972

Memorandum to Dr. Werner Treitz:

Subject: German funds for CIMMYT 1973

If Germany is able to consider assistance to CIMMYT for calendar year 1973, CIMMYT is prepared to allocate the funds to any line items in our core budget, which we might mutually agree.


A copy of the core budget is attached.

The total cost of training for both wheat and maize, plus capital items, will be about \$500,000 for 1973. This training will include:

- 75 in-service trainees.
- 12 Master of Science degree candidates taking research at CIMMYT.
- 8 Postdoctoral fellows in residence at CIMMYT.

Fellowships for the in-service fellows would continue to be supplied by FAO, Inter-American Development Bank, Ford and Rockefeller Foundations, and USAID.

If you will indicate the approximate amount of funds which Germany is able to consider to CIMMYT in 1973, and the part of our budget to which you prefer to contribute, we can send you more supporting information.


Haldore Hanson
Director General

Attachment.

CIMMYT's Core Unrestricted Budget for 1973 (US\$000)

1.	<u>Wheat programs, recurring budget</u>	
1.1	Bread wheats	110
1.2	Durum wheats	70
1.3	Winter wheats	48
1.4	Pathology	98
1.5	Physiology	69
1.6	International nurseries	99
1.7	Training	209
1.8	Industrial quality laboratory	55
1.9	Director's office	205
1.10	Sub-total	963
2.	<u>Maize programs, recurring budget</u>	
2.1	Maize breeding	185
2.2	Maize plant protection	170
2.3	Maize agronomy-physiology	69
2.4	Maize training	219
2.5	Soils and Plan Puebla	158
2.6	Director's office	175
2.7	Sub-total	976
3.	<u>Support programs, recurring budget</u>	
3.1	Experiment stations	409
3.2	Laboratories	81
3.3	Economic studies	211
3.4	Information activities	215
3.5	Sub-total	916
4.	<u>Administration, recurring budget</u>	
4.1	Director General's office	337
4.2	Executive office and its services	579
4.3	Controllers office	139
4.4	Sub-total	1,055
5.	<u>Capital budget</u>	
5.1	Land purchase	26
5.2	Land development	504
5.3	Field and laboratory equipment	88
5.4	Crops buildings	296
5.5	Roads and utilities	20
5.6	Library acquisitions	30
5.7	Vehicles	111
5.8	Revolving fund	108
5.9	Sub-total	1,183
6.	<u>Grand total</u>	5,093

92b

October 19, 1972

Dear Hal:

Thank you very much for sending me a copy of your comments on Mike Ruddy's budget paper. They will be most helpful. I naturally agree with what you say about the importance of the narrative statement, and I am sure that Mike does not disagree; he was simply directing his attention to the tabular material.

A couple of weeks ago, we talked on the telephone about the possibility that you might write a letter to Dick Demuth about the barley question at CIMMYT, for discussion at the Consultative Group meeting on November 1. Did you decide not to do this?

Sincerely,

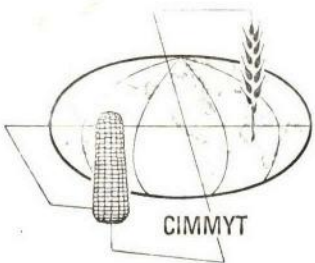
Harold Graves

Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Center
Londres 40, Mexico 6 D.F.
Mexico

HG/jk

Hanson

92b



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

October 19, 1972

Mr. Richard Demuth
Chairman
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C. 20433

Dear Mr. Demuth:

Subject: Barley Research at CIMMYT

You recall that on August 4, 1972, on the last day of Centers Week, Sir John Crawford, the Chairman of TAC, referred to barley research at CIMMYT during his oral report to the Consultative Group. He said:

"With regard to CIMMYT... We do not believe that \$40,000 on barley is an effective contribution on the barley problem. To become effective it would have to grow very considerably, and we suggest that no decision about developing a major attack on barley at CIMMYT should be made until alternative possibilities have been examined. Part of the further work of TAC in relation, for example, to the Middle East will be relevant to this".

CIMMYT Trustees' Executive and Finance Committee met in Washington on August 4, immediately after the final session of Centers Week, and discussed the TAC views on barley.

It was the Trustees' impression that TAC may not have had full information about the CIMMYT barley program at the time of the TAC discussion in Washington, and particularly the following:

(1) CIMMYT's predecessor agency (the "Oficina de Estudios Especiales" - Mexico - Rockefeller group) conducted barley research in Mexico for the 10 years, 1952-62 using part of the time of the wheat research staff which developed dwarf wheat. By 1962 when dwarf bread wheat was distributed around the world, the resident staff became so involved with international consulting work on wheat that the decision was taken to postpone further barley work.

Original to: *Mr Demuth*
Date: *1026-72*
Communications Section

(2) In 1972, CIMMYT informed its Trustees that the wheat section was again ready to take up barley work. It was considered to be a natural supplement to wheat which could be more valuable than wheat as a crop in areas of low moisture on the fringes of the present wheat growing areas. It was considered that the hybrid wheat program should be phased down and replaced by barley.

(3) CIMMYT has a barley collection of 4,000 lines and varieties, which was planted in May-June 1972. Seventy-one varieties and lines were included in the crossing block, and more than 500 crosses were completed in July-August 1972. These crosses combine the highest yielding barley varieties known in the world, the genetic lines for shortness in barley, and the "hyproly gene", a source of higher protein and higher lysine in barley, discovered by Swedish scientists in Ethiopia in 1962.

(4) CIMMYT's estimate for the cost of a barley program is based upon CIMMYT experience with a durum wheat program conducted during 1968-72. This program is also a "piggy-back" program, carried by the CIMMYT wheat staff with the full-time help of only one scientist, and includes 4,000 crosses a year. The durum wheat program calls upon CIMMYT's protein quality laboratory, or the services of specialists in soils, or entomology, or pathology, as needed, but these services are already provided by the bread wheat budget and no increases of these services proved necessary.

CIMMYT sees no reason why the experience of a durum wheat program, possibly the most advanced in the world, cannot be duplicated in barley with similar staff and similar cost. The durum program cost \$30-40,000 per year during its first 3 years, and rose to \$60-70,000 in its fourth to sixth years.

(5) Any other institution wishing to duplicate the CIMMYT barley program would need to duplicate the CIMMYT laboratories, and the complete CIMMYT staff of specialists. The "piggy-back" arrangement of carrying a barley program on top of a wheat program, is the only reason the budget is as low as \$40,000 per year.

(6) This information was examined by the CIMMYT External Program Review Panel in April 1972, and the Panel recommended against a barley program at this time. CIMMYT Trustees, in accepting the report of the External Review Panel, did not share the Panel's judgment on barley, and directed the CIMMYT wheat staff to proceed with its barley research in the summer of 1972. That decision was made May 7, 1972.

(7) CIMMYT has assigned to barley research in the second half of 1972 a budget of \$20,000 including the services of one scientist. For 1973, the

budget approved by our Trustees is \$40,000 including the services of one scientist, to produce two generations of experimental barley. CIMMYT has no present expectation to increase the program during the next two years.

CIMMYT Trustees now recommend that CIMMYT proceed with its barley program but regard the present program as interim, for three years, and limited to a budget of \$40,000 per year, including the services of only one full-time scientist.

Such an interim arrangement would have two advantages: first, it would ensure that someone among the Centers is giving attention to barley; second it would provide experience by which to judge the question of TAC whether \$40,000 can provide an effective contribution to the barley problem.

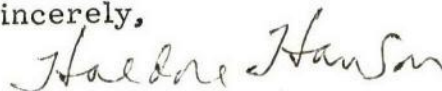
Furthermore, the interim nature of this arrangement permits TAC to proceed with its review of barley, and to recommend to the Consultative Group what should be the size of the future program, and where it should be located.

The CIMMYT Trustees are concerned that this interim arrangement should not be interpreted as a show of discourtesy toward either TAC or the Consultative Group. They therefore directed the Management of CIMMYT to inquire of the Chairman of TAC whether he thought this interim arrangement would be consistent with the point of view expressed by TAC.

Sir John Crawford wrote to CIMMYT on 12 September 1972, stating that the decision rests with the Consultative Group.

The CIMMYT Trustees have asked me to submit these facts to you, as Chairman of the Consultative Group, and to inform you that CIMMYT will seek special funds for the next three years for CIMMYT's present barley activities. This will give the TAC and the Consultative Group time to reach a decision on arrangements for a continuing barley program.

Sincerely,



Haldore Hanson
Director General

HH/mph
cc. Sir John Crawford

92b

October 17, 1972

Dear Hal:

For the purposes of some quite preliminary planning, it would be helpful if I could have a calendar of events planned by CIMMYT 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

Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Center
Londres 40, Mexico 6, D. F.
Apdo. Postal 6-641

HG/jk
[Handwritten signature]

92b

October 13, 1972

Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Center
Londres 40
Mexico 6, D. F.
Apdo. Postal 6-641

Dear Hal:

You probably will have had by now a notification from Bonn of the intended visit of three German officials to CIMMYT sometime during the period October 26-31. The individuals are Dr. Werner Treitz and Dr. Hasselblatt of the Ministry of Economic Cooperation, and (according to a cable sent to Washington) a Dr. Lape of the semi-official German Agency for Development Assistance.

We think the last-named person is probably Dr. Klaus Lampe, who in addition to his main duties is a member of the Governing Board of ICRISAT. Treitz is in charge of agricultural grants at the Ministry of Economic Cooperation, and Dr. Hasselblatt is described as a budget specialist. As I mentioned on the 'phone, Treitz is a man of about 45 (he looks younger), has a graduate degree (in agricultural journalism) from a midwestern American university, and is the senior of the three persons visiting you. You will find him constructive and helpful.

There has been no end of correspondence and some direct consultation between the German authorities and the Consultative Group Secretariat on the subject of German grants to the international agricultural research centers, including CIMMYT. The German agreement to allocate to CIMMYT the entire balance of its grant funds (after taking account of grants to ICRISAT and IITA) dates from a meeting in Bonn between Treitz and me on July 3; the numbers with respect to these grants are given in a memo of October 12 to Dr. Stedtfeld, the German Executive Director of IBRD, a copy of which I am sending you. The procedural situation with respect to these grants is described in a memorandum to files of September 28, a copy of which I am also sending.

Mr. Haldore Hanson

- 2 -

October 13, 1972

Looking carefully through the files and searching my own memory, I do not find that there has ever been any discussion with the German authorities about what specific use of German funds might be made by CIMMYT; all that was ever done about this was to suggest that you be prepared to make a proposal. I think your idea about reimbursement is a good one, and I hope it will be acceptable. One further thought: the Danish grant to CIMMYT does not have to be spent until March 31, 1973, so that if the German money arrived in sufficient time and quantity in 1972, the Danish money could be held aside; and this might give you more room in which to accommodate German funds in 1972.

I will see Treitz when he comes here for the Consultative Group meeting, and will catch up with your talks to a certain extent then. Soon after that, though, I hope we can consult on the telephone to see what the implications are for your 1973 budget.

Sincerely,

Harold Graves

Enclosures

HGH

HG:apm

OFFICE MEMORANDUM

G26

TO: Dr. Stedtfeld

FROM: Harold Graves

SUBJECT: German Funds for International Agricultural Research, 1972.

DATE: October 12, 1972

You will remember that during the recent Annual Meeting of the World Bank's Board of Governors, I had an opportunity to talk with Dr. Hans Jansen of the Federal Ministry of Economic Cooperation concerning the question of German grants for international agricultural research in 1972. Dr. Jansen asked me a hypothetical question: what would the effect be on centers if these funds were not available? At this point, our discussion had to be broken off, but I promised to give Dr. Jansen a reply later on. This memorandum is addressed to his question.

We had reached an understanding with the authorities in Bonn, I believe, that subject to the necessary Parliamentary authority, German grants for 1972 would be allocated as follows: of a total of DM 5 million, DM 100,000 would be allocated to administrative expenses; the equivalent of \$100,000 (say, DM 321,000) would be subscribed to the initial fund of ICRISAT; the equivalent of \$750,000 (say DM 2,405,000) would be granted to IITA; and the balance, amounting to about DM 2,175,000 (about \$677,000) would be made available to CIMMYT. It was understood that the grants to ICRISAT and IITA represented interests that would continue into the future, while the grant to CIMMYT carried no such implication.

If the German funds were not available, the consequences for the centers concerned might possibly be as follows (although the analysis is necessarily somewhat speculative):

ICRISAT. From a strictly financial point of view, if Germany did not subscribe to the initial fund, the consequences would not be serious. Other donors have joined the initial fund, and still other support is expected before the end of 1972. (For policy reasons, however, the German Government might still wish to be one of the founding donors of ICRISAT.)

IITA. It had been expected that the German grant for 1972 would be used partly for the core program of IITA (to the extent of \$125,000), and partly for capital items (to the extent of \$625,000): for the construction of dormitories and the purchase of vehicles.

If the 1972 funds are not forthcoming, the capital items will remain to be financed in 1973. Their cost will be somewhat higher,

October 12, 1972

partly because of rising prices and partly because of interruptions to construction, causing the dispersal of construction equipment and giving rise to the extra costs of returning the equipment to the site. We do not yet have a close estimate of what this deferred capital item might cost in 1973, but are provisionally using a figure of \$720,000.

This amount would have to be added to the budget originally proposed by IITA for 1973, and it would have to be added to the grants now being contemplated by donors. While it is not possible to speak with certainty, there appears to be a reasonable prospect that this money, or most of it, could be found, although with some difficulty.

CIMMYT. This center has been intending to carry the German funds over into 1973, and to apply them against its running and capital costs for that year. The German funds would account for 11 per cent of the Center's core and capital budget in 1973.

If the funds were not available for use in 1973, the consequences for CIMMYT would be quite serious. Since USAID funds are made on a basis proportionate to grants from other donors, if the German funds were not available, the amount of the American grant to CIMMYT also would be reduced. The loss to CIMMYT would not be simply the \$677,000 lost from Germany, but also another \$170,000 which would drop out of the American grant. The total loss to CIMMYT would be on the order of \$850,000, or about 14 per cent of its 1973 budget.

It is not very likely that this deficit could be made up to any appreciable extent. As it is, prospective grants to CIMMYT, other than the German grant, already average about \$900,000 each. It is not realistic to think that either the number of donors or the size of their grants could be increased to any appreciable extent, if at all.

* * *

It was clear in the context of our conversation that Dr. Jansen was asking a hypothetical question. I continue to hope, as I am sure you and your authorities do, that the German grants for 1972 will be appropriated and available. This would by all odds be the best solution for our problems: it would eliminate the uncertainties, and indeed the impossibilities, which would be left by any other attempted solution.

HG:apm

926

Mr. Evans

October 10, 1972

Harold Graves

Wheat and Barley Workshop at CIMMYT

Here is an invitation for Jim Fransen or George Darnell to attend a five-day workshop on wheat and barley at CIMMYT in January. Do you think someone should go?

(Darnell was the last one to go to such a workshop, on potatoes. All we got out of that was a note that he attended, and the scientific papers would be made available by the sponsors of the seminar in due course.)

HG/jk
Attachment

Gzb

October 10, 1972


Dear Hal:

Many thanks for your invitation for the Consultative Group Secretariat to be represented at the workshop on wheat and barley improvement to be held at CIMMYT next January. We hope we can be represented, and will let you know as soon as we can who our representative will be.

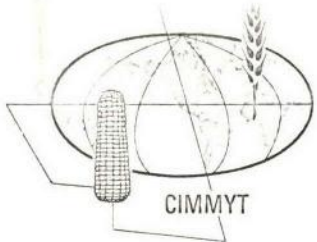
Sincerely,

Harold Graves

Mr. Haldore Hanson, Director General
International Maize and Wheat
Improvement Center
Londres 40
Mexico 6, D.F.


HG/jk

92b



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

October 9, 1972

Dr. George F. Darnell
Adviser - Agricultural Development
Agriculture Projects Department
International Bank for Reconstruction
and Development
1818 H Street N. W.
Washington, D. C. 20433

Dear George:

There should be no thought of a correction on your memo about CIMMYT program review, issued in August.

I am proposing to the other Center Directors that we agree on a common definition of what we include under "administration" and thus the basis of the contrast between CIMMYT and IRRI will be removed.

There is one other error in your calculation, as I recall it (I do not have a copy of your paper in front of me).

I believe you stated that CIMMYT charges 18% overhead on special grants, whereas administration actually constitutes 26% of core budget. Therefore CIMMYT should raise its overhead rate.

The correct calculation, by our present procedures is as follows, using 1973 budget figures for illustration:

- (1) Core recurring budget is \$4.0 million.
- (2) Of item (1), \$1.0 million is for administration. Therefore administration constitutes 25% of core recurring budget.
- (3) Subtract administration from core recurring budget (i.e. \$4.0 million minus \$1.0 million, equals \$3.0 core recurring budget, which constitutes part of the base for distribution.

Original to: Dr. Evans
Date: 10/14/72
Communications
Section

Dr. George F. Darnell

October 9, 1972

-2-

(4) The cost of administration (\$1.0 million) should then be spread over the following items:

- a) Core recurring activities, minus administration, equals \$3.0 million.
- b) Core restricted grants, \$1.0 million.
- c) Special projects, \$1.7 million.
- d) Total base for distribution, \$5.7 million.

(5) Dividing Administration (\$1.0 million) into base (\$5.7 million), we get a distribution rate of 17.5%.

This kind of analysis will rectify itself in 1973.

Cordially,



Haldore Hanson
Director General

HH/mph

cc. Dr. R. D. Osler
Mr. B. G. Henrie

THE FORD FOUNDATION

Inter-Office Memorandum

Mr. Jones
G2b

TO: Mr. Haldore Hanson

DATE: October 3, 1972

FROM: L. S. Hardin *[Signature]*

COPY TO: Dr. Virgilio Barco
Dr. Norman Borlaug
Dr. Sterling Wortman
Dr. F. F. Hill

SUBJECT: CIMMYT Wheat Workshops, January 22-26, 1972

Thank you for your letter of September 15 and attachments. The program appears to me to be an exciting one. Selfishly I would like very much to be present. My problem is that I am presently scheduled to be in West Africa during the period in which the seminar is to be held. I doubt that we can re-do that schedule. Therefore, I ask to be excused hoping that you will recognize how much I would like to be present.

I have just talked with Norm Borlaug at some length about the objectives and content of the wheat seminar. He encouraged me to put some of our discussion into this memo.

It is my guess that the TAC-CG review process will in time provide for the following components.

1. A statement of the center's goals and of its strategies and plans for reaching them. Presumably these would center on (a) the wheat, triticales, barley grouping and (b) the maize program in the case of CIMMYT. Just how the center evolves this statement will be up to the center, its staff and board. Perhaps such statements would be prepared once every 5 to 7 years; would not typically be subject to major modification from year to year.

External participation would be involved in preparing such plans. The center's board would modify and ratify. TAC would react and with or without modification endorse. In due course the CG would accept.

2. Annual budgetary review would relate past and present proposed activities, staffing and budget to the "master" plan as evolved in item 1 above.

3. A scientific qualitative review might be held every three years or so if the CG so decided.

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1972 OCT -5 AM 9:06

COMMUNICATIONS
SECTION

October 3, 1972

If some such procedure as the above were adopted, CIMMYT would now be involved in setting the 5 to 7 year trajectory for the wheat-triticales-barley work. Perhaps such steps as the following are involved in the process:

1. Identification of unresolved problems and the status of research and action programs designed to cope with them. (Identification of "gaps") This has to do with the existing state of knowledge in the field; and projections of what various institutions are likely to do in the problem areas involved.

Such a statement could be prepared (a) by the CIMMYT staff, (b) by a symposium called for this purpose or (c) by a combination of the two.

2. Specification of what CIMMYT might undertake to do over the next 5 to 7 years. Here the goal is to select from among the identified "gaps" CIMMYT's own priorities, taking into account what others are or are not doing.

A seminar or workshop could, it seems to us, say what it thinks CIMMYT ought to do (moving on from #1 above). Or the seminar might do much the same thing by reacting to a preliminary statement from the CIMMYT staff in which CIMMYT outlined what it thought the center should do taking into account what others can do and are likely to do. (This was attempted by the IRRI staff in the IRRI seminar in 1969.)

3. Specification of what CIMMYT does propose to undertake and how. This becomes CIMMYT's statement of plans, strategies and tactics; its criteria for measuring accomplishment (i. e., yields in farmer's fields?). CIMMYT's plan of operation and for evaluation would, of course, be subject to board review prior to transmitting it to TAC and the CG.

4. Detail of organizational pattern, staffing and rough estimate of costs required to implement the plan spelled out in #3 above.

What has the above to do with the January wheat workshop? Perhaps it suggests the need for a bit more preciseness in the division of work between the seminar and the CIMMYT staff:

October 3, 1972

1. To spell out to the seminar participants and the drafting committee how far and through which steps in the above process the seminar is expected to go. (Steps 1 and 2?)
2. To assign specific reporting responsibilities to the drafting committee.
3. To plan now for the follow-up which accomplishes steps 3 and 4 (if this is not done in the workshop) and is considered worth doing).
4. To indicate what you plan to publish and for whom. (Perhaps TAC and the CG will need a fairly concise statement of: (a) "gaps" (step 1); (b) CIMMYT's planned role in dealing with some of these "gaps" (step 3); and (c) general implications with respect to organization, staffing and budget required for implementation (step 4). Such a concise piece could be referred to in annual program-budget presentation for several years; would therefore be operational.

There is, of course, a market for a larger publication which reports to the world the scientific presentations and discussions of the workshop. This is important -- but you may want to separate it from the shorter document tailored for CIMMYT-TAC-CG programming and budgetary needs.

This is about where Norm and I left our discussion. We raised more questions than we answered. But maybe some of the choices are identified.

G26

Files

September 28, 1972

Harold Graves

CGIAR: German Allocations, 1972

I had a talk of some 25 minutes this morning with Dr. Hans Jansen, the director of international organization affairs in the German Ministry of Economic Cooperation.

Dr. Jansen told me that the first attempt to invoke a special procedure to obtain funds for international agricultural research grants in 1972 had not succeeded. A second try was now being made; it was hoped that the matter could be pushed up to Cabinet level.

In the meantime, it had been determined that the German contribution could not be made to a special account established by the World Bank. The German grants would have to be made directly to the centers or to the host governments in question.

If the attempt to invoke a special procedure were successful, Dr. Treitz, who handles agriculture within the Ministry, would probably leave at once to carry out a series of bilateral negotiations with the centers or governments involved.

If it is not possible to invoke a special procedure, reliance will have to be placed on the ultimate passage of the 1972 budget by the Parliament which will take office after the German elections on November 19. The budget proposals certainly will contain the agricultural research items.

Action on the budget, however, is not likely to take place until after December 1. Since German accounts are beginning to be closed at about this date, it is likely that Dr. Treitz would have had to be sent out earlier to negotiate the necessary bilateral agreements on some sort of provisional basis.

In the meantime, the situation with respect to international agricultural research grants in 1973 is utterly obscure. No budget has been presented; it is not known what the composition of the next Parliament will be, or what its mood will be with respect to the budget.

There is great nervousness in the civil service in Bonn about this situation. It is not possible to give information about 1973, since there is none. It hardly seems to be the time for a visit to Bonn, Dr. Jansen said.

Dr. Jansen quite understood that for the purposes of the Consultative Group it nevertheless was necessary to make some calculations about German grants for 1973. In passing he had indicated that the civil service

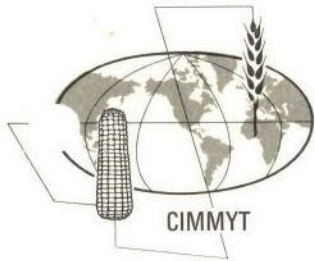
request for international agricultural research grants in 1973 would amount to DM 6 million, or about \$1.87 million. He agreed that it would be reasonable to think that, of this amount, the Germans would allocate about \$30,000 to administrative costs of German participation in TAC missions and the like, and the equivalent of \$750,000 to IITA, together with a grant of about the latter magnitude for ICRISAT.

This would leave the equivalent of about \$275,000 unallocated. He expressed great skepticism that any thought at all had been given to the question of what might be done with this residual.

Dr. Jansen asked me what the effect on the centers would be if the German funds for 1972 were not forthcoming, but then had to interrupt our conversation. I told him that I would send a note to him in Bonn about this.

HG/jk

cc: Mr. Demuth
Dr. Hardin
Mr. Kaps



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

M.C. Jones
A25

September 25, 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
Washington, D. C. 20433

Dear Harold:

Regarding your inquiry of September 8 for information on the CIMMYT economics program, I enclose a note which may be circulated by the Secretariat.

Since we are in the first year of economic studies, we can talk only of future plans, not past accomplishments; and our ideas are evolving.

Cordially,

Haldore Hanson
Director General

Enclosure:

Note on CIMMYT Economics Program.

cc. Dr. Don Winkelmann
HH/mph

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1972 OCT -3 AM 9:52

COMMUNICATIONS
SECTION

[Faint, illegible text, possibly a teletype message or routing slip]

92b

Mr. J. M. Fransen

September 20, 1972

Alan Berg

International Symposium on Protein Quantity in Maize

Thanks for sending on to me the schedule of your upcoming CIMMYT Protein Meeting. In this connection, you may be interested in tracking down an AID report on "Improving the Nutrient Quality of Cereals" dated June 1971.

AB
ABerg:cj

SEP 25 1972

SEP 21 11 14 AM 1972

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[unclear]

of course, dated June 1971.

In tracking down an AID report on "Improving the Nutrient Quality
of Protein Feeds." In this connection, you may be interested

Thank you for sending on to me the schedule of your upcoming

International Symposium on Protein Quality in Man

with best

W. L. H. Hansen

September 30, 1972

250



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - G-3 - International Maize and Wheat Improvement Center [CIMMYT] - 1972 / 1974 Correspondence - Volume 1		Barcode No. 1760371
Document Date 19 September, 1972	Document Type Letter	
Correspondents / Participants To: Sir John Crawford From: B.N. Webster, Asst. Secretary		
Subject / Title Decision of CIMMYT Board		
Exception(s) Information Provided by Member Countries or Third Parties in Confidence		
Additional Comments		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.
		Withdrawn by Tonya Ceesay
		Date 01-Dec-15

926

September 19, 1972

Dear Hal:

The purpose of this note is to relay a report we had yesterday through the German Finance Ministry on the German budget situation. Some weeks ago, an effort was made at a staff level in Bonn to obtain approval for invoking a special procedure to obtain the funds needed to implement the German international agricultural research grants for 1972. We are now told that this effort did not succeed on the first try. Another try is now being made, but it is naturally not possible to foresee the results.

Failing special action, it is intended that the German funds will be dealt with in the regular 1972 budget. The latest political maneuvers in Bonn imply very strongly that action on this budget, contrary to our recent expectations, will be delayed still further; it quite possibly will not take place until after the elections now awaited in Germany. These elections cannot be held before November 19, and they might be held as late as December 3.

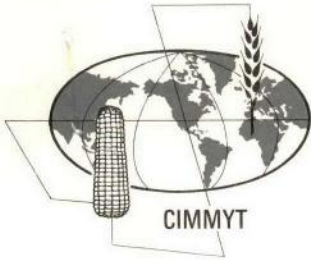
We already have called the attention of USAID, Ford and Rockefeller and the Canadian International Development Agency to the fact that CIMMYT's 1973 budget includes the use of over \$600,000 of German funds from Bonn's 1972 appropriation. We will inform them about this latest situation as well.

Sincerely,

Harold Graves

Mr. Haldore Hanson, Director General
International Maize and Wheat
Improvement Center
Londres 40
Mexico 6, D. F.

G26



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

September 19, 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N. W.
Washington, D. C. 20433

Dear Harold:

Early in 1972 I informed the Secretariat that CIMMYT planned to conduct a world-wide workshop on wheat and barley improvement, January 22-26, 1973.

I now enclose a tentative program and invitation list, and hope very much that the Secretariat can be represented.

Our Trustees wanted to take a forward look at the needs for CIMMYT program in the 1970s, and decided that it would be best to divide the exercise into two stages, the first on wheat-barley, the second on maize.

Since most of the participants will be biological scientists or economists, I am sure that either George Darnell or Jim Fransen would bring a special viewpoint to the seminar, and would take away some ideas useful to their role in the Secretariat.

If the Bank were able to be represented by either Richard Demuth or yourself, we would be delighted.

I hope one of the staff will find it possible to place this occasion on his calendar.

Cordially,

Haldore Hanson
Director General

Enclosures (2)
HH/mp

SECTION
COMMUNICATIONS
SEP 26 1972

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1972 SEP 28 AM 11:49

COMMUNICATIONS
SECTION

TO: [Illegible]
FROM: [Illegible]
SUBJECT: [Illegible]

[The following text is extremely faint and illegible, appearing to be a typed memorandum or report. It contains several paragraphs of text, but the characters are too light to transcribe accurately.]

7-11-72 [Illegible]

THE ROLE OF CIMMYT THROUGH THE 1970's
IN FURTHERING
INTERNATIONAL WHEAT, TRITICALE AND BARLEY
RESEARCH AND PRODUCTION

MONDAY, JANUARY 22, 1973

Morning Session

General Chairman
Haldore Hanson
Director General of CIMMYT

9:00 AM - 9:05 AM

Welcome by Director General

9:05 AM - 9:15 AM

Official Opening of Conference

Marcos Ramírez Genel
Under Secretary
Ministry of Agriculture and
Livestock - Mexico

9:15 AM - 9:45 AM

"The Background of International Collaboration in
Cereal Research and Production Programs"

J. George Harrar
President Emeritus
The Rockefeller Foundation

9:45 AM - 11:00 AM

"The Changing World Needs for Food in the 1970's"

- (i) Projected demographic change, as it relates to food needs.
- (ii) Cereals - Present consumption and deficits and projected needs.
- (iii) Land and water resources available for closing the food production gap.

Donald Paarlberg
Director of
Agricultural Economics
U.S. Department of Agriculture

11:00 AM - 11:15 AM

Coffee

11:15 AM - 12:00 AM

Discussion

12:00 AM - 2:00 PM

Lunch

Afternoon Session

Chairman:
E. J. Wellhausen
Agricultural Adviser to
Rockefeller Foundation and
First Director General of CIMMYT

2:00 PM - 3:00 PM

"The Role of Genetic, Agronomic and Plant Protection
Research in Increasing Yield, Nutritional Value and
Production in Cereals"

M. S. Swaminathan
Director General of the
Indian Council of Agricultural Research

3:00 PM - 3:30 PM Discussion
3:30 PM - 3:45 PM Coffee Break
3:45 PM - 4:45 PM
"Economic and Scientific Strategy Required for the Early
Adoption of Improved Technology Leading to Rapid Agri-
cultural Development"
T.W. Schultz
Professor Emeritus
University of Chicago
4:45 PM - 5:15 PM Discussion

TUESDAY, JANUARY 23, 1973

Morning Session

Chairman:
Paul C. Mangelsdorf
Professor Emeritus
Harvard

9:00 AM - 9:45 AM
"CIMMYT's Past Role, Present Position and Future
Challenges"
Norman E. Borlaug
Director of CIMMYT Wheat Program
9:45 AM - 10:00 AM
Discussion Relating to CIMMYT's Small Grain Program
Orientation.

CIMMYT Research, Training and Production Programs - Where We
Stand and Our Future Goals

Work Session I

10:00 AM - 10:45 AM
4 Lead Discussants:
"Genetic Improvement of Spring and Winter Bread Wheats
and Durum Wheat"
General Introduction R. Glenn Anderson 15 minutes
Bread Wheat
(i) Yield - per unit area, stability, climatic adaptation
and fit to cropping rotations
Arthur Klatt 10 minutes
(ii) Protection - Disease and insect resistance
Sanjaya Rajaram 10 minutes
(iii) Quality - Industrial and nutritional
Arnoldo Amaya 10 minutes
10:45 AM - 11:00 AM Coffee Break
11:00 AM - 12:00 AM Open Discussion
12:00 AM - 2:00 PM Lunch

Afternoon Session

Chairman:
Walter Kugler
Technical Director
Instituto Nacional de Tecnología
Agropecuaria - Argentina

Work Session II

2:00 PM - 2:45 PM

Durum Wheat

4 Lead Discussants:

- | | | | |
|-------|---|------------------|------------|
| (i) | Introduction | George Varughese | 15 minutes |
| (ii) | Yield - per unit area, stability, climatic adaptation and fit to cropping rotations | | |
| | | Marco Quiñones | 10 minutes |
| (iii) | Protection | J. Mike Prescott | 10 minutes |
| (iv) | Quality | Arnoldo Amaya | 10 minutes |

2:45 PM - 3:45 PM Open Discussion

3:45 PM - 4:00 PM Coffee Break

Work Session III

4:00 PM 4:40 PM

Barley

4 Lead Discussants:

- | | | | |
|-------|---|-------------------|------------|
| (i) | Introduction | W. L. McCuiston | 10 minutes |
| (ii) | Yield - per unit area, stability, climatic adaptation and fit to cropping rotations | | |
| | | Aristeo Acosta | 10 minutes |
| (iii) | Protection | Enrique Rodríguez | 10 minutes |
| (iv) | Quality | Eva Villegas | 10 minutes |

4:40 PM - 5:30 PM Open Discussion

WEDNESDAY, JANUARY 24, 1973

Morning Session

Chairman:
Robert Bradfield
Professor Emeritus
Cornell University

Work Session IV

9:00 AM - 9:45 AM

"Agronomic Research"

General Introduction by Chairman 15 minutes

"Cultural Practices to Maximize Yields Under Rainfed and Irrigated Conditions"

3 Lead Discussants:

- | | | | |
|-------|---|---------------|------------|
| (i) | Moisture conservation and utilization, including weed control | | |
| | | Walter Nelson | 10 minutes |
| (ii) | Research on plant nutrient needs | | |
| | | Bill Wright | 10 minutes |
| (iii) | The wheat-forage animal cropping system | | |
| | | John Doolette | 10 minutes |

9:45 AM - 10:45 AM Open Discussion
10:45 AM - 11:00 AM Coffee Break

Work Session V

11:00 AM - 11:30 AM

"The Role of Other Agricultural Chemicals in Maximizing Yields; in Protecting the Crop in the Field and the Grain in Storage"

2 Lead Discussants:

- (i) Herbicides Torrey Lyons 15 minutes
(ii) Fungicides, insecticides and rodenticides
Alejandro Ortega 15 minutes

11:30 AM - 12:00 AM Open Discussion

12:00 AM - 2:00 PM Lunch

Afternoon Session

Work Session VI

Chairman:

F. F. Hill

Adviser on Agriculture to
The Ford Foundation

2:00 PM - 2:45 PM

Triticale

4 Lead Discussants:

- (i) General Introduction
Frank J. Zillinsky 15 minutes
(ii) Yield
Edward N. Larter 10 minutes
University of Manitoba
(iii) Protection
Santiago Fuentes 10 minutes
(iv) Quality
Eva Villegas 10 minutes

2:45 PM - 3:45 PM Open Discussion

3:45 PM - 4:00 PM Coffee Break

Work Session VII

Chairman:

Ady Raúl da Silva

Coordinator Northern Wheat Program
Ministry of Agriculture - Brazil

4:00 PM - 4:30 PM

"Seed Production"

2 Lead Discussants:

- (i) Improved seed - An essential input for increasing production

Ahmet Demirlicakmak

Wheat Research & Training Centre

Turkey

15 minutes

- (ii) Developing programs and training personnel for seed multiplication and distribution

J.E. Douglas

Associate Field Director

Rockefeller Foundation

India

15 minutes

4:30 PM - 5:15 PM Open Discussion

THURSDAY, JANUARY 25, 1973

Morning Session

Chairman:
E. C. Stakman
Professor Emeritus
University of Minnesota

Work Session VIII

9:00 AM - 9:30 AM

Organizing Cereal Production Campaigns

3 Lead Discussants:

- (i) Technological Aspects
Ignacio Narváez
Director, Extension Secretariat
of Agriculture of Mexico
10 minutes
- (ii) Staffing and Training Aspects
Robert D. Havener
Director of ALAD
Ford Foundation
Lebanon
10 minutes
- (iii) Economic Aspects
Don Winkelmann
10 minutes

9:30 AM - 10:30 AM Open Discussion

10:30 AM - 10:45 AM Coffee Break

Work Session IX

10:45 AM - 11:45 AM

"International Collaboration"

5 Lead Discussants:

- (i) Distribution of genetic material:
Segregating Populations and Uniform International
Yield and Screening Nurseries and the Reporting of Data
Armando Campos 20 minutes
- (ii) Regional Evaluation of Germplasm
Gerbrand Kingma
Ford Foundation
Lebanon 10 minutes
- (iii) Regional Disease and Insect Surveillance
Eugene E. Saari
Ford Foundation
India 10 minutes
- (iv) Regional Seminars
Abdul Hafiz
FAO
Regional Coordinator
Egypt 10 minutes
- (v) Collection of Germplasm
Keith W. Finlay 10 minutes

11:45 AM - 12:30 AM Open Discussion
12:30 AM - 2:00 PM Lunch
2:00 PM - 3:00 PM Afternoon tour through the campus grounds
 of the National College of Agriculture and
 National Institute of Agricultural Research
3:00 PM - 5:00 PM Continue tour to Pyramids of Teotihuacan

NOTE 1: Chairmen of the various sessions are requested, with assistance of their rapporteurs, to have their session reports in the hands of the Drafting Committee by 2:00 PM of January 25.

NOTE 2: Drafting Committee of 8 members will meet Thursday afternoon to prepare a statement on the program priorities for CIMMYT small grain improvement through the 1970's. The draft will be reproduced Friday morning and presented for discussion by the workshop starting at 11:30 AM, Friday.

FRIDAY, JANUARY 26, 1973

Morning Session

Work Session X

Chairman:
Oscar Brauer
Director, Instituto Nacional
de Investigaciones Agrícolas - Mexico

9:00 AM - 9:15 AM

"Physiology" - Physiologic research as a tool in
improving yield potential
R. Anthony Fischer

9:15 AM - 9:45 AM

Open Discussion

Work Session XI

Chairman:
Ralph W. Cummings
Director, International
Rice Research Institute
Philippines

9:45 AM - 10:15 AM

Training and Scientists Exchange

(i) Practical training for junior scientists and identification of scientists of outstanding talent deserving opportunity for graduate training

John Lindt 15 minutes

(ii) Opportunities for senior scientists of National Program to participate in the CIMMYT core research program, brief orientation visits of Educators and Research and Government Administrators to CIMMYT and opportunities for post-doctoral training fellowships

Ernest W. Sprague 15 minutes

10:15 AM - 11:15 AM

Open Discussion

11:15 AM - 11:30 AM

Coffee Break

PLENARY SESSION

Chairmen:
Haldore Hanson

11:30 AM - 12:30 AM

Presentation of Summary Report by Chairman of
Drafting Committee

12:30 AM - 2:00 PM

Lunch

2:00 PM - 3:30 PM

Open Discussion of Summary Report

3:30 PM - 5:00 PM

Closing Statements

September 1972

INVITATION LIST FOR CIMMYT WHEAT-BARLEY-TRITICALE
WORKSHOP, JANUARY 1973

1) Speakers and special discussants	7
2) CIMMYT Trustees	6
3) Host government of Mexico	3
4) CIMMYT headquarters staff	17
5) Other international agricultural centers	5
6) Participants from governments of developing countries	16
7) International technical assistance personnel working on wheat-barley-triticales	19
8) Participants from agencies financing assistance on wheat-barley-triticales	14
<hr/>	
Total (omitting duplications)	80

Total requiring accommodations - 30

1) Speakers and special discussants

R. Bradfield
J.G. Harrar
P.C. Mangelsdorf
D. Paarlberg
T.W. Schultz
E.C. Stakman
M.S. Swaminathan

2) CIMMYT Trustees

Oscar Brauer
Guy Camus
Lowell Hardin
Leonel Robles
M.S. Swaminathan
Sterling Wortman

3) Host government of Mexico

Oscar Brauer
Ignacio Narváez
Marcos Ramírez Genel

4) CIMMYT headquarters staff

Arnoldo Amaya	Alejandro Ortega
R. Glenn Anderson	Marco Quiñones
Norman E. Borlaug	Sanjaya Rajaram
Armando Campos	Enrique Rodríguez
Keith W. Finlay	Ernest W. Sprague
Anthony Fischer	Evangelina Villegas
Santiago Fuentes	Don Winkelmann
Haldore Hanson	Frank J. Zillinsky
John Lindt	

5) Other international agricultural centers

ALAD - Robert D. Havener
CIAT - U.J. Grant
ICRISAT - C.F. Bentley
IITA - H.A. Albrecht
IRRI - Ralph J. Cummings

6) Participants from governments of developing countries

Asia

India	M.S. Swaminathan M.V. Rao
Pakistan	S.A. Gureshi
Iran	H. Kaveh
Turkey	A. Demirlicakmak

Mediterranean

UAR	E.H. Talaat
Libya	M. Zehni
Tunisia	M. Daloul
Algeria	N. Kadra

Tropical Africa

Kenya	University of Manitoba invited to arrange candidate
Ethiopia	CIDA invited to arrange candidate

Latin America

Guatemala	A. Fumagalli
Brazil	Ady Raul Da Silva
Argentina	Walter Kugler
Chile	Ignacio Ramirez
Ecuador	P. Larrea

7) International technical assistance personnel working on
wheat-barley-triticale

Asia

India	E.E. Saari (FF) J.E. Douglas (RF)
Iran	D. Leeuwrik (FF/CIMMYT)
Turkey	B.C. Wright (RF) J.M. Prescott (RF/CIMMYT) A. Klatt (RF/CIMMYT)

Mediterranean

Lebanon	Robert D. Havener (FF/ALAD) Gerbrand Kingma (FF/ALAD)
UAR	Abdul Hafiz (FAO Regional Office)
Tunisia	Torrey Lyons (FF/CIMMYT) George Varughese (FF/CIMMYT) John Doolette (FF/CIMMYT)
Algeria	Willis McCuiston (FF/CIMMYT) Walter Nelson (FF/CIMMYT)
Morocco	Aristeo Acosta (USAID/CIMMYT) William Hall (USAID/CIMMYT)

Western Hemisphere

Mexico	Ignacio Narváez (Government of Mexico)
U.S.A. (OSU)	Warren Kronstad (RF/Oregon Project)
Canada (Univ. of Manitoba)	E.N. Larter (CIDA/Triticale Project)

8) Participants from agencies financing assistance in
wheat-barley-triticale

CIDA, Canada (1)

Ford Foundation (2)

Lowell Hardin
F.F. Hill

Germany (1)

Inter-American Develop-
ment Bank (1)

IBRD Consultative Group (3)
Secretariat (1)

George Darnell or
James Fransen

TAC (1)

FAO (1)

IDRC, Canada (1)

Rockefeller Foundation (3)

J.A. Pino
E.J. Wellhausen
Sterling Wortman

UNDP (1)

USAID (1)

September 11, 1972

Dear Mr. Hanson:

Please find attached a copy of a letter from Atlantic Films Ltd., and a copy of my reply. In case you should have the materials Atlantic Films require, we would appreciate your contacting them directly.

With best wishes,

Sincerely yours,

Franz H. Kaps
Assistant to the Executive Director

Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Centre
Londres 40
Mexico 6, D.F.

FK

926

September 11, 1972

Dear Mr. Jekste:

Thank you for your letter of September 1, 1972. Unfortunately we are not in a position to respond to your request to provide you with audio-visual instructional materials for your activities in India.

I am sending a copy of your letter to Mr. Haldore Hanson the Director General of CIMMYT who will no doubt get in touch directly with you if CIMMYT should have the materials you require.

With best wishes,

Sincerely yours,

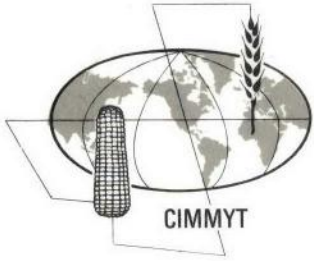
Franz H. Kaps
Assistant to the Executive Secretary

Mr. A. Jekste
President
Atlantic Films, Ltd.
2071 University Street
Montreal 110
Province of Quebec
Canada

cc: Mr. Hanson

FHK:mcj

FK



Consultative Group on International
Agricultural Research

92b.

Central Files
CGIAR -
CIMMYT

CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

September 6, 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N. W.
Washington, D. C. 20433

Dear Harold:

Subject: German funds.

This is a reply to questions in your letter of August 28, 1972, and some comments on CIMMYT's general financial outlook.

- (1) CIMMYT has cut back its 1972 program, both operating and capital, to fit the available funds. The only funds needed in 1972 and not yet committed in writing from donors are (a) the USAID supplemental grant of \$290,000, which is now being processed in Washington, and (b) the \$100,000 promised by the Consultative Group. We are counting on those two grants to complete our firm 1972 program, and if there is any slipup on those, we are in trouble which would require our Trustees to authorize a commercial bank loan to get us through the year.
- (2) We have made no program commitments in 1972 in expectation of receiving German funds. We have postponed until 1973 a total of \$731,000 in combined operating activities and capital items, which represent our shortfall in funds for 1973.
- (3) If the German funds become available in the period October-December 1972, it is possible for us to move up from 1973 a small part of our capital program, not more than \$170,000. But I think that such an effort to move up the expenditures might result in unwise haste. Therefore, it would be wiser to treat the entire German funds, if \$763,000 were received, as a 1973 grant.

1973 grant.

wiser to treat the entire German funds, if \$103,000 were received, as a unit and the expenditures might result in unwise parts. Therefore, if would be program, not more than \$110,000. But I think that such an effort to move 1973, if it is possible for us to move up from 1973 a small part of our capital (3) If the German funds become available in the period October-December

shortfall in funds for 1973.

in combined operating activities and capital items, which represent our receiving German funds. We have postponed until 1973 a total of \$131,000 (3) We have made no program commitments in 1973 in expectation of a

authorize a commercial bank loan to get us through the year.

depend on those, we are in trouble which would require our Trustees to two grants to complete our firm 1973 program, and if there is any \$100,000 promised by the Consultative Group. We are counting on those of \$300,000, which is now being processed in Washington, and (b) the committed in writing from donors are (a) the USAID supplemental grant to fill the available funds. The only funds needed in 1973 and not yet

(1) CIMMYT has cut back its 1973 program, both operating and capital.

comments on CIMMYT's general financial outlook.

This is a reply to questions in your letter of August 28, 1972, and some

subject: German funds.

Dear Harold:

Washington, D. C. 20433

1818 H Street N. W.

International Bank for Reconstruction and Development

Consultative Group on International Agricultural Research

Executive Secretary

Mr. Harold Graves

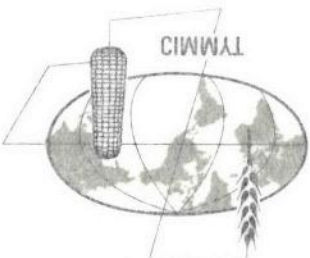
September 8, 1972

Cable: CENCIMMYT
Apdo. Postal 8-841
Londres 40, Mexico 6, D. F.

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

International Agricultural Research
Consultative Group on International



CIMMYT
2500
2500
2500

Mr. Harold Graves

September 6, 1972

-2-

- (4) This would reduce other funds needed for 1973 by \$763,000.
- (5) You may inform the Germans that whether the funds are spent in 1972 or 1973, they will be used for the approved program of CIMMYT, either operating or capital, or both. If the Germans prefer to treat this grant as one for specified purposes, we can discuss this with them, and earmark whatever operating or capital items that will serve their domestic purpose. We are not at present earmarking any activities for particular donors in 1973.
- (6) You asked about a trip to Europe to talk with donors. I have no present plans to visit Europe before February 1973, but I can make a trip on short notice if it will serve the interests of the Consultative Group and of CIMMYT.

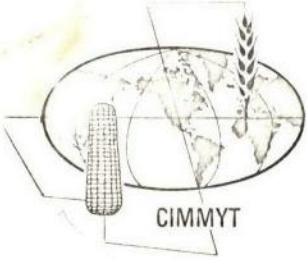
Sincerely,



Haldore Hanson
Director General

HH/mph

926



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

August 18, 1972

Dr. George Darnell
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C.

Dear George:

I was delayed an extra day in New York on August 8, and failed to call you on my return about a visit to the farm with your wife. I look forward to that on my next trip.

I did not find time to read the report on your visit to CIMMYT until after the Centers Week was over. It is a tidy job.

I appreciated your recommendation on the barley program. What we are trying to get agreement on is exactly what you described -- an interim program of \$40,000 a year for two years, then a review to see who is prepared to take the continuing responsibility for barley. Our Trustees are reluctant to stop the program, when TAC has no recommendation on who is ready to do the work. The world barley collection of 4,000 varieties was planted the week of May 10, and substantial crosses are being made, all with a full-time staff of only one.

Your handling of administrative costs in para 17 of your report is the only item that troubles me. CIMMYT in my view has used poor judgment in classifying its budget under the word "administrative". I do not regard the workshop for repairing farm machinery and program vehicles to be "administration". I also find that the CIMMYT world wide contingency fund for travel awards to foreign visitors is placed in the Director's office, and therefore is called "administration". We laid ourselves open.

Original to: *Agne P.*
Date: 8-23-72
Communications
Section

Dr. George Darnell

August 18, 1972

-2-

On the other hand, you made comparisons between centers without defining what you mean by administration, or checking what definition is used by each center. IRRI has always used a budget classification by which "administration" was less than 10%, and the CIMMYT definition shows more than 20%.

Would it not be useful, before another Centers Week comes, that we have a common definition of administration proposed by the Secretariat?

Tell your wife I owe her a special invitation when I return.

Cordially,



Haldore Hanson
Director General

HH/mph

cc Harold Graves

DEPARTMENTAL ROUTING SLIP				Date <i>Aug 23</i>	
DEVELOPMENT SERVICES					
Mr. Abdi				Mr. Hoffman	
Mrs. Boskey				Mr. Martin	
Miss Cambouris				Miss Powell	
Mr. Consolo				Mr. Raphaeli	
Mr. Demuth				Mr. Riley	
Miss Edwards				Mr. Kaper	
Mr. Elmendorf					
Mr. Fossi					
Mr. Franco-Holguin					
Mr. Graves					

(Rette record copy)

1

3 Files - CIMMYT

DETACH THIS SLIP AFTER CIRCULATION AS SHOWN ABOVE.

COPY

CIMMYT
Mexico 6, D.F.
Londres 40 - 1er. Piso

Consultative Group on International
Agricultural Research

92b

August 16, 1972

Sir John Crawford
Vice Chancellor
Australian National University
Canberra, Australia

Dear Sir John:

The views of TAC on barley research are causing careful review by CIMMYT's Trustees and staff.

Our Trustees met at the IBRD on the afternoon of August 4, immediately after you made your oral report for TAC.

It was the wish of our Trustees that CIMMYT should proceed with its barley research as previously decided by our Trustees in their annual meeting, but to regard the program as interim, for two years, at the expenditure level of \$40,000 per year, and with one full-time scientist assigned to the work. Then the program can be reviewed in the light of any new Institute which may be authorized, and the views then held by TAC regarding the appropriate jurisdiction among the Centers.

This was a tentative judgment based on three premises:

(1) That the TAC had not asked that all work on barley stop during the period that jurisdiction is under review, and until any new Center is authorized, and staffed and equipped to undertake barley work.

(2) That CIMMYT already has its world barley collection growing in the summer of 1972, by decision of its Trustees.

(3) That the CIMMYT Trustees have no desire to act independently of the cooperative framework which has been created by the Consultative Group and the advisory role of TAC.

In above light, I was asked by the Trustees to consult you for your understanding on the meaning of the position taken by TAC in Washington, and whether

COPY

Sir John Crawford

August 16, 1972

-2-

the decision proposed by our Trustees can be interpreted to be consistent with the longer range objectives of TAC.

I enclose a copy of a letter I have written to the Chairman of the Consultative Group on this same subject.

Cordially yours,



Haldore Hanson
Director General

Enclosure
HH/mph

cc. CIMMYT Trustees Executive Committee:

Dr. Virgilio Barco
Dr. Oscar Brauer
Dr. Lowell S. Hardin
Dr. Sterling Wortman

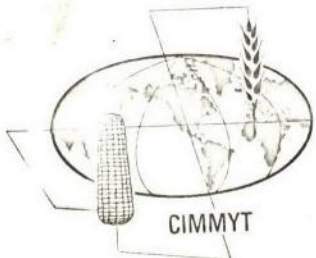
cc. Dr. Norman E. Borlaug, CIMMYT
Mr. Richard Demuth, Chairman, Consultative Group
Mr. Harold Graves, Secretary, Consultative Group

RECEIVED

1972 AUG 22 PM 3: 22

COMMUNICATIONS
SECTION

62b



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

August 16, 1972

Mr. Richard Demuth
Chairman
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C.

Dear Mr. Demuth:

Subject: Barley Research and TAC Views.

I would appreciate receiving a copy of the TAC report to the Consultative Group, either the transcript of the oral presentation of Sir John on August 4, or the written report submitted later.

CIMMYT's immediate interest is to see how the TAC phrased its views on barley research, and then to decide what action CIMMYT should take.

Our Trustees' Executive Committee met at the IBRD on the afternoon of August 4, and discussed the TAC views on barley.

They noted first that the TAC views do not override those of the CIMMYT Trustees, but at the same time, the CIMMYT Trustees do not wish to take a position which would be regarded by the Consultative Group as uncooperative, or indifferent to the views of TAC.

The Trustees noted that there is no other organization prepared to engage in barley research immediately, and if the TAC recommends the establishing of a Near East Institute, such a decision cannot be made before summer of 1973, and financed before 1974, and a new Institute could not achieve a full research program before 1975.

By contrast, CIMMYT Trustees Executive Committee on May 7, 1972 instructed the CIMMYT wheat staff to proceed with barley research in the summer season of 1972, and the full CIMMYT Board concurred on June 17, 1972. The CIMMYT barley collection of 4,000 varieties is now growing

Original to: Mr. Demuth
Date: 8-23-72
Communications Section

and an extensive crossing block has been planted, and crosses are being made this summer. One full-time scientist is assigned to the work.

It was the feeling of the Trustees, before seeing the full report of the TAC, that the TAC wished to reserve judgment on which International Center should have major and continuing responsibility for barley, but TAC did not say that no barley research should go on while TAC considers the question.

If this assumption is correct, the CIMMYT Trustees Executive Committee wished to restate its decision that CIMMYT proceed with barley research as previously decided, for a two-year period, at the level of \$40,000 per year, with one full-time scientist assigned to barley. At the end of two years, the program will be reviewed in the light of the decisions then made on a Neareast Institute, and the views then held by TAC.

Such an interim arrangement would be consistent with the decision of CIMMYT Trustees to continue research on cold tolerant sorghum for two additional years, 1973 and 1974, then to decide any further plans jointly with ICRISAT. CIMMYT's External Review Panel concurred in this decision, and so apparently did TAC.

An interim arrangement on barley is also consistent with the exploratory work on grain legumes which CIAT is now carrying on, while awaiting a full scale review of responsibilities in this field by the TAC.

If it is decided that no funds pledged to the Consultative Group in 1973 should be used for barley research, the CIMMYT Trustees Executive Committee has authorized the Management to seek special funds for barley, at the level of \$40,000 per year. The disadvantage of this approach is that such a project would have no chance of significant achievement unless it were requested for five years, and the donor(s) would undoubtedly take considerable pride in the progress and continuity of barley improvement. Under such arrangement, the flexibility which we assume the TAC wishes to preserve would actually be reduced.

A copy of this letter is being sent to Sir John Crawford for his advice, and CIMMYT will keep you both informed of the decisions of its Trustees, and the activities of the staff on barley.

Meanwhile, a copy of the TAC views would be helpful.

Mr. Richard Demuth

August 16, 1972

- 3 -

Cordially yours,



Haldore Hanson
Director General

HH/mpb

cc. CIMMYT Trustees Executive Committee;

Dr. Virgilio Barco
Dr. Oscar Brauer
Dr. Lowell S. Hardin
Dr. Sterling Wortman

cc. Dr. Norman E. Borlaug, CIMMYT

Mr. Harold Graves, Secretary, Consultative Group
Sir John Crawford, Chairman, TAC

UNITED NATIONS
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

CIMMYT
R25

UNITED NATIONS
NEW YORK

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: DP GLO/72/009

24 July 1972

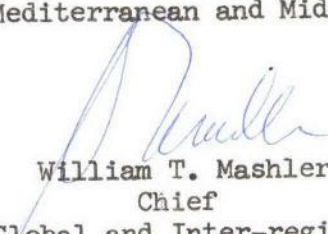
Dear Mr. Demuth,

I am writing further to my letter of 17 July concerning the proposed second phase Global Project entitled "Research and Training in the Development of High Lysine Maize".

..... We have now prepared a summary of the request and I am enclosing five copies for your information.

Yours sincerely,

for the Assistant Administrator
and Director, Bureau for
Europe, Mediterranean and Middle East


William T. Mashler
Chief

Section for Global and Inter-regional Projects

Mr. Richard Demuth,
Director, Development Services Department,
International Bank for Reconstruction and Development,
1818 H Street, N.W.,
Washington, D.C. 20433.

JUL 27 1972

RECEIVED

STEP 7 9 AM

1972 JUL 27 AM 8:16

UNITED NATIONS
SECRET

Washington, D.C. 20540
1972 H Street, N.W.
International Bank for Reconstruction and Development
Director, Development Relations Department
Mr. Richard Smith

Section for Study and Inter-regional Projects
Office
William L. Sawyer

Europe, Mediterranean and Middle East
and Director, Office for
for the Western Hemisphere
John S. Sweeney

Dear Mr. Sawyer:

.....
I am pleased to advise you of the receipt and I am enclosing

drafting in the development of high grade maize.
Enclosed second phase study project entitled "Research and
I am referring further to my letter of 11 July concerning the

Dear Mr. Sawyer:

REFERENCE: DB 870/15/008

St. 1774 1315

TELEPHONE: 384-1234

CABLE ADDRESS: UNCLASSED - NEW YORK

NEW YORK
UNITED NATIONS

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File Title Consultative Group on International Agricultural Research [CGIAR] - G-3 - International Maize and Wheat Improvement Center [CIMMYT] - 1972 / 1974 Correspondence - Volume 1		Barcode No. 1760371		
Document Date 19 July, 1972	Document Type Project Summary			
Correspondents / Participants				
Subject / Title Research and Training in the Development in High Lysine Maize - Phase II				
Exception(s) Information Provided by Member Countries or Third Parties in Confidence				
Additional Comments		<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>Withdrawn by Tonya Ceesay</td> <td>Date 01-Dec-15</td> </tr> </table>	Withdrawn by Tonya Ceesay	Date 01-Dec-15
Withdrawn by Tonya Ceesay	Date 01-Dec-15			



UNITED NATIONS
NEW YORK

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: DP GLO/72/009

17 July 1972

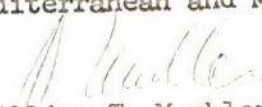
Dear Mr. Demuth,

As you know, UNDP has been giving support to a Global Project (GLO/70/001) executed directly by UNDP under contract with the International Maize and Wheat Improvement Centre (CIMMYT) in Mexico since early in 1970, entitled "Research and Training in the Development of High Lysine Maize".

The activities of this Centre, for which UNDP support will end by mid-March 1973 under the present phase, have the objective "to assist the peoples of the developing countries in improving the protein content of their diet through (a) intensifying research on raising the quantity and quality of protein in maize in combination with high yield, and (b) training agronomists to carrying out national programmes of nutritive maize production". The activities of the Centre in pursuance of these objectives were concentrated initially in countries in Latin America with outreach activities being added to involve countries in other regions of the world. The results of these efforts have been encouraging and have prompted us to consider giving support to CIMMYT for a second phase covering a period of three years during which even heavier concentration on activities in countries in Asia, Africa and the Middle East will be made.

.....
CIMMYT has now proposed for our consideration a submission for a period of further support and I have pleasure in transmitting to you a copy of it herewith for your comments. As we are considering including this Global Project for approval in the programme to be submitted to the Governing Council at its session in January 1973 we would appreciate receiving your views on this request by 15 August 1972.

Yours sincerely,
for the Assistant Administrator
and Director, Bureau for
Europe, Mediterranean and Middle East


William T. Mashler
Chief

Section for Global and Inter-regional Projects

Mr. Richard H. Demuth,
Director, Development Services Department,
International Bank for Reconstruction and Development,
1818 H Street N.W.,
Washington, D.C. 20433.

*A copy of this submission was sent to the
Secretary of IAC for information*

Original to: Dev. Serv.
Date: 7-20-72 Communications
Section

RECORDED
INDEXED
JUL 21 12 02 PM 1972

OFFICE MEMORANDUM

Consultative Group on International
Agricultural Research

TO: Files

DATE: July 17, 1972

92b

FROM: G.F. Darnell

SUBJECT: Report on CIMMYT by G.F. Darnell, Advisor,
Agricultural Development, Agriculture Projects Department

1. Attached is my report on CIMMYT, and the following documents were received:

Documents for the CIMMYT External Paper Review Panel
April 24-28, 1972 (Annex 1);

Meeting of CIMMYT's Board of Trustees Executive and
Finance Committee May 5-6, 1972 (Annex 2);

1971 Annual Report

CIMMYT Staff Biodata; and

What is CIMMYT?

Messrs Graves and Fransen each have a copy.

GFDarnell:emw
IBRD

92h

July 17, 1972

Dear Hal:

When I was in New York a few weeks ago Lowell Hardin mentioned that you were not very happy about not having received a report from Mike Ruddy after his visit to CIMMYT in April. Mike was out of the country when I returned from New York. When he returned I mentioned that you would appreciate a report on his visit.

He pointed out very apologetically that the trip to CIMMYT had been hurriedly scheduled by him in late March when it appeared that he might be able to get away from the preparation of the Bank's budget for one or two days in early April. In addition, he reminded me that his primary purpose in making the trip to CIMMYT at that time was to gain assurance that the budget tables he drew up for the Centers to use in 1973 were workable, to have an opportunity to go over, and get agreement on, the outline for the financial policy paper he is drafting, and to discuss with Bernie Henrie the draft papers submitted by the Centers on various aspects of financial policies. He realized in arranging the trip that there was only a very small chance that he would be able to meet with you or that he would have sufficient time to be of any help to CIMMYT.

When we talked he mentioned that he would write to you and apologize himself for not having responded before this (I told him I would write this letter instead), and mentioned that he would be happy to visit CIMMYT for whatever purposes you yourself might have in mind sometime after International Centers Week.

Sincerely,

Harold Graves

Mr. Haldore Hanson
Director General
Centro Internacional de Mejoramiento
de Maiz y Trigo
Apdo. Postal 6-641
Mexico 6, D. F.

MRuddy:HG:sjc

cc: Mr. Ruddy

UNITED NATIONS
DEVELOPMENT PROGRAMME



Consultative Group on International
Agricultural Research
PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

92b

UNITED NATIONS
NEW YORK

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: DP GLO 70/001
DP GLO 72/009

14 July 1972

Dear Mr. Demuth,

As you know, UNDP has for nearly three years given support to Research and Training in the Development of High Lysine Maize (CINMYT), which is a global project with outreach activities to numerous countries throughout the world.

We have today received a letter from Dr. Keith Finlay, Deputy Director-General of CINMYT, a copy of which I have the pleasure of enclosing herewith, outlining a development of considerable importance which will be of major interest to your organization. Should you wish to have additional information on this matter, I would suggest that you address communications directly to Dr. Finlay at CINMYT.

Yours sincerely,

for the Assistant Administrator
and Director, Bureau for
Europe, Mediterranean and Middle East

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

William T. Mashler
Chief

Section for Global and Inter-regional Projects

Mr. Richard H. Demuth
Director, Development Services Department
International Bank for Reconstruction and Development
1818 H Street, N.W.
Washington, D.C. 20433

Original to: *Development Serv.*
Date: *7/19/72* Communications
Section

JULY 12, 1972

Consultative Group on International
Agricultural Research

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

526

Report on CIMMYT by G.F. Darnell, Advisor,
Agricultural Development, Agricultural Projects Department, IBRD

1. This report is based on visits to CIMMYT in April/May 1972 at the time of the External Program Review and the meeting of the Board of Trustees Executive and Finance Committee.

2. I participated as an observer during the work of External Program Review Panel. The Panel members were:

Dr. A.B. Joshi	- India
Dr. Vernon W. Ruttan	- USA
Dr. Howard Stepler	- Canada
Dr. Hassan Ali El-Tobgy	- UAR

The Review Panel prepared a 22-page report, making 32 specific recommendations on 13 CIMMYT activities to the CIMMYT Board. (A copy of this, together with the staff's comments, has already been forwarded to members of TAC.) I concur with the findings of the Panel's report, except for a qualification with regard to the recommendations about barley (para 7).

3. Under the energetic leadership of its new Director, CIMMYT has made considerable progress and has established a sound base for consolidating its already substantial gains. CIMMYT programs focus on bread wheats, durum wheats, triticale, barley, maize, and sorghum (with emphasis on high elevation tolerance to cold temperatures).

Bread Wheats

4. Major effort has been directed to broadening the germ plasm base of the wheats proven successful in Mexico and other countries where spring wheats are grown. It appears, however, that a yield plateau has been reached in bread wheats, though work is continuing to improve the genetic resistance to disease and pest attacks. The next breakthrough is likely to be achieved more as a result of improvements in the understanding of wheat physiology than in genetic improvements. The Review Panel therefore recommended that more emphasis be given to programs directed at that particular subject.

Durum Wheats

5. The program is relatively new, having begun in 1968. Field success to date is most impressive, with obvious advantage having been taken of spin-off from the bread wheat materials and techniques used in that program. There is every reason to hope for major breakthroughs within five years, which

should result in the development of short strawed, high yielding, disease-resistant varieties superior to any Durums previously used for macaroni or spaghetti production. There is also a close relationship between the Durum and Triticale programs.

Triticale

6. CIMMYT started a limited program on Triticale in 1964 and, to date, dwarfing has been introduced, together with day-length insensitivity and disease resistance. Biological evaluation, using chicks and voles, has shown a remarkable nutritional quality - exceeding conventional grains - in some breeding populations. Despite the shrivelled appearance of the grain, there should be a good feedgrain market for the selections already made, which outyield conventional grains. Triticale is likely to prove to be more cold and drought tolerant and to carry a higher protein quality than either of its wheat or rye parents.

Barley

7. The External Program Review Panel did not support the proposal to resume work on barley at CIMMYT. The Panel felt that the support of such a program might lead to a considerable expansion of the aims and objectives of the Center. The Panel stressed the importance of concentrating CIMMYT's research activities on wheat and maize and avoiding the dispersion of effort. The staff of CIMMYT, however, argued in favor of continuing a limited barley program. They considered that the discovery of the new "hyproly" gene, which offers excellent possibilities for improving the nutritional value of barley as a human food, has opened exciting possibilities to improve present barley varieties. I endorse the Panel's view that dispersion of effort should be avoided and no major research program in barley should be permitted at CIMMYT. However, until such time as arrangements are made for major research on barley at some other Center, I consider that a small amount of research might be continued at CIMMYT. A very limited barley improvement program basically aimed at widening the genetic base of the germ plasm presently available could be undertaken during the next two years with clearly defined terms of reference and with a strict budget ceiling not exceeding \$40,000 per annum.

Maize

8. Work at CIMMYT has already introduced the dwarfing characteristic, together with improved disease resistance and fertilizer responsiveness in tropical maize. It is hoped that the 1972 trials, currently being harvested, will prove that higher protein maize populations are feasible. These high lysine maize selections, which are open pollinated, have shown wide adaptability from near sea level to 5,000 feet. Major breakthroughs may be near.

Sorghum

9. CIMMYT's small testing program has been carried out for some 15 years, seeking to develop sorghum varieties and populations suited to altitudes above 6,000 feet. These varieties and populations should be maintained at CIMMYT for two more years in order to preserve the germ plasm until the new sorghum institute, ICRISAT, has an opportunity to establish its program and decide the future direction of high-altitude sorghum work. Finance to cover maintenance of the germ plasm will be included in a separate line item in the CIMMYT budget for 1973-74 in order not to divert resources from maize research.

Out-Reach Programs

10. The Out-Reach Programs cover the international services rendered to wheat and maize-growing countries, including:

- (a) Consultations between CIMMYT staff and individual governments;
- (b) National nursery trials;
- (c) Developing national staff capability;
- (d) Developing national cereal campaigns as well as regional networks; and
- (e) Conducting international workshops.

These out-reach programs are a very important part of CIMMYT's work, and they appear to have made a tremendous impact in the countries in which CIMMYT has been operating.

Plan Puebla

11. The Plan Puebla was started in 1967 as a pilot program, the original objective being to determine whether specific effort with small farmers would result in change. Following five years of work, it has been proven that small farmers can be reached and can be induced to adopt new technology. However, despite major efforts, the Plan appears to have reached only about 12% of the farmers in the area and participants are only achieving some 50% of the yield increases achieved on demonstration plots in the same area. The External Program Review Panel recommended that direct involvement in executing or managing development projects should be avoided and CIMMYT's role should be purely one of acting in an advisory capacity. It was also recommended, however, that there was a great need to improve the "delivery systems" for new agricultural technology, that is, the mix of forces that promotes the diffusion of new technology - extension services; infrastructure; public policies regarding support prices; inputs; marketing; credit; and so on, and it is expected that the recently strengthened economic staff of CIMMYT will undertake this. Several studies are underway or planned in this connection.

Work Conditions

12. Considerable discussion took place regarding the amount of time spent on tour or visiting the geographically widespread development programs of CIMMYT, leading to an unreasonable amount of time being spent away from staff families. It was suggested that the Director undertake several studies to determine both the feasibility and practicality of alternative housing locations, including the provision of family quarters at outlying stations.

Proposed Budget 1973

13. Details of the budget have already been circulated under separate cover to members of TAC. The budget for 1973 is \$8.003 million made up as follows:

	<u>US\$ million</u>	
Unrestricted core operations	4.014	
Capital expenditures	1.183	<u>5.197</u>
Restricted core operations	1.066	
Special programs	<u>1.740</u>	
	8.003	
Less income from sales, etc.	<u>0.252</u>	<u>0.252</u>
	\$7.751	\$4.945

Funds for the restricted core operations and the special programs are for continuing specific operations and are financed by Ford Foundation, Rockefeller Foundation, USAID, UNDP, Inter-American Development Bank and the Government of Zaire.

14. The budget request is for a total of \$5.197 million of which \$1.183 million is for capital expenditure. This is a 21.6% increase over the 1972 budget request. CIMMYT's capital expenditures would be increased by some 23.9% over 1972, and their unrestricted core budget by 20.9% over the unrestricted core budget of 1972. Allowing for anticipated revenues this leaves a net total of \$4.945 million to be requested from the Consultative Group in 1973.

15. The capital cost increases include some \$361,000 carried over from 1972 when donor grants proved insufficient to finance the capital program approved by CIMMYT trustees. The other major items are the completion of the irrigation systems at five stations, buildings and vehicles. Following the completion of these works much lower capital budget requests ought to be expected in future years.

16. The unrestricted core budget increases result from inflation and merit increases (averaging 7%), five new staff positions, increased commodity research (cool tolerant sorghum \$31,000, winter wheat \$48,000 and barley \$40,000) and increased training activities.

17. The cost increases are reasonable in relation to the programs agreed by the Board of Trustees of CIMMYT. The administrative costs are, however, some 26% of the unrestricted core budget which seems rather high. It is difficult to compare this item with previous budgets as they were prepared on a somewhat different basis but as far as can be ascertained this percentage is some 2% lower than in 1972. CIMMYT charges an administrative overhead of 18% of the direct costs of the grant to execute the restricted core operations and special programs. There may be need to adjust this figure to reflect an appropriate sharing of administrative costs. These costs need to be watched carefully. No comparative figures are available to check this percentage with other International Centers.

18. There has been a marked improvement in the presentation of the budget this year, and this is part of the movement towards standardization of budgets for all International Centers. There is no administrative manual as such, but the terms and conditions of service of the staff compare favorably with those of other international centers as they should do in order to attract staff of the right caliber to CIMMYT. Mr. Hansen stated that it was proposed to attempt to standardize the terms and conditions of service of all the staff of the International Centers at the forthcoming International Centers Week. This move should be encouraged. Overall, the budget request is reasonable in relation to the work program.

GFDarnell:emw:MTST Agri. Projs.
IBRD

cc: Messrs. Chadenet, Baum, Ripman, Lee, van der Tak, Evans, Wapenhans,
McIvor, Adler, Takahashi, Franssen, Jones, Forcum, Graves
(Development Services)

Central Files

July 12, 1972

Consultative Group on International
Agricultural Research

926
cc: DIS

July 12, 1972

Dear Guy:

In Bonn recently, I had some discussions with the Ministry of Economic Cooperation which concerned CIMMYT. I am sending the attached note on those conversations for your information.

Sincerely,

Harold Graves

Enclosure -- Memo to Files, dated July 7 -- CGIAR: Germany (and IITA)

Dr. Guy B. Baird
Office of Agriculture
Bureau for Technical Assistance
Agency for International Development
Washington, D. C. 20523

Tom
HG:ap

COPY

CIMMYT
México 6, D. F.
Londres 40 - 3er. Piso

Consultative Group on International
Agricultural Research

92b.

July 7, 1972

Dr. Werner Treitz
Federal Ministry for Economic Cooperation
53 Bonn
Kaiserstrasse 185
Federal Republic of Germany

Dear Dr. Treitz:

At Mr. Harold Graves' request I am enclosing an English translation of the Spanish statutes under which CIMMYT was established as a legal entity.

Sincerely yours,



Robert D. Osler
Deputy Director General
Resident Research

Enclosure
cc. Mr. H. Graves ✓
cc. Mr. H. Hanson

1972 JUL 10 10 3:28

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1972 JUL 14 PM 3:58
COMMUNICATIONS
SECTION

cc: Mr. H. Hanson
cc: Mr. H. Graves
ENCLOSURE

Resident Researcher
Deputy Director General
Robert D. Carter



Sincerely yours,

regard entirely
of the German statutes under which CIMMEXI was established as a
At Mr. Harold Graves, London I am enclosing an English translation

Dear Dr. Leitz:

Federal Republic of Germany
Kaisersplatz 182
53 Bonn
Federal Ministry for Economic Cooperation
Dr. Werner Leitz

JUL 14 1972

dsp

Agricultural Research
Consultative Group on International

COBY

Consultative Group on International
Agricultural Research

92b

July 6, 1972

Files

Harold Graves *HG*

CIMMYT

On July 5, Mr. Barco informed me that the U. S. contribution to CIMMYT had turned out to be \$85,000 less than expected. In calculating the upper limit for the U. S. contribution, and in applying the formula of establishing that limit at an amount equal to 25 per cent of the core and capital budget, the U. S. had been obliged to omit core restricted funds from its calculation.

The U. S. contribution to CIMMYT, which had been expected to be \$1.15 million, was thereby reduced to \$1.05 million.

HG:ap

92b

Mr. Robert Jones (through Mr. John Adler)

July 6, 1972

Harold Graves

Bank Grant to Centro Interamericano de Mejoramiento
de Maiz y Trigo (CIMMYT)

Thank you for your memorandum of June 27 asking for authorization to pay the third installment of the Bank's \$1 million grant to CIMMYT.

As a result of unavoidable delays in payments by other donors (principally the German Ministry of Cooperation, which has not yet received its 1972 budget appropriation from the Bonn parliament), CIMMYT is faced with severe difficulties in cash flow. The Center has therefore requested that the third and fourth installments be paid in a single lump on or about July 1.

Mr. Adler, the Director of the Programming and Budgeting Department, sees no objection to this acceleration of the Bank payment to CIMMYT. Accordingly, I request that payment now be made of the entire balance, amounting to \$500,000, of the Bank's grant to CIMMYT for 1972.

cc: Mr. Adler

HG:ap

OFFICE MEMORANDUM

TO: Files

FROM: Harold Graves *HWSH*

SUBJECT: CIMMYT

DATE: July 6, 1972

On July 5, Mr. Barco informed me that the U. S. contribution to CIMMYT had turned out to be \$85,000 less than expected. In calculating the upper limit for the U. S. contribution, and in applying the formula of establishing that limit at an amount equal to 25 per cent of the core and capital budget, the U. S. had been obliged to omit core restricted funds from its calculation.

The U. S. contribution to CIMMYT, which had been expected to be \$1.15 million, was thereby reduced to \$1.05 million.

HG:ap

Consultative Group on International
Agricultural Research

92b

July 6, 1972

Dear Mr. Henrie:

I am much obliged to you for sending me the
Price Waterhouse report on CIMMYT financial operations for
the year 1971.

Sincerely yours,

Harold Graves
Executive Secretary

Henrie

Mr. B.G. Henrie
Comptroller
Centro Internacional de
Mejoramiento de Maiz y Trigo
Londres 40
Mexico 6, D.F.

706 1 10 23 441355

RECEIVED
CENTRAL FILES
JUL 7 10 07 AM 1972

Mexico City D.F.
P.O. Box 40
Ministerio de Agricultura y Fomento
Centro Internacional de
Consultores
Dr. R.C. Henke
J. Henke

Executive Secretary
National Council

Director General

Dear Sir:

Enclosed are reports on CIBOLA financial operations for

I am most grateful to you for sending me the

Dear Dr. Henke:

Very truly
yours

25P

Agricultural Research
Consultative Group on International



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

1 July 1972

CIMMYT'S PROPOSED BUDGET 1973

The budget request in this booklet was prepared by the CIMMYT staff for presentation to the Consultative Group on International Agricultural Research. This budget has been reviewed and approved by the CIMMYT Trustees at a meeting in México, June 15-17, 1972.

Virgilio Barco
Chairman
CIMMYT International
Board of Trustees

Haldore Hanson
Director General

CONTENTS

	<u>Page</u>
<u>SUMMARY</u>	1
<u>NARRATIVE STATEMENT</u>	2
High lysine maize	2
Spring bread wheats	3
Winter bread wheats	4
Durum wheats	4
Triticale	5
Barley as human food	5
Sorghum research for higher altitudes	6
Plan Puebla, and Studies in Farmer Adoption of new Technology	6
Training	6
International Outreach activities	7
International Workshops	7
Administrative developments	8
Staff changes	8
External Program Review, April 1972	8
Administrative review, December 1972	9
Development of CIMMYT's physical facilities	10
Increase in 1973 operating budget	10
Capital expenditures recommended in 1973	12
Some programming issues in this budget	12
<u>BUDGET SCHEDULES AND TABLES FOR 1973</u>	14
<u>AUDITOR'S REPORT, 1971 CALENDAR YEAR</u>	30-31

SUMMARY

CIMMYT is soliciting from the Consultative Group \$4,945,000 in new funds for 1973.

The request is divided:

Operating expenses, unrestricted	\$ 3,762,000
Capital expenditures	1,183,000
	<hr/>
	\$ 4,945,000

The 1973 request is \$972,000 higher than the \$3,973,000, 1972 donor funds in sight from the Consultative Group on June 29, 1972.

In justification for this budget, CIMMYT Management has prepared the program information in this booklet.

Seven Budget Schedules and five Budget Tables are given at the end of this paper to explain the financial request for 1973.

In addition, a supplemental booklet is available, containing worksheets on which above schedules and tables are based. The supplemental booklet was prepared by CIMMYT accountants, and is available through the Consultative Group Secretariat.

NARRATIVE STATEMENT FOR CIMMYT
BUDGET REQUEST 1973

The following pages will survey some of CIMMYT's principal developments in 1972 and program thrusts for 1973.

High Lysine Maize

On May 10, 1972 CIMMYT harvested the first 100 kilograms of seed (4 bushels) of an experimental population of maize carrying opaque-2 gene, hard endosperm (inner tissue), resistance to many common diseases of maize, intermediate maturity (i. e. 110-115 days in the hot season in the tropical lowlands of Mexico), and good yield potential under tropical conditions in the best farmers' fields (5-6 tons per hectare in the cool season and 3.5 tons per hectare in the hot season near Poza Rica, México).

This combination of plant characteristics has been sought by CIMMYT breeders during seven generations of research since 1968.

The term "Opaque 2" was derived from the opaque appearance of the kernels. The high protein quality of this gene was identified at Purdue University in 1963.

Most of the May 10 harvest was immediately shipped by air for multiplication in 15 countries, and the resulting 20-25 tons of seed in October 1972 will go immediately into (1) field trials on farmers' fields, (2) test feeding to swine and other small animals, and (3) test feeding to undernourished children in a hospital at Cali, Colombia.

The maize population receiving this special attention is called:

(Veracruz 181 x Antigua Group 2) x Venezuela 1 Opaque 2).

If the yield trials, feeding trials, and laboratory trials confirm what CIMMYT has already found in Mexico, the world of maize-eaters, and maize-feeders will receive, beginning in 1973, a new source of enriched protein.

Laboratory trials at CIMMYT so far indicate the following values for this population: total protein at least equal to normal maize (9-11%); lysine 3.4% of total protein (normal maize contains 1.5% to 2.0%); and tryptophan 0.90% of total protein (normal maize contains 0.40 to 0.60%). It is the change in the two essential amino acids, lysine and tryptophan, which makes the difference.

Previous feeding trials with O₂ maize have demonstrated 50% faster rate of gain in hogs, compared to normal maize; 11% faster rate of gain in beef animals; and near miraculous recovery of babies which had reached a state of malnutrition from kwashiorkor (protein deficiency) which was considered medically fatal. One potential value of high lysine maize will be in preventing protein deficiency disease in maize-consuming areas such as the Andean region of South America and in tropical Africa.

A breakthrough like the development of high lysine maize in an acceptable commercial population is never certain until verified through widespread trials. But CIMMYT scientists are reasonably confident of success this time, and they have five more populations, in various stages of development, coming along with the same nutritional value combined with even shorter plant type, and probably higher yields. These additional populations will be ready for distribution in one to three years.

UNDP has financed part of the research on O₂ maize at CIMMYT and is now discussing a new contract, beginning 1973, which would enable CIMMYT to broaden its outreach activities with high lysine maize to Asia, Africa, and Latin America, using nursery trials, seminars, international consulting, development of protein laboratories, and training of additional maize researchers and production officers.

Spring Bread Wheats

The first Mexican semi-dwarf wheats, developed by CIMMYT's predecessors, were released in 1962, and are now 10-years-old. Mexican dwarf derivatives are now grown on 16-18 million hectares in developing countries. This represents 33-40% of the estimated 48 million hectares of wheat now grown in developing countries.

Despite this widespread adoption, numerous problems of disease, insects, weeds, and other production factors are still holding back the spread of improved bread wheats to the remaining 60-75% of wheat land. And even the farmers who now grow improved wheat are threatened each year by changing disease and insect environments.

For example, diseases attacking both the new and the old wheats include:

New races of stem, brown, and stripe rust.

Septoria, a fungus disease which can destroy a farmer's total wheat crop in some seasons in North Africa, Korea, Brazil, and Argentina.

Also, insects attacking the wheat crop, both the old and the new, include:

In the Mediterranean region, saw fly, Hessian fly, sunn pest, and some nematodes.

In South America, greenbug.

CIMMYT scientists believe that effective control of these diseases and insects will be most likely from genetic resistance, and they are searching for resistant plants among the wheat crops of the world, and integrating such resistance into the CIMMYT breeding pool.

Often the desired resistance to a disease or insect is found in a very undesirable plant, carrying bad side effects. Crossing is therefore a numbers game, in which the bad plant must be combined with many different high yielding plants, before a satisfactory combination is achieved. That explains many of CIMMYT's 6,000 crosses a year in the bread wheats.

On the basis of hectares, CIMMYT's objective to improve the bread wheats in the developing countries is only one-third completed in 1972. And even for those farmers who have adopted improved wheats, the strategy to avoid disease epidemics depends upon a continuous series of substitute varieties with diverse germ plasm.

Winter Bread Wheats

A winter wheat breeding program designed to benefit higher elevations of Algeria, Turkey, Iran, Afghanistan and Korea is underway in 1972 through collaboration between Oregon State University, CIMMYT and National Programs, particularly with the Government of Turkey. At least 3 or 4 years will be needed for the first major results because only one experimental generation can be grown per year.

Durum Wheats

Preliminary work on dwarfing durum varieties was initiated in the late 1950s, but CIMMYT's major thrust on development of dwarf durums began only in 1968 using dwarfing genes which had been successfully used in bread wheats. The same disease resistance required in the case of bread wheats was necessary in the durums. The aim was to provide the spaghetti-macaroni consumers the same food gains made in the bread wheats. By 1972, CIMMYT's experimental durum wheats surpassed the best bread wheats in yield. Resistance of a high order to Septoria, mildew, and stem rust is still necessary in the areas for which durums are being developed.

A major breakthrough has already been made in yield and increased disease resistance is expected to follow within a few additional cropping generations.

Triticale

CIMMYT's work on the new man-made cereal grain, Triticale (from the cross wheat x rye), is nearing the point of recommended commercial use. In earlier work, dating from the nineteenth century, three major unsolved problems led to the abandonment of this crop by research workers. These included high sterility, tall weak straw, and shrivelled grain. The first two have been overcome by CIMMYT and its collaborators, and the third shows promise of solution in the near future. Good seed set was achieved as early as 1968. Plants have subsequently been dwarfed using both wheat and rye dwarf types and these new varieties respond well to higher levels of fertility. The shrivelled grain characteristic has been partially rectified. Solution of this final major problem will ensure Triticale's establishment as a crop. Work is simultaneously underway to provide the necessary disease resistance.

This new cereal gives every indication that it will carry higher yield, greater cold tolerance, greater drought tolerance and better nutritional quality than either of its wheat or rye parents.

Triticale has already been used as a forage crop in the U.S.A. and for alcohol production in Canada. It could well enter limited production as a feed grain in 1973. Potentially its greatest role will be realized as the expanding population of the world pushes beyond present production capabilities. Triticale is one of the cereals which can bring into production marginal lands where low moisture and cold seriously limit wheat yields. Many countries are interested in the development of this program, and a few are already testing CIMMYT's experimental triticales.

Barley as a Human Food

In June 1972 CIMMYT resumed research on barley. CIMMYT predecessors had worked on this cereal from 1952 to 1962. Barley is the principal cereal grain consumed by more than 200 million people living on marginal lands with low moisture in North Africa and the Near and Middle East; in low temperature areas of the Himalayas and Andean zones; and in eastern Europe.

Despite some research on barley in temperate countries, mainly for brewing, barley remains one of the neglected food crops of the world. CIMMYT breeders believe that through a dynamic breeding program, bringing together improved barley germ plasm from the many countries colla-

borating in the CIMMYT wheat network, very rapid advances are possible. Breeding targets are similar to those for wheat. Short, stiff-strawed varieties with high yield potential wide adaptation, disease resistance and grain characteristics suitable for human consumption can become a reality within the next 5 years.

The budget request for barley research of only \$40,000 for 1973 is made possible by the fact that CIMMYT already possesses complete laboratory facilities and the part-time services of breeders, agronomists, physiologists, and pathologists already a part of its core and outreach staff.

Sorghum Research for Higher Altitudes

CIMMYT Trustees have authorized continuation by CIMMYT for the two years 1973-74 of its limited research on cold-tolerant sorghum, a cereal which should be better adapted than maize to altitudes above 2,000 meters in Latin America. CIMMYT has already made progress. Sorghum germ plasm from East Africa has been combined into sorghum populations in Mexico which during 1972 have set seed satisfactorily at Toluca (2,660 meters), and as far north as Hudson Bay in Canada. CIMMYT's sorghum work will be integrated into the new sorghum institute, ICRISAT, in India, when that center has made arrangements to receive this type of higher altitude research.

Plan Puebla, and Studies in Farmer Adoption of New Technology

During 1972 and 1973 CIMMYT is completing its 7-year study of small farmers who adopt new maize technology in the Puebla area of Mexico. Adoption of new technology levelled off in the project area during 1971, after three years of rapid increase. The Soils and Economics staffs at CIMMYT are trying to determine what factors are holding back the spread of technology -- e.g. low profit from the package, or inadequate delivery system, or high risk, or other factors.

The CIMMYT Economics staff has been authorized by the Trustees to study the experience of farmer adoption of new technology in Asia, Africa, and Latin America, especially in wheat and maize growing countries where CIMMYT is cooperating. The object is to learn what happened to different classes of farmers, and to draw conclusions useful to CIMMYT's future distribution of technology. These studies will supplement the CIMMYT experience in Plan Puebla.

Training

In 1971 CIMMYT received 121 trainees from over 40 countries of Asia, Africa, and Latin America. Over half took the CIMMYT 6-9

months' course of in-service training in wheat and maize research or production. Some also took a two-year Masters Degree with thesis research at CIMMYT. Several were predoctorals writing their dissertation under CIMMYT supervision. Several were postdoctoral scientists spending two years on CIMMYT staff. Two were visiting senior scientists on sabbaticals at CIMMYT.

Training plans for 1972 and 1973 remain at the same level.

The only significant change will be the gradual increase of predoctoral and postdoctoral scholars to about 10 a year, in order to use this type of fellowship for screening future staff employees, both for CIMMYT outreach programs, and for employment by other institutions involved in international agriculture.

CIMMYT has found the training of young wheat and maize researchers from governments in Asia, Africa, and Latin America, to be the strongest linkage which CIMMYT has established leading directly to CIMMYT participation in national production programs.

International Outreach Activities

In 1971 CIMMYT's international nursery trials in wheat and maize reached 78 countries, with 788 separate trial locations. In 1972, the trials have already reached more than 80 countries. The present gradual expansion is expected to continue in 1973.

CIMMYT staff consulted with over 50 governments in Asia, Africa, and Latin America during 1971, and almost the same number in the first six months of 1972. CIMMYT has agreed to station resident staff in ten countries, at the request of Governments. Now 23 CIMMYT staff are committed to the following areas:

- 16 in Africa.
- 6 in Asia.
- 1 in Latin America.

New CIMMYT staff assignments in 1972 are located in Zaire, Nepal, and Iran. New requests for consulting arrangements by staff travelling from Mexico include Korea, Tanzania, Libya, and Chad.

International Workshops

CIMMYT will sponsor or participate in several international workshops during 1972 and 1973, to promote wheat and maize improvement.

In September 1972 CIMMYT maize staff will meet in U.A.R. with maize production officers from national maize programs in Asia, Africa and Latin America.

"Where do we stand on high lysine maize" will be the topic of a world-wide conference among 150 scientists at CIMMYT headquarters in December 1972.

"Wheat improvement for the 1970s, and the Role of CIMMYT" will be discussed at a conference at CIMMYT in January 1973.

Administrative Developments

On January 1, 1972, Haldore Hanson replaced Edwin J. Wellhausen as Director General of CIMMYT. Dr. Wellhausen had served as Rockefeller Foundation researcher and administrator in Mexico for 28 years. Hanson had spent the previous 15 years in Asia and Africa, as administrator for private agencies, the last nine years for the Ford Foundation in Pakistan and West Africa.

Staffing Plateau

CIMMYT's senior scientific and administrative staff in Mexico is approaching an authorized level of 50 (46 authorized in 1972, 51 in 1973). It is the present judgment of CIMMYT Management that CIMMYT headquarters staff should level off at about 50. But CIMMYT's outreach staff of 23 scientists outside Mexico is expected to grow slowly, possibly to a level of about 35 during the next five years. There is little prior experience to support these estimates.

External Program Review 1972

During April 24-28, 1972 CIMMYT invited an External Review Panel (3 scientists, 1 economist) to examine CIMMYT's program. The members were:

Dr. A. B. Joshi, India
Dr. Vernon Ruttan, U.S.A.
Dr. Howard Stepler, Canada
Dr. Hassan Ali El-Tobgy, U.A.R.

Their report contains 32 recommendations, identifying many problems, and suggesting much rethinking is needed.

The CIMMYT staff and Board of Trustees prepared a joint critique of the Panel report.

Documents totalling about 250 pages from this 1972 program review are now available to the Consultative Group and TAC, on request to the Director General.

Some of the many problems identified by the Panel are:

- (1) CIMMYT library services are inadequate.
- (2) CIMMYT has low capability in biometrics to assist its plant breeders.
- (3) CIMMYT's economics service, started in 1971, needs more resources.
- (4) CIMMYT suspended in 1970 the professional newsletter on its activities, and needs to begin a new one.
- (5) CIMMYT's 5,000 visitors a year need more services, but should not be an increased burden to the Scientific Staff. Permanent exhibits on wheat and maize at Headquarters and additional special publications should help in handling visitors.
- (6) CIMMYT needs to give more thought to the future size of its staff and its growing international activities.
- (7) Many CIMMYT staff are spending from a quarter to a half of each year away from home, because of scattered research stations in Mexico, and international consulting.

Despite these problems, the Panel report was strongly supportive of the CIMMYT program, and well received by CIMMYT Trustees.

Administrative Review, December 1972

CIMMYT Management is organizing a Review Panel to examine all aspects of CIMMYT administration in December 1972. José Drilon, CIMMYT Trustee and former Executive Officer at IRRI, will head the Panel. One problem relates to the new machine accounting, which is not yet giving CIMMYT department heads the rapid information they need for expenditure control. Another problem relates to the review of staff salaries and benefits. Still another is the development of CIMMYT administrative manuals. Documentation for the Review is already in preparation,

and the CIMMYT Executive Officer has been sent on visits to IRRI, IITA, and CIAT, to see if any of their administrative approaches can serve CIMMYT.

Development of CIMMYT's Physical Facilities

CIMMYT moved into its new headquarters, 45 kilometers outside Mexico City, in September 1971, where all buildings included in the original plans had been completed except the greenhouses. But six experiment stations where CIMMYT conducts research in Mexico are only partially developed -- i. e. fencing, land-levelling, irrigation facilities, work buildings, and overnight hostels for trainees.

CIMMYT's total capital development program has been estimated to cost \$7.6 millions, spread over a 10-year period. About 75% will be completed at the end of 1972, and the remainder has been budgeted during the next five years.

CIMMYT uses six research sites in Mexico in order to simulate the principal wheat and maize growing areas of Asia, Africa, and Latin America. The Mexico stations range in elevation from sea level to 2,660 meters.

Wheat and maize germ plasm from all over the world can be crossed at these stations.

Increase in 1973 Operating Budget

CIMMYT Management proposes a "core operations unrestricted budget" for 1973 of \$4,014,000, compared to \$3,320,000 in 1972, an increase of 20%.

In program terms, the following 5 items account for most of the increase in operating budget:

(1) Inflation and merit salary increases have been running about 7% in recent years. Using 1972 as a base this would require an increased budget of approximately \$230,000.

(2) Increased staff costs, other than inflation would be approximately \$200,000. This includes:

Five new posts have been approved by the Trustees for 1973:

Wheat: Assistant Training officer.
Maize: Assistant Training officer.
Maize: Assistant Director.
Economics: one research assistant.
Economics: one secretary.

Three new posts were approved by the Trustees for 1972, but could not be filled because of the shortfall in donor grants for 1972:

Wheat: International nurseries officer.
Maize: Pathologist.
Administration: Deputy Director General
(Administration).

Six supporting staff are scheduled to be hired in the last half of 1972, and will require a full year's salary in 1973, causing a budget increase of \$20,000.

Mexican social security taxes for housing are mandatory for all Mexican employees in 1973, costing \$30,000.

(3) Increased commodity research \$119,000

This item covers three specific line items:

Cool-tolerant sorghum research	\$31,000
Winter wheat research	48,000
Barley	40,000

These commodity programs have been reviewed individually by the Trustees, and approval given to budget them for 1973. Comments is made earlier in this document on each commodity. The sorghum item will be removed from the budget if special funds can be obtained from a donor before the end of 1972.

(4) Additional training, \$80,000. This covers the support of two visiting scientists and an increase of 4 postdoctoral fellowships. Both are intended to increase the pool of manpower for possible employment, either by CIMMYT or by other centers. Most fellowships for training at CIMMYT are still covered by special grants. It is possible that a larger proportion of CIMMYT training expenses may in future be transferred to core budget.

(5) Increased activities in Economics, excluding costs already included in items 1 and 2, \$65,000. This increase primarily involves the

new studies in farmer adoption of new technology in wheat and maize, and the effect on different classes of farmers, including small farmers.

CIMMYT Management believes the core operating budget is nearing a plateau, except for inflation.

Capital Expenditures Recommended in 1973

In 1973 CIMMYT is seeking a capital budget of \$1,183,000, including approximately \$361,000 carried over from 1972 when donor grants proved insufficient to finance the capital program which CIMMYT Trustees had approved. Details of the recommended capital expenditures for 1973 are presented in Schedule 3 of this paper.

Some Programming Issues in this Budget

Some difficult issues in planning the program for an International Center are not stated in a budget but are implicit in decisions made on various budget items.

Here are three issues which CIMMYT staff have debated, and CIMMYT Trustees have discussed, in the formulation of its budget for 1973.

(1) What should be the role of an international center in making possible the adoption of new foodcrop technology by the widest range of farmers, including smallholder, rainfed, disadvantaged farmers? CIMMYT staff members hold a range of opinions on this question. The present budget provides for the seventh and final year of participation by CIMMYT in Plan Puebla, a Mexican smallholder project, and also provides \$75,000 for studies in farmer adoption of new technology in production programs of Asia, Africa, and Latin America, with which CIMMYT is associated. CIMMYT's concern is clear, but its future role is still evolving.

(2) How can CIMMYT stretch its training resources to meet the requests of national wheat and maize production programs with which CIMMYT is working? Present training capacity is approximately 120 per year, or all types, and CIMMYT is turning down requests for training. It is possible that by a staggered schedule during the year, the number might rise to 150, no more. Some kind of training programs outside Mexico, possibly regional, possibly national, will be needed to provide supplemental staff development for national programs in the 1970s.

(3) Should CIMMYT continue to expand its staff assigned to work with national programs, outside Mexico? The External Program Review Panel of 1972 questioned the continued rise of CIMMYT professional staff.

It is the judgment of CIMMYT staff that one important measure of CIMMYT success must be the rising yields of wheat and maize in national programs. Therefore CIMMYT's participation in national production programs is an important part of CIMMYT's mandate.

Continued requests for assignment of CIMMYT staff outside Mexico suggest that these specialists are wanted, and their services are effective. CIMMYT has declined requests for assignments of not less than 10 additional staff members to Asia, Africa, and Latin America in the first half of 1972. In spite of this, the number of CIMMYT staff to be stationed outside Mexico will rise from 18 to 23 during 1972. These new positions are not shown in this budget, because they are all covered by Special Grants. Yet an increased burden upon CIMMYT Headquarters is reflected in the form of more international nursery trials, more international consulting, more training, and more attendance at international workshops.

The judgment of CIMMYT Management and Trustees on these issues is reflected in the budget which follows:

Budget Schedules and Tables for 1973.

<u>Schedules Designed by CIMMYT for this Budget</u>	<u>Page</u>
Schedule 1. Financing, from all sources, 71-72-73.	15
Schedule 2. Core Operations, unrestricted expenses, 71-72-73.	17
Schedule 3. Capital development, 66-77.	18
Schedule 4. Net core unrestricted and capital funds in sight or requested from Consultative Group, 73-77.	21
Schedule 5. Core restricted funds, 71-72-73.	22
Schedule 6. Special Program funds, 71-72-73.	23
Schedule 7. Staff Positions by categories, 71-72-73.	24

Tables requested by the Consultative Group Secretariat
Following forms Recommended by IBRD Consultant

Table I. Summary of Sources and Application of Funds, 1968-77.	25
Table II. Summary of Actual and Projected Sources of income by donor, 1968-77	26
Table III. 1973 unrestricted core budget.	27
Table IV. Actual and Projected Application of Operation funds, 1968-77.	28
Table V. Actual and Projected Man-years of Staff, 1968-77.	29

Note 1. There is some redundancy between Schedules 1-7 and Tables I-V. Schedules 1-7 were designed by CIMMYT staff to serve CIMMYT purposes. Tables I - V were designed by the Consultative Group Secretariat to permit comparison on certain data between the International Centers.

Note 2. CIMMYT staff has prepared an additional series of worksheets which give supporting details for Schedules 1-7 above. These worksheets have been reproduced and are available through the Consultative Group Secretariat.

CIMMYT BUDGET 1973

SCHEDULE 1. CIMMYT FINANCING FROM ALL SOURCES
1971-72-73. (U. S. \$ 000)

(For definitions, see bottom of page)

Type of Funds	1971 Actual	1972 Estimated	1973 Requested	For more details see:
1. Core operations, Unrestricted	2,514	3,320	4,014	Schedule 2
2. Capital Expenditures	1,902	955	1,183	Schedule 3
3. Sub - Total	4,416	4,275	5,197	
4. Less Income from Administrative overhead, etc.	256	302	252	
5. Total new funds from donors (Item 3 minus 4)	4,160	3,973	4,945	Schedule 4
6. Core operations, Restricted	653	780	1,066	Schedule 5
7. Special Programs	1,040	1,689	1,740	Schedule 6
8. Total, All funds (Item 3+6+7)	6,109	6,744	8,003	

Definitions for above schedule:

"Core operations, unrestricted".

Funds given by a donor to support the recurring, annual, program operations. The donor does not restrict the use of funds to a particular activity. Annual operating program is approved in advance by the Trustees; therefore, core funds are always applied to activities which carry approval of Trustees.

"Core operations, restricted".

Funds given by a donor for a specified activity, within the annual operations. CIMMYT Trustees review and approve the acceptance of each restricted grant. Examples are:

UNDP grant for development of high lysine maize.
RF grants for Plan Puebla.
CIDA/IDRC grant for triticale development.

"Capital funds"

Funds given by a donor for additional land, buildings, or equipment costing more than \$100 and having a useful life of more than five years, or three years for vehicles.

Capital items are listed on property inventory, and subject to CIMMYT regulations on disposal of inventoried property.

Replacement of capital items is charged to core operating budget, not to capital budget.

"Special Program grants"

Funds given by a donor for a specified activity, outside the annual CIMMYT operating program.

Most Special Programs involve assistance to a Government outside Mexico, for the conduct of a wheat or maize production program. In 1972, CIMMYT had grants for 15 such Special Programs.

Each grant for a Special Program is reviewed and approved by CIMMYT Trustees.

"Administrative Overhead"

When CIMMYT accepts restricted funds either for "Core operations, restricted" or for Special Programs, CIMMYT includes in the program charge an "administrative overhead", currently estimated at 18% of the direct costs of the grant.

The purpose of this charge is to ensure that each restricted grant pays its equitable share of the CIMMYT administrative costs.

"Administrative overhead" is transferred to an income account on the CIMMYT financial books, and is used to offset a portion of the core unrestricted operations expenses.

CIMMYT BUDGET 1973

SCHEDULE 2. CORE OPERATIONS, UNRESTRICTED EXPENSES, 71-72-73.
(U. S. \$ 000)

	<u>1971 Actual Expense</u>	<u>1972 ^{1/} Revised Budget</u>	<u>1973 Requested</u>
<u>Core Expenses by Program</u>			
a) Wheat	686	801	1,003
b) Maize	636	814	1,009
c) Sorghum	0 ^{2/}	0 ^{2/}	31
d) Economics	0	119	211
e) Experiment Stations	304	340	409
f) General Service Laboratories	80	81	81
g) Information Services	135	186	193
h) Library	12	24	22
i) General Administration	659	955	1,055
Director General's Office	255	288	337
Administrative Services ^{3/}	404	667	718
Sub - Total	2,512	3,320	4,014

^{1/} 1972 budget was adjusted downward to equal the amount of donor funds in sight June 16, 1972. If grants prove larger or smaller, this budget will again be reviewed in conjunction with the Capital budget.

^{2/} Sorghum program costs were included in maize expenditures in 1971, and stopped in 1972. A line item of \$ 31,000 is requested for 1973, and recommended by Trustees.

^{3/} Includes Business Office (Travel, General Office Services, Maintenance of buildings and grounds, Purchasing - shipping - inventory, Mexico City Office, and vehicle and equipment repair facility) and Accounting.

CIMMYT BUDGET 1973

SCHEDULE 3. CIMMYT CAPITAL DEVELOPMENT

(U. S. \$ 000)

Category	Expended to Dec. 31, 71	1972 Budget <u>1/</u>	1973 Requested	1974 Plan	1975 Plan	1976 Plan	1977 Plan	Grand Total
1. Land Purchase	228	220	26 <u>2/</u>	---	---	---	---	474
2. Land Devel.	67	180	504 <u>3/</u>	---	---	---	---	751
3. Field and Lab. Equipment	718	315	88 <u>4/</u>	27 <u>10/</u>	20 <u>12/</u>	95 <u>14/</u>	20 <u>15/</u>	1,283
4. Construction of Buildings	2,449	142	296 <u>5/</u>	435 <u>11/</u>	125 <u>13/</u>	---	---	3,447
5. Roads, utilities & Furnishings	1,133	85	20 <u>6/</u>	---	---	---	---	1,238
6. Additional Program vehicles	180	13	111 <u>7/</u>	---	---	---	---	304
7. Library Acquisitions	---	---	30 <u>8/</u>	---	---	---	---	30
8. Revolving Fund	---	---	108 <u>9/</u>	---	---	---	---	108
Total:	4,775	955	1,183	462	145	95	20	7,635

Comment on Schedule 3

CIMMYT has planned a 10-year capital development program costing \$ 7.6 millions.

On December 31, 1971, this program was 60 % complete, measured by expenditures.

On December 31, 1972, the program will be 75 % complete, according to present budget.

If the Consultative Group approves and provides funds for \$ 1.2 millions in 1973, the program will be 90 % complete.

Footnotes to Schedule 3.

1/ 1972 Capital budget was revised downward from \$ 1,316,000, the level approved by CIMMYT Trustees, because of short fall in donor funds. Reductions were:

Land Purchase	26,000
Land Development, fencing and Irrigation systems	84,000
Construction of Buildings	117,000
Roads, utilities and furnishings	20,000
Field and Laboratory Equipment	68,000
Vehicles	46,000
	<u>361,000</u>

Footnotes to Schedule 3. (Cont inued)

- 2/ Land Purchase. \$ 26,000. This item is for 13 hectares of land at Tlaltizapán, CIMMYT's intermediate elevation maize station (1000 meters). At present CIMMYT controls 45 hectares at this station, including 30 hectares which are croppable. All CIMMYT maize breeding between germ plasm from widely differing climatic zones is conducted here, and the present campaign to broaden the germ plasm pool for high lysine maize has been limited by lack of land at this elevation. As far as CIMMYT Management can now foresee, this purchase of land will complete CIMMYT's present requirements. The Mexican Government has already procured 4 pieces of research land for CIMMYT and it does not appear politically feasible for the Government to procure this private farmland at Tlaltizapán.
- 3/ Completion of irrigation systems, land levelling and fencing at 5 stations. These stations cannot be used for year-around cropping until irrigation system is completed.
- 4/ Wheat Production training field equipment \$ 34,000
Experiment Station field equipment 34,000
One growth cabinet and laboratory equipment 20,000
88,000
- 5/ \$ 296,000 includes:
1. Nine additional apartments for post doctorals and visiting scientists at El Batán 144,000
 2. Expt. Station Superintendent house at El Batán 20,000
 3. Visitor Facility - maize and wheat exhibits 15,000
 4. Crop handling buildings at 5 research stations 117,000
296,000
- 6/ \$ 20,000 for building main entrance road to CIMMYT Headquarters, El Batán.
- 7/ Wheat - 2 sedans, 1 pick-up
Maize - 3 sedans
Expt. Stations - 3 trucks
Administration - 3 units for Training Pool, plus 1 sedan, 1 truck and 1 pickup.
Economics - 1 sedan
Communications - 1 sedan

Footnotes to Schedule 3 (Continued)

8/ \$ 30,000 - This is the estimated cost of providing the library with basic references and equipment.

9/ As means of assisting CIMMYT in managing its cash flow problem, CIMMYT Board of Trustees at its June 1972 meeting authorized the inclusion of \$ 200,000 in its 1972 requested budget. Since \$ 92,000 was carried over to 1972 from previous years, the additional need is \$ 108,000. Carryover funds are needed each year to meet cash-flow problems caused by delayed payments of donors.

10/ \$ 27,000 - Two growth cabinets and small field and laboratory equipment.

<u>11/</u> 1. Expt. Station Superintendent house at Tlaltizapán	20,000
2. 25 dormitory rooms and cafeteria for trainees at Tlaltizapán	110,000
3. 25 dormitory rooms and cafeteria for trainees at Poza Rica	110,000
4. 50 dormitory rooms and cafeteria for trainees at Toluca	190,000
5. Visitors Facility - additional maize and wheat exhibits	5,000
	<u>435,000</u>

12/ \$ 20,000 - One growth cabinet and small field and laboratory equipment.

13/ \$ 125,000 includes:

1. Expt. Station Superintendent house at Toluca	20,000
2. Insect mass - rearing facility	100,000
3. Visitors Facility - additional maize and wheat exhibits	5,000
	<u>125,000</u>

14/ \$ 95,000 includes:

1. Additional Field and Lab. Equipment	20,000
2. Development of computer sub-terminal facility	75,000
	<u>95,000</u>

15/ \$ 20,000 - Additional Field and Lab. Equipment.

CIMMYT BUDGET 1973

SCHEDULE 4. NET CORE UNRESTRICTED AND CAPITAL FUNDS
REQUESTED 1973 -77 FROM THE CONSULTATIVE
GROUP (U. S. \$ 000)

Year	Core Unrestricted	Capital	Total	Deduction <u>1/</u>	Net Requested
1972	3,320	955	4,275	302	3,973
1973	4,014	1,183	5,197	252	4,945
1974	4,365	462	4,827	270	4,557
1975	4,671	145	4,816	290	4,526
1976	4,998	95	5,093	310	4,783
1977	5,348	20	5,368	330	5,038
Totals (1973 - 1977)	23,396	1,905	25,301	1,452 <u>1/</u>	23,849

1/ Estimated administrative overhead charged to special grants, which will offset part of CIMMYT requirements for program funds.

CIMMYT BUDGET 1973

SCHEDULE 5. CORE RESTRICTED FUNDS (U. S. \$000)

(Donors shown in Parenthesis)

	1971	1972	1973	Explanatory notes
Puebla Project (RF)	116	108	118	Grant terminates 12/31/73. Renewal not planned.
High Protein Quality Maize (UNDP)	343	436	665	Grant Terminates 3/16/73. Renewal discussions underway.
Triticale (CIDA/IDRC)	82	204	283	5 year grant beginning 6/1/71.
Winter Wheat Project - Oregon (RF)	39	26	---	
Germ plasm conferences (RF)	4	6	---	
Protein Laboratory (RF)	16	---	---	
Bibliographies (RF)	5	---	---	
El Batán inauguration	24	---	---	
Miscellaneous small grants	24	---	---	
Total	653	780	1,066	

Abbreviations:

CIDA /IDRC = Canadian International Development Agency through International Development Research Centre, Canada.

RF = Rockefeller Foundation

UNDP= United Nations Development Fund.

CIMMYT BUDGET 1973

SCHEDULE 6. SPECIAL PROGRAM FUNDS (U. S. \$ 000)
(Donors shown in Parenthesis)

	1971 Expense	1972 Budget	1973	Explanatory notes
<u>Outreach</u>				
Wheat & Maize - Argentina (FF)	17	112		Grant terminates 10/72. Renewal under consideration.
Wheat & Maize - Pakistan (FF)	142	195		Grant request submitted. (2years from 11/ 71).
Wheat - Turkey (RF)	46	105		Grants terminate 12/72.
Wheat - No. Africa (FF)	342	504		Grant terminates 9/73.
Wheat - No. Africa (US AID)	159	160		Grant terminates 6/73.
Maize - Central America (RF)	13	2		
Maize - Egypt (FF)	31	31		
Maize - Zaire (GOZ)	26	275		5 year grant beginning 9/71.
Maize - Nepal (US AID)	---	44		5 year grant beginning 11/71.
Training, Chapingo, M. S.(RF)	29	33		
Training (BID)	72	141		Grant terminates 8/73.
Training, (Misc. donors)	20	27		
Sub - Total	897	1,629	1,740 ^{1/}	
<u>Other Special grants</u>				
Potato - Pakistan (RF)	58	10	---	
Potato - Int'l. Potato Research (RF)	80	45	---	Present funding terminates 6/72.
Potato - State of Mexico (RF)	5	5	---	
Sub - Total	143	60	---	
Grand - Total:	1,040	1,689	1,740	

Abbreviations:

FF = Ford Foundation
RF = Rockefeller Foundation
US AID = U.S. Agency for International
Development

GOZ = Government of Zaire
UNDP = United Nations Development
Program
BID = Banco Interamericano para
el Desarrollo - (Inter -
American Development Bank)

^{1/} Since several grants renewals are contemplated during 1972 and 1973 no attempt has been made to list the 1973 amounts by individual grants. It is anticipated that the 1972 total will increase by approximately 7 % or from \$ 1,629,000 to \$ 1,740,000.

CIMMYT BUDGET 1973

SCHEDULE 7. CIMMYT STAFF POSITIONS BY CATEGORIES
1971 - 72 - 73.

	1971		1972		1973	
	U <u>1/</u>	R <u>2/</u>	U <u>1/</u>	R <u>2/</u>	U <u>1/</u>	R <u>2/</u>
<u>Grades I - IV (In Mexico)</u>						
Grade I Directors	5	-	5	-	5	-
Grade II Professional	4	-	4 <u>3/</u>	1 <u>3/</u>	6 <u>4/</u>	1
Grade III Professional	12	3	13 <u>5/</u>	3	13	3
Grade IV Professional	12	3	13 <u>6/</u>	7 <u>7/</u>	15 <u>8/</u>	8 <u>9/</u>
Sub - Totals	33	6	35	11	39	12
<u>Supporting Staff (In Mexico)</u>						
Grade V Professional	10	6	12	7	13	7
Grade VI Technician	31	1	36	1	36	1
Grade VII Technician	109	18	111	27	111	27
Research Assistants	12	11	19	8	20	12
Clerical Staff	24	4	30	4	32	4
Field Labor	48	-	58	-	58	-
Sub - Totals	234	40	266	47	270	51
Total Core Staff	267	46	301	58	309	63
<u>Professional Staff Abroad</u>						
(Restricted Funds)	-	18	-	23	-	23
Grand Total	267	64	301	81	309	86

1/ U = Unrestricted Core Funds.

2/ R = Restricted Core Funds. These positions are for limited periods, consistent with each grant.

3/ Transfer of Zillinsky to Triticale grant offset by addition of Winkelmann.

4/ Additional winter wheat breeder and maize associate director.

5/ Approved addition of Deputy Director General for Administration.

6/ Additional agricultural economist.

7/ Four additional positions in Triticale.

8/ Two additional assistant training officers one each in maize & wheat.

9/ Additional pathologist in Triticale Program.

TABLE I

1973 BUDGET

C I M M Y T

SUMMARY OF SOURCES AND APPLICATION OF FUNDS 1968-77
(US \$ thousands)

Sources of Funds	Actual			1971	Est. 1972	Budget		Projected		
	1968	1969	1970			1973	1974	1975	1976	1977
Sources of Funds										
1. - Operating Funds										
Core										
a) Unrestricted a/	1056	1853	2156	2259	3018	3762	4095	4381	4688	5018
b) Restricted b/	132	156	282	726	980	1066	1061	1121	1138	1218
Total	1188	2009	2438	2985	3998	4828	5156	5502	5826	6236
2. Capital Funds c/	249	39	2540	1947	955	1183	462	145	95	20
3. Special Programs d/	653	959	573	1369	1706	1740	1860	1990	2130	2280
4. Earned Income e/	87	142	186	346	394	344	470	490	510	530
Total Sources of Funds	2177	3149	5737	6647	7053	8095	7984	8127	8561	9000
Application of Funds										
1. Core Operations f/										
Unrestricted	1065	1919	2272	2514	3320	4014	4365	4671	4998	5348
Core Operations Restricted f/	122	161	363	653	780	1066	1061	1121	1138	1218
2. Special Projects f/	388	807	717	1040	1689	1740	1860	1990	2130	2280
Total Operating	1575	2887	3352	4207	5789	6820	7286	7782	8266	8846
3. Revolving Funds										
4. Capital Expenditures	193	77	1786	1902	955	1183	462	145	95	20
5. Unexpended Balances										
Unrestricted Funds	-	-	-	-	-	-	-	-	-	-
Restricted Funds	10	(5)	(81)	73	200	-	-	-	-	-
Capital Grants	56	(38)	754	45	-	-	-	-	-	-
Special Projects	265	152	(164)	338	17	-	-	-	-	-
Retained Income	78	76	90	92	92	92	200	200	200	200
Total	409	185	599	538	309	92	200	200	200	200
Total Applications of Funds	2177	3149	5737	6647	7053	8095	7948	8127	8561	9000

a/ From Table II, Line 1a.
b/ From Table II, Line 1c.
c/ From Table II, Line 2a.
d/ From Table II, Line 3c.
e/ From Table II, Line 1b.
f/ From Table IV.

g/ No attempt is made for 1973-77 to estimate the unexpended balance expected in each type of fund.

1973 BUDGET

C I M M Y T

SUMMARY OF ACTUAL AND PROJECTED SOURCES OF INCOME BY DONOR 1968-1977.
(U. S. \$ Thousands)

	Actual			1971	Est. 1972	Budget 1973	Projected			1977
	1968	1969	1970				1974	1975	1976	
1. Core Operations										
a) Unrestricted										
Rockefeller Foundation	528	698	781	740	750					
Ford Foundation	528	730	750	750	1033					
U. S. AID	-	425	625	769	1090					
IBRD	-	-	-	-	1000					
Consultative Group	-	-	-	-	100					
Total Unrestricted										
Received or Requested from outside sources	1056	1853	2156	2259	3018 <u>1/</u>	3762 <u>1/</u>	4095 <u>1/</u>	4381 <u>1/</u>	4688 <u>1/</u>	5018 <u>1/</u>
b) Earned Income										
Income from Admin- istrative overhead & sales	67	67	110	256	302	252	270	290	310	330
Unexpended Balance from previous year	20	75	76	90	92	92	200	200	200	200
Total Unrestricted	1143	1995	2342	2605	3412	4106	4565	4871	5198	5548
c) Restricted										
Rockefeller Foundation	105	156	198	210	134					
UNDP	-	-	84	283	400					
CIDA	-	-	-	209	446					
Misc.	27	-	-	24	-					
Total Restricted	132	156	282	726	980	1066	1061	1121	1138	1218
d) Gross Core Funds Required	1275	2151	2624	3331	4392	5172	5626	5992	6336	6766
Less Unexpended Balances	20	75	76	90	92	92	200	200	200	200
Less Earned Income	67	67	110	256	302	252	270	290	310	330
Less Restricted Funds Available	132	156	282	726	980	1066	1061	1121	1138	1218
e) Net Operating Funds Required	1056	1853	2156	2259	3018	3762	4095	4381	4688	5018
2. Capital Funds 2/ Buildings, Etc.										
a) Gross Total Capital Funds Required	249	39	2540	1947	955	1183	462	145	95	20
b) Less Unexpended Balances	20	35	-	754	-	-	-	-	-	-
c) Net Capital Funds Required	229	4	2540	1193	955	1183	462	145	95	20
Total Outside Core & Capital Funds Received or Required 3/	1285	1857	4696	3452	3973	4945	4557	4526	4783	5038
3. Special Programs										
Ford Foundation	515	327	94	815	811					
Rockefeller Foundation	6	172	224	298	165					
U. S. AID	50	195	66	203	204					
BID	-	-	33	39	141					
GOZ	-	-	-	122	275					
Misc.	3	-	4	20	27					
a) Special Programs (New Grants)	574	694	421	1497	1623					
b) Special Programs (Unexpended Balances)	79	265	152	(128)	83					
c) Total Special Programs 4/	653	959	573	1369	1706	1740	1860	1990	2130	2280
4. Total Sources of Funds 5/	2177	3149	5737	6647	7053	8095	7948	8127	8561	9066

1/ From 1972 onwards total funds received or requested from outside donors includes these totals plus net capital funds -- line 2 c.

2/ Building projects were funded in the form of special grants in years 1968 - 71; capital requirements for 1972-77 are included as a part of core operation request.

3/ Total Funds Required = 1 e + 2c.

4/ Total Special Programs = 3a + 3b.

5/ Total Sources of Funds = 1d + 2a + 3c.

CIMMYT 1973 CORE UNRESTRICTED BUDGET
SUMMARY OF TOTAL OPERATING COSTS BY ORGANIZATIONAL UNIT AND OBJECT
OF EXPENDITURE 1968-1977
(U. S. \$ 000)

By Organizational Unit	Actual				Est. 1/ 1972	Budget 1973	Projected			
	1968	1969	1970	1971			1974	1975	1976	1977
Wheat										
a) General Program ^{2/}	239	661	778	614	720	906				
b) Training direction ^{2/}	-	-	-	72	81	97				
Maize										
a) General Program ^{2/}	311	505	455	461	537	709				
b) Training direction ^{2/}	-	-	-	20	79	109				
c) Sorghum ^{3/}	-	-	-	-	-	31				
d) Plan Puebla and related activities	84	125	193	155	198	191				
Economics	-	-	-	-	119	211				
Experiment Stations	-	114	248	304	340	409				
Gen. Service Labs.	-	-	-	80	81	81				
Information Services	75	123	171	136	186	193				
Library	-	-	-	12	24	22				
General Administration ^{4/}	356	391	427	660	955	1055				
Provision for price changes ^{5/}	-	-	-	-	-	-	351	306	327	350
Total	1065	1919	2272	2514	3320	4014	4365	4671	4998	5348
Object of Expenditure										
<u>Section</u>										
Salaries	378	825	1114	1071	1305	1525				
Allowances	151	176	239	365	541	686				
Travel	28	126	137	129	158	230				
Training(Stipends)	161	103	129	100	199	279				
Field & Lab. Expenses	122	346	348	378	349	502				
Office Expenses	67	81	106	177	261	301				
Vehicle Costs	64	165	127	177	300	261				
General Program Expenses ^{6/}	94	97	72	117	207	230				
Provision for price changes ^{5/}	-	-	-	-	-	-	351	306	327	350
Total	1065	1919	2272	2514	3320	4014	4365	4671	4998	5348

^{1/} 1972 Budget is adjusted to amount of donor funds in sight as of June 16, 1972. If grants prove larger or smaller, before end of 1972, this budget will again be adjusted.

^{2/} Training direction included in general program expenditures prior to 1971.

^{3/} Sorghum program was included in maize expenditures in 1968-1971. Sorghum program was stopped in 1972. The line item of \$ 31,000 is requested for 1973, and special funding is being sought. CIMMYT Trustees approved inclusion in core should other special sources of funding not materialize.

^{4/} "General Administration" includes offices of Director General, Business Office, and Accounting.

^{5/} Estimated 7 % annual increase in costs. Two additional senior professional staff positions are also included in 1974 - a maize production agronomist and a biometrician.

^{6/} "General Program Expenses" includes Trustees travel, printing of publications, international cooperation, symposia, and 1 % miscellaneous item.

TABLE IV.

1973 BUDGET

C I M M Y T

ACTUAL AND PROJECTED APPLICATION OF OPERATION FUNDS

COMMODITY 1968-1977
(U. S. \$Thousands)

	1968	1969	1970	1971	Est. 1972	Budget 1973	1974	1975	1976	1977
<u>Core Program</u>										
a) Unrestricted										
Wheat	401	983	1240	1305	1680	2031	2209	2364	2529	2706
Maize	664	936	1032	1209	1640	1983	2156	2307	2469	2
Total Unrestricted	1065	1919	2272	2514	3320	4014	4365	4671	4998	5348
b) Restricted										
Wheat	21	57	59	157	233	446	535	572	612	655
Maize	101	104	304	496	547	620	526	549	526	563
Total Restricted	122	161	363	653	780	1066	1061	1121	1138	1218
Summary, Core Operations:										
Wheat	422	1040	1299	1462	1913	2477	2744	2936	3141	3361
Maize	765	1040	1336	1705	2187	2603	2682	2856	2995	3205
Total Core Operations	1187	2080	2635	3167	4100	5080	5426	5792	6136	6566
<u>Special Projects</u>										
Wheat	232	421	433	627	922					
Maize	156	274	124	149	506					
Other ^{1/}	-	112	160	264	261					
Total Special Projects	388	807	717	1040	1689	1740 ^{2/}	1860	1990	2130	2280
<u>TOTAL APPLICATION OF OPERATING FUNDS</u>	1575	2887	3352	4207	5789	6820	7286	7782	8266	8846

^{1/} Includes potato projects, individual grants for training and miscellaneous small special grants.

^{2/} For years 1973-77, ratio of application of special project funds to commodities is unknown.

1973 BUDGET

C I M M Y T

ACTUAL AND PROJECTED MANYEARS OF STAFF BY ORGANIZATIONAL UNIT 1968-1977

Organizational Unit	Actual								Est.		Budget		Projected							
	1968		1969		1970		1971		1972		1973		1974		1975		1976		1977	
	R	T ^{1/}	R	T	R	T	R	T	R	T	R	T	R	T	R	T	R	T	R	T
Principal Staff																				
Wheat	7	4	8	6	7	5	11	14	10	18	12	19	12	19	12	20	12	21	12	23
Maize																				
a) Gen. Program	7	2	9	4	6	7	10	7	10	14	12	14	13	17	13	19	13	21	13	22
b) Soils & Plan Puebla	2	1	2	1	2	1	1	2	1	2	1	2	1	2	1	2	1	2	1	2
Economics	-	-	-	-	-	-	-	-	2	-	2	-	2	-	2	-	2	-	2	-
Expt. Stations	-	-	-	-	1	-	1	-	1	-	1	-	1	-	1	-	1	-	1	-
Gen. Serv. Labs.	1	1	1	1	1	1	1	1	1	-	1	-	1	-	1	-	1	-	1	-
Inf. Services	3	-	3	-	3	-	4	-	4	-	4	-	4	-	4	-	4	-	4	-
General. Admin.	4	-	4	-	4	-	5	-	6	-	6	-	7	-	7	-	7	-	7	-
Total Principal Staff	24	8	27	12	24	14	33	24	35	34	39	35	41	38	41	41	41	44	41	47
Total Direct Support Staff	69	-	148	-	141	18	162	36	178	43	180	47	180	47	180	47	180	47	180	47
Total All Other Staff	45	-	63	-	68	2	72	4	88	4	90	4	90	4	90	4	90	4	90	4
TOTAL STAFF	138	8	238	12	233	34	267	64	301	81	309	86	311	89	311	92	311	95	311	93

Memo Items

Core Program:

Principal Staff:

Regular	24	-	27	-	24	-	33	-	35	-	39	-	41	-	41	-	41	-	41	-
Term	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Direct Support

All Other	69	-	148	-	141	-	162	-	178	-	180	-	180	-	180	-	180	-	180	-
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All Other

Total	45	-	63	-	68	-	72	-	88	-	90	-	90	-	90	-	90	-	90	-
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Total

	138	-	238	-	233	-	267	-	301	-	309	-	311	-	311	-	311	-	311	-
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Special Projects

Principal Staff:

Regular	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Term	-	8	-	12	-	14	-	24	-	34	-	35	-	38	-	41	-	44	-	47

Direct Support

All Other	-	-	-	-	18	-	36	-	43	-	47	-	47	-	47	-	47	-	47	-
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All Other

Total	-	-	-	-	2	-	4	-	4	-	4	-	4	-	4	-	4	-	4	-
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Total

	-	8	-	12	-	34	-	64	-	81	-	86	-	89	-	92	-	95	-	98
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1/ R = Regular Staff; T = Term (Contract) Staff.

PRICE WATERHOUSE Y CIA, S.C.

México, D.F., May 26, 1972

To the Board of Directors of
Centro Internacional de Mejoramiento
de Maíz y Trigo, A. C.

We have examined the statement of receipts and disbursements of Centro Internacional de Mejoramiento de Maíz y Trigo, A.C. for the year ended December 31, 1971 and the supplementary information shown in Exhibits A, B and C as stated in Mexican currency. The cash receipts as shown by the records of the Centro Internacional de Mejoramiento de Maíz y Trigo, A. C. and by the enclosed statements are in agreement with the remittances received from the donors, as confirmed directly to us, or as stated in the related agreements. We also made tests of the recorded disbursements with suppliers' invoices, receipts and other supporting evidence, ascertaining that the voucher forms were duly approved.

In our opinion, the statement and supplementary information in local currency, not submitted herewith, present fairly the receipts and disbursements of Centro Internacional de Mejoramiento de Maíz y Trigo, A. C. for the year ended December 31, 1971. Also, in conformity with accounting practices acceptable for charitable organizations, purchases of furniture and fixtures, automobiles, and improvements to facilities are included as expenses of the year in which the disbursement is made.

We have also examined the accompanying statements and supplementary information expressed in U. S. dollars and in our opinion they represent a fair and proper translation of the aforesaid local currency statements on the bases described in Note 1.

PRICE WATERHOUSE Y CIA .

(signed)
C. P. Luis Rojano F.

CENTRO INTERNACIONAL DE MEJORAMIENTO
DE MAIZ Y TRIGO, A. C.

STATEMENT OF RECEIPTS AND DISBURSEMENTS
FOR THE YEAR ENDED DECEMBER 31, 1971

U.S. Cy.

General operations:		\$ 89,744
Funds available at January 1, 1971		
Funds received from donors		
The Rockefeller Foundation	\$ 740,475	
The Ford Foundation	750,000	
The Agency for International Development	769,000	
	<u>\$2,259,475</u>	
Sales of products from experimental fields and other income	256,431	
	<u>2,515,906</u>	
Disbursements (Exhibit B)	<u>2,513,951</u>	1,955
General Operations Funds Available 12/31/71		<u>91,699</u>
Special programs under separate contracts (Exhibit A):		(128,058)
Overdisbursed at January 1, 1971		
Funds received	2,177,453	
Disbursements	<u>1,694,821</u>	482,632
Special Program Funds Available 12/31/71		<u>354,574</u>
Constructions (Exhibits A and C):		753,742
Funds available at January 1, 1971		
Funds received	1,192,601	
Disbursements	<u>1,901,745</u>	(709,144)
Construction Funds Available 12/31/71		<u>44,598</u>
Total of funds available at December 31, 1971		<u>\$ 490,871</u>
Funds available at December 31, 1971 are comprised as follows:		\$ 534,986
Cash		
Accounts receivable:		171,253
Donors		199,813
Other		(415,181)
Accounts payable		<u>\$ 490,871</u>

Central Files

Consultative Group on International
Agricultural Research

92b

June 30, 1972

Mr. Haldore Hanson
Director General
CIMMYT
Apartado Postal 6-641
Calle Londres 40
Mexico 6, D.F.

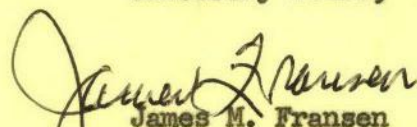
Dear Hal:

Many thanks for your letter of May 26 to Jim Evans advising of an International Symposium on quality protein in maize, to be held at CIMMYT December 4 through 8, 1972. We appreciate you inviting us to send an observer to the Symposium.

The topic is most interesting but December is a very busy month here and we are uncertain at this time who might be free to attend. We would therefore like to keep the option open with the expectation that a suitable staff member might be available to attend. I do hope this rather vague response is not too confusing.

Best personal regards.

Sincerely Yours,


James M. Fransen
Senior Research Officer
Agriculture Projects Department

cc. Messrs. Graves/Kaps

JMFransen/lb

RAILWAY STATIONS AND EXPRESS
(C.N.R. & C.P.R.) AND TELEGRAPHIC
ADDRESS: STE ANNE DE BELLEVUE, QUE.



MACDONALD COLLEGE
OF
MCGILL UNIVERSITY

Consultative Group on International
Agricultural Research

92b

POST OFFICE ADDRESS
MACDONALD COLLEGE, QUE., CANADA

Department of Agronomy
29 June 1972

Mr. George F. Darnell
Advisor Agricultural Development
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington
D.C. 20433
USA

Dear George:

The recommendation with respect to the barley program at CIMMYT was not sparked by our Arab friend, although he did jump in and rapidly support the recommendation. I am afraid that it stemmed from me. I do not in any way depreciate the statements with respect to the importance of barley, nor the exciting possibilities of incorporating the hypoly gene and its consequent effect on nutritional value. My reason for the recommendation stems from the impact which I feel a positive recommendation would have had on CIMMYT itself. I personally am convinced that it would have resulted in the development of a barley team rivaling in size that of the wheat team, with no reduction in size in that wheat team as a result of the inclusion of barley and no shifting of resources from the wheat program to a barley program. The reluctance, in fact almost opposition, in the wheat team to make any manpower re-allocation within that team in order to place more emphasis on physiology strengthens my view that they would not make any adjustment if barley were added. The end result in this, as I see it, would be an increase in size of the research staff at CIMMYT. I believe that the scientific staff is just about the optimum size for a single research centre; even there, there is difficulty in communications between the two programs at the Centre and I believe they should be mutually supporting. Barley would add the additional dimension of outreach programs and be even more divisive in terms of staff time between the programs at the Centre and the programs in various developing countries. If the staff had shown a willingness to reduce the involvement of their professional people in the wheat improvement program and to shift some of these resources to a barley program, then I

. . . 2

Original to:
Date: 7-6-72 *Ag. Comm. Relations*
Section

would have whole-heartedly supported it. Maybe this kind of reasoning should not be used in examining a question such as the barley proposition. The easy answer is always to say "yes" - easy to make and probably easy to support. The difficult one is to say "no." Part of the difficulty with the "no" with respect to CIMMYT is the open-ended terms of reference which do not limit the crop species with which CIMMYT would be concerned.

The hints of the trauma which a centre will experience when the decision is made for it to cease work on some particular area and switch to a new one was shadowed with the recommendation on wheat physiology and with barley. Nevertheless, I am sure that such kinds of recommendation are inevitable in the future. I wonder how far in the future they will be for the rice program, or at least some phases of the rice program at IIRI, and the wheat program at CIMMYT. The "you-have-the-obligation-to-support-me-because-I-have-the-right-to-continue-my-research" syndrome sets in very early in a research program.

I am sure that these ramblings have not answered your question in total, but they may have shifted some of your concern from our Arabian knight.

Kindest personal regards.

Yours sincerely



Howard A. Stepler
Professor of Agronomy

HAS:mc

P.S. The reports which we have received over the last 10 days of rampaging rains through Washington have me wondering how much of you was above water. Are you in need of disaster relief? We're always happy to fly in a few bushels of our surplus wheat.

6-15
JUL 7 10 19 AM 1972
CENTRAL FILES
JUL 13 2 57 PM 1972

Mr. Kaps

2 Mr. Graves

OFFICE MEMORANDUM

TO: Mr. H. Graves

DATE: June 27, 1972

FROM: Robert Jones *RJ*

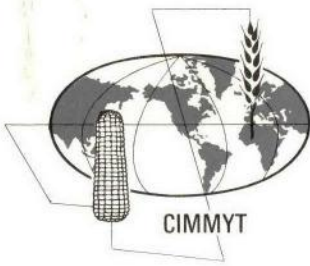
SUBJECT: Bank Grant to Centro Internacional de Mejoramiento de Maiz y Trigo
(CIMMYT)

According to your memo of February 2, 1972 the third increment of \$250,000 out of the Bank's \$1 million grant to CIMMYT is due to be paid July 1.

We would appreciate your authorization to arrange the payment accordingly.

RJones/cdf

92b



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

June 23, 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C. 20433

Dear Harold:

Our Trustees in their meeting of June 15-17 were very tolerant of the unclear financial situation. With your figures, Lowell Hardin gave a brief blackboard talk on the 1972 financial situation, concluding with total available operating plus capital funds of \$4,360,000, and gross deficit of \$654,000, compared to the budget for 1972 as approved by the Trustees in September 1971.

I enclose a copy of his notes.

The Trustees' meeting had five observers from USAID, CIDA, IDRC, BID, and FF. I hope next year we can have more.

CIMMYT would be grateful if you can arrange that the Bank disburse its two remaining quarterly payments as a lump soon after July 1, as you offered in your letter of May 31.

Cordially,

Haldore Hanson
Director General

HH/mp

Enclosure: Dr. Hardin's financial notes June 16, 1972.

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COMMUNICATIONS
SECTION

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June 16, 1972

CIMMYT Budget Outlook for 1972, as of June 16, 1972
(All figures in U.S. \$000)

The following figures represent the available commitments at CIMMYT and the Consultative Group.

(1) Sources of funds for core unrestricted operating and capital Budgets

RF	750	
FF	750	
USAID	925	
IBRD	1000	
Consultative group	100	
FF supplement	283	
USAID supplement	250	
Earned income	<u>302</u>	
		4360

(2) Core restricted budget for 1972, with Sources

RF, Plan Puebla	108	
CIDA, Triticale	240	
UNDP, nutritive maize	400	
Other:		
RF winter wheat	26	
RF Germ plasm conf.	<u>6</u>	
		780

(3) Original 1972 budget as approved by CIMMYT Trustees
September 22, 1971 and presented to International Centers
Week October 1971.

Expense:

Core unrestricted operating expense	3698
Capital	<u>1316</u>
Total expense	5014

Income:

Earned income from administrative fees on donor special grants	289
Additional funds from donors requested through Consultative Group	<u>4725</u>
	5014

(4) Calculatinn of shortfall

Gross shortfall, June 16, 1972

Original unrestricted Budget (item 3)	5014
Present assured unrestricted funds (item 1)	<u>4360</u>
Gross shortfall	654

Previous shortfall (based on pledges of donors communicated to CIMMYT, and information from Consultative Group) 399

New reductions needed in CIMMYT 1972 expenditure plans as of June 16, 1972 255

(5) Recalculation of gross 1972 income for use by donors

Core unrestricted operating and capital (item 1 above)	4360
Core restricted operating (item 2 above)	780
Remaining funds from 1971 (from audited accounts)	<u>92</u>
	5232

OFFICE MEMORANDUM

TO: Mr. Demuth

DATE: June 20, 1972

FROM: Harold Graves *HGW*

SUBJECT: IITA-CIMMYT Allocations

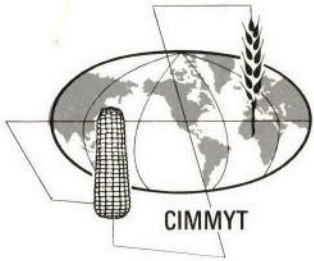
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Mr. Don Atwell of the Africa Bureau of AID makes a suggestion about procedures whereby AID might alter its grants to IITA and CIMMYT after the beginning of the fiscal year instead of having to deal with them on a rush basis by June 30. His proposal proceeds on the assumption, which seems to be a quite safe one, that Congress will pass a continuing resolution in the second week of July, thus making funds available at levels and for purposes approved in the fiscal year. This is what would happen:

1. AID in fiscal 1972 already has signed an agreement with IITA under which AID grants the Institute \$725,000 for expenditure up to December 31, 1972. (Due to an error, this is the actual figure in the grant agreement; it should have been \$750,000.)
2. When the continuing resolution has been passed, AID would sign an agreement with IITA, granting \$750,000 for calendar 1973. The same agreement, however, would amend the 1972 agreement: it would specify that the \$725,000 granted for 1972, \$225,000 actually would be carried over and spent in 1973, and that of the \$750,000 granted for 1973, \$225,000 would be funded from the 1972 grant.
3. This would free \$225,000 for CIMMYT. The transfer would first be handled as an internal matter within AID, transferring \$225,000 from the Africa Bureau, which is responsible for IITA, to the Technical Assistance Bureau, which is responsible for CIMMYT. Then, I assume, there will be a formal agreement with CIMMYT regarding the transfer; this should offer no difficulty.

Mr. Atwell is checking this matter out inside AID to see if it is acceptable to the parties concerned. It is acceptable to Lowell Hardin at the Ford Foundation.

Mr. Graves
I think this would be fine -
but let's be sure its got approval
up to the appropriate level of AID
is not just one budget officer's
idea.



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

June 19, 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on Int'l.
Agriculture Research
Int'l. Bank for Reconstruction
and Development
1818 H. Street N.W.
Washington, D.C.
20433, U.S.A.

Dear Mr. Graves:

Enclosed please find a copy of the Price Water-
house and Co. report of CIMMYT financial operations for
the year ending December 31, 1971.

Sincerely yours,

B. G. Henrie
Comptroller

Encl.

BGH/ami

CENTRO INTERNACIONAL DE MEJORAMIENTO
DE MAIZ Y TRIGO, A. C.

REPORT ON THE EXAMINATION OF THE STATEMENT
OF RECEIPTS AND DISBURSEMENTS FOR THE YEAR ENDED
DECEMBER 31, 1971

PRICE WATERHOUSE Y CIA., S. C.

PRICE WATERHOUSE Y CIA., S. C.

México, D. F., May 26, 1972

To the Board of Directors of
Centro Internacional de Mejoramiento
de Maíz y Trigo, A. C.

We have examined the statement of receipts and disbursements of Centro Internacional de Mejoramiento de Maíz y Trigo, A. C. for the year ended December 31, 1971 and the supplementary information shown in Exhibits A, B and C as stated in Mexican currency. The cash receipts as shown by the records of the Centro Internacional de Mejoramiento de Maíz y Trigo, A. C. and by the enclosed statements are in agreement with the remittances received from the donors, as confirmed directly to us, or as stated in the related agreements. We also made tests of the recorded disbursements with suppliers' invoices, receipts and other supporting evidence, ascertaining that the voucher forms were duly approved.

In our opinion, the statement and supplementary information in local currency, not submitted herewith, present fairly the receipts and disbursements of Centro Internacional de Mejoramiento de Maíz y Trigo, A. C. for the year ended December 31, 1971. Also, in conformity with accounting practices acceptable for charitable organizations, purchases of furniture and fixtures, automobiles, and improvements to facilities are included as expenses of the year in which the disbursement is made.

We have also examined the accompanying statements and supplementary information expressed in U. S. dollars and in our opinion they represent a fair and proper translation of the aforesaid local currency statements on the bases described in Note 1.

Price Waterhouse y Cia.


C. P. Luis Rojano F.

CENTRO INTERNACIONAL DE MEJORAMIENTO
DE MAIZ Y TRIGO, A. C.

STATEMENT OF RECEIPTS AND DISBURSEMENTS
FOR THE YEAR ENDED DECEMBER 31, 1971

U. S. Currency

General operations:		\$ 89,744
Funds available at January 1st, 1971		\$ 89,744
Funds received from donors		
The Rockefeller Foundation	\$ 740,475	
The Ford Foundation	750,000	
The Agency for International Development	<u>769,000</u>	
	2,259,475	
Sales of products from experimental fields and other income	<u>256,431</u>	
	2,515,906	
Disbursements (Exhibit B)	<u>2,513,951</u>	
		<u>1,955</u>
General Operations Funds Available 12/31/71		<u>91,699</u>
<hr/>		
Special programs under separate con- tracts (Exhibit A):		
Overdisbursed at January 1st, 1971		(128,058)
Funds received	2,177,453	
Disbursements	<u>1,694,821</u>	
		<u>482,632</u>
Special Program Funds Available 12/31/71		<u>354,574</u>
<hr/>		
Constructions (Exhibits A and C):		
Funds available at January 1st, 1971		753,742
Funds received	1,192,601	
Disbursements	<u>1,901,745</u>	
		<u>(709,144)</u>
Construction Funds Available 12/31/71		<u>44,598</u>
<hr/>		
Total of funds available at December 31, 1971		<u>\$490,871</u>
<hr/>		
Funds available at December 31, 1971 are comprised as follows:		
Cash		\$534,986
Accounts receivable:		
Donors		171,253
Other		199,813
Accounts payable		<u>(415,181)</u>
		<u>\$490,871</u>

CENTRO INTERNACIONAL DE MEJORAMIENTO
DE MAIZ Y TRIGO, A. C.

NOTES TO THE STATEMENT OF RECEIPTS AND DISBURSEMENTS
DECEMBER 31, 1971

NOTE 1 - RATE OF EXCHANGE:

The official rate of exchange between Mexican and United States currencies has remained at pesos 12.50 per dollar (.08 U. S. Cy. per peso) since April 1954, however, the rate used to translate to Mexican pesos the dollar amount of the budgets, receipts and disbursements was pesos 12.49 per dollar, which approximates the market rate of exchange.

NOTE 2 - SEVERANCE COMPENSATION:

Under the Mexican Labor Law, employees may be entitled, in the event of dismissal or resignation, to certain payments based on length of employment. CIMMYT follows the policy of charging these payments as expenses of the year in which they become payable. In 1971 they amounted to \$29,746.

CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO, A. C.

EXHIBIT A
Page 1

DETAILS OF RECEIPTS AND EXPENDITURES FOR SPECIAL
PROGRAMS AT DECEMBER 31, 1971

U. S. Currency

	Budgeted (for informa- tion only)	Amounts received			Expenses				Funds available	Program expenses supported by general operations (for information only)			
		At December 31, 1970	During 1971	Total	Direct		Indirect			Cummula- tive at December 31, 1970	Cummula- tive at December 31, 1971	Cummula- tive at December 31, 1970	During 1971
					Cummula- tive at December 31, 1970	During 1971	During 1971	During 1971					
THE ROCKEFELLER FOUNDATION:													
Central American and Caribbean food crop improve- ment program	\$ 15,000	\$ 2,528	\$ 14,928	\$ 17,456		\$ 10,961		\$ 2,069	\$ 13,030	\$ 4,426	\$ 6,842	(\$ 190)	
In service training program potato project Grant RF-68051 and accelerated potato program produc- tion in West Pakistan, Grant RF-71041	229,750	127,717	41,573	169,290	\$ 120,759	34,513	\$ 14,550	3,999	173,821	(4,531)	2,305	10,446	
Promotion of increased production of maize in the State of Puebla - Mexico, Grant RF-71003	130,300		130,300	130,300		104,786			104,786	25,514		29,901	
State of Mexico potato program, Grant RF-69003	5,000	10,000		10,000	3,116	6,884			10,000			264	
Scholarship program, Grant 69070	80,000	50,000	30,000	80,000	17,898	28,786			46,684	33,316	211	8,575	
Wheat Sub-Center at Davis, California	125,000	92,464	30,749	123,213	68,335	49,509			117,844	5,369	10,019	12,530	
International potato improvement project, Grant RF-69948-112222	80,000		80,000	80,000		74,000		6,000	80,000			5,919	
Bibliographies on corn and wheat, GA-AGR-7018	8,500	8,500		8,500	3,000	2,576			5,576	2,924	809	832	
Latin American Agricultural Science Journals, Grant GA-AGR-7019	6,500	6,500		6,500	3,000	2,576			5,576	924	808	833	
Meetings of the Wheat and Maize Germplasm Re- sources committees, Grant GA-AGR-7026	13,800	13,800		13,800	3,263	4,342			7,605	6,195		79	
Investigation of plant factors contributing to efficient grain production in maize, Grant GA-AGR-7030	13,000		13,000	13,000		7,524			7,524	5,476		1,940	
Research project on day-length insensitivity in wheat, GA-AGR-7011	15,000	15,000		15,000	11,623	3,376			14,999	1	644	1,434	
Middle-East Wheat Improvement Program, Grant 71019	52,650		61,300	61,300		18,561		3,318	21,879	39,421		396	
Laboratory for animal feeding trials and for re- search equipment for The Protein Quality Control, Grant RF-65071 All-16	16,300		21,711	21,711		17,366			17,366	4,345		1,456	
Graduate work of Puebla project trainees, GA-AGR 7108	15,000		15,000	15,000		8,246			8,246	6,754		3,488	
Coordinated wheat program in Turkey, Grant GA-AGR 7028	15,000	15,000		15,000	5,926	3,548	1,082	642	11,199	3,802	963	844	
Two conferences on the Puebla Project, Grant GA-AGR-7025	24,600	24,600		24,600	16,762	3,081			19,843	4,757		15	
Inauguration of new headquarters facilities, Grant GA-AGR-7122	24,162		24,162	24,162		24,162			24,162			1,492	
Klatt services in the Middle-East, Wheat Improve- ment Project, Grant RF-71019, allocation B	19,350		24,365	24,365		19,191		934	20,125	4,240		5,014	
Other special programs	17,500		17,500	17,500		1,002			1,002	16,498		46	
	906,412	366,109	504,588	870,697	253,682	424,990	15,632	16,962	711,266	159,431	22,621	85,314	
THE FORD FOUNDATION:													
Maize and wheat program U.A.R. and North Africa, Grants 680-0848 A, B, 68-848 and 85345	1,569,684	86,350	534,333	620,683	87,151	299,008	43,676	47,492	477,327	143,356	58,050	1,422	
West Pakistan wheat improvement program, Grant 66-446-A	1,520,000	983,535	194,965	1,178,500	1,029,355	104,365	46,774	30,574	1,211,068	(32,568)	529	(16,721)	
Maize and wheat program Argentina, Grant 68-880 and 680-0850-A	296,400	91,958	59,659	151,617	75,526	16,249	19,436	1,086	112,297	39,320	15,244	6,881	
Service Agreement, Dr. N. L. Dhawan	60,440					27,909		2,880	30,789	(30,789)		4,929	
Scholarships and training, various programs	39,330	359	26,231	26,590		28,649		1,978	30,627	(4,037)		7,382	
	3,485,954	1,162,202	815,188	1,977,390	1,192,032	476,180	109,886	84,010	1,862,108	115,282	73,823	3,893	
Carried forward	\$ 4,392,266	\$1,528,311	\$1,319,776	\$2,848,087	\$1,445,714	\$ 901,170	\$ 125,518	\$100,972	\$2,573,374	\$274,713	\$ 96,444	\$ 89,207	

CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO, A. C.

DETAILS OF RECEIPTS AND EXPENDITURES FOR SPECIAL PROGRAMS AT DECEMBER 31, 1971

U. S. Currency

	<u>Amounts received</u>				<u>Expenses</u>				<u>Total</u>	<u>Funds available</u>	<u>Program expenses supported by general operations (for information only)</u>		
	<u>Budgeted (for information only)</u>	<u>At December 31, 1970</u>	<u>During 1971</u>	<u>Total</u>	<u>Direct</u>		<u>Indirect</u>				<u>Total</u>	<u>Cumulative at December 31, 1970</u>	<u>During 1971</u>
					<u>Cumulative at December 31, 1970</u>	<u>During 1971</u>	<u>Cumulative at December 31, 1970</u>	<u>During 1971</u>					
Brought forward	\$ 4,392,266	\$1,528,311	\$1,319,776	\$2,848,087	\$1,445,714	\$ 901,170	\$125,518	\$100,972	\$2,573,374	\$274,715	\$ 86,444	\$ 89,207	
THE AGENCY FOR INTERNATIONAL DEVELOPMENT													
Wheat production program, Grant 573	736,283	311,067	202,768	513,835	364,339	116,741		28,050	509,130	4,705	3,825	1,069	
INTER-AMERICAN DEVELOPMENT BANK - Training of Maize and Wheat	281,660	33,352	39,077	72,429		71,782			71,782	647		25,490	
UNITED NATIONS DEVELOPMENT PROGRAM													
Research and training in the development of High Lysine Maize, Grant GLO-1	1,653,200	84,067	262,402	346,469	149,284	343,281			492,565	(146,096)	38,257	89,127	
CANADIAN TRITICALE PROGRAM	2,500,000		208,530	208,530		69,280		12,470	81,750	126,780		5,236	
THE GOVERNMENT OF ZAIRE - Maize program	1,394,000		121,500	121,500		22,405		4,033	26,438	95,062		181	
OTHER SPECIAL PROGRAMS	3,678		23,400	23,400		23,837		800	24,637	(1,237)			
	<u>6,568,821</u>	<u>428,466</u>	<u>857,677</u>	<u>1,286,163</u>	<u>513,623</u>	<u>647,326</u>		<u>45,353</u>	<u>1,206,302</u>	<u>79,861</u>	<u>42,082</u>	<u>121,103</u>	
	<u>\$10,961,087</u>	<u>\$1,956,797</u>	<u>\$2,177,453</u>	<u>\$4,134,250</u>	<u>\$1,959,337</u>	<u>\$1,548,496</u>	<u>\$125,518</u>	<u>\$146,325</u>	<u>\$3,779,676</u>	<u>\$354,574</u>	<u>\$138,526</u>	<u>\$210,310</u>	
THE ROCKEFELLER FOUNDATION, FOR CONSTRUCTION:													
Development of substation facilities, Grant RF-70046	\$ 527,000	\$ 457,000	\$ 70,000	\$ 527,000	\$ 230,664	\$ 275,492			\$ 506,156	\$ 20,844			
El Batán, building (Exhibit C)	3,567,527	2,444,207	1,122,601	3,566,808	1,916,801	1,628,253			3,543,054	23,754			
	<u>\$ 4,094,527</u>	<u>\$2,901,207</u>	<u>\$1,192,601</u>	<u>\$4,093,808</u>	<u>\$2,147,465</u>	<u>\$1,901,745</u>			<u>\$4,049,210</u>	<u>\$ 44,598</u>			

CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO, A. C.

DETAIL OF EXPENDITURES FOR GENERAL OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 1971U. S. Currency

	<u>Wheat</u>	<u>Maize</u>	<u>Soils</u>	<u>Experimental stations</u>	<u>General service laboratories</u>	<u>Information services</u>	<u>Administration</u>	<u>Total</u>
Salaries	\$314,583	\$180,049	\$ 81,228	\$ 83,703	\$53,820	\$ 63,751	\$293,388	\$1,070,522
Allowances	109,883	65,922	20,329	37,564	16,446	21,511	93,504	365,159
Travel	61,243	42,191	3,651	2,749	2,353	2,670	13,688	128,545
Training	53,194	20,493	17,943		4,583	3,709		99,922
Field and laboratories expenses	89,361	81,747	10,696	158,766	1,641	2,835	33,128	378,174
Office expenses	10,308	17,330	1,338	3,869	54	2,437	142,106	177,442
Vehicles	31,215	53,172	17,163	16,303	762	6,732	51,340	176,687
General program expenses	<u>16,656</u>	<u>20,441</u>	<u>2,669</u>	<u>1,018</u>	<u>206</u>	<u>44,074(1)</u>	<u>32,436</u>	<u>117,500</u>
	<u>\$686,443</u>	<u>\$481,345</u>	<u>\$155,017</u>	<u>\$303,972</u>	<u>\$79,865</u>	<u>\$147,719</u>	<u>\$659,590</u>	<u>\$2,513,951</u>

(1) Includes \$43,833, cost of publications and visual aids.

CENTRO INTERNACIONAL DE MEJORAMIENTO
DE MAIZ Y TRIGO, A. C.

DISBURSEMENTS IN CONSTRUCTION OF BUILDINGS AT THE
BATAN, STATE OF MEXICO, AT DECEMBER 31, 1971

U. S. Currency

	<u>Budgeted</u> (for infor- mation only)	<u>Disbursements</u>	<u>Balance</u>
I. Site preparation and building plans	\$ 284,990	\$ 283,006	\$ 1,984
II. Construction of offices, laboratories, apartments, etc.			
<u>Unit</u>			
1. Central building	772,236	763,923	8,313
2. Laboratory building	328,346	324,043	4,303
3. Head houses	120,716	129,952	(9,236)
4. Seed storage	190,530	194,435	(3,905)
5. Dormitory	200,407	199,863	544
6. Apartment	139,849	139,435	414
7. Cafeteria: remodeling house	86,000	82,482	3,518
8. Auto machinery building	31,640	30,289	1,351
9. Greenhouses	80,000	56,271	23,729 (1)
	<u>1,949,724</u>	<u>1,920,693</u>	<u>29,031</u>
III. General services			
A-1 Drainage, streets, Sidewalks, street lighting, sewage General installations Services	81,462	81,462	(4,163)
	<u>339,138</u>	<u>343,301</u>	<u>(4,163)</u>
	420,600	424,763	(4,163)
A-3 Landscaping (Plants, materials, land fills and land leveling, plans, supervision, and labor)	85,000	77,237	7,763
A-4 Fencing	17,143	17,139	4
B Water supply and distribution for building and irrigation	50,000	49,810	190
Carried forward	\$ 527,743	\$ 568,949	\$ 3,794

(1) See note in page 2

CENTRO INTERNACIONAL DE MEJORAMIENTO
DE MAIZ Y TRIGO, A. C.

DISBURSEMENTS IN CONSTRUCTION OF BUILDINGS AT THE
BATAN, STATE OF MEXICO, AT DECEMBER 31, 1971

U. S. Currency

	<u>Budgeted</u> (for infor- mation only)	<u>Disbursements</u>	<u>Balance</u>
Brought forward	\$ 527,743	\$ 568,949	\$ 3,794
C Electricity and Tele- phone	<u>125,000</u>	<u>123,369</u>	<u>1,631</u>
	<u>697,743</u>	<u>692,318</u>	<u>5,425</u>
 IV A. Equipment			
1. Field and laboratory equipment	213,079	210,497	2,582
2. Kitchen and cafeteria	35,000	33,722	1,278
3. Seed storage	8,804	35,543	(26,739)
4. Machinery repair shop	5,265	265	5,000
5. Head houses			
6. Laundry	<u>7,550</u>	<u>7,548</u>	<u>2</u>
	<u>269,698</u>	<u>287,575</u>	<u>(17,877)</u>
 IV B. Furniture and Furnishings			
1. Office furniture	15,732	15,732	
2. Dormitory	55,661	54,341	1,320
3. Central building	217,105	214,723	2,382
4. Auditorium	18,889	19,447	(558)
5. Apartments	21,000	21,838	(838)
6. Cafeteria	4,000	2,160	1,840
7. Staff guest house	24,000	22,254	1,746
8. Special art work and decorations	<u>8,985</u>	<u>8,967</u>	<u>18</u>
	<u>365,372</u>	<u>359,462</u>	<u>5,910</u>
Grand Total	<u>\$3,567,527</u>	<u>\$3,543,054</u>	<u>\$24,473 (1)</u>

(1) Remaining funds to be used for construction of two green-houses purchased and delivered in 1971. (See section II, number 9 on page 1)

Prep *Int'l Group on Agric Res.*
G 26

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: LUIS GONZALEZ
CINATROP

DATE: ~~XX~~ June 13, 1972

CLASS OF
SERVICE: LT

COUNTRY: CALI, COLOMBIA

ITT

TEXT:
Cable No.:

FLIGHT MIAMI TO CALI JUNE 14 TERMINATES IN BOGOTA STOP ARRIVING
CALI 8.50 A.M. JUNE 15

RUDDY
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME M. E. Ruddy *ms.R*
DEPT. Programming & Budgeting
SIGNATURE *[Signature]*
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OFFICE MEMORANDUM

TO: Files

FROM: Harold Graves *HGW*

SUBJECT: CGIAR: IITA and CIMMYT Funds

DATE: June 2, 1972

cc: D22
cc: G2d
cc: G2b

A telephone conversation with John Cooper and a Mr. Atwell (Tel. 22969) at AID developed some new information about the flow of AID funds to IITA and CIMMYT. These funds which we understood to be held in suspense, so that they might either be restored to the IITA grant or switched to CIMMYT, in fact still are in suspense, and can remain so until January 15 or, in an emergency, a few days later.

Besides that, however, the supplement to AID's original grant to CIMMYT already is being arranged out of funds left over in this fiscal year. In effect, then, AID funds can flow in the anticipated amounts to IITA and CIMMYT regardless of what happens to the German grants to IITA.

John Cooper is going to the external review meetings and Board at IITA next week, to return about June 27. In his absence, Robert Laubis of his office will be acting for him.

HG:ap

920

June 1, 1972

Mr. Demuth

Harold Graves

CIMMYT Board

Last week, Dr. Barco, in his capacity of the Chairman of the Board of Trustees of CIMMYT, raised a question concerning his Board. It was felt desirable, he said, to arrange that some CIMMYT Trustees -- he thought three -- should be representatives of the Consultative Group, as in the case of ICRISAT. It was not proposed to revise the statute of CIMMYT to specify that the Consultative Group would be represented on the Board, but he wondered how representation could be arranged. The immediate problem was how to get a German nominated to the Board; France and other Group members (including the Foundations) already were present on the Board.

I explained to Dr. Barco (as I previously had explained to Hal Hanson on the telephone) how this matter had been arranged in the case of ICRISAT: the ICRISAT Subcommittee of the Consultative Group had first chosen the members of the Board, then had designated three as Consultative Group representatives. The Memorandum of Agreement between the Ford Foundation and the Government of India had specifically mentioned that three members of the Governing Board would be representatives of the Consultative Group; this was an amendment from the original draft, which had spoken of representatives of donors, and had been thought preferable. On the other hand, there had been no discussion about the ways, if any, in which the Board members would actively represent the Consultative Group.

In the case of CIMMYT, I said I could not suggest off-hand how it could be established that three members of the Board were representatives of the Consultative Group. As far as getting a German nomination was concerned, we would be glad to help with that, but we might first want to give some thought to the more general question of the relationship with the Consultative Group.

Hanson
HG:ap

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HC:rb
Kuznetsov

with the Constitutive Group.
to have some proposals to the whole General Assembly of the International
concerned' as well as to have to have with them that we should have some
of the Constitutive Group. As far as we discuss a certain composition and
could be established that three members of the Board were representatives
In the case of SIMPL, I said I could not suggest any more now as

after the Board members would eventually represent the Constitutive Group.
other hand, there had been no discussion about the whole, it was in
of representatives of groups, and had been proposed elsewhere. On the
Group, this was an amendment from the original plan, after that spoken
part of the following Board would be representatives of the Constitutive
and the collection of funds had specifically mentioned that three mem-
representatives. The memorandum of agreement between the Board Foundation
members of the Board, then had questioned three as Constitutive Group
the ISKIVAI representatives of the Constitutive Group had that chosen the
on the telephone) how this matter had been explained in the case of ISKIVAI:

I explained to Dr. Butler (as I had previously had explained to Mr. Hanson
present on the Board.

Finance and other Group members (including the Foundation) would have
the immediate program was now to get a certain number of to the Board;
on the Board, but he mentioned that representation could be explained
of SIMPL to specify that the Constitutive Group would be represented
as in the case of ISKIVAI. It was not proposed to reduce the number
proposed three -- would be representatives of the Constitutive Group,
[it] had been, he said, to explain that some SIMPL members -- he
of members of SIMPL, raised a question concerning the Board. It was
last week, Dr. Butler, in his capacity of the Chairman of the Board

SIMPL Board
National Group
Dr. Butler

June 1, 1972

CSTP

Constitutional Group on International

Consultative Group on International
Agricultural Research

V92b
CC: 91

May 31, 1972

Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Center
Londres 40
Mexico 6, D. F.

Dear Hal:

This is in response to your note of May 25 concerning the CIMMYT 1972 budget. Needless to say, the situation is not simple; but I am still rather hopeful that we will end up by covering your budget. We should know the worst, or the best, at just about the time of your Board meeting.

For the purposes of Consultative Group allocations, we have taken your 1972 requirement for donor contributions to core and capital expenditures to be \$4.64 million. This excludes outreach and other specially funded programs (e.g., high-lysine maize), and it also excludes the amount of your budget being funded from special income. Against this figure, we have the actuality, or the prospect, of grants from USAID, the Rockefeller and Ford Foundations, the World Bank, and the Governments of Germany, Belgium and Denmark.

With respect to the USAID supplement to the original American grant, Omer Kelley told me this morning that he was rather sure that this is in the pipeline: according to USAID's administrative regulations, this transaction should have been put into the hands of USAID's Contract Division by last May 15, and he had heard nothing to the contrary. That puts the U. S. contribution to CIMMYT in 1972, according to my figures, at \$1.18 million.

With respect to the Ford supplement, Lowell Hardin confirmed on the telephone this morning that it is still being held in suspense, pending some definite word concerning German grants. While in the end, I think, the difference will be made up by other contributions, the supplement is not so large as you had expected. We had been told from an authoritative source that the German grant to IITA would be considerably over \$1 million equivalent. When I got to Germany at the end of April, I found that the sum actually discussed between the Germans and IITA was much less. The amount to be switched by Ford out of IITA into CIMMYT would be reduced accordingly: it would amount to \$900,000.

May 31, 1972

So far as I understand, there are no complications about the \$750,000 allocation by the Rockefeller Foundation.

The allocations of Danish and Belgian funds are interdependent; and the Belgian funds will not be available until the Brussels parliament acts, sometime in June. The grants proposed by these two donors have collided to a certain extent, and mutual accommodations are now in the process of being negotiated. I expect, however, that the Danes and the Belgians will make almost \$500,000 available for distribution according to the recommendations of the Consultative Group Secretariat. The Secretariat is prepared to give CIMMYT first priority in the distribution of these funds.

The German budget, unfortunately, has been caught up, and at this writing is still caught up, in the parliamentary tangle in Bonn between the Brandt regime and the opposition. There now is reason to hope, however, that the budget can be acted on by the time of the Parliament's summer recess, which begins on June 16 and ends September 24. In the meantime, German administrative decisions concerning the allocation of funds to the research centers have not been completed.

You will remember that the Germans are definitely committed, subject to the necessary parliamentary action, to a grant of \$250,000 to CIMMYT in 1972. They also have indicated a willingness to consider allocating additional funds to CIMMYT in 1972. I sent to Bonn early last week some figures indicating that CIMMYT could use considerable additional support, and am prepared, as soon as you and I have had a chance to talk about the matter, to suggest a specific figure in addition to the \$250,000 already earmarked.

In sum -- and subject to Belgian and German parliamentary action -- the situation of CIMMYT in 1972, expressed in millions of U. S. dollars, appears to be as follows:

<u>From</u>	<u>Amount</u>
USAID	1.18
World Bank	1.00
Ford	.90
Rockefeller	.75
Germany	.25
Other (Germany, Belgium, Denmark)	.56
<u>Total</u>	<u>4.64</u>

No doubt you are facing some complicated cash flow problems as a result of the long delay in the disbursement of grants to CIMMYT. If it would be of help, we are prepared here to ask that the Bank disburse both of its remaining quarterly disbursements to CIMMYT in a single lump soon after July 1. Please let me know your wish.

Mr. Waldere Hanson

- 3 -

May 31, 1972

The cash flow problem may be further complicated by the requirements of some donors that their funds be spent within the fiscal year for which they are appropriated. I believe this is the case with the Germans, and it may also be true for the Belgian and Danish funds. I will find out and inform you.

Because of the delay in disbursements or for some other reason, it may also be that CIMMYT cannot spend \$4.64 million this year for its core and capital budget, and that its operating budget for 1972 will have been reduced through sheer unavailability of funds. If this is so, I would appreciate having an estimate of what the new figure is, since it will have a bearing on the use of the Belgian, Danish and German balances.

Finally, let me ask you to use the figures in this letter with some restraint -- partly because they may not be correct, but more particularly because the Germans want them to be kept in confidence at least until the legislative action has been completed in Bonn. That would mean, I suppose, that you would not include them in any document circulating outside your Board, and would not mention them in any but a closed meeting of the Board.

Sincerely,

Harold Graves

cc: Dr. John A. Pino
The Rockefeller Foundation

Dr. Lowell Hardin
The Ford Foundation

Handwritten initials
HG:ap



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

May 26, 1972

Mr. Harold Graves
Executive Secretary
International Bank for Reconstruction
and Development
1818 H Street N.W.
Washington, D. C. 20433

Dear Harold:

Subject: CIMMYT Board of Trustees Meeting June 16-17, 1972.

Chairman Barco of the CIMMYT Trustees has asked that you be informed on behalf of the Trustees, that an observer from your organization would be welcome at the June 16 meeting of which we are attaching an agenda.

Due to space limitations at our dormitory we will plan to arrange hotel accommodations in Mexico City and transport from there to El Batán, if you so desire. If you plan to attend, please advise us of your flight schedule such that we may arrange transportation.

During the closed sessions of the Board on June 17, arrangements will be made for interviews with CIMMYT staff, or additional visits to research plots, laboratories, buildings etc.

Sincerely yours,

Hal

Haldore Hanson
Director General

Enclosures
HH/mph
cc. Mr. Richard Demuth
cc. Dr. Virgilio Barco
cc. Ing. Emilio Madrid

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Agenda

CIMMYT Board of Trustees and Asamblea

Annual Meetings, June 16-17, 1972, at El Batán.

Sessions open to donor representatives, June 16.

Morning session: 0900-1245, CIMMYT Board Room.

Luncheon: 1300-1415, CIMMYT Guest House.

Afternoon session, 1430-1700, CIMMYT Board Room.

Tours of El Batán research plots and laboratories, 1700-1800.

Agenda Item 1. Welcome by the chairman to two new Trustees, and to donor representatives.

Agenda Item 2. Oral reports by CIMMYT staff.

The Director General, on CIMMYT's progress.

Wheat Program, N. E. Borlaug.

Maize Program, E. W. Sprague.

International developments, K. W. Finlay, Deputy
Director General.

Plan Puebla, R. J. Laird.

Laboratories, E. Villegas.

Experiment stations, J. Stewart.

Economics, D. Winkelmann

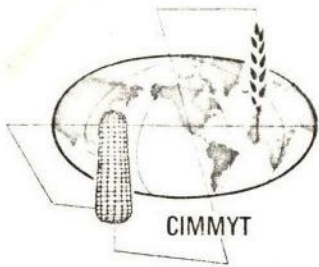
Communications, G. Martínez

Administrative changes, R. D. Osler, Deputy Director
General.

Agenda Item 3. Discussions of CIMMYT's External Program Review Panel, 1972, and CIMMYT's "Critique" of the Panel Report.

Agenda Item 4. Presentation of the 1973 budget by the Director General.

Agenda Item 5. Other business from Trustees to Observers.



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

May 26, 1972

Projects Dept. Correspondence

ANS'D BY _____

DATE _____

International Bank for
Reconstruction & Development
1818 H. Street N. W.
Washington, D. C. 20433

Attention: Dr. Evans

Dear Sir:

CIMMYT and Purdue University are jointly sponsoring an International Symposium on quality protein in maize, December 4-8, 1972 at CIMMYT. We would be most grateful if the World Bank would sponsor one of its staff members as an observer at the Symposium.

Sincerely yours,

Mina P. Hardy (Secy to Mr. Hanson)
for. Haldore Hanson
Director General

(signed in Mr. Hanson's absence)

HH/mlr.

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Mr. Hanson

INTERNATIONAL SYMPOSIUM
ON PROTEIN QUALITY IN MAIZE

CIMMYT Headquarters - El Batán

MONDAY
December 4, 1972

9:30- 9:45 a.m.	Welcoming Address	Haldore Hanson Director General, CIMMYT
9:45-10:15 a.m.	Keynote Address-Worldwide Needs for Quality Protein	<i>A. H. Scrimshaw</i> N. S. Scrimshaw Massachusetts Institute of Technology

NUTRITIONAL STUDIES ON QUALITY PROTEIN MAIZE

Chairman: J. Cravioto

10:15-10:30 a.m.	Current Issues and Problems	J. Cravioto
10:30-11:00 a.m.	Quality Protein Maize in Human Nutrition	A. G. Pradilla Universidad de Valle Colombia
11:00-11:30 a.m.	Improving Maize Diets with Amino Acid and Protein Supplements	R. Bressani INCAP Guatemala
11:30 a.m. -noon	Quality Protein Maize in Swine Nutrition	J. Maner CIAT Colombia
Noon	Group Discussion	
1:00-2:30 p.m.	Lunch - CIMMYT cafeteria	

BREEDING FOR PROTEIN QUALITY IN MAIZE - I

Chairman: D. E. Alexander
University of Illinois

2:30- 2:45 p.m.	Current Issues and Problems	D. E. Alexander University of Illinois
2:45- 3:15 p.m.	Selection Systems for Increasing Protein Quality with the Opaque-2 Gene in Flint and Dent Maize	V. L. Asnani Uttar Pradesh Agricultural University J. Singh Indian Agricultural Research Institute

- | | | |
|-----------------|---|--|
| 3:15- 3:30 p.m. | Coffee Break | |
| 3:30- 4:00 p.m. | Selection Systems for Increasing Protein Quality with the Opaque-2 Gene in Floury Maize | C. Francis
CIAT
Colombia

F. Scheuch
Universidad Agraria
La Molina
Lima, Perú |
| 4:00 p.m. | Group Discussion | |

TUESDAY
December 5, 1972

BREEDING FOR PROTEIN QUALITY IN MAIZE - II

Chairman: V. Carañgal
College of Agriculture
University of Philippines

- | | | |
|------------------|--|--|
| 9:30- 9:45 a.m. | Current Issues and Problems | V. Carañgal |
| 9:45-10:15 a.m. | Systems for Rapid Development of Quality Protein Maize Varieties | E. C. Johnson
CIMMYT

M. N. Harrison
IITA, Nigeria |
| 10:15-10:45 a.m. | Agronomic Aspects of Producing Quality Protein Maize | D. Sperling
Cornell University

P. R. Goldsworthy
CIMMYT |
| 10:45-11:00 a.m. | Coffee | |
| 11:00-11:30 a.m. | Disease Insect Interactions in Quality Protein Maize | A. Ortega
CIMMYT |
| 11:30 a.m. | Group Discussion | |
| 12:30- 2:00 p.m. | Lunch
CIMMYT Cafeteria | |

BREEDING FOR PROTEIN QUALITY IN MAIZE - III

Chairman: O. E. Nelson
University of Wisconsin

2:00- 2:15 p.m.	Current Issues and Problems	O. E. Nelson
2:15- 2:45 p.m.	Use of Genetic Modifiers to Obtain Normal Type Kernels with the Opaque-2 Gene	S. K. Vasal CIMMYT
2:45- 3:15 p.m.	Germ and Endosperm Variability as Related to Oil Content and Modifier Genes in Opaque-2 Maize	L. F. Bauman Purdue University
3:15- 3:30 p.m.	Coffee	
3:30- 4:00 p.m.	Genetics of Endosperm Mutants in Maize as Related to Protein Quality and Quantity	D. V. Glover Purdue University P. L. Crane Purdue University
4:00- 4:30 p.m.	Approaches to Improving Protein Quality in Maize without the Use of Specific Mutants	M. S. Zuber USDA University of Missouri
4:30 p.m.	Group Discussion	

WEDNESDAY
December 6, 1972

COMMERCIAL PRODUCTION OF QUALITY PROTEIN MAIZE

Chairman: F. Poey
Poey Seed Company
Mexico

9:30- 9:45 a.m.	Current Issues and Problems	F. Poey
9:45-10:15 a.m.	Worldwide Seed Industry Experience with Opaque-2 Maize	W. L. Brown Pioneer International
10:15-10:45 a.m.	Production and Acceptance of Opaque-2 Maize in Colombia	C. Cassalett ICA Colombia

10:45-11:00 a.m.	Coffee	
11:00-11:30 a.m.	Production and Acceptance of Opaque-2 Maize in Brazil	A. Secundino Agroceres Brazil
11:30 a.m. - noon	Utilizing Opaque-2 Maize in Food Products	D. Robinson Corn Products Company International
Noon	Group Discussion	
1:00- 2:30 p.m.	Lunch - CIMMYT Cafeteria	

CHEMICAL AND BIOLOGICAL EVALUATION
OF MAIZE PROTEIN QUALITY

Chairman: J. Wall
Northern Utilization and Research
Development Laboratory
USDA

2:30- 2:45 p.m.	Current Issues and Problems	J. Wall
2:45- 3:15 p.m.	Characteristics of Proteins in Single and Double Endosperm Mutants of Maize	P.S. Misra Purdue University
3:15- 3:30 p.m.	Coffee	
3:30- 4:00 p.m.	Use of Small Animals for Evaluation of Protein Quality in Cereals	E. T. Mertz Purdue University
4:00- 4:30 p.m.	An Integrated System for Chemical Screening of Quality Protein Maize	E. Villegas CIMMYT
4:30 p.m.	Discussion	
7:00 p.m.	Symposium Banquet - CIMMYT El Batán	
	Master of Ceremonies	H. F. Robinson Purdue University
	Meeting World Food Needs	N. E. Borlaug CIMMYT

THURSDAY
December 7, 1972

ECONOMIC IMPLICATIONS OF QUALITY PROTEIN IN MAIZE

Chairman: O. J. Kelley
AID/Washington

9:30- 9:45 a.m.	Current Issues and Problems	O. J. Kelley
9:45-10:15 a.m.	Cost-Benefit Relationships in Quality Protein Maize Production	Per Pinstrup-Andersen CIAT Colombia
10:15-10:45 a.m.	The Economic and Technical Feasibility of Improving Protein Quality of Food through Fortification and Supplementation	M. J. Forman AID/Washington
10:45-11:00 a.m.	Coffee	
11:00-11:30 a.m.	Systems for Rapid Introduction of Quality Protein Maize Varieties into National Production Programs	E. W. Sprague CIMMYT
11:30 a.m.	Discussion	
12:30- 2:00 p.m.	Lunch - CIMMYT Cafeteria	

PROGRESS IN BREEDING FOR
QUALITY PROTEIN IN OTHER CEREALS

Chairman:
FAO/Rome

2:00- 2:15 p.m.	Current Issues and Problems	FAO/Rome
2:15- 2:35 p.m.	Status of Protein Quality Improvement in Sorghum	R. C. Pickett J. D. Axtell Purdue University
2:35- 2:55 p.m.	Status of Protein Quality Improvement in Wheat	P. Mattern University of Nebraska
2:55- 3:15 p.m.	Status of Protein Quality Improvement in Rice	B. Juliano H. Beachell IRRI

3:15- 3:30 p.m.	Coffee	
3:30- 3:50 p.m.	Status of Protein Quality Improvement in Triticales	F. J. Zillinski CIMMYT
3:50- 4:10 p.m.	Status of Protein Quality Improvement in Barley	L. Munck SVALOF Sweden
4:10 p.m.	Group Discussion	

FRIDAY
December 8, 1972

WORKSHOPS

Chairman: R. D. Osler
CIMMYT

9:30-10:50 a.m.	Breeding Methodology	
	Leaders:	E. C. Johnson CIMMYT
		S. K. Vasal CIMMYT
10:50-11:10 a.m.	Coffee	
11:10 a.m. - 12:30 p.m.	Chemical and Biological Analytical Techniques	
	Leaders:	E. Villegas CIMMYT
		E. T. Mertz Purdue University
12:30- 2:00 p.m.	Lunch - CIMMYT Cafeteria	
2:00- 3:20 p.m.	Methods of Introducing Improved Protein Varieties at the Farm Level	
	Leader:	I. Narvaez Mexican National Extension Service
3:20- 3:40 p.m.	Coffee	

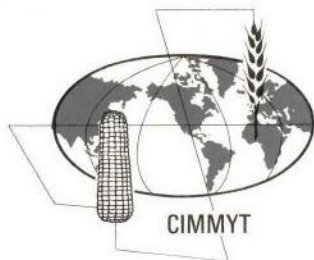
3:40- 5:00 p. m.

Economic and Social Factors in Acceptance of
Improved Protein Varieties

Leaders:

D. Winkelmann
CIMMYT

D. W. Thomas
Purdue University



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Consultative Group on International
Agricultural Research

✓ 92b
cc: 91

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

May 25, 1972

Mr. Harold Graves
Consultative Group on International Agricultural Centers
International Bank for Reconstruction and Development
1818 H Street N. W.
Washington, D. C. 20433

Dear Harold:

I would be grateful if you send me before June 15, or with your representative attending the Trustees meeting, the latest information on the German grant, and what you know about the Ford Foundation shift, the USAID supplement, and the possible grants of Belgium and Denmark to CIMMYT for 1972.

We are in a difficult situation to ask Trustee approval of a 1973 budget when we still do not know our 1972 funds.

Cordially,

Haldore Hanson
Director General

HH/mph

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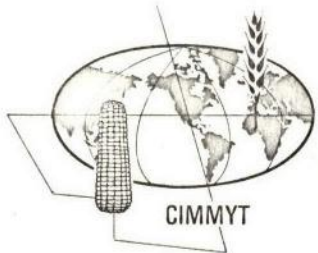
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CIMMYT
Consultative Group on International
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CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

May 12, 1972

Dr. George Darnell
Consultative Group on International Agricultural Centers
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C. 20433

Dear George:

I enclose the draft minutes from our meetings of May 5-6 divided into two parts: (1) minutes of actions taken, and (2) background discussion. The first part is intended for distribution to the full Board, and the second for use only by the Executive Committee.

If I receive comments from the Committee members within the next two weeks, I shall recirculate the revised minutes and discussions before our next meeting in El Batán June 15.

When you read the Minutes, you will probably share my reaction that we had a busy and productive two days.

Since our meeting, CIMMYT staff have signed a preliminary contract to purchase the 22 hectares of land, as authorized under agenda item 10 in the minutes.

Cordially yours,

Haldore Hanson
Director General

HH/mph
Enclosures (2)

Original to: Agric. Proj. -
Date: 5/19/72 Communications
Section

Administrative Office of the
Department of Justice

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May 5, 1972

Mr. Haldore Hanson
Director General
International Maize and Wheat
Improvement Center
Apartado Postal 6641
Londres 40
Mexico 6, D.F.

Dear Hal:

I have been meaning to write you for the last several days and apologize for the confusion concerning my proposed visits to CIMMYT. By now I am sure that George Darnell has explained to you that this has been an extremely busy period for me here in the Bank. I am sure, however, that George has most ably replaced me in these activities.

I am most grateful to you for having extended invitations to me to participate on the Review Panel as well as to attend the Executive Committee Meeting, and look forward to future invitations to join you in some of your activities.

Best personal regards.

Sincerely yours,

James M. Fransen
Senior Research Officer
Agriculture Projects Department

4/5 5 12 6/11/72

MAY 3 2 45 PM 1972

International Institute of
Agricultural Research
Geneva, Switzerland

Dear Sir,

Thank you very much for

your letter of the 27th of May and for the information
concerning the possibility of a visit to the Institute
in the near future. I am sure that you will find
the Institute very interesting.

I am sure that you will find the Institute very
interesting. I am sure that you will find the
Institute very interesting. I am sure that you
will find the Institute very interesting.

Yours faithfully,

Director
International Institute of
Agricultural Research
Geneva, Switzerland

Yours faithfully

CCP
International Institute of
Agricultural Research

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MANY THANKS INVITATION BYRNES SENT DARRHILL AND ME ATTEND CIAT ANNUAL BOARD MEETING STOP DARRHILL GRATEFUL INVITATION BUT UNABLE ATTEND STOP ALSO ACKNOWLEDGE RECEIPT UNLET AND CIAT PROGRAM AND BUDGET 1973 STOP CONSULTATIVE GROUP HAS REQUESTED ME BECOME MORE FAMILIAR CIAT CROP AND LIVESTOCK RESEARCH PROGRAMS STOP COULD ARRIVE CALI LATE MAY 7 OR EARLY MAY 8 FOLLOWING POSSIBLE ATTENDANCE CIMMIT EXECUTIVE COMMITTEE MEETING AND VISIT RESEARCH PROGRAMS PRIOR CIAT ANNUAL MEETINGS STOP MOST GRATEFUL YOU ADVISE CONVENIENCE EARLY ARRIVAL STOP WILL CONFIRM DATE AND TIME ARRIVAL ONCE ITINERARY FINALIZED

REGARDS
FRANSEN
INTBAFRAD

2 11 35 111335

JAMES M. FRANSEN
AGRICULTURE PROJECTS

J.M.Fransen/lb

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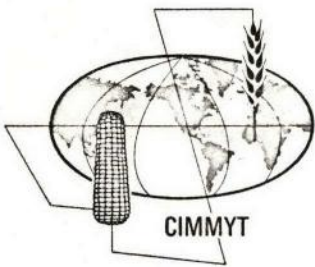
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Consultative Group on International
Agricultural Research

92b²

~~Mr. Graves~~
Mr. Graves

CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

April 27, 1972

Dr. Virgilio Barco
Executive Director
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C. 20433

Dear Virgilio:

I enclose a bound volume of briefing papers given to the CIMMYT External Program Review Panel, meeting at El Batan and Obregón April 24-28, 1972.

These papers, plus the resulting report of the Panel, will constitute one agenda item for the Executive Committee at its meeting May 5-6.

Cordially,

Hale

Haldore Hanson
Director General

Enclosure: (1)

cc. Dr. Oscar Brauer (with enclosure)
Dr. Lowell Hardin " "
Dr. Sterling Wortman "
Mr. Harold Graves, IBRD, Washington (with enclosure) ✓

HH/mph

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1972 MAY -4 PM 1:38

COMMUNICATIONS
SECTION

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

420

TO: HANSON
CENCIMMYT
MEXICO 6 DF

DATE: April 18, 1972

CLASS OF
SERVICE: LT

Rca

COUNTRY: MEXICO

TEXT:
Cable No.:

GREATFUL YOUR LETTERS APRIL SIX AND FOURTEEN STOP SCHEDULED ARRIVE
MEXICO SUNDAY APRIL TWENTYTHIRD AMERICAN AIRLINES FLIGHT 093 AT
1454 HOURS STOP WOULD APPRECIATE LEAVING DECISION VISIT MAIZE STATIONS
UNTIL MY ARRIVAL

REGARDS
FRANSEN
INTBAFRAD

COMMUNICATIONS
APR 18 2 35 PM '72
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NOT TO BE TRANSMITTED

AUTHORIZED BY: J.M. Fransen

NAME: Agriculture Projects

DEPT.

SIGNATURE: *James M. Fransen*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: J.M. Fransen/lb

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CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Consultative Group on International
Agricultural Research

92b

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

April 7, 1972

Mr. Harold Graves
Executive Secretary
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C. 20433

Dear Harold:

Subject: Visit of Mike Ruddy

Enclosed are two memos of March 20 and April 6, in answer to your telephone call of April 4. We can use Ruddy at whatever time after May 7 that is convenient to him. He can judge best from the enclosed notes how long our questions would take, and he can add to that whatever questions he would like. If he wishes to stay in our guest house, there should be room after May 8.

Cordially,

Haldore Hanson
Director General

Enclosures (2)

HH/mpb

cc. Mr. Michael Ruddy, IBRD, Washington

MEMORANDUM

March 20, 1972

TO: Dr. R. D. Osler

FROM: Haldore Hanson

SUBJECT: Visit of Mike Ruddy, accountant of IBRD.

Harold Graves of IBRD says that Mike Ruddy, the IBRD accountant who is designing the new budget tables for the international centers, will be available for visits to international centers either in May or June, and Graves asked if CIMMYT is interested.

I said we certainly are interested, and we might use him for general consulting work on our budgeting and accounting, not merely on any new tables.

Please discuss this with Bernie Henrie, and we should write to Graves this week about our interest, and timing.

I would consult Ruddy on the following, to see if we can get free consulting:

- (1) Computer needs of CIMMYT for both accounting and biometrics.
- (2) What is the problem on closing CIMMYT books at end of 1971. How should we treat financial commitments made in 1971 but disbursed in 1972? Is this the delay on our 1971 closing?
- (3) Show Ruddy the schedule of accounting reports we must present to donors, for both core and special grants, and discuss how we can simplify the list.
- (4) Show Ruddy the schedule of reports we propose to supply CIMMYT staff at HQ, and CIMMYT staff at outreach projects, and discuss how we can simplify this list, and still get maximum use of accounting reports for management purposes.

Add anything else that you or Henrie wish.

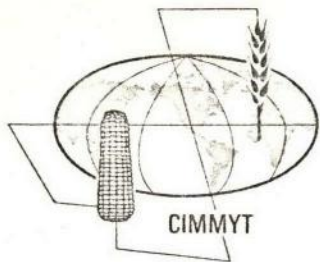
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COMMUNICATIONS
SECTION



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

April 6, 1972

Items to discuss with Mr. Ruddy, IBRD

- 1.- Presentation of budget requests in a format that will be clear to the Consultative Group.
 - A. Discussion of cost categories to be used on budgets and reports.
 - B. Arrangements of Table III, Summary of Sources, to show what funds are required in total, i.e. what additional new funds are required in addition to core restricted funding which is already available.
 - C. How to reflect total earned income from sales, auxiliary enterprises, etc., as well as income from overhead on special projects. The total income should be shown as a source of funds along with income from donors.
- 2.- Discussion of capital budget requests, particularly where there are special grants for capital expenditures in addition to capital expenditures from core operation funds.

Consultative Group on International
Agricultural Research

✓ G20
cross ref.
G3a.

April 6, 1972

Dear Dr. Hanson:

Harold Graves, who left yesterday for the TAC Meeting in Rome, asked me to send you a copy of those parts of the discussions held during the ICRISAT Subcommittee dealing with ICRISAT's Governing Board.

Please find them attached.

Sincerely yours,

Franz H. Kaps
Assistant to the Executive Secretary

Enclosure -- pages 36-54, ICRISAT Transcript

Dr. Haldore Hanson
Director General
Centro Internacional de Mejoramiento
de Maiz y Trigo (CIMMYT)
Apdo. Postal 6-641
Mexico 6, D.F.

FHK:mcj

Fk

Consultative Group on International
Agricultural Research

926.

April 5, 1972

Mr. Robert Jones

Harold Graves

Disbursement to CIMMYT

This is to confirm my telephoned request that you now disburse the second tranche, amounting to \$250,000, of the Bank's grant to CIMMYT. The funds should be deposited in CIMMYT's New York bank account, as mentioned in my memorandum of February 2.

HGraves/w

APR 10 10 18 AM 1972

MAR 10 10 18 AM 1972

SECRET

mentioned in my memorandum of February 5.
The funds should be deposited in CIBNIAL, a New York bank account, as
the account number, amounting to \$520,000, of the bank, a check to CIBNIAL.
This is to comply with requirements that you now determine

Reference to CIBNIAL

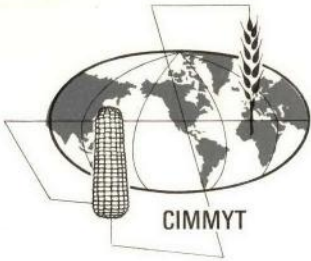
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MAR 2 1972

International Development
Consultative Group on International
Agricultural Research
dsp

A25



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

April 4, 1972

Mr. Harold Graves
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H Street, N.W.
Washington, D. C. 20433

Dear Harold:

I enclose a brief statement of CIMMYT's financial position, which was requested by Lowell Hardin, and I put in a carbon for you.

I checked on the Zaire maize project. No support comes from our core budget. All Zaire funds are given by the Government of Zaire, out of counterpart generated from US food gifts to Zaire.

Aside from that, I would fear that political relations between Zaire and Belgium have been so fluctuating that it would not be healthy for a CIMMYT project in Zaire to suffer the side effects of Belgian-Zaire relations.

Since none of our outreach projects in individual countries is supported by core funds, I cannot suggest a substitute of that nature.

If Belgium finds it necessary to give earmarked funds, we could use a special grant for international nursery trials for wheat and maize, which combined are being tested in 81 countries this year by 596 scientists. Expenditures for this purpose exceed \$100,000 a year. The funds are used for seed, shipping, data collection, computer analysis of data, and printing and distribution of reports. This activity is the pulse which guides the research, both at CIMMYT and among its collaborators. This network is unique at CIMMYT.

Another discrete activity would be barley research, budgeted at \$27,000 and benefiting chiefly the semi-arid countries between Morocco and Afghanistan.

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UNIT: 04

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COMMUNICATIONS SECTION

[Faint, mostly illegible text, likely a teletype or message body]

Mr. Harold Graves


April 4, 1972

-2-

Both these activities are included in core budget, and not presently supported by earmarked funds.

Let me know how the discussion of the FAO Mediterranean paper goes in TAC.

Cordially,

A handwritten signature in cursive script, appearing to read "Hal", written in dark ink.

Haldore Hanson
Director General

HH/mpb
Encl.

Status of CIMMYT Finances, April 4, 1972

Pledges to core and capital combined:

Rockefeller Foundation	\$ 750,000	
Ford Foundation, first pledge	750,000	
Ford Foundation, supplement	388,000	
USAID 25% of core	925,000	
USAID, supplement to capital	250,000	
IBRD	1,000,000	
West Germany (800,000 DM)	250,000	<u>1/</u>
CIMMYT overheads from special grants	300,000	
CIMMYT carryover from 1971	75,000	
	<hr/>	
	\$ 4,688,000	
 Original budget request core and capital combined	 5,020,000	
Net deficit	332,000	

1/ Letter from West Germany says payment of 800,000 DM to CIMMYT will be made upon Parliamentary approval, not before April/May 1972. At current exchange rate 800,000 DM equals \$253,000. Harold Graves indicates there might be an additional sum from the Germans up to \$50,000.

Regierungsdirektor Dr. Killinger

im

BUNDESMINISTERIUM
FÜR WIRTSCHAFTLICHE ZUSAMMENARBEIT

29. März 1972
53 BONN, DEN.....
Kaiserstraße 185-197
Fernruf 1031
Durchwahl: 103, App. 248

Mr. Haldore Hanson

Director General

Centro International de Mejoramiento
de Maiz y Trigo

L o n d r e s 40

Apdo, Postal 6-64

M é x i c o 6, D.F.

3 APR 1972

Dear Mr. Hanson :

Responding to your letter of March 1, 1972 to Dr. Harms I am pleased to give you some information about the recommendations which the German Government is considering with regard to financial support to CIMMYT in 1972

Subject to parliamentary approval (not before April/May) the German Government intends to make a pledge to CIMMYT in an amount of 0,8 Mio DM in 1972. Presumably this amount might still be slightly increased but this will depend on the development of some other factors which we are not yet able to determine precisely at the present time.

Sincerely,



(Eberhard Killinger)

① ~~Mr. Rapo~~ ② ~~Mr. Harold N. Graves~~
(I file)

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT
WASHINGTON, D.C. 20433

For information

I think the activities of the CG could have been mentioned with more than just half a sentence at the end.

With the Compliments of

Virgilio Barco
Executive Director

Frang

6/26/72

World Wheat and Maize Gathering Presided over by a Colombian
Mexico City. Dr. Virgilio Barco, former Colombian Minister of Agriculture, now serving as Executive Director of the World Bank, presided over the annual Trustees Meeting of the International Center for Maize and Wheat Improvement (CIMMYT) at the organization headquarters near Mexico City, June 15-17, 1972, at which a record budget of US\$7.0 millions was approved for 1972 and a budget of \$7.5 millions was requested for 1973.

CIMMYT is a private, non-profit, international organization, founded in 1966, with headquarters at El Batán near Texcoco, Mexico, engaged in agricultural research and training for the benefit of all countries which produce wheat and maize, especially those in Asia, Africa, and Latin America. CIMMYT is related to six similar institutions in different parts of the world, including one at Cali, Colombia, the International Center for Tropical Agriculture.

The new record budgets are expected to come from funds of 10 donors including the World Bank, the Inter-American Development Bank, the United Nations Development Fund, the Rockefeller and Ford Foundations, and the Government of Mexico, Canada, West Germany, Denmark, and USA.

The CIMMYT Board re-elected Dr. Barco to serve as Trustee for three more years, and to continue as Chairman in 1972 and 1973. The Board also elected Ing. Leonel Robles Gutiérrez of Mexico as Trustee.

Robles was formerly President of the Latin American Association for Higher Agricultural Education.

The CIMMYT Board meeting was attended by nine Trustees from six countries, including Mexico, Colombia, Chile, France, the Philippines, and USA. Two new Trustees, attending their first meeting were Dr. Guy Camus, prominent French scientist, Director General of the French research organization ORSTOM; and Mr. Jose Drilon of the Philippines, Director General of the Southeast Asia Regional Organization for Agriculture.

The meeting reviewed the CIMMYT programs for 1972 and 1973 and was told:

(1) Experimental wheat and maize, developed in Mexico by cooperation between CIMMYT and INIA, are being tested this year in 81 countries of the world, mostly in Asia, Africa, and Latin America.

(2) CIMMYT has brought to Mexico this year over 100 trainees in wheat and maize production. These come from over 30 countries in Asia, Africa and Latin America.

(3) CIMMYT now has 37 senior staff members working in Mexico, and these men come from 13 different countries. CIMMYT also has 23 senior staff members stationed in 10 countries outside Mexico to help on research and production in maize and wheat. Sixteen of these staff members live in Africa, six in Asia, and one in Latin America.

(4) CIMMYT, by arrangement with the Mexican Government, now conducts its research at six locations in Mexico, ranging in elevation from sea level to 2660 meters, and make it possible for Mexico to simulate the

growing conditions of most wheat and maize growing countries in the world.

Dr. Marcos Ramirez Genel, Mexican Under Secretary of Agriculture, told the CIMMYT Board that Mexico is proud of the world-wide reputation for Mexican wheat and maize, which had developed as a result of the international activities of CIMMYT.

For example, Dr. Genel cited the statement of Dr. Norman E. Borlaug, Nobel Prize winning scientist on the CIMMYT Staff, who reported that India this year will be harvesting 28 million metric tons of wheat, compared to only 10.5 million metric tons in 1966. Wheat increase has ended the fear of famine in India, and the new wheats which India is growing are called Mexican wheats. The new wheats were selected in India, by Indian scientists, but the genetic materials came from Mexico, and many of the Indian scientists have been trained in Mexico, or have visited Mexico to study CIMMYT methods. Similar success stories can be told by many other countries, Dr. Borlaug said.

Funds to support CIMMYT, and similar international agricultural centers, are being raised by the World Bank and a consultative group of donors.

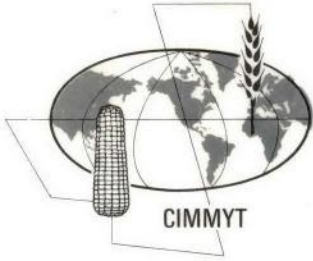
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DEVELOPMENT SERVICES					
	Mr. Abdi			Mr. Hoffman	
	Mrs. Boskey			Mr. Kaps	
	Mr. Chatenay			Mr. Martin	
<input checked="" type="checkbox"/>	Mr. Demuth			Miss Powell	
	Mr. Elmendorf			Mr. Raphaeli	
	Mr. Escobar			Mr. Riley	
	Mrs. Foulon			Mrs. Williams	
	Mr. Franco-Holguin				
<input checked="" type="checkbox"/>	Mr. Graves		<input checked="" type="checkbox"/>	Central Files	

~~Dick -~~

What do you think about
this?

How's Sam

Yes - I think he should
be included. But ~~also~~
how he will get his
way paid, I don't know -
MKT



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

April 3, 1972

Consultative Group on International
Agricultural Research

Mr. Harold Graves
Consultative Group on International Agricultural Research
International Bank for Reconstruction and Development
1818 H. Street, N.W.
Washington, D. C. 20433

✓ 92b

CROSS REF: C2.

Dear Harold:

A personal letter from Bob Chandler says, among other things, he hopes he gets an invitation to International Centers Week, but since he would need to represent the Vegetable Center, not IRRI, he does not know whether he would be included this year.

I assume many persons besides myself would like to talk to Bob, and some of the donors may welcome his presence also.

When you issue your invitations, you might consider him for inclusion.

Cordially,

Haldore Hanson
Director General

HH/mph

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AM 1972

HH\wbrp

Director General
Harold Hanson

Cordially,

When you issue your invitations, you might consider him for inclusion

of the donors may welcome his presence also.

I assume many persons residing in Mexico would like to talk to Bob, and some

would be included this year.

to represent the Vegetable Center, not IBFI, he does not know whether he
he gets an invitation to International Centers Week, but since he would need
A personal letter from Bob Chandler says, among other things, he hopes

Dear Harold:

Washington, D. C. 20433
1818 H. Street, N.W.
International Bank for Reconstruction and Development
Consultative Group on International Agricultural Research
Mr. Harold Graves

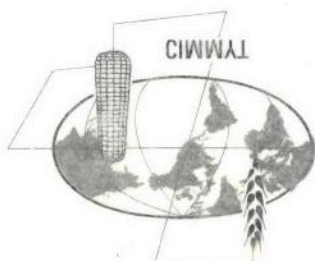
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Agricultural Research
Consultative Group on International

April 3, 1972

Cable: CENCIMMUT
Apdo. Postal 6-641
Londres 40, Mexico 6, D. F.



INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

CENIRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

[Handwritten signature]

926.

March 30, 1972.

Mr. Haldore Hanson
Director General
Centro Internacional de Mejoramiento
de Maiz y Trigo
Apartado Postal 6-641
Londres 40
Mexico 6, D.F.

Dear Hal:

Many thanks for your letter and the invitation to associate myself with the external review panel for CIMMYT, April 24-28, 1972. Following discussions with my colleagues in the Bank, we believe it more appropriate that I join the panel as an observer representing the Consultative Group on International Agricultural Research rather than as an ex-officio representative, and that I not associate myself directly with the Panel report. The principal purpose of my joining the Panel is to become as knowledgeable as possible concerning all aspects of CIMMYT operations for purposes of Consultative Group activities. It is my understanding that you and Harold Graves discussed this matter during his recent visit to Mexico. Harold also advises that Vern Rutten plans to visit a low altitude Maize experimental station on April 21 and 22 and that you have been kind enough to invite me to join his group. This sounds very interesting and I would appreciate more details so that I can make the necessary arrangements.

I will be travelling to Mexico at Bank expense and confirm that I will visit Obregon April 24 and 25 with members of the Panel. As soon as I have firm travel plans, I will advise you of my arrival date and time. I also accept with pleasure your invitation to stay at the CIMMYT guest house.

Best personal regards.

Sincerely yours,

WBB 3 10 13 WHIASS
James M. Fransen
Senior Research Officer
Agriculture Projects Department

JMF/hl

cc: Mr. Graves

cc: Mr. Tolson

WNV

RECEIVED SENIOR MEMBER OFFICE
CENTRAL FILES ROOM # 1125

APR 3 10 13 AM 1972

ATTORNEY GENERAL

Dear Mr. Tolson:

Dear Mr. Tolson:

I was very sorry to hear that you had to go to the hospital and I hope you are getting better. I will be glad to see you when you get back. I will be glad to see you when you get back.

The following information:

was obtained from the FBI files. It shows that you were in the hospital from April 1 to April 3, 1972. The hospital is the St. Elizabeth's Hospital in Washington, D.C. The doctor who treated you is Dr. [Name]. The hospital is a very good hospital and you were very well taken care of. I hope you are feeling better now. I will be glad to see you when you get back.

Sincerely,

John F. Kennedy
President of the United States
Washington, D.C.

APR 3 1972

Administrative Services
Consultative Group on International

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

LAR 926

OUTGOING WIRE

TO: HANSON

DATE: MARCH 13, 1972

~~CENCI~~ CENTRO ~~XXXX~~ INTERNACIONAL DE MEJORAMIENTO
MEXICO DF DE MAIZ Y TRIGO

CLASS OF
SERVICE: LT

Ra

COUNTRY: MEXICO

TEXT:
Cable No.:

ARRIVING 19 MARCH 2:54 PM AAL FLIGHT 093. STAYING CAMINO REAL

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:

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CHAVEZ

CHAVEZ

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MEXICO CITY 136 3 2351

March 3, 1972

Distribution

Mr. Graves

HAROLD GRAVES
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
1818 H STREET NORTH WEST
WASHINGTON D. C. 20433

SUGGESTIONS YOUR VISIT MEXICO WITH WIFE MARCH 20 AND 21 STOP
CIMMYT SCIENTISTS ALREADY PLANNING BRIEF PARTY OF CIMMYT
WIVES AT MAIZE RESEARCH STATION TLALTIZAPAN NEAR CUERNAVACA
MARCH 20 STOP TRIP REQUIRES ONE DAY INCLUDING CIRCULAR TRIP
AROUND POPO VOLCANO STOP RECOMMEND YOUR WIFE ACCOMPANY
MY WIFE ON THIS TRIP

1972
MARCH 31
VMT/315

COLL: 1818 H STREET NORTH WEST 20433 MARCH 20 AND 21 STOP
MARCH 20

MARCH 30

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MARCH 30 AND 31 2104

SECRET FILES

MARCH 30 1918

MY WIFE ON THIS TRIP

WOULD BEHOULD STOP RECOMMEND YOUR WIFE ACCOMPANY

MARCH 30 STOP TRIP REQUIRES ONE DAY INCLUDING CIRCUAR TRIP

MILES AT MAIZE RESEARCH STATION TLAGTIZAPAN NEAR CUERNAVACA

CIMMYT SCIENTISTS ALREADY PLANNING BRIEF PARTY OF CIMMYT

SUGGESTIONS YOUR VISIT MEXICO WITH WIFE MARCH 30 AND 31 STOP

WASHINGTON D. C. 20433

1918 H STREET NORTH WEST

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

HAROLD CRAVES

MR. CRAVES

Director

MARCH 30 1918

MEXICO CITY 136 3 5321

URVA CO MEXX 136

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105 23P

PAGE 2

AND YOU I TAKE SEPARATE CAR WITH ONE CIMMYT SCIENTIST TO TALK
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COLL: 21

PAGE 3

SEE PYRAMIDS IF SHE WISHES STOP CIMMYT STAFF AVAILABLE GIVE YOU
PROGRAM BRIEFING THAT DAY AND TOUR OF HEADQUARTERS STOP PLEASE
TELEPHONE OR TELEGRAPH WHETHER THESE SUGGESTIONS
AGREEABLE AND YOUR ARRIVAL FLIGHT AND HOTEL RESERVATION
REGARDS

HANSON

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CENTRAL

CENTRAL FILE
MAR 8 10 37 AM 1972

HANSON

REGARDS

ADVISEABLE AND YOUR ARRIVAL FLIGHT AND HOTEL RESERVATION
TELEPHONE OR TELEGRAPH WHETHER THESE SUGGESTIONS
PROGRAM BRIEFING THAT DAY AND TOUR OF HEADQUARTERS STOP PLEASE
SEE BYRONIDS IF SHE WISHES STOP CIVILIAN STAFF AVAILABLE GIVE YOU

PAGE 3

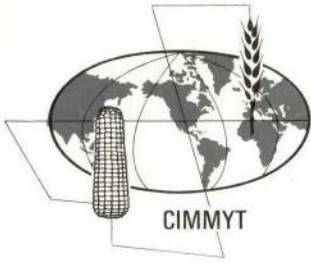
CONF: 81

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INTEREST THAN PUEBGA PROJECT
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PAGE 2

250

698 ROUTING SLIP		Date April 1	
NAME		ROOM NO.	
Mr. Jensen JMF.			
Contact Files			
(Consultation Group on			
Int'l Ag - Research. (1/20/47)			
To Handle		Note and File	
Appropriate Disposition		Note and Return	
Approval		Prepare Reply	
Comment		Per Our Conversation	
Full Report		Recommendation	
Information		Signature	
Initial		Send On	
REMARKS			
<p>Jim - For your information. I'll send along the Mediterranean paper shortly. Perhaps Jim Evans would like to see it before he goes to Rome.</p>			
From		Hans Lewis	



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

February 15, 1972

Consultative Group on International

Mr. Harold Graves
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D.C. 20433

926

Dear Harold:

Thanks for your letter of February 9.

I have sent the copy of our Mediterranean paper to Peter Oram as you suggested.

I also enclose a copy of the Mediterranean paper for you.

✓ | We shall be pleased at CIMMYT to have Jim Fransen at our program review in April, and also at the Executive Committee meeting.

Our top staff will be working on nothing but budgets and program review between now and the end of April, and any time you choose to come down will be convenient for us. I myself would give much of my time to your visit. In addition we hope you will come to the Board meeting in June. I would welcome a telephone call from you whenever you hear anything further about the German commitment or any change of contributions by other donors.

Cordially yours,

Haldore Hanson
Director General

HH/mph
Attachment.

RECEIVED
CENTRAL FILES
APR 13 12 07 PM 1972

3-11-72

MEMORANDUM
TO: [Illegible]

FROM: [Illegible]

SUBJECT: [Illegible]

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Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - G-3 - International Maize and Wheat Improvement Center [CIMMYT] - 1972 / 1974 Correspondence - Volume 1		Barcode No. 1760371
Document Date 14 February, 1972	Document Type Letter	
Correspondents / Participants To: Mr. Haldore Hanson, Director General From: Robert Jones, Chief, Special Programs Section		
Subject / Title Transfer Payments to CIMMYT		
Exception(s) Financial Information d		
Additional Comments		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.
		Withdrawn by Tonya Ceesay
		Date 01-Dec-15

924

OFFICE MEMORANDUM

TO: Mr. H. Graves DATE: February 11, 1972

FROM: Robert Jones *RG* **Consultative Group on International
Agricultural Research**

SUBJECT: Bank Grant to Centro Internacional de Mejoramiento de Maiz y Trigo (CIMMYT)

In accordance with the request in paragraph 4 of your February 2 memorandum to Mr. Gabriel we have arranged payment of \$250,000 to the New York account of CIMMYT, details of which were provided in Mr. Hanson's cable of January 28, 1972.

The transfer, which represents the first increment of the Bank's \$1,000,000 grant to CIMMYT, was effected today.

We will inform Mr. Hanson accordingly.

cc: Mr. Gabriel

RJones:jej

*Center File -
Consultative Group for
International Agricultural
Research -
CIMMYT*

MAY 12 10 10 AM 1972

TO: [illegible]

FROM: [illegible]

SUBJECT: [illegible]

[illegible text]

[illegible text]

TO: [illegible]

FROM: [illegible]

SUBJECT: [illegible]

Administrative Research
Consulting Group on International

[illegible]

OFFICE MEMORANDUM

Handwritten initials/signature

~~Int'l Agricultural Research~~

u CIMMYT

G 3

February 9, 1972

Dr. Baldore Hanson
Director General
International Maize and Wheat
Improvement Center
Londres 40
Mexico 6, D. F.

Dear Hal:

We have been feverishly busy here, and I have not had time to pay decent attention to your welcome letters. In this note, let me take up two matters from your letter of January 24.

First, TAC undoubtedly would be very interested in the paper you mention related to the research needs of the Near East and Mediterranean area. Let me suggest that you send a copy directly to the Secretary of TAC, as follows:

Mr. Peter Gram
Senior Agronomist, Policy Advisory Bureau
Food and Agriculture Organization of the United Nations
Rome
Italy.

If you can spare another copy, I would like to have one too.

With respect to TAC reviews of CIMMYT: The plan, at present, is for technical people of the World Bank and FAO to obtain information concerning the international centers on behalf of TAC. TAC members themselves might do in-depth reviews of the center programs, but only every three or four years; and such a review is not contemplated this year.

We propose that James Fransen of the Bank's Agriculture Projects Department attend the CIMMYT program review in April this year and, if you agree (and only if you agree), the meeting of the CIMMYT executive committee. I would come down for the Board meeting.

Dr. Haldore Hanson

- 2 -

February 9, 1972

I had also thought to come down sometime before all this happens; and before we met in New York, would have suggested two or three days in the week beginning March 20. I gather now, however, that this would not be very convenient, and that perhaps the better thing to do would be to join the parade coming to the program review in April. Tell me frankly what you think.

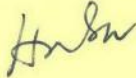
I hope at the end of this week to write you concerning the prospects for further contributions to the CIMMYT 1972 budget. By then, it should be possible to write definitely about whether USAID can increase its support, and if so, by how much. It is just possible (although not probable) that we may have some preliminary indications from the Germans about their intentions with respect to CIMMYT. In the meantime, representatives of the Danish aid agency have consulted us about their allocation, and we have mentioned CIMMYT to them.

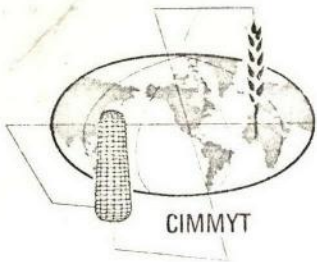
Sincerely yours,

Harold Graves

cc: Mr. Peter Oram, FAO, Rome

HG:ap





CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

El Batán, Mexico

February 7, 1972

TO: Donors to International Agricultural Centers

FROM: Haldore Hanson, Director General

HH

SUBJECT: World Wheat Seminar at CIMMYT, January 24-28, 1973

CIMMYT will hold a world wheat seminar in January 1973, and a world maize seminar in January 1974. These two seminars will review the world picture on each crop, and discuss the production outlook for 1980 and 2000 A.D.

Each seminar will bring together some top authorities in the field, and each will publish a report in book form.

Your agency is invited to send a participant, and to mark your calendar.

The participant should be a foodgrain scientist, or an administrator specializing in agricultural development.

The attached paper contains preliminary plans.

Attachment:

Preliminary Plans for a World Wheat Seminar
at CIMMYT, January 24-28, 1973.
Distribution list.

- (1) Secretariat of the Consultative Group on International Agricultural Research
Mr. Harold Graves, Executive Secretary
International Bank for Reconstruction and Development
1818 H Street N. W.
Washington, D. C. 20433
- (2) Technical Advisory Committee to the Consultative Group
Sir John Crawford, Chairman
Technical Advisory Committee
Chancellor, Australian National University
Canberra, Australia
- (3) Canadian International Development Agency
Mr. Paul Gerin-Lajoie, President
Canadian International Development Agency
75 Albert Street
Ottawa, Canada
- (4) Canadian International Development Research Centre
Dr. David Hopper, President
International Development Research Centre
2197 Riverside Drive
Box 8500
Ottawa, Canada
- (5) The Ford Foundation
Dr. David E. Bell, Vice President
The Ford Foundation
320 East 43rd Street
New York, N. Y. 10017
- (6) Germany
Mr. Herr G. Treitz
Regierungsdirektor
Ministry of Economic Cooperation
Bonn, Germany
- (7) International Bank for Reconstruction and Development
Mr. Richard Demuth
Director, Development Services Department
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C. 20433

- (8) Inter-American Development Bank
Lic. Antonio Ortíz Mena, President
Inter-American Development Bank
808, 17th Street, N. W.
Washington, D. C. 20577
- (9) The Rockefeller Foundation
Dr. Sterling Wortman, Vice President
The Rockefeller Foundation
111 West 50th Street
New York, N. Y. 10020
- (10) United Kingdom
Dr. A. R. Melville, Chief Advisor
Natural Resources
Overseas Development Agency
Eland House, Stag Place
London, England
- (11) United Nations Development Program
Mr. Myer Cohen, Assistant Administrator & Director
Bureau for Program Coordination
United Nations Development Program
United Nations Building
New York, N. Y. 10017
- (12) United States
Mr. Joel Bernstein, Assistant Administrator
Bureau for Technical Assistance
U.S. Agency for International Development
Department of State
Washington, D. C. 20523

CIMMYT

EL BATAN
February 1, 1972

Preliminary Plans for a World Wheat Seminar at CIMMYT, January 24-28, 1973

Norman Borlaug, Glenn Anderson, and Hallore Hanson discussed the following preliminary plans for a world wheat seminar at CIMMYT, in January 1973. CIMMYT Trustees have approved the seminar in principle.

A. Invitation list

Ideally the invitees should not exceed 50, but our first list reaches 75, and is difficult to reduce. It includes the following categories:

- * 5 Internationally known scientists, or economists, or administrators in agricultural development, who will be invited at CIMMYT expense to deliver the main addresses listed in Section B. below.
- 15 outreach technicians, engaged in the world wheat improvement program. Some would be CIMMYT employees, and some from other agencies.
- * 5 outreach administrators from governments with major wheat improvement programs, and hence "clients" of CIMMYT.
- 12 donor representatives from agencies which support or may support CIMMYT, (one each from Consultative Group Secretariat, TAC, IBRD, UNDP, USAID, RF, FF, CIDA (Canada), IDRC (Canada), IADB, Germany, and ODA).
- 5 from other international research centers (one each from IRRI, IITA, CIAT, upland crops institute, and ALAD, Beirut).
- 5 Government of Mexico agricultural administrators.
- * 5 CIMMYT Trustees
- 15 CIMMYT wheat staff
- 5 CIMMYT maize staff
- 3 CIMMYT Director General's office.

February 1, 1972

-2-

Those starred above would receive **travel** expenses. Those from international projects, or donors, or other research centers, would be asked to finance their trip from their own budgets.

It is probable that some donors will ask to be represented by more than one person.

B. Background papers at conference

Doctor Borlaug suggested that the seminar will require five background papers by international authorities to set the framework for a discussion of wheat improvement by 1980 and by 2000 A.D. These background topics would be:

- (1) Demographic projection: What shall CIMMYT use as the world demographic situation and resulting food demand, in 1980 and 2000 A.D., presented both for the world as a whole, and by areas of food deficit?
- (2) Competition between crops: What should CIMMYT assume will be the relative advantage between human energy crops, in 1980 and 2000 A.D.? (This topic will compare wheat, maize, triticale, rice, sorghum-milletts, tubers, food legumes, and other competitors -- in their world price advantage yields per land unit, and human food preference).
- (3) Production technology: To what extent can we now foresee that new food production technology will relieve the pressures for additional crop land by 1980 and 2000 A.D.? (Technology as a replacement for land expansion).
- (4) Water resources: What is the outlook for new technology in water conservation and water utilization for food production by 1980 and 2000 A.D.? (This topic would review the cycle of recharge, distribution, storage and farm use efficiency, and other competing human demands for water supplies).
- (5) Agricultural policies: What governmental policies, both national and international will maximize agricultural development in underdeveloped countries by 1980 and 2000 A.D.? What are the most pragmatic policies and how can they be promoted?

Speakers for the above topics have not yet been selected. They would be offered **travel** expenses and honoraria.

C. Presentation of the world wheat improvement programs

Drs. Borlaug and Anderson will be responsible for planning a presentation of the world wheat improvement programs, using their own colleagues in CIMMYT, and in the outreach programs.

D. Seminar program

The program will last 5 days at CIMMYT headquarters, and will offer optional travel within Mexico, to CIMMYT out-stations, both on the weekend before and the weekend following the seminar.

The headquarters program tentatively will include:

Opening dinner.

Five opening addresses, requiring the equivalent of one working day.

CIMMYT wheat staff presentation (1 $\frac{1}{2}$ working days).

Discussion (one working day).

Drafting Committee preparation of a critique, while other participants tour El Batán and Chapingo ($\frac{1}{2}$ day).

Presentation of drafting committee report, and discussion of report ($\frac{1}{2}$ day).

E. Seminar report

A mimeographed report, containing key addresses and documents, would be circulated to participants immediately after the conference.

A book based upon the conference would be published within one year after the conference, containing key documents and conclusions drawn by the editor(s).

F. Accommodations

CIMMYT will arrange its training program in January 1973 so that part of its training hostel is unoccupied, and to a maximum extent possible, the Seminar participants will stay at El Batán if they wish.

G. Budget

CIMMYT will include in its 1973 core budget a request for up to \$25,000 to cover costs of the seminar including:

February 1, 1972

-4-

15 travel awards
5 Honoraria to speakers
Administrative costs
Publishing costs

Distribution:

CIMMYT donors
CIMMYT trustees
Other international centers
Wheat outreach staff

CIMMYT

EL BATAN
February 1, 1972

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February 1, 1972

-2-

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February 1, 1972

-4-

15 travel awards
5 Honoraria to speakers
Administrative costs
Publishing costs

Distribution:

CIMMYT donors
CIMMYT trustees
Other international centers
Wheat outreach staff

Control File 926

DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

January 31, 1972

Mr. Haldore Hanson
Director General
Centro Internacional de Mejoramiento de Maiz y Trigo
Apdo. Postal 6-641
Londres 40, Mexico 6, D. F.

Dear Mr. Hanson:

This is in response to your letter of January 19, 1972 addressed to Dr. Milo Cox concerning possible increase to CIMMYT's budget during FY 72.

In case you are not aware, A.I.D.'s policy on the various World Centers is to contribute up to 25% of the core budget. In the past we did contribute more than 25%, but with the consummation of the Consultative Group and the spreading of our contributions to additional Centers, the above policy was established by our Administrator some time ago.

As you may know, the World Bank has been bothered by the fact that at the last Consultative Group meeting there was sufficient pledges to take care in total the requirements of the various World Centers. However, due to earmarking of funds, some of the Centers ended up with over-commitments and yours ended up with insufficient commitment. The World Bank, therefore, has been urging us to reduce our contribution at one of the other Centers and to increase it at CIMMYT. While this would not cost us any more total money, it does give us some real problems. At the present time I believe we can surmount these problems and that we will be able to shift around \$250,000 from one of the other Centers to CIMMYT's capital budget. We are, however, working through the World Bank as the spokesman for the Consultative Group and I am sure you will hear directly from them concerning this possibility and if it does become a reality, you will also hear from them on that. We would have to take the necessary action here to amend the PIO/T for this purpose. You will hear directly from us as soon as the decision has been made.

1952

ATTN: REAR OFFICERS FROM THE AS SOON AS THE QUESTION HAS BEEN MADE.
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PLEASE REPORTS AND THAT WE ATTN: REAR TO BECOME THROUGH \$250,000
SOME NEW REPORTS. AT THE PRESENT TIME I BELIEVE WE CAN WITHSTAND
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OFFICE IN AS.
TO DR. WITTO COX CONCERNING BUREAU INCREASE TO CIVIL, A POINT
THE IN IN BUREAU TO LONG, JEFFERSON OF THE BUREAU TO, THIS ESTABLISHED

DEAR MR. HANSON:

CONCERNING NO. MEXICO C. D. B.
VIA: BUREAU C-247
CENTRO INTERNACIONAL DE INVESTIGACIONES DE MEXICO Y EL EXO
OFFICERS GENERAL
MR. HANSON HANSON

REPLY TO: 31, 1952

WASHINGTON, D.C. 20523
AGENCY FOR INTERNATIONAL DEVELOPMENT
DEPARTMENT OF STATE

[Handwritten signature]

Mr. Haldore Hanson

- 2 -

January 31, 1972

Assuming other countries contribute as indicated, it is our intent to allocate to CIMMYT \$930,000 for core budget purposes for the calendar year 1972. That is, of course, assuming that the \$930,000 does not exceed 25% of the core budget. It is my understanding that CIMMYT now has a commitment from other donors such that this will be the case.

If you have other questions, please feel free to call us about them as we, of course, are as interested as you are that your program move forward at your recommended budget level and we will do whatever we can within the framework of our commitments to assist you.

Sincerely yours,

Omer J. Kelley
Director
Office of Agriculture
Bureau for Technical Assistance

✓ cc: Mr. Harold N. Graves, IBRD, Washington
Dr. Lowell S. Hardin, Ford Foundation, New York

JAN 31 1972

Aug 21 4 26 PM 1977

cc: Dr. Robert S. Nelson, Board of Directors, New York
Mr. Harold W. Gilman, IBM, Management

Business for Development Assistance
Office of Voluntary Service
Director
Box 1, Ketter

Business Letter

Dear Mr. Nelson, the following is our contribution to your work. We have included in our contribution a check for \$100,000.00. We have also included in our contribution a check for \$100,000.00. We have also included in our contribution a check for \$100,000.00.

We are pleased to contribute to your work. We have included in our contribution a check for \$100,000.00. We have also included in our contribution a check for \$100,000.00. We have also included in our contribution a check for \$100,000.00.

Mr. Harold W. Gilman

Business Letter



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - G-3 - International Maize and Wheat Improvement Center [CIMMYT] - 1972 / 1974 Correspondence - Volume 1		Barcode No. 1760371		
Document Date 28 January, 1972	Document Type Incoming wire			
Correspondents / Participants To: Graves INTBAFRAD From: Hanson				
Subject / Title Grant Payments to CIMMYT				
Exception(s) Financial Information d				
Additional Comments		<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>Withdrawn by Tonya Ceesay</td><td>Date 01-Dec-15</td></tr></table>	Withdrawn by Tonya Ceesay	Date 01-Dec-15
Withdrawn by Tonya Ceesay	Date 01-Dec-15			

CIMMYT

G 26

INCOMING CABLE

DATE AND TIME OF CABLE: JANUARY 28, 1972 1939
LOG NO.: WU /29
TO: GRAVES INTRAFRAD
FROM: MEXICO CITY

ROUTING	
ACTION COPY:	MR. GRAVES
INFORMATION COPY:	
DECODED BY:	

TEXT:

PLEASE ARRANGE IBRD GRANT PAYMENTS FOR CIMMYT TO FIRST NATIONAL CITY BANK
1303 AVENUE OF AMERICAS NEW YORK 10019; ACCOUNT 15539543 IN NAME OF
INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER. REGARDS

HANSON

FCA

SECTION
COMMUNICATIONS
JAN 29 15 43 1972

JAN 29 12 49 PM 1972

COMMUNICATIONS
SECTION

UNRECORDED COPY OF THE MESSAGE IS BEING FORWARDED TO THE
COMMUNICATIONS SECTION FOR RECORDING PURPOSES. THE ORIGINAL
MESSAGE IS BEING FORWARDED TO THE COMMUNICATIONS SECTION FOR
RECORDING PURPOSES.

TEXT

FROM

SECRETARY

TO

SECRETARY

INFO

SECRETARY

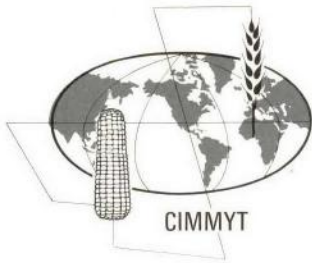
OF THE

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Consultative Group on International
Agricultural Research

CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO *Cross reference*
INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER *CD 15*

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

January 26, 1972

Mr. Harold Graves
Secretary, Consultative Group on Agricultural Research
Internationnal Bank for Reconstruction and Development
1818 H Street N. W.
Washington, D. C.

Dear Harold:

Subject: Visit to CIMMYT of German Delegation

On January 25 two representatives from the German Government visited El Batán for one full day of discussions regarding the work of CIMMYT.

The visitors were: Mr. Uwe Lorenzen, Director General, Ministry of Economic Cooperation; and Mr. Ulrich K. Weber, President, Federal Office of Economic Cooperation. Mr. Weber's address is: Kaiserstrasse 185, 53 Bonn.

Nine members of the CIMMYT staff answered questions on the work in wheat and maize, showed the visitors the grain quality laboratory, and the world germ plasm bank, and took them to lunch in the CIMMYT guest house.

I explained to them that until CIMMYT received a commitment for the \$1.2 millions still unpledged for 1972, we were delaying the increase in our program above the level of 1971. I also indicated that we would need a partial payment of at least \$300,000 in the first half of 1972 from this additional donor in order to solve our cash-flow problem for 1972.

Mr. Weber said he felt confident that his report could recommend a grant to CIMMYT by the German Government, and that a payment could be made in the first half of 1972. He said he expected to be able to write CIMMYT regarding the grant within 30-60 days.

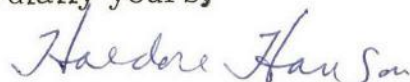
Mr. Harold Graves

January 26, 1972

-2-

The Consultative Group should also hear from the German Government.

Cordially yours,



Haldore Hanson
Director General

cc. CIMMYT Trustees' Executive Committee:

Dr. Virgilio Barco, Chairman
Dr. Oscar Brauer
Dr. Lowell Hardin
Dr. Sterling Wortman

HH/mph

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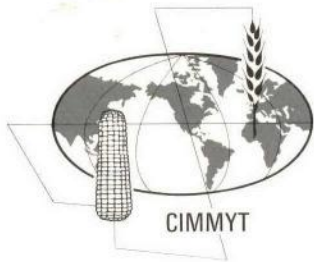
DR. Sterling Wolpin
DR. Lowell Harkin
DR. Oscar Blasler
DR. Virgilio Barco, Chairman

cc. COMMITTEE Delegates, Executive Committee:

Director General
Harold Hanson

Harold Hanson
Cordially yours,

The Consultative Group should also hear from the German Government.



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

January 24, 1972

Mr. Harold Graves, Secretary
Consultative Group on International
Agricultural Research
International Bank for Reconstruction
and Development
1818 H Street N. W.
Washington, D. C.

Dear Harold:

The Minutes of your pledging session December 3-4, dated December 29, are exceedingly useful.

A West German delegation is visiting CIMMYT January 25, and I shall write you after their talks. Hopefully, this may clear up the CIMMYT pledges for 1972.

I enclose the Minutes of a CIMMYT Trustees, Executive Committee meeting January 11. The members of this Committee voted that you should receive copies of all minutes, and be invited to all future meetings.

The next Executive Committee meeting is May 5-6, 1972, and the next Full Board meeting June 15-17, 1972. The first of these meetings is likely to be a very candid examination of CIMMYT's Program and Budget for 1973. The second meeting will be a review of our draft documents for International Centers Week with representatives of donors invited.

We shall be pleased to have you here as a visitor before that, if convenient to you.

I note from the Minutes of the Consultative Group dated December 29, numbered item 20, that the TAC is expected to take up at its April meeting in 1972 "the research needs of the Near East/Mediterranean". I assume this grows out of a series of discussions among FAO, CIMMYT, Rockefeller and Ford Foundations, ALAD, USAID, and others, regarding the improvement of Mediterranean regional services which started with the Near East Wheat and Barley Improvement Project (involving all of the above agencies), and has now been broadened.

CIMMYT
a Int'l Agricultural Research

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Mr. Harold Graves

January 24, 1972

-2-

CIMMYT will have a paper in circulation on this subject within 30 days. I shall send copies to you, for use by TAC if it wishes.

It will be helpful if we can be told, as early as possible, whether TAC wishes to make a review of CIMMYT programs for 1972 and 1973, and if so, when, and by what method of review. So many of the CIMMYT staff are absent from Mexico City at any one time, that it is necessary to plan well in advance to ensure participation of the senior staff.

One other subject. CIMMYT is delaying any increase in its program expenditures this year, compared to 1971, until we have definite confirmation of the IBRD grant and the West German or alternate grant. I will appreciate information from you as soon as you hear any new developments.

Cordially,



Haldore Hanson
Director General

Encl.: Minutes
HH/mp

Cc. Executive Committee: Dr. V. Barco
Dr. S. Wortman
Dr. O. Brauer
Dr. L. Hardin

Dr. K. W. Finlay
Dr. R. D. Osler

COPY

CIMMYT
México 6, D. F.
Londres 40 - 3er. Piso

January 19, 1972

Dr. Milo Cox
Chief, Agricultural Division
Latin American Bureau
U. S. Agency for International Development
Department of State
Washington, D. C. 20523

Dear Dr. Cox:

At an Executive Committee meeting of our Trustees last week, Lowell Hardin suggested that I write you for clarification of the possibility that USAID might increase its commitment of support to CIMMYT during Fiscal year 1972.

V. C. Perelli, USAID Grant Officer, wrote Dr. Wellhausen on November 15, 1971, enclosing papers on Grant No. AID/csd-3384 for \$600,000 to support CIMMYT's core program in 1972.

Mr. Perelli stated in his letter: "A.I.D. will give consideration, subject to the availability of funds, to amending this grant to provide additional funds in support of the programs supported by the CIMMYT 1972 core budget.

Attachment 2 of Mr. Perelli's letter of November 15, 1971 correctly states that CIMMYT's 1972 core budget is \$3,697,455.

The Secretary of the Consultative Group at IBRD, in his minutes of the meeting December 3-4, 1971, Annex III, gives a tentative schedule of financing for CIMMYT which includes the following:

USAID	\$ 930,000
Ford Foundation	750,000
Rockefeller Foundation	750,000
Special income	380,000
IBRD	1,000,000
Other donors	1,200,000
	<hr/>
	\$ 5,020,000

		\$ 2,050,000
Other funds		1,300,000
IBFD	1972 JUN 25	1,000,000
Special income		300,000
Rockefeller Foundation		320,000
Ford Foundation		320,000
DAVID		\$ 820,000

Transmitting for SIMMALL under includes the following:
 meeting December 3-4, 1971 Annex III, Elias a tentative schedule of
 the Secretary of the Constitutional Group at IBFD in his position of the

states that SIMMALL's 1972 sale budget is \$2,000,000.
 Attachment 3 of Mr. Ferebee's letter of November 12, 1971 collectively
 budget.

Under in support of the program supported by the SIMMALL 1972 sale
 to the satisfaction of funds to financing this plan to provide additional
 Mr. Ferebee stated in his letter: "V.I.D. will have considerable support

support SIMMALL's sale program in 1972.
 12, 1971 enclosing letters on Grant No. VID/589-2289 for \$200,000 to
 A. C. Ferebee, DAVID Grant Officer, c/o Dr. Weinmann on November

December 1971.
 DAVID will increase its commitment of support to SIMMALL during
 1972 and suggested that I write you for confirmation of the possibility that
 at an Executive Committee meeting of our Trustees last week. Please

Dear Dr. Cox:

Washington, D. C. 20233
 Department of State
 U.S. Agency for International Development
 Latin American Bureau
 Chief, Administrative Division
 Dr. AHO COX

January 13, 1972

COBY

COPY

CIMMYT
México 6, D. F.
Londres 40 - 3er. Piso

Dr. Milo Cox

January 19, 1972

-2-

The total of \$5,020,000 represents CIMMYT's combined core and capital budget for 1972, as submitted to the International Centers' Week in July 1971.

The item "other donors" on the above list has not yet been clarified. West Germany has not yet specified the Centers it will assist, as far as CIMMYT knows.

Until that information is known, we have not authorized an increase in program expenditure above the 1971 level.

We are also concerned about the cash flow in the first half year, since each International Center starts each year with an almost empty treasury.

It is against this background that I write to ask: what is the criteria by which USAID will decide whether it will supplement its initial grant of \$600,000 for 1972? Is \$930,000 the possible USAID support to CIMMYT in 1972? At what time during the year might this decision be considered?

I hope these questions do not make CIMMYT appear to be impatient. I am trying to answer the questions from the wheat and maize programs here: when will we know whether CIMMYT can enlarge its program in 1972, or whether we must remain at the 1971 level.

Cordially yours,



Haldore Hanson
Director General

HH/mph

cc. Mr. Harold N. Graves, IBRD, Washington ✓
Dr. Lowell S. Hardin, FF, New York

El Batán
January 13, 1972

Minutes

Executive and Finance Committee
CIMMYT Board of Trustees
Meeting at El Batán, January 11, 1972, 230-615 p. m.

Members present:

Virgilio Barco, Chairman
Oscar Brauer
Lowell Hardin
Sterling Wortman

Agenda and Documents

- Item 1: Minutes of the Executive Committee meeting, June 28-29, 1971.
Minutes of the Board Meeting, September 22, 1971.
Documents in Spanish relating to changes in CIMMYT Charter,
September,- December 1971.
- Item 2: Oral report on operation of the IBRD Consultative Group of
Donors, by Hardin. No document.
- Item 3: Observations of the new Director General. 6 documents
distributed as follows:
- (i) CIMMYT cash flow for 1972.
 - (ii) Dates of important CIMMYT meetings 1972 and 1973.
 - (iii) CIMMYT outreach developments
 - (iv) CIMMYT Program review seminar 1973.
 - (v) Future of Puebla Project, and related activities.
 - (vi) Trustee delegation of authority to Director General.
- Item 4: Future Composition of CIMMYT Board, and recommendations for
New Members
- Item 5: Other business:
Recommendation that Dr. Wellhausen become honorary
Member of the Board.

Chairman's opening remarks.

- (1) Dr. Barco thanked the Executive Committee members for their
confidence in nominating him to be Chairman for 1972 at the Board
meeting in September 1971.

- (2) The Mexican Government has concurred in the election of Dr. Barco and Dr. Wortman as Chairman and Vice Chairman of the Board.
- (3) Dr. Wellhausen has resigned as Secretary of the Board.
- (4) The Mexican Government is preparing a "poder" recognizing Hanson as the new Director General.
- (5) Dr. Barco asked Hanson to serve as ad hoc Secretary of the present meeting, and to get a legal opinion before the next meeting of the Executive Committee on the proper procedure for designating a new Secretary, to succeed Dr. Wellhausen.

Review of the Minutes of the last Board Meeting, held September 22, 1971.

Minutes of the Board meeting prepared by Dr. Wellhausen were endorsed by the Executive Committee and will be presented to the next meeting of the Board in June 1972 for approval.

Dr. Wortman noted that a new administrative manual of CIMMYT was not discussed by the Board in September 1971. Copies were distributed to the Executive Committee. That item will be added to the agenda of the Executive Committee at its next meeting.

One member commented that interest of Board Members can be enhanced by prompt circulation of minutes.

Changes in CIMMYT Charter, September and December 1971.

The Executive Committee discussed three Spanish documents circulated by Dr. Wellhausen dealing with changes in CIMMYT Charter (numbers 71-6, 71-7, 71-8).

Background: The Executive Committee submitted to the CIMMYT Asamblea in September 1971 several proposed changes in the CIMMYT Charter. The Asamblea concurred, with the understanding the changes could become effective only when incorporated in an Executive Order, signed by the President of Mexico. The Executive Order was signed in December 1971, and is now in the hands of a lawyer for "protocolization" .

The Executive Committee asked the Director General to consult a private lawyer, and circulate to the next meeting of both the Executive Committee and the Full Board the following documentation:

- (a) Full text of the 1966 Charter, showing what is deleted and what is added by the 1971 changes, in both Spanish and English.

- (b) If the Government of Mexico requires the English translation to be certified in some special manner, arrange this, and circulate to the Board.
- (c) Have a clean copy of the revised charter printed in sufficient copies for the donors at International Centers Week, 1972; and in Spanish for use by Mexican Government agencies which refer to the Charter for legal status of CIMMYT.
- (d) Get a legal interpretation of the number of years or terms to which a Board member can be re-elected under this Charter.
- (e) Also a legal interpretation of what business the Board is permitted to transact by mail, as distinct from meetings under the present Charter and the laws of Mexico.
- (f) Assemble a file, in both Spanish and English, of the evolution of the Charter of CIMMYT, and its legal interpretation, to serve as a guide to the Board in future meetings. Sufficient copies should be available for individual members.

Consultative Group, and CIMMYT's 1972 financial outlook.

Hardin summarized orally the developments on the Consultative Group, the pledges for 1972 fiscal year, and the outlook for procedures in 1972 to obtain the 1973 budget.

The meeting of the Consultative Group at the IBRD in Washington, December 3, 1971, produced the following prospect for CIMMYT in 1972:

- (1) RF and FF each pledged \$750,000, and followed up with a grant of \$750,000, notified in writing to CIMMYT.
- (2) USAID pledged \$930,000 to the Consultative Group, but notified CIMMYT of an initial grant of \$600,000 which USAID says can be augmented during 1972. Hardin recommended that CIMMYT inquire of USAID what is the situation regarding the difference between \$600,000 granted, and \$930,000 pledged.
- (3) IBRD: Harold Graves of IBRD informed CIMMYT that the ~~Bank~~ would act upon a grant of \$1 million to CIMMYT in January 1972. IBRD funds are not restricted to core or capital.
- (4) West Germany and Denmark made pledges to the Consultative Group but have not yet announced which Center(s) they will support. IBRD staff have recommended that West Germany give \$1.21 millions to CIMMYT. A reply from West Germany is awaited in January 1972.

If West Germany does not make an allocation to CIMMYT, other donors might shift additional funds to CIMMYT (FF, RF, IBRD), to achieve a distribution of funds which equals the approved budget of each Center.

- (5) Total 1972 financial pledges by donors for CIMMYT as reported by the Secretariat of the Consultative Group in Washington, were:

RF	\$ 750,000
FF	750,000
USAID	930,000
IBRD	1,000,000
Other donors: West Germany?)	1,210,000
Special income	289,000
Carryover from 1971	<u>75,000</u>
TOTAL	\$ 5,004,000

This compares to the CIMMYT 1972 budget request, as submitted to the International Centers Week:

Core Program:

Gross budgeted expense,
page 8 of 1972 budget \$ 3,697,455

Capital Program:

1,306,000

TOTAL \$ 5,003,455

- (6) Hardin noted that the Consultative Group is taking a restrictive attitude toward capital budget items which have been previously included in Foundation grants but failed to be carried out because of rising costs. In IITA, a capital budget items totalling \$280,000 were excluded from the Consultative Group allocations, because the Bank staff took the position that this overrun was a problem for IITA and the Ford Foundation to solve.

Hardin asked if CIMMYT would be affected by overruns on the Rockefeller Foundation grants for either the El Batan construction, or the development of sub-stations. Wortman replied that as far as he knows all CIMMYT capital budget requests in 1972 represent supplemental requests by CIMMYT, after the previous Rockefeller grants and not the duplication of items between the Rockefeller budgets and the capital estimate submitted to the Consultative Group. It is important that CIMMYT maintain this distinction in communications to the Consultative Group.

- (7) Hardin said that donors are expected to be present at the International Centers Week, starting July 31, 1972 in Washington, and that this event might therefore become the principal negotiating session of the year. If that is correct, the pledging conference would be an anti-climax.

Wortman said the pledging conference might still be important for those Governments which attended the 1971 pledging conference, but did not pledge. These include Sweden, Norway, Switzerland, and France. There is evidence that France will join but not certain in 1972. Japan is also expected to join at some future date. Canada may switch part of its pledge from special projects to core budget. UK has indicated it hoped to increase its pledge. All these developments may emerge in the pledging session of 1972.

Cash flow.

Next the Executive Committee took up the cash flow of CIMMYT funds in 1972.

Hanson said that CIMMYT could carry out its 1972 program, both capital and core, if it received the German pledge or equivalent, and a partial payment of that donor in the first half of 1972.

If that pledge is late, or does not include a payment in the first half of 1972, CIMMYT will approach Ford Foundation to see if payments of the 1972 grant can be moved forward.

Proposed Program Review Seminar, January 1973.

The Executive Committee discussed the circulated paper.

Discussion indicated that CIMMYT has a choice between two different procedures on program review: it can (1) hold a discussion of both wheat and maize programs in one week, thus looking at CIMMYT's total program, or (2) hold two separate program seminars on wheat and maize, probably one year apart.

It was agreed that two different seminars would be preferable, and that wheat should be first, because the leadership of the wheat program has had longer experience in CIMMYT, and has achieved a more complete program structure. The wheat seminar would therefore help establish the format for the corn seminar, one year later.

It was agreed that the *Wheat Seminar* should be scheduled for 1973, tentatively January 24-28, 1973; and that the maize seminar would come in January 1974, or a modified date as recommended by the CIMMYT staff.

The Director General will present more detailed plans for the wheat seminar to the Executive Committee in May 1972.

External Program Review Panel in 1972.

Hardin raised the question of an external review panel for CIMMYT program before the CIMMYT budget is presented to the full board in June 1972, and to the International Centers Week in July 1972.

Hardin reported that the Consultative Group staff in Washington is discussing how best to use the Technical Advisory Committee in 1972 and 1973. It is possible that the TAC will again make 2-man or 3-man reviews of each of the Centers in 1972, and the Consultative Group will almost certainly require some kind of external program review, at each Center, before July 1973.

Hardin considers it wise that each Center initiate some kind of external review in 1972, with experts selected and paid by the Center, in order to show how the external review can best be done.

Hardin points out that IITA began such a process in 1971 and it worked well. The IITA external panel consisted of:

Verne Ruttan (USA), ex-IRRI staff member, economist.

A Belgian, ex-Director of Belgian research in the Congo, biological scientist.

An Ethiopian, dean of the graduate school of agriculture, biological scientist.

The panel met at IITA headquarters for five days, of which three days were taken up with testimony by IITA staff to the Panel, one day was given to preparation by the Panel of the draft report, and one day to the presentation by the Panel of the draft report to the IITA staff, with an opportunity for criticism or suggestions. The final report was written before the Panel left IITA. The report is less than 20 pages.

The Executive Committee will expect the Director General to discuss these ideas with the CIMMYT staff. The Executive Committee approved the idea, but left the decision to the CIMMYT staff.

Dates for Important Program Meetings at CIMMYT 1972 and 1973.

The Executive Committee approved the following events:

May 5-6, 1972 (Thursday-Friday): Meeting of Executive Committee at El Batan, to review issues and contents of CIMMYT budget for 1973. No observers invited except Secretary of Consultative Group. All top CIMMYT staff will be needed for part of the meeting. The meeting may last one day or two, at discretion of the Chairman.

June 15-17, 1972 (Thursday-Saturday): Meeting of full Board to review 1973 CIMMYT budget. Observers will be invited from all present and prospective donors. One executive session of the Board will be held without observers. Saturday will be devoted to a field trip to a CIMMYT station which offers the most useful observations in June 1972.

(July 31-August 3, 1972: International Centers Week, Washington. Presentation will be made by the Director General and the head of one or both crop programs. The two deputies may be needed for private conversations with donors).

January 24-28, 1973: International program seminar on wheat.

January 1974: International program seminar on maize.

One field trip in Mexico will be recommended by the Director General for each meeting of the Executive Committee or the full Board, and the Chairman will determine whether sufficient members can participate.

Policy on observers at Meeting of the Executive Committee and Full Board.

The Chairman proposed, and the Committee agreed, that only the Secretary of the Consultative Group should be invited to future meetings of the CIMMYT Executive Committee, but that all donors or prospective donors could be invited hereafter to the Full Board meetings. The Full Board, however, would always reserve the right to hold a closed meeting for purposes of making decisions.

CIMMYT Outreach Programs

The Executive Committee reviewed briefly the new developments on outreach, given in a staff document, but there was inadequate time for discussion.

Mediterranean Regional Wheat Proposal: The Director General said the document on the Mediterranean program had not yet been rewritten, since the meeting at Mexico City in September 1971, and would be recirculated shortly for comment by the Executive Committee.

Both FF and RF are particularly involved in this activity, because each Foundation is financing major wheat activities in the Mediterranean region.

Hardin observed that a Beirut workshop on wheat, scheduled in mid-February, would be a meeting of technicians, not government negotiators, but there might be time to discuss the CIMMYT proposal at a separate session.

Wortman said RF was prepared to make its support of the Turkey wheat program an integral part of the regional proposal, and that RF would consider channelling its support of Turkey through CIMMYT, if CIMMYT staff considered that desirable. (\$500,000 for two years). Wright, the Turkey project head, would then remain on RF payroll. CIMMYT would handle funds for training in Mexico, and RF could continue to handle funds for academic training in the USA.

Iran: Hardin said FF is prepared to finance a wheat breeder in Iran, and to make this arrangement through CIMMYT. The candidate is already identified, subject to CIMMYT staff concurrence.

Wheat disease warning system: Hardin said FF is also prepared to finance through CIMMYT the continued work of Gene Saari, now in India, on a regional basis serving all countries of Mediterranean and Near East. This FF support is available for part of 1972, or all of the year if necessary. Thereafter, FF hopes that Saari will either be incorporated into CIMMYT core budget or into the new Mediterranean area budget.

Hardin said he hopes CIMMYT can work out the arrangements on Saari by midyear and notify the head of FF program in India with copy to Hardin.

Puebla Project, and related program questions in CIMMYT.

The Executive Committee had only brief time to discuss the paper on Puebla Project.

Wortman said RF will look to CIMMYT staff for advice on the future of the Puebla Project. Wortman places emphasis on clarifying the future role of the Graduate School at Chapingo, and the INIA staff and Extension Staff at Chapingo.

The Director General said that CIMMYT would submit a paper on this subject to the Executive Committee sometime between January and the May meetings of the Committee.

Delegation of authority to the new Director General.

- (1) Power of Attorney: The Chairman said he has the intention to grant a power of attorney to the new Director General.

Before taking action he asks the Director General to examine how the Power of Attorney was given to the previous Director General, what powers were included, and what use was made of those powers.

- (2) Borrowing authority for CIMMYT: The Chairman requests a legal report on what the laws of Mexico require in procedure for the borrowing of funds by a private, non-profit organization like CIMMYT; and what has been the need of CIMMYT for such authority. This report should be submitted to the next meeting of the Committee.

- (3) Personnel review procedures of the Executive Committee: The Board created the six positions now classified as Class I at CIMMYT:

1 Director General
3 positions designated Deputy Director General
2 Directors of crop programs, wheat and maize.
6

The Executive Committee wishes to approve any changes of persons filling these posts, and to approve the creation of any new posts at Class I.

The Committee also expects an annual report of the Director General, which will show how he has used his authority to create new posts and to fill those posts.

The Committee considers these procedures adequate.

Dr. Wellhausen should be asked to provide for the information of the Executive Committee and the Director General Wellhausen's recollections of how the Board and the Director General have consulted each other on personnel matters, since the beginning of CIMMYT.

- (4) Interim arrangements: The Chairman said he is prepared to handle on an ad hoc basis any authority needed by CIMMYT before the next meeting.

Oscar Brauer said the Ministry of Agriculture could probably help on any of the legal questions raised at the present meeting, and that Brauer would be glad to arrange such help through the Under Secretary.

This would supplement, not replace, the private lawyer CIMMYT is already using.

Nominating Committee for New Board Members.

In June 1971 the Executive Committee appointed an ad hoc committee on nominations, consisting of Brauer, Hardin, and Wellhausen. At the Board meeting in September 1971, Hanson was added to the membership. This Committee never met.

At the request of the Nominating Committee members present (Brauer, Hardin, and Hanson) two additional members were added to the Committee - Barco and Wortman. Henceforth, the work of the Nominating Committee will be synonymous with the full Executive Committee, and its assignment will be taken up by the Executive Committee.

Future Composition of the CIMMYT Board, and Nomination of New Members.

The Committee agreed there is a disadvantage in continuing to operate with a Board of only nine members, out of 15 authorized by the Charter. The Board should have new members gaining experience.

As a formula, the Committee agreed it should try to recommend three new members to the Board at the present meeting; another three in May 1972, and have three more candidates available at the end of 1972, to fill possible vacancies.

- (1) Dr. Barco is leaving for the Philippines immediately after the present meeting. He will check the availability and acceptability of two Filipino candidates (Tanco and Drillon). Barco will report his findings to the other Executive Committee members, and one of the two Filipinos will be recommended.
- (2) and (3) Guy Camus, French research director for a program located largely in tropical Africa, and Alexander Grobman, Peruvian scientist, now with Northrup King seed company in Peru, were both endorsed.

The Director General will assemble biodata on the three candidates, and will circulate them to the full Board, for a poll by mail, when the Chairman instructs him.

Other suggestions on which the Board members expect to make further inquiries before the May meeting:

- (4) An Indian to replace Subramaniam at end of his term, possibly D. P. Singh of Uttar Pradesh University.
- (5) An Arab candidate. Further inquiry will be made of the status of El Tobgy, an Egyptian. A check will be made of the **interest** of the **Jordanian Minister of Agriculture**.
- (6) An African from tropical Africa. Hanson will submit papers.

With help of the Executive Committee, the Director General should have ready for the May meeting a panel of more than three names which will complement the present Board distribution, both in geographic area and in professional background.

Dr. Wellhausen to be Honorary Member of Board.

Dr. Wortman pointed out that when three of the founding members of CIMMYT resigned from the CIMMYT Board, they were voted honorary members (Gil Preciado, Sánchez, Harrar).

Dr. Wellhausen was the fourth founding member of CIMMYT.

The Committee endorsed that Dr. Wellhausen should also be asked to become an honorary member of the Board. This action will be placed on the agenda of the Full Board in June 1972.

Adjournment

The Executive Committee adjourned at 6:15 p. m. to prepare for the Dinner given by the Board to say farewell to Dr. Wellhausen and welcome to the new Director General.

Haldore Hanson
Director General

HH/mph

CIMMYT'S PROPOSED 1972 CAPITAL BUDGET

During International Center's Week it was suggested that CIMMYT should review its 1972 capital request with the objective of setting it out in priorities. The attached tables represent CIMMYT's attempt to do so, even though it considers the total capital request for 1972 as being essential in providing the equipment, vehicles, and field, laboratory and office space necessary to attain its overall objectives as efficiently and as rapidly as possible.

The first priority includes that portion of the total 1972 request which CIMMYT believes to be most urgently needed during the year. The second priority involves that portion, if the total requested for 1972 (\$ 1,280,735)^{1/} is not available, which could be delayed until 1973. However, if this turns out to be the situation two points will have to be taken into account:

1. That portion remaining from the original 1972 request must be carried over as high priority items in 1973 and our five year capital request already includes \$ 642,400 for that year.
2. That portion of the 1972 request which must be deferred until 1973 would probably cost somewhat more due to inflation.

^{1/} The total presented to CIMMYT's Board and at International Center's Week (\$1,316,435) has been reduced by \$ 35,700. This reduction was possible due to the approval of CIMMYT's proposed Triticale budget by CIDA /IDRC which contained this amount for purchase of special field plot equipment.

Experience gained in Mexico since the beginning of the cooperative Rockefeller Foundation - Mexican Government agricultural program in 1943 has conclusively shown that Mexico has climates, soils and ecologies very similar to those prevailing in many areas of the world where CIMMYT is cooperatively attempting to increase the production of maize and wheat. It follows, therefore, that judicious selection of experimental fields will enhance considerably CIMMYT's ability to provide the best possible training and to develop germplasm and information which will be of the greatest and most immediate utility.

The five locations for which additional developmental funds are herewith requested have been selected in line with most efficiently realizing CIMMYT's overall objectives. Two of these locations, Poza Rica and Tlaltizapán, are primarily maize stations and two, CIANO and Toluca, are devoted primarily to wheat research. The experimental field area at "El Batán", the headquarters station, is divided approximately equally between the maize and wheat programs.

Through 1971 the Rockefeller Foundation has provided approximately, 3.5 million dollars for the construction and equipping of the Central Headquarters facilities at El Batán and \$ 527, 000 dollars for land purchase, construction and land development at CIMMYT's four substations. The Government of Mexico has arranged to purchase land at El Batán, Tlaltizapán, and Poza Rica at a cost of approximately \$ 406,000 dollars. In addition, the experiment station CIANO in the state of Sonora, Mexico, funded jointly by the Government of Mexico and a farmers group in the area, annually provides rent free approximately

80 hectares of excellent irrigated experimental land plus laboratory space for the use of the Wheat Program.

The following tables present a summary of the separation of the total 1972 Capital request into the two priorities described previously. It will be noted that the first priority totals \$ 756,505 while the second priority is valued at \$ 524,230. Complete details of each individual item including lists of equipment, proposed construction, plans for land development and irrigation systems, etc. are available at CIMMYT.

DEPARTMENTAL ROUTING SLIP				Date	
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				✓ Central File	

*Please
File*

*Consultation Group on
International Agricultural
Research: CIMMYT*

Proposal for Phase 2 of UNDP/CIMMYT

Global Project No. 1.

Research and Training in the Development of
High Lysine Maize

Research and Training in the Development of
High Lysine Maize

(UNDP Special Contract with CIMMYT)

<u>CONTENTS:</u>	<u>Page No.</u>
A. <u>The Purpose</u>	1
B. <u>The Contract</u>	1
C. <u>Background</u>	2
D. <u>Work Plan</u>	3
1. The genetic research and breeding	3
2. The chemical research and analytical service	3
3. Training and assistance in the initiation and operation of Nutritive Maize Production Programs in Latin American countries	3
E. <u>Progress March 1970 - July 1972</u>	3
1. Genetic research and breeding	3
2. Chemical research and analytical service	6
3. Training and assistance in the initiation and operation of Nutritive Maize Production Programs	7
4. The use of opaque-2 maize in NMPP's	11
F. <u>Recommendations for Grant Renewal by UNDP</u>	12
G. <u>The Proposal for Phase 2 of Global Project No. 1</u>	12
1. Research breeding and agronomy	12
2. Chemical research and analytical service	14
3. Training and assistance in quality maize programs	16
4. Program budget for UNDP renewal grant	19
5. Administrative arrangements in UNDP renewal contract	19
APPENDIX I. List of documents on UNDP Contract Global 1 and progress reports	20
APPENDIX II. Estimated 3 year Budget March 1973 - March 1976 for the Research, Development and Utilization of High Lysine Maize	21

Proposal for Phase 2 of UNDP/CIMMYT Global Project No. 1.

Research and Training in the Development of High Lysine Maize

A. The Original Proposal

1. On August 4, 1969, at the request of UNDP, CIMMYT submitted a proposal for the Research, Development and Utilization of High Lysine Maize. The research to be carried out at CIMMYT and Nutritive Maize Production Programs were suggested in cooperation with local government agencies in Central and South America, Africa and Asia. The suggested program was planned for 5 years at a total cost of U.S. \$4,833,310.

B. The Contract

1. On March 12, 1970, CIMMYT signed a contract with UNDP containing a revised program mutually agreed with the BROAD OBJECTIVE - "The purpose of the project is to assist the peoples of the developing countries in improving the protein content of their diet through a) intensifying research on raising the quantity and quality of protein in maize in combination with high yield, and b) training agronomists to carrying out national programmes of nutritive maize production . . ."

2. a) The grant period was for 3 years.

b) The UNDP funds available to CIMMYT were \$1,543,000.

c) The program was limited to Central and South America.

3. Dr. Ernest W. Sprague, Director of the CIMMYT International Maize program, was named team leader in the contract, to act as liaison officer between UNDP and CIMMYT. The contract also states "He shall have immediate responsibility for the carrying out of the project and the implementation of the contract on behalf of CIMMYT".

4. CIMMYT agreed to "Convene a Policy Advisory Committee consisting of one representative of each of governments involved in project activities, FAO and UNDP. A CIMMYT officer will serve as chairman . . . It shall meet as determined by CIMMYT, but at least twice a year . . ." Dr. Keith W. Finlay of CIMMYT is chairman.

C. Background

In 1963 Dr. E. T. Mertz and his coworkers of Purdue University discovered that the mutant gene "opaque-2" of maize produces a modified amino acid balance of the grain endosperm protein, resulting in increased quantities of lysine and tryptophan. Feeding trials with diets of only opaque-2 or floury-2 maize, another high lysine mutant discovered subsequently, have confirmed that animals, particularly the young, can gain weight at up to 3.5 times faster than if fed normal maize diets. The growth rates and standards of health are roughly equivalent to growth patterns resulting from artificially balanced diets.

This discovery revealed a unique potential for the production of a traditional cereal crop with greatly enhanced nutritive qualities. The fact that maize is eaten by a large sector of the undernourished people of the tropics and subtropics provided the stimulus to attempt the conversion of this scientific potential into quality food production in these regions.

In early 1970, when the Global 1 project started, there were several technical problems to be overcome before high quality maize could be produced by the farmers of Latin America. It was not certain at that time whether all the problems could be resolved.

The principal problems were:

1. The original opaque-2 and floury-2 mutants were identified in varieties of maize ecologically adapted to the temperate climate of the United States "corn belt". They were thus not suitable for direct production in the tropical and subtropical areas where they could produce the greatest benefits.

2. The descriptive names "opaque-2" and "floury-2" indicate the dull, lustreless and chalklike physical appearance of the kernels by which these mutants were originally isolated and identified. These characteristics represented an obstacle to acceptance by farmers accustomed to growing flint and dent types of maize with their clean, shiny and lustrous appearance. Apart from the high Andean regions of South America where the floury grain types are traditionally grown, the majority of the maize areas of the world grow flint and dent types for either human or animal feed.

3. The grain of these mutant maize has a soft and less dense endosperm with a lower weight per unit volume which reduced yield by an average of 10-15 percent.

4. There were indications that the mutants were more susceptible to insect and disease attack and were therefore more difficult to store.

5. The only certain method of identifying high quality maize was by chemical analysis of the grain for lysine and tryptophan. This highlighted the need for a simple, accurate and rapid analytical technique for measuring the quantity of these amino acids in very small quantities of grain endosperm.

D. Work Plan

The project was divided conveniently into three distinct but interrelated areas of activity:

1. The genetic research and breeding, necessary to provide a range of maize populations and varieties which are not only high in lysine and nutritive value, but also have improved yield and agronomic characteristics, together with acceptable grain type to meet local requirements in selected Latin American countries.

2. The chemical research and analytical service, necessary to provide a) a more efficient analytical technique for identifying single maize grains with high lysine and tryptophan content; and b) an analytical service for the geneticists and breeders to enable them to identify nutritively superior genetic materials.

3. Training and assistance in the initiation and operation of Nutritive Maize Production Programs (NMPP's) in Latin American countries. Pending the availability of satisfactory quality maize varieties from the genetic research and breeding program, it was decided to initiate the following activities: a) the survey of countries in Central and South America to determine those with large subsistence maize farming areas that are willing to cooperate in this project; b) the selection of a team of agronomists from the country or countries, for training in Mexico; c) assistance with the initiation and operation of an NMPP in the country; and d) the organization of local, regional and international meetings to encourage the interchange of information and experience at all levels, including farmer organizations, government agencies, government leaders and scientists.

E. Progress March 1970 - July 1972.

1. Genetic Research and Breeding.

a) A small opaque-2 maize breeding program at CIMMYT was expanded in 1970 to transfer the opaque-2 gene from its original

unadapted genetic background into a wider range of maize varieties and populations from most of the maize growing areas of the world. The transfer of the o₂ gene into locally adapted maize was also underway at a number of other breeding centers. CIMMYT was able to assemble approximately 75 different o₂ maize populations which were at various stages of development. About half of these are from the Mexican program and the rest have come from programs in 15 different countries. These materials form the basis of the present quality maize breeding program.

CIMMYT has placed special emphasis on transferring the o₂ gene to several genetically diverse composite materials with wide regional adaptation for the lowland tropics, high elevation areas and Asian regions. These populations are now being improved by selection and breeding.

b) More than 20 maize materials are being selected for varying fractions of vitreous endosperm while retaining the quality protein. On May 10, 1972, CIMMYT harvested the first 100 kilograms of seed (4 bushels) of a maize population carrying the opaque-2 gene, hard endosperm grain, resistance to many common diseases, intermediate maturity (i.e. 110-115 days in the hot season in the tropical lowlands of Mexico), and good yield potential under tropical conditions in the best farmer's fields (5-6 tons per hectare in the cool season and 3-4 tons per hectare in the hot season near Poza Rica, Mexico).

Most of the May 10 harvest was immediately shipped by air for multiplication and testing in 15 countries (Colombia, Ecuador, Egypt, Guatemala, Haiti, Honduras, India, Mexico, Nepal, Nigeria, Pakistan, Panama, Philippines, Thailand and Salvador).

Plans have been completed for the resulting 20-25 tons of seed which will be harvested in October 1972 to go immediately into (i) field trials on farmers' fields, (ii) test feeding to swine and other smaller animals, and (iii) test feeding to protein deficient children in a hospital at Cali, Colombia.

This marks an historic occasion as it is the first quantity production of a high quality maize with hard endosperm similar to normal maize.

If the yield trials, feeding trials and laboratory tests confirm what CIMMYT has already found in Mexico, the maize-eaters and maize-feeders of the world will receive, beginning in 1973, a new source of enriched protein. Several more quality maize populations with hard endosperm grain will be available for testing and production within the next year or two.

Having shown that it is possible to produce vitreous quality grained varieties, greater emphasis is now being placed on this aspect of the program to:

- i) increase the genetic diversity of materials having these characteristics;
- ii) genetic studies to assist the breeders to identify desirable populations, and the mode of inheritance of the modifiers.

c) A number of trials have been conducted to test the agronomic performance of the quality protein materials. Details of two international o₂ maize trials are provided in Table 1.

Table 1. International o₂ Maize Trials

Name of trial	No. entries	From No. countries	Test at No. sites	In No. countries
1st International o ₂ maize trial	28 <u>1/</u>	8	17	13
2nd International o ₂ maize trial	28 <u>2/</u>	8	30	22 <u>3/</u>

1/ 17 from CIMMYT

2/ 13 from CIMMYT

3/ Argentina, Brazil, Chile, Colombia, Costa Rica, El Salvador, Ghana, Guatemala, Honduras, India, Iran, Jamaica, Mexico, Nicaragua, Pakistan, Panama, Peru, Philippines, Thailand, Egypt, USA, Venezuela.

Yields as high as 8 tons per hectare have been obtained from o₂ materials at the best sites. This compares very favourably with normal maize material.

d) Some new mutants isolated from different maize materials with relatively high levels of tryptophan are under study. Also some new mutants such as flourey-10 reported recently may combine advantages of both opaque-2 and flourey-2, and will be explored in the breeding program.

e) CIMMYT is concerned with the development of high yielding, widely adapted varieties of maize, in particular varieties which will meet the needs of the developing countries of the world. Many of these

countries are in the tropics where yields are usually smaller than in temperate latitudes.

As part of the maize improvement program, a series of agronomy-physiology studies are being conducted. The objective is to provide the plant breeding program with quantitative information on the physiological factors which determine grain yield in tropical maize, and to indicate the most probable ways in which factors currently limiting yield can be overcome. The first information from this research will be available to the maize breeders in the near future.

In summary, the genetic and breeding program in 1970-72 has so far demonstrated that high yielding, vitreous quality grain maize with the O_2 gene, incorporating desirable agronomic characteristics can be produced or use in a wide range of environments. The first population has been released. Rapid progress is being made towards the release of further superior populations for wide scale testing and selection in the food deficit areas of the world.

2. Chemical research and analytical service

a) The identification of high lysine lines within maize populations depends on careful chemical analysis. Most of the identification used to be made either by selecting the opaque kernels, which unfortunately preclude any opportunity to obtain better grain type, or by chemical analysis of small bulk samples which tended to obscure the useful genetic variability.

Studies and evaluations of a number of techniques for analyzing lysine and tryptophan in maize endosperm were carried out collaboratively in the CIMMYT Protein Quality Laboratory and the Biochemistry Laboratory at Purdue University (the latter financed by USAID).

Techniques for the routine evaluation of populations (by analyzing small bulk samples) and segregating material (by non-destructive analysis of the endosperm of single kernels) were recommended and published under the title:

"Chemical Screening Methods for Maize Protein Quality at CIMMYT"
by Evangelina Villegas and Edwin T. Merts. CIMMYT Research
bulletin No. 20, May 1971.

Copies of this publication together with a list of equipment which is simple to operate and maintain, and cheap to purchase, has been widely distributed to maize programs throughout the world. A reprinting of the publication has been necessary due to the large number of requests received for this Research Bulletin.

b) Using the above techniques, approximately 10,000 samples have been evaluated from the CIMMYT genetic and breeding program, and from programs in 19 other countries including Argentina, Brazil, Peru, Colombia, Bolivia, Honduras, Nicaragua and countries in Africa and Asia.

c) Because chemical analysis is the only method available to identify quality protein lines, assistance has been given to several countries in setting up their own analytical laboratories and training personnel to man them.

Training has been provided as follows:

Country		Number of trainees
Mexico	5	(2 Ph.D., 1 M.Sc. students Chapingo)
Peru	1	
U.S.A.	1	(Ph.D. student Cornell University)
Colombia	1	
Argentina	1	
India	1	
Venezuela	1	
Nigeria	1	
Philippines	1	(Ph.D. student)

d) Research at CIMMYT indicates that maize grain with above average amounts of lysine and tryptophan are not necessarily more nutritious when fed to animals. For this reason a small animal nutrition laboratory was equipped during 1971. The test animal is the Meadow Vole (Microtus pennsylvanicus).

Preliminary evaluation of opaque-2 lines are being conducted at the present time. In collaboration with other laboratories a comparative test between pigs, hens, rats, mice and voles is currently being undertaken with opaque-2; hard endosperm opaque-2 and normal maize to standardize the experimental conditions and test the value of the vole as a test animal.

3. Training and assistance in the initiation and operation of Nutritive Maize Production Programs.

At the beginning of the project period, four CIMMYT staff members, including the Director General, visited Colombia, Peru and Bolivia at the request of the Governments to inform them about the UNDP project. A few weeks later (April 1970) the Director General of CIMMYT and two staff members visited Peru, Ecuador and Colombia. The second visit

to Peru and Colombia was to explore in detail the organization NMPP's in those countries.

A conference held in Puebla, Mexico, in August 1970 to discuss "Strategies for increasing agricultural production on small holdings" was attended by political leaders, administrators, scientists and business men from 14 Central and South American countries.

Five NMPP projects have since been initiated, in Mexico (2), and in Colombia, Peru and Honduras, one each, as a result of these initial contacts with Governments in Latin America. Several other Governments expressed interest in the concepts. Plans to assist the Government of Ecuador utilize quality maize through their National Maize Program are presently under discussion.

a) Colombia

In March 1970, the Agricultural Research Institute of Colombia (ICA) selected 10 scientists for training in Mexico. They were interviewed by a CIMMYT staff member and 5 were selected for two years of training at the Graduate School, Chapingo, and in the Puebla Project. To enable the project to move ahead rapidly, 5 more scientists were given shorter in-service training within the Puebla Project. In 1972, 2 more ICA staff have been selected for M.Sc. training at Chapingo and 7 more for in-service training at CIMMYT in Mexico.

A detailed study was made by a Colombian scientist of four potential project areas. The final selection of the Oriente-Antioqueño region was made with assistance of CIMMYT staff. The total project area is 172,800 Ha. with 42,000 Ha. cultivated annually to maize, beans and potatoes.

There are 35,600 farms in the region with an average size of approximately 5 Ha. The project team are initially concentrating their effort on about 1/3 of the area. CIMMYT staff in Mexico are continuing to assist with planning, data analysis and general advice when requested. Material support to the project with UNDP funds has been limited to the provision of 3 pickup trucks.

Stimulated by the early contacts with UNDP/CIMMYT Global 1 project, the Colombian government has shown considerable interest in promoting rural development projects of this type. Five more projects are either underway or have been approved by the Government in other small farmer areas of the country. One of these is being supported by the International Research Development Center of Canada (CIMMYT has already provided some training in Mexico for staff of this project with funds from IDRC). Another project is supported by the Ford Foundation.

In-service training is planned within at least two of these programs to provide a continuing supply of personnel to further expand the production of small farmers. By 1973 Colombia plans to transform the existing agencies into rural development projects.

The Colombian Government has established a national quality maize program within the Agricultural Research Institute (ICA). During 1971, 14,000 Hectares of opaque-2 maize were grown in about 150 counties throughout the country. It is estimated that 50,000 families benefited as most of this production was on 1/4 to 1/2 hectare plots.

CIMMYT staff provided frequent consulting service during the first year of operation of the Oriente Antioqueño Project which was concerned with the conduct of variety, fertilizer and multiple cropping experiments to provide data for farmer recommendations. Experiment data suggest that it should be possible to increase maize yields by 1 ton/hectare by adequate use of nitrogen.

No quality maize variety is yet available that is well adapted to the high Andean valleys of Colombia or Peru. Cooperative breeding work is being undertaken with the Governments of Colombia and Peru, and the International Tropical Agriculture Center (CIAT) to produce varieties for this region. These should be available in 2-3 years.

b) Peru

Similar assistance is being provided by CIMMYT to Peru. The Cajamarca-La Libertad area was selected in December 1970 from 4 sites proposed and studied. There are 140,000 Ha. of maize, wheat and barley grown annually in the region with average farm size of approximately 1.5 Ha. The estimates of Farm population is as yet unreliable.

Four Peruvian scientists have been trained in Mexico from 8 recommended. Agronomic experiments have been started and good local interest has been generated. The national maize, wheat and barley breeding programs have been closely linked with the project. The project which actually got underway in the region in early 1971 has now had 19 Peruvian technical assistants added to the staff.

During 1971, 74 maize experiments concerning variety evaluation and productivity were carried out; 85 wheat and 34 barley experiments were also carried out to obtain data about the multiple cropping system of the region. Some quality maize has been included in the experiments currently being grown. However, varieties with high protein quality and very large soft grain of the type used in the area are not yet available from the breeding program. CIMMYT is providing technical support by staff visits from Mexico several times a year. Five pickup trucks and a cereal thresher have also been provided from UNDP funds.

c) Honduras

The Banco Nacional de Fomento, and Banco Central de Honduras initiated a crop production program patterned after the Puebla Project in early 1971 in the Francisco Morazan Area of Honduras. It is an area with 15,000 Ha. cultivated each year, principally to corn and beans. The area contains about 3,200 farmers.

CIMMYT agreed to assist the program that was directed by a Honduran scientist trained at Chapingo and in the Puebla Project.

The staff totals 6 scientists but the rest are young and relatively inexperienced. Because of this CIMMYT has provided technical advice through staff visits and in addition provided a staff member for a period of 2 months in 1971 and again in 1972, to assist with the planning, site selection and planting of the experiments.

Discussions are currently proceeding to arrange for this project to become an integral part of the government Agricultural Research and Extension Department - Desarrural. During 1972, the sponsoring banks have provided an operating budget of \$83,500.

d) Mexico

In early 1971 two State Governments, Mexico and Tlaxcala, each decided to initiate production programs in their state.

i) State of Mexico

The State Government approved a plan of operations and a budget of \$160,000 for 1971 to initiate a "Plan Mazz". CIMMYT staff worked closely with state officials in organizing the program. Twenty-two Mexican technical staff employed by the State have been assigned to the project; 5 of these staff are receiving or have received training in the Puebla Project.

The total cultivated area of corn is about 425,000 Ha. There are approximately 150,000 farm families in the area and their corn yield is about 1.2 tons/ha. CIMMYT is continuing to provide technical guidance with the field experiments, and following the first year's operation, production recommendations have been made for 1972. There is no financial support to this project from UNDP funds or from CIMMYT.

The Plan Mazz was able to reach 5,239 farmers in 1971 with both improved production practices and credit, and to assist 24,000 other farmers. Large numbers of government officials and people interested in agricultural development visited the project in 1971.

It is planned to have most of the area sown to quality maize as soon as a suitable variety is available.

ii) State of Tlaxcala .

A program to increase production in the southern part of the State is being undertaken jointly by the State authorities and the National Institute of Agriculture (INIA). The region has a total cultivated area of about 25,000 Ha. Some 70% of this is planted to corn. There are approximately 10,000 farm families in the area.

There are 4 Mexican scientists employed by the State operating the program. One of these was trained in the Puebla Project. CIMMYT staff is providing technical assistance in the organization and operation of the project. One Mexican member of CIMMYT staff is assigned to the project, but no other support is provided.

4. The use of opaque-2 maize in the NMPP's.

During 1972 some of the experimental materials from various breeding programs are being tested in the production projects. When the adapted quality maize varieties have been adequately tested, and are available in quantity, it should be possible to quickly integrate them into the production projects. This ability to adopt and change with advancing technology is a basic concept of the production project.

Agricultural scientists are carefully selected and trained to bring modern technology to the farmer and demonstrate its validity, both technically and economically, in the farmer's environment. Also, assistance is given to governments to help form an infrastructure of government agencies; private enterprises and farmer groups to ensure adequate and timely provision of relevant research data and adaptive techniques, credit, fertilizers, pesticides, etc.

With the final wide scale testing of the first hard endosperm quality maize underway, it is opportune to plan and initiate phase two of Global 1, namely the extension of the research and production activities on to a world wide basis.

F. Recommendations for Grant Renewal by UNDP

The present contract between CIMMYT and UNDP expires March 12, 1973. CIMMYT proposes a 3-year extension beyond March 12, 1973.

CIMMYT proposes that (1) the genetic research and breeding, and the chemical research and analysis continue at about the same pace as for the period 1970-73: Cooperative bioassay studies will be added;

(2) the geographic focus, now limited to Latin America be extended to include consulting, training, production programs, nursery trials, and international workshops in Africa and Asia;

(3) the administrative features of the original UNDP contract be modified.

G. The Proposal for Phase 2 of Global Project No. 1.

The continuing program proposed under the extended contract can still conveniently be divided into three parts, namely:

1. Genetic research, breeding and agronomy.
2. Chemical research and analysis. Bioassays.
3. Training and assistance in nutritive maize programs.

1. Genetic research, breeding and agronomy.

Because of the inherently long term nature of "constructing plants" by breeding, this part of the project will need to continue throughout the extension period and beyond. The need to produce maize materials with still wider adaptation, or adapted to a wider variety of environments is inherent in the proposal to extend the project on to a global basis.

By using CIMMYT's research stations which have been located in Mexico to provide a wide range of environments, it has been possible to make exceptional progress towards the development of high yielding, widely adapted, quality protein maize with acceptable vitreous grain. However, several aspects of this program require continued attention.

a) The breeding program now needs to expand the genetic variability and ensure maximum exploitation of the quality potential that has been shown to exist in o₂ maize.

This could best be done by distributing samples of the breeding material to expert collaborators for selection under different stresses of environment, diseases and pests (e.g. CIAT for the Andean region,

IITA for the West African region, Inter-Asian Corn Program at Bangkok for the Asian region, etc.). Desirable selections would be returned to CIMMYT for further recombination and selection. A big advantage of this system would be that regional centres throughout the world all have the latest materials for testing and use within their regions while at the same time contributing to the continued improvement on an international basis.

The program is focused on the breeding of quality maize for developing countries where the crop is, or could become, an important part of the basic diet. These countries usually lack any form of seed industry for the production of hybrids, and most lack the commercial infrastructure necessary to make fresh seed available each year. For these reasons CIMMYT has placed the emphasis in the breeding program on the development of open pollinated varieties or synthetics which can be maintained by the farmer from year to year. The incorporation of the opaque-2 gene into these populations will continue to be a major aim of the breeders.

It is planned to include the opaque-2 gene in all outstanding populations of maize in the CIMMYT international breeding program. This will ensure that a quality protein version of these valuable materials will be available.

b) Genetic research and breeding of quality maize over the past 2-3 years has shown that it is possible to obtain vitreous grain with high protein quality. However, this work has highlighted the fact that the ease with which this can be accomplished varies considerably in different genetic materials. There is obviously no simple gene action controlling this conversion from soft to hard endosperm in quality maize, but rather a complex of modifier genes are necessary.

Genetic studies are planned to attempt to elucidate these modifier genes and their mode of action as a means of assisting the breeders to increase their efficiency.

c) CIMMYT is concerned with the total efficiency of the maize plant. By studying the plant architecture of the plant in different spacings, fertility, moisture regimes, the physiologists and agronomists are assisting the breeders to plan better maize plants with much higher yield potentials.

Coupled with this study and breeding for greater yield potential, more emphasis is being placed on the study of the general management of high quality protein materials and any factors which may limit their full exploitation, such as:

- i) the effect on quantity and quality of protein due to different fertilizer treatments;
- ii) the problems of storage due to insects, fungi, etc.;
- iii) the rate of drying of seed during ripening and its influence on disease infestation.

The hardness of the grain and its influence on these factors will be studied in detail as more vitreous grain maize materials become available from the breeders.

d) CIMMYT plans to increase still further the distribution and interchange of quality protein materials throughout the world through the Nursery Program to increase the rate of adoption and use in developing countries. In the past this technique of genetic interchange has been one of the most effective means of drawing attention to superior varieties of potential value to national programs. Now that quality maize materials of many different types are becoming available, the International and Regional Nursery programs will provide an effective vehicle for their global distribution.

It can confidently be expected that within the next 3-4 years a wide range of quality protein maize populations and open pollinated varieties should be available for use throughout the world. These should have wide adaptability, disease and insect resistance, high yield potential, and a range of grain type to suit the specific requirements of different regions. CIMMYT should undertake the role of producing the basic populations and through training, and the network of cooperators, assist local scientists to produce the open pollinated varieties (or hybrids) best suited to their needs.

It is proposed to undertake this genetic research, breeding and agronomic program with no addition to the existing staff supported by UNDP funds.

2. Chemical research and analytical service.

a) It has become increasingly obvious over the past 2-3 years that a rapid, cheap and accurate technique for chemically analysing maize seeds for lysine and tryptophan is essential to continued progress in developing the nutritive potential of opaque-2 maize.

In countries where active quality maize breeding programs are in progress, there is a need for the non-destructive analysis of single seeds. Although useful analytical techniques have been developed for these purposes, the search for improved techniques will be continued during the next three years.

Assistance will be provided to cooperating countries with the establishment, standardization of techniques, and training of staff for national maize quality laboratories.

b) With the projected increase in breeding of quality maize to service a global program the analytical service to the CIMMYT breeders will need to handle a significant increase in number of samples. Recent changes in techniques and equipment will enable the efficient staff to absorb the extra work load with no addition of personnel.

As more national quality laboratories become functional they will relieve CIMMYT of some of the service analysis presently being performed for many different country programs. CIMMYT plans to continue providing a limited analytical service to countries in the process of initiating quality protein maize programs.

c) Biological assay has recently been introduced as an essential feature of the total study and utilization of quality maize. Plans have now been completed to carry out the following studies during the last few months of the present grant period, but mostly during the next three years as improved genetic materials are made available in sufficient quantities by the breeders:

i) Comparative tests of a wide range of maize materials with different protein levels and amino acid composition of the endosperm. These tests would be conducted collaboratively with organizations having animal test laboratories using voles, mice, rats, chicks, pigs.

ii) Protein utilization studies with children suffering from protein deficiency are planned with Dr. Pradilla of the Cali Hospital, Colombia. A wide range of chemically different maize materials will be used in these tests which will be initiated late in 1972. Of particular interest will be the nutritive value of the hard endosperm maize populations as they become available.

iii) Acceptance tests will be conducted by providing test families with quality maize as a substitute for their normal maize. This material will be handled in the normal way by the housewife. Reaction to the quality maize will be sought by interview. This work will be undertaken in Colombia by local organizations.

iv) One ton of the new hard endosperm quality maize will be provided to two maize processing companies in Colombia to initiate studies of milling and processing quality. Further studies are planned as improved quality maize become available in sufficient quantity.

v) Simple farm demonstrations using farm animals such as pigs will be encouraged to illustrate the nutritive value of quality maize to farmers and their families. It is planned to incorporate this feature into the national production programs.

vi) Routine bioassay of breeders elite selections will be carried out in the CIMMYT vole laboratory.

The initiation of this type of study with both soft and hard endosperm quality maize, marks another significant step forward towards universal utilization of quality maize by the world's maize eating people.

3. Training and assistance in quality maize programs.

a) The original concept proposed by CIMMYT and approved by UNDP was to set up pilot projects in subsistence farming regions of Latin America to, a) increase their production of maize by the introduction of a modern package of practices coupled with availability of fertilizers, credit and trained scientific advisory staff; b) when ready, introduce new high yielding, quality protein maize varieties to improve the diet of these farmers who eat their own produce.

CIMMYT has gained considerable experience from world wide involvement in national maize and wheat programs and by assisting with the initiation of 5 production programs in 4 Latin American countries. This experience has highlighted the need for flexibility of approach to increasing production of crops, because each country offers a different social, political, economical and climatic environment.

CIMMYT advocates that to increase production of quality maize to feed the world's maize eating populations, (a high proportion live on subsistence farms) it is necessary to work through national agricultural agencies and programs in the developing nations. In this way the research and extension services essential for the long term success and stability of any production program can be developed.

If farmers - large or small - are going to adopt a recommended system, a necessary condition is that the recommendations include varieties and production practices which are consistent with the farmer's means and abilities.

There is also a need to provide inputs, such as fertilizer, credit and markets, at strategically located centers throughout the maize producing areas.

Irrespective of the country or farm size, the above factors are

important if quality maize is to make a contribution to improving world food supplies.

Countries differ significantly, however, with regard to such factors as:

- i) Their priorities for maize production; local consumption or export; produced by large or subsistence farmers etc.
- ii) Stage of development of the national economy.
- iii) Stage of development and level of expertise of the national research organization.
- iv) Availability of fertilizer, transport system, credit organization, marketing system and pricing policy.

b) Training and Production Programs 1973-76.

To allow CIMMYT the flexibility necessary to adapt its assistance and technology to the wide range of environmental, economic and technological conditions existing in different developing countries the following program is suggested:

i) The objectives outlined in B.1 (page 1) of this document, should continue unchanged as the guiding principles for the renewal period (3 years).

ii) Continue to offer assistance to the production projects started in Latin America under the first grant. This assistance will consist of consultant visits by CIMMYT staff; opportunity for extra training where desirable; continuing provision of quality maize germplasm from Mexico and the international breeding program; opportunity for national staff to participate in symposia and conferences related to quality maize production, and assistance with the establishment of national in-service training programs to ensure maximum spread of materials and concepts devised in the original project.

iii) Extend assistance to national maize production programs in Africa and Asia, as well as Latin America.

Assistance similar to that outlined in (ii) above can be offered to national maize production programs. A number of these programs in Latin America, Africa and Asia are already collaborating with CIMMYT, for example the scientists of the national maize production programs of all the Central American countries are linked together and to CIMMYT through the Central American Maize Cooperative. India, the Philippines,

Indonesia, Nepal, Thailand, and Pakistan are included in the Inter Asian Corn Cooperative program financed and staffed by the Rockefeller Foundation. This cooperative is also linked to CIMMYT for technical assistance and germplasm.

CIMMYT has staff assigned to the following countries to assist their national maize programs: Zaire (funds from the Zaire Government); Egypt (Ford Foundation); Pakistan (Ford Foundation); Nepal (USAID); Colombia (UNDP).

All of the above programs could benefit from the development and utilization of quality maize. Also Nigeria, Kenya, Tanzania, Ghana, Ivory Coast and Ethiopia have indicated real interest in increasing maize production and introducing quality maize.

CIMMYT has always set very high standards for the selection of national scientists for training. The selection of potential leaders is always the aim.

Training by CIMMYT would be broadened to include breeding, agronomy and plant protection aspects of o_2 maize as well as the production training presently provided.

A contingency fund will be established from which the following services may be contributed under exceptional circumstances, not expected to apply to all production programs:

Imported vehicles for staff transport
Imported research equipment for o_2 maize

iv) Extend the offer of training fellowships to the government of any developing nation introducing nutritive maize production and set a magnitude of 20 fellowships per year for all collaborators combined.

v) CIMMYT's o_2 maize nurseries will be distributed for testing in any country of Latin America, Africa or Asia, willing to participate in these trials, both to observe the best o_2 maize selections for local use, and to contribute data for the worldwide testing program.

vi) CIMMYT consulting services will be available to any government introducing quality maize in Latin America, African and Asia (taking due regard for the services which are also available from other international center like CIAT and IITA). Priority on consulting will continue to be given to those countries where CIMMYT is assisting a Nutritive Maize Production Project.

vii) CIMMYT will continue to sponsor and finance internationally, workshops on o_2 maize breeding, o_2 maize laboratory work, and o_2 maize production.

CIMMYT believes that maximum benefit can accrue to the largest number of countries by the above approach. It is only possible because there are already many cooperative links involving CIMMYT with national programming and more importantly, national programs helping each other. CIMMYT's limited specialized resources of manpower can therefore be multiplied many times by this network of collaboration.

UNDP funds are thus appropriately brought together with those of national governments and other funding agencies, such as USAID, the Rockefeller and Ford Foundations, etc., to provide maximum benefit to the nutritionally deprived people of the world.

4. Program budget for UNDP renewal grant.

A program budget is attached (Appendix II).

5. Administrative arrangements in UNDP renewal contract.

CIMMYT has found some of the administrative requirements of the present UNDP contract to be burdensome, and requests a modification of the following aspects.

Program reporting and Policy Advisory Committee.

The present contract requires quarterly progress reports, and semi-annual Advisory Committee meetings.

Quarterly financial reports pose no problem, but it is meaningless to submit quarterly progress reports which cover only half of one breeding season.

Moreover, CIMMYT has found it necessary to take at least one chemist, and one production program advisor, plus the Chairman, to each Advisory Committee meeting, and this has meant an unduly heavy drain on staff time.

CIMMYT would recommend quarterly financial reports, annual program narrative reports, and annual Advisory Committee meetings.

APPENDIX I

List of documents on UNDP Contract Global 1 and progress reports.

"Research Development and Utilization of High Lysine Maize". Original CIMMYT submission to UNDP August 4, 1969.

"Research and Training in the Development of High Lysine Maize (GLO 1). UNDP Governing Council Document DP/SF/R.9/Add. 124. September 8, 1969.

Contract Between the United Nations Development Programme and the International Centre for Maize and Wheat Improvement (CIMMYT) March 12, 1970.

Minutes of the First Meeting of the Policy Advisory Committee of the UNDP-CIMMYT High Lysine Project, Global 1. July 31, 1970.

Global Research Project 1. CIMMYT Progress Report March 16 - September 20, 1970.

Minutes of the Second Meeting of the Policy Advisory Committee of the UNDP-CIMMYT Global Research Project 1. February 24, 1970 - CIMMYT Progress Report to December 31, 1970.

Minutes of the Third Meeting of the Policy Advisory Committee July 12, 1971 - CIMMYT Progress Report through July 1971.

Minutes of the Fourth Meeting of the Policy Advisory Committee January 18, 1972 - CIMMYT Progress Report through December 1971.

Financial Statements have been submitted to UNDP for the following periods:

March 1970 - September 1970
October 1970 - March 1971
April 1971 - June 1971
July 1971 - September 1971
October 1971 - December 1971
January 1972 - March 1972

APPENDIX II

Table 2. Estimated 3 year budget March 1973 - March 1976 for the Research, Development and Utilization of High Lysine Maize.

<u>ITEM</u>	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>	<u>Total</u>
(1) Genetic Research breeding and agronomy	245,570	293,380	292,850	831,800
(2) Chemical Research and analysis	49,440	56,560	60,460	166,460
(3) Training and production assistance	369,820	411,070	428,180	1,209,070
TOTAL	664,830	761,010	781,490	<u>2,207,330</u>

Table 3. Breakdown of Genetic Research, Breeding and Agronomy
(Item 1 of Table 2).

ITEM	1973-74	1974-75	1975-76	Total
(1) Salaries and allowances	146,110	160,420	176,080	482,610
(2) Travel (domestic and international)	15,200	17,000	17,500	49,700
(3) Field and Laboratory equipment and supplies	37,000	40,500	35,000	112,500
(4) Vehicles (No.)	(7)	(6 rep. 8 op)	(2 rep. 8 op)	
Purchase or replacement, operation and maintenance	9,800	30,700	19,600	60,100
(5) Administrative cost	37,460	44,760	44,670	126,890
TOTAL	245,570	293,380	292,850	831,800

Table 4. Breakdown of Chemical Research and Analysis (Item 2 of Table 2).

ITEM	1973-74	1974-75	1975-76	Total
(1) Salaries and allowances	23,300	27,530	30,490	81,320
(2) Travel (domestic and international)	4,200	5,000	5,500	14,700
(3) Laboratory equipment and supplies	13,000	14,000	10,000	37,000
(4) Vehicles (No.)	(1)	(1)	(1 rep. 1 op)	
Purchase and replacement, operation and maintenance	1,400	1,400	5,250	8,050
(5) Administrative costs	7,540	8,630	9,220	25,390
TOTAL	49,440	56,560	60,460	166,460

Table 5. Breakdown of Training and Production Assistance (Item 3 of Table 2).

ITEM	1973-74	1974-75	1975-76	Total
(1) Training and production operations in Mexico	70,910	87,120	85,360	243,390
(2) Training fellowships	147,500	162,250	178,500	488,250
(3) Consultation travel	10,000	12,000	12,000	34,000
(4) Workshops and conferences	25,000	25,000	25,000	75,000
(5) International nurseries	10,000	12,000	12,000	34,000
(6) Equipment and supplies for supporting national programs	50,000	50,000	50,000	150,000
(7) Administrative costs	56,410	62,700	65,320	184,430
TOTAL	369,820	411,070	428,180	1,209,070

Comments of Table 5

- Item (1) includes salaries and allowances for training staff (1973-74 44,110; 1974-75 48,520; 1975-76 53,360); travel for training staff (10,000; 11,000; 11,000); Field and laboratory equipment and supplies (7,000; 8,000; 9,000); vehicle purchase, replacement and operation.
- Item (2) for 1973 was estimated on the basis of 10 in-service fellowships at 45,000; 5 visiting scientists per year at 57,500, and 5 predoctoral scientists or graduate students at 45,000. Although these numbers and categories of trainees were used for budget purposes, training will be undertaken to best meet national needs and therefore may not follow exactly these categories.
- Item (6) many national programs suffer from the lack of flexibility to purchase critical equipment or undertake a vital service at the appropriate time. This item is to provide CIMMYT with the flexibility to meet critical requests within cooperative programs.