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

THIS FILE IS CLOSED AS OF April 30, 1973
FOR FURTHER CORRESPONDENCE PLEASE SEE Vol. II

RECORDS MANAGEMENT SECTION

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

REPORT ON A VISIT TO THE INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE (IITA),
IBADAN, NIGERIA

B.N. WEBSTER

TAC SECRETARIAT
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
ROME 1972

REPORT ON A VISIT TO THE INTERNATIONAL INSTITUTE FOR TROPICAL AGRICULTURE (IITA),

IBADAN, W. NIGERIA, 8 - 13 JUNE 1972

B.N. Webster

I. Introduction

The visit was made in response to an invitation from the Director, Dr. H. Albrecht, for an observer from TAC/CGIAR to attend the meetings of the Research Committee (8-10 June) and the Board of Trustees (12-13 June). Thanks are due to the Director and Staff for the excellent arrangements made for the visit and the opportunities offered to the Research Committee participants to meet with members of the staff both professionally and socially.

Prior to and concurrently with the Research Committee meeting the independent External Review Panel (funded by USAID) met to prepare an evaluation of the activities of the Institute. The report of the Review Panel was made available to the members of the Research Committee which accepted it in principle and recommended its adoption by the Board of Trustees.

The reports of the Review Panel and the Research Committee, to both of which reference will be made, are appended to the Institute's Programme and Budget Presentation for 1973.

II. General Information

i) The International Institute of Tropical Agriculture (IITA)
Oyo Road
P.M.B. 5320
Ibadan, Nigeria
Tel. 23741

ii) Director - Dr. H.R. Albrecht
Associate Director - Dr. J.L. Nickel

iii) The Institute is situated at an elevation of between 500-900 ft. on an 890 Ha acre site about 10 miles north of Ibadan, the capital of the Western State of Nigeria, and 5 miles from Ibadan airport. The mean annual rainfall is 125 mm, mainly between June and September. RH is generally in excess of 65 % and mean daily temperatures vary between 20-35° C. The station is situated on the edge of the tropical rain forest belt.

iv) The Institute was established by Nigerian Government decree in July 1967.

v) Language of communication is English, but competence in French is being acquired through recruitment of bilingual staff in the systems, training and information programmes.

vi) The Institute is responsible to a Board of Trustees appointed under the decree of 1967, of not less than nine and not more than fifteen members, including six ex-officio members of whom three are appointed by the government of Nigeria, two by the Ford and Rockefeller Foundations respectively, the remaining one being the Director pro-tem of the Institute.

The remaining members are elected from the areas of the tropics served, or to be served, by the Institute, outside Nigeria. Board members are elected by the Board with the approval of the Government of Nigeria and, if representing major donors, the approval of the Foundations.

vii) The main sources of financial support have, to date, been the Ford and Rockefeller Foundations, USAID, and CIDA, with additional programme support coming from the U.K./ODA and the Netherlands government. The Federal German Government has recently announced its intention of becoming a major ("full share") supporter and a representative has been elected to the Board.

III. Research Programmes

A. General

i) Major interest and objectives

The research programmes of the Institute were regrouped during late 1971 under the two broad inter-disciplinary headings of Farming Systems and Crop Improvement. The latter was sub-divided into three programmes: cereal improvement, grain legume improvement and root, tuber and vegetable crops improvement. These programmes are all backstopped by the Research and Training Support units, including laboratory, statistical, computing and library services, and contribute to the Training, Special Projects and Cooperative Programmes. There is no doubt that this reorganization of programmes will facilitate coordination of both inputs and outputs, will simplify administration, particularly from the point of view of programme budgeting and accounting, and will maximize specialist staff utilization.

ii) The Research Committee discussed the role of vegetables, pastures, and livestock in the programmes of the Institute, and took note of the assignment of work on pigeon pea to ICRISAT. In this connection the Committee minuted its regret that the IITA authorities were not consulted in respect of the withdrawal of one of their originally assigned responsibilities and wished their comments to be drawn to the attention of CGIAR/TAC. It was suggested that Directors of the International Institutes should either be invited to attend once annually a meeting of the TAC, at which some degree of coordination of programme should be attempted, or an annual meeting of Directors (cf. Centers Week) should be convened for this purpose. A recommendation was made for prior consultation with Institutes' Directors before any arbitrary allocation of responsibilities was attempted.

iii) Recognizing the changed importance of work at IITA on livestock, pastures and vegetables, except insofar as these would form components of farming systems, and believing that IITA had a worthwhile role to play in the improvement of the sweet potato and soyabean in the tropics, the Research Committee recommended, and the Board approved, the scope and focus of programmes as detailed on pages 1-3 of the Programme and Budget Presentation. Details of minor changes in staffing affected by this decision will be given under appropriate sub-programmes.

iv) There is no doubt that this reduction in the breadth of the Institute's programmes will permit of desirable concentration of effort on the remaining major lines of work. International activities will continue on farming systems,

cowpea and yam and existing work on sweet potato, a crop not hitherto assigned to, or adopted by any single centre, will be raised to the level of "international type" activity. Regional activities will continue, with the backstopping of appropriate institutes, on rice, maize, pigeon pea, soyabean and cassava. In respect of soyabean work would be carried out on behalf of the humid tropics as a whole, backstopped by the University of Ibadan, and in respect of cassava some international level activities might be required on disease resistance, (particularly to cassava mosaic virus, as this cannot be carried out at CIAT. (The statement in the IITA programme that cassava work at CIAT is concentrated on animal feed aspects should be checked out as it is not reflected in the CIAT programme presentation.))

v) The Research Committee believed strongly that no limitation should be imposed on the Institute with respect to suitable crops on which work was required or showed promise, and approved the continuation of exploratory work on the following crops: yam bean, jack bean, winged bean and lima-bean among the legumes, coco-yam, taro and Irish potato (anticipating cooperation on a regional basis with CIP) among the root crops. It was also agreed that the Institute should initiate exploratory work, to the extent that staff time and funds might permit, on the vegetable plantain, with a view to future inclusion in the programme.

vi) The above lines of research are viable and justifiable components of the work programme of IITA. It must not be forgotten that the Institute is international in nature and must therefore be prepared to accept international responsibility for crops of widespread importance such as vegetable plantain, a staple in the diet of innumerable peoples of the world and an important component in the farming systems of other countries as well as W. Africa. There was general agreement by the Board of Trustees that institutes should be free to select whatever crops were of significance to their programmes and for which they possessed appropriate facilities and staff.

B. Farming Systems Programme

The stated objectives of this programme and the strategy adopted to achieve those objectives, as set out in Appendix A, pages 2-3 of the Programme were warmly received by both the Research Committee and the Review Panel.

The Organization of the programme, to include the work of subject matter specialists in soil sciences (including nematology and soil biology), agroclimatology, economics, agronomy and engineering, appears to be very well adapted to provide the integrated physical, biological and socio-economic inputs required to maintain a viable systems study. The outputs of the various crop improvement programmes of IITA, even though they may form sound recommendations per se, will be combined with the improved management practices emanating from the systems programme for evaluation in different combinations. These re-combinations of practices will be studied in the systems plots evolved by IITA, in which project shifting cultivation serves as the control. Wider environmental testing is also envisaged through national, regional and international networks to be established.

With regard to the specific sub-programmes feeding into the systems programme, the recommendations of the Research Committee and the Review Panel are fully endorsed. The complexity of the task is recognized and this very complexity makes it impossible in a short report to comment on any but the major proposals and problems which were presented during the series of meetings attended.

i) The soils sector of the systems programme was commented upon by both Committee and Panel. The Committee emphasized the need to achieve collaborative work between the staff studying the N.P. and C cycles and general microbiology, with those studying Rhizobium and other nitrogen fixing organisms, and with the studies proposed on the breakdown of crop protection chemicals in soil. This would involve the cooperative programmes proposed with Rothamstead and Reading, U.K. on Rhizobium, soil chemistry and soil fertility, and with the Centre for Overseas Pest Research, U.K. on the fate of residues of agricultural chemicals. Although some caution was expressed by the Research Committee with regard to over-involvement in overseas programmes, even though these led to little or no extra cost, it is strongly urged that full advantage be taken of the two programmes closely associated with the soils work of the Institute in order to allow the best possible opportunity to achieve success through utilization of data from very wide ranging testing programmes. Although considerable difficulties had been experienced in obtaining soil samples from the IITA area outside Nigeria, as a result of rather inflexible application of the Phytosanitary Regulations, the situation was improving and sterilized samples were now being permitted to enter. The whole question of quarantine facilities needed considerable clarification (see below).

ii) The recommendation of the Review Panel to modify the approach to crop water use studies, once the present preliminary work was completed, merits close attention. It is clear that the breadth of work currently being attempted by the Soil physicist, including crop water use, erosion and the movement of chemicals in the soil, would require at least one additional staff member if any significant breakthrough were to be expected. The allocation of higher priorities to programmes precludes this and consequently led the panel to recommend both curtailing and simplification of parts of the programme. Once the Agro-climatologist and Soil and Water Conservation engineer are appointed a revised programme, modified according to the Panel's recommendation, should be prepared.

iii) The Research Committee made a firm recommendation that a determination of the geographical limits of the humid tropics should be undertaken as soon as possible. The definition accepted when the Institute was established covered those areas below 600 m elevation where precipitation was greater than evaporation for over 6 months of the year. To facilitate the future outreach work of the Institute and to define its boundaries vis-à-vis those of ICRISAT, maps were needed giving basic information on the geography, population, soils, agricultural, economic and social systems within the individual states of the region so defined.

Recognizing that such an undertaking would be of interest not only to IITA but to CIAT and ICRISAT also, the writer recommends that a joint study be considered and would suggest that the three Directors concerned discuss the possibility of such a joint operation.

iv) A tremendous wealth of detail on farming systems in Nigeria has been accumulated by the economists working on the systems programme and a number of norms have been established for various systems. It must be borne in mind however that the Institute is international and the characteristics of the highly populated agricultural regions of Nigeria might not necessarily be duplicated elsewhere. I would have liked to have heard more of the proposals for data collection in other countries and regions beyond the proposed special project for West and Central Africa, and for cooperative work with other institutes. For example, CIAT is making an approach to farming systems work in the northern zone of S. America and there would seem to be a good case for clearly defined joint studies to be worked up. Perhaps Centers Week will provide an opportunity for discussion of such proposals.

C. Crop Improvement Programmes

i) General

The approach of the Institute to plant breeding work is extremely sound and pragmatic. Basic requirements such as disease and pest resistance and improved nutritional quality are fundamental to all programmes and consideration is given to "acceptability factors" such as palatability, grain type, height and type of plant, etc. Other factors, which may be pointed up by the systems programme, such as maturation time, will be taken into consideration as appropriate.

As with soils considerable difficulties have been experienced over importation of materials through the Plant Quarantine Service and a number of valuable consignments have been lost or subjected to lengthy delays through the need to effect "third country" quarantine.

ii) Cereals programme

a) The maize programme of the Institute is conducted in close relationship with CIMMYT and is making excellent progress. The Institute's composite maize AB is amongst the highest yielders in local and regional trials in which yields of 6,000 kg/ha have been achieved at the Institute and 8,000 kg/ha in the wetter parts of the savannah. The Opaque 2 genes and other Central American germ plasms have been incorporated into composites on which trials are continuing. Outreach work is progressing in Zaire, and in CIMMYT and USAID regional programmes. National programmes may pick up and develop any varieties used in these trials which they feel to be an improvement on their local materials.

The Institute is particularly interested in the development of a high yielding maize for the low altitude humid tropics. This entails the study of numerous limiting factors such as the effects of night air temperatures on carbohydrate losses, the effects of soil temperature on seedling growth and the effects of limited light and soil moisture. A very strong inter-disciplinary approach is being made to this problem of global significance and hopes are high that a significant break-through may be achieved.

A limiting factor is the current lack of facilities for off-site research. In conjunction with other sub-programmes requiring similar facilities (e.g. grain legumes and root and tubers) an approach is to be made to the Nigerian authorities for additional facilities, particularly in the low lying wet coastal areas, to permit the necessary spread of trials over a wider spectrum of ecological conditions.

b) Rice. As over 60 % of rice in West Africa is grown on the rain-fed uplands an attempt is to be made to produce a tailor-made plant with the necessary characteristics, particularly ability to withstand dry conditions. An inter-disciplinary team approach is planned in order to permit the breeders to develop a plant within a set of parameters to be drawn out of basic data supplied by the plant physiologist and agronomist. Particular attention will be given to the root system and cooperative work proposed with outside institutes on root studies is especially to be recommended.

Current programmes have indicated that amongst improved local and IRRI selections there are some lines highly resistant to blast (e.g. O.S.6) and able to yield up to 8 tons/ha under irrigation and 4 tons/ha under upland conditions. Although these yields were well in advance of local averages it was not yet possible to claim categorically that an improved line suitable for general distribution was available. However, as with maize, any lines considered by the cooperating local authorities, in upwards of 40 regional trials, to be worthy of further development at the national level, would be made available.

iii) Root and Tuber Improvement Programmes

The objectives of the Root and Tuber programmes are clearly expressed in the Programme Presentation and received the full support of the Research Committee and the Review Panel. The original mandate of the Institute to work on yams on an international basis and cassava on a regional basis backstopped by CIAT, was expanded by the Board of Trustees, on the recommendation of the Committee and the Panel, to include international responsibility for sweet potatoes in addition. The recommendation was based on:

- 1) the known flexibility of African food habits (foreseeing a possible swing to sweet potatoes from yam, if the advantages could be adequately demonstrated);
- 2) the widespread utilization of sweet potatoes in other parts of the tropics and thus the need for a coordinated thrust on sweet potato work which currently did not exist; and
- 3) the agricultural advantages of sweet potato as a crop and the absence of major biological problems in breeding work. The proposal was also supported by the results already gained in the sweet potato preliminary work (yields of 20-30 tons/ha in 4 months) and the discovery of clones likely to have consumer acceptability in West Africa.

Vegetables were originally included as a sub-programme in the Root, Tuber and Vegetable Programme, and some preliminary work had been started. However, it became apparent that if real advances were to be achieved in vegetable production a considerably stronger effort would be required. In the face of limited resources it was decided therefore to transfer vegetable work to the Farming Systems Programme as a crop diversification component and to utilize the vacancy so created to recruit a second root and tuber plant breeder in 1974.

The aspect of the programme which calls for a new post is the proposed work on tissue-culture. Although most lines of cassava can be induced to flower, thus facilitating large scale intra- and inter-specific crossing, yams are notoriously shy flowerers. Tissue-culture techniques should permit the production of large numbers of haploid plants and the production of true breeding homozygous diploid individuals with great genetic diversity. In addition to so speeding up the breeding programme, and just as importantly, tissue cultures will overcome the present bottlenecks caused by phytosanitary regulations in the exchange of vegetative materials. Large numbers of clones will thus be made available in the shortest possible time. The proposal is strongly supported.

The need for off-site research facilities was also expressed in respect of the root and tuber programme in order to achieve the objectives of producing lines with wide adaptation to different ecological conditions. In view of the quarantine difficulties experienced by this programme sites within Nigeria are considered to be essential.

iv) Grain legumes improvement programme

The original mandate of the Institute gave a wide responsibility for tropical grain legumes. Consequently excellent collections have been built up including 3,500 cowpeas, 1,600 pigeon peas, 500 soyabeans and over 350 various Phaseolus species (including Asian Vignas). Over 300 F.1 combinations of cowpeas have been produced and merging of cowpea germ plasm has produced over 2000 different lines for the population improvement work. Over 100 soyabean F.1's and 1000 advanced

segregates are also available. All the work has been conducted on an interdisciplinary basis and a particularly elegant technique has been devised by the Pathologist for the rapid diagnosis of resistance to cowpea anthracnose.

Following the allocation of prime responsibility for pigeon pea work to ICRISAT, the Institute decided to concentrate its efforts on cowpea (of tremendous importance in West Africa) as a major international responsibility, and soybean as a regional responsibility. Work on pigeon pea would continue in conjunction with ICRISAT and exploratory work would be undertaken on other legumes of great potential importance in the low humid tropics, such as yam bean, lima bean, jack bean and winged bean.

The proposed programme was fully endorsed by both the Research Committee and the Review Panel. It calls for a staff increase in 1973 to provide for a Cytologist to assist the plant breeder in the proposed controlled crossing programme. Collaborative work between the Cytologist and the Tissue-culture specialist in the root and tuber programme is also envisaged.

The Institute and the Legumes Programme Leader merit the warmest congratulations for the tremendous amount of work accomplished in a very short time and for the preparation of an extremely well balanced programme.

D. Problems encountered

i) In discussions with the staff it became apparent that the perhaps over-zealous application of Phytosanitary Regulations was gravely hindering the importation of both plant materials required in breeding programmes and soils for comparative analysis. Several valuable consignments had been lost and the necessity to return some materials to South America for provision of "third country" certification had caused considerable delays.

The Institute staff did not appear to be on good terms with the Nigerian Federal Department of Agricultural Research, also situated in Ibadan and responsible for the Federal Plant Quarantine Service which was shortly to assume regional responsibility for West Africa. They were understandably impatient to obtain their materials, which may have coloured their attitude.

A situation of mutual dissatisfaction had arisen. In discussing the problem with the authorities of the Federal Service and the FAO Regional Plant Quarantine Officer stationed at the Federal Department, I was informed that two possible solutions had been proposed to overcome the problem. Either that IITA construct its own plant quarantine houses on Federal Department land, to which full access would be accorded, or alternatively that IITA request permission to construct a quarantine facility on the IITA campus to which a Federal Quarantine Officer could be appointed. Deadlock appeared to have been reached in discussions on this subject as a result of the Inter-African Phytosanitary Commission specifications for quarantine houses being considered totally unsuitable by the IITA staff. The matter was raised at the Board meeting, through the reports of the Research Committee and Review Panel. It was fully recognized that, as work at the international level on plant genetic resources increases, solutions will have to be found to problems of quarantine. It is possible that recommendations for relations to be modified may be made by an international meeting to be held in late 1972, but for the time being the situation does not appear to be open to easy solution. I believe however that the relations between IITA and the Federal Quarantine authorities could be improved by personal contact.

at the highest level between the two stations, and further mutual discussion on possible waiving of the regulations in respect of "materials imported for scientific purposes". A final solution however can only be achieved at the international level.

ii) Off-site research is required in all programmes in really high rainfall areas, in the Guinea Savannah, at humid intermediate elevations and on the sandy, free-draining coastal forest soils. Owing to the difficulties of exchanging plant materials across national boundaries, it was agreed by the Board that such off-site research could best be done in Nigeria. Although the IITA decree permitted the establishment of sub-stations, it was considered more desirable to establish co-operative programmes with existing, appropriately situated, Federal and State research centres.

The Grain Legume Improvement Programme contained an element for "contractual services" to permit of this type of work. It is strongly urged that this programme increase be supported in order to permit an absolutely essential expansion of the Institute's work.

E. Special projects and cooperative programmes

In addition to the cooperative project with FAO/DANIDA on Rice Mechanization (\$ 8,000) two further proposals, considered by the Research Committee as logical adjuncts to research activities already under way, have been prepared. They relate to the collection of legumes and tubers and farm management and production economics research in West and Central Africa. They are regarded as additional to the core budget and worthy of support provided that the core is first met and that their operation would not detract from the maintenance of core activities. The first of these projects, on plant collection, may be considered in conjunction with the proposals for a world network on plant genetic resources, in which IITA is willing to collaborate, and it may eventually prove possible to provide some funding from the global proposal provided it is accepted.

Other cooperative programmes, not calling for additional expenditure by e.g. on rice with WARDA and with CIMMYT and USAID on maize etc. are also detailed in Appendix G of the Programme presentation.

IV. Training programmes

The Training Programme has not yet got fully under way, because of un-completed accommodation and catering facilities. Nevertheless some training activities had been accomplished, including our trainees in rice diseases from Ghana and short course training of some 13 students from Nigerian Universities in 1972.

The trainee accommodation is now completed, although catering facilities will not be available until the end of the year. The proposed training programme is based on a full accommodation of 90-100 trainees, distributed between research and production trainees. The programme is well thought out, providing for long and short term research training on an in-service basis for established research workers, for generally long-term training for graduate students and for generally short-term (6 months) training for production trainees (extensionists). The stipend basis is sound, but care will need to be exercised not to exceed the provisions for IITA sponsored trainees. It may be expected that when the provision of IITA sponsored traineeships is fully publicized, a considerable number of applications will be received. Whether IITA sponsorship will in fact be based on selection from applications for by invitation of known individuals, is not clear, and I believe some unequivocal terms of reference for trainee selection are required.

V. Research Services

i) Research and Training (General)

The proposals under this sub-head include provision for a new post of Assistant Director, for expanded laboratory services, for the provision of consultants in setting up the laboratory facilities which will include the radio-isotope laboratory and plant growth houses, and for post doctoral fellowships and visiting scientists.

With the exception of the new post for an Assistant Director, created by abolishing an administrative assistant post and transferring to Administration half the provision for the Associate Director, the resources required to support this programme are reasonable. The physical facilities are superlative and it is probable that very high level consultants and visiting scientists will be open to persuasion to assist IITA in its research programmes on a short term basis.

The rationale for the establishment of an Assistant Director post is the ever increasing administrative load being placed on the Associate Director. It may be questioned therefore as to whether a second senior administrative post might not achieve the desired objective of releasing the Associate Director to give more attention to leadership of research and training programmes.

ii) Communications and Information

The proposals for this unit are supported fully. It is encouraging to note that competence in the French language is sought for 1973 and that very strong emphasis is given to training in communications as an integral part of the training programme. This will be of special importance to production trainees.

I should like to comment on the question of public relations. During my visit I had the opportunity to talk to a number of Nigerian and other West African personnel and have since talked to others. I find that there is a marked lack of comprehension in respect of the objectives of the Institutes and in particular with regard to the relevance of the Institute's work to W. Africa. It is either regarded as an "Ivory Tower" type of operation or a private institute not connected with, or having relevance to, Government programmes. These views are not, of course, shared by persons closely associated with the Institute or its outside cooperative programmes. I believe therefore that a strong public relations effort (possibly through the proposed newsletter?) is needed to ensure that African scientists and government personnel are made fully aware of the importance of the work of the Institute and its local significance.

iii) Library and Documentation Centre

The Library and Documentation Centre is now housed in its permanent quarters and the proposed programme will enable it to fulfill its role towards the staff and the regional network of which it is representative for West Africa. The programme merits the full support of donors but it may be questioned whether such a large expenditure as indicated for back-numbers of scientific journals is really justified.

iv) Research Station Operations

With a total area of nearly 1000 ha, of which about 150 ha are expected to be under cultivation by the end of 1972 and another 50 ha brought into use during 1973, the budgetary provisions for this service are reasonable. Costs of land

clearing have increased and the number of skilled laborers and field technicians has naturally increased with the increase of land under experimentation.

The fields and field works examined, including the dam and irrigation ponds, are maintained to a very high standard. Experimental fields are well laid out and clearly posted. Every attempt is clearly made to conduct a model operation which should serve as an example to trainees as well as making for efficiency of operation.

iv) Statistical Services

The computer was under installation during the visit and will be in full operation very soon. Consequently rises are indicated in computer service and maintenance costs and the staff of the service has been reorganized to provide full facilities to the scientific staff and the accounts section. Installations are of a very high standard.

VI. Administration

The administration of the Institute shows a very high degree of efficiency. Direct comparison of the budget with 1972 figures is not possible as a result of the reorganization of administrative activities. However, administrative services account for little over 20 % of the total costs of the operation and this is not considered excessive.

VII. Physical Plant Services

As a result of completion of the building programme during 1972 the responsibilities of the physical plant services will be almost doubled in 1973. Nothing has been omitted from notice in the provision of an extremely efficient physical back-stopping service. When the costs of this operation (\$ 900,000, excluding capital equipment) are added to the costs of administration (\$ 810,000) a figure equal to some 40 % of the total operating costs is reached. This may be regarded as a very high overhead but it must be remembered that the institute has not by any means reached full operational capacity. By 1977 the proportion is reduced to approximately 30 %. Thus the need to establish the physical facilities in advance of occupation will necessitate a rather higher level under this sub-head for the formative years of the Institute.

The vehicle operations of the Institute are well organized but in view of the rather large sum budgeted for vehicles in 1973 a note on the Institute's vehicles policy, within the narrative would have been appreciated.

VIII. The Campus and Buildings

With the completion of the building programme during 1972 the Institute will possess an extremely well laid-out and landscaped campus with well designed and superbly equipped laboratory and housing accommodation. Further increases are foreseen from 1974 onwards to accommodate proposed increases in the professional staff and visiting scientists. For the moment however accommodation should prove adequate and the immediate goal is clearly to utilize to the full what is now available.

IX. Staffing

The Director indicated that he hoped to be able to fill the majority of current vacancies by the end of 1972 or early in 1973. The staff list is included in the Programme as presented. In common with members of the Research Committee

and Review Panel the writer was greatly impressed by the high professional standard of the staff and their enthusiasm for the objectives of their programmes of work. Staff morale appeared to be high and already there was some sense of achievement apparent. Staff are well distributed by nationality (15 countries) and although attempts have been made to increase African representation some recent offers have been rejected.

A. The Board of Trustees

The composition of the Board of Trustees is indicated in the Programme Presentation. Major matters of interest raised during the Board Meeting of 12-13 June 1972 were as follows:

i) The role of the Research Committee and the Review Panel. Whilst recognizing the effective role of the Board's Research Committee to date there was a general feeling that the staff should present their programmes directly to the Board, after analysis and appraisal by the External Review Panel, leaving the Research Committee more freedom to deal with research policies and priorities. The Director was requested to work out details to permit direct presentation of research programmes to the Board by the Staff, and to arrange for earlier meetings of the External Review Panel so that the Board might receive its report prior to the Board Meeting.

(In this connection the writer would like to suggest that the TAC/CGIAR discuss with USAID and the Director the establishment of a joint review operation to relieve the Director and Staff of the burden of having no less than three separate reporting missions visiting the Institute simultaneously).

ii) The Board accepted the reports of the External Review Panel and its own Research Committee together with the proposed changes in the objectives of the Institute. Concern was again expressed over the decision of the TAC to recommend work on pigeon peas for ICRISAT without prior consultation with the Director and Board of Trustees of IITA. The Deputy Chairman requested that the Director and Associate Director should prepare a report for members outlining the basic objectives of the several international institutes. It was agreed that the Institute should, in this early stage of its development, keep its options open with respect to work on specific crops, and should not be bound by too rigid geographical or ecological zone boundaries.

iii) The Board applauded the series of seminars being organized on various topics in conjunction with the Ford Foundation and IRAT and noted that publication of the proceedings was scheduled for 1973 with Ford Foundation assistance.

iv) It was noted that cooperative programmes were already under way or in an advanced stage of discussion with WARDA (Monrovia), Sierra-Leone, Liberia, Cameroon, Ghana, Togo and Zaire, and that further extension of activities was contemplated.

v) Close working relationships had been established with the University of Ibadan (IITA staff being recognized as adjunct Faculty members) and the Board noted that such arrangement would probably be repeated in other W. African institutes.

vi) The Board examined a number of proposals for revision of the Federal Government Decree which established the Institute. It was agreed after discussion and at the request of Dr. Bukar Shaib, representing the Nigerian Government, that the proposals be reexamined by IITA legal counsel prior to submission to government.

The question of donor representation on the Board occupied a considerable amount of the above discussion, particularly in respect of representation on the Board by the West German Government which had decided to become a major donor. A representative of West Germany was subsequently elected to the Board and the general question of representation was held in abeyance pending further discussion with the Nigerian Government.

vii) Board members complained of some difficulty in understanding the budget presentation, prepared according to the standardized form requested of all the International Institutes, and asked that a simplified summary be presented in future.

viii) It was noted that full operation (maximum staffing) was planned by 1977. The Budget, which had already been recommended for acceptance by the Research Committee, was adopted.

ix) The Board approved the appointment of an Assistant Director.

x) The representative of West Germany announced his government's intention of making available a grant of \$ 925,000 in 1972 to cover \$ 625,000 capital expenditure and \$ 300,000 for core operations. The Director informed the Board that the Executive Secretary of the Consultative Group had indicated that the \$ 300,000 should only be accepted if a comparable sum pledged by another donor were to be released. Strong exception was taken to this suggestion.

The difficulties which had arisen over pledges for 1972 not fitting in exactly with the various Institute's requirements and the consequent need for some adjustment was explained. General objectives of the TAC and CGIAR were also explained and it was indicated that an opportunity would be given during the forthcoming Centers Week for discussion of this and similar funding problems. The Board agreed in principle to the acceptance of the grant from West Germany, once approved by the Government.

xi) The new members of the Board were elected and Dr. Bukar Shaib was elected Chairman, with Dr. F.F. Hill as Vice-Chairman.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL (CIAT)

Report on CIAT by J.M. Fransen
Senior Research Officer, Agriculture Projects Department, IBRD

1. This report is based on a visit to CIAT from May 6-14, 1972 at the time of the CIAT Annual Board Meeting.

CIAT Objectives

2. CIAT is still a developing Center, searching for and finding focus. Thirty-six young scientists are rapidly developing competence and international reputations and there has been an outstanding improvement in attitude, skill, and morale since this time last year. Perhaps the greatest single problem currently facing the Center is that of how to obtain even sharper focus of Center and program objectives. The CIAT image, in the eyes of some people, is too little on too much. The Director General of CIAT, however, does not consider this a fair assessment and believes that the Center's focus is beef and cassava.
3. It would help to achieve a sharper focus if the budgeting system and staff assignments were changed from the professional group approach to a commodity group approach. The Director General recognizes the importance of this and most staff would support such a change and believe it could contribute to improvement of overall work efficiency. Another change which would help sharpen objectives would be to consider rice and maize not as amongst CIAT's main programs but rather as linkage programs, closely linked to the parent centers for those commodities. As to research on field beans and soybeans, the budget proposed for 1973 and the budget projections for 1974-1977 show a continuing upward trend. I suggest that the program of beans and the allocation of staff and funds to it should not be expanded beyond what is proposed for 1973, pending the proposed review by the Technical Advisory Committee (TAC) of possible locations for main research thrusts on food legumes. For the immediate future, we understand that CIAT management intends to concentrate efforts on identifying and, if possible, finding solutions to the factors responsible for low yields of Phaseolus vulgaris in the tropics.
4. The construction of Center headquarters is scheduled for completion in early 1973 and centralization of facilities should greatly assist some programs, though not the beef program to the same degree. The Director General believes that CIAT's mandate is now becoming clear and that CIAT has full thrust programs with beef and cassava, limited thrust programs with swine and beans, linkage programs with maize and rice, and production systems programs which complement all commodity groups.

The Research Program

Program Review Committee

5. Three members of CIAT's Board of Trustees - Dr. Moises Behar, Guatemala; Dr. Luis Marcano, Venezuela; and Dr. Armando Samper, Colombia -- were appointed on August 6, 1971 to serve as a Program Review Committee. (This is intended as an internal review panel, unlike the external review panel which recently visited CIMMYT.) This body then met with the Director General and the executive and professional staff of CIAT from February 9-11, 1972, during which time it reviewed working papers prepared by the Director General and staff and held meetings with them on program activities. On the basis of this conference, the Committee prepared an 8-page report (attached as Annex 1) on six commodities, the production systems program, and the 1973 budget.
6. Beef Cattle. Research on beef cattle is the Center's principal program and good progress is being made, especially with the tropical pasture component for the Llanos region. There is, however, room for improvement in the total program. In particular, more emphasis should be placed on tropical pastures in two other different agro-ecological areas: the dry undulating lower potential and the low-lying higher potential alluvial soils of the coastal and interior regions. Current work is collaborative with the Colombian Agricultural Research Institute. At some future date, CIAT may require its own facilities. The recent change of focus in animal health work from a laboratory-oriented effort to a field production-oriented one deserves support and strengthens the overall thrust on the commodity.
7. Cassava. This important program is under capable guidance and is beginning to move. The emphasis on total yield per hectare rather than on protein content appears sensible, since it is now known that about half of the protein is in the form of non-protein nitrogen, which, because of certain unidentified factors, has a reduced nutritive value.
8. Swine. This is probably the most basically oriented and scientifically directed program in the Center. Very complete and basic studies of tropical foodstuffs are being undertaken and good outreach and strong professional ties in Latin America have been developed. Some thought should now be given as to how even greater "mileage" and exposure can be achieved for this highly transferrable technology, which makes the program ideal for rapid dissemination as an outreach activity.
9. Beans. This program is just getting underway. It concentrates on the field bean and soybean, with major emphasis on the former, although the latter is said to have high potential of becoming a human food source rather than remaining only a conventional oilseed crop. CIAT is initiating outreach activities at the Instituto Interamericano de Ciencias Agrícolas (IICA), in Costa Rica.
10. Rice. This program has so far had the greatest impact throughout Latin America of all Center activities. The Program Director believes that,

although assistance should continue to be given to all countries in the region, the major breakthrough is likely to come in Brazil, which grows over half of the total rice produced in Latin America. The Director has developed an extremely strong outreach program and scientific rapport.

11. Maize. The general objective of the maize program is to help raise yields through introducing and testing new germplasm in searching for varieties with a more efficient plant type, wider adaptation and improved protein quality. The program is closely linked with CIMMYT activities and plays an important role in the entire Andean Region. It is not limited to the lowland tropics, which is CIAT's mandate.

12. Agricultural Production Systems. This program has been in a "stop-go" position since its inception. Its activities are strongly oriented to small farmers and integrated crop/livestock production systems. In the Director General's revised Proposed Program and Budget dated June 20, 1972, he proposed that CIAT's work in Agricultural Production Systems would continue to be exploratory and developmental for the balance of 1972 and into 1973. It is in fact doubtful to what extent "systems research" of the kind proposed can or should be effectively carried out at CIAT. The Deputy Director General, currently in charge of the program, believes that the production systems activities should be a feed-in mechanism to the commodity thrust programs and be mainly carried out by national research systems. This may argue against any rapid build-up of systems research within CIAT until the proper role of CIAT in this field and to relationships with national systems research programs can be determined.

Training

13. Training continues to be an important component of total Center activities and it is establishing the base for future scientist-to-scientist outreach collaboration in both crop and livestock production, particularly rice and swine. Some 80 Latin American trainees have completed livestock and crop production training programs and/or more formal training in collaboration with other institutes leading to advanced degrees.

Outreach

14. Outreach activities should be accelerated so that research findings can be effectively disseminated throughout Latin America and elsewhere. Good progress is being made in Colombia, Ecuador, Brazil, and Guatemala and with IICA in Costa Rica. The Guatemalan approach is interesting since it involves institutional building and is a cooperative effort between a local university, the Rockefeller Foundation, USAID, and CIAT.

The Proposed 1973 Budget

15. CIAT's total financial request for 1973 is estimated at US\$4.144 million, as shown in its 1973 Proposed Program and Budget Report, already circulated under separate cover to members of TAC. In addition, US\$0.518 million, requested in the 1972 budget for capital development has not yet been financed, bringing total requirements to US\$4.662 million. Details are as follows:

	<u>US\$ Millions</u>		<u>1973</u>	
	<u>1972</u>		<u>%</u>	<u>% Increase</u>
	<u>Amount</u>	<u>Amount</u>		
<u>Core Program</u>				
1. Beef	0.825	1.058	31	28
2. Cassava	0.553	0.564	17	2
3. Swine	0.312	0.332	10	6
4. Field Beans	0.194	0.303	9	56
5. Rice	0.406	0.438	13	8
6. Maize	0.251	0.307	9	22
7. Agricultural Production Systems	0.309	0.361	11	17
Total Core Program	<u>2.850</u>	<u>3.363</u>	<u>100</u>	<u>16</u>
<u>Special Projects</u>				
1. Crop Prod. Specialist Training Program	0.075	0.138	29	84
2. Livestock Prod. Specialist Training Program	0.079	0.091	19	15
3. Conference and Symposia	0.100	0.165	34	65
4. IDRC -- Cassava-Swine Project	0.043	0.054	11	26
5. CIAT -- Cooperation Guatemala	0.025	0.033	7	32
Total Special Projects	<u>0.322</u>	<u>0.481</u>	<u>100</u>	<u>49</u>
<u>Other</u> ^{1/}				
	<u>--</u>	<u>0.100</u>		
TOTAL OPERATING FUNDS REQUIRED	<u>3.172</u>	<u>3.944</u>		<u>24</u>
<u>Capital Funds</u>				
1. Equip., Furn. and Inter. Decoration ^{2/}	<u>3.328</u>	<u>0.200</u>		
TOTAL FUNDS REQUIRED	<u>6.500</u>	<u>4.144</u>		
<u>TOTAL FUNDS REQUIRED FOR BALANCE 1972 AND 1973</u>				
1. Balance 1972 (Capital Funds)		0.518		
2. Total Funds 1973		<u>4.144</u>		
		<u>4.662</u>		

^{1/} General stores inventory rotary account one-time request.

^{2/} Expenditures for 1972 also include completion of buildings and site development.

16. The beef program would account for 31% of total core program costs; cassava 17% -- together 48%. An increase of US\$0.233 million in the beef program would represent 45% of the total growth in core program costs of US\$0.513 million (18%) over 1972. The strengthening of training and conference activities would be mainly responsible for the US\$0.159 million (49%) increase in special project fund requirements. Overall, the total operating funds, which are being requested for work programs approved by CIAT's Board of Trustees, would represent an increase of US\$0.772 million (24%) over 1972.

17. Of the US\$4.662 million that CIAT is seeking from the Consultative Group on International Agricultural Research, sources of financing have already been identified for all but US\$0.965 million. Details are as follows:

	US\$ Million	
	<u>1972</u>	<u>1973</u>
Unidentified Core Funds	--	0.143
Unidentified Special Project Funds	--	0.104
Unidentified Capital Funds	<u>0.518</u>	<u>0.200</u>
Total Unidentified Funds	<u>0.518</u>	<u>0.447</u>
TOTAL	<u>0.518</u>	<u>0.965</u>

18. The 1973 budget request includes US\$0.200 million for additional capital expenditure. Not included in the 1973 budget is the item US\$0.518 million of capital expenditure proposed in the 1972 budget, for which no financing has yet been forthcoming. Including the above two items, the total capital expenditure of CIAT by the end of 1973 would total US\$6.244 million. I understand that the Director General of CIAT considers that the above total capital expenditure would be sufficient to provide facilities to support programs as presently approved by CIAT's Board of Trustees and a staff of some 40 full-time scientists.

JMFransen:ma
IBRD

cc: Messrs. Chadenet, Evans, Wapenhans, Fransen, Graves (Development Services)
Central Files

July 28, 1972

TRANSLATION

11 February 1972

Senor Don
Francisco de Sola
Chairman
Board of Trustees
Centro Internacional de Agricultura Tropical
Av. Morazan 117
San Salvador, El Salvador

Mr. Chairman,

According to the assignment entrusted to us by the CIAT Board of Trustees at the meeting held in Bogota's Hotel Tequendama, on August 6 and 7, 1971, we are pleased to submit our observations and recommendations, unanimously arrived at, as a result of the meeting held in Palmira with the Director, and the executive and professional staff of CIAT, on February 9, 10 and 11.

For this first series of meetings, the Committee considered it would be preferable to limit its analysis to production programs, therefore it studied only the following:

Beef Cattle
Swine
Maize
Rice
Food Legumes
Cassava
Production Systems

The Committee based this study on the concise, clear and well defined working papers prepared by the Director and CIAT's staff.

The progress achieved and the existing limitations for even greater production, were studied at meetings held with the Director, the Deputy Director, the program directors and all the scientists involved in these programs. All discussions were open, direct and cordial.

Whereas the Committee also received information on supporting programs such as Economy, Soils and Agronomy, Agricultural Engineering, Training and Communication and the Center's public image, it did not enter

into a detailed study of these. However, it is expected that these programs will be analyzed by the Committee at the next meeting, since they are considered essential to the achievement of CIAT's objectives.

BEEF CATTLE PROGRAM

1. This program, CIAT's most important, is efficiently oriented, directed and carried out. Due to the importance of beef cattle in the development of tropical regions and the balanced diet of their people, the Committee considers that this program should continue to be the most important at CIAT and should continue to receive priority in budgetary allocation.

2. If the tropical regions wish to increase their availabilities of meat and beef for export, they will have to develop simultaneously other sources of protein-rich feed, both of animal and vegetable origin. CIAT should not dilute its efforts or budget allocations on animal science programs other than those on beef cattle and swine production which it is carrying out today.

However, it should efficiently contribute in creating awareness, among the policy makers and the research scientists in tropical countries, of the importance of developing global programs for the best utilization of protein-producing sources. This national effort should cover the development programs at official and production levels.

3. The Committee noted, with satisfaction, the working relationship which has been established between CIAT and the Pastures and Forage Cooperative Program of the Interamerican Institute for Agricultural Sciences of the OEA. This relationship should be tightened and developed so that IICA's Regional Cooperative Program operates efficiently as an institutional instrument in projecting, to all countries, CIAT's work in this field. Eventually, it should be extended to other aspects of cattle production.

4. Animal health is undoubtedly one of the key factors in obtaining an efficient cattle production. Therefore, the Committee highlighted the importance that CIAT is giving in its research programs, to the study of specific animal diseases which affect cattle production. At the same time, the Committee noted the important cooperation which the Texas A & M University is affording CIAT in its research on animal diseases.

CIAT should maintain this approach in its animal health research and tighten its working relations with the national and international centers which study animal health problems in the tropics.

SWINE

5. In this instance the presentation and discussion of the swine production programs was restricted to CIAT's initial efforts in diagnosing and solving the problems encountered by the small family farms, particularly on the Atlantic Coast of Colombia. Therefore, the Committee did not study the program that CIAT is carrying out in cooperation with ICA, to better the commercial production of pigs in regions such as the Cauca Valley.

6. The Committee is pleased to note that CIAT is making efforts to solve the problems of swine production among small family groups. It emphasized the importance of continuing to investigate the usage of tropic - originating feeds that are available locally. The Committee considers, however, that priority should be given to food for pigs that does not conflict with that for human consumption.

MAIZE

7. CIAT is carrying out a very important role as a supporting center for the maize improvement programs developed by CIMMYT in Mexico. It is contributing towards the increase in efficiency of CIMMYT's programs by acting as a link between the latter's research activities and the national institutions that use these, especially in South American Andean areas.

8. This work of orienting, promoting and employing CIMMYT's research efforts should include studying the adaptability to the individual countries' conditions, to be carried out by the national institutions themselves. The most efficient way to achieve this purpose is by means of a regional cooperative program to be promoted and supported by CIAT.

9. By means of this proposed program, strict priority must be maintained on the research necessary for resolving the problems of maize production in low, tropical lands. This does not exclude the support that CIAT can offer to the national institutions interested in using CIMMYT's studies to improve maize production in the highlands of the Andean region.

RICE

10. The Committee considers that the rice program is properly oriented and led insofar as it is supporting the tropical zone institutions of America which are using rice research that has successfully been developed, throughout the last decade, by the International Rice Research Institute, in the Philippines.

11. The Committee noted the importance of the CIAT sponsored Seminar on Rice Policies in Latin America, held in Cali in October, 1971.

CIAT must continue dedicating all necessary attention to the study of social economical, institutional and, even, political changes caused by technical innovations, such as the production and utilization of new, high-yield varieties. CIAT can make valuable contributions by means of studies, macro-economical or micro-economical, which contribute towards making available the best information to aid the decision makers of each country.

12. CIAT must also dedicate time to making available sufficient information for the promotion of the industrial utilization of rice for human consumption and, when over-production exists, for animal feed.

FOOD LEGUMES

13. CIAT should concentrate its legume program efforts on the improvement of the common bean, to increase its yield, dedicating all the funds now assigned to the food legumes programs to this species. This crop is very important in the tropical regions of America and is intimately related to the culture of their people and their eating habits. As a source of proteins that are available to the poorer classes, the bean is an important complement to cassava and cereals.

14. Unfortunately, the lack of solid, constant and efficient research, on one hand, and the tendency to concentrate more on other species which have received efficient, long-termed, well-funded research in the temperate areas, on the other hand, have detracted from the importance of the common bean. Its production has consequently fallen off considerably in the tropical areas of America. As a result, prices have increased to the point that beans are becoming no longer accessible to the poorer classes. The Committee recognizes the fact that the plant is not easy to improve but it considers that improvement is feasible and feels that it is essential CIAT double its efforts in research for this purpose. It was suggested that an expanded program be considered for which additional funds must be obtained.

CASSAVA

15. Cassava is a cheap source of energy and forms part of the way of life of a very important part of the people that inhabit the tropics. Therefore, CIAT must continue dedicating its attention to the research for improving the production and utilization of cassava.

16. In doing so, however, it should not aspire to replace cereals with cassava as the basic food for humans. Preferably, it should concentrate its efforts on making cassava a source of calories. At the same time and through other intitutions, it should promote the development of cassava-based reinforced flours and other human food that have greater nutritional value.

17. CIAT should dedicate priority attention to making cassava a crop to benefit many small producers. It should contribute to the development of drying systems and other technological innovations that can be used by the smaller farmers.

18. CIAT should also contribute to the research of means that allow for the better utilization of cassava as feed for animals and for industrial uses.

PRODUCTION SYSTEMS

19. The Committee is pleased to ascertain that all CIAT, from its Director and executive staff to its scientists, assistant graduates and trainees, has oriented all its efforts to the solution of production problems. The Committee notes the importance which has been given to these efforts, starting with the problems themselves, to the problems existing at the production centers, to seek solutions which will enable the farmers to improve their production, step by step, by the means they have available. CIAT must keep up this basic orientation at all cost.

20. Hence the importance of the development of production systems and other mechanics and means so that all technological innovations in fact reach the production units, considering these as global enterprises, rather than isolated production efforts. In this field, CIAT is at present only designing and discussing production systems, of their own and adapted from those that have been developed elsewhere. It will be necessary to apply a considerable amount of creative imagination to design working systems in this field, which will undoubtedly prove to be more difficult than the technological investigation per se.

21. The Committee notes the importance of the field surveys that CIAT is carrying out in some of their programs to use as useful implements in diagnosing the situations of the production units and the existing production systems. This is an essential initial step to introduce technological innovations and measure their impact. It should be adapted to all programs.

22. The Committee also noted CIAT's healthy criteria in considering the improvement in production, not only with regards to the production stages and the production units themselves, but also as a key factor in regional development.

23. The Committee finds the development of hypothetical production units interesting. It considers they are useful instruments in evaluating the effects of the application of technological packages. The feasibility of these models must be investigated at two or three experimental units that will have been specially established for this purpose. However, when expanding the application of these models and technological packages, this should be done at production units already established in the area and whose owners are willing to participate in a program of this nature.

24. CIAT should complement its technological advancement efforts with concrete investigations, of an economical and social type, at the level of regionally grouped production units, to be able to study the impact of the application of new technology. However, it should also do this on an experimental basis. That is to say, it should design and develop methods and systems, with sufficient control over the conditions in which the experimental studies are carried out, which will allow the countries to develop their different regions. In doing this CIAT should not take over functions that correspond to the national entities nor should it compete with them.

25. The Committee notes the importance of setting up shortly the proposed seminar to analyze the experiences that have been encountered in giving new technology to small producers. This analysis will be made from both the positive and the negative aspects.

26. Personnel is CIAT's strongest resource at the present moment. Both among the executive staff and the professional staff, we have found highly capable people, with experience and dedication to the cause of developing the tropical countries.

27. The Committee is conscious of CIAT's efforts to attract and employ highly qualified professional talent in the American countries. However, it feels that it is essential to continue seeking the way to incorporate a greater amount of people from the American countries on their professional and executive staff. Possibly the best manner in which to achieve this in the future would be to start forming, as from now, a young professional, talented staff which CIAT would send to continue their doctorate studies after a convenient period of association with the Center.

28. It is important, as well, to emphasize the leadership that the Executive Staff has given CIAT, both in the technical and in the administrative field. It is necessary to give the Executive Staff full autonomy so that it can successfully carry out the programs approved by the Board.

29. Another factor which has allowed CIAT to start its research programs in a consolidated and efficient manner, in only two or three years, has been its close association with the Colombian Agricultural Institute (ICA). This association has allowed them to use field facilities they did not themselves possess, in Palmira as well as in other parts of Colombia, especially on the Atlantic Coast and in the Llanos Orientales. On the other hand, ICA has given CIAT wide technical and administrative support. At the same time, ICA has received efficient cooperation from CIAT's highly qualified and professional staff in the development of their own programs.

30. Although CIAT also cooperates with research institutions in other tropical areas, especially in Ecuador, it has not yet developed an efficient system for developing inter-institutional cooperation. Justifiably, this is one of the Director's and Deputy Director's principal concerns, and they should continue in their efforts to institutionalize an effective system of cooperation between CIAT and other international and national institutions that are dedicated to research.

31. Apparently, CIAT has been more successful in obtaining cooperation from other institutions for the development of its own programs, especially from U.S. and Canadian organizations. The policy of receiving financial and technical cooperation from other organizations only when this means a boost to CIAT's programs, is a healthy one and should be maintained.

32. Undoubtedly, the permanent cooperation that CIAT can maintain with the scientists it has trained will prove to be the link that will most efficiently breed cooperation with national institutions. However, a limiting factor in obtaining efficient cooperation will be the capacity for action existing at the national institutions with which links will be established. Therefore, CIAT must make moves to promote the analysis of institutional limitations of the tropical areas' organizations, with which it collaborates, maintaining contacts not only with research centers but with universities, national planning offices, ministries and other entities which decide on development policies.

33. The executive and professional staff of CIAT is fully aware of the danger of giving in to the pressures that arise to dilute research efforts. The tendency existing at the research centers of American countries to embrace too many fields at one time has impeded the study in depth of the principal production problems in the tropics and the solution to these. The Board of Directors should adopt a firm stand in this respect.

BUDGET

34. The Committee considers that the budgetary estimates for 1973 which represent an increase of 6 percent over 1972 to compensate for the normal increase in costs and an increase of 10 percent, due mainly to budgeting, for the whole year, charges that were only partly covered in 1972, make up a realistic budget to maintain efficiently the programs that have actually been approved.

Any modification will naturally require a careful revision of fund availability. This would be particularly applicable when reinforcing the bean program.

FUTURE COMMITTEE MEETINGS

35. The Committee is grateful for the effort made in preparing the work documents which formed the base for discussions and which were extremely useful for this first meeting. It feels that it will be sufficient, at future meetings, to have only the annual activities report and verbal presentations and discussions, except when new programs must be studied.

36. The Committee considers that the next meeting should take place in the middle of March, 1973, starting on a Thursday and ending on the Tuesday of the following week. This would allow for observation of the field programs during the weekend and for dedicating two week days to each one of the areas of animal and plant production, respectively. Studies of the supporting programs will be fitted in between these days.

APPRECIATION

37. We wish to state on record our appreciation for the help and cooperation we were shown in our work by Dr. Grant, his executive, professional and administrative staff.

Moises Behar

Luis Marciano

Armando Samper

62d

December 29, 1972

Dr. Herbert R. Albrecht
Director
International Institute of Tropical Agriculture
Oyo Road, P.M.B. 5320
Ibadan, Nigeria

Dear Herb:

Many thanks for sending me a copy of your letter to Mr. Howard at ODA, London. As your letter implied might happen, I have written to Howard for enlightenment.

I do wonder whether you are perhaps being a bit too restrictive in your view of the \$100,000 or so of the British funds about which there is some doubt. If the British scientists are going to do work within your core program, then it seems to me that the funds (probably minus some extras, like the cost of their travel) are applicable to your core funding. In other words, they would, in part, fall within the definition of restricted core funding (as described in Lowell Hardin's letter of December 22). Perhaps on the basis of further discussion we could work out what a proper credit to your core program would be, if any.

I reported to the Belgian Executive Director of the World Bank that you had not, as of December 7, received any Belgian funds. He has cabled to the Finance Ministry in Brussels to know what the prospects are. In fact, it seems that the Belgian money might still be released for expenditures during the current Belgian financial year, which does not end until April 1, 1973. If you do not get a reply from Mme. Vervalcke, perhaps I'll get one through the Belgian office here. I'll let you know, of course.

In view of the complexity of your cash flow problems at IITA, Mr. Demuth believes that the contribution of \$750,000 to be made by the World Bank's affiliate, the International Development Association (IDA), should be made over to you in a single payment. If the Executive Directors approve the grant, you could expect this payment to be made into your New York account by about January 19. I will cable you when this has been done.

With respect to your budget as a whole, Lowell Hardin's description in his letter of December 22 to you is quite accurate. We are

Dr. Herbert R. Albrecht

- 2 -

December 29, 1972

carrying your core and capital requirements, less earned income (of \$110,000), at \$5.510 million. The contributions to be expected are summarized in my letter of December 5; but I would agree that we may have to subtract \$100,000 or some other part of the figure shown for the British grant.

By now, you will have received my cable asking whether I may visit IITA during the last days of January. If a visit is possible, then I would appreciate the advantage of a two or three-hour discussion of IITA's finances. Among other things, I would like to be educated on the subject of your 1972 deficit, if (as I gather) you expect one, and I would like to have as close an estimate as you can now make on the item for buses and buildings carried over from 1972. We might also talk about IITA's construction and equipment program generally, since it seems that there are still some problems here, even after the Ford "completion" grant.

Sincerely,

Harold Graves
Executive Secretary

Her
HG/er/jk

COPY

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

Concl-
File IITA and
X-file Rockefeller.

brn

December 22, 1972

Dear Herb:

I am glad to be able to inform you that the Trustees of The Rockefeller Foundation have authorized the officers to make available a total of \$514,000 to the International Institute of Tropical Agriculture (IITA) toward its basic operating costs during 1973. This amount, as in the past, will consist of one portion to be retained by the Foundation to cover the cost of salaries and salary-related perquisites for Rockefeller Foundation staff members assigned to IITA; \$364,200 which is available upon your request as a cash payment to your institute; and \$50,000 which will be held by the Foundation until October 1, 1973, for any final-quarter adjustment of staff costs and cash contribution. The appropriate portion of this \$50,000 will be paid to IITA sometime after October 1, 1973.

The amount of the Rockefeller Foundation contribution to IITA for 1973 was based upon requirements as indicated in the budget previously submitted to the Foundation and upon consultation with other donors. It is our understanding that contributions from other donors will cover remaining needs of IITA for next year.

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

Very sincerely yours,

Sterling Wortman

Dr. Herbert R. Albrecht
Director
International Institute of
Tropical Agriculture
P. M. B. 5320
Ibadan, NIGERIA

✓ SW:mjs

cc: Mr. Harold Graves

92d

December 21, 1972

Dear Herb:

Many thanks for your letter of December 7. By now, you will have received my cable on the USAID grant to IITA for 1973, to the effect that the final figure for that grant is intended to be \$1.2 million, although \$450,000 of this amount may not be available until after July 1, 1973.

You were quite right in not expecting any German money in 1972. We were informed by the German Executive Director of the World Bank earlier this week that the German budget for 1972 was not passed in sufficient time to make it possible to disburse funds to IITA. The German authorities will, however, carry over this item into their 1973 budget proposal, asking that 400,000 Deutsche mark (\$125,000, according to yesterday's rate of exchange) be made available to IITA (in addition to whatever other allocation is made to IITA for 1973). This item probably will not be acted on until March 1973, but I think we can count on it being acted on by that time.

Thank you also for your reply to my inquiry about the disbursement of the IDA grant to IITA. We will do our best to follow this or some other schedule at least as convenient from the standpoint of your cash flow.

With best wishes of the season to you and John Nickel,

Sincerely,

Harold Graves

Dr. H. R. Albrecht
Director
International Institute of
Tropical Agriculture
Oyo Road, P.M.B. 5320
Ibadan
Nigeria

John

HG:ap

GRAVES

Distribution: Mr. H.Graves

HAVE CHECKED OPINION MAJISU EAA PRO WITH SPEARS OF COOPERATIVE
PROGRAMME WHO HAS JUST RETURNED KENYA STOP OPINION DIFFIDENT LACKS
DRIVE STILL FINDING FEET KENYA STOP BELIEVE UNSUITABLE CRITICAL
REVIEW HIGH-POWERED INSTITUTE LIKE IITA STOP REOURLET 20 DECEMBER
PLEASE SEND URGENTLY 100 COPIES ENGLISH VERSION SUMMARY PRO
CEEDINGS OF CONSULTATIVE GROUP FOR DISTRIBUTION MEMBER COUNTRIES
REGARDS =

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COMMUNICATIONS
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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

OYO ROAD, P.M.B. 5320, IBADAN, NIGERIA

Telephone: Ibadan 23741 (5 lines)

Cables: TROPFOUND, IKEJA

Lagos Office:

89, SOBO AROBIODU AVE.

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Telephone: Lagos 33931

20 December 1972

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

Dear Harold:

As a kind of desk-cleaning activity before the Christmas holidays I write extending the Season's Greetings and hopes that your holidays were happy ones.

Although we have cabled both Brussels and Bonn concerning their funding of IITA activities for 1972 we have had no response and no notice from the bank that any funds have been deposited. In the absence of such funding and in the light of the drastic reduction in Ford Foundation core support for the year, we have remained quite conservative in our spending but nevertheless it looks like we will be deficit for the year if there is no action - at least in Brussels in the next few days.

I am sure all Directors would be happy to have a copy of Mike Ruddy's revision of the budget presentation. If these are available to us by 1 January or shortly thereafter, they could be studied sufficiently that useful comments could be made at the time of our meeting in Bellagio. If Mike could arrange his schedule to be with us some time during the week of 12 February, we will schedule a half day⁺ for this purpose. Anticipating that the document would be discussed at the meeting I have asked Jerry Grant to prepare himself to lead the discussion. Our agenda has not been firmed up but as soon as we have this information I can indicate to you on which day the budget matter would be considered. We appreciate greatly your fine consideration.

I'm still awaiting some replies from institute directors before our agenda is finalized but am hopeful this will be accomplished by the middle of January. High on the list of priorities is the matter of inter-institute research and training coordination which, I am sure, would be the wish of both CG and TAC. I'm sure some useful procedures will be forthcoming because all of us have been aware that it is necessary for us to establish such principles and they'll be all the more effective if those of us who have to administer them can come up with some strong recommendations.

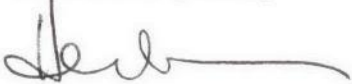
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Mr. Harold Graves
20 December 1972
page 2.

As the year closes may I thank you so much for your personal attention to IITA matters and I assure you we look forward to advancing these into 1973 and for years thereafter.

With all best wishes, I am

Sincerely yours,

A handwritten signature in dark ink, appearing to be 'H. R. Albrecht', with a long horizontal flourish extending to the right.

H. R. Albrecht
Director

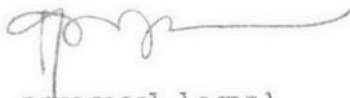
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Director
H. B. Alpers



Sincerely yours,

With all best wishes, I am

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page 3.
30 December 1973
Mr. Harold Graves



Our file IITA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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Telephone: Lagos 33931

16 December 1972

Sir John Crawford, Chairman
Technical Advisory Committee
Consultative Group on International
Agricultural Research
Office of the Vice Chancellor
Australian National University
Canberra, Australia

cc: Mr. Harold Graves ✓

Dear Sir John:

The IITA in-house and external reviews will be held simultaneously at the Institute the week of 18 February 1973, Monday through Friday. According to our Memorandum of Agreement with USAID the external review panel should be comprised of three persons, one an American, another an African and one from elsewhere (the first two were European) who has had long experience in the tropics. The panel members are to be so drawn as to represent the fields of economics, soils or agronomy and plant science or agricultural biology.

We submit the following list from which the panel will be drawn:

Economics:

- M. Sey, Economist, West African Bank (African)
- R. H. McAlexander, Head Int'l. Agric. Programs, Pennsylvania State University (American)
- L. D. Loftsgard, Farm Management, Water Research, President, North Dakota State University (American)

Soils or Agronomy:

- Robert Corry, Professor of Soils, Univ. of Wisconsin (American)
- B. N. Majisu, Director, EAFFRO, Kenya (African)
- G. O. Mott, Professor of Agronomy, Univ. of Florida (American)
- M. Loudebout, Professor of Soils, Univ. of Louvain (Belgian)

Plant Science or Agricultural Biology:

- W. Wouters, Professor of Plant Genetics, Univ. Gembloux (Belgian)
- M. Meyer, Dean Faculty of Agriculture, Univ. Louvain (Belgian)
- D. D. Harpstead, Head Dept. Crop & Soil Sci., Michigan State University (American)
- J. A. Rigney, Dean International Program, North Carolina State University (American)

-continued-

State University (American)
L. A. Bland, Dean International Program, North Carolina
State University (American)
D. D. Harborage, Head Dept. Crop & Soil Sci., Michigan
M. Meyer, Dean Faculty of Agriculture, Univ. Guelph (Belgian)
M. Monters, Professor of Plant Genetics, Univ. Guelph (Belgian)
Plant Science or Agricultural Biology:

M. Gonderont, Professor of Soils, Univ. of Guelph (Belgian)
C. O. Mott, Professor of Agronomy, Univ. of Florida (American)
B. H. Mallan, Director, EAFFRO, Kenya (African)
Robert Conly, Professor of Soils, Univ. of Wisconsin (American)
Soils or Agronomy:

North Dakota State University (American)
L. D. Gottsard, Farm Management, Water Research, President,
State University (American)
K. H. McAlexander, Head Int'l Agric. Programs, Pennsylvania
M. Zey, Economist, West African Bank (African)
Economics:

We submit the following list from which the panel will be drawn:

agricultural biology.
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experience in the topics. The panel members are to be so drawn as to
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Dear Sir John:

Campbell, Assistant
Agricultural National University
Office of the Vice Chancellor
Agricultural Research
Consultative Group on International
Technical Advisory Committee
Sir John Crawford, Chairman

cc: Mr. Harold Graves

19 December 1973

Copy: TROPHICUM, IKEJA

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Telephone: 33331

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22, SOBO AROBODU AVE.

33303 Office:

200 ROAD, P.M.B. 2350, IBADAN, NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



4711

Sir John Crawford
16 December 1972
page 2.

Plant Science or Agricultural Biology:

K. Caesar, Dean, Faculty of Agriculture, Technical
University of Berlin (German)

A. Blum, Agric. Research Organization, The Volcani Center (Israeli)

Mr. Harold Graves advises that you will be in Washington in mid-January when, after discussions with Mr. Demuth, your concurrence, additions or deletions could be cabled. I fear this might cause us difficulties due to the shortage of time so would appreciate your contacting us at your earliest convenience, by year's end at least.

We will appreciate greatly your good help and apologize for the shortness of time. We had hoped we would not have to schedule a review again so soon, but USAID expressed a preference to Mr. Graves that we hold another in 1973. Our staff, Executive Committee and officers all agreed it was only practical to schedule our reviews together due to their great demands upon the time of our scientists.

With best wishes for the holiday season, I am

Sincerely yours,



H. R. Albrecht
Director

ar



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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7 December 1972

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

Dear Harold:

It took two weeks for your letter of 22 November to reach Ibadan but we appreciate having it for the important information it contains.

One important discrepancy needs to be mentioned and that is in our USAID funds which, according to your letter, amount to \$1,200,000. During my absence from Ibadan last week, at a time when John Nickel was also away, USAID brought an extension of our agreement to Ibadan for signature. This was signed by Bob Mitchell for the IITA since it was required by AID that the signature be affixed on or before 30 November. The extension of the agreement provided for a sum of \$750,000 for the year 1973. I am wondering whether you can help us to clarify this matter since it involves a rather substantial difference of \$450,000 which could be quite important to the operations of IITA during the next year. 1.2

You had mentioned earlier that the Belgian Government would provide us with 10 million Belgian Francs for 1973 in contrast to 19 million for 1972. One problem with the latter is that thus far the funds have not been deposited into our account and the year is rushing to a close. I have cabled Mrs. Vervalke requesting her advice concerning the action the Belgian Government might still take before the close of the year.

We have had no indication of the intentions of the West German Government although at the time John Nickel visited there on his way to Washington in October, they had expressed the hope they could provide us with \$125,000 before the close of this year because of commitments which the IITA had obligated itself to with the promise of German support of the program. No payment has been made and it is not expected that there will be any support from that source during this year.

We are looking forward to your next letter concerning the possible action of the World Bank Group concerning the gap which is apparently going to occur between the amounts subscribed by other sponsors and the approximately

-\$5,500,000-

occur between the amounts subscribed by other sponsors and the approximately of the World Bank Group concerning the aid which is apparently doing to. We are looking forward to your next letter concerning the possible action

subsidy from that source during this year.

No payment has been made and it is not expected that there will be any. ILLA had originated itself to with the promise of German subsidy of the program. \$132'000 before the close of this year because of commitments which the in October, they had expressed the hope they could provide us with although at the time John Nicker visited there on his way to Washington. We have had no indication of the intentions of the West German Government

might still take before the close of the year.

Delaware requesting per advice concerning the action the Belgian Government into our account and the year is starting to a close. I have copied Mrs. One problem with the letter is that thus far the funds have not been deposited with 10 million Belgian Francs for 1963 in contrast to 18 million for 1962. You had mentioned earlier that the Belgian Government would provide us

to the operations of ILLA during the next year.

a rather substantial difference of \$420'000 which could be quite important wondering whether you can help us to clarify this matter since it involves the agreement provided for a sum of \$120'000 for the year 1963. I am that the signature be affixed on or before 30 November. The extension of this was signed by Bob Mitchell for the ILLA since it was required by AID away. USAID brought an extension of our agreement to Braden for signature. absence from Braden last week, at a time when John Nicker was also funds which, according to your letter, amount to \$1'500'000. During my One important discrepancy needs to be mentioned and that is in our USAID

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It took two weeks for your letter of 23 November to reach Braden but we

Dear Harold:

Washington, DC 20433

1818 H St., N.W.

Agricultural Research

Consultative Group on International

Mr. Harold Graves, Executive Secretary

1 December 1962

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



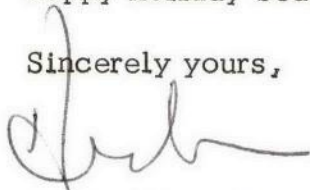
Handwritten signature in red ink.

Mr. Harold Graves
7 December 1972
page 2.

\$5,500,000 we will need if the dormitories are to be constructed. We're quite anxious about this as our contractor is beginning to demobilize and if we are unable to state our intentions soon the costs are more likely going to escalate.

Thank you so much for your continued help and with best wishes for a happy holiday season, I am

Sincerely yours,

A handwritten signature in dark ink, appearing to be 'H. R. Albrecht', written in a cursive style.

H. R. Albrecht
Director

ar

December 7, 1972

Dear Herb:

In a recent letter you mentioned that you would be willing to receive any suggestions which the Consultative Group Secretariat might have for the agenda of the meeting of institute directors in Bellagio next February.

Our suggestion now is that a revised and expanded version of Mike Ruddy's earlier draft on uniform budget practices and financial reporting by the international agricultural research centers be put on the agenda. You will remember that the earlier draft was discussed at the meeting of institute directors on August 3, during International Centers Week.

As a result of this discussion, Mike Ruddy had asked the institute directors to comment on his draft by October 1. Comments have been received from CIMMYT, ICRISAT and your Institute. On the basis of these comments, Mike is substantially revising and expanding the budget section of his earlier draft and we hope that the new paper will be in your hands and the hands of the other institute directors, if you agree, by January 1. If this paper should be put on the agenda of your meeting, Mike would be coming to Bellagio to receive further comments and to answer questions.

Sincerely yours,

Harold Graves
Executive Secretary

Dr. H.R. Albrecht
Director
International Institute of Tropical
Agriculture
P.O. Box 5320
Ibadan
Nigeria

cc: Mr. Ruddy

7m
FHK/HG:mmcd

92d

December 5, 1972

Dr. H. R. Albrecht
Director
International Institute of
Tropical Agriculture
Oyo Road, P.M.B. 5320
Ibadan
Nigeria

Dear Dr. Albrecht:

This is to add to the information in my letter of November 22, concerning the financing of IITA's core and capital budget for 1973.

As you know, we are using a figure of \$5,510,000 for the sum that needs to be raised. Against that, specific amounts (subject in some cases to legislative or other approvals) are being committed as follows:

Canada	\$ 750,000
Ford	750,000
Netherlands	125,000
Rockefeller	515,000
United Kingdom	540,000
United States	<u>1,200,000</u>
Sub-total	\$3,880,000.

On the basis of what has been said to you and the Consultative Group staff on various occasions, it seems reasonable to suppose that Germany will make a contribution of \$750,000 to IITA's core and capital budget in 1973. For my own part, I guess, in addition, that, since the Belgian contribution to IITA in 1973 will be smaller than in 1972, the set-aside for special projects will not be any larger than it was in 1972, so that perhaps \$130,000 of the Belgian grant for 1973 would be left for core support. Two more commitments to IITA therefore could be added, as follows:

Belgium	\$ 130,000
Germany	<u>750,000</u>
Sub-total	\$ 880,000
Total	\$4,760,000.

Dr. H. R. Albrecht

- 2 -

December 5, 1972

This would leave \$750,000 to be found. It is being proposed to the Executive Directors of the World Bank Group that the Bank Group make a contribution to IITA for 1973 in this amount, to be usable without restriction within IITA's core and capital budget. The decision of the Executive Directors will be taken in mid-January, and I will of course let you know the outcome promptly.

The Bank funds, if the Executive Directors approve, would be available by about January 19. The question has yet to be considered, however, of whether the Bank contribution, beginning on about that date, should be made in several installments and, if so, how many.

The answer, I suppose, depends on the cash flow you require for the capital portion of your budget, and beyond that, on whether you intend to finance your capital expenditures out of the Bank contribution or the German contribution (which might be available beginning May 1) or partly out of both. When you receive this letter, will you let me have a cable commenting on your cash flow requirements, please?

Sincerely yours,

Harold Graves
Executive Secretary

cc: Dr. F. F. Hill
Dr. Lowell Hardin

HG:apm
[Handwritten signature]

92d

December 4, 1972

Dear Herb:

By now, you will have had my cable indicating that there is certainly no objection from the standpoint of the Consultative Group Secretariat to your combining your in-house and external review procedures. Guy Baird at USAID says that this sounds sensible to him, also.

At the Consultative Group meeting, there were no revisions of the paper on review procedures which I sent you. It was agreed, in other words, that there would be an annual progress report from the Consultative Group Secretariat, and that there would be external, in-depth reviews of program content at intervals of more than a year.

In the latter case, the Consultative Group expressed a desire to have institutes inform the Chairman of TAC of the persons whom they intended to choose as members of external review panels, so that the Chairman could endorse the selections if he agreed with them, and so that he also could consider whether it would be desirable to augment the panel.

The kind of review conducted at IITA is not the kind of in-depth review mentioned in the paper, since it occurs annually rather than at longer intervals. We would not have any doubt, either, that the individuals chosen for the IITA panel would be well qualified. On the other hand, there might be an advantage for IITA to be able to say, in its annual report and other presentations, that the selection procedure envisaged by the Consultative Group was pursued in this case.

If it would not present you with any insuperable difficulties, then, we would very much appreciate being informed of the choices you have in mind for your 1973 review. Sir John Crawford is arriving here in mid-January, and Mr. Demuth would discuss the matter with him at that time. We would advise you of the results by cable.

I realize that with respect to the time factor this all may be rather tight, and that there may be other problems about it. Please let me know what you think it is feasible to do.

Sincerely,

Harold Graves

Dr. H. R. Albrecht
Director
International Institute of
Tropical Agriculture
Oyo Road, P.M.B. 5320
Ibadan
Nigeria

HG:apm



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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24 November 1972

Mr. Harold Graves, Executive Secretary
Consultative Group on International
Agricultural Research
1818 H Street, N.W.
Washington, DC 20433

Dear Harold:

I now have several of your letters which were held up by the strike of the posts and telecommunications people. I'll answer parts of each and try to catch up with the rest after we've had a chance to talk with John Nickel and other members of the staff concerning certain matters.

✓ We became aware of the failure on our part to make request to ODA and had rectified this point before receiving your letter. The Treasurer is responsible for flagging such deadlines and I guess in the shift in assignment from Jim Anderson to David Pritchard this item was lost in the shuffle. The requirement has been dropped for 1973 and thereafter.

✓ We had been alerted while in Brussels that the Belgian contribution would be substantially less in 1973 than in 1972. This could cause us some problems since the Belgian group is quite determined to impose restrictions on the grant - if we must deal with no more than 10 million Belgian Francs there may not be too much left over for core support. However the situation may not be quite as bad as meets the eye since funds earmarked for certain projects can be extended into 1973 and therefore won't have to be financed again out of the new 10 million franc grant. At least so one would hope.

There is added a page which lists our calendar for years through 1977. The dates for Board meetings, meetings of the Executive Committee, in-house and external reviews are included. Our schedule of seminars is now in the process of being developed and we'll send you such information when it has been assembled. This is in the hands of Dr. Wade Reeves, our new training officer, who is also responsible for the logistics of our seminar and workshop program and is new enough on the job not to have been able to get things lined up so promptly.

✓ We have decided that we will run in-house and external reviews concurrently. This is to save the time of our staff who have, in the past two years, been

-spending too-

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Dear Harold:

Washington, DC 20433
1818 H Street, N.W.
Agricultural Research
Consultative Group on International
Mr. Harold Graves, Executive Secretary

24 November 1972

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19020 Office:

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



Mr. Harold Graves
24 November 1972
page 2.

spending too much time preparing for and presenting two different reviews each year. Since it is necessary for us to have an external review in 1973 we will rush on with the job of finding some people to do it the week of 18 February, but frankly I don't know whether we'd be right or wrong in handling it this way due to the terms of agenda item 9 which I gather was approved when the consultative group met early this month. Your early advice is requested in the interest of time. Is there a revision of agenda item 9 which outlines procedures?

Since our budget and program details are developed after our reviews it would probably be best if the consultative group team were to visit some time during the period between the last week of March and the middle of April. Although this would bring them here during the height of our planting season, it would be early enough that the documents could be finalized for presentation to our Boards of Trustees meetings during the last week in May.

Thus far no IITA reviews have been closed and since they have now been combined I don't suppose it would be handy for us to do it that way. So we would state that any members of the consultative group would be welcome at any time and including, of course, the TAC which already had an observer at our external review this past June.

More later and meanwhile we look forward to getting your report on the IITA financing for 1973.

Sincerely yours,



H. R. Albrecht
Director

ar
encl.

Called
"no objection"
Dec. 1

November 22, 1972

Dr. H. R. Albrecht
Director
International Institute
of Tropical Agriculture
Oyo Road, P.W.B. 5320
Ibadan
Nigeria

Dear Dr. Albrecht:

As you know, members of the Consultative Group on International Agricultural Research met in Washington and, among other things, made statements of their intentions about grants to the international agricultural research centers for 1973. Statements concerning the International Institute of Tropical Agriculture are summarized below.

* * *

The Chairman of the Consultative Group informed members that funds had not yet been provided in 1972 for IITA's capital budget for that year, so that it was probable that this item would have to be carried over into 1973. The effect would be to increase IITA's 1973 requirements by about \$700,000. The capital budget would rise to about \$1 million, and the total budget for core and capital would rise to approximately \$5-1/2 million.

The U. K. representative observed that the British financial year begins in April. He had adjusted his figures, however, to cover the calendar year; the figures therefore straddled two financial years. He explained that the British pledges were for "unrestricted core budget purposes.... although we may for our own presentational purposes identify these contributions with particular features of the programs of the institutes." The payment of British grants, he said, would be made in advance, in equal quarterly installments, on the receipt of requests by the centers for payment. The U. K. grant to IITA, he said, would be £230,000 (about \$540,000).

The Netherlands representative declared that in 1973, subject to parliamentary approval, his Government would continue its contributions to IITA in the amount of \$125,000. This would be an unrestricted

contribution to the core budget. For 1974, also subject to parliamentary approval, the grant to IITA would be maintained at the same level at least.

The situation with respect to 1973 disbursements, the Netherlands representative said, was somewhat vague. Elections were being held in Holland at the end of November, and it was not certain when a new parliament would approve the necessary appropriations; but he thought it would be sometime in the beginning of 1973.

The representative of Belgium stated that he was not in a position to state a commitment for 1973. Provisionally, however, it was intended to make 10 million Belgian francs (about \$220,000) available for international agricultural research in 1973; and this amount would go to IITA. For 1974, it was hoped there would be an increase in the grant to IITA. (The Belgian representative did not say what part of the Belgian grant for 1973 would be used for core and capital support as opposed to special projects.)

The representative of the German Federal Republic indicated that parliament would be asked to approve a budget of DM 6 million (roughly \$1,950,000) for international agricultural research programs supported by the Consultative Group for 1973. It was not possible, however, to say when parliament would act. Among the programs which would be of special interest to the German Government, however, would be that of IITA. The German delegation was not in a position to express any commitment for 1974.

The representative of Canada said that his Government had a firm commitment to IITA in 1973 amounting to \$750,000. He explained that 1973 was the final year of the existing Canadian agreement with IITA. In view of the valuable work that the Institute is carrying out, however, approval would be sought for a grant of at least \$750,000 to IITA for 1974. With respect to 1973 disbursements, it is expected that payments would be available by mid-year.

The representative of the Ford Foundation indicated that the Foundation, in allotting grants, would give preference to the four original centers (including IITA). Grants would be for unrestricted support of core programs; use of funds for capital budgets would have to be negotiated with individual institutes. Disbursements would be quarterly. Terms of the grants to individual institutes would be worked out in November and December, and disbursements could begin in January.

The representative of the Rockefeller Foundation also indicated a preference for the original institutes (including IITA); specific amounts of grants remained to be determined. Staff recommendations would be considered by the Foundation's trustees in December; approved grants would be disbursed in their entirety shortly after January 1.

Dr. H. R. Albrecht

- 3 -

November 22, 1972

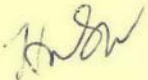
The representative of the United States indicated an intention of providing \$1,200,000 for IITA in 1973. In principle, the United States was prepared in 1974 to provide up to 25 per cent of the financial requirements of the institutes.

* * *

These statements of intention indicate a substantial degree of support for IITA in 1973 -- over \$2,600,000, without taking into account the grants in prospect from the Ford and Rockefeller Foundations and from Germany. It seems probable, nevertheless, that the intentions so far expressed will leave part of IITA's 1973 cash requirements uncovered; and the World Bank Group is now considering what it can do toward closing the gap. I would expect to write you again concerning the position of the World Bank Group before the middle of December.

Sincerely yours,

Harold Graves
Executive Secretary



HG:apm

92d

November 13, 1972

Dear Dr. Albrecht:

You will remember that last month I sent you, and invited your comments on, a paper making a number of suggestions about ways of conducting reviews of the programs and budgets of the international agricultural research centers. The paper itself, as you will have recognized, was in large part simply a summary of the discussion of this subject which took place during International Centers Week, with Center Directors and Trustees participating. The suggestions in the paper, you may also recall, were chiefly directed toward adapting existing practices to make them as useful as possible both to the Centers and to members of the Consultative Group. An additional copy of the paper is attached for your convenience.

The proposals made in the paper were discussed by the Consultative Group during its formal annual meeting in Washington on November 1 and 2. The Group generally approved the suggestions made in the paper, and agreed that they should be tried out on an experimental basis; after a year or so, they would be considered again and, if necessary, modified in the light of experience. Members confirmed that the Centers should be asked for their general views, and it was envisaged that Directors might wish to consult their Trustees in the matter. It was of course understood that the concurrence of Centers would be required in particular arrangements affecting them individually.

I am now writing to enlist your cooperation in carrying out two of the proposals made in the paper. One concerns progress reports to be made by Consultative Group staff; the second has to do with a long-range calendar of reviews.

Progress reports by Consultative Group staff are described on pages 3 and 4 of the paper prepared for the Group. For the purpose of preparing such reports, the Consultative Group Secretariat would like in 1973 to send a team of two or three individuals to your Center who would be concerned with describing the progress made in the previous year and with analyzing the program and budget for 1974. At least one member of the team would be a senior agricultural scientist or administrator (for instance, Mr. L. J. C. Evans, now Director of the Agriculture Department of the World Bank, who has agreed to serve as a consultant to the Consultative Group Secretariat after his retirement on March 31, 1973); the other would be a budget expert.

November 13, 1972

We would propose that the team's visit would last five days or less, and that it be made at a time when your program and budget proposals were in final form or reasonably close to it. I would be grateful to learn from you what specific dates would, from your point of view, be suitable for such a visit. It would be particularly helpful if you could suggest alternative dates as well, since the budgeting season is relatively short and the members of our team may have to visit several centers during this time.

The matter of a long-range calendar is discussed in the review paper on pages 6 and 7. As the paper indicates, we would be grateful to have from you a tentative schedule of in-house reviews, external reviews, seminars and executive committee and Trustees' meetings through 1977, to the extent that such a schedule has been worked out, indicating which reviews would be closed and which would be open to representatives of members of the Consultative Group. We appreciate that the later years of such a schedule are likely to be quite speculative, but nevertheless would like to have any indication of events that you can give this far in advance.

Sincerely yours,

Harold Graves
Executive Secretary

Enclosure -

*Review Procedure
Agenda Item 9*

Dr. H. R. Albrecht
Director
International Institute
of Tropical Agriculture
Oyo Road, P.W.B. 5320
Ibadan
Nigeria

92d

November 9, 1972

Dear Herb:

Here is a combined calendar of events for the centers and institutes in 1973.

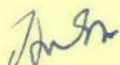
Just in case Bukar Shaib has not had a chance to mention it, let me report that in the course of the Consultative Group meeting, Mr. Mathieson, representing the U.K., observed that disbursements of British grants were made quarterly and in advance, on receipt of requests from institutes for such disbursements. He remarked that IITA had not made requests for payments for either the July quarter or the October quarter.

Sincerely yours,

Harold Graves

Enclosure

Dr. H. R. Albrecht
Director
International Institute
of Tropical Agriculture
Oyo Road, P.W.B. 5320
Ibadan
Nigeria



HNG:lc

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.

Telephone (Area Code 202) 477-3592

Cable Address - INTBAFRAD

International Agricultural Research Centers and Institutes: Calendar of Events in 1973

January 5-7	--	ICRISAT: Meeting of Governing Board
January 24-28	--	CIMMYT: World Wheat Seminar
February 1-7	--	IRRI: In-house Program Review
February 9	--	IRRI: Meeting of the Board of Trustees
February 11-	--	Meeting of Center Directors, Bellagio
February 19-24	--	IITA: In-house and External Program Review
February 28-March 1	--	CIAT: Seminar on the Potential of Field Beans and Other Food Legumes in Latin America
April (3rd week?)	--	CIMMYT: Meeting of Executive Committee
April 23-27	--	IRRI: International Rice Research Conference
May 14	--	CIAT: Annual Meeting of the Board of Trustees
May 14-15	--	CIP: Annual Meeting of the Board of Trustees
May (last week?)	--	CIMMYT: Annual Meeting of the Board of Trustees
May 27-June 1	--	IITA: Annual Meeting of the Board of Trustees
June 22 or 29	--	IRRI: Meeting of the Executive and Finance Committees
July 30 - August 3	--	International Centers Week
October ____	--	IRRI: Workshop on Cropping Systems in the Humid Tropics (tentative)

November 9, 1972

92d.

November 9, 1972

Dr. H. R. Albrecht
Director
International Institute
of Tropical Agriculture
Oyo Road, P.W.B. 5320
Ibadan
Nigeria

Dear Herb:

Many thanks for your letters of October 16 and 21.

John Nickel will have told you about the talk we had while he was in Washington. Following the meeting of the Consultative Group here last week, there is a little more to report on the Belgian situation. The Belgian representative was Mr. Populer, of the Belgian Administration for Development Cooperation, and I assume that he is one of the people you met in Brussels. He stated in the Consultative Group meeting that the Belgian funds for international agricultural research in 1973 would amount to 10 million Belgian francs (it was 20 million in 1972), and that this amount would go to IITA. Outside the meeting, he told me that the funds probably would not actually be appropriated and available until mid-1973.

Populer was not able to tell me what part of the Belgian grant would be for special projects and what part would be for IITA's core activities. We discussed fairly intensively the question of restrictions on the Belgian grant. I put it to him that the Belgian contribution for 1972 really had been more bilateral than multilateral in character, and that of all the governments in the Consultative Group, Belgium was the only one that was acting in this manner -- as he himself could see from his attendance at the Consultative Group meeting.

Populer showed sympathy for the idea of trying to get less restrictions on Belgian money, and promised to do what he could about this when he got back to Brussels. On the other hand, he was not very optimistic about his prospects, and he did not seem to understand, any more than we do, why the development aid people in Brussels say one thing and then do something else.

November 9, 1972

He did stress that it was quite important, in his opinion, to have the support of the scientific community in Belgium for this kind of activity, which was why Brussels thought it desirable, to the extent possible, to bring Belgian scientists into the picture. (I heard from a non-Belgian source during the Consultative Group meeting that Belgian research contracts under Belgian bilateral aid to the former Belgian territories in Africa had been severely reduced, and that the Belgians therefore were trying to keep their scientists happy by giving them work under the IITA grant. This is not necessarily true, but it is plausible, and would explain a lot.)

With respect to the 1973 external review, mentioned in both your letters, I guess we both understand by now that USAID, at least for the time being, is not willing to forego it. I do greatly appreciate your long and thoughtful letter, commenting on proposed review procedures. Dick Demuth and the Secretariat, I may say, share your view about the initiative and responsibility of institute trustees; we would certainly resist the idea that the exercise might become entirely the function of the Consultative Group with scheduling and nomination entirely in its province.

On the other hand, I am sure that our paper was not entirely clear on external reviews: we did not mean that there would be years in which there would be no external review at all (although there might be); what we meant was, as Jerry Grant suggested, that a center, instead of reviewing its entire program with an external panel, might review one thrust one year, another thrust the next year, and so on. In any case, we expect that the review question will be worked out with each institute according to its own circumstances. I'll be writing you more formally about this in a day or two.

I also hope to be writing you very shortly about the financing of IITA's 1973 program.

Sincerely,

Harold Graves

HG

HG:apm



62d 7 Mr. Kipo
2) Mr. Graves

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

OYO ROAD, P.M.B. 5320, IBADAN, NIGERIA

Telephone: Ibadan 23741 (5 lines)

Cables: TROPFOUND, IKEJA

Lagos Office:

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P.O. BOX 145 IKEJA

Telephone: Lagos 33931

21 October 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on International
Agricultural Research
1818 H Street, N.W.
Washington, DC 20433

Dear Harold:

Your letter of 12 October was received yesterday and while I haven't had a good opportunity to really study the CG agenda item 9, review procedures, very thoroughly I will send what few comments I have before taking off for a visit at FAO in Rome next week. Unfortunately John Nickel has been delayed in returning to Ibadan so I can't incorporate his thinking but will ask him to send you any thoughts he might have.

I have no particular comments to make on the matter of the reports as treated in the paper. I am sure the suggestions made are, for the most part, workable but I think some evolution will come into play so that over the next two or three years we'll develop the kind of reporting we and the sponsors will be satisfied with.

I think that once we get our schedule for the year adjusted to Consultative Group operations, we'll be able to prepare a tentative schedule of all institute events through 1977 as you propose. We are moving all of our events up so we can be through with our Board meeting before the end of May each year and so we will have no difficulty in setting some tentative dates for Trustee and Executive meetings and In-house and External Reviews. Seminars is another matter - I doubt these could be identified much before two years in advance except for the routine kinds that the institutes come to offer periodically in the line of regular service to the constituency. The exciting, timely ones can't be anticipated that far ahead and anyway there are still considerations such as joint sponsorship (which is useful for us here in West Africa where francophone participation is desirable, if not essential), availability of funds, urgency of the topic, etc., etc.

The paper poses no problems for us insofar as In-house reviews are concerned, but I think all of us need some more experience with External Reviews before we can settle into a pattern. We've had them for two years now and CIMMYT

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Your letter of 13 October was received yesterday and while I haven't had a

Dear Harold:

Washington, DC 20433

1818 H Street, N.W.

Administrative Research

Consultative Group on International

Executive Secretary

Mr. Harold Graves

31 October 1975

Copies: TROPICODU IKELA

Telephone: Ibadan 3344 (2 lines)

Telephone: Lagos 3331

P.O. BOX 142 IKELA

33, SOBO AVONIODU AVE.

Lagos Office:

OYO ROAD, P.M.B. 2350, Ibadan, NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



Handwritten signatures and initials at the bottom right of the page, including what appears to be 'Mr. Graves' and 'Mr. Nicker'.

Mr. Harold Graves
21 October 1972
page 2.

for one and in each case the report of the panel has been directed to the Institute's Board of Trustees. Insofar as I know, we are the only institute required to hold an annual external review and this is written into our memorandum with USAID, but even here it is provided that the report be submitted to the IITA Board of Trustees - keeping the review an IITA function. No other sponsor of ours has required we conduct external reviews. In the light of the discussion in Washington, we have asked AID to agree that these reviews need not be annual but rather be held every two or three years. We have had no response from them on this point.

While I can see no reason to object to reports of external review panels being made to the Consultative Group or TAC or whomever, I think all institutes would be somewhat more comfortable with the proposals in agenda item 9 if they were to illustrate a little more positively the role of the trustees as initiators and governors of the evaluation process. This might be difficult to do if the Consultative Group must confirm the nomination of panel members and if members of TAC are to be eligible for service on review panels. One reaction might be that the exercise become entirely the function of the Consultative Group with scheduling and nomination being entirely in its province.

I am inclined to question whether members of TAC should serve on review panels. I would welcome TAC representation on an observer basis but as members of a panel they would serve in a position of dual influence and might therefore inject some restraints which could diminish the usefulness of the evaluation. So far we have found our evaluations by persons wholly disassociated with the institute to be quite valid and reliable. I think our sponsors have found them useful since most of them monitor our work quite closely with the very knowledgeable people. It is possible that evaluations made by TAC would be most useful to the institutes and sponsors if they were completely and independently under the jurisdiction of TAC.

I believe that if members of an evaluation panel are selected strategically with the program of the institute in mind, no more than three are necessary and allowing for observers, of course. I've never found a special correlation between the size of the panel and the value of its report and in this I include experience with a number of panels reviewing university programs for accrediting agencies. Also, there is the matter of cost - with expenses and honoraria our external reviews in the past two years have cost us somewhere between \$5000 and \$6000 each.

You no doubt remember that it was decided when we were in Washington that the institute directors would meet with their associate directors at Bellagio the week of 11 February 1973. I am responsible for setting up the agenda and would ask that if you have any suggestions of topics you feel the Consultative Group would like the directors to address themselves to, please send them along.

-So far-

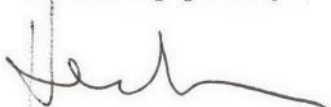
Mr. Harold Graves
21 October 1972
page 3.

So far the suggestions received from the directors themselves have assured that we're going to have a very productive and interesting meeting, getting down to some details which have needed attention for a long time. I think there'll be a good bit of unification of procedures coming out of the meeting and some badly needed coordination of research efforts. I think the meeting is going to prove to be most worthwhile.

I'm sorry I've been this long and trust some of the comments might be found useful.

With best wishes, I am

Sincerely yours,

A handwritten signature in dark ink, appearing to be 'H. R. Albrecht', written in a cursive style.

H. R. Albrecht
Director

ar

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October 17, 1972

Dear Herb:

For the purposes of some quite preliminary planning, it would be helpful if I could have a calendar of events planned by ITTA for 1973, showing the dates, in so far as they have been planned, of external program reviews and scientific seminars, and of meetings of Executive Committees and Boards of Trustees, together with indications of those at which you would expect observers or outside participants.

Perhaps a combined schedule of events would be of interest to all the centers. I am sending in calendar form the very little information we have so far, and will send updated versions as more information is received.

Sincerely yours,

Harold Graves
Executive Secretary

Enclosure

Dr. Herbert R. Albrecht, Director
International Institute of Tropical Agriculture
Oyo Road PW.B. 5320
Ibadan, Nigeria

HG/jk



G 2 d

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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16 October 1972

Mr. Harold Graves
Consultative Group on Int'l. Agric. Research
1818 H Street, N.W.
Washington, DC 20433

Dear Harold:

Your cable asking for information about John Nickel's arrival in Washington arrived too late to respond usefully. With your offices closed for the week-end the reply would have reached you at least a day after his arrival.

I'm sure by this time you have his full report on our visit to Belgium and his to Bonn. I haven't heard what happened in Germany, but the Belgian situation is both encouraging and discouraging as John must certainly have pointed out.

In the event that he does not have the dates for the several meetings which we have scheduled for the IITA, I list them here as follows:

20-21 November 1972 - Meeting of Executive Committee of
the Board of Trustees

19-24 February 1973 - Annual IITA In-House Review

If it is necessary for us to schedule an External Review in 1973, this will be conducted simultaneously. Our agreement with USAID calls for an annual External Review but in the light of the discussions at the meeting in Washington we have asked whether they would not agree to external reviews being scheduled every two or three years as is likely at the other institutes.

27 May - 1 June 1973 - Annual meeting of the Board of Trustees
of the IITA

The members of our Board of Trustees and the countries from which they come as elected at our meeting in June are as follows:

Bukar Shaib, Chairman	Nigeria
F. F. Hill, Vice Chairman	U.S.
H. R. Albrecht, Member	U.S.
H. George Dion, Member	Canada

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-continued-

H. George Dion, Member
H. B. Vincent, Member
E. E. Hill, Vice Chairman
Baker Smith, Chairman

Canada
U.S.
U.S.
Nigeria

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of the IITA

22 May - 1 June 1973 - Annual meeting of the Board of Trustees

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don't care asking for information about John Nicker's arrival in Washington

Dear Harold:

Washington, DC 20433
1818 H Street, N.W.
Consultative Group on Int'l. Agric. Research
Mr. Harold Graves

16 October 1973

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



54

Mr. Harold Graves
16 October 1972
page 2.

Members of the Board of Trustees, IITA, - cont'd.

Frederic G. A. Fournier, Member	France
Dennis J. Greenland, Member	England
John J. McKelvey, Jr., Member	U.S.
Jean Nya-Ngatchou, Member	Cameroun
Thomas R. Odhiambo, Member	Kenya
James T. Phillips, Jr., Member	Liberia
Armando Samper, Member	Chile
Abdoulaye Sawadogo, Member	Ivory Coast
Bernhard Schweiger, Member	West Germany

There are still two trustees to be named by the Federal Council of Nigeria - one will be a director of a Nigerian Agricultural Research Station and the other will be a Vice Chancellor of a Nigerian University with a faculty of agriculture. We are hoping these people will be named soon but probably not before Bukar Shaib returns from extensive travel (mid-November?).

With all best wishes, I am

Sincerely yours,



H. R. Albrecht
Director

ar



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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12 October 1972

TO: Members of the Board of Trustees

FROM: Secretary to the Board

Robert Mitchell

SUBJECT: Annual General Meeting for 1973 --

RECEIVED
OCT 24 1972

MAIL ROOM
THE FORD FOUNDATION
NEW YORK OFFICE

This letter may cause you to wonder why we are planning so far ahead but we realize all of our Trustees are very busy men and have heavy schedules planned far in advance. We are, therefore, trying to arrange the annual general meeting of the Board of Trustees of IITA at this time.

We are presently planning to hold our annual In-House Review the third week of February. Early in March we will have preliminary drafts of the 1973 budgets prepared for discussion purposes. During the month of April these budgets will be under review by the Director and his advisory committee.

We are making the assumption that the Consultative Group of the World Bank will be arranging their meeting approximately as they did in 1972. It would, therefore, be desirable if we could meet earlier than last year.

It was also the wish of the Board through their discussions that they have greater opportunity to meet with our scientists and learn first hand of the research program. With all of these considerations in mind, we would like to consider the week of May 28th for the annual general meeting of the Board of Trustees.

Would each of you respond indicating if this would be satisfactory for you. A cable response would be desirable as we could then indicate to the various organizations that our meeting dates were set which could be of some small advantage to the IITA.

ar

*Dear Samuell -
A copy for your
info as to what
we are doing -
Regards
Bob*

the Board of Trustees, IITA

Bukar Shaib
Chairman of the Board
Permanent Secretary
Min. of Agric. & Nat. Res.
MB 12613
Lagos, Nigeria

Dr. P. F. Hill
Vice Chairman of the Board
The Ford Foundation
320 East 43rd Street
New York, NY 10017

Dr. H. R. Albrecht
Member of the Board
Director, IITA
PMB 5320
Ibadan, Nigeria

Dr. H. George Dion
Member of the Board
Special Advisor in Agriculture
Canadian Int'l. Development Agency
Jackson Building, 122 Bank Street
Ottawa, Canada K1A 0G4

Dr. Frederic G. A. Fournier
Member of the Board
Chief, External Relations Service
Office de la Recherche Scientifique
et Technique Outre-Mer
24, Rue Bayard
Paris 8e, France

Dr. Dennis I. Greenland
Member of the Board
Department of Soil Science
University of Reading
Whiteknights
Reading RG6 2AS
U.K.

Dr. John I. McKelvey, Jr.
Member of the Board
Associate Director, Agricultural Sciences
The Rockefeller Foundation
111 West 50th Street
New York, NY 10020

M. Jean Nya-Ngatchou
Member of the Board
Permanent Secretary of Scientific
and Technical Research
B.P. 501
Yaounde, Cameroun

Dr. Thomas R. Odhiambo
Member of the Board
Director, International Centre
of Insect Physiology & Ecology
Nairobi, Kenya

Dr. James T. Phillips, Jr.
Member of the Board
Minister of Agriculture
Ministry of Agriculture
Monrovia, Liberia

Dr. Armando Samper
Member of the Board
FAO Regional Office for Latin America
Casilla 10095
Santiago
Chile

Dr. Abdoulaye Sawadogo
Member of the Board
Minister of Agriculture
B.P. 1349
Republic of the Ivory Coast
Abidjan

Mr. Bernhard Schweiger
Member of the Board
Bundesministerium für Wirtschaftliche
Zusammenarbeit
Kaiserstrasse 185-197
53 Bonn
Republic of Germany

plus 2 to be named by the Federal Govt.
of Nigeria:

- 1 Vice Chancellor
- 1 from Agricultural Research Council

92d

October 12, 1972

Dear Herb:

You may remember that at International Centers Week, considerable time was spent in discussing how to review center programs and budgets. A paper was promised on this subject, for discussion at the Consultative Group meeting this November 1.

A text finally has been produced, and a copy of it is sent to you with this letter. As you will see, the paper in general would leave the planning of reviews in the hands of the centers and institutes themselves, but suggests that as much opportunity as possible be afforded for participation or observation by interested members of the CG and the Secretariat.

Any comments you would care to make on the paper, or any amendments you want to offer, would be most welcome.

Sincerely,

Harold Graves

Enclosure

Dr. H. R. Albrecht
Director
International Institute
of Tropical Agriculture
Oyo Road, P.W.B. 5320
Ibadan
Nigeria

Handwritten signature
HG:apm

Identical letters sent to: Dr. Ulysses J. Grant (CIAT)
Mr. Haldore Hanson (CIMMYT)
Dr. Richard L. Sawyer (CIP)
Dr. Ralph W. Cummings (ICRISAT)

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COMMUNICATIONS
SECTIONDistribution

Mr. Graves

INTBAFRAD

WASHINGTONDC

GRAVES

JOHN NICKEL WILL VISIT WASHINGTON WEEK 16 OCTOBER BRINGING
INFORMATION REQUESTED YRLET 29 SEPTEMBER AND REPORT
DECISIONS OUR MEETINGBRUSSELS NEXT WEEK

ALBRECHT

92d

Mr. van Campenhout

October 3, 1972

Harold Graves

Belgian Grant to IITA

In a letter of September 18, Dr. Herbert Albrecht, the Director General of the International Institute for Tropical Agriculture (IITA) mentions that he has not been notified by his bank that the Belgian grant has been deposited to IITA's account.

You will remember that the funds for the grant were approved by the Belgian parliament in the first week of July, and that a detailed specification about the purposes of the grant was given to Dr. Albrecht in a letter from the Belgian Ministry of Foreign Affairs before the end of July.

I would be grateful if you could inquire about this matter. It would be especially appreciated if you could mention to the Belgian authorities the desirability of making this grant available to IITA at a very early date, in case it has not been made by now.

HG
HG:ap

62d
September 29, 1972

Dr. H. R. Albrecht
Director
International Institute of Tropical Agriculture
Oyo Road, P.W.B. 5320
Ibadan
Nigeria

Dear Herb:

Many thanks for your letter of September 18 and for sending the draft material on agricultural economics. We will circulate the economics draft to the members of the Consultative Group in the next 10 days or so, and I am sure it will be quite helpful for them to have this information.

By now, you will have had my letter of September 19 about the German situation. That situation is not improving with the passage of time. Dr. Jansen, who deals with international organization matters in the Ministry of Economic Cooperation, has been in Washington this week as a member of the German delegation to the Annual Meeting of the Board of Governors of the World Bank, and I talked to him yesterday about the budget question. A memorandum of what he told me is enclosed.

We are continuing to inform the principal donors to IITA about the uncertainties in Bonn. It seems likely that we must be prepared with a course of action to pursue if the Germans drop out for 1972. That would mean carrying over the 1972 capital item and adding it to your 1973 requirements, and that those donors with some flexibility and some reserve capacity (this may mean mostly Canada and the World Bank) should hold back in making their final 1973 allocations so that they can come forward, if need be, to help meet this additional need.

If this action should prove to be necessary, it can be decided on by the first week of January. In the meantime, it would be helpful to have your educated guess about what the proper amount for the capital item would now be. It obviously would be different from the amount you originally estimated for buses and dormitories in 1972. Do you think you could send this off to me in the next two weeks or so? We would like to have the estimate in hand by the time of the Consultative Group meeting on November 1.

Dr. H. R. Albrecht

- 2 -

September 29, 1972

Thank you for telling me about the fact that the Belgian grant to IITA has not yet been deposited to your account. I will send the Belgian director of the World Bank a note about the matter, and ask him to take whatever steps he can to see that payment is made.

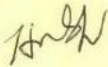
Sincerely yours,

Harold Graves

Enclosure

Memo of HG to Files -- CGIAR: German Allocations, 1972,
dated Sept. 28/72.

HG:ap

A handwritten signature, likely of Harold Graves, in dark ink.

92d

OFFICE MEMORANDUM

TO: Files

DATE: September 28, 1972

FROM: Harold Graves *HG*SUBJECT: 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



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - G-5 - International Institute of Tropical Agriculture [IITA] - 1972 / 1974 Correspondence - Volume 1		Barcode No. 1760562
Document Date 26 September, 1972	Document Type Letter	
Correspondents / Participants To: Mr. Albrecht From: G. Derkinderen, Administrateur General		
Subject / Title Groupe Consultatif de la Recherche Agricole Internationale - B.I.R.D. Contribution de la Belgique a l'I.I.T.A.		
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.
		<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	



A22

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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P.O. BOX 145 IKEJA

Telephone: Lagos 33931

Ibadan

September 25, 1972.

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

Dear Harold,

I have heard from Mr. Derkinderen suggesting we meet in Brussels sometime the week of 8 October for the purpose of determining which phases of the IITA program for 1973 the Belgians will want to support. Mr. Derkinderen has been advised we will arrange to be in Brussels 9-11 October. I'll give a report on happenings when I return to Ibadan.

To date the Belgian grant for 1972 has not been deposited into our Standard Bank Ltd. account in New York. Under the assumption that it will be forthcoming, I have advised the Ford Foundation that we concur with your proposal that its grant to the IITA for 1972 be reduced to \$467,000. We hope the Belgian funds won't come so late they can't be spent out before the year is passed. Thus far, there has been no assurance that a variance from their fiscal year will be allowed. If it can't, we will ask that the funds be converted to capital, which may be possible since they are willing for the 1972 funding to be unrestricted. We will no doubt need more than the \$650,000 planned for dormitory construction and two buses due to rising costs of materials and labor since the proposal was first made late in 1971. As yet, no further word from Bonn.

Will you be coming our way?

Best wishes,

Sincerely yours,

SECTION
COMMUNICATIONS

H.R. Albrecht

Director

1055 OCT 1 4 PM 8:28

HRA/feo

RECEIVED

cc: Mr. Lowell Hardin, F.F. New York

CC: MR. LOWELL HARTMAN, E.E. NEW YORK

RECEIVED

HKA/LEO

1972 OCT 4 AM 9:59

H.K. VIRECH

COMMUNICATIONS
SECTION

Sincerely yours,

Best wishes,

Will you be coming out way;

from Bonn.

Since the proposal was first made late in 1971. As yet, no further word construction and two buses due to rising costs of materials and labor. We will no doubt need more than the \$20,000 planned for dormitory possibly since they are willing for the 1973 funding to be unrestricted. Can't we will ask that the funds be converted to capital, which may be assistance that a variance from their fiscal year will be allowed. If it be spent out before the year is passed. This far, there has been no to \$40,000. We hope the Belgian funds won't come so late they can't consult with your proposal that its grant to the IITA for 1973 be reduced it will be forthcoming. I have advised the Ford Foundation that we our standard bank req. account in New York. Under the assumption that to date the Belgian grant for 1973 has not been deposited into

8-11 October. I'll give a report on presentations when I return to Ibadan. Mr. Derkinderen has been advised we will arrange to be in Brussels phases of the IITA program for 1973 the Belgians will want to submit something the week of 8 October for the purpose of determining which

I have heard from Mr. Derkinderen suggesting we meet in Brussels

Dear Hartman,

U.S.A.

Washington, D.C. 20533

1818 H St. N.W.

International Agricultural Research
Consultative Group on
Dr. Hartman Graves,

Ibadan

September 22, 1972.

STREET: IKOBILOD IKELA

Telephone: Ibadan 3341 (2 lines)

Telephone: (2802 3323)

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88, SOBO AKOBILOD AVE

Lagos Office

OYO ROAD, P.M.B. 2330, IBADAN, NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



455



C O P Y

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Telephone: Lagos 33931

Ibadan

September 27, 1972.

Mr. Joseph S. Chimento,
Project Manager
North African & Africa
Regional Affairs
Bureau for Africa,
Department of State,
A.I.D.
Washington, D.C. 20523

cc: Dr. Harold Graves ✓
Mr. D.L.C. Pritchard, IITA

Dear Mr. Chimento,

Thank you for your letter of 11 September advising us that you have been designated as Project Manager of the IITA project in the AID Africa Bureau. We look forward to working with you.

I can well appreciate that there has been some confusion regarding the IITA Capital and Operations budgets for 1972. As a matter of fact, our fiscal affairs for the current year are still in limbo, largely because the Belgian and German grants have not yet been received; the latter has still to be acted upon in the Parliament, and this action is not expected to be taken until after the elections in mid-November. Since the year has only 3 more months to go, this gets a bit serious.

I have revised the table of IITA funding for 1972 as you have it from Mr. Harold Graves as follows:

Grant Funds Received by IITA, 1972

	<u>Operating</u> <u>(Core)</u>	<u>Capital</u> <u>\$US</u>	<u>Special</u> <u>Projects</u>	<u>TOTAL</u>
Canada	745,625			745,625
Ford Foundation	467,000	2,250,000 (1)	45,000	2,762,000
The Netherlands	81,500	43,500		125,000
Rockefeller Foundation	750,000			750,000
United Kingdom	170,875	57,500		228,375
United States	725,000	280,000		1,005,000
Belgium (2)	310,000		95,000	405,000
Fed. Rep. of Germany (3)	125,000	625,000		750,000
F.A.O.			4,592	4,592
Total	\$3,375,000	\$3,256,000	\$144,592	\$6,775,592

RECEIVED

...15

CLASS ENDS RESPECT BY ILL' TADZ

I have reviewed the terms of this contract for 1955 as you have it

[illegible]

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DESL WL. CPTWENCO?

MEMPHIS D.C. 30253
V.I.D.
DEPARTMENT OF STATE
BUREAU FOR VISAS
REGISTRY VISAS
WORK VISAS & VISAS
PROJECT MEMPHIS
MR. ROBERT S. CHAMBERLAIN

MI: D.T.C. BYFCPSIG ILLV
CC: DI: HSIOTQ CISAAG

IPBQSM

26676000 51 1015

Сәріп: ТҒӨҒӨПІДІ ІКЕЛІ

Telephone: 7802 33031
P.O. BOX 142 IKETA
Bd. ZOBO AKOBIODU ALE
7802 Office:

OTO ROAD' B.M.B. 2330' IBADAN' NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

С О Ъ Л



Mr. J.S. Chimento

- 2 -

Sept. 27, 1972.

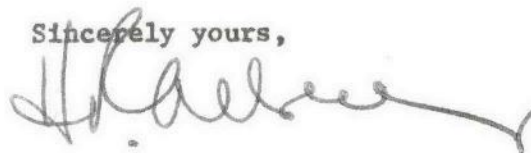
- (1) Does not include a recently approved grant of \$771,000 which completes the Ford Foundations contributions to the original building and facilitation program, a large part of which will not be spent until 1973.
- (2) These funds approved but not received as of 25 September, 1972. Figures taken from letter of G. Derkinderen, 26 July 1972.
- (3) These funds not approved by Parliament as of 25 September, 1972.

The IITA Treasurer, Mr. D.L.C. Pritchard, is preparing our next reimbursement claim so it should be in your hands shortly. He will indicate how the funds are to be distributed in the first two quarters of 1972.

I would appreciate having your advice as to how we should initiate action on the next (Third) amendment to the USAID/IITA Memorandum of Agreement. This has been finalized in the past two years in November and December. I assume we must await actions taken at the Consultative Group meeting in Washington 1-3 November.

My best wishes to you and please give Don Atwell my greetings.

Sincerely yours,



H.R. Albrecht
Director

HRA/feo

92d

September 19, 1972

Dear Barb:

The purpose of this note is to relay a report we had yesterday through the German Finance Ministry on the German budget situation. You will remember that while we were in Bonn, an effort was being prepared to invoke 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 IITA's 1973 budget is predicated on German funds having been made available in 1972. We will inform them about this latest situation as well.

Sincerely,

Harold Graves

Dr. H. R. Albrecht, Director
International Institute of
Tropical Agriculture
Oyo Road, P.W.B. 5320
Ibadan, Nigeria

7222
HG/jk

cc: Dr. Baird, USAID
Mr. Greenwood, CIDA
Dr. Hardin
Dr. Pino



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Ibadan

September 18, 1972.

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

Dear Harold,

Being quite new as a research enterprise and never fully staffed in Agricultural Economics, the I.I.T.A. has not published in the field. Therefore, in addition to the documentation in our budget proposals for 1972 (appendices H - reprint enclosed - and M) and for 1973 (appendices G and M) I can include some material which will appear in our annual report for 1971. This is still to be edited.

I have not yet made arrangements for travel to Brussels. I have asked Mrs. Vervalcke to set a date to her convenience but have not yet been advised. As a matter of fact, we have not yet received notice from our bank that the 1972 Belgian deposit has been made. Nevertheless, expecting that it will, I assured Lowell Hardin we are willing for our Ford Foundation grant to be reduced as per your suggestion. The allocations of the Belgian grant for 1973 into operations, capital and special projects cannot be finalized until we've had our sessions in Brussels.

I hope the German parliament does act by the end of this month so we'll know whether we can go ahead with our dormitories. Our contractor will hold prices through October but we would have to renegotiate the contract if we are delayed beyond then. So sure would appreciate hearing from you whenever you have any news on progress in the ministry or the parliament.

Best wishes,

SECTION

Sincerely yours,

RECEIVED UNIT: 10

H.R. Albrecht
Director.

RECEIVED

HRA/feo

Encl.

Original to: Mr. Graves-
Date: 9/27/72 Communications
Section

Research Unit Seeks Green Revolution in Nigeria

By THOMAS A. JOHNSON

Special to The New York Times

IBADAN, Nigeria, Sept. 8 — Sunday Adepoju looked out over a cornfield and called to several workers marking off the rows: "Make certain the lines are straight! They must be straight!"

Mr. Adepoju, a 1971 graduate of the University of Ibadan, explained: "They must understand that if we are to farm scientifically, we must follow the rules carefully."

The field is one of scores of experimental plots at the new International Institute for Tropical Agriculture, which has been carved from the jungle here at Ibadan, 70 miles northeast of Lagos, the Nigerian Capital.

Green Revolution Sought

Like many Africans, Mr. Adepoju, an agricultural field assistant at the institute, is confident that scientific research applied to traditional farming methods will eventually bring about a Green revolution here.

"We cannot afford laxities at any stage," he said, following closely the progress of the workmen as they stretched measuring cords and placed stakes in the hand-tilled field.

The institute, which is now moving staff members and their families onto the new \$19-million campus, is West Africa's link in a chain of international research centers.

Three others are the International Rice Research Institute at Los Banos, the Philippines; the Center for the Improvement of Maize and Wheat at Chapingo, Mexico, and the International Center for Tropical Agriculture at Cali, Colombia.

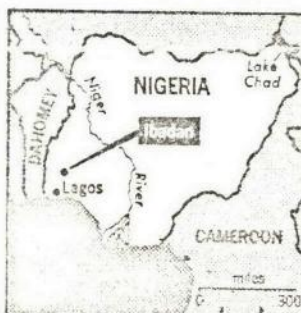
The centers will combine the work of scientists, technicians and farmers in an effort to increase the quality, quantity and variety of crops in the tropics.

Scientists From Many Lands

The Ibadan institute, Walter G. Rockwood, its director of communications, explained, is concentrating on research with cereals such as rice and corn, grain legumes, such root crops as potatoes, cassava and yams and protein-rich vegetables.



Nigerians planting corn at the International Institute for Tropical Agriculture in Ibadan. Sunday Adepoju, agricultural field assistant, is second from the left.



The New York Times/Sept. 13, 1972
Agricultural institute at Ibadan is to be a center for research scientists from 17 countries.

"We plan to package our information in a variety of ways — reports, scientific journals, magazines, newsletters — and make it available to governments, farm associations, universities and to farmers themselves," said Mr. Rockwood, an American from Vermont.

Forty scientists from 17

countries will work at the institute with 40 research assistants — mostly Africans — and some 600 Nigerian workers.

While much of the total effort is directed toward finding as quickly as possible an alternative to the traditional bush-fallow or "slash and burn" system of farming, problems that are not yet major in West Africa are also being tackled.

Dr. Abetini Ayanaba of Ghana, a soil microbiologist, is studying the long-term effects of pesticides on tropical soils.

"Of course this is not a major problem here at present, but it will be," said Dr. Ayanaba, who was trained at Cornell University. He lives with his American-born wife of three months, the former Muriel Hall of Lakeview, L.I., in a garden apartment at the institute.

A \$3-Million Budget

Scientists with children live in ranch-style homes in a community that would resemble an upper-class Connecticut town were it not for the palm trees. Bachelors are housed in dormitories that look like small-town Holiday Inns.

Twelve major structures are at various stages of completion. They will house laboratories, threshing and crop-drying facilities, a greenhouse and administrative, engineering and conference accommodations.

Mr. Rockwood said that the institute hoped to hold international agricultural confer-

ences as well as to provide full-time training for scientists, technicians and locally recruited agricultural extension workers who will pass on the latest technology to the African farmers.

The institute, whose 2,300 acres were donated by the Nigerian Government four years ago, has an annual budget of \$3-million. It is jointly funded by the Ford Foundation — which put up 80 per cent of the development capital — and the United States Agency for International Development, the Rockefeller Foundation, the Canadian International Development Agency, the British Overseas Development Administration and the Netherlands Government.



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13 September, 1972.

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

Dear Harold:

Thank you for your letter of August 28, 1972 regarding the exchange of U.S. dollars to Nigerian Pounds. We will be pleased to discuss this matter with the representative of your Lagos office when he contacts us.

In the meantime, our Treasurer informs me that he does not consider that we are trading at an adverse rate but at the official rate established by the Reserve Bank of Nigeria.

I note that after further discussions and correspondence between Herb Albrecht, Lowell Harding and yourself, a mutually acceptable formula for the Ford Foundation contribution to the 1972 core budget has been agreed upon. We appreciate your continued and concentrated efforts in working out these complicated inter-relationships and look forward to working with you in the future on these matters.

With best regards.

Yours sincerely,

John L. Nickel
Associate Director.

10152E352 11 5:30

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A22

RECEIVED

1972 SEP 25 PM 2:34

Associate Director.
John G. Mickel

Yours sincerely,

With best regards.

You in the future on these matters.
These complicated inter-relationships and look forward to working with
We appreciate your continued and concentrated efforts in working out
Foundation contribution to the 1973 core budget has been agreed upon.
Gowell Harding and yourself, a mutually acceptable formula for the Ford
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the Reserve Bank of Nigeria.
We are trading at an adverse rate but at the official rate established by
In the meantime, our Treasurer informs me that he does not consider that

matter with the representative of your Lagos office when he contacts us.
U.S. dollars to Nigerian Pounds. We will be pleased to discuss this
Thank you for your letter of August 28, 1972 regarding the exchange of

Dear Harold:

U.S.A.
Washington D.C. 20433
1818 H St.

Agricultural Research
Consultative Group on International
Executive Secretary
Mr. Harold Graves

13 September, 1972.

Carries: IKOFONID IKETA

Telephone: Ibadan 33241 (2 lines)

Telephone: Lagos 33831

P.O. BOX 142 IKETA

80, SOBO AKOBIODU AVE

Lagos Office:

OYO ROAD, P.M.B. 2330, IBADE, NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



458

92d

September 8, 1972

Dear Herb:

As I mentioned in our quick conversation while you were still in Clarksville, I called AID some time back to say that we would be happy if the AID figure for IITA could stay at the original level of \$725,000. Since then, Don Atwell has called to say that the figure is now \$750,000. I'm glad to know that the additional funds are available to IITA, and have entered the new figures in my books.

You mentioned that you probably would be going to Brussels for discussions concerning the Belgian grant to IITA for 1973. Will you let me know as quickly as you can what agreement you reach in Brussels? No doubt the Belgians will let me know in time; but they are quite slow. In the meantime, it would be helpful to know, since it will bear on the allocations to be sought from other donors, how much of the Belgian grant is for core and capital, and how much is for special projects outside your basic program.

The matter of the German budget for 1972 is going to be taken up by the German parliament at the end of September. At this moment, the prospects appear to be good; the major political parties at last agree that the matter should be dealt with as quickly as possible. Apart from what you may hear directly from Bonn, Franz Kaps or I will keep you informed about the progress of the budget.

I'm glad to know that from your point of view there seems to be no reason why the Consultative Group Secretariat should not be interested in Anderson. We have now been in touch with him, and he seems to be receptive.

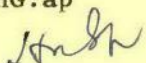
It is disappointing (although you will not be surprised) to report that the Bank is not able to help on the question of Nigerian pounds. It seems (contrary to the impression I had gotten from some of our people here) that you already are getting the best rate obtainable. Will you mention this to John Nickel, and give him my apologies for my having started off on a false scent?

Sincerely yours,

Dr. H. R. Albrecht
Director
International Institute of
Tropical Agriculture
Oyo Road, P.M.B. 5320
Ibadan, Nigeria

Harold Graves

cc: Dr. Lowell Hardin



92d.

Identical letters sent to Dr. Hanson (CIMMYT), Dr. Grant (CIAT),
Dr. Cummings (IRRI), and Dr. Sawyer (CIP).

September 8, 1972

Dear Dr. Albrecht:

You may recall that it was agreed during the informal meeting of the Consultative Group last August 2 that during the next meeting of the Consultative Group, to be held in Washington, D. C., from November 1 to 3, there will be a discussion concerning the socio-economic aspects of international agricultural research. Members were invited to send any comments they might have on this subject, or any papers they might wish to prepare, to the Secretariat for circulation to the other members of the Group.

At the meeting, it was also agreed that the Directors of the Centers would be asked to provide any information about the ongoing activities at their Centers and future plans in the socio-economic field which was not included in the documentation already provided for International Centers Week. If there is any such supplementary information you are in a position to provide, we would appreciate receiving it by October 10. We would then circulate it to the members of the Consultative Group as background documentation on this item.

It is expected that the Summary of Proceedings of International Centers Week will be circulated by the second half of September.

Sincerely yours,

Harold Graves
Executive Secretary

Dr. H. R. Albrecht
Director
International Institute of
Tropical Agriculture
P.O. Box 5302
Ibadan
Nigeria

FHK/HG/XXXRHD:mcj

42d

Mr. Harold Graves

August 31, 1972

Humayun Mirza *HM*

International Institute for Tropical Agriculture (IITA), Ibadan

1. The official rate of exchange for the Nigerian pound has been US\$3.04 per £N since December 1971. According to our calculations, the rates of conversion on the two receipts attached are both \$3.075/£ which do not seem to be excessively high.

2. A rate of \$3.25 per Nigerian pound would be very high indeed, but we could not get this rate from the receipts you sent. If you agree with our calculations, we would suggest that no action on our part is necessary.

cc: Mr. Rothberg
Mr. Prins

ELin/dh
dh

256 4 31 6H1015

SEP 1 4 34 PM 1972

[Handwritten signature]

cc: Mr. [unclear]
Mr. [unclear]

Enclosed for Mr. [unclear] are two copies of a letterhead memorandum (LHM) dated and captioned as above. The LHM was prepared by the [unclear] on [unclear] and is being furnished to you for your information and guidance.

The LHM is being prepared in accordance with the instructions of the [unclear] dated [unclear] and is being prepared in accordance with the instructions of the [unclear] dated [unclear].

Very truly yours,
[unclear]

cc: Mr. [unclear]

cc: Mr. [unclear]

cc: Mr. [unclear]

[Handwritten initials]

92d

August 28, 1972

Dear Hal:

During International Centers Week, we finally settled the question of the German allocation to IITA with Herb Albrecht. Provided that the German parliament appropriates the full sum asked by the German authorities for international agricultural research grants in 1972, and provided that the German authorities are still willing, as they were when I saw them early last July, to grant to CIMMYT the balance of funds remaining after grants to IITA and to the initial fund of ICRISAT, then the IITA settlement leaves \$673 thousand equivalent available as a German grant to CIMMYT in 1972. This sum includes the \$250 thousand for CIMMYT to which the Germans have been committed for some time.

As you know, German grants normally have to be expended in the calendar year during which they are made. The Bank staff has made a proposal under which the Bank would enter into a special agreement with the German Government to receive German grant funds on behalf of the centers, in such a way that both IITA and CIMMYT could continue to disburse their 1972 grants beyond 1972.

In the case of IITA, the funds will be used for purposes that were understood to be part of the IITA core and capital program for 1972. The purpose of this letter is to ask you what kind of proposal you have in mind to make to the German authorities concerning the use of their grant by CIMMYT.

Without your binding yourself to anything finally, it would be helpful if the Consultative Group Secretariat could know as quickly as possible what your intentions are and, more specifically, how these would affect your cash requirements for 1973. I presume that much of the German grant, if it became available, would be applied to your capital budget for 1973; but I would appreciate knowing specifically what the arithmetic might look like.

We have yet to hear from the Germans whether our proposed agreement for receiving funds is acceptable to them; and we have no news, for the time being, concerning the outlook for German budget proposals to parliament. We will keep you in touch with these two matters and later will suggest for your consideration what time and method might be appropriate for directly approaching the German authorities on the question of CIMMYT.

Sincerely,

Harold Graves
Executive Secretary

Mr. Haldore Hanson
Centro Internacional de Mejoramiento
de Maiz y Trigo
Londres 40
Mexico 6, D.F.
Apartado Postal 6-641
Mexico



HG:pa

cc: Dr. Pino - Rockefeller Foundation
Dr. Hardin - Ford Foundation
Dr. Baird, USAID
Mr. Kaps

92d

August 28, 1972

Dear John:

Many thanks for your note and for the copies you sent recording exchanges of Nigerian Pounds and U.S. dollars for the account of IITA. I have put to our desk people here the question of how the Bank might approach this matter, and have suggested that we first need to know somewhat more about the reasons for the adverse rate at which IITA is trading -- whether this is a simple matter of exchange regulations, whether an unnecessarily high commission is being charged, and whether there are preferable alternative procedures which the Bank ultimately might be able to persuade the donors or the Nigerian authorities to accept. I imagine that the next step will be for someone in our Lagos office to come see you about this matter, and will let you know when this seems likely to happen.

It was a pleasure to see you and Herb Albrecht in Washington, and hope that we are all now headed for some smooth sailing together.

Sincerely,

Harold Graves
Executive Secretary

Dr. John Nickel
Associate Director
International Institute of Tropical Agriculture
Oyo Road, P.M.B. 5320
Ibadan
Nigeria

John
HG:pa

92d

Mr. H. Mirza

August 25, 1972

Harold Graves

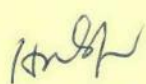
International Institute for Tropical Agriculture (IITA), Ibadan

As you know, the International Institute for Tropical Agriculture (IITA) at Ibadan is one of the agricultural research institutes receiving financial support from the members of the Consultative Group on International Agricultural Research, of which the Bank is chairman.

IITA receives support from several donors and in several currencies, but the principal currency it receives is United States dollars; a large part of its disbursements, on the other hand, are made in Nigerian pounds. It has come to my attention that IITA is having to pay a very high U.S. dollar price for Nigerian pounds. Attached is a sheet of paper showing evidence of two recent conversions. In both of them, IITA appears to have paid well over \$3.00 per Nigerian pound, and in one appears to have paid as much as \$3.25 per Nigerian pound.

I do not know whether IITA pays the price it does as a result of a high banking commission or an extraordinarily adverse exchange rate, or both. I am wondering, however, if the Bank's resident office in Nigeria could look into this matter. If the office could give us a factual report on the situation, we could then consider whether there were steps the Bank could properly take to help IITA obtain a better conversion rate.

HG:pa



cc: Mr. Rotberg
Mr. Prins

520

OFFICE MEMORANDUM

TO: Files

DATE: August 24, 1972

FROM: Harold Graves *HG*SUBJECT: IITA

I telephoned Dr. Hardin at the Ford Foundation yesterday afternoon to ask whether he believed that we could now proceed according to the pattern of 1972 grants to IITA which we discussed with Dr. Albrecht and Dr. Nickel during International Centers Week. (This pattern is set out in the attached table under the heading, "Alternate Model".) Dr. Hardin said he believed that we could so proceed.

I then telephoned Mr. Atwell of the Africa Bureau at USAID and said that the Consultative Group Secretariat would be quite happy if USAID were to decide to leave its current grant to IITA at the original figure of \$725,000. Mr. Atwell said he was pleased to know this.

HG:pa

cc: Dr. Hardin
Dr. Pino
Mr. Kaps

EST. 1972ALTERNATE MODELCore Operations (\$'000)

Ford	750	467
Rockefeller	750	750
USAID	725	725
CIDA	746	746
ODA	171	171
Netherlands	81	81
Earned income	50	50
Belgium	-	343
	<hr/>	<hr/>
	3,273	3,333

CONTINGENTCore

Germany	-	125
		<hr/>
		3,458

Capital

Germany	-	625
		<hr/>

Total 4,083

Budget 3,882

Additional to Budget 201



G2d

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

OYO ROAD, P.M.B. 5320, IBADAN, NIGERIA

Telephone: Ibadan 23741 (5 lines)

Cables: TROPFOUND, IKEJA

Lagos Office:
89, SOBO AROBIODU AVE.
P.O. BOX 145 IKEJA
Telephone: Lagos 33931

8 August 1972

Mr. Harold Graves, Executive Secretary
Consultative Group on International
Agricultural Research
1818 H Street, N.W.
Washington, DC 20433

cc:Mr. D. L. C. Pritchard

Dear Harold:

Just a note to follow up on our discussions in Washington at which time, as I understood it, you thought the World Bank might be of assistance in helping us obtain a more favorable rate of exchange in the conversion of U.S. Dollars to Nigerian Pounds. Any information you could send on this would be greatly appreciated.

For your information a copy of our most recent transaction of this type is enclosed.

May I take this opportunity to express my personal gratitude to you and your staff for the excellent organization of the recent International Centers Week and for the many courtesies and fine arrangements made for Director Albrecht and myself which made our participation both pleasant and useful. I enjoyed meeting you and would like to thank you for the pleasant and congenial luncheon we were able to have while discussing a difficult topic.

With best regards.

Yours sincerely,

John L. Nickel
Associate Director

ar

SECTION
COMMUNICATIONS

TO: 1111 18 AUG 1972

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1972 AUG 18 AM 11:07

COMMUNICATIONS
SECTION

21

Associate Director
John G. Nicker



Yours sincerely,

With best regards.

While discussing a difficult topic,
you for the pleasant and congenial inspection we were able to have
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for Director Appreciate and myself which made our participation both
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May I take this opportunity to express my personal gratitude to you

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time, as I understood it, you thought the World Bank might be of
just a note to follow up on our discussions in Washington at which

Dear Harold:

Washington, DC 20433
1818 H Street, N.W.
Agricultural Research
Consultative Group on International
Mr. Harold Graves, Executive Secretary

cc: Mr. D. G. C. Pittsford

8 August 1972

Carfax: IROBOLUO, IKELA

Telephone: 10421 3341 (2 lines)

Telephone: 1420 3341

P.O. BOX 142 IKELA
83, SOBO AKOBIODU AVE.
1420 Office:

OTO ROAD, P.M.B. 2350, IBADAN, NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



459

DUPLICATE

BRANCH

Agodi

Date

3-8-72

CASHIER'S
STAMP

£5
£1
10/-
5/-

COIN

* M. O's. & P. O's.

TOTAL
CASH

* LOCAL
CHEQUES

* OTHER
CHEQUES

TOTAL
CREDIT

97	17	9
97	17	9

\$301⁰⁰

Account

INTERNATIONAL

TROPICAL AGRICULTURE

late

~~CASHIER'S~~
STAMP

$39.674 \div 15.801$

* M. O's. & P. O's.

TOTAL CASH

* LOCAL CHEQUES

* OTHER
CHEQUES

TOTAL
CREDIT

Account

INTERNATIONAL INSTITUTE OF

TROPICAL AGRICULTURE

92d.

August 4, 1972

Dear Don:

With this note, I am sending you a copy of the letter to IITA from the Belgian Government, stating the terms of the Belgian grant for IITA for 1972. Will you please share this with John Cooper?

Sincerely yours,

Harold Graves

Enclosure

Mr. Donald Atwell
Assistant Director for Program
Africa/TAC
Room 200 SA-2
Agency for International Development
515-22nd Street, N. W.
Washington, D. C. 20523

Handwritten initials

HG:ap

929

July 26, 1972

Files

Harold Graves

IITA

I talked this morning with John Cooper of AID concerning the AID grant to IITA for 1973.

As part of a transaction also involving CIMMYT, it had been agreed last spring that the American contribution would be reduced from \$750,000 to \$500,000 in order to make way for a German grant to IITA. On July 24 I had telephoned to Cooper to ask whether AID would be able and willing to restore the contemplated contribution to IITA to its former level of \$750,000. I indicated that this possibility was part of a formula that I was proposing to IITA and the Ford Foundation in order to settle, once and for all, the question of 1972 allocations to IITA.

Mr. Cooper indicated that he thought AID would be willing and able to return its grant figure to \$750,000. He would discuss the matter with his colleagues and let me know later on.

In talking with Mr. Cooper this morning, I reported that the proposal I had made to IITA and the Ford Foundation had been discussed with Dr. Albrecht of IITA in New York yesterday and had not been accepted. In these circumstances, I said to Mr. Cooper that I would like, for the time being, to reserve the privilege of discussing further the AID grant to IITA. The purpose of this discussion might be to reopen the question of the addition to the AID grant to CIMMYT for 1972.

That addition was to have amounted to \$250,000. For procedural reasons, arrangements could be made for only \$165,000. I mentioned to Mr. Cooper that I might now wish to see what prospects there were for restoring some or all of the \$85,000 shortfall, and that while I did not know, this might conceivably have some effect on the IITA contribution. Mr. Cooper said that he understood the problem, and that he would appreciate my telling him if I decided to take up this matter once more.

HG:sjc

HG:sjc

52d

Mr. van Campenhout

July 25, 1972

Harold Graves

Consultative Group on International Agricultural Research:
Belgian Grant to IITA

I am greatly disappointed and surprised by the contents of a letter I have received from Dr. H. R. Albrecht, the Director of the International Institute of Tropical Agriculture. I do not know whether Dr. Albrecht's report is accurate; but he reports that of the Belgian grant to IITA for 1972, the equivalent of \$90,000 (somewhat more than 20 per cent of the total) is restricted to purposes specified by the Belgian authorities and additional to the 1972 program approved by the IITA Board of Trustees and presented to the Consultative Group on International Agricultural Research.

This is quite contrary to the assurance I received from the Belgian authorities when I visited Brussels last June 27. My memorandum about that visit, of which you have a copy, reported as follows:

"On June 27, I spent an hour and a half at the aid offices of the Belgian Foreign Ministry, with Mme. S. Vervalcke, the administrator of multilateral aid, Mr. Stevens, her personal assistant, Professor Germain of the University of Louvain and Professor de Langhe of the University of Ghent, both of the latter being technical advisers to the Ministry.

"The purpose of the meeting, from my point of view, was to obtain the assurance of Mme. Vervalcke that the Belgian grant to the International Institute of Tropical Agriculture (IITA) for 1972 would be made in unrestricted support of the Institute's core budget. I explained that this form of support was necessary in order to harmonize Belgian support of IITA with that of other donors....

"Mme. Vervalcke agreed that Belgian support in 1972 would be given in unrestricted support of the core program."

I take it that there is as yet no final agreement between IITA and the Belgian authorities; and it therefore remains open to the Belgian authorities to revise the agreement to correspond to our understanding of June 27.

cc: Direction de la Cooperation multilaterale
Administration generale de la Cooperation
Brussels

HG:sjc

42d
cc: D11

Mr. Van Campenhout

July 19, 1972

Harold Graves

Consultative Group on International Agricultural Research

You may remember that in order to make room for the Belgian contribution for the International Institute for Tropical Agriculture (IITA), it was necessary for other donors to change the amount of their grants to this Institute. The funds to be changed, amounting to some \$435,000 are being held in suspense, pending confirmation that the Belgian parliament has in fact appropriated the funds from which the Belgian grant to IITA is to be made.

The suspended funds, when released, will be made available to the International Wheat and Maize Improvement Center (CIMMYT). In the meantime, CIMMYT is experiencing serious difficulties because of interruptions to the flow of funds from donors.

For this reason, I stressed to the multilateral aid administration of the Belgian Ministry of Foreign Affairs, when I visited Brussels on June 27, that it was of the utmost importance that I receive word as soon as possible when the Belgian parliament had taken action.

Mr. Vanormelingen has the impression that the appropriation in question in fact was passed in the first days of July. Up to now, however, I have had no word from Belgium, and a cabled inquiry I sent to Brussels on July 5 has been ignored.

The other donors involved cannot act to release the funds in question without some confirmation of the parliamentary situation. May I therefore request you to look into this matter?

I would be grateful to have a brief written statement about the parliamentary situation. Since the matter has been urgent for some time, perhaps I could suggest that a telephone call be made to Brussels to ascertain the facts.

cc: Mr. Hardin, Ford Foundation
Mr. Atwell, USAID

HG:sjc

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

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 Steppler	- 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 very 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 plasma 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. CIMENT'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 CIMENT 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 CIMENT 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 CIMENT 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 CIMENT's work, and they appear to have made a tremendous impact in the countries in which CIMENT 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 CIMENT'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 CIMENT 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 CIET, leading to an unreasonable amount of time being spent away from staff families. It was suggested that the Director undertake several visits to determine both the feasibility and practicality of alternative living 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	1.740	
	<u>8.003</u>	
Less income from sales, etc.	0.252	<u>0.252</u>
	<u>\$7.751</u>	<u>\$4.945</u>

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. CIET'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 CIET 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 10% 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:cmw:MTST Agri. Projs.
IBRD

cc: Messrs. Chadenet, Baum, Ripman, Lee, van der Tak, Evans, Wapenhans,
McIvor, Adler, Takahashi, Fransen, Jones, Forcum, Graves
(Development Services)

Central Files

July 12, 1972

Consultative Group on International
Agricultural Research

DIS.

✓ CC: 92d.

July 12, 1972

Dear Don:

Here is the memo I promised on my conversations
in Bonn. No doubt you will pass it along to
John Cooper.

Sincerely,

Harold Graves

Enclosure memo to Files, dated July 7 -- CGIAR: Germany (and IITA)

Mr. Donald Atwell
Assistant Director for Program
Africa/TAC
Room 200 SA-2
Agency for International Development
515 - 22nd Street, N. W.
Washington, D. C. 20523 .

HG:ap

John



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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Lagos Office:

89, SOBO AROBIODU AVE.

P.O. BOX 145 IKEJA

Telephone: Lagos 33931

10 July 1972

Mr. Harold Graves, Executive Secretary
Consultative Group on International
Agricultural Research
1818 H Street, N.W.
Washington, DC 20433

cc: Lowell S. Hardin
F. F. Hill
John J. McKelvey, Jr.

Dear Mr. Graves:

I returned to Ibadan Friday morning after a night in the sky enroute from Brussels.

It was a pleasure spending some time with you in Bonn and I thank you for inviting me to join you. My discussions with the Germans continued after your departure for perhaps an hour and a half, centering largely on such matters as liaison, cooperation with scientists from German universities, training, etc. How this is to be worked out is still to be determined - whatever the format, costs apparently will have to come entirely from the funds which they will make available for next year, \$750,000.

The Belgian Upper House had passed the appropriation bill by the time I arrived so we are at the point where an agreement is being drawn up for us to process perhaps in the next two weeks. I gather that shortly thereafter the 19,000,000 BF will be deposited to our account. The same figure was also mentioned as the amount to be provided in 1973, another 1,000,000 to go to the computer project. The 1973 allotment will have to be voted by the Parliament.

The Belgians are expecting that their support will be project-oriented. This also applies for part of the funds for 1972. They are interested in some possible cooperative effort a la our ODA-supported work joint with English research agencies, this to be worked out through meetings to be held after the summer passes. The Belgian interest is also strongly in the direction of training, mainly focused on the three former Belgian Colonies of Africa. They want to support this interest through funds for expenses of trainees from those countries, library acquisitions in the French language and research of particular concern to the Guinean Zone. Therefore, while the Belgians are willing for the most of their 1972 contribution to be uncommitted, the following provisos will be included in the agreement:

-continued-

-continued-

provisions will be included in the agreement:

Wishing for the most of their 1973 contribution to be uncommitted, the following bilateral concern to the Guinea Zone. Therefore, while the Belgians are countries, largely acquisitions in the French language and research of want to support this interest through funds for expenses of trainees from those training, mainly focused on the three former Belgian Colonies of Africa. They the summer bases. The Belgian interest is also strongly in the direction of research agencies, this to be worked out through meetings to be held after possible cooperative effort and is our ODA-supported work joint with English also applies for part of the funds for 1973. They are interested in some The Belgians are expecting that their support will be project-oriented. This

Parliament.

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funds which they will make available for next year, \$120,000.

Whatever the format, costs apparently will have to come entirely from the training, etc. How this is to be worked out is still to be determined - matters as liaison, cooperation with scientists from German universities, joint departure for perhaps an hour and a half, centering largely on such inviting me to join you. My discussions with the Germans continued after it was a pleasure spending some time with you in Bonn and I thank you for

Belasgers.

I returned to Ibadan Friday morning after a night in the sky enroute from

Dear Mr. Graves:

Washington, DC 20533
1818 H Street, N.W.
Agricultural Research
Consultative Group on International
Mr. Harold Graves, Executive Secretary

John L. McKelvey, Jr.
E. E. Hill
cc: Lowell S. Hargis

10 July 1973

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Telephone: Ibadan 33141 (2 lines)

Telephone: Lagos 33231

P.O. BOX 142 Ibadan

88, 2000 AROBIODU AVE.

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OYO ROAD, P.M.B. 2330, Ibadan, NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



1983

Mr. Harold Graves
10 July 1972
page 2.

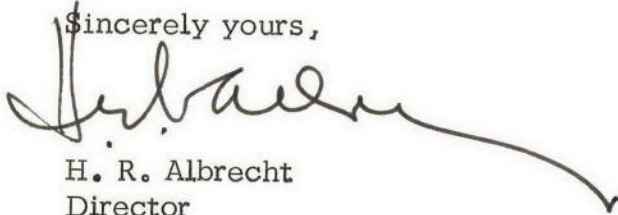
For expenses of trainees	\$60,000
For the library	15,000
For program development (expenses of Belgian and IITA personnel)	<u>15,000</u>
	\$90,000

These items are additional to the 1972 program, leaving approximately \$340,000 as uncommitted. This, added to the \$3,250,000 approved for operations in 1972 comes to \$3,590,000 which is \$390,000 short of the \$3.88M total approved for the year. This arithmetic is not final for, as you know, I pointed out some serious discrepancies in my letter to Lowell Hardin dated 22 June 1972, copy enclosed. These amounted to \$125,625 which together with the \$390,000 cited above leaves us with an actual shortfall of \$515,625.

The situation with the German funding leaves us in somewhat of a bind. We should get started on the dormitory construction as our contractor is ready to remove his heavy equipment from the site and a delay will only cost us more money. I have no hopes that the German funds will become available before October or November so suggest we proceed with the dormitory site engineering and purchases of supplies right now in order to assure that the contractor can begin work immediately we have heard definitely from Bonn. With so much interest generally among our sponsors and constituents in training and now that WARDA has asked us to serve as its training center, this would seem logical. The second building can be started whenever the Germans have been able to resolve their problem. There is no question of their commitment to the support of research and training on the African continent.

Again, thanks for your good help and I look forward to seeing you later this month.

Sincerely yours,



H. R. Albrecht
Director

ar
encl.

Files

July 7, 1972

✓ 929
cc: D15

Harold Graves

CGIAR: Germany (and IITA)

On July 3, Dr. Herbert Albrecht, the Director of the International Institute of Tropical Agriculture (IITA), and I attended a two-hour meeting at the Ministry of Economic Cooperation in Bonn. The meeting was chaired by Dr. Werner Treitz, the head of the agricultural section of the Ministry. Others present were Dr. Harms (who attended the first meeting of the African livestock subcommittee) and Dr. Stryk (who is becoming a specialist on IITA) of the Ministry of Economic Cooperation, Mr. Guido Osterhaus of the Ministry of Economics and Finance, and four or five others from the Ministry of Agriculture and the Ministry of Economic Cooperation.

The objectives of the meeting, from my point of view, were (a) to agree on the amount and form of the German grant to IITA, (b) to learn what the intentions of the German authorities are with respect to the balance of German funds for international agricultural research, and (c) to see what steps could be taken to insure that the German funds granted for 1972, since they would not be available until late in the year, could continue to be used into 1973.

In a memorandum of June 19 to Dr. Stedtfeld, I had proposed that, in order to make room for a new Belgian contribution, the German contribution be reduced from \$925,000 to \$750,000. Of the new amount, \$625,000 would be understood to be reserved for the construction of dormitories and the purchase of buses and the remainder of \$125,000 would be considered to be an offset to IITA's losses from currency devaluation. Dr. Treitz said that he agreed with this proposal -- remarking that the \$125,000 balance would, in a formal sense, simply be earmarked for running expenses of the Institute.

Before this meeting, however, Dr. Albrecht had indicated that he thought the German grant should be kept at least \$125,000 higher than the reduced figure I had suggested. This was because some of the funds which the Consultative Group book-keeping indicated were available for IITA running expenses were, in fact, not available. I understood him to say that he had spent \$45,000 of the Dutch grant on capital installations, that \$23,000 of the British grant was specifically earmarked for other purposes, and that an additional \$57,000 of the British grant was not available for running expenses. This tale was

unfolded in two chapters, one at dinner the previous evening and one in the car as we drove to the meeting at the Ministry.

I explained to Dr. Treitz and his colleagues that Dr. Albrecht had given me some new information about his 1972 budget which put an amount of \$125,000 in question. There had not been time to consider this information, so that I suggested that the amount in question be reserved for later discussion and correspondence. This was agreed.

With respect to the balance of German support for the international agricultural research centers, Dr. Treitz said they would be willing to make it available to CIMMYT. It would not be possible, however, to support CIMMYT in 1973. The German authorities wished as a matter of policy to concentrate their help on a selected few centers; and for next year, they would be interested in IITA, ICRISAT and ILRAD.

The meeting began with an hour-long discussion of the question of how to arrange for German funds appropriated in 1972 to be usable in 1973. Under normal German practice, funds appropriated in a given year have to be spent in that year or returned to the treasury.

Dr. Harms had been looking into this matter, and reported that an exception could be made for international organizations. The budget authorities were now studying whether the international research centers could be considered to be international organizations.

If they were not so considered, said Dr. Harms, the alternative would be to establish an international fund, with its own statute, to which the German contribution could be made and from which disbursements could be made to centers designated by the German authorities. I said that I thought it would be possible for the Bank to establish such a fund in cooperation with other international organizations or governments, on the basis of some nominal payment by the founders. I said the legal staff would be asked to look into this on my return.

Dr. Treitz expressed the satisfaction of the German authorities that Dr. Bommer had been elected to the Technical Advisory Committee.

Dr. Treitz asked for particulars concerning the resolution that had been passed at UNCTAD concerning the Consultative Group. He said that he himself did not think the concerns of the Group should be widened to include commodity questions, and he thought this ultimately would turn out to be the position of his Government.

Dr. Treitz also expressed the opinion that the next meeting of the African livestock subcommittee would be in Europe. I said that this had been agreed, and explained the special circumstances that had led to the convening of the most recent meeting in Washington.

July 7, 1972

Earlier, I had taken Dr. Albrecht with me to see Dr. Jaeckel at the Finance Ministry. The budget question is still unresolved, but is now beginning to be intensively explored.

HSW

HG:ci

cc: Mr. Desmuth

CG2d
CC: D11

Files

July 7, 1972

Harold Graves

Consultative Group on International Agricultural Research:
Belgium and IITA

On June 27, I spent an hour and a half at the aid offices of the Belgian Foreign Ministry, with Mme. S. Vervalcke, the administrator of multilateral aid, Mr. Stevens, her personal assistant, Professor Germain of the University of Louvain and Professor de Langhe of the University of Ghent, both of the latter being technical advisers to the Ministry.

The purpose of the meeting, from my point of view, was to obtain the assurance of Mme. Vervalcke that the Belgian grant to the International Institute of Tropical Agriculture (IITA) for 1972 would be made in unrestricted support of the Institute's core budget. I explained that this form of support was necessary in order to harmonize Belgian support of IITA with that of other donors, and mentioned specifically that capital items in IITA's 1972 budget were being reserved for German support.

Mme. Vervalcke agreed that Belgian support in 1972 would be given in unrestricted support of the core program.

As for an agreement between the Belgians and IITA, I indicated that there was no uniform practice among the members of the Consultative Group in such agreements. I gave Mme. Vervalcke a copy of the correspondence from the Dutch Government to the Centro Internacional de Agricultura Tropical (CIAT) as one example, in this case very informal, of the way these matters were handled.

Mme. Vervalcke explained that the Belgian budget was still waiting the approval of the upper house, which might come momentarily. Once agreement had been reached between the Belgian authorities and IITA, several weeks would still be required before payment of the Belgian grant could take place.

Mme. Vervalcke explained that it was the intention of the Belgian authorities to support IITA again in 1973. I asked whether it had been noted that other projects in Africa, notably ILRAD, might come forward for support in that year; it had been noted.

July 7, 1972

In answer to a question about the level of Belgian support for international agricultural research in 1973, Mme. Vervalcke said that a figure of 25 million francs had been recommended; but that a decision had been made to leave the amount at 20 million francs, as in 1972. (I inferred that this whole sum would be put at the disposal of IITA.)

Mme. Vervalcke said that she expected to see Dr. Albrecht, the director of IITA, in Brussels on July 4. I promised to give him details of the time and meeting place when we met in Bonn on July 3 (and did).

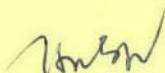
During and after the discussion of these matters, considerable time was spent in a discussion and clarification of the form taken by research center budgets and by donor grants, especially with respect to core grants, restricted core grants and outreach programs.

I gave Mme. Vervalcke the late drafts of the International Centers Week papers on agenda items 2, 3 and 4. It was said that Professor de Langhe probably would attend Centers Week, and that Professor Germain would come to the Consultative Group meeting in November.

I also gave Mme. Vervalcke, at her request, the June 20 tabulation of Consultative Group allocations to the international research centers. She wished particularly to see what other donors were supporting IITA. I asked her not to mention my figure for German grants in any discussions she might have on this subject, and she agreed.

cc: Mr. van Campenhout

cc: Mr. Demuth



HG:ci

Consultative Group on International
Agricultural Research

✓ 92d.

Mr. van Campenhout

July 6, 1972 cc: D11

Harold Graves

Consultative Group on International Agricultural Research

There is a puzzling feature, on which I should like to comment, in the letter of June 8 from the Belgian Secretary of State for Development Cooperation on the subject of the Belgian interest in the International Institute for Tropical Agriculture (IITA), about which you kindly gave me a report on June 13.

In the letter, according to the information you gave me, the Secretary of State remarks that the Belgian representatives at the Consultative Group meeting in Washington last December had specified, under point 3 of the agenda, that Belgium intended to make a million francs available for the CARIS project sponsored by FAO and nineteen million francs available for IITA.

I am afraid that the Secretary of State has not been correctly informed. In fact, the verbatim transcript shows that the Belgian delegation informed the Consultative Group meeting that Belgium intended to make twenty million francs available for international agricultural research, but that it was not possible, for the time being, to give any indication of how these funds might be allocated to individual activities.

As you know, I visited Brussels on May 3 for the specific purpose of discussing with the Belgian authorities the question of how Belgian support for international agricultural research might be allocated. At that time, I was informed that a decision had been made to grant one million francs for the CARIS project, but that no decision had been made concerning the balance. No mention was made at this time of a possible grant to IITA, since, as I had on two occasions informed the Belgian authorities, the needs of this center already had been met by other donors.

Nevertheless, the availability of Belgian funds for IITA is very welcome. In recent days, other donors in Bonn, New York and Washington have been consulted, and reductions in the support for IITA have been arranged in order to make way for the Belgian grant. In Brussels on June 27, the Belgian authorities assured me that in 1972, without prejudice to any specific arrangements that might be made for future years, the Belgian funds in question will be made available without restriction for the core program of IITA.

cc: Direction de la Cooperation multilaterale	Prof. R. Germain
Administration generale de la Cooperation	Laboratoire de Phytotechnie
Ministere des Affaires Etrangeres	Tropicale et Subtropicale
Building "A.G."	Universite Catholique de Louvain
Place du Champ de Mars, 5	Kardinal Mercier Laan 92
1050 Brussels	3030 Heverlee
Belgium	Belgium

HG:ci

cc: Mr. Demoth

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July 5, 1972

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Mr. Graves

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NORTHWEST

WASHINGTON DC 20036

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Agricultural Research
INTERNATIONAL FINANCE
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OUTGOING WIRE

TO: MINISTERE DES
AFFAIRES ETRANGERES
COOPERATION AU DEVELOPPEMENT

DATE: JULY 5, 1972

CLASS OF
SERVICE:

LT

COUNTRY: ATTENTION MME VERVALCKE

TEXT: BRUSSELS, BELGIUM
Cable No.:

WOULD APPRECIATE CABLED CONFIRMATION BELGIAN PARLIAMENT
HAS NOW APPROVED BUDGET FROM WHICH GRANT TO IITA WILL BE DERIVED.
REGARDS.

GRAVES

INTBAFRAD

~~WASHINGTON~~

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold Graves

DEPT. Development Services

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

REFERENCE: HG:ci

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cc: G2d

SPECIAL DELIVERY

July 5, 1972

Dear Sir John:

In Bonn earlier this week, Herbert Albrecht, the Director of IITA, handed me a copy of his Institute's budget and program presentation for 1973. He said this was being dispatched from Ibadan by mail to all the participants in International Centers Week.

Since the mail from Ibadan may be somewhat uncertain, however, I am taking the liberty of sending you this copy direct. I also have sent copies directly to the other members of TAC.

With best regards,

Sincerely yours,

Harold Graves

Enclosure

Sir John Crawford
Vice-Chancellor
Australian National University
24 Balmain Crescent
Acton, A.C.T. 2601
Australia

cc: All members of the Technical Advisory Committee
Dr. Peter Oram - FAO, Rome, Italy

HG:ap

Handwritten signature

Sir John Crawford
Vice-Chancellor
Australian National University
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Action, A.C.T. 2601
Australia

Prof. Dr. Hassan Ali El-Tobgy
The Ford Foundation
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Beirut, Lebanon

Dr. J. George Harrar
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Dr. Luis Marcano
Presidente
Fundacion Shell
Apartado 809
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Ing. Manuel Elgueta
Centro Tropical de Ensenanza e Investigacion
IICA
Turrialba
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Ministry of Agriculture and Forestry
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Dr. W. D. Hopper
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Director of Veterinary Services
Veterinary Research Laboratories
P. O. Kabete
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Dr. J. Pagot
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France

Dr. L. Sauger
Directeur
Centre de Recherches Agronomiques
Bambey
Senegal

Dr. H. C. Pereira
Director
East Malling Research Station
Maidstone
Kent, England

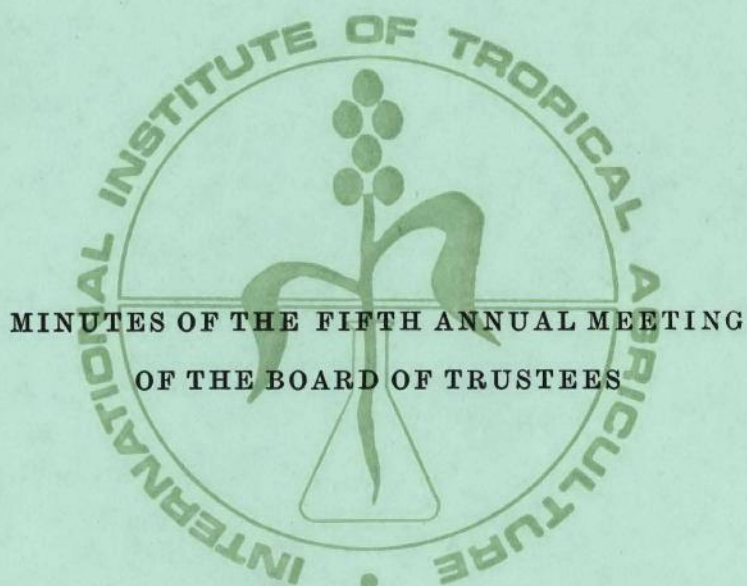
Dr. M. S. Swaminathan
Director General
Indian Council of Agricultural Research
Krishi Bhawan
Dr. Rajendra Prasad Road
New Delhi - 1
India

Professor Dieter Bommer
Head, Institute for Plant Cultivation and
Seed Research
Agricultural Research Center
Braunschweig-Völkenrode
Federal Republic of Germany

cc also sent to Mr. Peter A. Driess, Fao Rome

H22

**INTERNATIONAL INSTITUTE
of
TROPICAL AGRICULTURE**



JUNE 1972

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COMMUNICATIONS
SECTION

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

MINUTES

of the

MEETING OF THE BOARD OF TRUSTEES

June 1972

Members Present

H. R. Albrecht
A. Hugh Bunting
Guy Camus
H. George Dion
F. F. Hill
Y. K. Lule
John J. McKelvey, Jr.
J. Nya-Ngatchou
L. K. Opeke
A. Samper
A. Sawadogo
Bukar Shaib

Members Absent

Robert K. A. Gardiner
H. A. Oluwasanmi
D. L. Umali

Also Present

J. C. Anderson
J. L. Cooper, USAID
Arthur D. Leach
J. Robert Mitchell
John L. Nickel
Mr. Stryk, West German Govt.
B. N. Webster, TAC

FIRST SESSION, 12 June 1972

The Fifth Annual Meeting of the Board of Trustees of the International Institute of Tropical Agriculture was called to order by Chairman F. F. Hill at 8:35 a.m. on 12 June. Dr. Hill announced the absence of Dr. H. A. Oluwasanmi, Dr. Robert K. A. Gardiner and Dr. D. L. Umali. He welcomed Dr. Armando Samper of Colombia, South America and Dr. Abdoulaye Sawadogo of the Republic of the Ivory Coast who were attending their first Board meeting. Dr. Hill also welcomed Mr. Stryk of the Ministry of Economic Cooperation who was an observer for the West German Government.

The minutes of the Fourth Annual Meeting of the Board, held in September 1971, were declared approved.

There were no matters arising from the minutes of the previous meeting and the Board then considered the financial report with discussions led by Mr. J. C. Anderson, the Treasurer. He explained how the financial report was set up and mentioned the Institute had proposed to the Ford and Rockefeller Foundations that the unexpended monies from the 1971 Operating Budget be applied in 1972 to capital expenditures for construction and in the purchase of scientific equipment. The Foundations agreed, resulting in the transfer of \$257,000 to the Capital Budget. Mr. Anderson explained that the format and principles of the budget for 1973 were determined in a meeting of institute business and administrative personnel along with Consultative Group representatives. One result was that items valued under \$100 have

-been removed-

been removed from the capital inventory and included in the supplies and expenses item. The latter also includes supplies that have not as yet been consumed. The Treasurer mentioned the operating interest income had dropped to \$15,000 (from \$45,000 the previous year) due mainly to losses resulting from devaluation of the dollar which losses the Institute has debited against interest earned from the deposit of operating funds.

Mr. Anderson explained that the unexpended balance shown in the capital fund represented construction costs outstanding and unordered owner-purchase materials. All capital funds required to complete the Institute in 1972 have been received or are pledged. He explained that although capital funds can be held over into the next fiscal year, operating funds can not. In response to a question from Mr. Lule, Dr. Albrecht explained the architect's fee is charged against capital at cost plus 150% and Dr. Leach explained further that the cost of assistance received in purchasing construction materials is included in the fees paid.

Dr. Shaib requested that in the future the auditor's report be mailed to Trustees in advance of the meetings. Dr. Hill also urged that insofar as possible, all documents be mailed to Trustees prior to the meeting.

The Chairman asked for a motion to accept the financial report. Dr. Bunting moved, seconded by Dr. Dion and the motion passed unanimously.

Dr. Bunting, Chairman of the Research Committee of the Board, reported on the progress of research at the Institute. His report to the Trustees is included in these minutes as Appendix B.

Dr. Hill asked for comments and discussion by the Board on the Research Committee report. He said it was fair to say that the amount of time spent and the closeness of collaboration between the staff and the Research Committee of the Board has been exceptionally noteworthy at IITA. The give and take between the Research Committee and the Institute's staff has obviously resulted in an effective relationship.

There followed a discussion on the role of the Board Research Committee. Several members expressed the thought that the staff should report directly to the Board as a whole rather than through the Research Committee. It was evident that there was a general feeling that the Research Committee should concern itself more with research policies and priorities, especially as they relate to objectives of the IITA as laid down by the Board. The Committee would then be relieved of the detailed evaluation of programs underway, leaving such analyses and appraisals to the annual review conducted by a panel of external examiners. The work of the External Review Panels of the past two years has been regarded as indispensable.

It was left to the Director and the Associate Director to work out details of more direct reporting by the staff to the Board and to schedule the visit of the External Review Panel early enough that its report can be circulated to the members of the Board in advance of its annual meeting.

The attention of the Board was brought to the need for conducting outlying research and testing in different ecological zones. Such work could be done most efficiently and effectively if it were conducted entirely within Nigeria. It is difficult to move seeds and plant materials in large numbers due to quarantine and transport problems and extensive travel of staff is expensive and time-consuming. It is not intended that this aspect of the IITA would curtail useful cooperative programs to be planned with other countries.

Although the Decree establishing the IITA would permit the Institute to establish substations within Nigeria it has not ever been considered that such a policy should be pursued. It has always been felt that any work conducted off-site be done cooperatively with existing national stations. It was then concluded that arrangements for work in Nigeria are to be worked out with the stations located in the several environmental zones where IITA materials and practices should be tested for their usefulness and adaptation. It was asked that all cooperative work be reported to the Board.

Dr. Sawadogo, in referring to the Research Committee report, commented that the activities of the Institute may be too limited geographically. Obviously, the results obtained can also be used in other countries in Africa. He encouraged the development of more cooperative efforts with other countries in Africa where there are many areas in the humid tropics where there is little or no research underway. IITA ought to cover all the zones in Africa which are not being attended to by other Institutes. He stressed the importance to cooperating countries of the training aspects of IITA.

Dr. Shaib noted the change in priorities suggested in the work of the IITA and requested discussion on the point. The policy recommended for change reads:

"the IITA will accept world-wide responsibilities covering all climatic regions for research on cowpeas, soyabeans, pigeon peas and lima beans among the grain legumes and on yams, Colocasia and Xanthosoma and sweet potatoes among root and tuber crops."
(Minutes, Annual Meeting September 1971)

It was explained there were two reasons for change: First, the establishment of the International Crops Research Institute for the Semi-Arid Tropics

(ICRISAT) with its responsibility for crops grown mainly in the more arid tropics and second, the size, staff and funds available to the IITA.

The change recommended was approved by the Board as follows:

International responsibility:

cowpeas
yams
sweet potatoes

Regional responsibility:

rice	(backstopped by IRRI)
maize	(backstopped by CIMMYT)
cassava	(backstopped by CIAT)
pigeon peas	(backstopped by ICRISAT)
soyabeans	

Exploratory:

grain legumes - such species which appear to be well adapted to the humid tropics such as yam bean, winged bean, jack bean, rice bean and lima bean

roots & tubers - coco-yam and potatoes

Dr. Shaib suggested the Director and Associate Director prepare a report describing the work of the various institutes. Dr. Hill commented that the Institutes should be free to select for their programs the types of crops for which they feel they have the staff and facilities required. Dr. Albrecht added that it would be unfortunate if the IITA were placed in a position where its influences and the worthiness of its research would be limited because constraining geographical or ecological lines have been drawn. He said all Institutes will have to contribute to each others usefulness and indicated IITA should at this early stage of its history keep some options open.

Dr. Sawadogo expressed the hope that plantain would be added to the list of research commodities at IITA. This suggestion met with general approval for consideration for the future and the staff was asked to make preliminary feasibility investigations.

The Board received the reports of the External Review Panel (Appendix A.) and the Research Committee of the Board (Appendix B.) with satisfaction and appreciation. Dr. Nickel proposed a special word of gratitude to Dr. A. Hugh Bunting for the tremendous work he has done in leading the Research Committee.

-The Chairman-

The Chairman called for the Director's report. Most of the things the Director spoke on related to the status of the Institute and decisions to be made, with references made to the draft of the annual report distributed to Board members. He called attention to the items concerned with the capital funding requested for completion of the Institute and reported the Institute now plans to have completed its recruitment of staff and the occupation and facilitation of all buildings by the end of 1972. Since the building program was initiated late in 1968 the Director said there had been a slippage of one year from the original target completion date, 31 December 1971.

Dr. Albrecht reported on the grants from The Netherlands Government and from ODA stating in both instances these will be applied to operations and acquisition of apparatus and equipment. The ODA Grant was initiated this year, in April 1972, in the amount of \$250,000. Of this amount \$57,500 is for capital expenditure. The Netherlands Grant was \$125,000 of which \$43,500 is to be used on purchases of scientific apparatus and equipment.

The Director reported the Will M. Myers Laboratories had been occupied early this year and it was hoped the move to the other laboratory building could be made by the end of July. The two dormitories are ready for occupancy but since the food service is not yet functional the Institute must keep the training program at a low ebb until this facility is completed. The food service will be ready about the middle of September or first part of October. Because of this delay and the fact that the calendar of the program is comparable to that of the academic program at universities, full activation of the training program will no doubt not be possible until after the first of the next year, 1973.

Progress is being made on the Administration Building and the room for the computer is completed. At this writing the IBM equipment is being placed into position.

The library is in its new location although not settled; however, the lease for the Bodija Center was expiring and the library was moved even though the equipment was not yet installed. Dr. Albrecht reported on the significant progress of the library since it was started.

Progress in the procurement of scientific apparatus, farm machinery, etc., has been substantial but as it became evident that there would be a shortfall in capital funds available for this purpose a slowdown was placed on the purchase of additional new equipment. A request has now been made to The Ford Foundation for a grant of \$771,000 to offset the deficit. The Director explained this will be the final grant to be made by the Foundation so far as the IITA capital program is concerned. Fortunately, it would appear there will be more space than immediately required in the laboratories and

services buildings, the Director said, and this will provide the Institute with some room for ultimate expansion of its program to accommodate visiting scientists and presently to allow for some shorter-term cooperative work with international agencies with objectives similar to those of the IITA. The FAO rice mechanization project is an example.

Dr. Albrecht mentioned the serious effect the Adebo Salary Award and the devaluation of the dollar had on the Institute's budget and as a result it has been necessary for the staff to review very closely the operations requirements for the year. These actions have also caused problems with capital funds, being responsible for much of the deficit referred to above.

Clearing of land continues but so far is restricted to the east side of the reservoir. This year about 101 hectares were ready for planting. It is assumed that in the course of the next several years the Institute will continue clearing about 50 hectares per year. He reported the second farm pond was receiving water for the first time. The pond is to be used, among other purposes, for gravity irrigation studies now being planned.

The contacts being established by the Institute with other research stations of West Africa were further enlarged with the first of a new seminar series held the last week in May. The seminar, on soil science in the tropics, enrolled the largest number of participants of any yet held. Two more are scheduled during the remainder of the year. The Ford Foundation/Lagos has been the source of support for these seminars which are also sponsored jointly with IRAT. The delegates coming from many countries south of the Sahara have participated enthusiastically and constructively; it is felt that through the series of seminars many agriculturalists have become quite familiar with IITA and with its aims and purposes.

The training program though in its third year has not been large due to limitations of space. Just recently four men from Ghana returned to their country after spending time here studying rice diseases. This spring the University of Wisconsin awarded the first Ph.D. degree for research work done at IITA and soon another will be awarded by Cornell University and one by the University of Reading.

Dr. Albrecht reported the Institute has been very much involved with the programming and planning for the West African Rice Development Agency (WARDA). Dr. James C. Moomaw has helped in writing up WARDA projects and developing its strategy. The Director is a member of the WARDA Technical Committee. It is hoped that IITA can initiate active cooperation with WARDA by year's end.

The Institute is cooperating with Sierra Leone in research and training meant to enlarge the country's production of rice. Discussions have also been held

with other countries on cooperative rice and maize work, especially Liberia, Cameroun and Ghana, on land use with Togo, and the Institute is participating with CIMMYT on a maize development program in Zaire.

The Director announced with regret the resignations of Dr. Douglas Hedley who is returning to his home country (Canada) and Mr. James Anderson who is returning to the U.K. to establish himself there. He expressed regret that Dr. Arthur Leach was leaving but added that since he was joining ICRISAT, he would remain in the Institute network so IITA hopes it can continue to have contact with him.

Dr. Albrecht said that staffing had been delayed somewhat because of physical limitations. The Institute was being established staff-wise on an international basis (15 countries represented thus far); among Africans, four Nigerians and one Ghanaian in the international staff category have been engaged to date.

The working relationships established with the University of Ibadan will serve as a pattern for other similar institutions in West Africa. A number of IITA staff are now adjunct members of the Faculty of Agriculture of the University of Ibadan. A seminar series has been established by UI and IITA with responsibility alternating between them, month by month.

There are still some problems with mis-shipments, visas, plant quarantine etc., but it is hoped that eventually these will be solved. There have been regular contacts with international agricultural agencies operating in the area and these have been most helpful and very much appreciated.

The Director viewed the training program as becoming increasingly more significant with the passage of time. It is apparent that a well developed training center in agriculture for West, Central and East Africa has tremendous potential, officials of all countries contacted having expressed the hope that IITA might give assistance in these areas. Dr. Wade H. Reeves, who has had fourteen years of experience in French-speaking countries of West Africa, will join the staff in July as Training Officer.

The Institute will soon begin its publications program now that its Communications and Information Officer has been employed. It is the Institute's hope that its training and research activities will be fully as useful to the francophone countries as to the anglophone.

The Director concluded his remarks by stating the Institute now has a staff of nearly 700 people, many of whom are employed seasonally. With the exception of 40 or 50 persons all are Nigerian.

-The question-

The question of whether there should be an appointment committee within the Board of Trustees to help with selection of staff stimulated considerable discussion. Dr. Shaib suggested the Board authorize the Executive Committee to have some responsibility to discuss the matter of appointments with the Director as may be desirable. It was noted that there has been at most international institutes no recruitment of permanent staff from Africa. It was explained by the Chairman that the international institutes are all faced with the problem of securing qualified people but they should not do so at the expense of national institutions which cannot be left without adequate scientific research people. It was decided to leave the matter of recruitment procedures as they now stand.

It was moved and voted unanimously that Building 500, Administration, be named F. F. Hill Hall.

The meeting adjourned and the Board Members toured the IITA building site and its experimental areas during the remainder of the afternoon.

SECOND SESSION, 13 June 1972

The meeting was called to order at 8:45 a.m. Unfinished business was first discussed. Dr. Albrecht called on Dr. Mitchell to explain the revision of Decree No. 32 which had been proposed to the Federal Government with copies going to Board Members. There was lengthy discussion on this matter and finally at Dr. Shaib's request, it was decided to submit the proposed revisions to IITA legal counsel for rewriting before submission to the Government via his office. Copies of the revision will be sent to Board Members when received.

The matter of donor representation on the Board was a principal point of discussion insofar as revision of the Decree was concerned. Dr. Hill stated that Ford and Rockefeller Foundation representation on the Board of Trustees was provided because at the time the Institute was established principal funding was by the two Foundations. When later it became apparent that the Foundations could not themselves finance the institutes at the level felt necessary other sources of funds had to be sought. The suggestion was made at Bellagio that any donor ready to contribute unrestricted funds to the core budget on a full-share basis be entitled to representation on the Board. CIDA, the first outside donor to IITA, was invited to have a representative on the Board and accepted an elected post. USAID made the decision not to accept official representation on the Board and elected instead to send an observer. He explained that in setting up policies for ICRISAT it was decided that the donor group as a whole would be represented by three members on the Board.

-Dr. Hill-

Dr. Hill stated the two Foundations would not insist on ex-officio membership on the Board of Trustees. Dr. Bunting said the Board should ensure that the two Foundations continue to have representation. Dr. Shaib recalled that the Decree establishing IITA is more or less an agreement between the Government of Nigeria and the two Foundations.

Mr. Stryk, an observer to the Board Meeting from the West German Government, explained when West Germany was invited to support the Institute they were given three proposals: (1) to finance a project, (2) to finance a program, (3) to take a full share in its support. The German Government decided to take a full share (\$750,000 per year from 1973 onwards). He felt there were two possibilities for Board membership by donors, (1) add an article to the Decree which provides that full-share contributors can nominate a member to the Board, or (2) the Consultative Group choose donor members to serve on the Board.

Dr. Albrecht explained the background of negotiations with the West German Government stating the first visit (K. Caesar and H. Glimm) was in March 1971 and at that time the matter of membership on institute boards was pretty well cast in the context of the previous Bellagio sessions which indicated that full share donors would have representation on the Board. This concept was detailed in the report made to the German Government by the visitors. This year IITA was visited by Dr. K. Caesar of the Technical University of Berlin and Mr. B. Schweiger of the Ministry of Economic Cooperation and the matter was raised again with a strong indication that the German Government considered ex-officio membership would accompany full-share sponsorship. In discussions it was agreed that the matter would be brought up for consideration by the Board and if approved there, recommended favorably to the Government of Nigeria. The negotiations between IITA and the German Government have rested at this point, not only on the issue of membership but from the financial aspects as well.

On behalf of the Board, Dr. Hill expressed sincere appreciation for the interest of the German Government in the IITA.

Dr. Bunting felt the Board should choose its own members but provision should be made so the Board can choose certain members from among the donor agencies. Several Trustees supported Dr. Bunting in this view, with some favor expressed for the ICRISAT approach.

Dr. Shaib said the matter had to be taken to the Nigerian Government. He said under the terms of the Decree it is one thing for the Government of Nigeria to come to agreement with the Foundations but another matter to transfer this agreement to the Consultative Group which represents governments. He suggested that in the two-year period ahead this could be

reviewed by the Government of Nigeria and the Board of Trustees. It was suggested that since there were several vacant seats on the Board a member from West Germany be elected for the next two years.

Regarding extending the term of office of the Trustees to three years, this was reaffirmed as per discussions at the September 1971 meeting.

There was considerable discussion on other points in the revision of Decree No. 32 and it was moved by Dr. Camus, seconded by Dr. McKelvey, that the recommended amendments, discussed in the meeting of the Board, be approved with the understanding that the implementation will be taken up by appropriate staff members of the Institute in consultation with Dr. Shaib and be submitted afterwards to the Government of Nigeria. The motion was approved unanimously.

The next item of business was the revision of the By-laws. It was decided to wait with the changes in the By-laws until the final action on the revision of the Decree has been taken by the Government of Nigeria.

Other problem areas --

Regarding importation of samples (agricultural chemicals mainly) Dr. Shaib said it is possible to get these into the country and suggested this be discussed with Dr. L. K. Opeke.

Acquisition of land facing the IITA entrance. Dr. Shaib said the gazette notice has been prepared but not published. The title to the land occupied by IITA is being processed by the Ministry of Lands and Housing.

Land for an office in Ikeja. The original site offered being found in dispute, Dr. Shaib suggested the Institute contact the Lagos State Government directly to determine the availability of another favorably located plot.

Plant quarantine. It was decided that discussions on this matter should be continued between the Institute officials and the quarantine officials.

The meeting adjourned for lunch at 12:30 p.m.

THIRD SESSION, 13 June 1972

The Chairman opened discussions on the budget request for 1973. Dr. Albrecht explained that the budget request anticipated complete facilitation of the Institute by the end of this year. The budget, as presented, takes into consideration the new proposals which the Research Committee has reviewed. As mentioned earlier, the Director said the IITA would reach the end of Ford Foundation capital funding as presently visualized in 1972. He reported that

-in response-

in response to action taken by the Board last September, construction of a clubhouse for the workers has begun.

Although the budget had been set up according to the formula requested by the Consultative Group, the Board Members found it somewhat difficult to understand the presentation. It was suggested that a more simplified, explanatory table be included in the next budget offered so Board Members could see at a glance the budget requested and the numbers of staff involved.

Dr. Nickel described the process of budget preparation explaining that the Consultative Group wanted all institutes to present their material similarly for ready cross reference and to assure that all vital information was provided. All figures for staff include perquisites. Each subprogram is built up to maximum staff by 1977. Most trainees expected at IITA will be fully supported by their sponsors so provision for trainees in the budget is modest, set first at only 25 and building up to 30.

Mr. Lule formally proposed the adoption of the budget presentation, seconded by Dr. McKelvey and passed unanimously.

The next item was the addition of an Assistant Director for the Institute. Dr. Nickel said he had reluctantly come to the decision that an Assistant Director was needed, but with the growing responsibility of international type arrangements and in the campus research program it was felt there was inadequate time for the Director and Associate Director to carry out all the administrative and research responsibilities. Dr. Hill said the institutes generally had underestimated the size of the administrative and public relations functions that must be dealt with in organizations of this kind and that several had taken steps to cope with the work load. Dr. McKelvey wholeheartedly supported this recommendation and moved, seconded by Dr. Samper, that an Assistant Director for IITA be appointed. The motion carried.

Mr. Stryk announced the intention of the West German Government to grant IITA \$925,000 during the year 1972. Dr. Albrecht explained that \$625,000 was to be used for construction of two dormitories and purchase of two buses for the training program. The remainder, \$300,000., was to be used for operations but the Consultative Group has ruled that this amount could not be added to the \$3.88 million approved for IITA; they could be accepted if a comparable sum pledged by another donor(s) could be released.

At this point there followed a description of the objectives and policies of the Consultative Group and its Technical Advisory Committee by Mr. Brian Webster, Assistant Secretary of the Technical Advisory Committee. It was the general consensus that the Board accept the German grant when it is approved by the Government in Bonn.

The Board then turned to the nomination and election of Board Members. The Director announced that the second and final terms of Drs. Bunting, Camus, Gardiner, Umali and Mr. Lule would expire at the close of the 1972 annual meeting. Drs. Oluwasanmi and Opeke would also be off the Board as per the terms of the Decree and their replacement would be the responsibility of the Federal Government. The first terms of Dr. George Dion and M. Jean Nya-Ngatchou were completed but they were eligible for election to another term.

Dr. McKelvey nominated Dr. Thomas Odhiambo who is the Director of the International Center for Research on Insect Ecology in Nairobi. Mr. Stryk proposed Mr. Bernhard Schweiger, an economist with the West German Government. Dr. Shaib nominated Dr. Frederic Fournier, President de la Commission Internationale d'Erosion et de Sedimentation (International Association of Hydrological Sciences), Paris, France and Dr. James Phillips, Minister of Agriculture, Liberia. Dr. Bunting nominated Dr. Dennis Greenland of the University of Reading. Dr. Shaib moved, seconded by Dr. Bunting and M. Nya-Ngatchou that the slate of candidates be accepted as members of the Board of Trustees of IITA subject to the approval of the Federal Government of Nigeria. The motion passed unanimously. Dr. Shaib then nominated Dr. Dion and M. Nya-Ngatchou for reelection. The motion was seconded and approved unanimously.

Dr. Hill expressed his deep appreciation to the outgoing members of the Board and asked them to transmit any suggestions they might have regarding IITA programs or operations in the years ahead. Dr. Albrecht also expressed his great pleasure in being able to work with them through the years. He wished all of them well in the years ahead and hoped their future would include many pleasant memories of IITA. He said all but Drs. Opeke and Oluwasanmi were members of the original Board and it was more than a parting with associates in science - it was parting with good friends.

Dr. Bunting said that each retiring Trustee considered his membership on the Board as one of the important experiences in his life and that it had been a pleasure to be connected with IITA in these formative years. Mr. Lule said he would watch the future development of IITA with a great deal of interest as it has a very important role to play in the development of the areas for which it was established.

Dr. Hill requested that he not be considered for reelection as Chairman of the Board and suggested that Dr. Bukar Shaib be elected Chairman in his place. It was then proposed that Dr. Hill serve as Vice Chairman. Dr. Opeke made the motion that Dr. Shaib serve as Chairman and Dr. Hill as Vice Chairman, seconded by M. Nya-Ngatchou and the motion carried. Dr. Shaib thanked the Board for putting their trust in him.

On the matter of Executive Committee membership, the Director explained the Chairman of the Board automatically becomes Chairman of the Executive Committee and the Director is always a member. He requested the arrangements currently practiced, that of having two members from Nigeria and two members from the U.S., be continued for the next two years at least. Dr. Albrecht proposed that Drs. Hill and McKelvey be elected and that Dr. Shaib, at his discretion, select one of the Nigerian members to be named by the Federal Government as a member of the committee. This was moved by Dr. Sawadogo, seconded by Dr. Camus and the motion carried.

Membership on the Research Committee was discussed. Dr. Shaib suggested it would be best to wait to see if the new nominees would accept appointment to the Board and then name members to the Research Committee.

Dr. Albrecht moved, seconded by Dr. Bunting, that the auditing firm of Peat, Marwick, Cassleton and Elliot be appointed to conduct the 1972 audit. Motion carried.

Dr. Shaib raised the question of change in title from Principal Administrator to Executive Officer since in Nigeria an "executive officer" is always considered a minor official. It was decided that the title should be changed to Administrative Officer.

This concluded the agenda and the Board Meeting adjourned at 5:15 p.m.

REPORT OF
THE RESEARCH REVIEW PANEL
9 June 1972

The panel was impressed by the striking progress already made by IITA. The extensive program of field experiments together with the excellent laboratories, support services and other facilities cannot fail to make a profound impact on those with experience of agricultural research in developing countries. Moreover, the enthusiasm of the staff and the clarity with which they presented their programs revealed the extent of the thought and effort that have already gone into formulating imaginative and sound research aims.

In the main, therefore, this report of the Review Panel serves to endorse the views expressed by the various leaders of the research teams and to make comments on those aspects of the program where precise definition has not yet been possible.

SCOPE OF THE RESEARCH PROGRAM

The panel noted the more precise definition of the scope of the research program under the two broad headings of Farming Systems and Crop Improvement and is in general agreement with the associated proposals for staffing. At the same time it is recognized that any research program is dynamic and that the process of evolving the definition of research aims is a continuous one which calls for flexibility in the specification of research posts.

While agreeing that the scope of the research program is appropriate for the time being, we support the view that the Research Committee should remain open-minded on the question of livestock. Cattle, in particular, have such an important role both in making use of forage crops and as a source of power that there may well come a time when it would be useful to introduce livestock, not as a basis for a separate research program, but as an adjunct to the work on farming systems.

The panel supports the view that the further development of results and varieties at other places in the ecological areas served by the Institute should primarily be the responsibility of the various national research organizations. This arrangement will also serve to provide valuable feedback of information and ideas that are so important in familiarizing the research staff with the agricultural as well as the cultural background of the regions they serve. In this connection, we are pleased to note the closer association that has been developed with the University of Ibadan.

-The panel-

The panel regards the development of cooperative research projects with other research organizations, such as those initiated with Reading, Durham and Wye, as being of great importance in that they both make use of expensive research facilities that are already established elsewhere, and that they involve additional research personnel in the problems of the tropics. In endorsing this principle, we suggest that it should be given the widest possible publicity because there may well be institutes and universities in other countries, including the developing countries, where possibilities exist for similar cooperative projects. As far as the developing countries are concerned, such cooperative projects would help in the process of building up the image of IITA.

It also seems logical that the principle of cooperative research within the scope of the IITA program should be applied in reverse, as with the special projects that are being formulated on what amounts to a contract basis with various countries and with organizations such as UNDP, FAO and WARDA.

CROP IMPROVEMENT AND CROP PROTECTION

The work in crop breeding will provide nucleus stock for testing and further improvement in local environments. The establishment of international testing facilities is an encouraging development which implies increasing cooperation from national governments.

Fundamental to the program is the incorporation of characteristics such as resistance to diseases, pests, drought and lodging, and the improvement of nutritional quality. Improvements of this type are usually of benefit regardless of the level of agronomy practised and the panel supports the priority given to these aspects in the various programs.

As the work on farming systems develops, however, increasing attention will naturally be given to those characteristics of the plant that make them more easily incorporated into farming systems. Obvious examples are maturation periods in relation to cropping sequences and rainfall distribution, rate of canopy development in relation to weed control and genetic modifications to the plant that facilitate mechanical operations.

The panel recognizes that the plant breeders are already developing comprehensive programs but that, with some crops, efforts to assemble the desired range of germ plasm are frustrated by existing quarantine regulations. While the panel strongly emphasizes the need for the greatest possible caution in quarantine matters, it is clear that the movement of plant material from country to country in the tropics will become an increasing problem, not only with respect to the development of effective breeding programs but also with respect to the wider dissemination of the improved material that emerges from them. There is, therefore, a clearly defined need for the problems that this situation creates to be tackled on an international basis.

While recognizing the local popularity of yams as a food crop in Nigeria, the panel considers that within the root and tuber crops, sweet potatoes should receive high priority, having regard to the known flexibility of African food habits, the agricultural advantages of sweet potatoes as a crop and to the absence of major biological problems in sweet potato breeding.

In other aspects of crop improvement, vigorous programs are already well established and the panel was impressed with the scope of the projects and the results already obtained. Similar remarks apply to the work in crop protection and weed control.

The supply of biological information for incorporation in the farming systems program will require further integration of results from the present lines of research in crop improvement and related topics. In this respect the panel noted that the absence of work in crop physiology is a gap that will shortly be filled when staffing is completed. We also noted that possibilities exist within the experimental areas for observations on the implications of various management practices and cropping sequences that would be important if large-scale arable farming ever became a feasible proposition in the humid tropics. There is, however, a need to work out long term plans for laying out, managing and rotating the areas to be used primarily for plot experiments.

FARMING SYSTEMS - PHYSICAL FACTORS

Pedology

A thorough knowledge of the physical and chemical nature of the major soils of the lowland humid tropics is recognized as a necessary input in the development of crops as well as optimum farming systems for the area. To meet this requirement and concentrating on the major physical limiting factors, soil erosion and water stress, the pedology program has placed emphasis on applied aspects of soil classification and characterization which would facilitate location of agro-ecological areas in terms of land use potential for improved crop production and farming systems. The panel was informed of the proposal to carry out complete studies of bench mark sites throughout the region covered by IITA. It was noted, however, that importation of soils into Nigeria for analysis was not practical and cooperation with other organizations would be essential. Current studies on the utilization of hydromorphic soils should yield very useful information.

Soil Physics

Emphasis is correctly placed on soil and water conservation. The panel was informed that two major physical characteristics of soil at IITA, shallow depth and low water retention, are prevalent in the lowland humid tropics.

Crops grown on such soils suffer not only from leaching of nutrients but also from severe water stress, requiring frequent rainfall to maintain adequate soil moisture.

There are, therefore, three major objectives in this study: crop water use efficiency, soil erodibility and movement of agricultural chemicals in the soil. The soil physicist is currently handling all three aspects, developing mathematical models and planning studies on water stress in plants as well. It was, however, apparent from the report presented that after the present preliminary studies, the whole approach to crop water use studies will need some revision. It is also suggested that further work on this specific investigation be held in abeyance until the agroclimatologist is appointed. In this context, the efforts made by the soil physicist in the preliminary investigations both in field and laboratory are commendable. The panel, however, feel that the chances of achieving major breakthroughs when covering such a wide field with present resources are limited and suggest that some modifications may be necessary. Such modifications should take account of the different types of soil in the humid tropics. Studies on soil temperatures, especially as related to mulch and tillage should yield very useful suggestions for the development of tillage and farming systems studies in the near future but investigation of the reason for the inability of roots to penetrate the soil below 30 - 50 cm should continue to be accorded high priority. Members of the Review Panel were shown some of the 24 run-off plots where construction and equipment are capable of very high precision. The staff agreed that in spite of high precision, extrapolation of run-off results from such plots to large areas is seldom a reliable procedure. Although the panel was assured that counterpart large scale investigations will be undertaken by the Soil and Water Conservation Engineer when he is appointed, the panel suggests that if similar run-off plots are to be established throughout the region covered by IITA, opportunities for maintenance of high precision will be limited and simpler methods should be considered.

Soil Fertility

Considering that continuous intensive cropping with higher yielding varieties will put a heavy demand on soil nutrients, emphasis is correctly placed on the chemical and physical properties of the soil influencing the fate of fertilizers, particularly phosphorus. The problem of phosphorus retention in soil is being pursued vigorously and it is especially noted that in recognition of the complexity of the subject cooperative studies with Reading have already been initiated. The panel supports the proposal to investigate more thoroughly the role of condensed phosphates and slow

release forms of N and P fertilizers. The cooperative relationship with TVA's National Fertilizer Development Center should facilitate prompt consideration of the implications of these with respect to the manufacture of such materials. It is our understanding that low cost production of items such as sulphur-coated urea will probably depend on establishment of new plants designed for that purpose. In view of the large investment and long lead time for erecting fertilizer plants, it is important to obtain reliable information about the agricultural value of high-analysis, slow release products as soon as possible and to bring such information to the attention of governments and firms planning to expand fertilizer capacity. The proposed survey of micro-nutrient status of the soils of the ecological zone is certainly relevant, but such investigations need to make full use of the possibilities for cooperation with related programs in the region.

FARMING SYSTEMS - SOCIO-ECONOMIC FACTORS

The program to develop improved farming systems applicable to the humid tropics poses problems of extraordinary complexity. The importance of the problem justifies a major effort by IITA in this area, but it seems essential to endeavor to achieve results that are valuable in the near future as well as in the long run. Close interaction between the crop improvement programs and the work on farming systems should permit the identification of profitable and feasible packages of innovations that can be incorporated into existing farming systems. At the same time such packages of components of systems will be designed and tested as will fit the needs of various physical and socio-economic environments.

The two agricultural economists who are to participate in this effort have a crucial role to play in helping to define criteria that can provide guidance in selecting the innovations that deserve priority attention. The studies of existing farming systems that are now being processed by the agricultural economist, and similar studies carried out in other areas, are especially valuable in clarifying the characteristics of existing systems. We believe that in the future more attention should be given to certain economic and demographic characteristics that apply to most countries within the humid tropics and which will for many years condition the types of change in farming systems that are feasible and desirable. Two features of these economies have such important implications with respect to the modification of farming systems that they merit brief comment in this report.

Factors conditioning changes in farming systems. The rapid growth of population that is a universal characteristic of the less developed countries gives rise to similarly rapid growth of the workforce in these countries. Reduction of birth rates to levels consistent with sharply reduced death rates cannot be expected for a decade or two at the earliest and it will be an additional decade and a half before a reduction in birth rates will lead to a slowing of the rate of increase in the population of working age. This feature, in combination with the fact that employment in manufacturing and other non-farm sectors account for such a small fraction of the labor force, inevitably means that the agricultural population and workforce will continue to increase in absolute size for several decades at least and even the reduction in their size relative to the total population will be slow.

These demographic and structural characteristics affect the potential for modifying farming systems in several ways. Widespread improvement in the economic well-being of the rural population in these countries depends upon expanding the opportunities for productive employment in agriculture which underscores the need to emphasize innovations that complement their relatively abundant labor resource. Because the number of farm households is so large relative to the limited commercial demand for farm products, the required rate of increase in farm labor productivity is fairly slow although the need to increase output per worker will increase at an accelerating rate as structural change takes place. This structural characteristic also means that the cash income per farm household will be very limited and apart from agricultural export or import substitution possibilities, the cash receipts of the agricultural sector can only expand as the predominantly agricultural structure of these economies is transformed. Unless change is concentrated in a small sub-sector of typically large farm units that satisfy the bulk of the limited commercial demand, the change to farming systems that rely heavily on purchases of externally produced inputs must be a gradual process. Hence, as much attention needs to be given to the time sequence of innovations as to the "ultimate" farming systems that will provide a more productive alternative of shifting cultivation.

Attributes of innovations. If the IITA research effort is to have a widespread and positive impact, it will also be important to consider the attributes of the innovations that are to be emphasized. This aspect should be considered in depth by the IITA agricultural economists and it underscores the importance of establishing cooperative relationships with sociologists studying rural communities and agricultural change as well as with other agricultural economists in the region. One important attribute is, however, emphasized by the demographic and structural characteristics discussed above. To achieve the progressive modernization of farm households, it is important for innovations to be highly divisible and neutral to scale so that they can be used efficiently by farm units that are small and subject to a severe purchasing power constraint. It is partly for this reason that high-yielding disease- and pest-resistant varieties merit such high priority. Usually the combination of fertilizer-responsive varieties and increased use of fertilizers are of high priority, but for some crops equal attention should probably be given to achieving yield increases with minimum use of purchased inputs. It has been correctly emphasized that it is an advantage that grain legumes can usually be grown without nitrogen fertilizer and it seems likely that breeding alone will often permit sufficient increases in cassava production. Herbicides may merit early attention as a component of improved farming systems because of their divisibility and their value in permitting the use of minimum tillage techniques; and the small, simple, inexpensive two-wheel tractors being emphasized in the rice mechanization project seem promising for forest areas where animal draft power is not available.

Certain other attributes of innovations such as ease of understanding, reliability as well as profitability and a high degree of visibility of results should also be considered in fixing research priorities. Such attributes tend to make innovations "self-spreading" in the sense that when adopted by a few farmers they can be seen and copied by neighbors thereby lessening dependence on formal programs of extension and training. Experience in areas in Africa that have achieved considerable agricultural progress emphasize the importance of cumulative change based on efficient sequences of innovations which can become increasingly complex. This suggests that it may be advantageous to emphasize components of farming systems that can be adopted progressively and give less emphasis to alternatives that would have to be adopted as an integral system, even though the latter might have significant technical advantages.

The proposed use of linear programming and other techniques of systems analysis to "optimize" the profitability of alternative systems is undoubtedly appropriate. We would, however, stress the need to bear in mind that the total system that is relevant to designing efficient strategies for agricultural development is probably too complex to be accommodated by computerized models. Work is in progress at several universities aimed at the development of complex simulation and dynamic linear programming models that

may be able to accommodate the micro and macro aspects which are both so important. But those techniques have apparently not yet been developed to the point where they provide much guidance to policymakers. Research workers at IITA will want to keep in touch with developments in this field, but we have some reservations about IITA giving high priority to developing new methodologies for this purpose. We suspect that it will be advisable to rely primarily on less formal methods of reasoned analysis - utilizing economic theory, understanding of past experience and agriculture's role in economic development, and simple benefit/cost analyses - to guide the design of farming systems. At that point the systems thus identified can be evaluated by standard linear programming techniques prior to undertaking field comparisons of the most promising.

TRAINING

There can be no doubt of the importance to developing countries of training in research, particularly to foster leadership and to develop the ability to innovate. In this respect, the panel notes with satisfaction the emphasis that is to be given to training in the future development of the work of IITA.

We nevertheless consider that we must sound a note of caution in relation to the sophistication of the equipment and facilities that already exist at IITA. The panel considers that it will be a long time before similar facilities can be provided at the home research institutes of most of the trainees from developing countries. There might, therefore, be a case for giving the greatest emphasis in training to catering for the research worker who has already obtained a higher degree and who comes to the Institute to learn new techniques and to gain experience. With the younger man, who will use the training period to work for a higher degree, there should be a continuing effort to guard against the development of a frame of mind that thinks that effective research can be done only when facilities similar to these at IITA are provided.

These comments also serve to draw attention to the lack in many developing countries of personnel who have adequate experience of the technology needed to support an effective research program. Consideration might therefore be given to providing opportunities for personnel at the technician level to gain experience by working side by side with IITA personnel for worthwhile periods.

COMMUNICATIONS AND INFORMATION

The panel noted the importance attached by IITA to the development of facilities for the collection, interchange and dissemination of information and to publicising its activities as widely as possible. While entirely

supporting the desirability of such things as newsletters, the panel considers that the most effective form of publicity is that which arises from personal contact.

Reaction of personnel who have participated in the various seminars already organized has been universally favorable and the Institute has clearly fulfilled an extremely important need in bringing together scientists not only from the anglophone and francophone countries in Africa but also from widely separated geographic areas. It is logical that the work of these seminars should be consolidated by the publication of the proposed series of monographs.

The panel would like to stress the continuing need for broadly based seminars of this type and suggests that further benefits might accrue if ways and means of involving administrators as well as scientists could be found.

ACKNOWLEDGEMENTS

Members of the panel wish to express their appreciation for the tremendous help and facilities provided by the staff of IITA. The panel's task of evaluating the research program was especially simplified by the frank and vivid description of both scope and details by the program leaders and their staff during the panel's tour of the field experiments, laboratory facilities and in the joint discussions in the series of seminars. We are especially grateful to the Director and his administrative staff for the effort put into ensuring our personal comfort right from our arrival at the airport to departure. We hope this comment will be passed on to the team of efficient and extremely courteous drivers who have looked after our transportation throughout the week.

Finally, we are grateful for the opportunities provided by the Associate Director and his wife for members of the panel to meet IITA staff informally.

Dr. M. H. Arnold, Chairman

Dr. Bruce Johnston

Dr. F. J. Wangati

REPORT OF THE
RESEARCH COMMITTEE OF THE BOARD OF TRUSTEES
INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE
June 1972

Members present: Dr. A. H. Bunting, Chairman
Dr. L. K. Opeke

The following attended part or all of the meetings: Dr. F. F. Hill, Dr. H. R. Albrecht, Mr. John L. Cooper, Dr. H. George Dion, Dr. John L. Nickel, Mr. Jean Nya-Ngatchou and Mr. Brian Webster.

1. The Research Committee toured the field operations and inspected the buildings at the Institute on 8 June and met at the Director's house on 8, 9 and 10 June. They were once again greatly impressed with the progress of the program and the standard of work, and with the physical developments. They wish to record their appreciation of the remarkable work of the Director and his staff.
2. On 9 June the Committee met the Review Panel and received and discussed its report. At other sessions they discussed the principal programs of the Institute with the scientists responsible for them. Since these programs and their future evolution are outlined in the appendices to the budget submission to the Board of Trustees, the present report is confined to matters of principle and topics which, in the Committee's view, need particular emphasis or decision by the Board.

SECTION 1. RESEARCH AT THE INSTITUTE

A. Organization of the Research Programs --

3. Since the last meeting of the Board, the research activities of the Institute have been regrouped into four principal programs, on farming systems, cereal improvement, grain legume improvement, and root, tuber and vegetable crops improvement. All these programs are assisted by the general research support group (research direction and coordination; laboratory, statistical and computing services; arrangements for conferences and workshops, consultants, visiting scientists and post-doctoral fellows). They are associated with the training program and with a number of special projects and cooperative programs, including international activities. This

-decentralized-

APPENDIX B.

decentralized rearrangement, foreshadowed at our last meeting, relates the programs to an output type of budget and has clearly done much to coordinate yet further the work of our scientists.

4. It has also led to clearer definitions of the objectives of our work (paragraph 27) which were also made necessary by the recent developments in the systems of international agricultural research institutes which has followed the establishment of the Consultative Group and its Technical Advisory Committee. Work at IITA on animals, pasture plants and vegetables now assumes a less prominent place than was foreseen at one time, though all three topics may well be of interest as our work on farm systems develops.

B. Cereals Program --

5. The maize improvement program, associated with CIMMYT, continues as planned. Yields of more than 8000 kg/ha have been reached with improved composite populations in the moderately wet parts of the savannah zone and 6000 kg/ha at the Institute. Populations with shorter stature and greater tolerance to leaf-diseases are emerging. The arrangements for cooperative regional trial and testing ensure wide adaptability and that potentially valuable materials can go at once into national maize improvement programs. The first plantings have been made in the cooperative program with the Republic of Zaire, CIMMYT and USAID.
6. In the rice improvement program, upland rice is receiving major attention at IITA. For this we need a new type of plant, able to endure dry conditions. Certain lines selected from IRRI material outyield the recommended local selections and, like them, seem to suffer from rice blast only under the most unfavorable conditions. Indeed, some IRRI lines appear to be immune to rice blast. Materials from our trials are being tested at over 40 places in West Africa. The FAO cooperative mechanization project on rice is providing valuable information on the effects of various tillage practices and on the disadvantages of rotary cultivation on the upland soils. IITA is to cooperate with the Danish technical assistance organization in a project on cereal storage. Practicable methods of chemical weed control are being developed for both maize and rice at IITA.

C. Grain Legume Program --

7. Although it seemed, last September, that IITA should take primary responsibility, within the system of international agricultural research institutes, for several grain legume crops, we propose at this stage to assume primary responsibility for cowpeas only, though we shall retain a lively interest in soya bean, pigeon pea, Phaseolus species and others, including certain

-forage legumes-

forage legumes. In both soya and cowpea very satisfactory yields (more than 3000 and 2000 kg/ha respectively) have been obtained in trials. In upright forms of cowpea these yields can be got in 60 days from sowing, though stringent control of pests is essential.

8. Soya bean has so far been largely free from pests and diseases at IITA. Cowpea suffers from anthracnose, leaf spot and bacterial pustule, but some scores of lines (out of nearly 3600 in our collection) resist all three of these diseases. About 40 lines appear to be markedly resistant to thrips and there are indications also of important sources of resistance to the Laspeyresia podborer.
9. Breeding in cowpea is well advanced. Three cultivated and about 30 of the many wild species have already been assembled for future studies, in which cytogenetic work is bound to be necessary. Studies of forms of *Rhizobium* associated with cowpeas will also be essential. These studies will be linked to general studies at IITA of the nitrogen, phosphorus and carbon cycles in soils and crops.

D. Root, Tuber and Vegetable Program --

10. The numerous accessions and selections and the progenies from crosses in this program, have established a remarkable range of variability in cassava, yams and particularly in sweet potatoes. We still lack the interesting upright types described by Yen from Tonga and South America.
11. In cassava some true resistance to mosaic virus disease is now available both in Nigerian material and in descendants of H. H. Storey's glaziorii crosses from Amani, Tanganyika. A local epidemic of bacterial wilt was found at Ilora, and the disease has appeared sporadically at the Institute. There seems to be some resistance to sweet potato weevil in certain clones.
12. Physiological studies of flowering and cytological studies of fertilization in yam are important for the future of the breeding program, and the work on meristem culture, tissue culture and anther and pollen culture is important for breeding and disease control.
13. The Committee recommends that IITA should assume primary responsibility, within the system of international agricultural research institutes, for research on sweet potato as well as on yams, among the root and tuber crops.
14. The collections of vegetable crops and the experiments on them were of great interest and reflect much credit on Dr. Wilson, the staff member

concerned. The Committee agrees that this work should now be regarded as part of the farming systems program.

E. Farming Systems Program --

15. It is impossible in a brief report to do justice to the very extensive and wide-ranging activities and achievements of the section which carries responsibility for the principal long-range objectives of the Institute. Its tasks are to study:
 - a) the climatic, soil and biological features of humid lowland tropical environments;
 - b) the resources and constraints they offer to the growth of crop plants;
 - c) the rationale of the ways in which these environments are at present managed and utilized, whether (at one extreme) in 'slush-and-burn' or other shifting cultivation systems or (at the other) in the productive more or less continuous cultivation system of densely populated regions;
 - d) the relevant economic and social features of the agricultural societies which depend on these environments for livelihood and survival;
 - e) the various technical means by which larger yields of individual crops can be obtained;
 - f) the diverse ways in which different crops and the improved technology for them can be put together to form stable and continuing farm systems which maximize the output of useful products per hectare per day in particular specific circumstances; and
 - g) the methods of selecting from among these possible systems those which are most appropriate economically and socially, taking into account the goals of the farm family, the power and cash resources available to them, and their opportunities for profitable sales off the farm into reliable post-harvest (including marketing) systems.
16. This is a very complex task which is bound to break new and scientifically challenging ground. The range of topics covered is best indicated by the budget submission for this program (Appendix A, Table A-1, page 3).

-The Committee-

17. The Committee feels that this impressive program is well managed and coherent. It wishes to refer to five topics only, all of which are recognized as important by the scientists concerned.
- a) Studies of the nitrogen, phosphorus and carbon cycles, and of soil microbiology, should be articulated with work on Rhizobium and other endophytes and on free-living nitrogen-fixing organisms (including those on leaf surfaces), and so with the work on fodder plants, particularly fodder legumes and on grain legumes, and on the microbiological breakdown of crop protection chemicals.
 - b) It seems necessary, particularly now that ICRISAT is in being to serve the semi-arid tropics, to determine the geographical limits of the humid tropical region as we have defined it (precipitation greater than evaporation for six or more months of the year, and altitude less than 600 meters above sea level) and to assemble and keep up to date a body of information about the geography, population, soils, agriculture and economic and social situation in the states or parts of states that lie within it.
 - c) We should seek to extend our work to, and so become directly involved in, some appropriate area of the wetter humid tropics, with a rainfall of at least 2500 mm per year.
 - d) We require on our staff an experienced and proven specialist who can lead and originate work in agricultural systems analysis and synthesis.
 - e) We need a glass-sided underground root observation laboratory with traveling binocular microscopes (to x 100) and time-lapse microphotography to similar magnification, to advance our knowledge and thought about roots, soil water and soil biology at relatively small expense.

SECTION 2. POLICY AND BUDGETS

F. Cooperative International Activities --

18. These activities are of two main sorts: Cooperation in executing our programs in tropical countries, and cooperation with scientists in developed countries.
19. Within the near future the Institute may be ready to release its first improved varieties or populations of maize. To whom are they to be released and how will farmers get them. Unlike a national research

agency, IITA has no extension service of its own and is not associated with a seed agency. To be used, our varieties would have to be adopted and recommended by the appropriate agencies of national governments who would become aware of them through regional cooperative trials, the training program, conferences, visits and other 'outreach' channels. Indeed, much of our breeding work may have its main impact through the breeding material which national breeding agencies require from us through the cooperative testing programs, which thus lead directly to our 'outreach' activities.

20. However, the staff in all programs need, or will soon need, to work in other parts of the humid tropical region, particularly in the wetter sections. The Committee recommends that discussions be opened with appropriate governmental authorities in the region to explore the possibilities of finding a suitable centre for work of this sort. The effects on the choice of location of the need to be able to move plant materials to and from it readily, may well be crucial in reaching a final decision.
21. Over the past two years a number of programs have been identified or started in developed countries which support or influence our work or would, if the Trustees wish, support it in the future. They include:
 - a) the work at the soya bean centre at the University of Illinois
 - b) the grain legume physiology program at Reading, England
 - c) the protein biochemistry program at Durham, England
 - d) the root growth program at Letcombe, Wantage, England
 - e) agroclimatological and maximum productivity studies at Nottingham and Reading, England
 - f) studies of the bases of disease and insect resistance in Phaseolus and cowpea at Wye College, England
 - g) soil chemistry, soil fertility and Rhizobium work at Rothamsted and Reading, England
 - h) studies of the fate of residues of pesticides and other crop protection chemicals at the Centre for Overseas Pest Research, London, England
 - i) studies in areas yet to be defined by German institutions

-These activities-

22. These activities are all useful to us and impose little or no expense on us but they take time, administration and overhead costs. They have grown up in a fortuitous or even haphazard manner. We advise that all such arrangements should be reported to the Research Committee and Trustees and reviewed from time to time to ensure that the benefits to IITA are commensurate with the efforts we have to put into them. At the same time the Committee of the Board should consider whether such cooperation should be sought in any new areas and if so with which individuals or institutions. Two areas the Board may wish to consider are the Phaseolus research of Dr. Alice Evans at Cambridge, and the whole field of tissue culture and related physiological/bio-chemical studies in which French botanists are among the world leaders.

G. Plant Introduction and Quarantine --

23. The Institute still meets considerable difficulties in importing plant materials into Nigeria, even when they are covered by official plant health certificates from other countries. We have also found it impossible so far to import soil samples, whether they are sterilized or not. The Committee hopes that the plant quarantine problems will be lessened by the international discussions which we understand are to take place later in 1972. It may also be possible, particularly in the special case of materials collected from farmers' fields or from the wild, to make fuller use, where appropriate, of the existing intermediate or 'third country' quarantine facilities. The Committee points out that as the international institute system grows and as international efforts in the exploration and conservation of plant genetic resources expand in association with the Consultative Group, problems of these kinds will have to be resolved on a very large and inter-continental scale.

H. The Review Body.--

24. The Committee had the pleasure of discussing with the Review Body (Drs. M. Arnold, Bruce Johnston and F. Wangati) their report to the Trustees on their review of the Institute's work. It is most grateful to them for the care, thought and labor they devoted to their task. It accepts their comments, in general, and advises that their report be accepted by the Trustees.

I. Objectives of the Institute --

25. In addition to the changes referred to in paragraph 4, the Committee understands that the objectives of the Institute have now to be re-considered to take into account the responsibilities assigned by the

Consultative Group to ICRISAT. It regrets that the Trustees were not consulted in a matter so closely affecting their responsibilities.

26. The research responsibilities of IITA appear now to be best defined as follows:

Within the system of cooperating international agricultural research institutes and provided funds are available, IITA will --

- a) take primary responsibility, in respect of the humid tropical region as hitherto defined, for research on agricultural systems on all continents;
 - b) accept world-wide primary responsibility covering all climatic regions for research in depth (including the establishment of world germ plasm collections) on cowpeas, yams and sweet potatoes;
 - c) accept appropriate responsibilities, if asked to do so, within the African continent for research on other crops (particularly those of interest in the humid tropics) for which other institutes have or may acquire world-wide responsibility, such as maize, rice, cassava, pigeon pea, Phaseolus vulgaris and Irish potatoes, and also for soya bean, other Phaseolus species, taro, coco-yam and banana/plantain;
 - d) conduct or take responsibility for such research on other topics or crops as the Board may approve.
27. It follows from these definitions that means should now be sought of activating the operational programs within the humid tropics of the member institutes of the International Institute system.

J. Research Budgets for 1973-77 --

28. The Committee satisfied itself that the budget submission for the four main research programs, for the research support services and for the training program are consistent and in accord in an appropriate and economical manner with the anticipated development of the agreed and accepted functions of the Institute. It recommends accordingly that the budget submission be accepted.
29. The Committee did not specifically consider the proposals for the systematic collection of legumes and tubers in West and Central Africa and for research on farm management and production research. Both

of these proposals are direct and logical developments of research activities already approved by the Board and are scientifically realistic. Provided the core budget needs of the Institute are met, there would not appear to be any reason to oppose these proposals unless they were likely to divert skilled manpower to other tasks at critical times, which is a management, not a research problem.

11 June 1972

A. H. Bunting

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Consultative Group on International
Agricultural Research

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OUTGOING WIRE

TO: ALBRECHT
INTERNATIONAL INSTITUTE FOR TROPICAL
AGRICULTURE
P.O. BOX 5320-
IBADAN

DATE: JUNE 26, 1972

CLASS OF
SERVICE: LT

COUNTRY: NIGERIA

TEXT:
Cable No.:

ALREADY
GRAVES ~~XXXXXXXX~~ IN EUROPE STOP HAVE ARRANGED MEETING FOR YOU AND
GRAVES TEN A.M. JULY THREE WITH DR. TREITZ AT MINISTRY OF ECONOMIC
COOPERATION BONN, KAISERSTRASSE 185 STOP ASSUME THAT GRAVES WILL
SPEND NIGHT OF JULY TWO-THREE AT HOTEL SENATS, COLOGNE. PLEASE
INFORM WHERE STAYING IN BONN, WE WILL INFORM GRAVES ACCORDINGLY.
MEETING IN BRUSSELS PRESENTLY BEING ARRANGED STOP WILL ADVISE AS
SOON AS DETAILS CONFIRMED. REGARDS

KAPS
CGIAR

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Franz H. Kaps

DEPT. Development Services

SIGNATURE *Franz H. Kaps*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

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 SUBJECT: ARMY, WASHINGTON, D.C. (100-100000) (P)
 RE: ARMY, WASHINGTON, D.C. (100-100000) (P)
 1. ARMY, WASHINGTON, D.C. (100-100000) (P)
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Mr. Nurick	A802		

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International Telegram Via

Consultative Group on International
Agricultural Research

92d

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Date _____

Sender's Name and Address

Copy

Via

To ALBRECHT TROPFOUND IKEJA

insert "ITT"

_____ HERE IS PROPOSAL GRAVES PROMISED CONCERNING IITA FUNDING FOR 1972. IT SEEKS TO MEET YOUR OPERATING BUDGET FIRMEST POSSIBLE BASIS DESPITE UNCERTAINTIES WHILE ACCOMMODATING BELGIAN FUNDS WITH LEAST DISTURBANCE TO OTHER DONORS. WHEN AND IF GERMAN MONEY BECOMES AVAILABLE IT WOULD FUND SOME INCREASE IN YOUR 1972 BUDGET. PLAN WOULD BECOME EFFECTIVE WHEN BELGIAN FUNDS ARE ASSURED PERHAPS A MONTH HENCE.

UNDER PLAN IITA RUNNING EXPENSES WOULD CONTINUE AT 3255 THOUSAND FIGURE PRESENTED TO CG LAST DECEMBER. SOURCES OF FIGURE IN THOUSANDS WOULD BE BELGIUM 433 CANADA 750 FORD 467 NETHERLANDS 125 ROCKEFELLER 750 UK 230 AND US 500.

CAPITAL BUDGET WOULD CONTINUE AT 625 THOUSAND FOR DORMITORIES AND BUSES. GERMANY WOULD BE EXPECTED TO FUND THIS EXPENDITURE. IF GERMAN FUNDS DID NOT BECOME AVAILABLE THIS ITEM WOULD BE LEFT IN DEFICIT UNTIL 1973.

IF GERMAN FUNDS BECOME AVAILABLE PLAN PROPOSES ANOTHER 125 THOUSAND FOR IITA FROM THAT SOURCE AS OFFSET TO DEVALUATION LOSSES. THIS WOULD BRING TOTAL GERMAN CONTRIBUTION TO 750 THOUSAND WITHOUT PREJUDICE TO A LARGER AMOUNT IN 1973.

Cont'd.

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ON IBRD URGING GERMANY IS NOW INCLUDING AGRICULTURAL GRANTS
IN BUNDLE OF BUDGET PROBLEMS WHICH MAY BE GIVEN SPECIAL CONSIDERATION
BY PARLIAMENTARY COMMITTEES IN NEAR FUTURE. OUTCOME NOT LIKELY
BEFORE FIRST AUGUST. GRAVES HOPES TO VISIT BONN JUNE 28 OR 29 FOR
CLARIFICATION GENERAL SITUATION WHERE HE WOULD SEEK PROVISIONS
PERMITTING SPENDING GERMAN 1972 CAPITAL GRANTS IN 1973 OR BEYOND.
GRAVES ALSO PROPOSING CLARIFYING BRUSSELS VISIT WHERE PARLIAMENT
NOT YET ACTED ON NECESSARY APPROPRIATION.

WE SEEK YOUR REACTIONS. HILL AND EYE REGARD GRAVES PLAN AS
BEST PRESENT ALTERNATIVE GIVEN TOTAL PICTURE.

HARDIN

cc: Messrs. F. F. Hill, H. Graves, W. Hertz

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GRAVES

WILL ARRIVE BONN SUNDAY EVENING TWO JULY STOP CAN YOU
ARRANGE MEEETINGS RUSSELS FOLLOWING STOP

ALBRECHT

J

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

G2d

TO: ALBRECHT
TROPFOUND
IKEJA

DATE: JUNE 22, 1972

CLASS OF
SERVICE: FULL RATE

(machine)
Rc

COUNTRY: NIGERIA

TEXT:
Cable No.:

TREITZ WHO RUNS AGRICULTURAL SECTOR IN MINISTRY ECONOMIC COOPERATION
GLAD SEE BOTH OF US MORNING THREE JULY. AM ADVISING HIM THIS DATE
ACCEPTABLE TO ME. WOULD BE HAPPY FOR YOU TO JOIN AND WOULD APPRECIATE YOUR
CABLING BOTH ME AND TREITZ IF YOU CAN COME TO BONN. REGARDS

HAROLD 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)

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HYDROGRAPH

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ASSOCIATION

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RECONSTRUCTION AND DEVELOPMENT

Consultative Group on International

Ag. research
INTERNATIONAL FINANCE
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92d

TO: ALBRECHT
TROPFOUND
IKEJA

DATE: JUNE 21, 1972

CLASS OF
SERVICE: FULL RATE

COUNTRY: NIGERIA

TEXT:
Cable No.: ASKING GERMANS TO SEE ME JUNE 28 AND WOULD BE HAPPY IF YOU COULD JOIN
ME. WHEN BONN HAS REPLIED WILL INFORM YOU AT ONCE. REGARDS.

HAROLD GRAVES

RC

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NAME Harold N. Graves, Jr.

DEPT. Development Services

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92d.

TO: HARDIN
FORDFOUND
NEW YORK

DATE: JUNE 20, 1972

CLASS OF
SERVICE: TELEX
uu

COUNTRY: USA

TEXT:
Cable No.:

HERE IS THE PROPOSAL WHICH GRAVES PROMISED LAST WEEK CONCERNING PATTERN OF TROPFOUND FUNDING FOR 1972. ITS PURPOSE IS TO MEET YOUR OPERATING BUDGET ON FIRMEST POSSIBLE BASIS DESPITE UNCERTAINTIES AND TO ACCOMMODATE BELGIAN FUNDS WITH LEAST DISTURBANCE TO OTHER DONORS. WHEN AND IF GERMAN MONEY BECOMES AVAILABLE IT WOULD FUND SOME INCREASE IN YOUR 1972 BUDGET. IT IS CLEARLY UNDERSTOOD PLAN WOULD NOT BECOME EFFECTIVE UNTIL BELGIAN FUNDS ASSURED.

UNDER PLAN, TROPFOUND RUNNING EXPENSES WOULD CONTINUE TO BE CALCULATED AT FIGURE PRESENTED TO CONSULTATIVE GROUP LAST DECEMBER, NAMELY 3,255 THOUSAND DOLLARS. THOSE EXPENSES WOULD BE MET FROM FOLLOWING SOURCES BELGIUM 433 THOUSAND CANADA 750 THOUSAND FORD 467 THOUSAND NETHERLANDS 125 THOUSAND ROCKEFELLER 750 THOUSAND, UNITED KINGDOM 230 THOUSAND AND UNITED STATES 500 THOUSAND.

CAPITAL BUDGET LIKEWISE WOULD CONTINUE TO BE CALCULATED AT 625 THOUSAND FOR DORMITORIES AND BUSES. GERMANY WOULD BE EXPECTED TO FUND THIS EXPENDITURE. IF GERMAN FUNDS DID NOT BECOME AVAILABLE THIS ITEM WOULD BE LEFT IN DEFICIT UNTIL 1973.

(Continued)

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OUTGOING WIRE

TO: HARDIN
FORDFOUND
NEW YORK

DATE: JUNE 20, 1972

PAGE TWO

CLASS OF
SERVICE: TELEX

COUNTRY: USA

TEXT:
Cable No.:

IF GERMAN FUNDS DID BECOME AVAILABLE PLAN WOULD PROPOSE ANOTHER 125 THOUSAND BE MADE AVAILABLE FROM THAT SOURCE AS OFFSET TO TROPFOUND'S DEVALUATION LOSSES. THIS WOULD BRING TOTAL GERMAN CONTRIBUTION TO 750 THOUSAND WITHOUT PREJUDICE TO A LARGER AMOUNT IN 1973.

ON WORLD BANK URGING GERMAN AUTHORITIES NOW INCLUDING AGRICULTURAL GRANTS IN BUNDLE OF BUDGET PROBLEMS WHICH MAY BE GIVEN SPECIAL CONSIDERATION BY PARLIAMENTARY COMMITTEES IN NEAR FUTURE. OUTCOME NOT LIKELY KNOWN BEFORE FIRST AUGUST. GRAVES HAS TOLD GERMAN AUTHORITIES HE WOULD LIKE VISIT BONN JUNE 28 OR 29 FOR CLARIFICATION GENERAL SITUATION AND WOULD RAISE POINT THERE OF SPECIAL PROVISIONS TO MAKE IT POSSIBLE TO SPEND GERMAN 1972 GRANTS FOR CAPITAL PURPOSES INTO 1973 OR BEYOND. TO GET CLARIFICATION BELGIAN SITUATION, GRAVES ALSO PROPOSING VISIT BRUSSELS WHERE PARLIAMENT NOT YET ACTED ON NECESSARY APPROPRIATION.

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Development Services

SIGNATURE *Harold N. Graves, Jr.*
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WOMAN ON PROGRESSIVE WOLFOVICH

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OFFICE MEMORANDUM

Consultative Group on International
Agricultural Research

TO: Mr. Demuth

DATE: June 20, 1972

FROM: Harold Graves *HG*

SUBJECT: IITA-CIMMYT Allocations

D22
CC: 42b
✓ CC: 42d

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 it's got approval
up to the appropriate level of AID
it is not just one budget officer's
idea.

June 17, 1972

91
✓ CC: G2C1
CC: D11

Dear Professor Germain:

I am extremely grateful to you for your letter. We are now working with other donors in the Consultative Group to make adjustments in other grants in order to accommodate full Belgian participation in IITA. While the choice of IITA came to me as a complete surprise, the funds nevertheless will be useful, and I hope we can look forward to Belgian support of this Institute next year.

Again, let me thank you most warmly for your thoughtful and helpful interest.

Sincerely yours,

Harold Graves

Professor P. Germain
Laboratoire de Phytotechnie tropicale
et subtropicale
Universite Catholique de Louvain
Kardinal Mercier Laan 92
3030 Heverlee
Belgium

HG:sc

Consultative Group on International
Agricultural Research

June 15, 1972

✓ 92d
cc: D11
cc: 91

Dear Omer:

Yesterday we got the quite unexpected news that the Belgians wish to make a grant of \$433,000 to IITA. This would require some further adjustment in the allocations to that Institute, and I have drawn up a suggestion about how this might be done. While the treatment proposed would not affect the AID grant I thought you nevertheless would want to be informed.

My proposal is set out in the attached letter to Lowell Hardin. If you have any reaction to it, I would certainly be glad to have word from you.

Sincerely yours,

Harold Graves

Dr. Omer J. Kelley
Director
Office of Agriculture
Bureau of Technical Assistance
Agency for International Development
Washington D. C. 20523

Attachment

HG:sc

✓ 92d
cc: 91

June 15, 1972

Dr. Lowell Hardin
The Ford Foundation
320 East 43rd Street
New York N.Y. 10017

Dear Lowell:

Here is a suggestion about how to treat the question of the IITA allocations for the time being. I suggest

1. That we continue to set our target for IITA at not less than the figure of \$3.88 million as presented to the Consultative Group last December. Of this, we conceive \$3.255 million to be for running costs, and \$625,000 for capital costs (dormitories and buses).
2. That for 1972, we look to Germany to fund these capital costs. If the German contribution is not forthcoming, this item would be left in deficit until 1973.
3. That the entire proposed Belgian allocation, amounting to about \$433,000, be accommodated and be conceived as applying to IITA's running costs. This would raise the funds available for running costs to an amount \$133,000 more than the requirement of \$3.255 million.
4. That the Ford Foundation reduce its grant by a further \$133,000 -- beyond the \$150,000 reduction already contemplated. That grant would thereby be reduced from \$750,000 to \$467,000.

If these steps were taken, the basic funding of IITA would look like this:

Belgium	\$ 433,000
Canada	750,000
Ford	467,000
Germany	625,000
Netherlands	125,000
Rockefeller	750,000
U. K.	230,000
United States	500,000
Total	\$3,880,000.

I do not think, however, that we should ask the Germans to reduce their

Dr. Hardin

- 2 -

June 15, 1972

contribution to IITA below the \$750,000 that would make them a "full partner" in IITA. I do suggest that we request the Germans, however, to reduce their grant to \$750,000. Putting aside the \$625,000 allocated for capital costs would leave an unallocated balance of \$125,000 to be discussed between IITA and the German authorities. The thought might be revived from earlier discussions between them that this balance be used to offset IITA's losses from currency devaluation.

Please let me know what you think about this approach.

Sincerely yours,

Harold Graves

cc: Dr. Pino

D. Kelley

HG:sc

✓ 92d

June 15, 1972 CC: D11

CC: 91

Mr. van Campenhout

Harold Graves

Belgian Grant to International Institute for
Tropical Agriculture (IITA)

1. I am most grateful to you for information that the Belgian authorities intend to make a grant of 19 million Belgian francs to IITA to help meet that Institute's financial requirements for 1972.

2. This is a highly welcome development. I am sure that it will bring about a constructive association between Belgium and IITA; and it is very much to be hoped that this association will continue into future years. The Belgian grant is particularly gratifying both because it broadens the financial support being given to the Institute and because it links the Institute with a country whose scientists have had long experience in precisely the types of research which the Institute is carrying out.

3. Your authorities no doubt appreciate the necessity that Belgian funds be given to IITA on terms that are consistent with the needs of that Institute and consistent with the terms on which other donors have made grants available. I can confirm that from this point of view, it is essential that the Belgian funds be made available for general use within the 1972 program and budget approved by IITA's Board of Trustees and considered by the Consultative Group on International Agricultural Research at the end of 1971.

4. I hope that the Belgian authorities will find it possible to extend their support to IITA into the future. With respect to any conversations that might take place between Belgian authorities and IITA concerning 1973, I trust that Belgium, like other members of the Consultative Group, will not wish to enter into fully definitive arrangements until IITA's 1973 program and budget have been discussed by the Consultative Group's Technical Advisory Committee and by the formal meeting of the Consultative Group which is to be held in Washington this November.

5. I certainly agree, however, that tentative conversations concerning 1973 might be helpful. It would be particularly effective if such conversations could be held at a time and place which would make it possible to consult not only the authorities of IITA but also the representatives of other interested donor governments and organizations, so that any necessary mutual accommodations could be

June 15, 1972

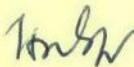
discussed in advance. An opportunity for such conversations would arise during International Centers Week, which is being held in Washington from July 31 to August 4. At this meeting, as you know, your representatives will be present, along with the authorities of IITA and of other donor organizations and governments interested in the Institute.

6. I would be grateful for very prompt advice concerning the approval by your Parliament of the appropriation out of which the grant to IITA is to be made. In order to make room for Belgian funds, another donor will have to move some funds out of IITA; but we do not wish to move them until the Belgian appropriation is assured.

7. I would also greatly appreciate being informed about the terms of any understanding with IITA the Belgian authorities may have in mind concerning the 1972 grant to the Institute. As it happens, I will be in The Hague early in the week of June 26, and if it would be of any assistance to the Belgian authorities to have further discussions of this matter, I would be more than glad to come to Brussels for that purpose.

8. I continue to be most thankful for your cooperation.

cc: Direction de la Cooperation multilaterale
Administration generale de la Cooperation
Ministere des affaires etrangeres
Building "A.G."
Place du Champ de Mars, 5
1050 Brussels
Belgium



HC:ap

92d.

Letter No. 72

June 15, 1972

Dear Mudi:

The attached letter is not exactly self explanatory and I am sending it to you purely for safe keeping. It involves certain revisions in grants being made to the International Institute for Tropical Agriculture in Ibadan by members of the Consultative Group on International Agricultural Research.

I have cabled something very general about this to Dr. H.R. Albrecht, the Director of the Institute. Before informing him in detail, however, I want to consult some of the other organizations involved. When I have done that, the simplest way to inform him may be to send him the attached letter. In that case, I will get in touch with you and ask you to forward it, by the fastest available means. As you know the Institute itself is on Oyo Road, P.M.B. 5320, Ibadan, Nigeria. There also is a Lagos office at 89, Sobo Arobiolu Ave, P.O. Box 145 Ikeja, Lagos. The telephone number in Ibadan is 23741; in Lagos it is 33931. I will leave it to you to discover, if necessary, the quickest route to Dr. Albrecht.

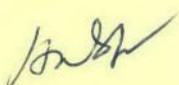
In the meantime, I would appreciate your letting me know by cable that you have received this letter.

With best regards,

Sincerely,

Harold Graves

Mr. Mahmud A. Burney
World Bank
P.O. Box 127
Lagos, Nigeria

Attachment 

HG:sc

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

Consultative Group on International
Agricultural Research

62d

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: ALBRECHT
TROPFOUND
IKEJA

DATE: JUNE 14, 1972

CLASS OF
SERVICE: FULL RATE

COUNTRY: NIGERIA

TEXT:
Cable No.:

BELGIANS WISH TO MAKE NINETEEN MILLION FRANCS EQUAL TO ABOUT FOUR HUNDRED THIRTY THOUSAND DOLLARS AVAILABLE TO TROPFOUND FOR 1972. MEANTIME NO PROSPECT OF GERMAN ACTION ONE WAY OR ANOTHER UNTIL END JULY AT EARLIEST AND POSSIBLY NOT THEN. BELIEVE HIGHLY DESIRABLE BELGIAN MONEY BE ACCEPTED AND USED FOR YOUR OPERATING NOT CAPITAL REQUIREMENTS AND INFORMING BELGIANS OUR REACTION IS POSITIVE. AT SAME TIME BELIEVE NECESSARY TO CONSULT OTHER DONORS TO TROPFOUND CONCERNING POSSIBLE FURTHER SHIFTS OR SUSPENSIONS OF ALLOCATIONS SO WE CAN MEET BASIC NEEDS OF IITA AND ALSO FOR TIME BEING KEEP OPEN MAXIMUM POSSIBILITY OF ASSISTING CIMMYT. WE HOPE TO HAVE PROPOSALS IN THIS RESPECT IN ABOUT ONE WEEK. MEANTIME BELGIANS SAY THEY WILL BE MAKING CONTACT WITH TROPFOUND ALTHOUGH THEY DO NOT GIVE NAMES OR INDICATE WHETHER CONTACTS WILL BE IN PERSON. REGARDS.

HAROLD GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Development Services

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

REFERENCE: HG:ap

ORIGINAL (File Copy)
(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

cc: Mr. Demuth
cc and cleared with Dr. Lowell Hardin
cc: Dr. John Pino
Mr. Evans/Mr. Fransen

For Use By Communications Section

Checked for Dispatch: *✓*

192d
cc: 91

Files

June 6, 1972

Harold Graves *HG*

International Institute for Tropical Agriculture

At the Ford Foundation yesterday, Dr. Hill, Dr. Collins, Dr. Albrecht (the Director of IITA) and I discussed the mutual affairs of IITA and the Consultative Group.

We reviewed the misunderstandings that had arisen concerning the German allocation to IITA for 1972. The Consultative Group secretariat had been informed that the Germans wished to allocate 3.8 million Deutsche mark (roughly \$1.150 million) to IITA, and that they would do so on an unrestricted basis. When I visited Bonn, by contrast, I had found out that German visitors to IITA had begun negotiating a grant of \$0.925 million tied to particular expenditures, some of which had not been envisaged in IITA's regular program for 1972. In my meeting with officials in Bonn it had been understood that the German allocation would stay at \$0.925 million, but that it would be unrestricted.

I suggested to Dr. Albrecht, as also had been discussed with Dr. Treitz of the German Ministry of Economic Cooperation, that it might be better not to negotiate any long-term agreement on the basis of 1972. That year could be the subject of an ad hoc agreement; a longer-term understanding concerning levels and purposes of German support, German representation on the IITA Board, etc., might begin with the year 1973.

* * *

With respect to the question of Board representation, it had been my understanding that there was resistance in Ibadan to the idea of an ex officio German seat and the revision of the IITA statute to provide one. On the other hand, the Germans had told me in Bonn that, in fact, IITA was quite willing to provide an ex officio seat. Dr. Albrecht's reference to this matter in his letter of May 18 also seemed to say there was no difficulty on this point.

In any case, I had found it difficult in Bonn to object to the idea of an ex officio seat when the IITA statute gave seats to the Rockefeller and Ford Foundations --- although I had pointed out to the Germans that the Foundations, in fact, wished to relinquish their right to these seats.

Dr. Albrecht said that, in fact, there was difficulty about accepting the German insistence on an ex officio seat. We talked about the ICRISAT

Files -- International Institute for
Tropical Agriculture

June 6, 1972

formula of Consultative Group rather than specific donor representation (with which Dr. Albrecht was familiar) and speculated that some accommodation might be sought along these lines. He said that the question had not been settled; he would leave it for his Board to decide when they met 10 days hence.

* * *

Dr. Albrecht said he did not have any figures in hand concerning IITA's financial requirements for 1973. These were being refined in Ibadan during his absence; perhaps the final figures even now were on their way to Dr. Collins of the Ford Foundation.

* * *

Dr. Albrecht said that IITA received AID funds in reimbursement for expenditures on a quarterly basis; at one time there had been long delays in the receipt of these funds, but the situation had improved and was no longer troublesome. He agreed, however, that it would not be troublesome only as long as delays did not occur in the disbursements of other donors. The British and Rockefeller grants were received in quarterly installments; the Ford and Dutch grants were received in single, advance payments.

* * *

Dr. Albrecht expressed some skepticism and apprehension about TAC. He said that TAC's 1971 examination of IITA had been exceedingly brief. In any case, he would find it hard to accept the notion that TAC could impose its judgment on the international research centers in contradiction to judgment formed by center staffs and boards of trustees. TAC would be well advised to refrain from recommending that centers discontinue particular programs.

I explained that we ourselves wanted further discussion and thinking about how to review the ongoing work of the centers. Dr. Albrecht confirmed that this was the second year in which the work of IITA would be examined by an external review committee. The committee consisted of three persons: one representing biological science, another representing physical science, and the third representing social science; the three had a certain geographical representativeness as well. The members of the 1972 committee were different from the members of the 1971 committee; and the members of the 1973 committee would be different again. In time, no doubt, there would be repeaters. The problem of African representation was particularly difficult.

Files -- International Institute for
Tropical Agriculture

June 6, 1972

The findings of the external review committee were presented to the research committee of the Board of Trustees; and the research committee presented a report to the full Board.

I said that, looking at the matter from the perspective of the Consultative Group, we were interested in whatever possibilities existed of somehow adapting external review procedures so that they would serve the needs of the Group. Perhaps the formal selection of the members of external review committees could be made, at least nominally, by the Group from slates put up by the centers. Dr. Albrecht said that perhaps something acceptable could be worked out along this or some similar line.

cc: Mr. Demuth
Mr. Evans
Mr. Fransen
Dr. Lowell Hardin, The Ford Foundation

HC:ap

OFFICE MEMORANDUM

TO: Files

FROM: Harold Graves *HG*

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

Consultative Group on International
Agricultural Research

D 22
✓ cc: G 2 cl.
June 2, 1972

Mr. Fransen

Harold Graves

John Cooper of AID

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

John

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

Consultative Group on International
Agricultural Research
INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

42d
cc: 91
cc: C2

TO: ALBRECHT

DATE: MAY 24, 1972

TROPFOUND

CLASS OF

SERVICE: FULL RATE

IKEJA, IBADAN

COUNTRY: NIGERIA

Ran

TEXT:
Cable No.:

THANKS YOUR LETTER ON CENTERS WEEK. HOPE BY NOW YOU HAVE RECEIVED
MY LETTER 30 APRIL WRITTEN FROM COLOGNE. IF NOT PLEASE CABLE. MEANTIME
GERMAN FUNDS STILL CAUGHT IN PARLIAMENTARY TANGLE AT BONN WITH PROBABILITY
OF ADDITIONAL DELAY. PRESSING BONN FOR EMERGENCY ACTION AND WILL REPORT
FURTHER NEXT WEEK. REGARDS

HAROLD GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Development Services

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

REFERENCE: HG:sc

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *Jo*

ORIGINAL (ENC COPY)

HC:sc

DISPATCHED

PM 1972

JUN 12

MAY 24

10 35 AM 1972

COMMUNICATIONS

NOT TO BE TRANSMITTED

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STANDARD SERVICE

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STANDARD SERVICE

Consultative Group on International
Agricultural Research

91

✓ CC: C-1

CC: DIS

May 24, 1972

Mr. Peter Keller
Director
Office of Agricultural
Development for Technical Assistance
Agency for International
Development
Washington D.C. 20523

Dear George:

Our friend may have told you about a telephone conversation he and I had earlier this week concerning the German contribution to IITA, but let me offer this letter for the record.

The entire German Federal budget, including the budget for grants to international agricultural research centers, is now caught up in the parliamentary tangle in Bonn. While the situation is not entirely clear, it seems likely that the whole budget, ministry by ministry, will be re-submitted to the legislative and appropriation committees which have jurisdiction over its various pieces. Particularly if this is done, but even if it is not, it seems unlikely that action can be completed before the German parliament takes its summer recess. That recess begins on June 16 and parliament does not return to Bonn until September 24. In the absence of any remedial action, that would mean that German funds for IITA (and other centers) would not be available much before November.

There is an alternative possibility that would mean at least as long a delay, and that is there will be new elections in Germany before a budget is approved.

In the meantime, the German government is able to carry on generally on the basis of routine authority to spend sums this year related to what was spent last year for the same purposes. This does not help in the case of research grants to international centers, because nothing was spent for this purpose last year.

We are making inquiries in Bonn this week to see whether some emergency action could be taken which would make it possible for the Germans to disburse grants, now, for IITA and the other centers for which German support has been contemplated. Perhaps we will know something about this, one way or another, by the end of this week or early next week.

Mr. Oscar Kelley

2

May 24, 1972

While we are waiting for Mr. [redacted], let me ask you a question: How soon does UNCTAD have to make final decisions and give final instructions governing disbursement of funds for the reconstruction of the International centers for 1972? Is this a process which has to be completed by June 30, 1972, or can it be postponed until later in the year?

Sincerely yours,

Harold Graves

hsh
HG:sc

ROUTING SLIP

Date **MAY 30 1972**

INCOMING MAIL

Mr. Adler	D630	Mr. Paijmans	D1032
Mr. Aldewereld	A1226	Mr. Rayfield	N434
Mr. Alter	A837	Sir Denis Rickett	A1230
Mr. Baum	C303	Mr. Ripman	C303
Mr. Benjenk	A712	Mr. Rotberg	A1042
Mr. Blaxall	D628	Mr. Stevenson	D532
Mr. Broches	A813	Mr. Twining	N635
Mr. Cargill	A613	Mr. Votaw	A613
Mr. Chadenet	C303	Mr. Wiese	A837
Mr. V.C. Chang	H702	Mr. Williams	B1210
Mr. Chauffournier	C702	Mr. Wright	A1136
Mr. Cheek	C702		
Mr. Chenery	A1221		
Mr. Wm. Clark	D928		
Mr. Clarke	D1029		
Mr. Cope	B1210		
Mr. Demuth	D1128		
Mr. D.A. de Silva	N635		
Mr. Diamond	D829		
Mr. El Emary	A1143		
Mr. Fontein	C602		
Mr. Fowler	A1219		
Mr. Gabriel	H700		
Mr. Goodman	C602		
Mr. Goreux	N235		
Mr. Graves	D1122		
Mr. Gutierrez	A1136		
Mr. Hartwich	A712		
Mr. Hayes	D429		
Mr. Henderson	D529		
Mr. Hittmair	A1042		
Mr. Hoffman	D1123		
Mr. Husain	A1013		
Mr. Knapp	A1230		
Mr. Lejeune	A1013		
Mr. Lerdau	D432		
Mr. McNamara	A1230		
Mr. Mendels	A1219		
Mr. Muller	N436		
Mr. Nurick	A802		

From: Communications Section, Room C219, Extension 2023



Consultative Group on International
Agricultural Research

✓ 42d
cc: 41

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

OYO ROAD, P.M.B. 5320, IBADAN, NIGERIA

Telephones:

Administration: Ibadan 23741, 23742-23745

Library & Hostel) 23570

Bodija Estate) 24639

Cables: TROPFOUND, IKEJA

Lagos Office

89, SOBO AROBIODU AVE.

P.O. BOX 145 IKEJA

Telephone: Lagos 33931

18 May 1972

Mr. Harold Graves
Executive Secretary
Consultative Group on International
Agricultural Research
1818 H Street, N.W.
Washington, DC 20433

cc: F. F. Hill
Lowell S. Hardin

Dear Mr. Graves:

Your letters of 30 April and 9 May arrived here within a couple of days of each other and I hasten to reply.

I have now written Dr. Treitz suggesting that I schedule a visit to Bonn after the conclusion of our IITA Board Meeting since previous commitments would make it impossible for me to visit there sooner. Our Board Meeting, as you know, is scheduled 11 June through noon 14 June and is preceded during the week of 4 June with our External Review and a meeting of the Research Committee of the Board of Trustees.

I am leaving for the U.S. on 24 May and have suggested to Lowell Hardin that perhaps we might meet in either New York or Washington the afternoon of Monday, 5 June, to discuss and clear up matters concerning the 1972 IITA budget which we feel should be finalized since it is already quite late in the year. We are concerned, due to the uncertainties of the German position, with the suggestion that Foundation and USAID contributions be reduced for this year, particularly since the \$625,000 they might provide would cover the cost of dormitories and buses and as it appears now the remaining \$300,000 would be in support of new program activities above those conducted in 1971. The latter can be done, but the program components need to be identified and this we shall do. Again we would ask that until the funds are actually made available no reduction in Foundation or USAID contributions be made. We are somewhat concerned about the Canadian reaction since by the nature of the CIDA grant to IITA, each year's contribution has been stipulated by Parliament.

On the matter of German representation on the IITA Board, I believe the attitude of Dr. Bukar Shaib, our Vice Chairman, was reported correctly.

RECEIVED

-Dr. Caesar-

-Dr. Graves-

RECEIVED

attitude of Dr. Burkert Sharp, our Vice Chairman, was reported correctly. On the matter of German representation on the IITA Board, I believe the

1972 MAY 30 3:20

COMMUNICATIONS
SECTION

contribution has been stipulated by the German Government since by the nature of the CIDA grant to IITA, each year's contributions be made. We are somewhat concerned about the Canadian funds are actually made available in the form of a contribution in the form of a need to be identified and this we shall do. Again we would ask that until those conducted in 1971. The latter can be done, but the program components the remaining \$300,000 would be in support of new program activities above provide would cover the cost of dormitories and buses and as it appears now nations be reduced for this year, particularly since the \$252,000 they would German position, with the suggestion that Foundation and USAID contribute late in the year. We are concerned, due to the uncertainties of the 1972 IITA budget which we feel should be finalized since it is already noon of Monday, 2 June, to discuss and clear up matters concerning the that perhaps we might meet in either New York or Washington the after-I am leaving for the U.S. on 24 May and have suggested to Lowell Harding

Research Committee of the Board of Trustees.

during the week of 4 June with our External Review and a meeting of the as you know, is scheduled 11 June through noon 14 June and is preceded would make it impossible for me to visit there sooner. Our Board Meeting, after the conclusion of our IITA Board Meeting since previous commitments I have now written Dr. Treitz suggesting that I schedule a visit to Bonn

each other and I hasten to reply.

Your letters of 30 April and 2 May arrived here within a couple of days of

Dear Mr. Graves:

Washington, DC 20433
1818 H Street, N.W.
Agricultural Research
Consultative Group on International
Executive Secretary
Mr. Harold Graves

Lowell S. Harding
cc: L. E. Hill

18 MAY 1972

Booths: 34820
Library & House: 33230
Administration: 33241
Telephone: 32722-32722

Telephone: 33231
P.O. BOX 142 IKERU
83, 2080 AKOBIODU AVE
Lagos Office

Cables: TROPOFONID, IKERU

OYO ROAD, P.M.B. 2350, IBADAN, NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



Agricultural Research
Consultative Group on International

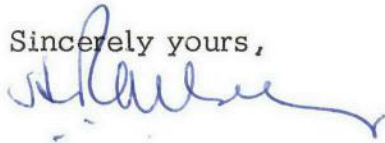
Mr. Harold Graves
18 May 1972
page 2.

Dr. Caesar and Mr. Schweiger did not, insofar as I know, meet with Dr. Shaib so the latter's statement that there was no resistance by the Nigerians on this point may have actually been a reflection of our attitude. We expressed no opposition to the proposal and, as you know, offered to seek revision of our Decree which would enable full share donors to name an ex-officio member to the Board. This will be discussed at our Board Meeting in June along with other revisions of the decree that have been proposed. Meanwhile, we have invited the German Government through Dr. Treitz to send an observer to the Board Meeting. We would have no problems if the Germans would accept one of the elected positions on the Board; at least I would hope so since we can be quite sure it will be some time before the decree will finally be revised.

I hope it will be possible for us to meet on 5 June. I can get to either Washington or New York by noon on that day and would schedule myself to travel on to Lagos that same night.

Thanks for all your help and with best wishes, I am

Sincerely yours,

A handwritten signature in blue ink, appearing to read 'H. R. Albrecht', with a stylized flourish at the end.

H. R. Albrecht
Director

ar

✓ 92d
CROSS ref: DIS
" " : 91
May 12, 1972

Dr. Werner Treitz
Federal Ministry for
Economic Cooperation
53 Bonn
Kaiserstrasse 185
Federal Republic of Germany

Dear Dr. Treitz:

Just to conclude, for the time being, the matter of IITA, I want to offer several comments about the question of a formal agreement between the German authorities and the Institute.

In view of the special complications that occurred in the case of the 1972 figures, it seems possible that with respect to 1972, there might be an ad hoc agreement, not applicable to future years.

With respect to 1973 and future years, it seems quite feasible to divide the German contribution into two parts, as originally had been thought of for 1972, one part being devoted to support of the IITA budget as endorsed by TAC, the other being devoted to special needs of IITA as negotiated between the German authorities and IITA. The latter portion would then probably fall under the definition of "special projects," and probably would not be included in the financial assistance recorded within the framework of TAC and the Consultative Group on International Agricultural Research. (You quite rightly mentioned the necessity for caution in these arrangements, lest they distort the IITA program.)

With respect to the Summary of Discussions of March 20 and 21 at Ibadan, I have some comments that may be relevant to a future document of this kind. The comments are numbered to correspond with the numbers put in the margin of the March document.

1. Perhaps you should speak not only of core budgets (for running expenses) but also of capital budgets (for instance, for the purchase of equipment), since both may be included within the requirements endorsed by TAC. Among the other major donors, the two foundations would be contributing both to core and capital.

2. I am not sure that it is possible to refer to the other "full share" donors in just this way. It is my understanding that the two

Dr. Werner Treitz

- 2 -

May 12, 1972

foundations intend, for the present, to continue their grants to IITA at a level of \$750,000 a year; but the American grant, on the other hand, may be calculated as a proportion of the IITA budget, and therefore may fluctuate from year to year. (The easy way to deal with this problem would be simply to eliminate the reference to full share donors.)

3. With respect to excess funds, it is not only the major donors who should have the right to be credited for funds not spent. Minor donors, of which there already is one (The Netherlands) presumably should have the same right.

In any case, it seems awkward for this paragraph to prescribe rules which would apply to funds other than those contributed by Germany. Again, it might be sufficient to refer only to Germany and not to other donors. The language could simply say that for any year in which the full IITA budget is not spent, the German Government will have the right to have returned to it an amount of the excess proportionate to the German contribution to the budget, or to have that amount credited to the payment due from the German Government in the following year, or to agree to allow the Institute to receive the funds as an ex-gratia payment. This preserves the necessary language from the March draft and would insure, I think, that the funds from Germany would be treated at least as favorably as those of other donors.

4. In this paragraph (on page 3), the term, full-share donors, occurs again. It may have proved possible to eliminate the two previous uses of this term, and in any case, it may be desirable at this point to define what you mean by "full share" donors, without referring to a fixed amount. One way to do this would be to speak of "donors contributing at least 20 per cent of the Institute's core and capital budget."

As you well appreciated when we met at Bonn, contributions not only to IITA but also to CIMMYT from various other donors can be transferred once you are able to take action to transfer your own funds to IITA and to CIMMYT. It would be very helpful, therefore, if you could notify me right away when your transfer can be made, so that other donors can move their funds as well. I would be grateful to have your notification by cable as soon as it is possible to give it.

Sincerely yours,

Harold Graves
Executive Secretary

Handwritten initials
HG:ap

Enclosure

SUMMARY OF DISCUSSIONS

20 and 21 March 1972

Dr. K. Caesar, Technical University of Berlin
Mr. B. Schweiger, Ministry of Economic Development, Bonn
Dr. John L. Nickel, IITA, Ibadan
Dr. H. R. Albrecht, IITA, Ibadan

The discussions centered upon the program and ways and means of financing German support of research and training activities of the IITA. It was agreed that:

- 1 The German Government would support core budgets for the research and training operations of the IITA as approved by the IITA Board of Trustees at proportionate amounts with other "full share" contributors up to a total of \$750,000 per year.

Special needs of the Institute, as for scientific apparatus, extraordinary training programs, etc., in addition to the above, may be negotiated upon mutual consent.

- 3 If in any year the full budget is not spent, the excess funds will be divided by the number of full share donors and that proportionate amount will be credited as part of the payment due from each donor the next year. It is understood individual donors may request the return of any excess funds at the close of the IITA fiscal year or may, under certain circumstances, allow the Institute to receive the funds as an ex-gratia payment.

The fiscal year of the IITA begins on 1 January and concludes on 31 December. The Institute's books are kept open through 28 February following to discharge all obligations owing from the fiscal year concluded. A responsible firm of chartered accountants will be engaged by the IITA Board of Trustees to audit accounts at the close of each fiscal year (currently the audit is made by Peat, Marwick, Cassleton, Elliott & Company).

The German Government will be supplied each year with a copy of the auditor's report and with a copy of the Institute's annual report describing its research and training activities of the previous year.

-In the event-

In the event the German Government wishes to discontinue its support of the work of the IITA, it will give notice of termination fifteen (15) months in advance.

Funds to be supplied by the German Government in support of the IITA program during 1972 are:

For construction of two hostels for trainees --	\$ 600,000.00
---	---------------

For two (2) buses for transport of trainees, persons attending conferences, seminars, workshops, etc. --	25,000.00
--	-----------

To continue IITA program at level planned for the year (against dollar devaluation) --	<u>140,000.00</u>
--	-------------------

Sub-total . . . \$ 765,000.00

For purchase of scientific apparatus urgently needed for adequate facilitation of the research and training program (items not now provided for in the budget and as equipment of biochemical laboratory, plant growth chambers, critical analytical apparatus, etc. --	\$ <u>160,000.00</u>
---	----------------------

TOTAL \$ 925,000.00

Payments by the German Government for the year 1972 will be made as soon after signing of the agreement with IITA as practicable. It is recognized that the funds provided will need to be extended into the year 1973 since it will not be possible to finish construction and equipment of the hostels during 1972.

Payments by the German Government for the year 1973 will be made after the budget has been approved by Parliament.

-The IITA will-

4

The IITA will invite the German Government to send an observer to the annual meeting of the Board of Trustees for 1972 (11-14 June) and will seek revision of Decree No. 32 of the Federal Military Government of Nigeria, dated 27 July 1967 and establishing the IITA, to enable full-share donors to name an ex-officio member of the Board. The afore-mentioned observer will serve until revision of the Decree is accomplished.

The IITA requests that the German Government name a person or agency as its official contact for liaison with the Institute. The German partner will assist with:

- Nomination and recruitment of permanent staff as needed
- Nomination of trainees and post-doctoral candidates
- Coordination of jointly conducted programs
- Development of proposals for support of special projects
- General centralization of procedural matters

ar

Consultative Group on International
Agricultural Research

✓ 92d.
CROSS REF 91
May 11, 1972

Dr. H. R. Albrecht
Director
International Institute of Tropical
Agriculture
Oyo Road, P.M.B. 5320
Ibadan
Nigeria

Dear Dr. Albrecht:

By now, I trust, you will have had my cable sent from Bonn on April 28 and my letter sent from Cologne on April 30 about the outcome of discussions with the German Ministry of Economic Cooperation on the subject of IITA. The upshot of these discussions is that the Germans agree that the amount of their contribution, at \$925,000 equivalent, will be unchanged, and that the entire amount may be used without restriction for the 1972 program of IITA as approved by your Board and considered by the Technical Advisory Committee of the Consultative Group.

I hope that this concludes the long sequence of not very happy events relating to the German contribution to IITA for 1972, and makes the beginning of a new chapter possible. Looking back on what happened, I believe that the most critical factors were insufficient knowledge in the Consultative Group Secretariat about German procedures and insufficient knowledge in Bonn about the guidelines generally understood within the membership of the Consultative Group. The meeting in Germany on April 28 did much to clear up these difficulties and to reduce the possibility of their occurring again. I assure you that behavior here which from your perspective must have looked quite cockeyed was in fact intended to be rational and to assure funding for IITA's 1972 program.

In the meantime, the situation with respect to the actual transfer of German funds to IITA (and to other Institutes) is still not very clear. Apparently, the German parliament will take no action to approve budget appropriations for 1972 until the question of the Soviet treaties has been dealt with. If that question is dealt with in such a way that the Brandt Government is able to continue, then, I am told, budget action ought to follow within three weeks or so. If the Brandt Government falls, then there is likely to be a further delay amounting to two months or more.

Lowell Hardin indicates that you are likely to be in the States late in May or early in June. I hope very much that we can see each

Dr. Albrecht

- 2 -

May 11, 1972

other then, and would be grateful if you would let me know about your plans, so that we could try to arrange a meeting at some time and place which would be convenient from your point of view.

Sincerely,

Harold Graves
Executive Secretary

HG:SC

cc: Dr. Lowell Hardin
Dr. Omer Kelley

Handwritten signature

✓ 920

Cross ref. 91

May 9, 1972

Dear Dr. Treitz:

As you know, I am very grateful for the outcome of discussions on April 28 concerning German support for the International Institute for Tropical Agriculture (IITA). This letter will record my understanding that it is the intention of the German authorities that the entire German contribution to IITA for 1972 shall be made in support of IITA's program as approved by the Institute's Board of Trustees and presented to the Technical Advisory Committee (TAC) of the Consultative Group on International Agricultural Research.

The willingness of the German authorities to provide \$625,000 equivalent to the costs of hostels and buses for IITA would, of course, entirely fit within this concept. For the remaining \$300,000 equivalent, I was impressed by the idea that to make this amount generally available for other parts of IITA's approved program would fulfill the idea of additionality, since this contribution to IITA would constitute an increase in the over-all support available for international agricultural research centers, and would thereby make additions to that research possible.

It is possible that a more particular expression of the principle of additionality might be achieved. Perhaps Dr. Albrecht, the Director of IITA, might be able to identify \$300,000 of expenditures in his 1972 program that would represent an increase over his program of 1971. I have suggested to Dr. Albrecht that he be prepared to discuss this idea with you.

I write all the foregoing, of course, with the understanding that the support being contemplated by the German authorities for international agricultural research is still subject to action by the Bundestag.

Sincerely yours,

Harold Graves
Executive Secretary

WST
Dr. Werner Treitz
Federal Ministry for Economic Cooperation
53 Bonn
Kaiserstrasse 185
Federal Republic of Germany

cc: Dr. Stedfeldt
Dr. Albrecht

Federal Republic of Germany
Kaiserstrasse 182
23 Bonn
Federal Ministry for Economic Cooperation
Dr. Werner Dierckx

Dr. Vriesen
cc: Dr. Stedeler

MAY 12 10 09 AM 1972

Werner

Executive Secretary
History Group

Sincerely yours,

With reference to the letter of 10 May 1972, I am pleased to inform you that the German authorities for international
I will be the following, of course, after the implementation of the

new state law after 1972.

of 1972. I have indicated to Dr. Vriesen that he is expected to dis-
in the 1972 budgetary year, which is expected in the next few months
Director of IIV, which is expected to be around \$300,000 of expenditures
of approximately which is expected. Please Dr. Vriesen, the

It is possible that a more detailed expenditure of the administrative

research budget.

Scientific research centers, and which are expected to be
in the next few months, which is expected to be around \$300,000 of expenditures
of approximately, which is expected to be around \$300,000 of expenditures
which is expected to be around \$300,000 of expenditures
I am pleased to inform you that the German authorities for international
approximately the amount of the research. For the remaining \$300,000 of expenditures
approximately to the costs of research and which is expected to be around \$300,000

The willingness of the German authorities to provide \$252,000

international administrative research.

to the Scientific Advisory Committee (IAC) of the Consultative Group on
budgetary as expected by the Institute, a report of progress and presented
and contribution to IIV for 1972 which is expected to be around \$300,000 of expenditures
which is expected to be around \$300,000 of expenditures
I am pleased to inform you that the German authorities for international
approximately the amount of the research. For the remaining \$300,000 of expenditures
approximately to the costs of research and which is expected to be around \$300,000

As you know, I am very interested in the outcome of discussions on

Best Dr. Dierckx:

MAY 3 1972

1022 mg 21
1259
Administrative Research
Consultative Group on International

~~T. M. K.~~
~~2772~~

A22

THE FORD FOUNDATION
320 EAST 43RD STREET
NEW YORK, NEW YORK 10017

INTERNATIONAL DIVISION
OFFICE OF THE VICE PRESIDENT

April 25, 1972

Dr. Herbert R. Albrecht
Director
International Institute of
Tropical Agriculture
P. M. B. 5320
Ibadan, Nigeria

Dear Herb,

I fully understand the frustration you feel given the mixed signals you have received from several of us concerning IITA's budget for 1972. It is probably a case of too many of us getting into the act - each with the best of intentions and each operating with less than perfect knowledge.

Because only one office can orchestrate the fund allocation, I leave the official discussion of the issues to Harold Graves and Dick Demuth. What Dick and Harold are attempting to do is to meet the budgets accepted at International Centers' Week - from the available funds. The sum of the grants pledged by donors equals the sum of the approved budgets of the institutes - with perhaps a few dollars to spare. Key in all of this is the distribution of the German contribution. Apparently Germany finds it hard to speak definitively to this subject prior to parliamentary action.

My understanding is that IITA will receive its International Centers' Week budget figure. This does not resolve IITA's capital deficit for completion of the physical plant as initially planned. For this the Ford Foundation carries residual responsibility - and, quite naturally, seeks whatever help can be obtained. Once Graves has worked out the matter of the distribution of German funds, the other parts should fall in line. These presumably include:

1. Reduction in AID's operating grant to IITA
2. Reduction in Ford Foundation's operating grant to IITA (German funds will be substituted in the amounts AID and Ford transfer).
3. Supplemental Ford Foundation capital grant to IITA to

complete the plant as originally planned. (Wil Hertz and I think it unwise to move on this prior to "final" understanding concerning the German monies).

I think that Harold Graves is writing you to help clarify some of the ambiguities which continue to cloud the situation. He expects to go to Bonn and had hoped that he and you might be there at the same time - so this may be out of date when it reaches you.

If it is not possible for you to come to New York when you are in the U. S. in late May, early June, perhaps I could come to Washington for a three-way session with Harold Graves.

I will be in Latin America (CIMMYT and CIAT) May 4 through May 12, will be at Bellagio May 16 through May 20. Because I am back at CIMMYT June 14 through 17, it seemed unwise to try to be at IITA for your program review and board meeting since your sessions and CIMMYT's almost overlap. Should Frosty be unable to come, however, I will do my best to be there for part of the time. (Your review committee looks like a good one; we all anticipate their report.) At any rate, it appears that Frosty and I will be here when you come to the States. Please phone us so that we can work out meetings which best fit your schedule.

It takes a heap of faith at times to keep enterprises such as yours at IITA moving smoothly. And it is my distinct impression that those who are behind IITA haven't lost the faith!

Cordially,


Lowell S. Hardin

LSH:el

cc: Messrs. Hill, McKelvey, Graves, Hertz

P.S. I now learn that Graves is en route to Bonn today. So perhaps all of this is anti climatic! LSH

RECEIVED

1972 APR 28 PM 1:15

COMMUNICATIONS
SECTION

INTERNATIONAL DEVELOPMENT
ASSOCIATIONINTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENTative Group on International
gricult arch
INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

92d

TO: ALBRECHT
TROPFOUND
IKEJA, IBADAN

DATE: APRIL 21, 1972

CLASS OF
SERVICE: FULL RATE

Rca

COUNTRY: NIGERIA

TEXT:
Cable No.:

GERMANS HAVE AGREED TO SEE ME 28 APRIL FOR GENERAL ROUNDUP OF CONSULTATIVE GROUP MATTERS INCLUDING TROPFOUND. ON LATTER WILL CONTINUE TO PRESS POSITION REPORTED TO YOU IN HARDINS AND MY JOINT CABLE. IN MEANTIME FROM CONTACT GERMAN REPRESENTATIVE TAC MEETING IN ROME EYE INFER BONN HAS ACCEPTED THAT GERMAN GRANT TO TROPFOUND MUST BE UNRESTRICTED FOR 1972 AND THAT ANY SPECIAL CONDITIONS ON FUNDS CAN BE NEGOTIATED **WITH** YOU ONLY BEGINNING WITH 1973. NOTHING SAID TO ME CONCERNING BOARD MEMBERSHIP BUT GERMAN REPRESENTATIVE HAD SERIOUS TALK WITH AMERICAN REPRESENTATIVE AND GOT OPINION GERMAN INSISTENCE **ON** STATUTORY PROVISION WOULD BE UNWISE. WILL WRITE YOU FOLLOWING BONN MEETING. IF YOU HAVE OBSERVATIONS FOR ME IN MEANTIME PLEASE SEND THEM TO ME STEIGENBERGER HOTEL BONN. REGARDS.

HAROLD GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Development Services

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

REFERENCE:

HG:ap

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

Mr. Lowell Hardin, Ford Foundation
cc: Mr. Kaps

For Use By Communications Section

Checked for Dispatch: *[Signature]*

DISPATCHED

APR 25 10 11 AM 1972

APR 21 5 23 PM 1972

UNION OF COMMUNICATIONS

CC1 ML' 1958

MR. ROBERT REIDEN* LEGAL REPRESENTATION

HYGARD CRYANS

XICXIV

IKETV" IRYDVA
LEOB ROAMD
VI'KEGELL

WHITE SI² TABS



✓ Central Files
Consultative Group on International Agricultural Research
IITA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

OYO ROAD, P.M.B. 5320, IBADAN, NIGERIA

Telephone:

Administration: Ibadan 23741 /42/43/44/45

Library & Hostel) 23570

Bodija Estate) 24639

Cables: TROPFOUND, IITA

Lagos Office

89, SOBO AROBODU AVE

P.O. BOX 145 IKEJA

Telephone: Lagos 31931

17 April 1972

Mr. Lowell S. Hardin
International Division
The Ford Foundation
320 East 43rd Street
New York, NY 10017

cc: F. F. Hill

John J. McKelvey, Jr.

Dear Lowell:

Art Leach brought down your letter of 14 April written in Rome and I felt I should respond rather quickly sorting through the various letters and cables which have arrived on the subject of the German grant.

First I must express our regret that you can't be with us at the time of our Board Meeting or to hear the report of our External Review Panel. The membership of the panel is: Dr. Fred Wangati, a soil physicist who is Deputy Director of EAAFR0; Dr. Michael Arnold, a plant breeder and agronomist who has had a long experience in Africa and has just left the post as Director of the Commonwealth Cotton Research Station in Uganda and Dr. Bruce Johnston of Stanford whom I'm sure you know quite well.

When the German team left here they were to discuss the outcome of our visit here with authorities in Bonn. Any modifications were to be communicated back to Ibadan and I was to travel to Bonn to finalize the details of the grant. What the effect of Graves' visit to Germany late in April might be is yet to be determined, but I would hope there would be no adjustment downward on our approved budget for 1972 of 3.88 million dollars. The Germans agreed to think in terms of the \$925 thousand contribution which I think should be left unchanged.

In the German grant there is provision for the construction of the two dormitories for trainees and for the purchase of two buses to expedite our training and conference program. It was recognized that the funds provided would need to be extended into the year 1973 since it would not be possible to finish construction and purchase the equipment of the dormitories before the end of the year 1972.

-The Germans-

Lowell S. Hardin
17 April 1972
page 2.

The Germans agreed that \$160 thousand would be spent on apparatus and equipment needed for adequate facilitation of the research and training program. This item was intended to make up for some of the shortfall in our capital budget. You had earlier cabled that the Germans were assigning \$250 thousand to the IITA deficit and a subsequent cable indicated that Graves had ruled this out of order. Personally, I don't understand the logic.

The Germans were sympathetic to our problem with the dollar and the high cost of transportation in this part of the world so proposed that \$140,000 be allocated to off-set such costs. A cable from Graves/Hardin, 13 April, states "to allocate \$140,000 to off-set devaluation without increasing overall allocation is of no value and puts strain on funds given by other donors for other purposes." I would argue that it takes the strain off of funds given by other donors and the allocation is actually in addition to the overall German allocation since they consider their basic grant to be the equivalent of what is or will be provided for the operations of the IITA by the Rockefeller and Ford Foundations. They were very specific about this, wanting it clearly understood that they did not want to provide funds in substitution for any allocations received from the Foundations. Since the Germans have accepted the principle that they would hope to underwrite deficits resulting from such actions like dollar devaluation, they could probably be persuaded to assign this increment to the capital rather than the operations budget; or it could probably be added to the \$160 thousand assigned specifically for the procurement of apparatus and equipment.

I have received a letter from Donald Atwell of USAID suggesting that our Memorandum of Agreement for this year be amended so their contributions could be reduced by \$250,000 to "accommodate requirements among the other research institutes." This as a result of the proposed West German participation. Believing such action should not be taken at this stage of the game and since the request originated with Mr. Graves, I only cabled Mr. Atwell to contact Graves for details. I am somewhat bothered that the CG Secretariat would make such moves before contacting us.

The Graves/Hardin cable also read, "Germans stated to Consultative Group Secretariat in writing that German allocation to IITA would be without restrictions for any approved purpose within \$3.88 million 1972 requirement and Germans stand by this commitment." The Germans who visited us didn't advise us of this commitment nor had the CG Secretariat. Had we been taken into the confidence of the latter, some of the misunderstandings that developed would not have occurred and

-the grant-

Lowell S. Hardin
17 April 1972
page 3.

the grant proposal might have looked quite different. All we ever had to work on was a cable from Mr. Demuth received in February after several appeals for information on our part that our budget had been approved at 3.88 million dollars and we were to negotiate this ourselves with the Ford Foundation, Rockefeller Foundation, CIDA, USAID, the ODA, the Government of the Netherlands and the German Government. By that time the only agency left with whom we could negotiate for more money was the German Government. This we have done and now leave the maneuvering to the CG. I would add quickly, however, that we anticipate the IITA will receive 3.88 million dollars for the year 1972 plus the \$300,000 (\$160 plus \$140 thousand) the Germans are willing to make available to us for other purposes. |?

As an aside I would comment that it's rather late in the year to be shifting funds from Institute to Institute and whatever happened to the idea that the IBRD would make up the deficits of institutes unable to negotiate for full funding of their approved budget?

I was most pleased to read that the Ford Foundation would do its best to provide the funds to cover the deficit in our capital budget. I have heard no more from Will Hertz but am assuming that he is proceeding with documentation.

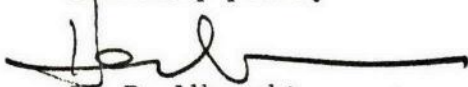
If it happens that you get the idea we're a little frustrated on this end I hope you'll understand. Partly, I suppose, the fault lies with long communication lines which occasionally will break down. In the main, however, it's a matter of communication scarcity and hopefully as the new system gets oiled up there'll be less slippage in the future.

As you probably know I'll be in the States late in May and for the first several days in June. I'm going to try to squeeze in a trip to New York if only for a few hours, but in any event will give you a call while I'm in the country. Unfortunately, I can't leave here before 24 May because of the exciting soil seminar we have scheduled the week of the 21st and I have to be back for our external review which starts on 5 June. Meanwhile, I await your comments and those of Frosty and John McKelvey whom I felt should be copied as officers of the Institute.

Sorry to be so long - there's much more I'd like to have added.

With best wishes to you and Mary, I am

Sincerely yours,


H. R. Albrecht
Director

Consultative Group on International
Agricultural Research

✓ 920.
cross ref. DIS.

April 7, 1972

Dear Mr. Cooper:

Following our telephone conversation of today, I hereby submit to you a copy of the letter Harold Graves sent to Dr. Albrecht. As I mentioned to you, I will keep you informed about further developments of German contributions to IITA's budget.

Sincerely yours,

Franz H. Kaps

Enclosure -- letter dates March 29, 1972

Mr. John L. Cooper
Principal Agriculture Advisor
Office of Technical Assistance
Coordination
Africa Bureau
Department of State
Agency for International Development
Washington, D. C. 20523

FK

92d.

March 29, 1972

Dear Dr. Albrecht:

Mr. Donald Atwell of AID and Dr. Lowell Hardin of The Ford Foundation have sent me copies of their recent letters to you dated March 24 and March 17 respectively. As far as Lowell Hardin's figures are concerned, he and I agree that they are incorrect in indicating that \$250,000 of the new German grant can be applied as part of the \$1,028,000 needed to complete IITA's basic research and training facilities. So far as I know, the new German grant was made toward the \$625,000 stated to be IITA's capital budget for 1972.

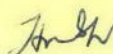
Both Mr. Atwell's and Dr. Hardin's letters point up the necessity of getting the earliest possible information about the status of the German contribution to IITA. I intend to talk to the Ministry of Economic Cooperation about this and similar questions that exist in the case of other international research centers, and will be in Bonn for this purpose on April 18 or 19. I will write or cable you immediately after that to indicate what the situation seems to be with respect to IITA.

I should add that I still have not had an answer from Bonn concerning finance for the proposed posting of German scientists to IITA. I am sorry that the situation is so unclear, but hope that we can have all the facts in hand and agreed on before the end of April.

Sincerely yours,

Harold Graves
Executive Secretary
Consultative Group on International
Agricultural Research

Dr. H. R. Albrecht
Director
International Institute of Tropical Agriculture
Oyo Road, P.M.B. 5320
Ibadan
Nigeria


HG:ap

March 15, 1972

Dear Dr. Albrecht:

Thank you very much for your letter. We have been all too conscious that the intentions expressed by the members of the Consultative Group last December would leave a shortage in IITA's capital budget, and we have corresponded and talked with the people at the Ford Foundation about this problem at some length. I believe that the Foundation staff have just now come to a position on the matter, and that Lowell Hardin will be writing you about it in the next few days. The German allocation to IITA, however, does include DM 800,000 for buildings and equipment.

I have asked the German authorities to explain the financial basis on which they propose to post visiting scientists from the Technical University of Berlin to IITA. I certainly agree that it would be quite difficult to accept these additions to manpower unless they bring their own financing with them, quite apart from the German allocations to your core and capital budgets; and I trust that they will. By the time you have this letter, you yourself no doubt will have some first-hand information on this question; but I will let you know what Bonn tells us.

Thank you most kindly for your invitation to come see IITA. Both Mr. Demuth and I are quite eager to visit the Institute, and will take the earliest opportunity we can to come to Ikeja.

Let me mention, in advance of a more formal notice, that this year International Centers Week will move from the Ford Foundation to the World Bank's headquarters in Washington, and that the meeting will begin on July 29, to run about five days. I am looking forward with pleasure to making your acquaintance then.

Sincerely yours,

Harold Graves
Executive Secretary
Consultative Group on International
Agricultural Research

Dr. H. R. Albrecht
Director
International Institute of Tropical Agriculture
Oyo Road, P.M.B. 5320
Ibadan
Nigeria

HG:ap

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

Consultative Group on International
Agricultural Research
INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

92d

TO: ALBRECHT
TROPFOUND
IKEJA
IBADAN

DATE: MARCH 29, 1972

CLASS OF
SERVICE: FULL RATE

COUNTRY: NIGERIA

TEXT:
Cable No.:

HARDIN AGREES HIS LETTER MARCH 17 INCORRECT WITH RESPECT TO GERMAN
ALLOCATION OF \$250,000 FOR YOUR BASIC CAPITAL COSTS. THAT SUM ALLOCATED
TOWARD YOUR CAPITAL REQUIREMENTS OF \$625,000 AS STATED FOR 1972 AND NOT
TOWARD BASIC SHORTFALL. LETTER FOLLOWS. REGARDS.

HAROLD GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Development Services

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

REFERENCE:

HG:ap ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

Checked for Dispatch:

DISPATCHED

MAR 29 4 49 PM 1972
COMMUNICATIONS

DEATH OF THE RELATIVES

THE UNIVERSITY OF CHICAGO

HYKOP'D GEVARE

PSYCH PROBLEMS: TELLER HOFFMAN: BROVING:

2011-2006 CYCLING INVESTMENTS OF \$252'000 VS BUDGETED \$201'000 AND \$201

7. LOCATION OF 2870'000 FOR ADDED BASIC CRYSTALLINE COARSE. THIS WAS APPROVED

INDIAN WORKERS ARE FREELY ABSENT TO EMPLOYMENT WITH RESPECT TO ORIGIN

NIGHT IV

LEVDVA
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LMOBLOMB
VTBESCL

SEBALICE LEFT HOLE
CLASS OF

ONLY MYSELF 3d T&S

MAR 30 11 35 AM 1972



Consultative Group on International
Agricultural Research

Mr. Kaps
Central Files

924

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

OYO ROAD, P.M.B. 5320, IBADAN, NIGERIA

Telephones:

Administration: Ibadan 23741 /42/43/44/45

Library & Hostel) 23570
Bodija Estate) 24639

Cables: TROPFOUND, IKEJA

Lagos Office

89, SOBO AROBIODU AVE.

P.O. BOX 145 IKEJA

Telephone: Lagos 33931

24 March 1972

Mr. Harold Graves
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, DC 20433
USA

Dear Mr. Graves:

The copy of my report to Frosty Hill and Lowell Hardin of the discussions we held with Dr. Caesar and Mr. Schweiger pretty well covers what transpired. It also highlights some of the complexities we face. How much we may have accomplished differently had we known sooner that there were German commitments for capital expenditures of \$250,000 or possibly for the visiting scientist's support is hard to evaluate. The latter is in a sense accomplished with budget allocation provided earlier and the former stands now at \$160,000. Some modifications before finalization are possible, perhaps, but matters like Board representation are of equal or more concern.

As indicated in my letter we would welcome having your advice, as soon as possible, since I may need to travel to Bonn for final discussions in 5-6 weeks.

Also, may I express the hope that you will soon find it possible to schedule a trip to the IITA. With the next planting season just ahead there's lots of activity underway and our construction program is moving to a climax. We'd feel honored to have you visit us.

With best wishes, I am

Sincerely yours,

H. R. Albrecht
Director

ar
encl.

encl.

21

Director

H. B. Albrecht



Sincerely yours,

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writing to a climax. We'd feel honored to have you visit us. There's lots of activity underway and our construction program is scheduled a trip to the IITA. With the next planting season just ahead. Also, may I express the hope that you will soon find it possible to

discussions in 2-3 weeks.

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Dear Mr. Graves:

USA

Washington, DC 20433

1818 H Street, N.W.

and Development

International Bank for Reconstruction

Mr. Harold Graves

24 March 1972

Telephone: Lagos 33331

P.O. BOX 142 IKERU

88, SOBO AROBIODU AVE

Lagos Office

Cables: TROFONID, IKERU

OYO ROAD, P.M.B. 2350, IBADAN, NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



Boqila Estate () 34832
Liberty & House () 33250
Administration: Ibadan 33251
24/44/EP/24/1475
Telephone:

Consultative Group on International
Agriculture
Lagos Office
IITA
Ibadan

CENTRO INTERNACIONAL DE PAPA

APARTADO 2791
LIMA, PERU

DR. RICHARD L. SAWYER
DIRECTOR GENERAL

DR. MARIANO SEGURA
SECRETARIO EJECUTIVO

La Molina, 23 March, 1972

L-98-CIP-72

Mr. Harold Graves,
International Bank for Recon-
struction and Development,
1818 H Street, N.W.,
Washington, D.C.,
U.S.A.

Dear Mr. Graves,

On the behalf of Dr. Richard L. Sawyer, I would like to invite you to send an observer to the Annual Board of Directors' Meeting of the International Potato Center which will be held in Lima, Peru on the 22nd and 23rd of May. The meeting will take place at the Center in La Molina at 2:00 P.M.

Yours sincerely,

Heather MacKenzie-Graham

(Miss) H. MacKenzie-Graham
Secretary to
Dr. Richard L. Sawyer,
Director General

cc: Dr. Mariano Segura

Apr 5 10 34 AM 1972

cc: Dr. Mariano Segura

Director General
Dr. Richard L. Sawyer,
Secretary to
(Miss) H. Mackenzie-Graham

Richard L. Sawyer

Yours sincerely,

at 3:00 P.M.

and 23rd of May. The meeting will take place at the Center in La Molina
International Potato Center which will be held in Lima, Peru on the 23rd
You to send an observer to the Annual Board of Directors Meeting of the
On the behalf of Dr. Richard L. Sawyer, I would like to invite

Dear Mr. Graves,

U.S.A.
Washington, D.C.,
1818 H Street, N.W.,
Education and Development,
International Bank for Recon-
Mr. Harold Graves,

I-88-CIB-13

La Molina, 23 March, 1972

LIMA, PERU
ABASTADO 5101

SECRETARIO EJECUTIVO
DR. MARIANO SEGURA
DIRECTOR GENERAL
DR. RICHARD L. SAWYER

CENTRO INTERNACIONAL DE PAPA

Agricultural Research
Consultative Group on International



Consultative Group on International
Agricultural Research

92d

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Lagos Office

89, SOBO AROBIODU AVE.
P.O. BOX 145 IKEJA
Telephone: Lagos 33931

Ibadan, NIGERIA


22 March 1972

Mr. Michael Ruddy
The World Bank
1818 'H' Street
Washington, D.C.
U.S.A.

Dear Michael:

I enclose two copies of my report on the Balance Sheet and hope that it will be useful in establishing policies for the Institutes.

Sincerely yours,


J. C. Anderson,
Treasurer.

cc: Mr. John Doran
Assistant to Comptroller
The Ford Foundation

INSTITUTES ACCOUNTING POLICY MANUAL

BALANCE SHEET

There are a number of methods of presenting a balance sheet which can be considered as good accounting practice. The format, valuations of assets and treatment of detail can be determined quite subjectively. This reduces the value of the balance sheet and suggests that the Institutes should apply similar principles of valuation and also standardize the headings to be used in their balance sheet to facilitate consolidation.

The Institutes' accounts are required to be audited by public accountants annually and these accounts may take a number of different forms to satisfy legal requirements. However, in the case of the balance sheet it should be possible to decide on broad headings that would fit the requirements of all the Institutes. The broad headings will be reported in Table O to the sponsors and the make-up of each total will then be available from the audited accounts.

1. It is proposed, therefore, that the audited balance sheet of each Institute should show the broad headings as listed on the appendix attached.

Note that each proposal is being numbered in the margin for reference purposes.

We should now consider individual headings and how the details may be presented in the audited accounts.

Cash

This heading is intended to cover bank and cash balances and investments as of 31 December. All the Institutes have funds in local currencies, U.S. dollars and, possibly, third currencies.

2. The audited accounts should indicate cash balances, bank balances and investments under separate headings showing the currency involved and the rate of exchange applied on conversion to U.S. dollars.

Receivables from Donors

This heading is intended to show the amount due from donors at the year-end for grants receivable in the current year, e.g. outstanding grants from the USAID.

3. The audited accounts should indicate the details of grants outstanding as of the year-end and should also show by way of a note if the grant has been subsequently settled.

Other Receivables

This heading is intended to cover receivables from staff and other sources.

4. The audited accounts should show the total receivable from staff separate from other receivables.

Inventories

This heading is intended to cover stock accounts operated by the Institutes such as central warehouse, scientific stores, automotive stores, etc. Some Institutes have been writing off purchases in these areas to operating funds immediately at the time of purchase and have been budgeting accordingly. This is a practical method of handling such purchases provided that the stock levels are not too high and are not subject to large variances from year to year. However, some Institutes are not able to purchase a substantial proportion of their supplies in the local markets and are obliged to import the majority of their requirements. In these circumstances it is felt that accurate monthly accounting must be based on issues from stores and the stock level treated as a capital balance. Initially, for example, the Ford Foundation have agreed to finance I.I.T.A. base stock, as a separate capital contribution. It is not clear if the stock level of all Institutes justifies such treatment.

5. All the Institutes should take stock at the end of each year and if the values are considered substantial the stocks should be incorporated into the balance sheet and budgets charged on an issuance basis. Institutes that wish to write off supplies at the time of purchase should indicate the stock values in the balance sheet at year-end by way of a note. In both instances a substantial increase in stock levels from one year to the next should be considered a capital increase and should be budgeted accordingly and shown as inventory on the balance sheet. Institutes writing off stock orders outstanding at year-end to operating accounts should include such commitments in the year end stock valuation noted on the balance sheet.

Revolving Fund Balances

This heading is intended to cover the year-end balance on all self-supporting activities. In the early years of this Institute it is unlikely that such self-supporting activities as staff housing, guest house, trainee dormitory, dining room and laundry services can be self-sustaining.

6. The audited accounts should indicate the balance on each activity at the year-end and the total balance should be shown in Table O. A surplus in these activities should be shown also under Current Assets as a parenthesis to indicate a credit balance.

Prepaid Expenses

This heading is intended to cover pre-paid rentals and insurance premiums, etc.

7. Institutes should accrue prepayments and credit the relevant operating expenses account if the amounts are considered significant.

Other Current Assets

This general heading is intended to cover all other current assets. This will vary from Institute to Institute and would include such things as outlays for purchases which are in transit to the Institute at the year-end. Some Institutes may be treating this latter expense as a direct charge to a code number at the time of payment rather than as a suspense account to be cleared when the goods have been received and inventoried.

Livestock could be considered under current assets rather than as a fixed asset.

8. The Institutes should include livestock as a current asset valued at cost.

Fixed Assets

The Institutes should include under Fixed Assets all items of a durable nature and of sufficient value to be capitalized. These assets would be inventoried and controlled by tagging and card records combined with periodic physical checks. This is considered necessary for the following reasons:

- i To discourage theft
- ii To locate assets for use and control unnecessary ordering
- iii To record asset particulars to facilitate future ordering
- iv To depreciate to indicate real market values.

It is important to establish a suitable value. If this is too low, there will be too many assets and if the value is placed too high you will not be exercising sufficient control. Assets could be purchased from:

- (a) Initial capital funds
- (b) Operating funds on a replacement basis
- (c) Additional capital contributions requested on an annual basis.

9. The Institutes adopt a common denominator of \$300 as the minimum value for capitalising assets from the above three sources and that these are shown accordingly in the balance sheet.

Note 1 - If these assets are purchased from operating funds the total of such assets should be shown in the audited accounts under a separate heading as a memo entry and not incorporated in the total.

Note 2 - The \$300 refers to the original landed cost. Depreciation may reduce the landed value below this amount.

Note 3 - Institutes with a different asset level should only apply \$300 to future purchases.

Note 4 - Institutes may prefer to control purchases below \$300 by tagging and recording such "assets", which would be written off as operating expenses.

Note 5 - It is proposed that a base figure for library books and other assets not subject to inventory check, such as initial kitchenware, dormitory stocks, carpets, etc., should be shown separately under Other Assets. The values placed on these should be based on initial cost and the "turn key" concept.

Depreciation

It has been established that donors would wish to have some more accurate figures for the value of assets than initial historic cost. However, it is not intended that funds would be made available to finance depreciation reserves. Furthermore, it can be unrealistic to depreciate values of buildings. Depreciation rates could be established based on a number of sophisticated methods. Depreciation could also be on the straight-line method or on the reducing value method, e.g. an asset could be written off over ten years on ten equal instalments or greatly reduced in value over ten years by taking ten per cent off the previous year's value.

10. The balance sheet should show the original cost of operating equipment, research equipment, furnishings, buildings and other assets. The audited accounts should show in addition to the original cost the depreciated value of these assets (excluding buildings). This depreciation should be on a reducing value basis according to the following

simple annual depreciation:

- (a) Operating Equipment 20% per annum (Reducing Value)
- (b) Research equipment 15% per annum (Reducing Value)
- (c) Furnishings 10% per annum (Reducing Value)
- (d) All other assets 15% per annum (Reducing Value)

Since these headings may involve a regrouping of assets, it is proposed that these suggestions be incorporated for the first time in the accounts ending 31 December 1973.

Note - Assets purchased from operating funds should be included as a memo only. The audited accounts could have headings like the following:

	(1) Written-down Value (All Assets) \$	(2) Ex Operating Funds \$	(3) Ex Capital Funds \$	
Operating Equipment				
Research Equipment				
Furnishings				
All Other Assets				
Buildings				
TOTAL	<u> </u>	<u> </u>	<u> </u>	<u> </u>

The total of column 3 would be incorporated into the balance sheet. The total of column 1 would indicate the real value of total assets. This figure would be quoted by note in Table O.

Current Liabilities

Included under this heading would be capital and operating commitments, accounts payable, prepaid grants.

11. That the Institutes accrue capital and operating commitments through the end of the fiscal year and show these items together with other current liabilities under separate headings in their accounts.

Payables to Donors and Sponsors

This heading is intended to cover balances due to be repaid to donors that require funds unexpended to be refunded.

Unexpended Funds and Capital Balances

In the past Institutes have been financed by initial capital contributions and thereafter replacements have been considered a recurring expense and have been charged to operating funds. This has been necessary for the very good reason that capital funds were not available. Under this system of financing if the Institutes wish to initiate new buildings or buy additional equipment capital funds were raised on an ad hoc basis. This system has been approved by the two Foundations and, particularly in the case of the Rockefeller Foundation, additional capital purchases were not recognized as operating costs. Nevertheless, there is much virtue in establishing capital requests separate from operating needs and to break down the capital request into net replacement costs and additions. It would be desirable to give the Institutes flexibility to transfer funds from the replacement section of the capital budget into operating funds during the course of the fiscal year if such a transfer was required.

Other problems arise with donor contributions in that some donors make an outright grant (USAID and CIDA) and other donors make a grant of a proportion of the proposed budget subject to refund or carry-forward of any unexpended balance. Also connected with this problem is the question of interest earned from operating balances when funds have been paid to the Institute at various times of the year. Whereas governments giving outright grants do not expect to receive a refund of any unexpended balance it cannot be considered these governments' intention to subsidize a refund to donors granting a given percentage of operating expenditure.

12. The Institutes prepare two budgets annually divided into capital and operating requests. The capital request should be subdivided into net replacement request and additional capital request, indicating these requests under the same heading as described under Fixed Assets above.
13.
 - i Interests earned on operating funds should be considered as general operating income and for fund purposes as a reduction in costs irrespective of the date that funds have been paid to the Institute.
 - ii Unexpended funds should be carried forward into the new year

and any balance to be refunded to a donor should be strictly as a percentage of that donor's contribution to operating pool.

Capital Balances

The audited accounts should list under this heading the total Capital Grants received by the Institute since inception, broken down into sponsor's name, grant numbers, etc. Capital grants for the current period would be shown in the same amount as the capital expenditure as the unexpended portion of the grant would be shown below

A Capital Interest Reserve Account, representing accrued interest received on surplus capital funds, could be shown under this heading.

14. Institutes should endeavor to keep capital funds received from donors separately invested. This can be achieved without resorting to fund accounting by examination of monthly balance sheets. Interest earned from investments of surplus capital funds should be shown in the balance sheet as a reserve and may be used for any capital purpose.

Unexpended Grants

The audited accounts should indicate to which donor these unexpended balances have accrued and applying the principle in Proposal No.13(2) above in regard to spreading the unexpended balance over sponsors.

Note - It is not considered that earned income should appear in the balance sheet in that if it is of an operating nature it will be recorded in the source of funds and eventually reflected in the unexpended balance carried forward. If it is capital earned income, then it could be shown as a reserve in the general capital balance figure, reference Proposal No.14.

Submitted by J. C. Anderson

APPENDIX

CURRENT ASSETS

- Cash
- Receivable From Donors
- Other Receivables
- Inventories
- Revolving Fund Balances
- Prepaid Expenses
- Other Current Assets

FIXED ASSETS

- Operating Equipment
- Research Equipment
- Furnishings
- Buildings
- All Other

LIABILITIES

- Current Liabilities
- Payables to Donors and Sponsors

CAPITAL BALANCES AND UNEXPENDED FUNDS

- Capital Balances

UNEXPENDED GRANTS

- Capital
- Unrestricted
- Restricted
- Special Projects

APPENDIX

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Research Equipment			
Furnishings			
All Other Assets			
Buildings			
TOTAL			

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Current Liabilities

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This heading is intended to cover balances due to be repaid to donors that require funds unexpended to be refunded.

Unexpended Funds and Capital Balances

In the past Institutes have been financed by initial capital contributions and thereafter replacements have been considered a recurring expense and have been charged to operating funds. This has been necessary for the very good reason that capital funds were not available. Under this system of financing if the Institutes wish to initiate new buildings or buy additional equipment capital funds were raised on an ad hoc basis. This system has been approved by the two Foundations and, particularly in the case of the Rockefeller Foundation, additional capital purchases were not recognized as operating costs. Nevertheless, there is much virtue in establishing capital requests separate from operating needs and to break down the capital request into net replacement costs and additions. It would be desirable to give the Institutes flexibility to transfer funds from the replacement section of the capital budget into operating funds during the course of the fiscal year if such a transfer was required.

Other problems arise with donor contributions in that some donors make an outright grant (USAID and CIDA) and other donors make a grant of a proportion of the proposed budget subject to refund or carry-forward of any unexpended balance. Also connected with this problem is the question of interest earned from operating balances when funds have been paid to the Institute at various times of the year. Whereas governments giving outright grants do not expect to receive a refund of any unexpended balance it cannot be considered these governments' intention to subsidize a refund to donors granting a given percentage of operating expenditure.

12. The Institutes prepare two budgets annually divided into capital and operating requests. The capital request should be subdivided into net replacement request and additional capital request, indicating these requests under the same heading as described under Fixed Assets above.
13.
 - i Interests earned on operating funds should be considered as general operating income and for fund purposes as a reduction in costs irrespective of the date that funds have been paid to the Institute.
 - ii Unexpended funds should be carried forward into the new year

and any balance to be refunded to a donor should be strictly as a percentage of that donor's contribution to operating pool.

Capital Balances

The audited accounts should list under this heading the total Capital Grants received by the Institute since inception, broken down into sponsor's name, grant numbers, etc. Capital grants for the current period would be shown in the same amount as the capital expenditure as the unexpended portion of the grant would be shown below.

A Capital Interest Reserve Account, representing accrued interest received on surplus capital funds, could be shown under this heading.

14. Institutes should endeavor to keep capital funds received from donors separately invested. This can be achieved without resorting to fund accounting by examination of monthly balance sheets. Interest earned from investments of surplus capital funds should be shown in the balance sheet as a reserve and may be used for any capital purpose.

Unexpended Grants

The audited accounts should indicate to which donor these unexpended balances have accrued and applying the principle in Proposal No.13(2) above in regard to spreading the unexpended balance over sponsors.

Note - It is not considered that earned income should appear in the balance sheet in that if it is of an operating nature it will be recorded in the source of funds and eventually reflected in the unexpended balance carried forward. If it is capital earned income, then it could be shown as a reserve in the general capital balance figure, reference Proposal No.14.

Submitted by J. C. Anderson

SUMMARY OF DISCUSSIONS

20 and 21 March 1972

Consultative Group on International
Agricultural Research

92d

Dr. K. Caesar, Technical University of Berlin
Mr. B. Schweiger, Ministry of Economic Development, Bonn
Dr. John L. Nickel, IITA, Ibadan
Dr. H. R. Albrecht, IITA, Ibadan

The discussions centered upon the program and ways and means of financing German support of research and training activities of the IITA. It was agreed that:

The German Government would support core budgets for the research and training operations of the IITA as approved by the IITA Board of Trustees at proportionate amounts with other "full share" contributors up to a total of \$750,000 per year.

Special needs of the Institute, as for scientific apparatus, extraordinary training programs, etc., in addition to the above, may be negotiated upon mutual consent.

If in any year the full budget is not spent, the excess funds will be divided by the number of full share donors and that proportionate amount will be credited as part of the payment due from each donor the next year. It is understood individual donors may request the return of any excess funds at the close of the IITA fiscal year or may, under certain circumstances, allow the Institute to receive the funds as an ex-gratia payment.

The fiscal year of the IITA begins on 1 January and concludes on 31 December. The Institute's books are kept open through 28 February following to discharge all obligations owing from the fiscal year concluded. A responsible firm of chartered accountants will be engaged by the IITA Board of Trustees to audit accounts at the close of each fiscal year (currently the audit is made by Peat, Marwick, Cassleton, Elliott & Company).

The German Government will be supplied each year with a copy of the auditor's report and with a copy of the Institute's annual report describing its research and training activities of the previous year.

-In the event-

In the event the German Government wishes to discontinue its support of the work of the IITA, it will give notice of termination fifteen (15) months in advance.

Funds to be supplied by the German Government in support of the IITA program during 1972 are:

For construction of two hostels for trainees --	\$ 600,000.00
---	---------------

For two (2) buses for transport of trainees, persons attending conferences, seminars, workshops, etc. --	25,000.00
--	-----------

To continue IITA program at level planned for the year (against dollar devaluation) --	<u>140,000.00</u>
--	-------------------

Sub-total . . . \$ 765,000.00

For purchase of scientific apparatus urgently needed for adequate facilitation of the research and training program (items not now provided for in the budget and as equipment of biochemical laboratory, plant growth chambers, critical analytical apparatus, etc. --	\$ <u>160,000.00</u>
---	----------------------

TOTAL \$ 925,000.00

Payments by the German Government for the year 1972 will be made as soon after signing of the agreement with IITA as practicable. It is recognized that the funds provided will need to be extended into the year 1973 since it will not be possible to finish construction and equipment of the hostels during 1972.

Payments by the German Government for the year 1973 will be made after the budget has been approved by Parliament.

-The IITA will-

The IITA will invite the German Government to send an observer to the annual meeting of the Board of Trustees for 1972 (11-14 June) and will seek revision of Decree No. 32 of the Federal Military Government of Nigeria, dated 27 July 1967 and establishing the IITA, to enable full-share donors to name an ex-officio member of the Board. The afore-mentioned observer will serve until revision of the Decree is accomplished.

The IITA requests that the German Government name a person or agency as its official contact for liaison with the Institute. The German partner will assist with:

- Nomination and recruitment of permanent staff as needed
- Nomination of trainees and post-doctoral candidates
- Coordination of jointly conducted programs
- Development of proposals for support of special projects
- General centralization of procedural matters

ar

THE FORD FOUNDATION
320 EAST 43RD STREET
NEW YORK, NEW YORK 10017

INTERNATIONAL DIVISION
ASIA AND THE PACIFIC

March 17, 1972

Dr. Herbert Albrecht
Director
International Institute of Tropical
Agriculture
P. M. B. 5320
Ibadan, Nigeria

Dear Herb,

Harold Graves has shared with me your letter of 29 February suggesting that the Foundation respond to your questions concerning IITA's capital Budget.

Referring to Wil Hertz's analysis of IITA's capital requirements in his discussion piece of January 20, 1972 (copy attached) you have \$17,713,000 in hand or in sight toward an estimated need of \$18,741,000 to complete the construction, furnishing and equipment of IITA's basic research and training facilities. (The foregoing excludes the expansion of training facilities as proposed by IITA in September 1971). We propose that the \$1,028,000 short fall be met in the following fashion:

From 1971 IITA operating budget	carry over	\$200,000
"	new German grant	250,000
"	new supplemental Ford Foundation grant	578,000
		<u>1,028,000</u>

Wil Hertz is preparing the necessary grant request documents here to make available the \$578,000 at an early date. In taking this action the Ford Foundation would hope that IITA would seek to conserve as much of the \$578,000 as possible by utilizing other funds if they become available (i.e., the Germans may be willing for more than \$250,000 to go into capital, you might have additional carry over, and costs might not be quite as large as projected). We would regard this as the final instalment of Foundation provided capital for IITA plant and equipment.

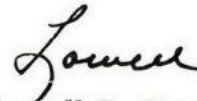
While it begins to look like a bit of buck-passing, signals on the additional \$625,000 for new capital expenditures would have to come through the Consultative Group. If there is urgency in knowing about the availability of this additional increment, we will need to go back to Harold Graves. It is my impression that if all

Dr. Herbert Albrecht

March 20, 1972

donors come through as planned, IITA will have the additional \$625,000. You can be sure of this, however, only when you have completed the negotiations with all of the donors and especially with the Germans. Thus our cable, copy attached.

Cordially,

A handwritten signature in cursive script, appearing to read "Lowell".

Lowell S. Hardin

LSH:el

Attachment

cc: Harold Graves
Wil Hertz

RECEIVED
MAY 10 10 21 AM 1972

Consultative Group on International
Agricultural Research

✓ 62d.

March 15, 1972

CROSS REF:
DIS

Mr. Stedtfeld

Harold Graves

IITA

Dr. H. R. Albrecht, the Director of the International Institute of Tropical Agriculture (IITA) writes that he is expecting a visit on March 17 from Mr. Schweiger of the German Ministry of Cooperation and Dr. Knut Caesar of the Technical University of Berlin. Dr. Caesar intends to discuss with Dr. Albrecht the possibility that one or two scientists from the Technical University can be posted to IITA for assignments of one or two years' duration.

Dr. Albrecht observes that he did not make provision in his 1972 budget for these positions, and wonders how he should plan to finance them. He suggests that the problem could be met if there were a reduction in the amount of German funds being switched out of IITA (into CIMMYT).

On the other hand, Dr. Albrecht apparently does not yet know that the amount so far tentatively allocated to IITA by the German authorities -- namely, DM 3.8 million -- seems already to be more than is required by IITA. In my memo to you of February 15, I suggested that the surplus might be in the neighborhood of \$56,000 (roughly DM 175,000). It now appears that perhaps it was the intention of the German authorities to use this surplus for the purpose of financing visiting scientists such as Dr. Caesar now apparently means to propose.

Could you find out whether this indeed was the intent of the German authorities? If it was, this has a bearing on the question of additional switch to CIMMYT as suggested in my memorandum of February 15. If it was, I would urge that the financial support given for visiting scientists be greater than the simple salary and subsistence of such scientists, and that it be large enough to cover some share of the extra overhead costs -- such as secretarial help and other staff assistance -- that would be occasioned by these visitors.

More generally, the question can be asked whether such special activities should, in fact, be financed out of the allocations made in response to the requirements presented to the Consultative Group. I would think that actually they should not, since the cost of these activities was not included in the presentation of financial requirements to the Consultative Group.

I hope to be able to visit Bonn immediately after the April meeting of TAC, and perhaps I can discuss this question, among others, with Dr. Harms at that time.

HGraves/w

After Dr. Haines at first stated that he was not a member of the
 meeting of JWC, and before I can discuss this question, about others,
 I hope to be able to state some interesting facts about the work

"Since the consent was given,"
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 "company and the association was not intended," since the cost of the
 "contribution to the management was not intended to the consent was given." I
 "association was not intended in the management of the property and the
 "company and the association was not intended," since the cost of the
 "contribution to the management was not intended to the consent was given." I

that money be occasioned by these activities. On the other hand -- and this is especially true in the case of the export of goods -- the fact that it is possible to collect some part of the export proceeds is a factor in the ability to pay and the interest of the country. It is also a factor in the ability to pay and the interest of the country. It is also a factor in the ability to pay and the interest of the country.

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SEVENTH PAGE

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Agricultural Research
Consultative Group on International

92d ✓
cross ref: 91

March 10, 1972

Mr. Lowell S. Hardin
Program Adviser, Agriculture
The Ford Foundation
320 East 43rd Street
New York, N.Y. 10017

Dear Lowell:

Welcome back from the pines and the rattlesnakes!

Here is a letter from Albrecht, raising a couple of questions. With regard to the first, I have cabled him that it is my impression that the Germans will provide the finance needed to support the temporary attachment of German scientists to IITA. I have asked him to let me know if his prospective visitors have different information, and I am also checking on the matter through our German Executive Director and will let Albrecht know the result of this inquiry.

Albrecht's second question is more difficult. It rests partly on the terms of the grants made to IITA (on which, for the time being, I can only refer him to the donors); and the question itself has to do with the troublesome matter of IITA's capital needs (at the top of page 2 of Albrecht's letter). Since IITA's capital budget is very much a matter of Ford Foundation expertise, I would like to talk to you about this when you return; and perhaps it is you, not I, who should answer this point.

It was a great pleasure to be with you in Cali, and I look forward to seeing you again in Rome.

Sincerely,

Harold Graves


HGraves/v

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

1AR 920

OUTGOING WIRE

TO: ALBRECHT
TROPFOUND
IKEJA

DATE: MARCH 9, 1972

CLASS OF
SERVICE: FULL RATE

COUNTRY: NIGERIA

TEXT:
Cable No.:

REFERENCE CAESAR VISIT BELIEVE GERMANS INTEND TO FINANCE VISITING
SCIENTISTS SEPARATELY AND IN ADDITION TO CORE AND CAPITAL BUDGET
ALLOCATIONS STOP IF CAESAR INDICATES OTHERWISE WOULD APPRECIATE YOUR
INFORMING ME BUT ALSO WILL FOLLOW UP FROM HERE STOP SENDING LETTER
IN REPLY TO YOURS OF FEBRUARY 29 STOP 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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MAR 9 9 50 PM 1972

MARCH 9, 1972

DATE

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SECTION

ALBRECHT
TROPOUND
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TO

CLASS OF
SERVICE

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NIGERIA

COUNTRY

TEXT
Cable No.

REFERENCE GABAR VISIT BELIEVE GERMANY INTEND TO FINANCE VISITING
SCIENTISTS SEPARATELY AND IN ADDITION TO CORE AND CAPITAL BUDGET
ALLOCATIONS STOP IF GABAR INDICATES OTHERWISE WOULD APPRECIATE YOUR
INFORMING ME BUT ALSO WILL FOLLOW UP FROM HERE STOP SENDING LETTER
IN REPLY TO YOURS OF FEBRUARY 22 STOP REGARDS

GRAVES

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MAR 9 5 41 PM 1972

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AUTHORIZED BY:

HAROLD R. GRAVES, JR.

NAME

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Telephones:

Administration: Ibadan 23741, ~~xxx~~ 42/43/44/45
Library & Hostel) 23570
Bodija Estate) 24639

Cables: TROPFOUND, IKEJA

Lagos Office

89, SOBO AROBIODU AVE.
P.O. BOX 145 IKEJA
Telephone: Lagos 33931

29 February 1972

Mr. Harold Graves
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Mr. Graves:

Thank you very kindly for your cable advising us that our German contact is Dr. Thomas Harms. We will proceed along the lines suggested by Mr. Demuth in his recent cable.

Since hearing from Mr. Demuth I have a letter from Dr. Knut Caesar of the Institut fur Acker- und Pflanzenbau of the Technical University of Berlin advising that he and a Mr. Schweiger of the Ministry of Economic Cooperation in Bonn would be visiting with us beginning 17 March to negotiate the terms of a contract between IITA and the German Government. He also mentioned that I would be informed officially by the German Embassy in Lagos within the next several days but, thus far, we have not received such a communication.

At this point we are somewhat uncertain over what the entry of Germany into the support of IITA might mean to our total budget. It is apparent from Dr. Caesar's letter that the Germans are hopeful that we can accommodate scientists mainly from the Technical University of Berlin as visitors, possibly one or two at a time and for terms of one or two years duration. This possibility had been discussed with them a year or more ago but was not worked into our budget request for the current year since there was no certainty at the time of German funding. Consequently, the entry of Germany into IITA support could mean we would need to revise our operations budget upward and reduce thereby the amount available for substitutions for funds committed from other donors.

We are also somewhat uncertain of the status of our capital funding. As Mr. Demuth advised, our requirements of 3.88 million dollars appear fully covered by declaration of intent by present and potential donors.

-However-

Mr. Harold Graves
29 February 1972
page 2.

However, since \$625,000 of this sum is for new capital expenditures we would appreciate having your advice as to source: we are aware that The Ford Foundation is still hopeful that other donors would contribute towards the shortfall we face in our present building and facilitation program and we had been under the impression that neither the ODA nor the German Government would provide funds for bricks and mortar although expenditures for scientific apparatus and other equipment would be allowed. \$600,000 of the request for construction of two new dormitories.

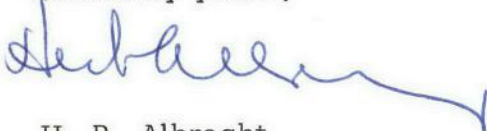
Your help would be appreciated.

As I cabled Mr. Demuth, we have received \$125,000 from The Netherlands Government. We have had no word from the ODA directly, but one of our staff members reported that only yesterday he heard on the local radio station that the British Government was joining in support of the Institute. Rather round-about but, nevertheless, most encouraging.

We are most hopeful that it won't be too long before your travels bring you to Africa and we can look forward to your visiting the IITA. We are most anxious to show you what we have here and want you to meet the members of our staff who despite their short association with the Institute have already launched a comprehensive and intensive program of research. I hope it won't be too long before you can come.

With appreciation for all the help you might give us, I am

Sincerely yours,

A handwritten signature in blue ink, appearing to read 'H. R. Albrecht', with a long, sweeping horizontal stroke extending to the right.

H. R. Albrecht
Director

ar

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

1AR 92d

OUTGOING WIRE

TO: ALBRECHT
INTERNATIONAL INSTITUTE FOR TROPICAL
AGRICULTURE
IBADAN

DATE: FEBRUARY 23, 1972

CLASS OF
SERVICE: LT

COUNTRY: NIGERIA

TEXT:
Cable No.:

Rec.

IITA REQUIREMENTS OF \$3.88 MILLION AS PRESENTED TO CONSULTATIVE
GROUP FOR 1972 APPEAR FULLY COVERED BY DECLARATIONS OF INTENT BY
FOLLOWING DONORS FORD ROCKEFELLER GERMANY CANADA UNITED STATES UNITED
KINGDOM NETHERLANDS. IN CASE OF NEARLY ALL GOVERNMENTAL DONORS INCLUDING
GERMANY PARLIAMENTARY APPROVAL IS STILL REQUIRED. SUGGEST YOU DIRECTLY
APPROACH NEW DONORS INCLUDING GERMANS BUT YOU SHOULD INDICATE YOU KNOW
THEIR ACTION SUBJECT LEGISLATIVE APPROVAL WHICH IN GERMAN CASE NOT
EXPECTED UNTIL NEXT APRIL OR MAY. REGARDS

DEMUTH

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)

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LAGOS 22 22 2047 February 22, 1972

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Mr. Demuth

LT

INTBAFRAD

WASHINGTONDC

DEMUTH

YOUR ADVICE ON PROCEDURES FOR CONTACTING NEW DONORS NOT
RECEIVED STOP WOULD APPRECIATE YOUR SUGGESTION STOP REGARDS

ALBRECHT



OUTGOING

TELEGRAM

A157ix

A 22

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(INDIA)

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Date

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MESSAGE

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INVITATION TAC VISIT IITA STATING AAA BOARD TRUSTEES MEETING 12 TO 17/9
BBB 22 TO 30/9 OPTIMUM TIME TAC VISIT CCC NEVERTHELESS TAC NEED NOT FEEL
CONFINED TO DATES THEY SUGGEST STOP HAVING MADE SPECIFIC ARRANGEMENTS ROBERTS
VISIT ROME 14 AND 15/9 WOULD GREATLY APPRECIATE YOUR PRESENCE HERE THEN STOP
PLEASE ADVISE YOUR PROPOSED TIME ARRIVAL ROME AND WHETHER STILL ALSO INTENDING
STOPOVER 11/9 STOP STRONGLY URGE YOU SEEK PERMISSION INDIAN GOVERNMENT VISIT
NIGERIA SOONEST THEREAFTER UNLESS YOU ALREADY COMMITTED CIMMYT MEETING 21/9
WE HAVE STRONG TAC TEAM VISITING MEXICO AND ONLY YOURSELF SCHEDULED VISIT IITA
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CLEARANCE STOP EYE WILL ALSO APPROACH PERMANENT REPRESENTATIVE INDIA TO FAO TO
ASSIST CLEARANCE IF YOU DESIRE STOP PLEASE CABLE AVAILABILITY SO EYE CAN INFORM
IITA YOUR DATES STOP REGARDS

GRAM

PROGRAMME

RP

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Cleared			
Authorized (Name, Title and Signature) P.A. Oram, Officer-in-Charge, PAB		24.8.71	0930

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TROPOUND IKOJA
~~XXXXXXXXXX~~ (NIGERIA)

2) SCOTT
POODAGRI
NEW DELHI (INDIA) By direct cable

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..... UNQUOTE

RP

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12 October 1971

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

TECHNICAL ADVISORY COMMITTEE

Second Meeting, Rome, October 19-22, 1971

1972 PROGRAMME PRESENTATION, IITA

(Agenda Items 5 and 9)

TAC SECRETARIAT

FOOD AND AGRICULTURE ORGANISATION OF THE UNITED NATIONS

ROME 1971

THE INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

IBADAN, NIGERIA

(Excerpt from the IITA Board of Trustees Research Committee Report -
September 1971.)

DEVELOPMENT OF THE SCOPE OF THE INSTITUTE'S WORK

39. The Committee discussed Appendix N on the scope of the Institute's work. It agreed to recommend the following modification of its scope:

Within the system of cooperating international agricultural research institutes and provided funds are available, IITA will --

- a. take responsibility, in respect of the humid tropical region as hitherto defined, for research on agricultural systems on all continents (as in the past);
- b. accept world-wide responsibilities covering all climatic regions for research on cowpeas, soyabeans, pigeon peas and lima beans among the grain legumes, and on yams Colocasia and Xanthosoma (taro and cocoyam) and sweet potatoes among the root and tuber crops;
- c. accept appropriate responsibilities, if asked to do so, within the African continent, for other crops (particularly those of interest in the humid tropics) for which other institutes have world-wide responsibility such as maize, rice and cassava; and
- d. conduct or take responsibility for such research on other crops or topics as the Board may approve.

THE INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

Ibadan, Nigeria

TO: Research Committee, Board of Trustees

FROM: J. L. Nickel, Associate Director

SUBJECT: Organization of IITA Research Programs

6 September 1971

Appendix "N" of the 1972 Program Presentation has suggested certain modifications and refinements to the scope of the IITA research program for consideration by the Research Committee. Adoption of this program, or a modified version of it, will make possible and desirable some modification of the organizational structure of the research programs. Such modifications are also indicated for other reasons.

The concept of an inter-disciplinary team approach to production-oriented research at IITA is generally accepted. The organizational framework recommended by the Research Committee of the Board of Trustees, (Appendix C of the 1971 Program and Budget Presentation), establishing five primary program thrusts and five secondary disciplinary program areas, was a major step forward in implementing this concept. Experience with this structure has, however, indicated some possible weaknesses in budgeting and administration resulting from staff dividing time between different programs and spending against several budgets. It is suggested that some modifications of the organization might be affected which would provide for more efficient administration and more accurate and decentralized budgeting.

In consideration of a proposed organizational structure for Research Committee consideration the following principles have been used as guidelines:

1. Maintain the principle of inter-disciplinary team research.
2. Keep to a minimum the number of administrative units in order to:
 - a. Keep the number of unit leaders directly responsible to the Associate Director at a feasible level.
 - b. Limit the number of scientists diverting efforts from research to administration.
3. Clearly define the lines of authority and responsibility by:
 - a. Giving Program Leaders responsibilities and authority similar to those associated with more traditional disciplinary department heads.

continued -2-

- b. Avoiding, or at least limiting, the assignment of staff to be professionally responsible to scientists in different programs from those under which they are funded.
4. Provide for greater decentralization of budget control with Central Administration monitoring rather than controlling most research program expenditures.

On this basis, it is proposed that the Research and Training functions of the Institute be organized as shown in Table 1.

One possible objection to this proposal is that it calls for three Entomologists and three Plant Pathologists instead of two in each discipline as projected earlier. It appears to me only logical, however, that the two programs in which the Institute expects to assume international center responsibilities should each have a scientist in each of these disciplines. As maize and rice are being worked on in depth at other international centers, it seems reasonable to share one Entomologist and one Plant Pathologist between these two crops. By eliminating the two animal scientist positions, these changes can be implemented within the total projected professional staff complement.

The same arguments could be made for Plant Physiology and Biochemistry. As the Institute aspires to international center excellence for these crop groups, basic physiological studies warrant the assignment of a Plant Physiologist to each of the Grain Legume, Root, Tuber and Vegetable Improvement programs. A Physiologist is also required for the Cereal Improvement program to deal with basic physiological problems unique to the humid tropics and upland conditions not fully dealt with at the other primary centers. Because of the basic work done at IRRI and CIMMYT, however, it is considered that a Physiologist can be shared between rice and maize and a Biochemist is not essential. A full time Biochemist appears vital to the Grain Legume program owing to special problems of amino acid balance and antimetabolites and the importance of these crops in the alleviation of protein malnutrition. Similarly a Biochemist could be justified for the Root, Tuber and Vegetable Improvement program because of the need to upgrade the nutritional value of these crops. However, as much of the routine biochemical work can be carried out in the Analytical Services Laboratory and the possibility of finding one man who can handle both the physiological and biochemical problems, a Plant Physiologist/Biochemist is proposed for that program making it possible to stay within the total of two Physiologists and two Biochemists projected earlier.

Another possible objection to the proposal is the large size of the Farming Systems Program. This can be justified by the importance of this program and the fact that it has always been conceived as a problem area requiring the joint efforts of a broad range of disciplines. Nevertheless,

it may prove unwieldy. One solution is to pull some group out as a separate program. It is suggested that if this were done the most appropriate separate grouping would be that of the two Agricultural Economists and the Agricultural Engineer (Mechanization), with the possible addition of a Rural Sociologist, to form a "Rural Development" program (A better name may be found but the functions and interrelationships of such a grouping are fairly clear).

One of the major advantages of assigning the various specialized staff to interdisciplinary programs is that in staff recruitment the specific person most suited for the particular requirement can be selected. For example, the Pathologist assigned to the Cereal Improvement program should be prepared to deal chiefly with fungus and bacterial disease problems, while someone with expertise in virology would be sought as the Pathologist for the Root, Tuber and Vegetable Improvement program. In pointing this out it is essential to emphasize that the barriers between the various programs should be very low, permitting cooperation between programs when a specialist available in one program is required to solve a problem in another. While the specialists will be dispersed among the various programs for budgetary and administrative purposes, close cooperation between staff of the same discipline working in different programs will be enhanced by the development of professional groupings and seminars and the fact that they will be working together in specialized laboratories.

One of the chief advantages of the proposed organization is the greater ease and clarity of budget preparation and analysis. A sample budget, using the same total cost estimates for Research and Training (\$2,005,000) as shown in the 1972 Program and Budget Presentation, is presented in Table 2. The operational cost of each program as well as the numbers of professional staff and the amount of support available to each staff member can be clearly seen.

By assigning percentages of the Research Support, Administration and Physical Plant Services budgets to the research and training programs an estimate can be made of the total cost for each program. An example of such a breakdown is shown in Table 3.

It is also possible to separate out any particular discipline area or sub-program from the various major program areas (e.g. Soil Physics, Grain Legume Physiology, Cereal Pathology, etc.) Such estimates would be useful for application to donors who may wish to sponsor an identifiable package smaller than the large programs. A tentative estimate for the costs of the Soil Physics sub-program of the Farming Systems Program over a three-year period is shown as an example in Table 4.

TABLE 1. PROPOSED ORGANIZATIONAL STRUCTURE RESEARCH & TRAINING

RESEARCH PROGRAMS

Farming Systems

Agricultural Economist (2)
 Agricultural Engineer
 (Soil & Water Conservation)
 Agricultural Engineer (Mechanization)
 Agroclimatologist
 Agronomist - Systems
 Agronomist - Weed Science
 Breeder/Agronomist
 (Soil Conserving Crops)
 Nematologist
 Soil Biologist
 Soil Scientist (Chemistry)
 Soil Scientist (Classif. & Pedology)
 Soil Scientist (Fertility)
 Soil Scientist (Physics)

Cereal Improvement

Agronomist
 Breeder (Maize)
 Breeder (Rice)
 Entomologist
 Plant Pathologist
 Plant Physiologist

Grain Legume Improvement

Agronomist
 Biochemist
 Breeder
 Entomologist
 Plant Physiologist
 Plant Pathologist

Root, Tuber & Vegetable Improvement

Agronomist (Root & Tuber)
 Breeder (Root & Tuber)
 Breeder/Agronomist (Vegetables)
 Entomologist
 Plant Pathologist
 Plant Physiologist/Biochemist

RESEARCH SUPPORT UNITS

Biometrics
 Communications
 Farm
 Library
 Training

TABLE 2. SAMPLE RESEARCH & TRAINING BUDGET - 1972

ACTIVITY	STAFF (No.)						BUDGET (thousands of dollars)				
	Regular										
	Professional	Field & Lab. : Sr.	Jr.	Office : Sr.	Jr.		Staff Costs : Prof.	Regular	Travel	Supplies : & Equip.	TOTAL
Research Program											
Farming Systems	14 ^{1/}	16	44	2	4		312	130	42	90	574
Cereal Improv.	6	8	24	1	2		144	65	18	50	277
Gr. Leg. Improv.	6 ^{1/}	8	24	1	2		132	65	16	45	258
Root, Tuber & Veg.	6 ^{1/}	7	21	1	2		132	60	17	40	249
TOTAL	32	39	113	5	10		720	320	93	225	1,358
Training Program											
Operations	1	--	2	1	--		24	6	3	5	38
Trainees	--	22	--	--	--		--	124	10	35	169
TOTAL	1	22	2	1	--		24	130	13	40	207
Research Support											
Units											
Biometrics	1	3	2	1	--		24	18	2	10	54
Communications	1	2	3	1	1		24	17	5	20	66
Farm	1	4	17+	--	1		24	95	1	15	135
			150 da/ta								
Library	1 ^{1/}	7	3	1	1		24	35	2	45	106
R&T (Gen.) ^{2/}	1 ^{1/}	3	4	1	--		38 ^{3/}	20	4	17	79
TOTAL	5	18	29	4	3		134	185	14	107	440
TOTAL	38	79	144	10	13		878	635	120	372	2,005

1/ A total of five staff members from these units budgeted for $\frac{1}{2}$ year only in line with 1972 budget proposals.

2/ Includes costs of service lab, research stores operations, and Associate Director's Office costs.

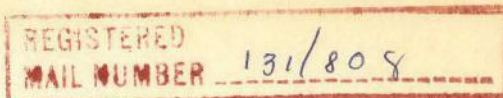
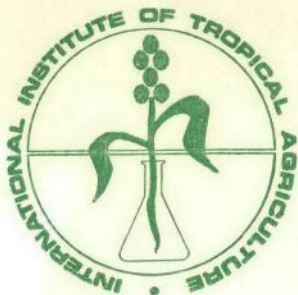
3/ Includes consultants and visiting scientists.

TABLE 3. SAMPLE BREAKDOWN OF PROGRAM COSTS - 1972
(thousands of dollars)

PROGRAM	: Operational : Budget : (see Table 2)	Overhead Allocations						TOTAL
		Research		Administration		Physical Plant		
		Support				Services		
		%	\$	%	\$	%	\$	
Farming Systems	574	30	132	34	237	36	197	1,140
Cereal Improvement	277	18	79	15	105	15	82	543
Gr. Legume Improv.	258	17	75	14	97	15	82	512
Root, Tuber & Veg. Improvement	249	15	66	12	84	14	77	476
Training	207	20	88	25	174	20	110	579
TOTAL	1,565	100	440	100	697	100	548	3,250

TABLE 4. SAMPLE BREAKDOWN OF SUB-PROGRAM COSTS
e.g. Soil Physics Sub-program of Farming
Systems Program.

	YEAR			
	1972	1973	1974	3-Yr. Total
A. Operational Costs	\$	\$	\$	\$
<u>Professional Staff</u>	(1) 24,000	(1) 24,000	(1) 24,000	72,000
<u>Regular Staff</u>				
Senior --	(2) 8,000	(3) 12,000	(3) 12,000	32,000
Junior --	(3) 4,500	(5) 7,500	(5) 7,500	19,500
<u>Trainees</u>	(2) 16,000	(3) 24,000	(3) 24,000	64,000
<u>Supplies & Equipment</u>				
Capital --	27,000	--	--	27,000
Recurrent --	5,000	6,000	6,000	17,000
<u>Travel</u>	3,000	3,000	3,000	9,000
Total	<u>87,500</u>	<u>76,500</u>	<u>76,500</u>	<u>240,500</u>
B. Overhead Allocations (3%)				
Research Support	14,000	14,500	15,000	43,500
Administration	21,000	23,000	26,000	70,000
Physical Plant Services	<u>19,500</u>	<u>21,500</u>	<u>23,500</u>	<u>64,500</u>
Total	<u>54,500</u>	<u>59,000</u>	<u>64,500</u>	<u>178,000</u>
C. Total Cost	\$142,000	\$135,500	\$141,000	\$418,500



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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P.O. BOX 145 IKEJA

Telephone: Lagos 33931

A22

24 September 1971

Mr. Ringnalda, Dr. Kruithof, Dr. Kelly, Mr. Hardin, Mr. Pino,

Mr. Oram, Mr. Melville, Mr. Gerin-Lajoie, Mr. Hopper and

Mr. Hartzog:

The Board of Trustees of the IITA last week approved the organization of the IITA research programs as shown in the attached memo, and the redefinement of the Institute's scope of research as summarized in the excerpt from the Research Committee report attached.

We presume you will want to make these documents a part of the Program and Budget Presentation sent you earlier.

Yours sincerely,

John L. Nickel
Associate Director

ar
encl.

*Documents added
to all copies of Program
and Budget 1971*

u

RECEIVED

157 OCT - 2 PM 3:22

encl.
21

Associate Director
John G. Nicker

[Handwritten signature]

Yours sincerely,

[Large handwritten note in red ink:]
Remainder of the
document is
to be
sent to
the
Director
of
the
Institute
of
Tropical
Agriculture
Lagos

Program and budget presentation sent you earlier.
We presume you will want to make these documents a part of the
the exhibit from the Research Committee report attached.
redevelopment of the Institute, a scope of research as summarized in
of the IITA research programs as shown in the attached memo, and the
the Board of Trustees of the IITA last week approved the organization

Mr. Harwood:

Mr. Olan, Mr. Melville, Mr. Gelin-Gelore, Mr. Hopper and
Mr. Kinsler, Dr. Kinsler, Dr. Kelly, Mr. Harbin, Mr. Pino,

34 September 1971

Boqila Estate) 34830
Private & House) 33250
Administration: Ibadan 33341, 33013
Telephones:

[Handwritten number:] 655

Telephone: Lagos 33031
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80, SOBO AROBIODU AVE.
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OYO ROAD, P.M.B. 2330, IBADAN, NIGERIA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



MAIL NUMBER 131/802
REGISTERED



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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Telephone: Lagos 33931

10 September 1971

Messrs. W. David Hopper, IDRC
Arie Kruithof, IBRD ✓
Omar Kelly, USAID
David Hartzog, UNDP
R. G. Mawby, Kellogg
Paul Gerin-Lajoie, CIDA
Peter Oram, FAO Rome
Gerben Ringnalda, Netherlands
Ralph Melville, MOD
John Pino, Rockefeller Fdn.
Lowell Hardin, Ford Fdn.

Gentlemen:

We are pleased to submit herewith copy of the 1971 Program and Budget Presentations of the International Institute of Tropical Agriculture. This has not yet been approved by the Board of Trustees but will be presented to the Board for approval during its meeting the week of 13 September. This is being sent as an advance copy for your early consideration in preparation for the International Centers Week.

Yours sincerely,

John L. Nickel
Associate Director

ar

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COMMUNICATIONS
SECTION

August 12, 1971

Distribution

Mr. Kruithof

INTBAFRAD

WASHDC

KRUTHOF

REFERENCE YOUR LETTERS / DIRECTOR ALBRECHT WILL WELCOME YOUR VISIT
PROPOSED STOP ARRANGING ACCOMMODATION STOP ALBRECHT ALSO AT ADDIS
MEETING WILL FINALISE TRAVEL PLANS WITH YOU STOP
MITCHELL TROPFOUND IKEJA NIGERIA



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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June 24, 1971

Mr. Arie Kruithof,
Development Services Department,
International Bank for Reconstruction
and Development,
1818 H. Street, N.W.,
Washington, D.C.
U.S.A.

Dear Arie,

This is to confirm the dates of IITA meetings listed in Lowell Hardin's letter of 15 June:

13-14 September: Board of Trustees Research Committee
15-17 September: Annual Meeting of the IITA Board of Trustees.

As Lowell anticipated, we are pleased to invite you or another representative of the Consultative Group to attend these meetings. We await your advice.

When dates of subsequent meetings in which you may be interested have been finalized, I let you know.

With best wishes, I am,

Sincerely yours,

H.R. Albrecht
Director

cc: Mr. Lowell S. Hardin

smo.

2MO*

cc: Mr. Lowell S. Hardin

Director
H. B. Albrecht

Sincerely yours,

With best wishes, I am,

have been finalized, I let you know.

When dates of subsequent meetings in which you may be interested

await your advice.

representative of the Consultative Group to attend these meetings. We

as Lowell anticipated, we are pleased to invite you or another

12-13 September: Annual Meeting of the IITA Board of Trustees.

13-14 September: Board of Trustees Research Committee

letter of 12 June:

This is to confirm the dates of IITA meetings listed in Lowell Hardin's

Dear Sir,

U.S.A.

Washington, D.C.

1818 H. Street, N.W.

and Development,

International Bank for Reconstruction

Development Services Department,

Mr. Art Kruttsch

June 24, 1961

Boqila Estate) 34030
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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



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Telephone: Lagos 33931

19 May 1971

Mr. A. Kruithof
International Bank for Reconstruction & Development
1818 H Street NW
Washington, DC 20433

Dear Mr. Kruithof:

I write first to thank you again for the tasty and congenial luncheon you arranged for Jerry Grant and myself when we were in Washington, and secondly to report on Mr. McNamara's visit to the I.I.T.A. Site yesterday.

Mr. McNamara's party was enlarged somewhat with the addition of several of the World Bank staff in Nigeria and representatives of the Government, so we had a nice group to tell our story to. You or someone had briefed Mr. McNamara very well, since he seemed quite up-to-date on I.I.T.A. developments and he certainly proved to be one of the most interested visitors we've had in a long time. I'd say his visit was highly successful because of his interest and the genuine enthusiasm he has for the international agricultural research effort. We were quite stimulated by him and his associates.

Today is the meeting of the consultative group in Washington, and those of us stationed at the outposts are most anxious to have the report. It's certainly gratifying to us whenever the base of our support is broadened and certainly the consultative group will be most effective in this regard. We're happy with such actions as have been taken by the Dutch Government and the pickup in interest shown by the British and the West Germans. I'm sure much of this has been generated as a result of the association of these governments with the consultative group, so you can see we consider your role as most essential. Thank you so much for your personal interest and efforts.

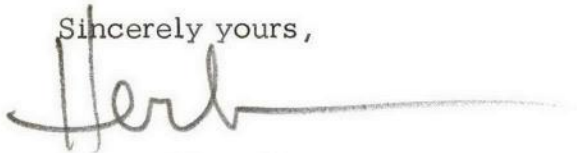
-continued-

Mr. A. Kruithof
19 May 1971
page 2.

We hope sincerely we won't have to wait too long before you make your first visit to the I.I.T.A. We'd be delighted to introduce you to our staff and show you our facilities and look forward to hearing from you when we can expect your visit.

With best wishes, I am

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'H. R. Albrecht', with a long horizontal flourish extending to the right.

H. R. Albrecht
Director

ar

1971 JUN-1 0011:31

1971 JUN 1 10:05
17.00

91

Director

H. K. Albrecht



Sincerely yours,

With best wishes, I am

when we can expect your visit.

staff and show you our facilities and look forward to hearing from you
first visit to the I.I.T.V. We'd be delighted to introduce you to our
We hope sincerely we won't have to wait too long before you make your

page 3.

10 May 1971

Mr. A. K. Albrecht

CAPITAL REQUIREMENTS FOR
INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

1. There is no single document signed by the original donors (the Nigerian Government and the Ford and Rockefeller Foundations) spelling out the respective commitments of each. The commitments of the two Foundations were stated, however, in the Proposal for an International Institute of Tropical Agriculture Located In Nigeria, first submitted by the two Foundations to the Nigerian Government in April 1964, modified and expanded in March 1965, and accepted by the Nigerian Government in April 1965. (The March 1965 version, and the Nigerian Government's letter of acceptance, are enclosed as Attachment A.)

The relevant section of the Proposal, under the heading "Financing" (page 4), reads as follows:

"Basic financing of the original capital costs of buildings and equipment would be provided by the Ford Foundation.

"Recurrent costs of core operating expenses, such as staff salaries and benefits, building and equipment upkeep and replacement, supplies, library, publications, conferences and seminars, etc. would be shared equally by the Rockefeller and Ford Foundations. The Institute would be authorized to receive funds from other sources, both public and private, and once established would actively seek support from other sources for fellowships, special projects and equipment, as well as for general support."

The Proposal estimated the capital costs of the Institute's buildings and equipment (page 3) to be "somewhat higher" than those of the International Rice Research Institute, which amounted to between \$7.0 and \$8.0 million. The letter of acceptance from the Nigerian Government used the language "at a capital cost in the region of \$8 million."

2. The commitments of the two Foundations were further stated in the July 1967 Decree of the Nigerian Government establishing IITA (Attachment B). Paragraph No. 6, under the subtitle "Financing of the Institute", reads as follows:

"Subject to the provisions of this section, the Ford and Rockefeller Foundations have agreed to finance the Institute in accordance with the provisions as to financing set out in the proposal in the Schedule to this Decree. However, the Foundations shall at any time during the period covered by the Schedule stated in the Decree be empowered to review and revise their intended

continuing support; and the Foundations may in their discretion extend financial support of core operations, in whole or in part, for a period to be agreed with the Government or improve conditions during the same period so as to diminish or curtail financial support as the Foundations think fit."

Note that the March 1965 version of the Proposal was attached to the Decree as a Schedule, but omitting the estimate of capital costs which in July 1967 was no longer considered realistic.

3. The financing of IITA's capital costs, as stated in both the Proposal and the Decree, was originally discussed with, and approved in principle by, the Ford Foundation's Trustees in December 1963. The initial discussion paper submitted to the Trustees at that time (pages 11 and 12 enclosed as Attachment C) stated:

"Buildings and equipment -- It is suggested that the Ford Foundation provide the necessary capital for buildings and equipment.

"Operating Expenses -- ...It is proposed that if an Institute of Tropical Agriculture is established, the Ford and Rockefeller Foundations split the cost of operating this Institute and the International Rice Research Institute...."

The discussion paper estimated the probable cost of the International Institute of Tropical Agriculture at \$7.5 million based on the capital cost of the International Rice Research Institute.

4. By May 1965, the two Foundations realized that the cost of IRRI was an unreliable guide for the cost of IITA because of differences in time, location, and available utilities, and because of IITA's more comprehensive research mandate. As a result, in June 1965 when the Ford Foundation's Trustees approved a tentative plan for the establishment of IITA, the estimated cost of physical facilities was put at \$12 million.

Thereafter estimates of IITA's capital costs continued to escalate under the impact of worldwide increases in construction and equipment costs and of internal conditions in Nigeria. By December 1966, when the Foundation's Trustees approved an appropriation of \$5 million for Phase I of IITA's construction costs, total capital costs were estimated at \$13.5 million (Attachment D). Estimates continued to inch up, exceeding \$20 million in January 1969.

5. The Ford Foundation's commitment to IITA's capital costs was confirmed in discussion with the Trustees on several occasions following the December 1963 meeting referred to above. As these capital costs continued to rise, however, the Trustees encouraged the Foundation's staff and that of IITA

to seek capital contributions from other donors. Discussions with other donors were initiated in the winter of 1968-69, and were advanced at the first Bellagio meeting of April 1969, which subsequently became the nucleus of the Consultative Group.

By June 1969, the request submitted to the Foundation's Trustees for a \$5 million appropriation for Phase II capital costs (Attachment E) reported as follows:

"...It is now our expectation that the total capital cost of IITA will be about \$17.2 million, of which \$6.2 million has already been made available, leaving \$11 million to be found. The action currently recommended will provide \$5 million of this amount from FY 1969 funds. We intend to try to obtain some part of the remaining \$6 million from other sources, with some real hope that both AID and the Canadian aid agency may be willing to contribute at least to the equipment costs (\$2-3 million)."

6. After his installation as Director, Dr. Herbert Albrecht began a concerted effort, in cooperation with the architects, to scale down IITA's capital costs. This was done through reductions in Phase II plans in the number and size of some facilities (for example, four laboratory buildings were reduced to two) and by the elimination of non-functional refinements and furnishings. The results of this effort were summarized in a letter from Dr. Albrecht to David Bell, dated April 26, 1969 (Attachment F).

On the basis of these revised plans, IITA's capital costs were estimated in May 1969 at \$17,068,700. Because of the reductions in facilities, this estimate cannot be meaningfully compared with previous estimates to show rising construction and equipment costs. However, no further major changes have been made in IITA's capital plans since 1969, and this estimate can be compared with subsequent estimates, as follows:

May 1969	\$17,068,700
June 1969	17,374,000
June 1970	17,546,000
July 1970	17,375,000

May 1971	\$17,515,000
June 1971	18,300,000 ^{a)}
December 1971	18,541,000 ^{b)}

- a) following renegotiation of contract with general contractor
- b) following devaluation of the dollar and final Adebo award raising wages of construction labor

7. The estimate of IITA's total capital costs has thus increased from \$12 million in June 1965 to \$18,541,000. This increase has been partly offset by capital contributions from other donors amounting to \$1,538,000, as follows:

	<u>Paid to</u> <u>12/31/71</u>	<u>Due during</u> <u>Cal. 1972</u>	<u>Total</u>
Rockefeller Foundation	107	-	107
CIDA	310	-	310
USAID	740	280	1,020
Netherlands *	-	43.5	43.5 (subtracted from one budget)
United Kingdom (ODAO)	<u>-</u>	<u>57.5</u>	<u>57.5</u> (")
	1,157	381	1,538

The Rockefeller contribution was largely a technical one, arising from the fact that the salaries and related costs of some Rockefeller employees assigned to IITA in its early planning and building states were charged to IITA's capital budget. The contributions of the other donors have all been committed since January 1970 following extensive negotiations with IITA, and represent decisions on the part of new donors to join the two Foundations, in some form or other, in IITA's financing. In all cases, these capital contributions have been accompanied by substantially larger contributions to operating funds.

* and \$ 81.5 into one budget

8. A summary of the present position is as follows:

Estimated total capital costs of basic facilities and inventoried assets	\$18,541,000
---	--------------

Less:

Funds received or committed:

Ford Foundation	16,175,000	
Other donors	<u>1,538,000</u>	<u>-17,713,000</u>

<u>Net additional funds required</u>	<u>\$828,000</u>
--------------------------------------	------------------

*Probably less \$100,000
undistributed carry over*



MINISTRY OF ECONOMIC DEVELOPMENT

Telegrams : SECON

Telephone No. 22605

Ref. No. AGR.113/S.4/44

INDEPENDENCE HOUSE

PRIVATE MAIL BAG 12558

LAGOS, NIGERIA

9th April, 1965

D. Heaps, Esq.,
Resident Representative,
Ford Foundation,
47 Marina,
Lagos.

International Institute of Tropical Agricultural
Research

I write to confirm that my colleagues and I have studied the outline proposal for an International Institute of Tropical Agriculture located in Nigeria attached to your letter of 20th March, 1965, and that we have no major objections or amendments to propose at this stage. As I told you, we would like to be a bit more specific on customs privileges by restricting these to "first arrival" facilities for non-Nigerian professional staff whose personal income from your Foundations and other non-Nigerian sources would also be exempt from Nigerian income tax. But this and other matters of detail can be sorted out later when negotiating the detail agreement.

I wish to confirm formally what the Honourable Minister of Economic Development told Dr. Hill, Vice President for Overseas Development, Ford Foundation, that the Federal Government welcomes the proposal of the Ford and Rockefeller Foundations to establish an Institute of Tropical Agriculture at a capital cost in the region of £8 million and an annual running cost of over \$1 million per annum for a minimum period of 14 years assuming satisfactory operation. We note that the obligation of the Federal Government will be limited to providing the land required, promoting appropriate legislation embodying the details to be agreed and facilitating in a general way the early implementation of the project.

I hope that this firm indication and approval in principle will enable your two Foundations to enter into the necessary commitments so that the project may be started after satisfactory conclusion of an agreement embodying the detail arrangements. We will on our part, be prepared to invite our lawyers to prepare the necessary draft agreement based on the outline proposals as soon as we get a firm commitment from your Foundations that you are undertaking the programme outlined in your draft proposal.

As I told you, the new Ministry of Natural Resources and Research which I am supervising for the time being, will be our point of contact with you on this project. This purely domestic arrangement will not in any way affect the Federal Government's enthusiastic support in principle for the project.

A. A. Ayida
A. A. Ayida

Acting Permanent Secretary

65-24

PROPOSAL FOR AN
INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE
LOCATED IN NIGERIA

INTRODUCTION

/ Much of the world's population lives in the tropics. Their countries are marked by the paradox that, although predominantly agricultural, they do not produce sufficient foods of good nutritional quality to take care of the increasing needs of their own populations. Food crop yields are only one tenth to one half of those in developed countries.

Dietary hardships ranging from malnutrition to acute hunger are endemic. Except for export crops, such as palm oil and cocoa, tropical agriculture has received relatively little research attention and has not benefited from the major findings of modern science and technology.

The Rockefeller and Ford Foundations have for some years been cooperating with developing countries in efforts to increase the production and improve the quality of their food crops. One approach has been to provide assistance in establishing a limited number of regional and international institutions of high quality devoted to research on food crops and to training staff for other research institutions working on similar problems. One such institution now in existence is the International Rice Research Institute established in the Philippines in 1960 in cooperation with the Government of the Philippines. This organization, concerned with finding ways to increase yields and improve the nutritional quality of rice, the world's single most important food crop, has already produced impressive results in both research and training. Consideration is now being given to the possibility of establishing a new international institute that would focus on increasing the production and improving the nutritional values of important tropical food crops. Such an institute could, if mutually satisfactory arrangements can be worked out, be located in Nigeria.

Like the International Rice Research Institute, the proposed Institute would be designed to put teams of high-level specialists to work on major problems requiring basic or applied research; it would help train the professional manpower required by other institutions for research on tropical food crops; and through international forums, conferences, and seminars, provision of good library facilities and exchange of plant materials, it would assist scientists at other institutions to increase the effectiveness of their programs. It would be authorized to enter into cooperative research agreements with other institutions and to make small research grants when, in its judgment, these appear to be desirable and effective means of pursuing its objectives.

Preliminary explorations of the possibility of establishing the proposed Institute were begun in October 1963, when Dr. George Harrar, President of the Rockefeller Foundation, and Dr. F. F. Hill, Vice President of the Ford Foundation, visited Nigeria to study the feasibility of such a venture. Discussions were held with leading persons in government and at universities, including Prime Minister Alhaji, the Right Honorable Sir Abubakar Tafawa Balewa and the Minister of Economic Development, the Honorable Waziri Ibrahim. Dr. Harrar and Dr. Hill were accompanied by Professor Richard Bradfield, senior agricultural adviser to the Rockefeller Foundation, who subsequently made an extensive survey of all major agricultural research institutions in Nigeria. These discussions and studies confirmed the suitability of Nigeria as the potential site of the Institute, the mutual interests of Nigerian and Foundation officials in the proposed Institute, and the desirability, therefore, of exploring further the development of an acceptable arrangement for the Institute.

GENERAL OBJECTIVES OF PROPOSED INSTITUTE

The general objectives of the proposed Institute are as follows:

1. To provide in the tropics a high-quality international research organization devoted to finding ways

as quickly as possible to increase the output and improve the quality of tropical food crops. Attention also would be given to soil improvement and feed crops useful in intensive crop rotations. Basic research, applied research and experimentation, and field testing of results would be pursued. All important aspects of the problem of increasing and improving the quality of food production would be investigated--agronomic, engineering, and economic. Special attention would be given to studies of soils and the development of crop rotations and management systems, particularly in the humid tropics, which would make it possible to use soils more intensively than they are used at present.

2. To provide, in cooperation with universities and research stations concerned with tropical agriculture, high-level professional training for carefully selected persons who expect to become staff members of institutions and organizations in the tropics concerned with increasing food production and improving its quality and distribution.

3. To publish and disseminate research findings and recommendations of the proposed Institute.

4. To distribute improved plant materials to other research centers where they might be of significant value or use in breeding or improvement programs.

5. To establish, maintain and operate an information center and library which will provide for interested scientists and scholars everywhere a collection of the world's literature on tropical agriculture.

6. To organize or hold periodic conferences, forums and seminars, whether international, regional, local or otherwise, for the purpose of discussing current problems in the field of tropical agriculture.

ESTIMATED COST

Capital costs of buildings and equipment for the International Rice Research Institute in the Philippines amounted to between \$7.0 and \$8.0 million. It is believed that capital and equipment costs for an Institute of Tropical Agriculture probably would be somewhat higher.

Annual operating expenses of the International Rice Research Institute are currently running in the neighborhood of \$1.0 million. When the International Institute of Tropical Agriculture becomes fully operational, its annual operating expenses probably will be higher than that because of the greater number of crops involved and the many unsolved problems relating to the management of tropical soils.

FINANCING

Basic financing of the original capital costs of buildings and equipment would be provided by the Ford Foundation.

Recurrent costs of core operating expenses, such as staff salaries and benefits, building and equipment upkeep and replacement, supplies, library, publications, conferences and seminars, etc. would be shared equally by the Rockefeller and Ford Foundations. The Institute would be authorized to receive funds from other sources, both public and private, and once established would actively seek support from other sources for fellowships, special projects and equipment, as well as for general support.

Because assurance of long-term financial support is essential to the efficient operation of an agricultural research organization, the two Foundations would state their intention of supporting the core operations of the Institute for a minimum period of 14 years, assuming satisfactory operation. If, at the end of 14 years, the Institute, in the judgment of the two Foundations, is continuing to perform a service of great importance to tropical agriculture, consideration should be given to extending their support of its core operations for an additional period, fully, in part, or on a declining basis.

If, after the Foundations discontinue financial support for the Institute or at some later time it is deemed unnecessary or no longer feasible for the Institute to continue, the physical assets of the Institute would devolve, subject to approval by the Government of Nigeria, to a Nigerian or other appropriate agency.

LAND REQUIREMENTS

To facilitate and strengthen its training program and provide ready access to qualified scientists and research facilities in related fields, it is proposed that the Institute be located adjacent to the University of Ibadan. It is further proposed that adequate land for the Institute be provided by the Government of Nigeria on long-term lease at a token rent.

Because of the number of crops on which experimental work will be done and the wide variation in topography and soils in the Ibadan area, it is estimated that approximately 2,000 areas will be required in one block in the area generally to the north and/or west of the University of Ibadan campus. The Foundations are prepared to send qualified persons to Nigeria to establish the exact site requirements as soon as agreement in principle with the Nigerian Government has been reached. The Federal Government will assume legal and financial responsibility for this acquisition and for such other land acquisitions as may be required and mutually agreed upon by the Institute and Government in the future. Smaller acreages for experimental work, field tests and demonstrations in other parts of Nigeria may be required later on.

STATUS

The proposed Institute would be established under Nigerian law as an autonomous, non-profit, tax-free organization, international in character, and operating under policies laid down by its Board of Trustees.

BOARD OF TRUSTEES

It is proposed that the Institute have a self-perpetuating Board of Trustees of not less than nine nor more than fifteen members. Representation of the Board should reflect its international character. With the exception stated below, Board members would serve for a period of two years with the possibility of serving two successive terms. Terms would be staggered to provide continuity of membership. Members would serve in their individual capacities and not as representatives of the organizations with which they happen to be affiliated.

Because of the role the Insitute is expected to play in the development of Nigerian agriculture, its international character, and the visibility and prestige it would provide, the Rockefeller and Ford Foundations believe it to be essential to have the Minister in the Federal Government of Nigeria responsible for agriculture affairs or his representative serving ex officio on the Board of Trustees. This is the present arrangement in the case of the International Rice Research Institute located in the Philippines and it has proved to have important advantages for both the Institute and the Philippines.

In addition to the Minister or his representative, it is suggested that there be two additional Nigerian memberships on the Board. One would be rotated among the Vice Chancellors of Nigerian universities with Colleges or Departments of Agriculture and the other among the Directors of agricultural research stations of the Governments of Nigeria. Each appointee would serve one two-year term at a time.

Although it is anticipated that the Institute will develop cooperative working relationships with other universities and research stations in Nigeria, it is probable, because of its proposed location, that the institute's contacts with the University of Ibadan will be especially diverse and numerous. It is clearly of great importance to both the University and the Institute that these relationships be as harmonious and productive as possible. For this reason, it is desirable that the Vice-Chancellor of the University of Ibadan be appointed as the first academic member of the Institute's Board of Trustees and, at the expiry of his first two-year term on the Board, remain as a non-voting member of the Board in order to facilitate continuing association of the University with the proposed Institute.

It is proposed that the Rockefeller and Ford Foundations be authorized to appoint one member each to the Board of Trustees of the Institute and that the Director of the Institute also be a member.

It is proposed further that with the exception of the three Nigerian members, the two Foundation members and the Director, the Board of Trustees of the Institute shall be free to appoint such other members, not to exceed nine in number, as will in its judgment provide the strongest possible Board, keeping in mind such considerations as geographical representation, scientific knowledge of and experience in tropical agriculture, possible sources of funds other than the two Foundations, etc. Additional members might include, for example, one or more persons from each of the following categories: Tropical African areas other than Nigeria, South and Southeast Asia, Latin America and the Caribbean, and eminent specialists in tropical agriculture.

On the basis of the foregoing proposals, the membership of the Board might, for example, be as follows:

	<u>Number of Members</u>
Nigeria	3
Rockefeller and Ford Foundations (1 each)	2
Director of the Institute (ex officio)	1
Other Tropical African areas	3
South and Southeast Asia	2
Latin America and Caribbean	2
At Large (Eminent Tropical Agricultural Specialists)	<u>2</u>
Total	15

It is contemplated that the numbers in the first three categories shown above would remain constant unless it were mutually agreed to amend the articles of incorporation, by-laws, or other basic documents. Numbers in the remaining four categories might vary from time to time depending upon the judgment of the Board as to which individuals among those who are available are likely to make the greatest contribution to the work of the Institute. An effort would be made, however, to have on the Board at all times at least one member in each of the last four categories.

RELATION TO NIGERIAN AND OTHER UNIVERSITIES

The Institute would be an international, independent, autonomous institution operating under policies laid down by its Board of Trustees. It would not grant degrees and, therefore, would not be competitive with universities in Nigeria or elsewhere. It would, however, be prepared to furnish, in addition to facilities for research, advanced training for young scientists looking forward to careers in the field of tropical agriculture. Arrangements would be made with interested universities for granting appropriate credit for work done at the Institute toward requirements for advanced degrees. Arrangements for joint university-Institute appointments, for exchange of research personnel, and for the use of the Institute's research facilities by university staff members or of university facilities by Institute staff members would be a matter for individual negotiation between the Institute and the individual university concerned. The activities of the Institute would be designed to complement the work of other tropical agricultural institutions.

MANAGEMENT

The Institute would be responsible for all matters pertaining to its own staff, operating, of course, within the context of applicable Nigerian law. All professional and non-professional appointments, including candidates for training, would be made exclusively by the Institute.

The appointment of the Director of the Institute and of Trustees other than those from Nigeria would be subject to the approval of the two Foundations as long as they provide a substantial part of the funds required to finance the Institute's core operations.

Changes would be made in the basic charter of the Institute only with the prior approval of both Foundations during the period of their financial support and in consultation with the Government of Nigeria.

RELATIONS WITH GOVERNMENT

Custom-free privileges for the Institute, including furnishings and household equipment purchased by the Institute for lease or provision to staff members, would be provided. Customs privileges for foreign professional personnel would be extended on the same basis as to United Nations and other international technical assistance personnel working in Nigeria. Foreign professional staff members of the Institute would not be subject to Nigerian personal income tax.

The Federal Government would undertake to facilitate entry into Nigeria of professional personnel, except where an individual may be specifically declared unacceptable.

SUGGESTED TIME SEQUENCE

1. Final approval or revision of proposed agreement by both Foundations before submission to the Nigerian Government.
2. Approval in principle of the proposed agreement by the Nigerian Government.
3. Commitment to undertake the program by both Foundations and determination of exact site.
4. Enactment of provisions of agreement by the Nigerian Government, including formal acquisition of site.
5. Signing of the agreement by the Nigerian Government and Foundation representatives.
6. Organization of the Board of Trustees and election of the Institute Director.

19 March 1965

M. K. Ngalla

Attachment ¹⁴⁹B

Supplement to Official Gazette No. 64, Vol. 54, 27th July, 1967—Part A

65-365

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE
DECREE 1967



ARRANGEMENT OF SECTION

Section

- | | |
|--|--|
| <ol style="list-style-type: none">1. Establishment of the Institute.2. Functions of the Institute.3. Incidental powers of the Institute.4. The board of trustees.5. Meetings and procedure of the board.6. Financing of the Institute.7. Location of principal office.8. Provision of land.9. Annual report. | <ol style="list-style-type: none">10. Exemption from duties of customs.11. Exemption from income tax.12. Entry into Nigeria of professional and other personnel.13. Requirements for change in basic organisation of the Institute.14. Disposal of plant, etc., on determination of Institute.15. Interpretation.16. Citation. |
|--|--|

Schedule—Proposal for an international institute of tropical agriculture.

Decree No. 32

[24th July 1967]

Commence-
ment.

WHEREAS it has been made to appear to the Federal Military Government (in this Decree hereafter referred to as "the Government"); that the Ford Foundation and the Rockefeller Foundation of the United States of America (in this Decree hereafter referred to as "the foundations") heretofore undertook in co-operation with the former civil government to establish and maintain in Nigeria an international institute of tropical agriculture (in this Decree hereafter referred to as "the Institute") as nearly as may be in accordance with the objectives in the proposal of 19th March 1965 for such an Institute set out in modified form in the Schedule to this Decree :

AND WHEREAS the Government is satisfied that the Institute should be so established and maintained as an autonomous, non-stock, philanthropic, non-profit and tax-free corporation having and exercising the functions hereinafter appearing, and that the proposal aforesaid should be construed accordingly :

NOW THEREFORE THE FEDERAL MILITARY GOVERNMENT hereby decrees as follows :—

1.—(1) There shall be established an institute to be called and known as the International Institute of Tropical Agriculture (hereafter in this Decree referred to as "the Institute") to exercise the functions and powers and pursue the objectives assigned to it by this Decree.

Establish-
ment of the
Institute.

(2) The Institute shall be a body corporate with perpetual succession and a common seal which shall be kept in the custody of the chairman of the board of trustees or of the director if so authorized by the board.

2.—(1) The Institute shall have the general responsibility for undertaking studies of and research into tropical agriculture and of providing information thereon to authorised representatives of governments or to groups or bodies of persons, interested in tropical agriculture.

Functions
of the
Institute.

(2) In carrying out the general responsibility assigned to it by subsection (1) of this section, the Institute may pursue all or any of the following objectives :

(a) to provide in the tropics a high-quality international research organization devoted to finding ways as quickly as possible to increase the output and improve the quality of tropical food crops ;

(b) to provide, in co-operation with universities and research stations concerned with tropical agriculture, high-level professional training for carefully selected persons who expect to become staff members of institutions and organizations in the tropics concerned with increasing food production and improving its quality and distribution ;

(c) to publish and disseminate research findings and recommendations of the Institute ;

(d) to distribute improved plant materials to other research centres where they might be of significant value in breeding or improvement programmes ;

(e) to establish, maintain, and operate an information centre and library which will provide for interested scientists and scholars everywhere a collection of the world's literature on tropical agriculture ; and

(f) to organize or hold periodic conferences, forums, and seminars, whether international, regional, local, or otherwise, for the purpose of discussing current problems in the field of tropical agriculture.

Incidental
powers of
the
Institute.

3. The Institute shall have the following incidental powers, that is to say, it may,—

(a) obtain from any authority or person, charters, and concessions necessary for the attainment of its purposes ;

(b) acquire from any person, by way of gift, purchase, exchange or lease whether absolutely or in trust, any property, real or personal, requisite or necessary to carry out the objects of the Institute, with power, subject to any trust, to hold or dispose of any such property ;

(c) do and perform anything necessary in the opinion of the Institute, to further the purpose and attain the objects of the Institute.

The board
of trustees.

4.—(1) The affairs of the Institute shall be administered by a board of trustees (hereafter in this Decree referred to as "the board") composed of not less than nine and not more than fifteen members made up as follows, that is to say,—

(a) the permanent secretary of the Ministry of Agriculture and Natural Resources in the Federal territory or in the event of his inability to attend any meeting of his nominee in writing from that Ministry ;

(b) two members appointed by the Federal Executive Council one by rotation from amongst the Vice Chancellors of Nigerian universities having colleges or departments of agriculture, and the other by rotation from amongst the directors of agricultural research stations of the Government of Nigeria to hold office as in this section provided ;

(c) two members of whom one shall be appointed by the Ford Foundation and the other member shall be appointed by The Rockefeller Foundation in either case serving ex officio ;

(d) the director for the time being of the Institute ; and

(e) additional members that is to say members chosen from among the following categories, namely tropical African areas (other than Nigeria), South and Southeast Asia, Latin America and the Caribbean and from among eminent specialists in tropical agriculture, the members not exceeding nine in number, being elected from time to time by the board, with the approval of the Government of Nigeria and, as long as they provide a substantial part of the funds required to finance the Institute's core operations with the approval of the foundations.

(2) Members (other than those serving ex officio) shall hold office for a term of two years and shall be eligible for re-election for one further term of the like duration ; but a member appointed by the Federal Executive Council shall not be eligible for reappointment until two years after the expiration of his term.

Meetings
and
procedure
of the
board.

1964 No. 1.

5.—(1) The board shall meet at least once in each year and at such other times as may be required for any reason.

(2) Subject to the provisions of section 26 of the Interpretation Act of 1964 (which provides for decisions of a statutory body to be taken by a majority of its members and for the chairman to have a second or casting vote) the board may determine its own procedure or that of any committee thereof.

(3) The quorum at a meeting of the board shall be five and the quorum at a meeting of any committee of the board shall be fixed by the board.

6. Subject to the provisions of this section, the Ford and Rockefeller Foundations have agreed to finance the Institute in accordance with the provisions as to financing set out in the proposal in the Schedule to this Decree. However, the Foundations shall at any time during the period covered by the Schedule stated in the Decree be empowered to review and revise their intended continuing support; and the Foundations may in their discretion extend financial support of core operations, in whole or in part, for a period to be agreed with the Government or impose conditions during this same period so as to diminish or curtail financial support as the Foundations think fit.

Financing
of the
Institute.

7. The principal office of the Institute shall be established and maintained in Ibadan.

Location of
principal
office.

8.—(1) The Government shall make available on leasehold tenure to the Institute in accordance with the land requirement provisions of the proposal a suitable site for the location of the Institute adjacent to the university of Ibadan and such other areas of land as the Government and the Institute may, from time to time, agree to be necessary or desirable for experimental work, field tests, and demonstrations in parts of Nigeria other than where the principal office of the Institute is located.

Provision
of land.

(2) Land so made available by the Government shall be held upon such term or terms as may be agreed and upon payment of, in each case, one peppercorn as annual rental (if demanded).

9. The board shall furnish to the Federal Executive Council as soon as may be after the end of each year a report on the activities of the Institute during that year with sufficient copies for distribution to interested persons.

Annual
report.

10.—(1) All equipment and supplies required for the establishment and operation of the programmes of the Institute, including construction materials and supplies, machinery, and furnishings owned and imported by the Institute for the purposes of this Decree shall be exempted from duties of customs.

Exemption
from duties
of customs.

(2) Any other things owned and imported by the Institute shall likewise be so exempted:

Provided that the Government may require the Institute to give to it some indication of the nature and quality of any such thing so imported.

(3) The staff of the Institute shall be entitled to first arrival privileges only.

11.—(1) It is hereby declared that the Institute is an organisation between which and the Government there exists an arrangement for technical assistance, and—

Exemption
from income
tax.

(a) the income of the Institute, and

(b) the income of any person other than a citizen of Nigeria who is employed in or is engaged by the Institute in a professional capacity—

shall, in so far as and to the extent only that it is derived solely by reason of operations of the Institute in Nigeria, be exempted from liability to income tax.

(2) (a) Income of persons on in-service training, fellowship, grants or scholarship, and

(b) income derived by non-Nigerians from other sources outside Nigeria—

shall likewise be exempted from income tax.

Entry into
Nigeria of
professional
and other
personnel.

1963 No. 6.

12. Where any person (other than a Nigerian) seeking entry into Nigeria satisfies the immigration authorities that he is to be employed by the Institute or is engaged by it in a professional capacity as adviser, he shall, for the purposes of the Immigration Act 1963, be deemed to have accepted employment with the Government; and the provisions of section 8 of that Act shall be so construed and production of a consent to enter shall be unnecessary.

Require-
ments for
change in
basic orga-
nization
of the
Institute.

13. No change shall be made in the basic organisation of the Institute save after consultation with the Government and with the prior approval of the foundations so long as the foundations continue to provide wholly or to a major extent the funds required to finance the core operations of the Institute.

Disposal
of plant,
etc. on
determina-
tion of the
Institute.

14. If the foundations discontinue financial support for the Institute and the existence of the Institute is thereafter terminated for any reason, all of the physical plant and equipment of the Institute shall become the property of the Government to be used by it for scientific or educational purposes.

Interpre-
tion.

15. In this Decree unless the context otherwise requires,—

“charters and concessions” include franchises, licences, rights and privileges with or without financial or other assistance;

“core operations” means the functions referred to in section 2 (2) of this Decree and includes the cost of maintaining and operating the Institute;

“the Government” means the Federal Military Government and includes any successor Government;

“the proposal” means the Proposal for an International Institute of Tropical Agriculture located in Nigeria referred to in the Schedule to this Decree and references to sundry provisions of the proposal shall be construed accordingly.

Citation.

16. This Decree may be cited as the International Institute of Tropical Agriculture Decree 1967.

SCHEDULE

*Preamble and Sections 6 (1) and 15*PROPOSAL FOR AN INTERNATIONAL INSTITUTE OF
TROPICAL AGRICULTURE LOCATED IN NIGERIA

(MODIFIED)

INTRODUCTION

.....The Rockefeller and Ford Foundations have for some years been co-operating with developing countries in efforts to increase the production and improve the quality of their food crops. One approach has been to provide assistance in establishing a limited number of regional and international institutions of high quality devoted to research on food crops and to training staff for other research institutions working on similar problems.....

Consideration is now being given to the possibility of establishing a new international institute that would focus on increasing the production and improving the nutritional values of important tropical food crops. Such an institute could, if mutually satisfactory arrangements can be worked out, be located in Nigeria.

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Preliminary explorations of the possibility of establishing the proposed Institute were begun in October 1963, when Dr George Harrar, President of the Rockefeller Foundation, and Dr F. F. Hill, Vice President of the Ford Foundation, visited Nigeria to study the feasibility of such a venture. Discussions were held with leading persons in government and at universitiesDr Harrar and Dr Hill were accompanied by Professor Richard Bradfield, senior agricultural adviser to the Rockefeller Foundation, who subsequently made an extensive survey of all major agricultural research institutions in Nigeria. These discussions and studies confirmed the suitability of Nigeria as the potential site of the Institute, the mutual interests of Nigerian and Foundation officials in the proposed Institute, and the desirability, therefore, of exploring further the development of an acceptable arrangement for the Institute.

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In addition to the Minister or his representative, it is suggested that there be two additional Nigerian memberships on the Board. One would be rotated among the Vice-Chancellors of Nigeria universities with Colleges or Departments of Agriculture and the other among the Directors of agricultural research stations of the Governments of Nigeria. Each appointee would serve one two-year term at a time.

It is expected that the Institute will develop co-operative working relationships with other Universities and research stations in Nigeria. However, it is probable, because of its proposed location, that the Institute's contacts with the University of Ibadan will be especially diverse and

numerous. For this reason it is desirable that the Vice-Chancellor of the University of Ibadan be appointed as the first academic member of the Institute's Board of Trustees.

It is proposed that the Rockefeller and Ford Foundations be authorized to appoint one member each to the Board of Trustees of the Institute and that the Director of the Institute also be a member.

It is proposed further that with the exception of the three Nigerian members, the two Foundation members and the Director, the Board of Trustees of the Institute shall be free to appoint such other members, not to exceed nine in number, as will in its judgment provide the strongest possible Board, keeping in mind such considerations as geographical representation, scientific knowledge of and experience in tropical agriculture, possible sources of funds other than the two Foundations, etc. Additional members might include, for example, one or more persons from each of the following categories: Tropical African areas other than Nigeria, South and Southeast Asia, Latin America and the Caribbean, and eminent specialists in tropical agriculture.

On the basis of the foregoing proposals, the membership of the Board might, for example, be as follows:

	<i>Number of Members</i>
Nigeria	3
Rockefeller and Ford Foundations (1 each) .	2
Director of the Institute (ex-officio) ..	1
Other Tropical African areas	3
South and Southeast Asia	2
Latin America and Caribbean	2
At Large (Eminent Tropical Agricultural Specialists)	2
Total	<u>15</u>

It is contemplated that the numbers in the first three categories shown above would remain constant unless it were mutually agreed to amend the articles of incorporation, by-laws, or other basic documents. Numbers in the remaining four categories might vary from time to time depending upon the judgment of the Board as to which individuals among those who are available are likely to make the greatest contribution to the work of the Institute. An effort would be made, however, to have on the Board at all times at least one member in each of the last four categories.

RELATION TO NIGERIAN AND OTHER UNIVERSITIES

The Institute would be an international, independent, autonomous institution operating under policies laid down by its Board of Trustees. It would not grant degrees and, therefore, would not be competitive with universities in Nigeria or elsewhere. It would, however, be prepared to furnish, in addition to facilities for research, advanced training for young scientists looking forward to careers in the field of tropical agriculture. Arrangements would be made with interested universities for granting appropriate credit for work done at the Institute toward requirements for

advanced degrees. Arrangements for joint university-Institute appointments, for exchange of research personnel, and for the use of the Institute's research facilities by university staff members or of university facilities by Institute staff members would be a matter for individual negotiation between the Institute and the individual university concerned. The activities of the Institute would be designed to complement the work of other tropical agricultural institutions.

MANAGEMENT

The Institute would be responsible for all matters pertaining to its own staff, operating, of course, within the context of applicable Nigerian law. All professional and non-professional appointments, including candidates for training, would be made exclusively by the Institute. The Institute would expect to employ Nigerians in non-professional capacities so far as is consistent with the attainment of its objectives and adequately qualified Nigerians are available.

The appointment of the Director of the Institute and of Trustees other than those from Nigeria would be subject to the approval of the two Foundations as long as they provide a substantial part of the funds required to finance the Institute's core operations.

Changes would be made in the basic charter of the Institute only with the prior approval of both Foundations during the period of their financial support and in consultation with the Government of Nigeria.

RELATIONS WITH GOVERNMENT

Customs-free privileges for the Institute, including furnishings and household equipment purchased by the Institute for lease or provision to staff members, would be provided. Customs privileges for foreign professional personnel would be extended on the same basis as to United Nations and other international technical assistance personnel working in Nigeria. Foreign professional staff members of the Institute would not be subject to Nigerian personal income tax.

The Federal Government would undertake to facilitate entry into Nigeria of professional personnel, except where an individual may be specifically declared unacceptable.

DATED at Lagos this 24th day of July 1967.

MAJOR-GENERAL Y. GOWON,
*Head of the Federal Military Government,
Commander-in-Chief of the Armed Forces,
Federal Republic of Nigeria*

Organization

It is proposed that the possibility be explored of working out a mutually satisfactory arrangement under which the proposed Institute would be established on or near the campus of the University of Ibadan in Nigeria. It would be an independent organization but with close cooperative links with the University at the research and graduate training levels. For example, staff members of the Institute might be appointed University faculty members and appropriate members of the University's staff might hold research appointments in the Institute. Graduate degrees would be awarded by the University. This type of relationship has been developed between the International Rice Research Institute and the College of Agriculture, Los Banos, and appears to be working quite satisfactorily.

Management

It is suggested that the Rockefeller Foundation be asked to enter into a management agreement with the proposed Institute and assume responsibility for its day-to-day management and operation. Both Foundations would be represented on the board of trustees and it should be agreed that the Director of the Institute, to be provided by the Rockefeller Foundation, be acceptable to both Foundations and the Institute's board of trustees.

Estimated Cost

Buildings and equipment -- The capital cost of the Rice Research Institute, including the purchase of land from private owners for experimental plots, has been approximately \$7.5 million. This is probably as good a figure as any to use at this stage in estimating the probable cost of an International Institute of Tropical Agriculture.

Operating Expenses -- The operating expenses of the Rice Research Institute, including salaries of the Director, Associate Director and other

Rockefeller Foundation personnel paid directly from New York is currently running between \$900,000 and \$1,000,000 annually. It is assumed for planning purposes that once the proposed Institute of Tropical Agriculture gets in full swing, annual operating costs are likely to run in the neighborhood of \$1 million annually.

Financing

Land -- Land is not particularly scarce or difficult to obtain in the Ibadan area. It is believed that the University of Ibadan would be able and willing to provide the necessary land for an Institute on or adjacent to its campus.

Buildings and equipment -- It is suggested that the Ford Foundation provide the necessary capital for buildings and equipment.

Operating Expenses -- At the present time, the Rockefeller Foundation assumes full responsibility for the cost of operating the Rice Research Institute. However, the Ford Foundation has made grants to the Institute to enable it to carry on certain activities in the region which are in addition to those which the Rockefeller Foundation agreed to finance at Los Banos.

It is proposed that if an Institute of Tropical Agriculture is established, the Ford and Rockefeller Foundations split the cost of operating this Institute and the International Rice Research Institute. Assuming the combined operating expenses of the two institutes amount to \$2 million annually, this would mean that each foundation would contribute \$1 million annually to operating expenses. It is suggested that each foundation make its contribution to each Institute in the form of 7-year grants payable in annual installments. Each Institute would be required to account to the two foundations for prior expenditures before the next annual payment is made. Assurance of long-term financing is believed essential to efficient operation; hence the recommendation for 7-year grants.

Each Institute would be free to seek additional financing on a project basis to finance fellowships and other activities.

Bd. of Trustees Mtg. 12/8-9/66

OVERSEAS DEVELOPMENT

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

Recommended Action: Approval of an appropriation of \$5 million for Phase I of the construction of the International Institute of Tropical Agriculture.

Budget: Tentatively designated reserve

Background: At the meeting in June 1965 the Trustees approved a tentative plan for the International Institute of Tropical Agriculture (IITA) to be established near Ibadan, Nigeria. The estimated cost of physical facilities was put at \$12 million, of which \$1.5 million was to be provided from the regular budget of OD and \$10.5 million from a special appropriation. A TDR was established at that time in the amount of \$10.5 million. Operating costs were estimated at \$2.5 million annually.

Since then preliminary planning for the Institute has proceeded, financed by \$500,000 from the regular OD budget. Despite political uncertainties in Nigeria, substantial progress has been made. The Nigerian Government has acquired 2,300 acres of land for the Institute, adjacent to the campus of the University of Ibadan. It has cut markers around it, has served removal notices on the people living on the plot, and is in the midst of determining and paying compensation to them and removing them to other land. The Government has also developed plans for extending the Ibadan water system some four miles to bring potable water to the site and has entered into a water-sharing agreement with the Director-designate of the Institute, Dr. William Myers. The Nigeria Electric Corporation has also completed plans for bringing electric power to the area. These and other Nigerian Government activities have gone forward on schedule and without interruption during the period of political crisis. Action has not yet been taken by Nigeria on the basic legislation establishing the Institute, but this is largely because we and the Rockefeller Foundation have thought it best to wait until the political outlook is clearer. The legislation, in a form acceptable to the two Foundations and the Attorney General of Nigeria, has been drafted and is ready.

The principal architects (Smith, Haynes, Lundberg & Waehler) have completed the preliminary design of the entire project and the fundamental design for Phase I. The plans for general site development have been finished by the landscape architectural firm of Clarke and Rapuano, Inc., while Gilbert Associates have completed a water resource reconnaissance. Preliminary ground surveys have been made by Canadian Aero, and Institute staff on the Rockefeller Foundation payroll have been planning the layout of fields and crop areas.

We are now at a point where further progress can be made only through the commitment of substantial funds. At the same time, the political outlook in Nigeria remains obscure. To avoid loss of momentum on a project which has been moving well despite the political difficulties, we are requesting an appropriation which would permit the officers of the Foundation, in agreement with those of the Rockefeller Foundation, to proceed with the project when, as, and if conditions in Nigeria look favorable to the success of the project. Our present thinking is that the project would not be jeopardized even by the division of Nigeria into three states, if that were accomplished peacefully.

The architects' original plans were far too expensive, involving a capital outlay of some \$19 million. Estimated costs have now been reduced to \$13.5 million, and we expect to reduce the amount by at least another million before we are through. We are currently in conversations with the firm of Wood and Tower, Inc., consultants in construction planning and cost control, with a view to having them examine the present plans and recommend further reductions.

The capital costs of IITA are necessarily greater than they were for IRRI. This is largely because IITA would be located in a region and on a site which are truly undeveloped. It is necessary to provide for most of our own water supply, which involves the construction of a dam, and to provide for such things as a sewage disposal system, a substantial standby electric power plant, and an internal road system.

Nature of Proposal: It is recommended that an appropriation of \$5 million be approved for Phase I of the construction of the International Institute of Tropical Agriculture.

The appropriation requested would be used for the following purposes:

- (1) water facilities (connection with Ibadan system, dam, on-site storage, internal distribution);
- (2) sewage disposal and treatment plant;
- (3) central electric and refrigerator plant (an additional generator would be added in a later phase);
- (4) clearing, grading, roads, terracing of fields, etc.;
- (5) construction of an engineering service building, a research service (workroom) building and three green houses; and
- (6) construction of fifteen staff houses, one four-unit apartment house and a guest house, in addition to two off-site houses currently under construction on the University of Ibadan campus.

The estimated capital costs for completion of this phase are \$4,750,000. An appropriation of \$5 million would leave a contingency fund of \$250,000. Under favorable circumstances we would expect to commit the bulk of this appropriation in the course of this fiscal year and to return with a request for an additional capital appropriation in FY 68.

The Director-designate of the Institute proposes to start recruitment and to initiate the field research program during this fiscal year. Plans are to have eleven of the projected twenty-four program research teams at work by the end of the fiscal year. The remaining programs would be initiated in later years, after the construction of laboratory facilities in Phase II. The Director-designate has prepared and discussed with the two Foundations an estimated operating budget. This totals \$392,000 for the current fiscal year, \$1,198,000 for FY 68, and rises to \$2,757,000 when the program is fully operational in FY 71. These recurrent costs would be met on a fifty-fifty basis by the two Foundations. The Ford Foundation's share of the recurrent costs for FY 67 would be met from the regular OD budget.

It is at least likely that the build-up of scientific staff would not take place at the rate planned for the coming year. There are many start-up problems still ahead in which the two Foundations and the Director will all have to be involved: the determination of salary scales, the nationality composition of the staff, methods of continuing retirement payments, and many others. One of the most difficult is the problem of assuring the scientific staff some employment security in a situation in which there are obvious risks. The Rockefeller Foundation has met this problem in other situations by appointing the scientists to the Foundation staff and seconding them to the overseas institution. We are giving consideration to a modification of this approach, under which our proportionate share of the expatriate scientific staff would be employed by us on a term contract basis.

Based on exploratory conversations he has had to date with possible staff, Dr. Myers does not anticipate serious recruitment problems despite the disturbances which have occurred in Nigeria.

INTERNATIONAL DIVISION
(Middle East and Africa)

Appropriation for International Institute of Tropical Agriculture

Recommended Action: Approval of an appropriation of \$5 million to cover capital costs for Phase II of the construction of the International Institute of Tropical Agriculture through fiscal 1970.

Budget: FY 1969 International Division Reserve, \$2.5 million
FY 1969 General Reserve, \$2.5 million

Background: At their meeting in June 1965 the Trustees approved a tentative plan for the International Institute of Tropical Agriculture (IITA), to be established near Ibadan, Nigeria. Foundation actions totaling \$6,175,000 have since been approved for IITA's capital costs, the largest element being a \$5 million appropriation approved by the Trustees in December 1966 to finance Phase I of IITA's construction.

Because of unsettled conditions resulting from the Nigerian civil war, construction on Phase I was deferred until the summer of 1968. Since then, construction has progressed reasonably on schedule despite occasional import restrictions and transportation delays in New York, as well as between the port of Lagos and the Ibadan site; and Phase I is expected to be completed by February 1970. This will include completion of basic site work, and a threshing and crop-drying facility, one greenhouse, an engineering services building, a gatehouse, seven staff houses, one apartment building, servants' quarters, a sewage treatment plant, the installation of a pipeline from Ibadan, a dam and reservoir, a swimming pool, and all utility services.

IITA's architects (Haines Lundberg & Waehler) are now working on the designs and specifications for Phase II, which will complete the project. Phase II will include two laboratory buildings, an administration building, a utilities services building, two dormitories, a dining and social center, a conference center-auditorium, sixteen staff houses, two more apartment buildings, a guest house, a laundry and food service building, a plant growth building, seven more greenhouses, and servants' quarters. Construction of Phase II facilities is scheduled to begin late in 1969, with final completion expected by December 1971.

Development of IITA's staff and program has kept pace with its progress in construction. IITA's Board of Trustees held its first meeting in Ibadan in July 1968, and the new director, Dr. Herbert Albrecht, formerly president of the North Dakota State University, took up permanent residence in Ibadan in October. Dr. Will Myers, Vice President of the Rockefeller Foundation, is Chairman of the Board, and Dr. F. F. Hill is the Ford Foundation's representative on the Board. A core administrative staff is now at work in Ibadan, and will be strengthened in June 1969 with the arrival of the new associate director, Dr. Rodney Briggs, former provost of the Morris branch of the University of Minnesota. Several scientists have joined or will soon join the IITA staff on five-year contracts, and the Institute's research program is beginning to be worked out in detail, with some preliminary work already under way.

On August 1, 1968, a \$500,000 grant to IITA was approved as a half share of IITA's regular operating budget for the period July 1, 1968, to December 31, 1969, with the remaining half provided by the Rockefeller Foundation. Second grants of \$500,000 each from the two foundations for operational support are anticipated in fiscal 1970, after which the annual shares are expected to rise to \$750,000. Additional funds for operating costs will be needed within two or three years, and discussions are already under way with the Canadian aid agency, the Swedish aid agency, and AID to this end.

When the Trustees approved the \$5 million appropriation for Phase I construction in December 1966, it was roughly estimated that the total capital cost of the project would approximate \$13.5 million. However, later estimates, including the effects of delays in construction and increases in the costs of materials, escalated sharply, and early this year a comprehensive figure (including planning and development costs, construction costs, architectural and engineering fees, and furnishings and equipment) stood at just over \$20 million, even after the elimination of some facilities and the relocation and redesign of other facilities and staff residences.

During the past six months, Dr. Albrecht has worked intensively with the architects and his own staff, and has succeeded in reducing the estimated total cost further, to about \$17.2 million. These further savings have been effected mainly through reductions in the size of some facilities and the elimination of non-functional structural refinements and furnishings. The Foundation's New York staff (both International Division and Administrative Division) have reviewed the present status of the construction plans for Phase II, and concur with Dr. Albrecht that further reductions are not feasible without jeopardizing the expected efficiency and productivity of IITA's laboratories and related research facilities.

Consequently, it is now our expectation that the total capital cost of IITA will be about \$17.2 million, of which \$6.2 million has already been made available, leaving \$11 million to be found. The action currently recommended will provide \$5 million

of this amount from FY 1969 funds. We intend to try to obtain some part of the remaining \$6 million from other sources, with some real hope that both AID and the Canadian aid agency may be willing to contribute at least to the equipment costs (\$2-3 million).

Nature of Proposal: It is proposed that an appropriation of \$5 million be approved to cover the anticipated capital costs for Phase II of the construction of the International Institute of Tropical Agriculture through fiscal 1970. Of this \$5 million, approximately \$4.4 million would be required for construction costs (including architectural and engineering fees) and \$600,000 for furnishings and equipment for the laboratories, farm and shops, office and library, and housing. Additional funds of approximately \$6 million will be required to complete the project in 1971, and it is anticipated that during fiscal 1970 an additional appropriation will be requested for some part of this amount, depending on what capital contributions, if any, IITA can obtain from other sources.

Discussion: We have continuously attempted to assess the impact of the continuing Nigerian civil war and the nation's unsettled political future on IITA's development and long-run viability. We have repeatedly concluded that the reasons for locating IITA at Ibadan--the proximity of other agricultural research facilities, the support of the Nigerian Government, the variety of soil and topographical conditions, the advantages of a location near a major university and the largest city south of the Sahara--are still valid. Political and military conditions in Nigeria have not and are not now significantly hampering the progress of IITA--in its construction program, in the recruitment of staff members, or in its relationships with Nigerian agencies, officials, and professional colleagues.

Despite wartime conditions, the Federal Government is continuing to fulfill its commitments to the project--mainly the payment of compensation to village families who have been moved from IITA's land. "Despite their having a war on their hands and even though money is very scarce," Dr. Albrecht writes, "the Government is paying off the villagers and all should have their compensation for their crops and homes by the end of this year. This will vacate the area; payments for the land itself, a most tortuous process because of the vagueness of ownership, will come later but will not involve IITA. Suffice it to say that the Government will some day have invested something over £ 750,000 (over \$2 million) in the enterprise."

There is no doubt that we are continuing to run real risks by continuing to invest in IITA. The high importance of the research to be conducted there, however, seems to us clearly to warrant accepting the degree of risk now foreseeable. Moreover, it would be hard to identify another site in tropical Africa where the long-run risks of political and military difficulty would be substantially less.

HEADQUARTERS OFFICE:
BARCLAYS BANK CHAMBERS
BANK ROAD
P.M.B. 5320
IBADAN.
TELEPHONE: 21451/2

LAGOS OFFICE:
BY SOBO AROBIDU AVE.
P.O. BOX 145,
IKERAJA, NIGERIA.
TELEPHONE: 3393

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

Attachment F

THE FORD & ROCKEFELLER FOUNDATIONS

THE FORD FOUNDATION

Ibadan
26 April 1969

Cable Address:
TROPOFOUND, IBADAN.
TROPOFOUND, LAGOS.

Mr. David E. Bell
Vice President, International
The Ford Foundation
320 East 43rd Street
New York, N. Y. 10017

cc:Mr. Wayne Fredericks
Mr. F. F. Hill
Mr. W. J. LeMelle
Mr. W. M. Myers

Dear Dave:

We have just concluded several days of visits with Messrs. John Loughnane and Charles Hyun of Haines, Lundberg and Waehler, architects on the IITA project. The revisions of plans are to be quite extensive and, while sacrificing some architectural work already done, will result in some rather extensive alterations downwards of construction cost estimates. The new estimates must be delayed since the architects became victims (as have so many others recently) of the new and improved system of processing visa applications through Lagos using time-saving Telex equipment. They got here 15 April instead of 10 February.

But, we had made some progress with the buildings reviewed while I was in the States in March:

	Original Estimate	Deduction	Revised Estimate
Laboratory Building #400	\$ 711,000.	\$ 100,000.	\$ 611,000.
Furniture & Services	237,000.	30,000.	207,000.
Library Building	492,000.	170,000.	322,000.
Laboratory Building #401	721,000.	135,000.	586,000.
Furniture & Services	247,000.	40,000.	207,000.
Plant Growth Building #404	490,000.	287,000.	203,000.
Administration Building #500	1,189,000.	300,000.	889,000.
External Work at these Sites	835,000.	160,000.	675,000.
General Conditions and Contingencies	930,000.	178,000.	752,000.
TOTALS	\$5,852,000.	\$1,400,000.	\$4,452,000.

Mr. Bell
26 April 1969
page 2

Other buildings needed to complete the complex are:

Conference Center (Auditorium)	\$ 340,000.
2 Dormitories	416,000.
Dining & Social Center	760,000.
Utilities Services Building	375,000.
16 Residences	985,000.
2 Apartment Houses	220,000.
Servants Quarters	150,000.
Laundry & Food Services (for labor)	100,000.
7 Greenhouses	210,000.
Root Cellar	15,000.
2 Tennis Courts	15,000.
External Site Work	400,000.
General Conditions & Contingencies	<u>332,000.</u>
TOTAL - - - - -	\$4,318,000.

re-

If this group can be designed in a manner similar to those already reviewed, an equivalent reduction of 23-24 per cent would bring this total down to near the \$3,200,000. mark. For the two groups, then, total construction costs remaining are about \$7,750,000. This assumes we can extract the dam and the Research Services Building #200 (estimated \$250,000.) out of contingencies and funds already granted for Phase I construction. Because costs have been rising this may not be entirely possible but we will try.

The architects did not include in their estimates their own fees, engineering charges, furniture other than built-in, scientific apparatus and supplies, farm machinery, vehicles, office equipment, etc. The architects have been asked to submit their estimates of architectural and engineering fees and of quantity survey charges since these certainly are a part of total construction costs.

I would hazard the guess that as the estimates come in we'll arrive at something like \$10.5M required to complete the project construction, equipment and fees and services. This is about \$3M under the architect's January 1969 estimate (building construction plus our guess on what we think fees and equipment might cost). A pattern for funding the remainder of the project might be as follows:

	Construction*	Furnishings & Equipment
1969	750,000.	200,000.
1970	4,000,000.	750,000.
1971	3,750,000.	1,050,000.

* Includes fees and site development.

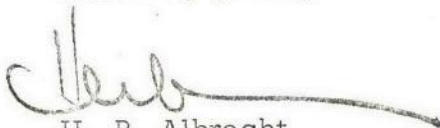
Mr. Bell
26 April 1969
page 4

We have to face the fact also that in its original concept the IITA physical plant was pitched at rather exceptional levels of spaciousness and quality. As a result the designs and the materials selected tended to be very costly even though the motive - to reduce maintenance to an absolute minimum and to enhance efficiency to the maximum - was quite justifiable in itself. The concept prevailed to the point that the first buildings being constructed will have a disproportionate but hopefully not too readily noticeable capacity and quality to those yet to come. We might well find ourselves in the odd position of having the finest service buildings in all Africa but only average research facilities.

The original concept has been subjected to considerable change in recent months and I would be the last to suggest it should have prevailed in its earlier form. Just the same, we should admit that the estimates of 1965 were not realistic and served to get everything off on the wrong foot. From \$12M to \$13M would never have bought all that was then proposed as the first professional estimate of over \$18M made in 1966 revealed. The latter figure would be a more practical point of reference. Regardless, I would plead that we cut no further and try to arrange for sufficient funds to assure that the IITA's original scientific objectives of increasing the world's food supply can be achieved.

We should soon have some more precise figures on which to base cost estimates for the remainder of the project. How do you suggest we put all this together for consideration by the Ford Foundation Trustees at their meeting in June?

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'H. R. Albrecht', with a long horizontal flourish extending to the right.

H. R. Albrecht
Director

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THE INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

BUDGET TOTALS - 1971 and 1972 (PROJECTED)

(April 1971)

	<u>1971</u>		<u>Estimated 1972</u>	
A.				
Professional Staff and Trainees	\$1,040,000	47.9%	\$1,435,000 ⁽¹⁾	47.8%
Regular Staff and Daily Rated	355,000	16.3%	590,000	19.7%
Supplies, Expenses and Equipment	<u>755,000</u>	35.8%	<u>975,000</u>	32.5%
	<u>\$2,170,000</u>		<u>\$3,000,000</u>	
B.				
Administration	\$ 681,418	31.4%	\$ 830,000	27.7%
Research and Training	1,092,090	50.3%	1,627,000	54.2%
Physical Plant Services	<u>396,492</u>	18.3%	<u>543,000</u>	18.0
	<u>\$2,170,000</u>		<u>\$3,000,000</u>	

(1) Includes complete funding for six positions budgeted for one-half year in 1971, plus 3-4 additional staff members, plus \$100,000 for additional support of training program.

CAPITAL GRANTS STATUS

(April-1971)

	Ford Foundation	Rockefeller Foundation	CIDA	USAID	TOTALS
Paid to 31 Dec. '70	\$11,175,000	\$106,668	\$310,557	\$130,000	\$11,722,225
Due 1 Jan. - 31 Dec. 1971	2,750,000	-	-	610,000	3,360,000
Due 1 Jan. - 31 Dec. 1972	2,250,000	-	-	-	2,250,000
	\$16,175,000	\$106,668	\$310,557	\$740,000	\$17,332,225

PAYMENTS AND COMMITMENTS
(Through 31 December 1970)

Development	\$ 846,282	
Contractor	\$5,566,800	
Paid	2,579,491	
To complete	2,987,300	
Owner Purchase	5,318,708	
Paid	2,334,328	
To complete	2,984,380	
Architects Fees		
Paid	1,844,759	
To complete	293,340	
Quantity Surveyor	115,000	
Main & Block A Dams	152,551	
Water Transmission Main	74,461	
Other Expenditures	312,574	\$14,524,466
Inventoried Assets		
Buildings & Fence	112,572	
Laboratory Equipment	50,871	
Vehicles	241,066	
Furniture	165,055	
Tools and Equipment	610,735	1,180,299
Resettlement	176,394	
University Houses	46,165	222,559
TOTAL		\$15,927,324
REMAINING FOR EXPENDITURES AFTER 1 JANUARY 1971		\$ 1,404,901

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

Mr. Demuth's office

October 7, 1970

MR. KRUIHOF ..

I forwarded these up to Mr. Demuth
and yourself in New York for the
meetings you were to attend.

They were returned today, having
arrived at the Lombardy after
Mr. Demuth's departure.

Jennie Grayson

THE FORD FOUNDATION
320 EAST 43RD STREET
NEW YORK, NEW YORK 10017

INTERNATIONAL DIVISION
OFFICE OF THE VICE PRESIDENT

September 17, 1970

Date:	SEP 21 1970
AK	
RD	
GF	
WM	
HR	
Div. File	

Mr. Ari Kruithof
Development Services Department
International Bank for Reconstruction
and Development
1818 H. Street N W.
Washington, D. C.

Dear Ari:

Here is the program-budget presentation as prepared for IRRI for International Centers' Week. Our plan is to forward one copy of each of the four presentations to you as they arrive here. In accordance with our discussions in Mexico, it is my understanding that you will share these with Mr. Demuth and Mr. Evans.

I trust that your discussions in France, Germany and the Netherlands were fruitful.

Sincerely yours,

Lowell S. Hardin
Lowell S. Hardin

Encl

cc R. H. Demuth
L. J. C. Evans

P. S. - Enclosed is the IITA program-budget presentation.

9/25
Only the one presentation has arrived to Mr. Kruithof's office
Janice