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Folder Title: CGIAR - G-2 - Centro Internacional de Agricultura Tropical (CIAT) -
Correspondence 72/74-03

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Series: Central Files

Dates: 01/01/1974 - 12/31/1974

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

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Washington, D.C.

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The World Bank
1818 H Street NW
Washington DC 20433
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G - 2 - C.I.A.T.

1972/74

Vol-III



1760187

A2003-012 Other #: 69 Box # 205559B

Correspondence 72/74-03

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WITH RESTRICTIONS
WBG Archives

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

G2a

December 27, 1974

Dr. John Nickel
Director General
Centro Internacional de Agricultura Tropical
Apartado Aereo 67-13
Cali, Colombia

Dear John:

Many thanks for your letter of November 25, which arrived during my absence from Washington.

I had indeed hoped to participate in your annual program review but, as you learned from my cable, your dates clashed with those of the TAC meeting in Rome. I am sorry about this as it would certainly have given me an excellent opportunity to sit in on the discussions and in fact I am planning to do this in the IITA review at the end of February.

During our visit on January 12-19 we will be interested in seeing the physical facilities as neither Mike Lejeune nor I have been to CIAT. Amongst the subjects we would like to discuss with you are the rice program and how you collaborate with IRRI and the maize program and your collaboration with CIMMYT. I would also like to talk to some of your staff about problems of soil fertility in Latin America and how the proposed Plant Nutrient Institute is going to fit in with your work.

Broadly, therefore, we are interested in the interactions of the various centers, their arrangement for collaboration both amongst themselves, with national programs and with donors for contract research. We will, of course, be interested in meeting staff involved in all the programs but we do not wish to take up too much of their time as they will, no doubt, be very busy preparing for the annual program review.

You will have received a copy of Mike Lejeune's letter to Herb Albrecht about the annual work cycle and we will be interested in discussing your reaction to this.

I do not know whether a visit to Carimagua would be useful and if so, if it would be possible, but we could leave that until our arrival.

With best regards.

Yours sincerely,

Dr. John Coulter
Scientific Advisor

JCoulter:ph

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ITT 12/DEC 24 1974 VIA ITT WORLD COMM

~~INFORMATIONAL~~

INCOMING CABLE

CLSON

ZCZC AKA719 VIA ITT CIC213 SOA839 11 PM 1974

GIRA HL GCSG 083

SECTION

MOTCOMBE DORSET 83 24 1120 1/50

Dec. 24, 74

Distribution:

Mr. Lejeune

LT

INTBAFRAD

WASHINGTONDC

FOR LEJEUNE

WILLING ACCEPT RESPONSIBILITY PROGRAM AND BUDGET COMMENTARIES CIAT
AND CIP STOP SUGGEST TIMETABLE COULD PERHAPS BE TIGHTENED BY
ARRIVAL WASHINGTON JANUARY 28TH FOR BRIEFING RETURNING FEBRUARY
12 FOR DEBRIEFING STOP ALTERNATIVELY IF CIP DATES NOT YET FIXED I
COULD ARRIVE WASHINGTON JANUARY 19 PROCEED CIP

~~CGE CIAT CIP 25TH 12 CIP 19 CIP~~

~~SOA839 INTBAFRAD 2/53~~

23RD CONTINUE CIAT 29TH RETURN WASHINGTON FEBRUARY 8 STOP

TAG BELKS DRAFTING APRIL OR EARLY MAY WOULD BE CONVENIENT

HOPEFULLY TO COINCIDE WITH AGRICULTURAL ADVISORY PANEL MEETING

EXPECTED SOMETIME IN MAY REGARDS

EVANS

62a

INCOMING CABLE

GZ

1974 DEC 24 AM 10: 04

WUI02

CALICOL 37 23 1311

Dec. 23, 1974

Distribution:

~~Mr. Coulter~~
Mr. Lejeune

LT

COULTER INTBAFRAD

WASH DC

EVANS WELCOME CIAT PROGRAMA REVIEW STOP
JANUARY 12-19 CONVENIENT FOR VISIT YOU LEJEUNE
GRIFFITH GENERAL FAMILIARIZATION EARLY
FOR SUBSTANTIVE DISCUSSIONS PRELIMINARY BUDGET
BEING PREPARED REVIEW BOARD EXECUTIVE COMMITTEE END
FEBRUARY REGARDS
NICKEL CINATROP

INCOMING CABLE

ITT3/DEC 24 1974 VIA ITT WORLD COMM

ZCZC AWA686 VIA ITT BTB382 CL108

UIWA HL COCI 037

CALICOL 37 23 1311

Dec. 23, 74

G-2

Distribution:

Agric. & Rural Dev. ✓
Mr. Van der Heijden

u

LT

COULTER

INTBAFRAD

WASHINGTON DC

DEC 24 9 00 AM 1974
COMMUNICATIONS
SECTION

RECEIVED

EVANS WELCOME CIAT PROGRAM REVIEW STOP JANUARY 12-19 CONVENIENT
FOR VISIT YOU LEJEUNE GRIFFTH GENERAL FAMILIARIZATION
EARLY FOR SUBSTENTIVE DISCUSSIONS PRELIMINARY BUDGET BEING
PREPARED REVIEW BOARD EXECUTIVE COMMITTEE END FEBRUARY REGARDS
NICKEL CINATROP

COLL LT COULTER INTBAFRAD 12-19

✓ G2
cc: G4

OUTGOING WIRE

TO: L.J.C. EVANS
THE OLD POST COTTAGE
MOTCOMBE
SHAFTESBURY
DORSET SP7 9NT

DATE: DECEMBER 20, 1974

CLASS OF
SERVICE: LT

11

COUNTRY: ENGLAND

TEXT: CONFIRMING MY CALL STOP WOULD LIKE YOU ASSUME RESPONSIBILITY FOR PREPARING
Cable No.: SECRETARIAT'S COMMENTARY ON PROGRAMS AND BUDGETS OF CIAT AND CIP STOP THIS
ENTAILS VISIT TO EACH AND AT LATER STAGE PRODUCTION OF DEFINITIVE DRAFT
COMMENTARY ON EACH STOP SINCE CIAT INHOUSE REVIEW JANUARY THIRTY TO
FEBRUARY SIX SUGGEST YOU ARRIVE WASHINGTON FOR DISCUSSIONS JANUARY TWENTYFOUR
TO TWENTYSEVEN RETURNING VIA CIP TO WASHINGTON ABOUT FEBRUARY FIFTEEN FOR DEBRIEFING
STOP NOW SEEMS LIKELY P AND B MAN WILL HAVE PRECEDED YOU BUT BE AVAILABLE TO
BRIEF YOU STOP DRAFTING COMMENTARIES PROBABLY WOULD REQUIRE TWO WEEKS IN APRIL
OF EARLY MAY STOP AWAIT YOUR REPLY REGARDS

LEJEUNE

✓ G2a + c

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. Michael L. Lejeune

DEPT. CGIAR Secretariat

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:


CLEARANCES AND COPY DISTRIBUTION:

MLejeune:ia

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Checked for Dispatch: _____ 

OUTGOING WIRE

DATE DECEMBER 20, 1974

CLASS OF SERVICE IT

NO. I.L.C. EVANS THE OLD POST-COTTAGE MONTICOME SHAPPEBURY DORSET SP7 9NT

COUNTRY ENGLAND

CONFIRMING MY CALL STOP WOULD LIKE YOU ASSUME RESPONSIBILITY FOR PREPARING SECRETARIAT'S COMMENTARY ON PROGRAMS AND BUDGETS OF CIAT AND CIP STOP THIS ENTIRE VISIT TO EACH AND AT LATER STAGE PRODUCTION OF DEFINITIVE DRAFT COMMENTARY ON EACH STOP SINCE CIAT THROUGH REVIEW JANUARY THIRTY TO FEBRUARY SIX SUGGEST YOU ARRIVE WASHINGTON FOR DISCUSSIONS JANUARY TWENTYFOUR TO TWENTYSEVEN RETURNING VIA CIP TO WASHINGTON ABOUT FEBRUARY ELEVEN FOR DEPARTING STOP NOW SEEMS LIKELY P AND R MAN WILL HAVE PRECEDED YOU BUT BE AVAILABLE TO BRIEF YOU STOP DRAFTING COMMENTARIES PROBABLY WOULD REQUIRE TWO WEEKS IN APRIL OF EARLY MAY STOP AWAIT YOUR REPLY RECORDS

LEJUNE

Handwritten signature/initials

NOT TO BE TRANSMITTED

CLEARANCE AND COPY DISTRIBUTION Mr. Lejeune:ls

COMMUNICATIONS SECTION

Mr. Michael J. Lejeune

Dec 20 1 58 PM 1974

CGIAR Secretariat

DISPATCHED

ORIGINAL FILE COPY

OUTGOING WIRE

TO: NICKEL
CINATROP
CALI

DATE: DECEMBER 20, 1974

CLASS OF SERVICE: TELEX NO. 396-5769

COUNTRY: COLUMBIA

wvl

TEXT:
Cable No.:

REGRET UNABLE TO PARTICIPATE IN ANNUAL PROGRAM REVIEW AS TAC MEETING
IN ROME COINCIDES STOP HAVE MADE TENTATIVE ARRANGEMENTS FOR JIM EVANS TO
PARTICIPATE STOP HOWEVER LEJEUNE AND I WOULD LIKE TO MAKE FAMILIARIZATION
VISIT IN WEEK JAN 12 - 19 ACCOMPANIED BY GRIFFITH, PROGRAM AND BUDGET
OFFICER FOR FIRST TWO DAYS STOP GRATEFUL YOUR CONFIRMATION THAT SUCH A VISIT
CONVENIENT

REGARDS

COULTER

G 2 a

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME John K COULTER

DEPT. CGIAR SECRETARIAT

SIGNATURE *John Coulter*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

JKCOULTER:sdo'c

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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: NICKOL
CLAYTON
CALL

COUNTRY: COLOMBIA

TEXT
Cable No.:

DATE: DECEMBER 20, 1974
CLASS OF SERVICE: TELEX NO. 396-2769

WV

REQUEST NUMBER TO PARTICIPATE IN ANNUAL PROGRAM MEETING AS TAG MEMBERS
IN HOME COUNTRIES STOP HAVE MADE TENTATIVE ARRANGEMENTS FOR JAN 1975 TO
PARTICIPATE STOP HOWEVER LEARNED AND I WOULD LIKE TO MAKE FAMILIARIZATION
VISIT IN WEEK JAN 12 - 19 ACCOMPANIED BY GALEYER, PROGRAM AND BUDGET
OFFICER FOR FIRST TWO DAYS STOP GRANTING YOUR CONFIRMATION THAT SUCH A VISIT

COMMENTARY

RECORDS

OUTLINE

654

NOT TO BE TRANSMITTED

APPROVED BY:

NAME: John E. Coulter

POST: CGIA SECRETARY

SIGNATURE: *John E. Coulter*

Signature of individual authorized to approve

PREPARED BY:

ORIGINAL (file copy)

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COMMUNICATIONS
SECTION
DEC 20 5 35 PM 1974

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Checked for errors

IMPORTANT: See Section 10 for printing instructions

OK

OUTGOING WIRE

TO: MASHLER
UNDEYPRO
U.N.
NEW YORK

DATE: DECEMBER 16, 1974

CLASS OF SERVICE: TELEX (Ext. 3592)

COUNTRY: USA

TEXT: FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTYONE MEETING OF CONSULTATIVE GROUP
 Cable No.: [REDACTED] *UNDP*
 EYE AM PLEASED TO INVITE ~~YOUR INSTITUTION~~ TO BECOME MEMBER OF SUBCOMMITTEE
 FOR PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT
 OCTOBER MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT FAO IN ROME
 ON MONDAY TUESDAY FEBRUARY TEN ELEVEN 1975 FOLLOWING TAC MEETING PREVIOUS WEEK
 STOP EYE HAVE APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN AND
 HE WILL CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS
 BEING INVITED AS MEMBERS ARE ^{FAO,} /IBRD, AUSTRALIA, BELGIUM, CANADA, FORD, GERMANY,
 IDRC, NETHERLANDS, ROCKEFELLER, USA, UK STOP CONFIRMATORY LETTER FOLLOWS BUT
 MEANWHILE WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE
 OF SUBCOMMITTEE MEMBERSHIP AND WHO WILL ATTEND FEBRUARY MEETING STOP SECRETARIAT
 WILL ALSO BE WRITING YOU REGARDING CONTRIBUTION TO EXPLORATORY FUND AND IN THIS
 CONNECTION WOULD APPRECIATE [REDACTED] CONFIRMATION OF CURRENCY OF PAYMENT AND AMOUNT
 OF CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE EQUIVALENT TO \$25,000 REGARDS

BAUM
CHAIRMAN
CGIAR

G2a

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. Michael L. Lejeune

DEPT. CGIAR Secretariat

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

REFERENCE:

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cc: Messrs. R. Jones
Asser

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Checked for Dispatch: *[Signature]*

INTERNATIONAL DEVELOPMENT AND RECONSTRUCTION AND DEVELOPMENT CORPORATION
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO: MASHER
INDEVTRO
U.S.
NEW YORK
CLASS OF SERVICE
CLASS OF SERVICE
DATE: DECEMBER 13, 1954
CLASS OF SERVICE: TELEX
(Ext. 3522)

COUNTRY: USA

TEXT: Cable No. BY

YEAH AM PLEASED TO INVITE YOUR INSTITUTION TO BECOME MEMBER OF SUBCOMMITTEE
FOR PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT
OCTOBER MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT TAO IN ROME
ON MONDAY TUESDAY FEBRUARY TEN ELEVEN 1955 FOLLOWING TAO MEETING PREVIOUS WEEK
STOP YEAH HAVE APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN AND
HE WILL CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS
BEING INVITED AS MEMBERS ARE (IRLD, AUSTRALIA, BELGIUM, CANADA, FORD, GERMANY,
TAO,
IDRC, NETHERLANDS, ROCKEFELLER, USA, UK STOP COMPARATORY LETTER FOLLOWS BUT
MEANWHILE WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE
OF SUBCOMMITTEE MEMBERSHIP AND WHO WILL ATTEND FEBRUARY MEETING STOP SECRETARIAT
WILL ALSO BE WRITING YOU REGARDING CONTRIBUTION TO EXPLORATORY FUND AND IN THIS
CONNECTION WOULD APPRECIATE ~~YOUR~~ CONFIRMATION OF CURRENCY OF PAYMENT AND AMOUNT
OF CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE EQUIVALENT TO \$25,000 REGARDS

BAUM
CHAIRMAN
CGIAR

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COMMUNICATIONS
DEC 15 10 46 PM 1954
R. Jones

AUTHORIZED BY

Mr. Nathan C. Bagshaw, VP

SECRETARIAT

SIGNATURE

REFERENCE

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Checked for Distribution

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: HARDIN
FORD FOUNDATION
NEW YORK

DATE: DECEMBER 16, 1974

CLASS OF
SERVICE: TELEX (Ext. 3592)

COUNTRY: USA

Cable No.: TEXT: FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTYONE MEETING OF CONSULTATIVE
 GROUP EYE AM PLEASD TO INVITE ^{FORD FOUNDATION} ~~YOUR INSTITUTION~~ TO BECOME MEMBER OF SUBCOMMITTEE
 FOR PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT OCTOBER
 MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT FAO IN ROME ON MONDAY
 TUESDAY FEBRUARY TEN ELEVEN 1975 FOLLOWING TAC MEETING PREVIOUS WEEK STOP EYE
 HAVE APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN AND HE WILL
 CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS BEING
 INVITED AS MEMBERS ARE/UNDP, IBRD, AUSTRALIA, BELGIUM, CANADA, GERMANY, IDRC,
 NETHERLANDS, ROCKEFELLER, USA, UK STOP CONFIRMATORY LETTER FOLLOWS BUT MEANWHILE
 WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE OF
 SUBCOMMITTEE MEMBERSHIP AND WHO WILL ATTEND FEBRUARY MEETING STOP SECRETARIAT
 WILL ALSO BE WRITING YOU REGARDING CONTRIBUTION TO EXPLORATORY FUND AND IN THIS
 CONNECTION WOULD APPRECIATE CABLED CONFIRMATION OF ~~CURRENCY OF PAYMENT AND AMOUNT~~
 OF CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE ~~EQUIVALENT TO~~ \$25,000 REGARDS

G2a

BAUM
CHAIRMAN
CGIAR

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME: Mr. Michael L. Lejeune

DEPT.: CGIAR Secretariat

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

REFERENCE:

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cc: Messrs. R. Jones
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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: HARDIN
FORD FOUNDATION
NEW YORK

DATE: DECEMBER 18, 1974

CLASS OF SERVICE: TELEX
(Ext. 3592)

COUNTRY: USA

TEXT
Cable No.

FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTYONE MEETING OF CONSULTATIVE GROUP EYE AM PLEASED TO INVITE YOUR INSTITUTION TO BECOME MEMBER OF SUBCOMMITTEE FOR PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT OCTOBER MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT PAO IN ROME ON MONDAY THURSDAY FEBRUARY TEN ELEVEN 1975 FOLLOWING TAC MEETING PREVIOUS WEEK STOP EYE HAVE APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN AND HE WILL CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS BEING INVITED AS MEMBERS ARE (UNDP, IBRD, AUSTRALIA, BELGIUM, CANADA, GERMANY, IDRC, NETHERLANDS, ROCKWELLER, USA, UK STOP CONFIRMATORY LETTER FOLLOWS BUT MEANWHILE WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE OF SUBCOMMITTEE MEMBERSHIP AND WHO WILL ATTEND FEBRUARY MEETING STOP SECRETARIAT WILL ALSO BE WRITING YOU REGARDING CONTRIBUTION TO EXPLORATORY FUND AND IN THIS CONNECTION WOULD APPRECIATE CABLED CONFIRMATION OF ~~AMOUNT~~ OF CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE ~~225,000~~ 225,000 REGARDS

BAUM
CHAIRMAN
CGIAR

NOT TO BE TRANSMITTED

AUTHORIZED BY

NAME: Mr. Norman E. Dada, Jr.

DEPT: CGIAR Secretariat

SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE

RECEIVED

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BMCheer: M.L. Jones: ja

COMMUNICATIONS
cc: Messrs. A. Jones

Dec 19 10 46 AM 1974

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IMPORTANT: See Secretariat Guide for processing forms

BOOK OF TWO

OUTGOING WIRE

TO: (1) HOPPER
IDRC
OTTAWA

(2) HULSE
IDRC
OTTAWA

DATE: DECEMBER 16, 1974

CLASS OF
SERVICE: TELEX NO. 0533753

(Ext. 3592)

COUNTRY: CANADA

TEXT: AM TODAY CABLING CERTAIN MEMBERS OF CGIAR OFFICIALLY INVITING THEM TO BECOME
Cable No.: MEMBERS OF SUBCOMMITTEE FOR PROPOSED CENTER FOR DRY AREAS STOP AT SAME TIME
THIS IS OFFICIALLY TO CONFIRM INVITATION TO IDRC TO BE A MEMBER AND YOU TO
BE CHAIRMAN STOP OTHERS INVITED ARE UNDP, IBRD, AUSTRALIA, BELGIUM, CANADA,
FORD, GERMANY, NETHERLANDS, ROCKEFELLER, USA, UK, FAO STOP HAVE TOLD EACH
THAT CONFIRMATORY LETTER FOLLOWS BUT HAVE ASKED THEM MEANWHILE TO INFORM
SECRETARIAT OF THEIR ACCEPTANCE AND WHO WILL ATTEND FEBRUARY MEETING STOP
HAVE ALSO SAID SECRETARIAT WILL BE WRITING REGARDING CONTRIBUTION TO EXPLORATORY
FUND AND IN THIS CONNECTION HAVE ASKED FOR CABLED CONFIRMATION OF CURRENCY OF
PAYMENT AND AMOUNT OF CONTRIBUTION STOP IN CASE OF IDRC THIS IS UNDERSTOOD TO
BE ^{Can} \$50,000 REGARDS

BAUM
CHAIRMAN
CGIAR

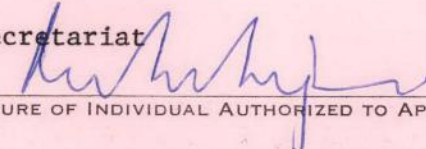
G2a

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. Michael L. Lejeune

DEPT. CGIAR Secretariat

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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cc: Messrs. R. Jones
Asser

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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

BOOK OF TWO

OUTGOING WIRE

TO: (1) HOPPER
IDRC
OTTAWA

Handwritten notes:
HOPPER
IDRC
OTTAWA

DATE: DECEMBER 16, 1974
CLASS OF SERVICE: TELEX NO. 0533753

(Ext. 3598)

COUNTRY: CANADA

TEXT: Cable No.

AM TODAY CABLEING CERTAIN MEMBERS OF CGIAR OFFICIALLY INVITING THEM TO BECOME MEMBERS OF SUBCOMMITTEE FOR PROPOSED CENTER FOR RY AREAS STOP AT SAME TIME THIS IS OFFICIALLY TO CONFIRM INVITATION TO IDRC TO BE A MEMBER AND YOU TO BE CHAIRMAN STOP OTHERS INVITED ARE UNDP, IIRD, AUSTRALIA, BELGIUM, CANADA, FORD, GERMANY, NETHERLANDS, ROCKEFELLER, USA, UK, FAO STOP HAVE TOLD EACH THAT CONFIRMATORY LETTER FOLLOWS BUT HAVE ASKED THEM MEANWHILE TO INFORM SECRETARIAT OF THEIR ACCEPTANCE AND WHO WILL ATTEND FEBRUARY MEETING STOP HAVE ALSO SAID SECRETARIAT WILL BE WRITING REGARDING CONTRIBUTION TO EXPLORATORY FUND AND IN THIS CONNECTION HAVE ASKED FOR CABLED CONFIRMATION OF CURRENCY OF PAYMENT AND AMOUNT OF CONTRIBUTION STOP IN CASE OF IDRC THIS IS UNDERSTOOD TO BE \$50,000 REGARDS

BAUM
CHAIRMAN
CGIAR

Handwritten signature: Baum

NOT TO BE TRANSMITTED

AUTHORITY:

NAME: Mr. Michael L. Lejeune

DEPT.: CGIAR Secretariat

Handwritten signature of Mr. Michael L. Lejeune

SIGNATURE:

(SIGNATURE OR INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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IMPORANT: See Secretariat Guide for message form

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BMChesk: M.L. Lejeune: la

cc: Messages: Lejeune

DEC 19 10 46 PM 1974

From: Mr. Michael L. Lejeune

Handwritten signature

Checked for Disposal

OK

OUTGOING WIRE

TO: PETER KILBURN
CIDA
SIR RICHARD SCOTT BUILDING
191 ALURIER STREET
OTTAWA 4, ONTARIO

DATE: DECEMBER 16, 1974

CLASS OF
SERVICE: TELEX (Ext. 3592)

COUNTRY: CANADA

TEXT: FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTYONE MEETING OF CONSULTATIVE GROUP
Cable No.: CANADA
EYE AM PLEASD TO INVITE ~~XXXXXXXXXXXXXXXX~~ TO BECOME MEMBER OF SUBCOMMITTEE FOR
PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT OCTOBER
MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT FAO IN ROME ON MONDAY
TUESDAY FEBRUARY TEN ELEVEN 1975 FOLLOWING TAC MEETING PREVIOUS WEEK STOP EYE
HAVE APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN AND HE WILL
CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS BEING
FAO,
INVITED AS MEMBERS ARE/UNDP, IBRD, AUSTRALIA, BELGIUM, FORD, GERMANY, IDRC,
NETHERLANDS, ROCKEFELLER, USA, UK STOP CONFIRMATORY LETTER FOLLOWS BUT MEANWHILE
WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE OF
SUBCOMMITTEE MEMBERSHIP AND WHO WILL ATTEND FEBRUARY MEETING STOP SECRETARIAT
WILL ALSO BE WRITING YOU REGARDING CONTRIBUTION TO EXPLORATORY FUND AND IN THIS
CONNECTION WOULD APPRECIATE CABLED CONFIRMATION OF CURRENCY OF PAYMENT AND AMOUNT
OF CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE EQUIVALENT TO \$25,000 REGARDS

Gza

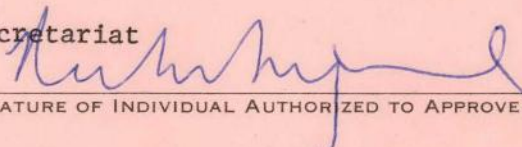
BAUM
CHAIRMAN
CGIAR

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. Michael L. Lejeune

DEPT. CGIAR Secretariat

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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BMCheck:MLLejeune:ia

cc: Messrs. R. Jones
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SIGNATURE

DATE

CC: [illegible]

NAME

DR. [illegible]

ADDRESS

cc: Messrs. [illegible]

SECRETARY OF DEFENSE

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CC: [illegible]

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 101 WILKIE STREET
 215 RICHARD SCOTT BUILDING
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TO:

BEVER KILBEN

CLASS OF

LETTER

(EX-3283)

DATE

DECEMBER 13, 1954

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INTERNATIONAL DEVELOPMENT	INTERNATIONAL TRADE	INTERNATIONAL FINANCE

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OUTGOING WIRE

TO: PINO
ROCKFOUND
NEW YORK

DATE: DECEMBER 16, 1974

CLASS OF **TELEX**
SERVICE: ~~TELEX~~ (Ext. 3592)

COUNTRY: USA

TEXT: FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTYONE MEETING OF CONSULTATIVE GROUP
 Cable No.: **ROCKFOUND**
 EYE AM PLEASED TO INVITE ~~YOUR INSTITUTION~~ TO BECOME MEMBER OF SUBCOMMITTEE
 FOR PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT
 OCTOBER MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT FAO IN ROME
 ON MONDAY TUESDAY FEBRUARY TEN ELEVEN 1975 FOLLOWING TAC MEETING PREVIOUS WEEK
 STOP EYE HAVE APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN
 AND HE WILL CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS
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 BEING INVITED AS MEMBERS ARE/UNDP, IBRD, AUSTRALIA, BELGIUM, CANADA, FORD, GERMANY,
 IDRC, NETHERLANDS, USA, UK STOP CONFIRMATORY LETTER FOLLOWS BUT MEANWHILE WOULD
 BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE OF SUBCOMMITTEE
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 CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE ~~AMOUNT~~ \$25,000 REGARDS

BAUM
CHAIRMAN
CGIAR

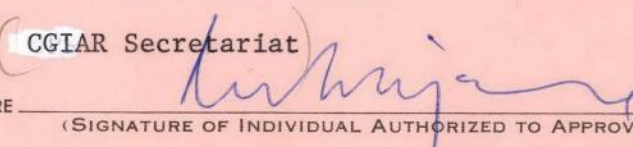
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AUTHORIZED BY:

NAME **Mr. Michael L. Lejeune**

DEPT. **CGIAR Secretariat**

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:


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cc: Messrs. R. Jones
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OUTGOING WIRE

TO: PING
ROCKY MOUNTAIN
NEW YORK

CLASS OF SERVICE: (Exl. 3592) **TELETYPE**

DATE: DECEMBER 16, 1974

COUNTRY: USA

TEXT
Cable No.

FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTON MEETING OF CONSULTATIVE GROUP
I AM PLEASED TO INVITE YOU TO BECOME MEMBER OF SUBCOMMITTEE
FOR PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT
OCTOBER MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT FAO IN ROME
ON MONDAY TUESDAY FEBRUARY TEN ELEVEN 1975 FOLLOWING TAG MEETING PREVIOUS WEEK
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AND HE WILL CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS
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IDRC, NETHERLANDS, USA, UK STOP CONTRIBUTORY LETTER FOLLOWS BUT MEMBERSHIP WOULD
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MEMBERSHIP AND WHO WILL ATTEND FEBRUARY MEETING STOP SECRETARIAT WILL ALSO BE
WRITING YOU REGARDING CONTRIBUTION TO EXPLORATORY FUND AND IN THIS CONNECTION
WOULD APPRECIATE CABLED CONFIRMATION OF ~~AMOUNT OF~~ CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE \$25,000 RECORDS

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CHAIRMAN
CGIA

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<p>APPROVED BY: <i>[Signature]</i></p> <p>NAME: Mr. Nathan G. Brundage</p> <p>POST: CGIA Secretariat</p> <p>EDUCATIONAL OR INDIVIDUAL AUTHORITY TO APPROVE: <i>[Signature]</i></p>	<p>CLEARANCE AND COPY DISTRIBUTION:</p> <p>Mr. Nathan G. Brundage</p> <p>cc: Messrs. H. Jones</p> <p>DEC 16 10 45 PM '74</p>
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INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: YRIART
FOODAGRI
ROME

DATE: DECEMBER 16, 1974

CLASS OF
SERVICE: TELEX NO. 61181

(Ext. 3592)

COUNTRY: ITALY

TEXT:
Cable No.:

FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTYONE MEETING OF CONSULTATIVE GROUP
FAO
EYE AM PLEASED TO INVITE ~~YOUR INSTITUTION~~ TO BECOME MEMBER OF SUBCOMMITTEE FOR
PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT OCTOBER
MEETING AT FAO
MEETING STOP FIRST SUBCOMMITTEE WILL BE HELD ~~YOUR PREMISES~~ ON MONDAY TUESDAY
FEBRUARY TEN ELEVEN 1975 FOLLOWING TAC MEETING PREVIOUS WEEK STOP EYE HAVE
APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN AND HE WILL
CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS BEING
INVITED AS MEMBERS ARE UNDP, IBRD, AUSTRALIA, BELGIUM, CANADA, FORD, GERMANY,
IDRC, NETHERLANDS, ROCKEFELLER, USA, UK STOP CONFIRMATORY LETTER FOLLOWS BUT
MEANWHILE WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE
OF SUBCOMMITTEE MEMBERSHIP AND WHO WILL ATTEND FEBRUARY MEETING REGARDS

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CHAIRMAN
CGIAR

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NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. Michael L. Lejeune

DEPT. CGIAR Secretariat

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:


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cc: Messrs. R. Jones
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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: RIJART
FOODAGRI
ROME

DATE: DECEMBER 16, 1974

CLASS OF SERVICE: TELEX NO. 61181

(Ext. 3592)

COUNTRY: ITALY

TEXT: Cable No.

OF SUBCOMMITTEE MEMBERSHIP AND WHO WILL ATTEND FEBRUARY MEETING REGARDS

MEANWHILE WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAL REGARDING ACCEPTANCE

IDRC, NETHERLANDS, ROCKEFELLER, USA, UK STOP CONFIRMATORY LETTER FOLLOWS BUT

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CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS BEING

APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN AND HE WILL

FEBRUARY TEN ELEVEN 1975 FOLLOWING TWO MEETING PREVIOUS WEEK STOP EYE HAVE

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EYE AM PLEASED TO INVITE ~~MEMBERSHIP~~ TO BECOME MEMBER OF SUBCOMMITTEE FOR

FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTYONE MEETING OF CONSULTATIVE GROU

BAUM
CHAIRMAN
CGIAR

NOT TO BE TRANSMITTED

<p>Checked for Director</p> <p>For Use by Communications Section</p> <p>cc: Messrs. R. Jones Asser</p> <p>COMMUNICATIONS DEC 16 10 03 PM 1974</p> <p>ORIGINAL (File Copy)</p> <p>IMPORTANT: See Secretariat Guide for preparing form.</p>	<p>AUTHORIZED BY: Mr. Michael L. Lestum</p> <p>NAME: Mr. Michael L. Lestum</p> <p>DEPT: CGIAR Secretariat</p> <p>SIGNATURE: </p> <p>REFERENCE: SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE</p>
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OUTGOING WIRE

TO: TREITZ
BMZ
BONN

DATE: DECEMBER 16, 1974

CLASS OF
SERVICE: TELEX NO. 8869452

Ext. 3592 *WU/*

COUNTRY: FEDERAL REPUBLIC OF GERMANY

TEXT: FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTYONE MEETING OF CONSULTATIVE
Cable No.: GERMANY
 GROUP EYE AM PLEASED TO INVITE ~~YOUR GOVERNMENT~~ TO BECOME MEMBER OF SUBCOMMITTEE
 FOR PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT
 OCTOBER MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT FAO IN ROME ON
 MONDAY ~~TUESDAY~~ FEBRUARY TEN ELEVEN 1975 FOLLOWING TAC MEETING PREVIOUS WEEK
 STOP EYE HAVE APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN
 AND HE WILL CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS
 FAO
 BEING INVITED AS MEMBERS ARE/UNDP, IBRD, AUSTRALIA, BELGIUM, CANADA, FORD, IDRC,
 NETHERLANDS, ROCKEFELLER, USA, UK STOP CONFIRMATORY LETTER FOLLOWS BUT MEANWHILE
 WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE OF
 AND
 SUBCOMMITTEE MEMBERSHIP /WHO WILL ATTEND FEBRUARY MEETING STOP SECRETARIAT WILL
 AND
 ALSO BE WRITING YOU REGARDING CONTRIBUTION TO EXPLORATORY FUND/IN THIS CONNECTION
 WOULD APPRECIATE CABLED CONFIRMATION OF CURRENCY OF PAYMENT AND AMOUNT OF
 CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE EQUIVALENT TO \$25,000 REGARDS

BAUM
CHAIRMAN
CGIAR

G Za

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. Michael L. Lejeune

DEPT. CGIAR Secretariat

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

REFERENCE:

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Checked for Dispatch: *[Signature]*

INTERNATIONAL DEVELOPMENT ASSOCIATION
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO:	TRITTS	DATE:	DECEMBER 23, 1974
	BMC	CLASS OF SERVICE:	TELEX NO. 8869422
	BOMN		
COUNTRY:	FEDERAL REPUBLIC OF GERMANY	EXT. NO.:	3592
TEXT:	FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRD MEETING OF CONSULTATIVE GROUP I AM PLEASED TO INVITE MEMBERSHIP TO BECOME MEMBER OF SUBCOMMITTEE FOR PROPOSED CENTER FOR DRY AREAS ON BASIS OF REFERENCE ENDORSED AT OCTOBER MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT FAO IN ROME ON MONDAY FEBRUARY TEN ELEVEN 1975 FOLLOWING TAC MEETING PREVIOUS WEEK STOP YOU HAVE APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN AND HE WILL CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS BEING INVITED AS MEMBERS ARE UNDP, IRND, AUSTRALIA, BELGIUM, CANADA, FORD, IDRC, NETHERLANDS, ROCKEFELLER, USA, UK STOP CONFIRMATORY LETTER FOLLOWS BUT MEANWHILE WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE OF SUBCOMMITTEE MEMBERSHIP WHO WILL ATTEND FEBRUARY MEETING STOP SECRETARIAT WILL ALSO BE WRITING YOU REGARDING CONTRIBUTION TO EXPLORATORY FUND IN THIS CONNECTION WOULD APPRECIATE CABLED CONFIRMATION OF CURRENCY OF PAYMENT AND AMOUNT OF CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE EQUIVALENT TO \$25,000 REGARDS		
Cable No.:	GERMANY		

DAVID
CHAIRMAN
CGIA

Handwritten initials/signature

NOT TO BE TRANSMITTED

<p>APPROVED BY:</p> <p>NAME: Mr. James C. ...</p> <p>OFFICE: CGIA Secretariat</p> <p>SIGNATURE: <i>[Signature]</i></p> <p>DATE: 12/23/74</p>	<p>CLEARANCE AND COPY DISTRIBUTION:</p> <p>COMMUNICATIONS</p> <p>DEC 23 1974</p> <p>9 52 AM '74</p>
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OUTGOING WIRE

TO: MATHIESON
MINISTRANT
LONDON

DATE: DECEMBER 16, 1974

CLASS OF
SERVICE: LT (Ext. 3592)

WV

COUNTRY: ENGLAND

TEXT: FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRTYONE MEETING OF CONSULTATIVE GROUP
Cable No.: ~~THE~~ UNITED KINGDOM
EYE AM PLEASED TO INVITE ~~YOUR GOVERNMENT~~ TO BECOME MEMBER OF SUBCOMMITTEE FOR
PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT OCTOBER
MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT FAO IN ROME ON MONDAY
TUESDAY FEBRUARY TEN ELEVEN 1975 FOLLOWING TAC MEETING PREVIOUS WEEK STOP EYE
HAVE APPOINTED DAVID HOPPER PRESIDENT IDRC AS SUBCOMMITTEE CHAIRMAN AND HE WILL
CONTACT YOU REGARDING AGENDA AND STATUS PREPARATORY WORK STOP OTHERS BEING
FAO,
INVITED AS MEMBERS ARE/UNDP, IBRD, AUSTRALIA, BELGIUM, CANADA, FORD, GERMANY,
IDRC, NETHERLANDS, ROCKEFELLER, USA STOP CONFIRMATORY LETTER FOLLOWS BUT MEANWHILE
WOULD BE GRATEFUL IF YOU WOULD INFORM SECRETARIAT REGARDING ACCEPTANCE OF
SUBCOMMITTEE MEMBERSHIP AND WHO WILL ATTEND FEBRUARY MEETING STOP SECRETARIAT WILL
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OF CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE EQUIVALENT TO \$25,000 REGARDS

BAUM
CHAIRMAN
CGIAR

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NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. Michael L. Lejeune

DEPT. CGIAR Secretariat

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

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cc: Mr. R. Jones
Asser

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Checked for Dispatch: *[Signature]*

OUTGOING WIRE

TO: MATHIESON
MINISTRANT
LONDON

DATE: DECEMBER 16, 1974

CLASS OF

SERVICE: LT

(Ext. 3592)
W

COUNTRY: ENGLAND

TEXT: Cable No.

FOLLOWING AGREEMENT AT OCTOBER THIRTY THIRD MEETING OF CONSULTATIVE GROUP
 I AM PLEASED TO INVITE ~~YOUR REPRESENTATIVE~~ ^{UNITED KINGDOM} TO BECOME MEMBER OF SUBCOMMITTEE FOR
 PROPOSED CENTER FOR DRY AREAS ON BASIS TERMS OF REFERENCE ENDORSED AT OCTOBER
 MEETING STOP FIRST SUBCOMMITTEE MEETING WILL BE HELD AT FAO IN ROME ON MONDAY
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 IDRC, NETHERLANDS, ROCKEFELLER, USA STOP CONFIRMATORY LETTER FOLLOWS BUT MEANWHILE
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 OF CONTRIBUTION WHICH PRESENTLY UNDERSTOOD TO BE EQUIVALENT TO \$25,000 REGARDS

BAUM
CHAIRMAN
CGIAR

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NOT TO BE TRANSMITTED

<p>CLEARANCE AND COPY DISTRIBUTION</p> <p>Check: M.L. Jones: ja</p> <p>COMMUNICATIONS</p> <p>Dec 16 10:00 AM 1974</p> <p>for use by Communications Section</p> <p>Checked for Dispatch</p>	<p>AUTHORIZED BY:</p> <p>NAME: Mr. Warren C. Bassett</p> <p>DEPT: CGIAR Secretariat</p> <p>SIGNATURE: <i>[Signature]</i></p> <p>(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)</p> <p>REFERENCE:</p> <p>ORIGINAL FILE COPY</p>
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Dec. 10, 1974

DEC 11 8 52 AM 1974
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+Distribution:

Mr. Cheek

LT

INTSAFRAD

WASHINGTONDCUSA

CHEEK TWO DAY VISIT ANNOUN MATES DURING PERIOD 19/25 JANUARY

CONVENIENT REGARDS

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COL 19/25

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CIAT

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

December 4, 1974

Dear John:

OK
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 \$600,000 to the International Center of Tropical Agriculture (CIAT) toward its basic operating costs during 1975. This amount, as in the past, will consist of one portion to be retained by the Foundation to cover the cost of salaries and salary-related perquisites for Rockefeller Foundation staff members assigned to CIAT; \$287,000 which is available upon your request as a cash payment to your institute; and \$50,000 which will be held by the Foundation until October 1, 1975, for any final-quarter adjustment of staff costs and cash contribution. The appropriate portion of this \$50,000 will be paid to CIAT sometime after October 1, 1975.

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

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

Very sincerely yours,

John A. Pino
Director

Dr. John L. Nickel
Director General
International Center of Tropical
Agriculture
Apartado Aereo 6713
Cali, COLOMBIA

cc: Mr. Michael Lejeune



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

G-2

DIR-1171

November 25, 1974

Dr. John Coulter
Agriculture Advisor
Consultative Group for International
Agricultural Research
1818 H. St., N. W.
Washington, D. C. 20523

Dear John:

Enclosed is the proposed schedule for the annual program review of CIAT to be held in late January and early February, 1975, as well as a covering memorandum to staff and members of the Program Committee of the CIAT Board, with some suggestions regarding the nature and purpose of this review.

You will note that in this memorandum I have expressed the hope that you will be able to participate in this review. I know this comes at a rather short notice and may conflict with the program reviews of some other centers. However, I sincerely hope that you will be able to arrange to be here during this period. We tried this type of arrangement at IITA, last year, by inviting Mr. Evans to synchronize his annual review of the IITA program and budget with the dates of the "in house" review. I believe he found this very useful, and of course our staff appreciated his presence as well as the fact that they would not need to review their program separately for him at another date. This particular type of a review is new to CIAT. I hope to schedule it with more lead time in the future so that you and other interested parties can make plans to attend in advance.

Whether or not you can attend the program review, I hope we shall see you here at CIAT in the near future.

With best regards.

Sincerely yours,

John L. Nickel
Director General

encls.



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-1170

November 25, 1974

MEMORANDUM

TO: Senior Scientific Staff
Members of Board Program-Committee

FROM: John L. Nickel *John L. Nickel*

SUBJECT: Annual Program Review

Further to Dr. Alvarez-Luna's memo of October 28, 1974, this year's program review is now scheduled for January 30-February 6. This will make possible the consolidation of the CIAT portion of the Cassava Review by the CIAT/IDRC Advisory Committee, previously scheduled for January 30 and 31 with the "in house" review of other programs and, hopefully, the meeting of the Board Program Committee. Preliminary discussions with the chairman and some members of that Committee have indicated the desirability and possibility of such a consolidation to save time for all concerned. This memorandum is being sent to members of the Program Committee so they can send their comments and make appropriate travel plans. A copy is also being sent to Dr. John Coulter, the Agriculture Advisor to the Consultative Group, with the hope that he might be able to attend the review. Friday, February 7, is being held open so members of the Committee can request meetings with individual staff members or meet as a Committee on that day, and additional days, as desired by the Chairman and members. Dr. Alvarez-Luna and I will need to depart on February 8, in order to attend the annual meeting of Center Directors, being held this year at IITA.

The main objectives of the review, will be:

1. To permit programs to report to their colleagues and the Program Committee (and the CGIAR representative, if available) a summary of their achievements in 1974 and their plans for 1975 and subsequent years.
2. To permit constructive criticism by colleagues with the aim of improving programs.

In order to achieve the second objectives, it is essential that adequate time be left for discussion. Given the great volume of work accomplished and data obtained - as well as the desirable enthusiasm of scientists - there is always the danger of filling the time with reporting of results, leaving too little time for discussion. We shall attempt to overcome these tendencies by:

1. Distributing draft versions of the material prepared for the Annual Report (as requested in EAL's memo) sufficiently in advance to permit everyone to read the data before the review. Those presenting results are urged, therefore, to assume that all present have read the reports and only summarize highlights.
2. Structuring the review schedule in a manner so as to firmly reserve time for discussion - as indicated in the proposed schedule, attached.

Program leaders are requested to organize the time allocated to each portion of their respective programs as they see fit for the "results" and "plans" sections of the time allocated to each program and to chair these sessions. I have asked EAL to chair the discussion sessions. These proposals for organizing the reporting and discussion sessions do not apply to the Cassava review, for which special arrangements have been made by the CIAT/IDRC Cassava Advisory Committee.

In presenting plans for the future, proposed activities should be briefly summarized, with major attention given to any change in emphasis or new staffing patterns. Budget details should not be included.

cc. Dr. John Coulter, CGIAR

Proposed Schedule

Annual Program Review

Thursday and Friday
January 30 and 31

Cassava Production Systems Program (Detailed Schedule to be provided by CIAT/IDRC Advisory Committee)

Saturday, February 1

Swine Production Systems Program

09:00 - 10:00 Report of 1974 Results
10:00 - 10:45 Discussion of 1974 Results
10:45 - 11:00 Coffee Break
11:00 - 11:45 Plans for 1975 and onwards
11:45 - 12:30 Discussion of future plans

Monday, February 3

Rice Production Systems Program

09:00 - 10:00 Report of 1974 Results
10:00 - 10:45 Discussion of 1974 Results
10:45 - 11:00 Coffee Break
11:00 - 11:45 Plans for 1975 and onwards
11:45 - 12:30 Discussion of future plans

Maize Production Systems Program

14:00 - 14:45 Report of 1974 Results
14:45 - 15:15 Discussion of 1974 Results
15:15 - 15:30 Coffee Break
15:30 - 16:00 Plans for 1975 and onwards
16:00 - 16:30 Discussion of future plans

Tuesday, February 4

Beef Production Systems Program

08:30 - 10:15 Report of 1974 Results
10:15 - 10:30 Coffee Break
10:30 - 12:00 Report of 1974 Results (Cont.)
12:00 - 12:30 Discussion of 1974 Results
13:30 - 14:30 Discussion of 1974 Results (Cont.)
14:30 - 15:45 Plans for 1975 and onwards
15:45 - 16:00 Coffee Break
16:00 - 17:00 Discussions

Proposed Schedule

Annual Program Review (Cont.)

Wednesday, February 5

Bean Production Systems Program

- 09:00 - 10:30 Report of 1974 Results
- 10:30 - 10:45 Coffee Break
- 10:45 - 11:15 Report of 1974 Results (Cont.)
- 11:15 - 12:30 Discussion of 1974 Results
- 14:00 - 15:30 Plans for 1975 and onwards
(including network)
- 15:30 - 15:45 Coffee Break
- 15:45 - 16:45 Discussion of future plans

Thursday, February 6

Small Farms Systems Program

- 09:00 - 10:00 Report of 1974 Results
- 10:00 - 10:45 Discussion of 1974 Results
- 10:45 - 11:00 Coffee Break
- 11:00 - 11:45 Plans for 1975 and onwards
- 11:45 - 12:30 Discussion of future plans

Training and Conferences

- 14:00 - 15:30 Report of 1974 activities
- 15:30 - 15:45 Coffee Break
- 15:45 - 16:15 Plans for 1975 and onwards
- 16:15 - 17:00 Discussion of future plans

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62a

November 20, 1974

Dr. John Nickel
Director General
Centro Internacional de Agricultura Tropical
Apartado Aereo 67-13
Apartado Mal. 737
Cali
Colombia

Dear John:

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

The Secretariat records your core and capital requirements for 1975, net of earned income, at \$6,060,000, for the purposes described in CIAT's program and budget document for 1975. Against this total and for these purposes, the Secretariat records declared grants from donors as listed below (rounded to the nearest \$5,000, and at exchange rates of October 30):

Canada (C.I.D.A.)	\$ 800,000	
Ford Foundation	625,000	
Germany	290,000	(DM 750,000)
Kellogg	290,000	
Netherlands	175,000	
Rockefeller	600,000	
Switzerland	115,000	
United Kingdom	110,000	(£ 47,000)
	<u>3,005,000.</u>	

In addition, while the exact final amounts have yet to be settled, the Secretariat estimates that grants totaling \$2,945,000 can be expected from three other donors: The Inter-American Development Bank, after negotiations with CIAT, intends to make a grant of about \$1,645,000; and USAID is contemplating a grant of \$1,230,000. In addition, the United Nations Environment Programme (UNEP) in Nairobi has indicated an interest in CIAT, and we believe the Center may possibly receive about \$70,000 from that source. A representative of the Secretariat will visit UNEP later this month, and we may have a firmer (and different) figure to give you when he returns.

November 20, 1974

If all these figures are realized, it will remain to cover a balance of about \$110,000 in your budget, the exact figure depending on what amounts are finally decided by IDB, USAID and UNEP. The management of the International Development Association (IDA) of the World Bank Group is prepared to recommend to the Executive Directors of IDA that this balance of approximately \$110,000 be covered by a grant from the Association.

The funds from the Ford Foundation (on a quarterly basis), the Rockefeller Foundation, USAID (on a quarterly basis) and Switzerland should be available on or soon after January 1, 1975. Funds from Canada, the Netherlands and the United Kingdom (on a trimester basis) should be available beginning in the month of April. IDA's funds will be transferred as soon as it is clear what balancing item is needed to complete the financing of your budget. The Secretariat has no information about when the grants of other donors may be available, and cannot estimate when the IDB grant may be ready for transfer to you.

In addition to all the foregoing amounts, the German Ministry of Economic Cooperation may make about \$60,000 available to you before January 1 for the purpose of accelerating your ordering and acquisition of the items of equipment in the first three categories on page 40 of CIAT's 1975 program and budget document. This sum, if it is transferred to CIAT, will be in excess of the Center's 1975 budget request, and the Secretariat therefore expects that it will appear as an unexpended balance at the end of 1976 or will otherwise be accounted for.

Let me report to you that in their meeting at the end of October, the members of the Consultative Group confirmed their wish that the Secretariat be promptly informed of revisions in the 1975 budgets of the Centers in the international research network. If your Executive Committee or your Board of Trustees approves a revision of your 1975 budget, therefore, we would expect to be informed promptly, and to receive from you a brief statement concerning the changes. The attached paper, accepted by the Consultative Group, gives a further explanation of this matter, particularly in paragraphs 6 and 7.

Perhaps I should also take the occasion to comment on your letter of September 16 concerning the draft paper on budgeting and accounting procedures of the Centers. You comment that it is a problematic exercise to try to cast the annual report of a center in lay language. In fact, it is not desired that the annual report be so cast: it is the annual program and budget document which is expected to be in lay language.

Sincerely yours,

Harold Graves

Enclosure

-- Variations from Planned
Expenditures

HG
HGraves:apm

G 2 A



APARTADO AEREO: 67-13
CABLES: CINATROP
CALI-COLOMBIA

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

November 19, 1974

Mr. Warren Baum
Chairman
CGIAR
1818 H. Street, N. W.
Washington, D. C. 20433

Handwritten notes:
V.
In Jefes
~~BHC~~
~~HL~~
HG
JC
CG
CJ

Dear Mr. Baum:

On behalf of CIAT Board of Trustees I thank you for your cablegram concerning the departure of Jerry Grant and the welcoming of John Nickel. I am certain John Nickel will carry forward the work of Jerry Grant and CIAT will enter an important new phase of consolidation and advancement.

We are very pleased with the news of the approval by the members of the Consultative Group of \$ 6,060,000 for CIAT leaving a small margin of \$ 26,000 to be appropriated.

As you know, with the concurrence of Dr. Boerma, I am leaving my post as Assistant Director General, Regional Representative for Latin America of FAO to return to Colombia to start a new forestry corporation being set up jointly by the forestry industries and the Government of Colombia. My wife and I will be back in Colombia beginning December 17. My mailing address will be: Apartado Aereo 100286, Bogotá.

Best personal regards.

Sincerely yours,

Handwritten signature of Armando Samper
Armando Samper
President
Board of Directors

G 2 (a)

Faint circular stamp:
RECEIVED
NOV 20 1974
CIAT



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

November 19, 1974

Mr. Warren Baum
Chairman
CGIAR
1818 H. Street, N. W.
Washington, D. C. 20433

Dear Mr. Baum:

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We are very pleased with the news of the approval by the members of the Consultative Group of \$ 6,080,000 for CIAT leaving a small margin of \$ 28,000 to be appropriated.

As you know, with the concurrence of Dr. Boerms, I am leaving my post as Assistant Director General, Regional Representative for Latin America of FAO to return to Colombia to start a new forestry corporation being set up jointly by the forestry industries and the Government of Colombia. My wife and I will be back in Colombia beginning December 17. My mailing address will be: Apartado Aereo 100266, Bogotá.

Best personal regards.

Sincerely yours,

Board of Directors
President
1974 NOV 25 PM 5:05
COMMUNICATIONS SECTION
Sampson

RECEIVED

(2)(a)

Handwritten notes and signatures on the left margin, including the name 'Mr. Baum' and various initials.

OUTGOING WIRE

TO: ARMANDO SAMPER
BOARD CHAIRMAN
CINATROP
CALI

DATE: NOVEMBER 15, 1974

CLASS OF SERVICE: *wl*
TELEX NO. 396-5769

COUNTRY: COLOMBIA

Ext. 3592

TEXT:
Cable No.:

ON OCCASION YOUR INSTALLATION OF NEW DIRECTOR GENERAL WISH TO
CONVEY OUR HIGH REGARD FOR CONTRIBUTION OF JERRY GRANT TO DEVELOPMENT
OF CIAT AND TO INTERNATIONAL CENTERS SYSTEM AND ALSO TO JOIN IN
WELCOMING JOHN NICKEL AS HE BRINGS HIS TALENTS FROM IITA TO HIS NEW
RESPONSIBILITIES AS YOUR DIRECTOR GENERAL STOP HAPPY TO ASSURE YOU
AND HIM OF CONSULTATIVE GROUPS CONTINUED SUPPORT IN CIATS FURTHER
PROGRESS

REGARDS

BAUM
CHAIRMAN
CGIAR

G2a

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. CGIAR Secretariat

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

cleared with Mr. Lejeune

BMC:mcj

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *E*

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO:

ARMANDO SAMPER
BOARD CHAIRMAN
CINACORP
CALL

DATE

NOVEMBER 15, 1974

CLASS OF

W

SERVICE

TELEX NO. 306-2769

COUNTRY:

COLOMBIA

Ext. 3592

TEXT:

Cable No.

ON OCCASION YOUR INSTALLATION OF NEW DIRECTOR GENERAL WISH TO
 CONVEY OUR HIGH REGARD FOR CONTRIBUTION OF JERRY GRANT TO DEVELOPMENT
 OF CIAT AND TO INTERNATIONAL CENTERS SYSTEM AND ALSO TO JOIN IN
 WELCOMING JOHN NICKEL AS HE BRINGS HIS TALENTS FROM IITA TO HIS NEW
 RESPONSIBILITIES AS YOUR DIRECTOR GENERAL STOP HAPPY TO ASSURE YOU
 AND HIM OF CONSULTATIVE GROUPS CONTINUED SUPPORT IN CIAT'S FURTHER
 PROGRESS

REGARDS

BAUM
CHAIRMAN
CIAT

(Handwritten initials)

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Bruce M. Cheek

DEPT.

CGIAR Secretariat

SIGNATURE

(Handwritten signature)

REFERENCE

SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE

ORIGINAL (File Copy)

(IMPORTANT: See Secretary's Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION

COMMUNICATIONS
Mr. Lejeune

NOV 15 10 44 PM 1974

STYLICHE

Use the 8700 communication section

Checked for Disputes

BAP

OUTGOING WIRE

TO: GRANT
CINATROP
CALI

DATE: NOVEMBER 11, 1974

CLASS OF
SERVICE: TELEX NO. 396-5769

COUNTRY: COLOMBIA

Ext. 3592

Para

TEXT:
Cable No.:

GLAD TO INFORM YOU FOLLOWING RECENTLY CONCLUDED CONSULTATIVE GROUP MEETING THAT DONORS HAVE PLEDGED TO PROVIDE 6.060 MILLION US DOLLARS TO CIAT IN 1975 FOR ITS CORE AND CAPITAL EXPENDITURES. LETTER FOLLOWING

REGARDS

LEJEUNE

G2a

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Michael L. Lejeune

DEPT. CGIAR Secretariat

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

CG
CG/HG/mcj

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *[Signature]*

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: GRANT
CHARGES
CALL
COUNTRY: COLOMBIA
TEXT:
Cable No.:

DATE: NOVEMBER 11, 1974
CLASS OF SERVICE: INDEX NO. 396-2769
Rate: 3592

Handwritten scribble

GLAD TO INFORM YOU FOLLOWING RECENTLY CONCLUDED CONSULTATIVE GROUP
MEETING THAT DONORS HAVE PLEDGED TO PROVIDE 6.060 MILLION US DOLLARS TO
CIA IN 1975 FOR THE CORE AND CAPITAL EXPENDITURES. LETTER FOLLOWING

REGARDS
LEJUNE

Handwritten initials

NOT TO BE TRANSMITTED

APPROPRIATE AGENCIES AND COPY DISTRIBUTION

NAME: Michael L. LeJune
DEPT: CGIAR Secretariat
SIGNATURE: *[Signature]*
REFERENCE: *[Blank]*

COMMUNICATIONS
NOV 11 10 03 PM 1974
[Handwritten initials]

For Use By Communications Section

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

Checked for Distribution

62a

November 5, 1974

Dear Eduardo:

It was good to receive your letter of October 24 with which you sent several copies of your memorandum on CIAT's outreach activities. I particularly note that you have responded to the need for information on proposals, as well as on existing outreach programs.

We are still receiving materials from the international centers, after which we shall work out a useful way of bringing these matters before the donors in the Consultative Group. Meanwhile, I am asking John Coulter and Jim Fransen to see if they have any useful comments to make to you. In addition, I would call your attention to the Bank's paper, circulated at the meeting of the Consultative Group last week on "Information on Agricultural Research Activities", copy of which has been sent to all center directors.

With best wishes,

Sincerely,

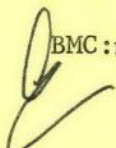


Bruce M. Cheek

Dr. Eduardo Alvarez-Luna
Deputy Director General
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali, Colombia

cc: Sir John Crawford (with incoming)
Mr. P. A. Oram (with incoming)
Dr. J. K. Coulter (with incoming)
Dr. J. M. Fransen (with incoming)

BMC:mcj



OFFICE MEMORANDUM

CIAT

TO: Files

FROM: Harold Graves

SUBJECT: Germany: Final Allocations for 1974

DATE: November 1, 1974

Yesterday I agreed to provide the Ministry of Cooperation in Bonn (Dr. Treitz) with a letter which would give the Ministry a basis for making its final allocations to the Consultative Group network for 1974. These allocations would be as follows:

ICRISAT	-	\$255,000 equivalent
CIAT	-	60,000 equivalent
CIP		60,000 equivalent.

These funds would be used to accelerate expenditures hitherto expected to be made in 1975; they would not in any case finance additions to planned expenditures. The ICRISAT funds would be used for purchases of equipment, as detailed in a letter now awaited from Dr. Cummings, the Director General of ICRISAT. The CIAT funds would be used for that Center's capital development program, as detailed in the Center's budget presentation for 1975. The CIP funds would be applied to the repair and reconstruction of CIP following the damage caused by the September earthquake, as outlined in a telegram of October 31 from Dr. Sawyer, the Director General of the Center, and in a letter now awaited from Dr. Sawyer.

HGraves:apm

cc: Dr. Cummings
Dr. Grant
Mr. Urquhart
Dr. Sawyer



Gza

APARTADO AEREO: 67-13
CABLES: CINATROP
CALI-COLOMBIA

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

October 25, 1974

CIAT'S OUTREACH ACTIVITIES

The following is an account of the outreach activities at CIAT and includes projects underway as well as proposals and ideas that may deserve seeking additional financing in the future.

I - Support to ICTA, Guatemala

The Instituto de Ciencia y Tecnología Agrícolas (ICTA) is the Guatemalan institution devoted to agricultural research. ICTA presently is concerned with production and productivity of field beans, rice, maize, sorghum, wheat and vegetable crops.

The Rockefeller Foundation has provided funds to assign three staff members in residence in Guatemala as part of the cooperative program between CIAT and ICTA. Dr. Robert Waugh serves as Assistant Director to ICTA; Mr. R. E. Harwood is acting in his capacity as Agricultural Engineer in the development of ICTA agricultural research stations; and Dr. Eugenio Martínez is the Technical Director. Selected professionals from ICTA have received training at CIAT, and CIAT is helping ICTA to establish assistance ties with other international centers and activities.

Through these Outreach Activities continuous collaboration of CIAT Core Programs is assured. Of particular interest, is the collaboration of the Bean Program and the Small Farm Systems Program. In the first instance, the Bean Program has provided materials for testing, clean foundation seed for seed increase and consultation visits from a number of Bean Production Systems program scientists. In the second instance, the Small Farm Systems Program has executed a study of a major maize production zone as part of its own core research activities, but, operating through ICTA Production

Programs. This has included collaboration on agronomic field trials for the design of production packages, a socio-economic survey on factors that influence production, and a number of consultation visits.

II - Documentation Services

A. Cassava Information Center

The Cassava Information Center at CIAT, funded by IDRC, aims at collecting all the literature produced in the world on cassava. It analyzes the information on a document-by-document basis in order to produce abstracts which are distributed to approximately 150 cassava workers in the world at present. A mechanized system of interior-punched cards is used to provide specific topic searches on request, and photocopies of all documents are available at cost upon request. Of the estimated 4,000 documents existing on cassava, 3,500 have been identified and purchased by CIAT and over 3,000 are already in the library. A book-form bibliography will be published in 1975 on the basis of the approximately 2,500 abstracts presently available. Supplements to this bibliography will be issued periodically. The Center plans to publish a world Directory of Cassava Workers and a Cassava Newsletter if and when additional funds become available.

B. CEDEAL

The Centro de Documentación Económica para la Agricultura Latinoamericana (CEDEAL), sponsored by the Ford Foundation, follows the same idea and pattern of operation as the Cassava Information Center. Abstract cards and mechanized topic searches are provided on those aspects of Agricultural Economics and Development applicable to the Latin American situation.

In addition, CEDEAL plans to publish an Annual Review of Agricultural Economics and Development which will include state-of-the-art articles and other highlights of research in these fields, as well as a commutation of abstracts. A monthly service on copies of contents tables of the 25 most important economic journals for Latin America will be provided to

interested persons and institutions.

C. Other Areas

Similar documentation projects are being planned for beans, maize, and for Animal Health, especially on hoof-and-mouth disease. Preliminary conversation has been held with ODA representatives on this latter area.

III - Training

The following activities are included in a recently signed agreement with the Inter-American Development Bank (IDB):

1. A Livestock Production Specialists Training Course to begin not earlier than February 1, nor later than May 1, 1975. Specific training objectives will be to develop trainee competence in the application of technology, economic, and scientific awareness, ranching skills and the abilities to communicate knowledge and skills effectively. In objectives and format this course will follow the pattern of previous CIAT Specialist Training courses. Major emphasis will be placed on year-round animal feed supplies, communication skills, and farm management. Approximate duration of the course will be one year; with 20 participants.
2. Short Courses are defined by CIAT as training experiences with important but limited objectives in which participants focus sharply on significantly increasing their knowledge, understanding and skills on certain specific areas. Furthermore, training is aimed at preparing and motivating participants to initiate appropriate action immediately upon returning to their home countries.

To date, CIAT has conducted two month-long short courses, each successfully in the judgement of all involved. One of these was in 1971 for some members of the rice extension staff of Rio Grande do Sul, Brazil.

In August, 1974, CIAT conducted a one-month course with the objective of improving the quality and productivity of

cassava research being undertaken in Latin American countries, particularly in specific areas of Brazil.

Staff members have proposed a number of short course possibilities, but the subject will be discussed thoroughly as part of the annual commodity program reviews scheduled for late January, 1975. This review will identify the range of short courses which the staff believes important to undertake over the period 1975-76, the countries most likely to be interested in any specific course, and the most probable sources of funding for courses in each of the commodity.

3. Master's Degree Academic Program. Up to four scholarships are contemplated within this program, which stipulates that the collaboration of Latin American institution of higher education must be involved.
4. Support for Graduate Thesis Candidates. Up to four scholarships for graduate thesis work, with a duration of one to two years are included.
5. Short Study Visits for Executives. Up to ten fellowships of approximately seven days each will be awarded to medium and high level officials of national institutions to visit CIAT's facilities and become aware of CIAT's programs.

Six years experience in training has helped the CIAT staff to identify some of the critical areas in which materials are needed to increase the efficiency of instruction at CIAT, but, more importantly, to reinforce and facilitate in-country training.

Some preliminary work is already underway in organizing slide sets synchronized with audio tapes for certain specific topics. This type of activity will be continued and emphasized in 1975-76 with the aim of producing sets of teaching aids (combinations of slides, films, audio tapes and written materials) that can be reproduced in appropriate numbers by national institutions for in-country training.

CIAT will carry out the design, development and test of such material. Once the material is in a reproducible form appropriate for

the medium (print, film, audio, etc.), interested institutions may purchase from CIAT at cost the material in such form as it can be reproduced or multiplied within the country. This also will encourage local adaptation of certain materials.

IV - Beans

1. Active

a. Bean Outreach

In June, 1974 the CIAT Bean Program received \$400,000 from the Interamerican Development Bank (IDB) to accelerate the development of a collaborative bean research network in Latin America. These funds, to be used over a two year period, include provision for two senior scientific staff (germplasm specialist and agronomist-pathologist); a documentation service; germplasm collection and seed distribution; disciplinary workshops in pest control, breeding and agronomy; and for training and counseling activities. In early October a conference was held on "Bean Rusts" and on an "Evaluation of current research activities in the Bean Program", with a Bean Technical Steering Committee to be formed later in the same month.

b. Monograph on Bean Diseases (R.F.)

Drs. W. J. Zaumeyer (USA), A. S. Costa (Brazil), and G. Galvez (CIAT) are updating and translating into Spanish Dr. Zaumeyer's original monograph in bean diseases. Diseases are a very important problem in bean culture, and a practical well documented book with good illustrations and control recommendations will be of considerable value to pathologists of the region. This project is sponsored by the Rockefeller Foundation.

c. Post-Doctoral Fellows

Three post doctoral fellowships provided by the Rockefeller Foundation are currently utilized in the Bean Program to support visiting scientists in the areas of Plant Physiology,

Entomology, and Bacterial diseases of beans. This type of support will provide CIAT and other national and international programs with trained and experienced scientists with whom to extend outreach activities. Further financial support in this area is needed.

2. Under Consideration

- a. Nitrogen fixation in grasses
- b. Bean Rhizobium studies
- c. Bean-Endogene project

The above three microbiology based projects have been submitted for funding, but to date only Project "a" has been approved and funded by the Rockefeller Foundation. This is surprising considering TAC and CGIAR concern over N and P fertilization and the need for increased studies of symbiotic N₂ fixation and phosphate solubilization. Two TAC-FAO working groups have/or will be convened to consider this field. Project "b" above would provide an additional scientists at CIAT to undertake work on symbiotic nitrogen fixation in grain and pasture legumes, and on phosphate solubilization using rock phosphate Thiobacillus mixtures. Project "c" seeks to fund studies on Endotrophic mycorrhizal fungi and their use in improving the efficiency of phosphate fertilizers. To date no such work has been undertaken in Latin America, but studies in developed countries have given very promising results.

3. Needed

a. Bean Outreach Project-Brazil

EMBRAPA in Brazil is establishing a national research center devoted to the development of the dry bean and has requested technical support from the CIAT Bean Team. This would necessitate situating a CIAT staff member in Brazil to actively participate in that program as well as to act as a liaison scientist between research results and problems in Brazil and developments at CIAT.

V - Beef

1. Collection and Evaluation of Tropical Forage Legumes and Grasses.

Particular attention is being given to legume and grass genera and species of agronomic potential as useful pasture and forage species, i.e., Stylosanthes, Centrosema, Desmodium, Phaseolus, and the indigenous and introduced grass genera including Paspalum, Brachiaria, Hyparrhenia, Panicum and Andropogon. Other genera of tropical forage legumes and grasses might be considered as program develops. Emphasis will be placed on base collections of genera and species in tropical America. This program is being carried out in collaboration with interested national, regional, international and other agencies. Establishment and maintenance of these base collections would lead to evaluation of promising species by appropriate agencies.

2. Multi-Country Technical Assistance in Pastures and Forages and Beef Production

Funding is required for a Pastures and Forages-Beef Production specialist to enable the total Beef Program staff to annually provide the equivalent of one man-year technical assistance on a multi-country basis throughout Latin America. This technical assistance would be provided via correspondence and short visits, and as determined by program capabilities and priorities. Current program staff have only limited time to provide multi-country technical assistance in consideration of present program responsibilities.

3. Animal Health

Projects 1974

a. Involving Colombia alone

<u>Project</u>	<u>Collaborator</u>
i. Wild-life studies Los Llanos (<u>Echinococcus</u> sp.; <u>Trypanosoma cruzi</u> ; <u>Trypanosoma evansi</u>)	International Centre for Medical Research (Tulane University Universidad del Valle)
ii. Animal Health component of the herd systems experiment, Carimagua.	Instituto Colombiano Agropecuario (ICA)

- iii. Animal Health survey Los Llanos (breeding diseases; hemoparasitic diseases; ectoparasites) Caja Agraria, Colombia
USAID; ODA
- iv. Animal Health survey North Coast ranches (breeding diseases; hemoparasitic diseases; ectoparasites) USAID; ODA
CIAT's Staff
- v. Economics of immunization against Anaplasmosis and Babesiosis, Valle del Cauca. ICA
- vi. Economics of Foot and Mouth in pigs Economics section CIAT
- vii. Breeding diseases of pigs, Valle del Cauca CIAT's Staff
- viii. Etiology of pig dysentery and diarrhoea, Valle del Cauca CIAT's Staff

b. Involving Countries other than Colombia

Training only:	Ph.D. students	- 1	U.S.A.
	M.Sc. students	- 1	U.S.A.
	Post graduate interns	- 1	Perú
		1	Bolivia

Projects 1975

a. Involving Colombia alone

Project

Collaborator

Continuation of all projects (i) - (viii) listed for 1974 with modifications.

As before

Principal modification will be in (i) Wild-life studies.

Emphasis will change to the involvement of wild-life in the epidemiology of breeding and hemoparasitic diseases of cattle

Colombia Aftosa Research Project

ICA/USDA/USAID/Wisconsin/Texas A&M and others

b. Involving Countries Outside Colombia

- i. Hemoparasitic diseases and tick project in Rio Grande do Sul, Brazil. Federal University of Rio Grande do Sul.
- ii. Visit to recommend projects for Animal Health. Chile.
- iii. Visits to advise on Swine Animal Health (part of outreach of the Swine Program). Perú, Bolivia.
- iv. Training: Students anticipated
 - Ph.D. students - 1 U.S.A.
 - 1 Colombia
 - 1 U.K.
 - M.Sc. students - 1 Colombia
 - 1 U.S.A.
 - Post graduate interns - 2 Perú
 - 4 Bolivia
 - 1 Brazil
 - 2 Colombia

Other projects are not definite but requests may come for assistance.

1. Assistance in immunizing imported animals against Anaplasmosis and Babesiosis - Ecuador.
2. Assistance in identifying breeding diseases - Ecuador.

VI - Swine

Activities have been initiated in Ecuador, Colombia, Bolivia, Perú, Costa Rica and Guatemala. The specific activity by country is as follows:

1. Bolivia

- a) In collaboration with the University of Bolivia "Gabriel René Moreno", at Santa Cruz, a complete swine unit has been constructed at the University farm.

- b) Two specialists in swine production and nutrition and one in swine health have been trained.
- c) A program to establish effective swine production assistance for the area is being developed and will be implemented by demonstrations, local training programs and direct assistance to the swine farmers. These programs have been financed by IDRC.

2. Costa Rica

- a) In collaboration with the University of Costa Rica, plans have been developed to establish a swine production unit at the regional station at Turrialba.
- b) One swine production specialist has been trained to the M.S. level and two additional candidates are programmed for training beginning in January, 1975.
- c) Technical assistance is being provided for center development, collaborative research, local training programs, extension and development. These programs are being supported by IDRC.

3. Perú

- a) The Peruvian Government has requested CIAT to provide technical assistance for the development of swine production in the areas of Pucallpa, Jaen and Tarapoto. USAID funding is under consideration for support of this technical assistance.
- b) For the Pucallpa station: one swine specialist has been trained and one additional technician in swine production and one in swine health are programmed for training in 1975.
- c) Technical assistance will be provided for center development, cooperative research, local training, extension and development.
- d) Station development is being funded by the Minister of Agriculture through Instituto Veterinario de Investigaciones Tropicales y de Altura (IVITA). Training has been supported by IDRC. Support for technical assistance by USAID funding is under consideration at the present.
- e) Programs are being developed for similar assistance in the development of swine projects in Jaen and Tarapoto.

4. Ecuador

- a) Technical assistance is being provided by CIAT to an ongoing swine program of INIAP in Ecuador.
- b) Five swine scientists have received training at CIAT.
- c) Technical support for a development project being developed by the Ministry of Agriculture in the El Oro region of Ecuador is under consideration.

This technical assistance is being provided by CIAT Core Staff.

5. Colombia

- a) Technical assistance is being provided to an ongoing swine program of ICA-Colombia.
- b) Four young scientists engaged in various swine activities have received training in CIAT.
- c) Cooperative research and small farm swine projects are being carried out with ICA personnel and facilities.

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- a) ICTA of Guatemala has requested technical assistance and personnel training for the development of an on-the-farm swine program which will give emphasis to the utilization of presently available technology in the improvement of swine production on small farms.

Funding for this assistance has not yet been identified.

- 7. As funding is made available for training, travel and staff, the Swine outreach activities will be extended into Brazil and into Asia. Many requests have been received for technical assistance in both of these areas but because of lack of

personnel and funding it has not been possible to respond to these requests. Both regions offer great potential for swine production.

VII- Cassava

General Philosophy

There is a shortage of skilled cassava workers throughout the world at almost all levels. Opportunities to study cassava in developed countries in general do not exist and hence, there are few people at the top level with training in cassava.

CIAT's approach to this problem is to train people at the post graduate, doctoral and post doctoral level so that they can return to their countries or other cassava areas to modify or develop new technology.

Up to the present projects run by former CIAT cassava trainees are in progress or about to begin in Perú, Brazil, Venezuela and Malaysia.

Special Projects

1. Perú. A former CIAT trainee, now employed by the Ministry of Agriculture is receiving funds from IDRC to test varieties and cultural practices developed at CIAT in four different areas of Perú. Promising varieties will be multiplied using the CIAT rapid propagation technique and made available to cooperatives and farms.
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Future development of these types of outreach activity are considered to be of vital importance in disseminating, modifying for location-specific problems and putting into practice new procedures and utilization packages. At present the cassava program lacks funds for trainees at the M.S. or Doctoral level who can later run national projects.

VIII - Maize

In the past, maize outreach has been centered around the following activities: the publication of the Newsletter "El Maicero", a special production training course held in Ecuador; assisting in the planning and support of semi-annual meetings of Andean Zone maize workers, and in arranging a plant protection workshop, emphasizing the team approach to solving research problems. Further, the CIAT program functions as part of CIMMYT's outreach team in the conduct of uniformity trials, distribution and testing of promising materials, and in the distribution of current information on maize research.

Outreach activities that are planned or being planned include expanding CIAT's role in collecting and distributing technical information, as a participant in a Maize Communication Center currently proposed by the Maize Team at La Molina Agrarian University in Perú. In addition to technical information, it is hoped that this idea will generate visual aids useful in training at the extension and farm level by the national programs. Plans are underway to improve the exchange of germplasm between national and international programs by means of an organized system and a germplasm bank of limited size, to meet the needs reported by national maize directors at a recent meeting held at Maracay, Venezuela.

A part of the CIAT-CIMMYT working agreement, revised March 8, 1974, is a proposal to substantially enlarge the maize improvement effort in the Andean Zone and Northern Brazil, with primary emphasis on increased outreach activity. This proposal was presented to the CIAT Board of Trustees, and is awaiting final administrative endorsement before moving to the funding agencies. It provides for extensive cooperation between CIAT, CIMMYT and the national programs in the areas of germplasm development and testing, germplasm exchange, more research in plant protection, production agronomy and protein quality, training at all levels, and additional leadership in organizing workshops and communications functions. This unit, the need for which has been supported by CIAT,

CIMMYT and national programs throughout the zone, will function as one of CIMMYT's regional maize improvement groups.

IX - Economics

Workshop on Economics of the Beef Industry

The objectives of this workshop funded by the Ford Foundation were: 1) to review existing research in the area of beef cattle economics, 2) to identify substantive areas for priority work, and 3) to identify personnel and institutions capable of and interested in participating in a collaborative research effort. Approximately 20 Economists and a number of CIAT specialists in animal production participated.

Workshop on Methods Used to Allocate Resources in Applied Agricultural Research in Latin America

The objectives of this workshop are: 1) to determine how decisions are presently made on the allocation of resources in applied agricultural research in selected research institutes in Latin America, 2) to assess the efficiency of the decision making framework presently used and the availability of relevant information to maximize the contribution of agricultural research to the achievement of development goals, 3) to consider whether there is a need for improved decision making tools and/or more and better information, and 4) to suggest ways to assist the decision makers in applied agricultural research on improving research resource allocation if such an assistance is believed to be wanted. About 35 research directors, biological scientists and economists from 10 countries will participate in the workshop, which is being financed by CIAT and the Research and Training Network of the Agricultural Development Council (ADC).

X - Small Farm Systems

A. Potential for an Integrated Focus on Outreach in CIAT

To assure that the research and training programs in CIAT are focused on the most critical production problems on the farm, a direct collaboration with national research and development programs in the lowland tropics is essential. To reach our stated objectives of increasing productivity and production, and

stimulating economic development, we must be sure that the technology and methodology generated in CIAT actually reaches the intended clients - national agencies and universities - and the farmers of Latin America. It is hardly possible to assure success in reaching our objectives if we are not involved to some degree in the entire sequence of events from problem identification and solution, teaching research methodology and the applications of relevant solutions in the farmer's field.

The ICTA/CIAT experience in Guatemala provides one model for future involvement of this center in "outreach" activities which are meaningful and can assure our fulfilling the center's objectives.

The integration of several international organizations with several CIAT programs into the existing organization of ICTA, with a direct focus on agricultural production shows every indication of success for increasing production of basic food crops in Guatemala. Assignment of Rockefeller Foundation, USAID, CIAT, and other personnel within the structure of ICTA, and the organization of multi-disciplinary production teams in each zone enhances the probability of causing a lasting impact on the organization of research and the applications of this research on the farm in several target zones. These specialists in Guatemala are in the areas of Administration, Technical Direction, Experiment Station Development, Production Zone Coordinators, Economics and Commodity Coordinators. The CIAT programs working more closely with the ICTA production program include beans, swine, rice, small farm systems and training.

The systematic approach to identification of key factors which affect the farmer's success in production, cash flow, and family nutrition which has been applied in La Maquina (zone on the Pacific Coast) has led to a production plan for the next year which includes farm demonstration plots, a large demonstration area on the experiment station, pertinent field trials by agronomists and breeders to refine current recommendations, and a change in the credit policy to make this more realistic to conditions in the zone. Evaluation of relevant alternatives, and probabilities of acceptance of technology are included. Access

to decision makers in the government, and their interest in results of the initial efforts, have added to our enthusiasm about the potential impact of this program.

This model could be followed to boost agricultural production in other countries. On invitation, a team which fits the precise needs of the country would be assembled and placed in the existing research/development organization. Primary emphasis would be on raising production and income on small farms, and improving family nutrition. From the outset, young scientists from the country would be trained in academic centers, international research and training centers, to take over all jobs within the program in a short period, after 2 to 4 years. Integration of efforts from the several sources of international support would be enhanced, if not assured. And CIAT would thus maintain a continuous flow of germplasm, technical expertise, and dialogue from farmer through national agency to the researcher, and back to the farm in an efficient manner. This model appears to be successful in Guatemala, and may be CIAT's most effective approach to promote development.

B. Machinery and Equipment Appropriate for Small Farms in Tropical Latin America

Objectives:

1. To identify equipment (implements and tools) suitable for use in improving efficiency and increasing production on small farms in tropical Latin America.
2. To bring together and test under farm conditions selected equipment which shows promise of solving the more urgent problems of land preparation, planting, cultivation, weed control, pesticide applications, harvest and transport of produce on small farms. As part of this testing program, sizeable areas on the CIAT, Palmira station could be managed as small farm units, as an integral part of the Systems Team program.
3. To prepare a hand book describing small farm equipment, including photos, descriptions, results of field tests where

available, sources of designs and costs of commercially available models.

It is not foreseen that this project would involve research towards the development of new machinery. Emphasis would be on identification of proven designs and subsequent testing of these designs for specific needs in the American tropics under small farm conditions. In exceptional cases, limited development (adaptation, modification) work might be justified.

Requirements:

A full time farm equipment specialist would be needed for a period of from 2-3 years. If possible, it would be desirable to get a man from an organization presently engaged in small farm equipment construction and testing.

The first objective could perhaps be achieved before the specialist comes to CIAT especially if he has experience and contacts with major sources of designs and information related to small farm equipment. In addition, part of the second objective could also be accomplished by purchasing selected machinery presently commercially available in the world market so that testing could begin shortly after the specialist arrives at CIAT.

Some phases of testing could be accomplished with the participation of CIAT trainees. Further testing and demonstration in the various countries would take place after they return home.

The specialist would be assigned to the Small Farm Systems team but would depend on all CIAT commodity teams for help in identifying the most urgent problems, and following up results of farm testing.

The third objective should be completed before the specialist terminates his assignment at CIAT. The handbook should be revised and updated periodically.



62a
APARTADO AEREO: 67-13
CABLES: CINATROP
CALI-COLOMBIA

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

308-EAL

October 24, 1974

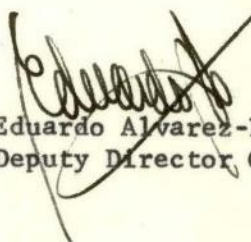
Mr. Harold Graves
Executive Secretariat
Consultative Group on International
Agricultural Research
1818 H St. N. W.
Washington, D. C. 20433
U. S. A.

Dear Mr. Graves:

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I hope this information will meet with your request.

Sincerely yours,


Eduardo Alvarez-Luna
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Encl.

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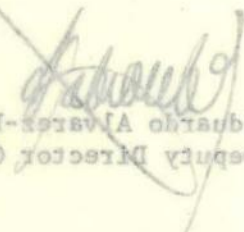
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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

October 25, 1974

CIAT'S OUTREACH ACTIVITIES

The following is an account of the outreach activities at CIAT and includes projects underway as well as proposals and ideas that may deserve seeking additional financing in the future.

I - Support to ICTA, Guatemala

The Instituto de Ciencia y Tecnología Agrícolas (ICTA) is the Guatemalan institution devoted to agricultural research. ICTA presently is concerned with production and productivity of field beans, rice, maize, sorghum, wheat and vegetable crops.

The Rockefeller Foundation has provided funds to assign three staff members in residence in Guatemala as part of the cooperative program between CIAT and ICTA. Dr. Robert Waugh serves as Assistant Director to ICTA; Mr. R. E. Harwood is acting in his capacity as Agricultural Engineer in the development of ICTA agricultural research stations; and Dr. Eugenio Martínez is the Technical Director. Selected professionals from ICTA have received training at CIAT, and CIAT is helping ICTA to establish assistance ties with other international centers and activities.

Through these Outreach Activities continuous collaboration of CIAT Core Programs is assured. Of particular interest, is the collaboration of the Bean Program and the Small Farm Systems Program. In the first instance, the Bean Program has provided materials for testing, clean foundation seed for seed increase and consultation visits from a number of Bean Production Systems program scientists. In the second instance, the Small Farm Systems Program has executed a study of a major maize production zone as part of its own core research activities, but, operating through ICTA Production

Programs. This has included collaboration on agronomic field trials for the design of production packages, a socio-economic survey on factors that influence production, and a number of consultation visits.

II - Documentation Services

A. Cassava Information Center

The Cassava Information Center at CIAT, funded by IDRC, aims at collecting all the literature produced in the world on cassava. It analyzes the information on a document-by-document basis in order to produce abstracts which are distributed to approximately 150 cassava workers in the world at present. A mechanized system of interior-punched cards is used to provide specific topic searches on request, and photocopies of all documents are available at cost upon request. Of the estimated 4,000 documents existing on cassava, 3,500 have been identified and purchased by CIAT and over 3,000 are already in the library. A book-form bibliography will be published in 1975 on the basis of the approximately 2,500 abstracts presently available. Supplements to this bibliography will be issued periodically. The Center plans to publish a world Directory of Cassava Workers and a Cassava Newsletter if and when additional funds become available.

B. CEDEAL

The Centro de Documentación Económica para la Agricultura Latinoamericana (CEDEAL), sponsored by the Ford Foundation, follows the same idea and pattern of operation as the Cassava Information Center. Abstract cards and mechanized topic searches are provided on those aspects of Agricultural Economics and Development applicable to the Latin American situation.

In addition, CEDEAL plans to publish an Annual Review of Agricultural Economics and Development which will include state-of-the-art articles and other highlights of research in these fields, as well as a commulation of abstracts. A monthly service on copies of contents tables of the 25 most important economic journals for Latin America will be provided to

interested persons and institutions.

C. Other Areas

Similar documentation projects are being planned for beans, maize, and for Animal Health, especially on hoof-and-mouth disease. Preliminary conversation has been held with ODA representatives on this latter area.

III - Training

The following activities are included in a recently signed agreement with the Inter-American Development Bank (IDB):

1. A Livestock Production Specialists Training Course to begin not earlier than February 1, nor later than May 1, 1975. Specific training objectives will be to develop trainee competence in the application of technology, economic, and scientific awareness, ranching skills and the abilities to communicate knowledge and skills effectively. In objectives and format this course will follow the pattern of previous CIAT Specialist Training courses. Major emphasis will be placed on year-round animal feed supplies, communication skills, and farm management. Approximate duration of the course will be one year; with 20 participants.
2. Short Courses are defined by CIAT as training experiences with important but limited objectives in which participants focus sharply on significantly increasing their knowledge, understanding and skills on certain specific areas. Furthermore, training is aimed at preparing and motivating participants to initiate appropriate action immediately upon returning to their home countries.

To date, CIAT has conducted two month-long short courses, each successfully in the judgement of all involved. One of these was in 1971 for some members of the rice extension staff of Rio Grande do Sul, Brazil.

In August, 1974, CIAT conducted a one-month course with the objective of improving the quality and productivity of

cassava research being undertaken in Latin American countries, particularly in specific areas of Brazil.

Staff members have proposed a number of short course possibilities, but the subject will be discussed thoroughly as part of the annual commodity program reviews scheduled for late January, 1975. This review will identify the range of short courses which the staff believes important to undertake over the period 1975-76, the countries most likely to be interested in any specific course, and the most probable sources of funding for courses in each of the commodity.

3. Master's Degree Academic Program. Up to four scholarships are contemplated within this program, which stipulates that the collaboration of Latin American institution of higher education must be involved.
4. Support for Graduate Thesis Candidates. Up to four scholarships for graduate thesis work, with a duration of one to two years are included.
5. Short Study Visits for Executives. Up to ten fellowships of approximately seven days each will be awarded to medium and high level officials of national institutions to visit CIAT's facilities and become aware of CIAT's programs.

Six years experience in training has helped the CIAT staff to identify some of the critical areas in which materials are needed to increase the efficiency of instruction at CIAT, but, more importantly, to reinforce and facilitate in-country training.

Some preliminary work is already underway in organizing slide sets synchronized with audio tapes for certain specific topics. This type of activity will be continued and emphasized in 1975-76 with the aim of producing sets of teaching aids (combinations of slides, films, audio tapes and written materials) that can be reproduced in appropriate numbers by national institutions for in-country training.

CIAT will carry out the design, development and test of such material. Once the material is in a reproducible form appropriate for

the medium (print, film, audio, etc.), interested institutions may purchase from CIAT at cost the material in such form as it can be reproduced or multiplied within the country. This also will encourage local adaptation of certain materials.

IV - Beans

1. Active

a. Bean Outreach

In June, 1974 the CIAT Bean Program received \$400,000 from the Interamerican Development Bank (IDB) to accelerate the development of a collaborative bean research network in Latin America. These funds, to be used over a two year period, include provision for two senior scientific staff (germplasm specialist and agronomist-pathologist); a documentation service; germplasm collection and seed distribution; disciplinary workshops in pest control, breeding and agronomy; and for training and counseling activities. In early October a conference was held on "Bean Rusts" and on an "Evaluation of current research activities in the Bean Program", with a Bean Technical Steering Committee to be formed later in the same month.

b. Monograph on Bean Diseases (R.F.)

Drs. W. J. Zaumeyer (USA), A. S. Costa (Brazil), and G. Galvez (CIAT) are updating and translating into Spanish Dr. Zaumeyer's original monograph in bean diseases. Diseases are a very important problem in bean culture, and a practical well documented book with good illustrations and control recommendations will be of considerable value to pathologists of the region. This project is sponsored by the Rockefeller Foundation.

c. Post-Doctoral Fellows

Three post doctoral fellowships provided by the Rockefeller Foundation are currently utilized in the Bean Program to support visiting scientists in the areas of Plant Physiology,

Entomology, and Bacterial diseases of beans. This type of support will provide CIAT and other national and international programs with trained and experienced scientists with whom to extend outreach activities. Further financial support in this area is needed.

2. Under Consideration

- a. Nitrogen fixation in grasses
- b. Bean Rhizobium studies
- c. Bean-Endogene project

The above three microbiology based projects have been submitted for funding, but to date only Project "a" has been approved and funded by the Rockefeller Foundation. This is surprising considering TAC and CGIAR concern over N and P fertilization and the need for increased studies of symbiotic N₂ fixation and phosphate solubilization. Two TAC-FAO working groups have/or will be convened to consider this field. Project "b" above would provide an additional scientists at CIAT to undertake work on symbiotic nitrogen fixation in grain and pasture legumes, and on phosphate solubilization using rock phosphate Thiobacillus mixtures. Project "c" seeks to fund studies on Endotrophic mycorrhizal fungi and their use in improving the efficiency of phosphate fertilizers. To date no such work has been undertaken in Latin America, but studies in developed countries have given very promising results.

3. Needed

a. Bean Outreach Project-Brazil

EMBRAPA in Brazil is establishing a national research center devoted to the development of the dry bean and has requested technical support from the CIAT Bean Team. This would necessitate situating a CIAT staff member in Brazil to actively participate in that program as well as to act as a liaison scientist between research results and problems in Brazil and developments at CIAT.

V - Beef

1. Collection and Evaluation of Tropical Forage Legumes and Grasses.

Particular attention is being given to legume and grass genera and species of agronomic potential as useful pasture and forage species, i.e., Stylosanthes, Centrosema, Desmodium, Phaseolus, and the indigenous and introduced grass genera including Paspalum, Brachiaria, Hyparrhenia, Panicum and Andropogon. Other genera of tropical forage legumes and grasses might be considered as program develops. Emphasis will be placed on base collections of genera and species in tropical America. This program is being carried out in collaboration with interested national, regional, international and other agencies. Establishment and maintenance of these base collections would lead to evaluation of promising species by appropriate agencies.

2. Multi-Country Technical Assistance in Pastures and Forages and Beef Production

Funding is required for a Pastures and Forages-Beef Production specialist to enable the total Beef Program staff to annually provide the equivalent of one man-year technical assistance on a multi-country basis throughout Latin America. This technical assistance would be provided via correspondence and short visits, and as determined by program capabilities and priorities. Current program staff have only limited time to provide multi-country technical assistance in consideration of present program responsibilities.

3. Animal Health

Projects 1974

a. Involving Colombia alone

<u>Project</u>	<u>Collaborator</u>
i. Wild-life studies Los Llanos (<u>Echinococcus</u> sp.; <u>Trypanosoma cruzi</u> ; <u>Trypanosoma evansi</u>)	International Centre for Medical Research (Tulane University Universidad del Valle)
ii. Animal Health component of the herd systems experiment, Carimagua.	Instituto Colombiano Agropecuario (ICA)

- iii. Animal Health survey Los Llanos (breeding diseases; hemoparasitic diseases; ectoparasites) Caja Agraria, Colombia
USAID; ODA
 - iv. Animal Health survey North Coast ranches (breeding diseases; hemoparasitic diseases; ectoparasites) USAID; ODA
CIAT's Staff
 - v. Economics of immunization against Anaplasmosis and Babesiosis, Valle del Cauca. ICA
 - vi. Economics of Foot and Mouth in pigs Economics section CIAT
 - vii. Breeding diseases of pigs, Valle del Cauca CIAT's Staff
 - viii. Etiology of pig dysentery and diarrhoea, Valle del Cauca CIAT's Staff
- b. Involving Countries other than Colombia

Training only:	Ph.D. students	- 1	U.S.A.
	M.Sc. students	- 1	U.S.A.
	Post graduate interns	- 1	Perú
		1	Bolivia

Projects 1975

a. Involving Colombia alone

Project

Collaborator

Continuation of all projects (i) - (viii) listed for 1974 with modifications. Principal modification will be in (i) Wild-life studies. Emphasis will change to the involvement of wild-life in the epidemiology of breeding and hemoparasitic diseases of cattle

Colombia Aftosa Research Project

ICA/USDA/USAID/Wisconsin/
Texas A&M and others

b. Involving Countries Outside Colombia

- i. Hemoparasitic diseases and tick project in Rio Grande do Sul, Brazil. Federal University of Rio Grande do Sul.
- ii. Visit to recommend projects for Animal Health. Chile.
- iii. Visits to advise on Swine Animal Health (part of outreach of the Swine Program). Perú, Bolivia.
- iv. Training: Students anticipated
 - Ph.D. students - 1 U.S.A.
 - 1 Colombia
 - 1 U.K.
 - M.Sc. students - 1 Colombia
 - 1 U.S.A.
 - Post graduate interns - 2 Perú
 - 4 Bolivia
 - 1 Brazil
 - 2 Colombia

Other projects are not definite but requests may come for assistance.

- 1. Assistance in immunizing imported animals against Anaplasmosis and Babesiosis - Ecuador.
- 2. Assistance in identifying breeding diseases - Ecuador.

VI - Swine

Activities have been initiated in Ecuador, Colombia, Bolivia, Perú, Costa Rica and Guatemala. The specific activity by country is as follows:

1. Bolivia

- a) In collaboration with the University of Bolivia "Gabriel René Moreno", at Santa Cruz, a complete swine unit has been constructed at the University farm.

- b) Two specialists in swine production and nutrition and one in swine health have been trained.
- c) A program to establish effective swine production assistance for the area is being developed and will be implemented by demonstrations, local training programs and direct assistance to the swine farmers. These programs have been financed by IDRC.

2. Costa Rica

- a) In collaboration with the University of Costa Rica, plans have been developed to establish a swine production unit at the regional station at Turrialba.
- b) One swine production specialist has been trained to the M.S. level and two additional candidates are programmed for training beginning in January, 1975.
- c) Technical assistance is being provided for center development, collaborative research, local training programs, extension and development. These programs are being supported by IDRC.

3. Perú

- a) The Peruvian Government has requested CIAT to provide technical assistance for the development of swine production in the areas of Pucallpa, Jaen and Tarapoto. USAID funding is under consideration for support of this technical assistance.
- b) For the Pucallpa station: one swine specialist has been trained and one additional technician in swine production and one in swine health are programmed for training in 1975.
- c) Technical assistance will be provided for center development, cooperative research, local training, extension and development.
- d) Station development is being funded by the Minister of Agriculture through Instituto Veterinario de Investigaciones Tropicales y de Altura (IVITA). Training has been supported by IDRC. Support for technical assistance by USAID funding is under consideration at the present.
- e) Programs are being developed for similar assistance in the development of swine projects in Jaen and Tarapoto.

4. Ecuador

- a) Technical assistance is being provided by CIAT to an ongoing swine program of INIAP in Ecuador.
- b) Five swine scientists have received training at CIAT.
- c) Technical support for a development project being developed by the Ministry of Agriculture in the El Oro region of Ecuador is under consideration.

This technical assistance is being provided by CIAT Core Staff.

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The objectives of this workshop funded by the Ford Foundation were: 1) to review existing research in the area of beef cattle economics, 2) to identify substantive areas for priority work, and 3) to identify personnel and institutions capable of and interested in participating in a collaborative research effort. Approximately 20 Economists and a number of CIAT specialists in animal production participated.

Workshop on Methods Used to Allocate Resources in Applied Agricultural Research in Latin America

The objectives of this workshop are: 1) to determine how decisions are presently made on the allocation of resources in applied agricultural research in selected research institutes in Latin America, 2) to assess the efficiency of the decision making framework presently used and the availability of relevant information to maximize the contribution of agricultural research to the achievement of development goals, 3) to consider whether there is a need for improved decision making tools and/or more and better information, and 4) to suggest ways to assist the decision makers in applied agricultural research on improving research resource allocation if such an assistance is believed to be wanted. About 35 research directors, biological scientists and economists from 10 countries will participate in the workshop, which is being financed by CIAT and the Research and Training Network of the Agricultural Development Council (ADC).

X - Small Farm Systems

A. Potential for an Integrated Focus on Outreach in CIAT

To assure that the research and training programs in CIAT are focused on the most critical production problems on the farm, a direct collaboration with national research and development programs in the lowland tropics is essential. To reach our stated objectives of increasing productivity and production, and

stimulating economic development, we must be sure that the technology and methodology generated in CIAT actually reaches the intended clients - national agencies and universities - and the farmers of Latin America. It is hardly possible to assure success in reaching our objectives if we are not involved to some degree in the entire sequence of events from problem identification and solution, teaching research methodology and the applications of relevant solutions in the farmer's field.

The ICTA/CIAT experience in Guatemala provides one model for future involvement of this center in "outreach" activities which are meaningful and can assure our fulfilling the center's objectives.

The integration of several international organizations with several CIAT programs into the existing organization of ICTA, with a direct focus on agricultural production shows every indication of success for increasing production of basic food crops in Guatemala. Assignment of Rockefeller Foundation, USAID, CIAT, and other personnel within the structure of ICTA, and the organization of multi-disciplinary production teams in each zone enhances the probability of causing a lasting impact on the organization of research and the applications of **this** research on the farm in several target zones. These specialists in Guatemala are in the areas of Administration, Technical Direction, Experiment Station Development, Production Zone Coordinators, Economics and Commodity Coordinators. The CIAT programs working more closely with the ICTA production program include beans, swine, rice, small farm systems and training.

The systematic approach to identification of key factors which affect the farmer's success in production, cash flow, and family nutrition which has been applied in La Maquina (zone on the Pacific Coast) has led to a production plan for the next year which includes farm demonstration plots, a large demonstration area on the experiment station, pertinent field trials by agronomists and breeders to refine current recommendations, and a change in the credit policy to make this more realistic to conditions in the zone. Evaluation of relevant alternatives, and probabilities of acceptance of technology are included. Access

to decision makers in the government, and their interest in results of the initial efforts, have added to our enthusiasm about the potential impact of this program.

This model could be followed to boost agricultural production in other countries. On invitation, a team which fits the precise needs of the country would be assembled and placed in the existing research/development organization. Primary emphasis would be on raising production and income on small farms, and improving family nutrition. From the outset, young scientists from the country would be trained in academic centers, international research and training centers, to take over all jobs within the program in a short period, after 2 to 4 years. Integration of efforts from the several sources of international support would be enhanced, if not assured. And CIAT would thus maintain a continuous flow of germplasm, technical expertise, and dialogue from farmer through national agency to the researcher, and back to the farm in an efficient manner. This model appears to be successful in Guatemala, and may be CIAT's most effective approach to promote development.

B. Machinery and Equipment Appropriate for Small Farms in Tropical Latin America

Objectives:

1. To identify equipment (implements and tools) suitable for use in improving efficiency and increasing production on small farms in tropical Latin America.
2. To bring together and test under farm conditions selected equipment which shows promise of solving the more urgent problems of land preparation, planting, cultivation, weed control, pesticide applications, harvest and transport of produce on small farms. As part of this testing program, sizeable areas on the CIAT, Palmira station could be managed as small farm units, as an integral part of the Systems Team program.
3. To prepare a hand book describing small farm equipment, including photos, descriptions, results of field tests where

available, sources of designs and costs of commercially available models.

It is not foreseen that this project would involve research towards the development of new machinery. Emphasis would be on identification of proven designs and subsequent testing of these designs for specific needs in the American tropics under small farm conditions. In exceptional cases, limited development (adaptation, modification) work might be justified.

Requirements:

A fulltime farm equipment specialist would be needed for a period of from 2-3 years. If possible, it would be desirable to get a man from an organization presently engaged in small farm equipment construction and testing.

The first objective could perhaps be achieved before the specialist comes to CIAT especially if he has experience and contacts with major sources of designs and information related to small farm equipment. In addition, part of the second objective could also be accomplished by purchasing selected machinery presently commercially available in the world market so that testing could begin shortly after the specialist arrives at CIAT.

Some phases of testing could be accomplished with the participation of CIAT trainees. Further testing and demonstration in the various countries would take place after they return home.

The specialist would be assigned to the Small Farm Systems team but would depend on all CIAT commodity teams for help in identifying the most urgent problems, and following up results of farm testing.

The third objective should be completed before the specialist terminates his assignment at CIAT. The handbook should be revised and updated periodically.

BAP G 2a
INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: URQUHART
CIAT
CALI

DATE: OCTOBER 18, 1974

CLASS OF
SERVICE: Telex No. 396-5769

COUNTRY: COLOMBIA

Ext. 3592 (11)

TEXT:
Cable No.:

TRANSFERRING \$150,000 TO YOUR NEW YORK ACCOUNT TODAY IN FINAL PAYMENT
OF IDA GRANT TO CIAT CORE AND CAPITAL BUDGET FOR 1974. REGARDS

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture and Rural Development

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

REFERENCE: HGraves :apm

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: HONORARY
CIAT
CALL

DATE: OCTOBER 18, 1974
CLASS OF SERVICE: Telex No. 396-3769

COUNTRY: COLOMBIA

Ext. 3502

TEXT:
Cable No.:

TRANSFERRING \$150,000 TO YOUR NEW YORK ACCOUNT TODAY IN FINAL PAYMENT

OF IDA GRANT TO CIAT CORE AND CAPITAL BUDGET FOR 1974. REGARDS

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME:

Harold N. Graves, Jr.

DEPT:

Agriculture and Rural Development

SIGNATURE:

Harold N. Graves, Jr.

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

Graves: ays

DISPATCHED

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COMMUNICATIONS
Oct 18 12 34 PM 1974

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Responsible Officer



Record Removal Notice

File Title CGIAR - G-2 - Centro Internacional de Agricultura Tropical (CIAT) - Correspondence 72/74-03		Barcode No. 1760187		
Document Date 18 October, 1974	Document Type Letter			
Correspondents / Participants To: U. J. Grant From: Robert Jones				
Subject / Title Deposit to Centro Internacional de Agricultura Tropical				
Exception(s) Financial Information iv				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td>Withdrawn by Sherrine M. Thompson</td><td>Date March 26, 2021</td></tr></table>	Withdrawn by Sherrine M. Thompson	Date March 26, 2021
Withdrawn by Sherrine M. Thompson	Date March 26, 2021			

Mr. Robert Jones

October 18, 1974

Harold Graves

Payment to CIAT

Please transfer \$150,000 as quickly as possible from IDA to the New York account of the International Center of Tropical Agriculture (CIAT). This will complete IDA's payments to CIAT for 1974.

HGraves

HGraves : apm

G2a

INCOMING CABLE

C 2 a

ITT3/OCT 18 1974 VIA ITT WORLD COMM

ZCZC AWA657 VIA ITT BTB865 CL452

UIWA CO COCI 042

CALICOL 42/40 17 1610

Oct. 17, 1974

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WASHINGTON DC USA

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Oct 18 9 05 AM 1974
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Distribution:

Agriculture & Rural
Dev.

Tel. 10/18

PAYMENT OF BALANCE I D A GRANT WAS DEPENDENT ON DISCUSSIONS WITH
JERRY AT CENTERS WEEK STOP NEED MONEY NOW STOP JERRY IN NEWYORK
AND DONOT KNOW ARRANGEMENTS MADE STOP PLEASE ADVISE POSSIBILITY
PAYING NOW REGARDS

URQUHART/CINATROP

INCOMING CABLE

G 2 a
~~BMC~~
~~HG~~
JC
CJ

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Distribution: Agriculture & Rural developments
Mr. Van der Heijden

Tel. 10/10
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UIWA CO COBX 021

CALICOL 21 10 1120

October 10, 1974

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WASIONGTONDDCUSA

NICKEL ARRIVES CALI MIDDLE NOVEMBER GRANT LEAVES 20 NOVEMBER

CEREMONIES ON 18 AND 19 NOVEMBER REGARDS

URQUHART CINATROF

G2a

September 27, 1974

Dear John:

This is just a short note to express my appreciation for your careful review of the July 11 Budget and Accounting paper and for letting us have your comments in good time. The points you make will be considered carefully, along with other responses we have received. I am sure we will want to adapt or clarify the text on several matters to which you refer.

We shall also welcome Mr. Pritchard's comments on the aspects of the paper which concern him. Bill Lewis will be at the CIMMYT gathering of Treasurers on October 29 and will have the opportunity of talking with Mr. Pritchard then, too. We would like the P. S. Ross session to have a practical outcome in terms of common accounting procedures and, in particular, of standard audit information.

With my best wishes,

Sincerely,

Bruce M. Cheek

Dr. John L. Nickel
Deputy Director General
International Institute of Tropical
Agriculture
P.O. Box 5320
Ibadan
Nigeria

cc: Mr. Ruddy
Mr. Lewis
BMC:mcj

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

Bruce -

This has suddenly
popped up in my in box -
why, I don't know. ~~the~~

~~longer's speech but~~

~~concludes with the~~ Does

anything need to be
done about it?

M.S. File. under CIAT.

~~No further action~~

WORLD BANK GROUP

INCOMING MAIL				DATE:
Mr. H. Adler	A1042	Mr. Knox	A813	SEP 30 1974
Mr. J. Adler	E624	Mr. Krieger	B906	
Mr. Alter	A908	Mr. Lari	D1032	
Mr. Bart	F718	Mr. Lejeune	A1013	
Mr. Baum	E1023	Mr. McNamara	E1227	
Mr. Bell	A613	Mr. Muller	N436	
Mr. Benjenk	E723	Mr. North	D1032	
Mr. Broches	E923	Mr. Nurick	E915	
Mr. Cargill	E1236	Mr. Paijmans	C702	
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Mr. Chauffournier	A313			
Mr. Chenery	E1239	Mr. Rotberg	E427	
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Mr. Clarke	D1029	Mr. Tims	D428	
Mr. Damry	A1219	Mr. Twining	N635	
Mr. D. A. de Silva	N635	Mr. Van der Meer	A507	
Mr. Diamond	C502	Mr. Van der Tak	E1023	
Mr. Fowler	A1219	Mr. Votaw	C602	
Mr. Gabriel	E516	Mr. Wapenhans	A712	
		Mr. Weiner	A513	
Mr. Graves	E1039	Mr. Wiehen	C1001	
Mr. Gulhati	D530	Mr. Wiese	A837	
Mr. Hittmair	E427	Mr. Willoughby	G1050	
Mr. Hoffman	E823	Mr. Wright	A307	
Mrs. Hughes	D529			
Mr. Husain	A1136			
Mr. Kirmani	A610			
Mr. Knapp	E1227			

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



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

APARTADO AEREO 67-13 CABLES: CINATROP
CALI, COLOMBIA

Oficina del
Presidente de la
Junta Directiva

Dirección:
c/o FAO. Casilla 10095
Santiago, Chile
Teléfono 44345

19 September 1974

Dear Harold,

Upon return from my last trip, I found your letter of 22 August and the transcript of the interpreter's English version of my remarks on CIAT at International Centers Week.

In view of the short time left, I have made the corrections without looking at the Spanish text and have not retyped it.

Best personal regards,

Armando Samper
Chairman Board of Trustees

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

10312EB 30 611 3: 12



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

APARATO AEREO 67-13 CABLES: CINTROP
CALI, COLOMBIA

Oficina del
Presidente de la
Junta Directiva
Dirección:
c/o FAO, Casilla 10095
Santiago, Chile
Teléfono 44345

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Armando Zamper
Chairman Board of Trustees

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

1974 SEP 30 PM 3:45

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CIAT

have achieved.

Dr. Samper

I think everyone who came away from this meeting -- and a report will be issued in due course on it, which you will all see -- was that this was an extremely useful beginning.

We have learned certain lessons as to what we should and should not do and that, too, will be revealed in the report and I don't want to go into details. But, again, I want to say how very grateful we all are for the marvelous hospitality you extended and the very substantial amount of work that you did in preparation for this meeting.

I now turn over the meeting to Dr. Samper, who would like to make an introductory statement.

Thank you.

DR. SAMPER: Thank you, Mr. Chairman.

With your permission, I would like to speak in what to some of us is about the most beautiful language in the world, Spanish.

~~(Through Interpreter):~~ Mr. Chairman, representatives, in addressing you gentlemen for the first time as chairman of the Board of Directors of CIAT, I wish to recall the words mentioned here one year ago by Don Francisco DeSoia, who preceded me. Don "^{Chico}Checo," as we, ^{his}our friends call him because

AFFECTIONATELY
~~of the love we hold him~~, spoke quite frankly, in concluding
 five years of excellent work as chairman of the Board of
 Directors.

...
 A year ago Don ^{"Chico"}~~"Cheeko"~~ referred to three topics:
 One, the posture and efficiency of the members of the ~~Directing~~
^(OF TRUSTEES) Board of the Centers; second, certain bureaucratic aspects of
 management; and third, the role of the centers and their
 relationships with national and international organizations.

I would like to repeat to you gentlemen that the
^{TRUSTEES} Board of ~~Directors~~ of CIAT has always ^{FULLY}~~fully~~ exercised its
 authority and has ^(FIRMLY)~~fully~~ assumed the responsibilities entrusted
 to it by the statutes of CIAT. We have always been ~~fully~~
 aware of the extraordinary responsibility entrusted to us by
 those statutes: to direct the policy of the center, assure the
 financing of the programs, and ^{OVERSEE THE EXECUTION OF}~~control the positive undertaking~~
^{THE PROGRAMS.}
~~of all its work.~~

^{CIAT}
~~It~~ was established on the eighteenth of October 1967
 by eminent personalities in Colombia, the Americas, and the
 world, whose very clear vision and total devotion allowed set-
 ting forth the ^(OVERALL)~~overall~~ concept on which our insti-
 tution is based. They and other personalities who aided in the
 development of CIAT, ^{BOTH IN BUILDING THE PROGRAMS AND THE}~~in the structure of the action programs~~
^(PHYSICAL FACILITIES)
~~as well as in setting up the headquarters~~, were honored by

the Institution as founders or collaborators and as part of
~~CEREMONIES THAT TOOK PLACE IN OUR HEADQUARTERS~~
 the inaugural ~~action we set up our offices in Bolivar,~~
~~IN CALMIRA,~~
 Colombia, on October 12th last year.

The President of Colombia, Dr. Misael Pastrana,
 unveiled the plaque of recognition ~~on the part of~~ ^{TO} the government
 of Colombia, ~~and foundation,~~ ^{TO THE} ~~other institutions as well as the~~ ^{AND TO THE} ~~people who participated in carrying out the work with CIAT.~~ ^{FOR THE}
~~PART THEY PLAYED IN THE ESTABLISHMENT OF CIAT.~~

This bronze plaque, which is at the entry of our main building,
 indicates that CIAT is devoted to the development of the
 tropics and the well being of humanity.

The Board of CIAT considers that the success of the
 Center shall depend on the strength with which we are able to
 maintain our policy of concentrating efforts in a few programs
 which will allow it to be a world center of excellence.

We have concentrated our efforts in four programs:
 Beef, beans, cassava, and farming systems for small farmers.

For the purpose of contributing even further to in-
 creasing our excellence in these four programs, the ~~Directing~~ ^{BOARDS OF}
~~MANAGERS~~ ^{TRUSTEES} ~~HAVE~~ ^{HAVE} just established a Program Committee, to be
 presided by Dr. Howard Stepler. The committee shall ~~pay~~ ^{PAIDITY}
 great attention to ~~the~~ ^{ALL} four programs. However, we have asked
 them to devote immediate attention to the analysis of the
 general guidelines, the achievements and the future strategy

of the beef programs as well as the field bean programs. Though we have been devoted to the development and strengthening of these two programs, the efforts which we have been carrying out are not sufficient. ^{THEY ARE} ^{IN RELATION} Very clearly insufficient ~~as regards the~~ ~~TO THE MAGNITUDE OF THE NEEDS OF THE COUNTRIES TO~~ ~~importance which they bear in the feeding of vast sectors of the~~ ~~PROVIDE ANIMAL AND VEGETABLE PROTEIN TO VARIOUS SECTORS OF~~ ~~population and in the growing demand of the interested countries~~ ~~THE POPULATION.~~ ~~in increasing their production and improving quality.~~

They are dynamic programs which have very broad perspective and the Board of Directors is devoted to expand and strengthen ^{THEM} on ~~very~~ well established paths.

As our Director General shall explain, besides the four main programs mentioned before, CIAT has carried out ~~very~~ important work with limited resources in three other fields, rice, maize, and swine.

We are fully aware of the importance of these three products in feeding the populations of the tropical regions of the Americas. However, we believe that the efforts carried out to date are insufficient. Therefore, the ^{BOARD OF TRUSTEES} ~~Directing Council~~ of CIAT has asked the Director General to discuss with the Directors of IRRI and CIMMYT ~~to discuss, I repeat,~~ the best way of strengthening these programs in the tropical regions of the Americas.

CIAT shall cooperate to whatever extent is necessary

so that these programs, which have already achieved ~~very~~ important ~~efforts, be even better in the immediate future.~~ ^{RESULTS CONTAINUTE WHEN ARE ITNENGTHENED.}

The swine program has had immediate impact on research applied to production, in training, and in outreach programs to the countries involved. However, before committing further resources in this effort, the ^{BOARD OF TRUSTEES} ~~Directing Council~~ has asked the ~~com-~~ ~~mittees~~ program, Programs Committee, to determine what ^{GUIDELINES} ~~guidance~~ should be ^{FOLLOWED} ~~taken into account~~ as reagards ^{THE} participation of CIAT in the future.

The Government of Colombia, the Rockefeller Foundation, the Ford Foundation and the Kellog Foundation have given the philosophic, physical and financial support to get CIAT underway.

Currently 11 organizations and governments contribute to the work and the financing of our research, training, communication and outreach programs.

The Consultative Group and the Technical Advisory Council have certainly ^{FACILITATED} ~~eased~~ our relationships with the organizations and governments ^{WILLING} ~~ready~~ to contribute to the work and the financing of CIAT.

We full well recognize the important function being carried out by them and we wish to thank them for ^{THEIR} ~~the~~ ~~tremen-~~ ~~ous~~ interest ~~they have had~~ in CIAT and the support they have

given us.

I would like to repeat, however, what Don Francisco DeSola mentioned when he opened up discussion on CIAT a year ago: ~~as to how the system works:~~ "It is essential that ^(THE SYSTEM) ~~it~~ work with the greatest possible efficiency so that the organizations and governments ready to finance the international centers have the ~~sufficient~~ criteria required to come to the proper decisions."

In turn, it is also ^{ESSENTIAL} ~~indispensable~~ that this ^{FUNCTION} ~~function~~ be carried out with the minimum interference in the way the centers operate, and certainly pursuant to the policies set forth by their Boards.

The success of the centers will depend, to a good extent, ^{ON} ~~to~~ the independence, the capacity, the thrust, ^{THE} ~~flexi-~~ bility and agility with which the research and training programs ~~shall~~ work at headquarters and ~~the way in which they shall~~ carry out their outreach programs. The actions which ~~are~~ ^{DECOME} ~~necessarily are~~ stumbling blocks will be highly harmful, ~~and~~ ^{SUCH ACTIONS WILL} ~~We believe that they~~ go against the purposes sought by the organizations and the governments who wish to contribute to their work and their financing.

CIAT has ^{COMPLETED} ~~completed~~ with the first stage; ^{THE} ~~of~~ establishment, organization, ^{BUILDING OF A PHYSICAL PLANT AND OF THE} ~~and physical and institutional construction~~

PROGRAMS OF CIAT.

~~in setting up.~~

~~THE DIRECTOR GENERAL OF CIAT WILL GIVE A~~

~~The Director General should give us a brief account
BRIEF REPORT ON THE ACCOMPLISHMENTS OF CIAT AND WILL
of the achievements over the last year.~~

~~EXPLAIN~~

~~The program for 1975, presented by the Board of~~

~~TRUSTEE~~
~~Directors~~

~~for the consideration of the organizations and
interested countries and contributing to the work, reflects
OF CIAT. I WOULD LIKE TO POINT OUT, HOWEVER, THAT THE SUBJECT
the current stage of consolidation of our programs. However,
PRESENTED REFLECTS ONLY THE CONSOLIDATION OF THE PRESENT PROGRAMS.
CIAT is a dynamic institution which has to broaden its programs
THERE WILL BE NEED FOR GROWTH TO MEET THE
with a spirit of replenishment and a critical approach. We have
to study the growing demand of the countries that expect effective
aid from CIAT, and the efforts with which they develop their own
institution and the programs in which CIAT can aid them.~~

~~INTERESTED IN CONTRIBUTE TO THE WORK~~

~~To conclude, I am very pleased to report to all of you~~

~~INFOAM~~

~~that the special session held at headquarters July 22nd, the~~

~~AT A~~

~~MEETING~~

~~IN OUR~~

~~ON~~

~~(AS DIRECTOR GENERAL OF CIAT~~

~~Board unanimously elected Dr. John L. Nickel, current Deputy~~

~~Director of IITA, Ibadan, Nigeria, with agreement of IITA.~~

~~THIS WAS DONE IN CONSULTATION~~

~~WITH THE BOARD OF TRUSTEES OF THE IITA.~~

~~The selection committee appointed by the~~

~~BOARD OF~~

~~TRUSTEES,~~

~~Council, which was presided by Dr. Luis Crouch, started its~~

~~work with more than a hundred names on the list. We are~~

~~absolutely certain that we have chosen the very best MAN.~~

~~I would like to stress the extraordinary personal
and professional merits of Dr. Nickel as researcher, educator,
Director of Research, University Dean, and capable and dynamic~~

executive, ^{THIS} ~~all~~ qualities which have led him to occupy
 very important positions, ^{(CULMINATING WITH HIS ELECTION AS DIRECTOR GENERAL OF CIAT.} ~~and being now with CIAT. And this has~~
^{DR. NICKEL}
 been a brilliant career. His vast experience in the tropics of
 America, Asia and Africa are an absolute guarantee that CIAT
 WILL CONTINUE TO DEVELOP SOUNDLY.
 is going thrustfully down this new path.

The Board has entrusted me to organize a series of
 acts to honor Dr. Ulysses Grant at Headquarters, CIAT, for
 the extraordinary work which he has carried out ^{(AS DIRECTOR GENERAL OF} ~~for~~ CIAT
 since the time it was founded to date, and at the same time to
 INITIAL welcome Dr. Nickel. ^{THIS WILL BE DONE BEFORE THE END} ~~I hope to do so with the Executive Com-~~
^{OF THE YEAR.}
~~mittee of our institution over the next few months.~~

I express to you, Mr. Chairman, the heartfelt thanks
 of CIAT for the ^{OPPORTUNITY} ~~occasion~~ which you have given to us to present
 today our program and budget for our Center and to stress
 the ^{IMPORTANCE OF THE} ~~relevant~~ work which our organization ~~has~~ carried out.

Thank you, Mr. Chairman.

MR. MASHLER: Thank you, Dr. Samper.

I now call on Dr. Grant to make his introductory
 statement.

DR. GRANT: Mr. Chairman, since my presentation
 will be with a number of slides, I will present it from the
 podium. (presentation with slides)

Mr. Chairman, ladies and gentlemen, for me it is a



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-954

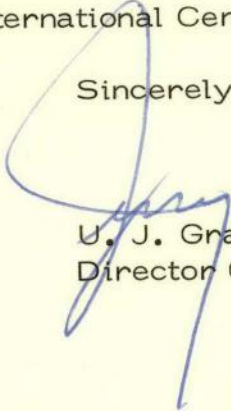
September 11, 1974

Dear Bruce:

Thank you for your letter of September 6 enclosing corrected information from Mr. Al Wolf. We much appreciate your kindness. I am happy to see that \$840,000 of the grant was for CIAT.

Again, I want to thank all of you for your very kind support of the Centers at the International Centers Week.

Sincerely yours,



U. J. Grant
Director General

Mr. Bruce M. Cheek
CGIAR
1818 H. Street, N. W.
Washington, D. C. 20433

INCOMING MAIL UNIT
1974 SEP 18 AM 5:12
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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-954

September 11, 1974

Dear Bruce:

Thank you for your letter of September 8 enclosing corrected information from Mr. Al Wolf. We much appreciate your kindness. I am happy to see that \$840,000 of the grant was for CIAT.

Again, I want to thank all of you for your very kind support of the Centers at the International Centers Week.

Sincerely yours,

W. J. Grant
Director General

Mr. Bruce M. Cheek
CGIAR
1818 H. Street, N. W.
Washington, D. C. 20433

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1974 SEP 18 PM 2:15
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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-911

September 3, 1974

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

Dear Harold:

Andrew Urquhart prepared some comments on the Budgeting and Accounting Systems paper. I sent his comments along to you on August 13, with my letter #838. Andrew has left for vacation and will not be able at this time to make further comments. A copy is enclosed.

The following is a suggested draft for par. 22. " It is expected that the centers will operate within the limits of the grants which have been approved for the year by the Consultative Group. Any emergency needs, caused by changes in local labor costs, etc., should be called to the attention of the Consultative Group. It is assumed that the Center Boards will establish limits from their management for operational changes within the approved budget".

I suppose that the difference between 30 and 40 days working capital will not make all that much difference. However, when major donors delay payments from the last quarter of a year well into the next year, the cash flow really gets tight. We only have one donor which makes payments immediately after the first of the year.

I have enclosed the 1973 and 1974 payments to CIAT with dates. You can see the problems. You should also keep in mind that the IIE requires advance quarterly payments for senior staff costs. This puts additional pressure on cash flow at the beginning of the year.

2100
2148



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-911

September 3, 1974

Mr. Harold Graves
Executive Secretary
CIAT
1818 H. Street, N. W.
Washington, D. C. 20433

Dear Harold:

Andrew Urduhart prepared some comments on the Budgeting and Accounting Systems paper. I sent his comments along to you on August 13, with my letter #838. Andrew has left for vacation and will not be able at this time to make further comments. A copy is enclosed.

The following is a suggested draft for par. 22. "It is expected that the centers will operate within the limits of the grants which have been approved for the year by the Consultative Group. Any emergency needs, caused by changes in local labor costs, etc., should be called to the attention of the Consultative Group. It is assumed that the Center Boards will establish limits for their management for operational changes within the approved budget."

I suppose that the difference between 30 and 40 days working capital will not make all that much difference. However, when major donors delay payments from the last quarter of a year well into the next year, the cash flow really gets tight. We only have one donor which makes payments immediately after the first of the year.

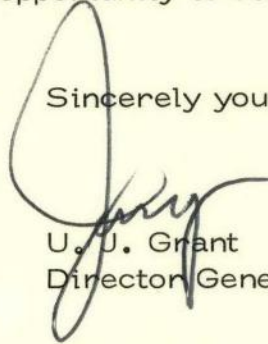
I have enclosed the 1973 and 1974 payments to CIAT with dates. You can see the problems. You should also keep in mind that the IIE requires advance quarterly payments for senior staff costs. This puts additional pressure on cash flow at the beginning of the year.

Lewis
BMC

DIR-911

I assume that John Nickel will be receiving a similar letter at IITA, and will have the opportunity to comment further.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'U. J. Grant', written over the typed name.

U. J. Grant
Director General

encl.

OPERATING INCOME STATEMENT 1974

<u>FOUNDATION</u>	<u>TOTAL</u>	<u>RECEIVED</u>		<u>BALANCE</u>
		<u>DATE</u>	<u>AMOUNT</u>	
Rockefeller	750,000.00	January -74	417,800.00 50,000.00 282,200.00	To cover year end commitments Retained in N.Y. for payment salaries for R.F. staff assigned to CIAT
Ford	750,000.00	February -74 April -74 July -74	187,500.00 187,500.00 187,500.00	187,500.00
Netherlands	125,000.00	June -74	125,000.00	
U.S.A.I.D.	950,000.00	June -74	218,810.00	731,190.00
B.I.D.	1,000,000.00	July -74	500,000.00	500,000.00
Switzerland	70,000.00	December-73	70,000.00	Received in 1973
W. K. Kellogg	280,000.00	May -74	280,000.00	
IDRC - CIDA (swine-cassava)	750,000.00	June -74	375,000.00	375,000.00

September 3, 1974

G2a

September 3, 1974

Dear Jerry:

To this note, I am attaching a draft tabulation of prospective grants to the International agricultural research centers for 1975. Could you and your staff take a look at this and let me know about any numbers related to CIAT that appear to be mistaken?

We often have trouble in the case of the U. K. and of IDRC in distinguishing correctly between special-project and other grants, and it may be that you should consider the case of these two donors with special care. IDRC, for instance, believes that your cassava documentation program is a special project, and for that reason, the IDRC support to that program is not included in the table I am sending; but this may not be a proper reading of the facts. The conversion rate used for sterling in the table, incidentally, is £1 equals \$2.30.

I'll also take the opportunity to confer with Andrew Urquhart on this same subject when he stops by here next month.

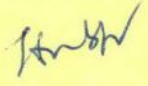
Sincerely,

Harold Graves

Enclosure

Dr. U. J. Grant
Director General
Centro Internacional de Agricultura Tropical
Apartado Aereo 67-13
Apartado Nal. 737
Cali
Colombia

HGraves:apm



G 2a

OUTGOING WIRE

TO: NESTEL
RECENTRE
BOGOTA

DATE: AUGUST 23, 1974

CLASS OF
SERVICE: LT (EXTN 4824)

COUNTRY: COLOMBIA

TEXT:
Cable No.:

PROPOSED TO

MOST GRATEFUL LEARN DETAILS YOUR SUPPORT MARDI FOR CASSAVA RESEARCH
SINCE THEY HAVE ALSO REQUESTED SUPPORT FROM THE BANK FOR DEVELOPMENT
CASSAVA RESEARCH CAPABILITY REGARDS

FRANSEN
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME James M. Fransen

DEPT. Agriculture & Rural Development

SIGNATURE *James M. Fransen*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: JFransen:jf

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

cc: Mr R. Milford
ARA Files - Malaysia Research

For Use By Communications Section

Checked for Dispatch: _____

OUTGOING WIRE

DATE: AUGUST 23, 1974

CLASS OF SERVICE: LT (EXTN INTL)

TO: NESTLE RESEARCH BOGOTA

COUNTRY: COLOMBIA

TEXT: Cable No.

PROPOSED TO MOST GRATEFUL LEARN DETAILS YOUR SUPPORT MARDI FOR CASSAVA RESEARCH SINCE THEY HAVE ALSO REQUESTED SUPPORT FROM THE BANK FOR DEVELOPMENT CASSAVA RESEARCH CAPABILITY REWARDS

TRANSMISSION IMPAIRMENT

NOT TO BE TRANSMITTED

CLEARANCES AND COPY DISTRIBUTION

James M. Truesen
Agriculture & Rural Development
Mr. R. Milford
MARDI Files - Malaysia Research

COMMUNICATIONS SECTION
AUG 23 10 24 AM 1974

SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE

Truesen:jt

ORIGINAL (File Copy)

(IMPORTANT: see Secretariat Guide for preparing form)

For Use By Communications Section

Checked for Dispatch



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-844

August 14, 1974

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

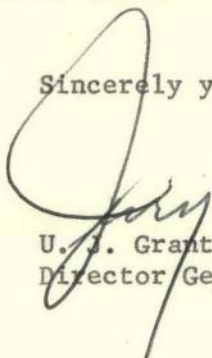
Dear Harold:

This is to confirm my verbal request that Dr. Armando Samper's address be changed to:

Dr. Armando Samper G.
Representante Regional para América Latina
F A O
Casilla 10095
Santiago, Chile

I asked one of your secretaries to take note of this, but I just wanted to be sure she did not forget it with all of the excitement during the International Centers Week.

Sincerely yours,


U. J. Grant
Director General

UJG:mpb

RECIBO
COMUNICACIONES

18/08/74 14:00

RECIBO



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-844

August 14, 1974

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

Dear Harold:

This is to confirm my verbal request that Dr. Armando Zamper's
address be changed to:

Dr. Armando Zamper G.
Representante Regional para América Latina
P A O
Casilla 10092
Santiago, Chile

I asked one of your secretaries to take note of this, but I just
wanted to be sure she did not forget it with all of the excitement
during the International Centers Week.

Sincerely yours,

U. S. Grant
Director General

ULG:mpb

SECTION
COMMUNICATIONS

1974 AUG 27 PM 4: 09

RECEIVED



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-838

August 13, 1974

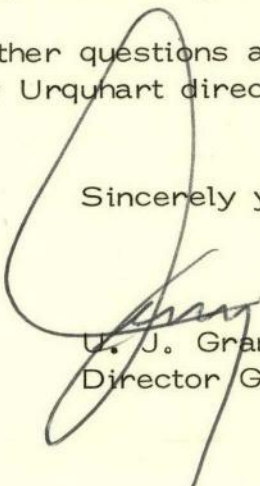
Mr. Harold Graves
World Bank
1818 H. Street, N. W.
Washington, D. C. 20433

Dear Harold:

You will find enclosed a statement prepared by Mr. Andrew Urquhart on the budgeting and accounting procedures paper. We did not have the opportunity to go into such detail at the meetings in Washington so I did not leave the observations with you. However, I am enclosing them for your consideration.

If you have any further questions about them I would suggest that you contact Andrew Urquhart directly.

Sincerely yours,



U. J. Grant
Director General

encl.

SECTION
COMMUNICATIONS
80-4-19 75 20433

RECORDED



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-838

August 13, 1974

Mr. Harold Graves
World Bank
1818 H. Street, N. W.
Washington, D. C. 20438

Dear Harold:

You will find enclosed a statement prepared by Mr. Andrew Urquhart on the budgeting and accounting procedures paper. We did not have the opportunity to go into such detail at the meetings in Washington so I did not leave the observations with you. However, I am enclosing them for your consideration.

If you have any further questions about them I would suggest that you contact Andrew Urquhart directly.

Sincerely yours,

U. U. Grant
Director General

encl.

SECTION
COMMUNICATIONS

1974 AUG 27 PM 4:08

RECEIVED



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

SOME POINTS ON THE NEW VERSION OF
" BUDGETING AND ACCOUNTING PROCEDURES AND PRACTICES
FOR AGRICULTURAL RESEARCH CENTERS "
(BAPPIARC)

- 1) Working Capital is not an item which can appear in the balance sheet as a line item. It is the difference between all current assets and current liabilities. Working Capital can not be spent ; it can go down but only as the difference between current assets and current liabilities goes down .

Our auditors had considerable problems with the concept of working capital as described in the BAPPIARC paper. Eventually they came up with the description " Working fund grant " but they insisted that it should be shown as received during the year but unspent at the year end .

Our 1975 budget document shows in table III the working fund grants as sources of funds and applications of funds for all future years. We believe this to be the correct treatment

- 2) The specified Statement of Sources and Application of Funds (Appendix 2) ends up with the movement on unexpended balances rather than the amounts of the unexpended balances ; consequently the figures do not tie in with the balance sheet. We renamed the statement to be the " Statement of Revenue and Expenditures and Unexpended Funds " and included not only details of how all monies were spent but also the movement on unexpended funds .

Of course the Statement of Sources and Application of Funds is not really that because it takes no account of the changes in current assets and liabilities - it is what we have called it : a statement of revenue and expenditures .

- 3) We should be able to have our audited financial statements ready by March 1, however, our Board of Trustees has asked that we only distribute the statements to those donors the payment of whose grants are dependent on first receiving the statements. Distribution to others would not be made until after the Board's approval in May .

- 4) On the first page of Annex 1 it is indicated that Table II should show manyears for principal and support staff while the footnote to Table II requires only manyears of senior staff .
- 5) We think Schedule 1 (Appendix 2) could be improved by starting with a column for unexpended balances. This would enable the unexpended balance column to reflect the new balance rather than the movement of the balance. There should also be a column for expenditures on fixed assets .



APARTADO AEREO: 67-13
CABLES: CINATROP
CALI - COLOMBIA

Handwritten notes: "BNC" and "g" in the top right corner.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-828

August 12, 1974

Mr. Harold Graves
Mr. Bruce Cheek
CGIAR
c/o World Bank
1818 H. Street, N. W.
Washington, D. C. 20433

Dear Harold and Bruce:

As my last official act as Chairman of the Centers Directors' meeting (a little after the fact) I take pleasure in extending our best wishes to both of you and to thank you for the excellent arrangements made for us during centers week. We all especially appreciated the luncheon where we had the opportunity to visit with a number of IBRD personnel.

Many thanks from all of us who participated.

With best wishes.

Sincerely yours,

U. J. Grant
Director General

G2a

July 30, 1974

Mr. Alberto Valdez
CIAT
Cali, Colombia

Dear Alberto:

This week we have had some interesting discussions during our "International Centers Week". During our intensive work in rural development in Mexico this year, one area that seemed worthy of some additional research was the subject "supplementary feeding of livestock on small farms during the dry season". While many of our projects in Latin America are pasture based, we observed considerable amount of non-pasture roughages (corn stocks, etc.) being fed to beef cattle. Would you know of any estimates made for Mexico and Colombia on the T.D.N. equivalent non-pasture roughages consumed on typical small holdings?

I attach a recent paper not yet published which also developed some interesting conclusions regarding the "real" value of beef expenditure as percentage of disposable per capita income.

Sinceros saludos,

A. Schumacher
Rural Development Division

ASchumacher/cgc

TELEX FROM CALL

G2a

10/74

TELEX NO 184

Mr. Graves

Distribution: Agric. & Rural Dev.

(TELEX NUMBER 5769)

Handwritten: 5.51

HAROLD GRAVES

REF YRLETTER MAY 2 EARNED INCOME FOR 1975 WILL NOT BE WHOLLY
AVAILABLE AS WORKING CAPITAL TILL YEAR END I.E. AT 31/12/75
WORKING CAPITAL WILL BE 100,000 RECEIVED IN 1973, 500,000
REQUESTED FOR 1975, AND 266,000. RETAINED INCOME FOR TOTAL
OF 866,000 AS COMPARED WITH 815,000 CALCULATED ON 1976 PROJECTED
EXPENSES. THIS DOES NOT SEEM FAR OUT OF LINE.

AS REGARDS RULES PER RUDDY PAPER:

PAGE 13 STATES EARNED INCOME MAY BE USED - SUBJECT TO RESTRIC-
TIONS ESTABLISHED BY THE BOARD OF TRUSTEES - TO MEET

PAGE 15B) TABLE 111 FORMAT PROVIDES FOR RETAINED INCOME

CG SECRETARIAT PRACTICE HAS BEEN TO USE EARNED INCOME AS FUNDING
IN THE YEAR IN WHICH IT IS EARNED BUT RUDDY PAPER MAKES NO MENTION
OTHER THAN ITEMS QUOTED ABOVE.

IT IS NOT FAIR TO INCLUDE THE CONTINGENCY AS FUNDS WITH NO

SPECIFIC USE IT IS FAR LESS PROPORTIONATELY THAT IBRD PROVIDES
Mr. Graves

IN A BUSINESS WHICH IS A LOT MORE PREDICTABLE. THE WORKING CAPITAL

HAS A VERY SPECIFIC USE AND WAS SUGGESTED BY CG . WE CURRENTLY HAVE

AN OVERDRAFT OF OVER \$200,000

INCOME RETAINED IS NOT LOST, SO ALTHOUGH GRANTS WILL HAVE TO

BE HIGHER IN 1975, THEY WILL BE LOWER IN LATER YEARS I.E.

IT WILL ONLY AFFECT DONORS CASH FLOW. WE BELIEVE THIS WILL HAVE

VERY LITTLE EFFECT ON DONORS BUT A SUBSTANTIAL EFFECT ON US.

BOARD MEETS NEXT WEEK SO WOULD WELCOME A REPLY ASAP.

REGARDS

URQUHART

CIAT

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

G2a

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

ICW/74/8(e)

July 12, 1974

TO: All Participants in International Centers Week
FROM: Executive Secretariat
SUBJECT: Commentary on 1975 Program and Budget of CIAT

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

Attachment

1975 Program and Budget of the International Center
of Tropical Agriculture (CIAT)

Observations by the Consultative Group Secretariat

1. This paper is provided by the Secretariat in line with the recommendations of the Consultative Group Subcommittee on Center Review Procedures which the Group adopted in November 1973.
2. The Secretariat has been in close touch with the Center Director and his staff concerning CIAT's 1975 Program and Budget through visits to the Center by the Secretariat and its agricultural consultant (Mr. L.J.C. Evans), through visits of the Director-General to Washington, and through correspondence.
3. The basic data referred to in this paper are attached as Annex A. The paper is intended to be read, however, in company with CIAT's own presentation of its program and budget proposals for 1975.

I. Introduction

4. CIAT is still a young center. It began assembling its permanent staff only in 1970, and its basic physical facilities are still not quite complete. It began its operations in farm buildings on its site at Palmira, near Cali, Colombia, and has overcome serious difficulties in its early development.

5. In retrospect, it can be seen that participation in the planning and supervision of the design and construction of the Center's basic facilities placed a heavy burden on the Director-General and his senior staff even as they were struggling with other complex challenges of significance for CIAT.

6. One of these was an effort to operate within an organizational structure (departmentalized by discipline rather than by program) that finally was judged to be unworkable. This problem now has been settled; CIAT is organized by program.

7. Another task has been to reconcile the disparity between CIAT's broad research and training assignment and the amount of financial resources available to the Center. The Center's mandate has embraced primary responsibility for work to improve the production of livestock (beef and, to a lesser extent, swine), cassava, and field beans and to develop improved farming systems appropriate to its large corner of the world. In addition, CIAT collaborates with IRRI and CIMMYT in the production of new strains of rice and maize for use in its own region. Further, CIAT has mounted a program of training and seminars which, in numbers, at present overshadows the other programs in the Group system. An active conference program is an integral aspect of CIAT's strategy to stimulate and influence national programs.

8. CIAT's research mandate is as broad as any in the system, and includes a topic (beef production systems) in which research is exceptionally expensive. Nevertheless, in terms of expenditures, CIAT has been an institute of modest size. CIAT's staffing for rice improvement, for instance, seems small in relation to the possibilities of increasing rice production; and its team on field beans is modest in relation to the complexities of the research to be undertaken. The disparity between the breadth -- and, in an area where population growth is exceptionally rapid, the urgency -- of CIAT's tasks and the size of its resources may be seen either as a problem of increasing resources, a problem of re-shaping the Center's mandate according to a well-studied system of priorities, or a mixture of the two. In any case, the disparity continues to exist.

9. CIAT already has made a notable contribution to some aspects of agricultural progress in Latin America. In terms of physical plant and key staff, it now offers a good foundation on which to accomplish further advance. The completion of the physical plant (apart from two small buildings) at CIAT's headquarters in 1973, within cost figures that had been estimated as much as five years earlier, can be regarded as an outstanding achievement.

II. Budgets and Programs

10. In terms of core program, the period 1973-75 for CIAT begins with a year of difficulty in recruitment and pause in expenditures. In 1974, however, the build-up of the Center's research and training capacity is resumed, and in 1975 it continues.

11. The same is true of capital needs financed by the Consultative Group. At the beginning of the period, the largest capital costs are those of completing the buildings and equipment for CIAT's basic physical plant; these costs are borne by the Rockefeller, Kellogg and Kresge Foundations outside the framework of the Consultative Group. At the end, however, the Group is being called on for substantial sums of capital needed for the further expansion of CIAT's program in beans, cassava and small farms.

1973

12. Actual expenditures in 1973, at \$3.63 million, corresponded closely to the estimate of \$3.47 million which the Consultative Group had accepted for the year. As is shown in Annex A of this paper, for virtually all components of the research program, variations were less than 10 per cent, and expenditures on research as a whole were within 5 per cent of estimates. Non-research expenditures, on the other hand, were greater than planned: one cause was the cost attendant on shifting staff from temporary buildings into permanent ones; another was that the method used for calculating senior staff costs had produced an unrealistically low estimate. The core budget as a whole was exceeded by about \$165,000; this involved the expenditure of unforeseen income, in consultation with the Consultative Group Secretariat and within the program already accepted by TAC and the Consultative Group.

13. Recruitment of personnel, on the other hand, took third place behind the problems of the new physical plant and of staff reorganization. Man-years of senior staff time were not increased over 1972.^{1/} Recruitment of secondary staff also lagged.

1974

14. The 1974 core budget, as compared to actual expenditures in 1973, shows an increase from \$3.63 million to \$4.5 million -- a real increase, when discounted for inflation, of around 14 or 15 per cent. Within the research programs, most components are increasing, but two are declining. The two are the maize and rice programs; they were affected by the staff reorganization in 1973, and by uncertainties concerning what would be the most effective relationships among CIAT and the two primary centers, IRRI and CIMMYT, with respect to these crops. The small farms systems program, which had made only a token appearance in 1973, now appears as a fully established budget item.

15. Within the research program, a revised 1974 budget, as shown in Annex A, approved by CIAT's Executive Committee of Trustees in May of this year, shows little change from the figures presented to the Consultative Group in the original budget. Total core expenditures on non-research categories also are little changed in the revised budget.

16. Within non-research activities, marked changes occur in the revised budget. Costs of administration rise even more rapidly (at a rate of 40 per cent) than originally intended, reflecting the recruitment of senior and support staff approved as early as 1972-73 to assist the management. Expenditures in training, conferences and information do not rise as high as first budgeted (although they still increase by 35 per cent over 1973); and other costs (including a small fund for contingencies) are scaled down.

17. The Consultative Group Secretariat supports these increases within the revised core budget. It believes that current additions to CIAT's administrative capacity will benefit the work of the Center. It has some concern whether the estimate of general operations, although revised upward, in fact will be adequate for the maintenance and operation of CIAT's new physical plant.

18. As the CIAT Program and Budget Proposal points out (p. 4), 1974 in fact is an expansive year. It picks up the momentum partly lost as a result of the special circumstances of 1973. Four new senior staff man-years are due to be added to the 36 achieved in 1973; and the difference between end-of-year levels of core expenditures in 1973 and 1974 is 25 per cent.

^{1/} CIAT 1975 Program and Budget, p. 44, Table II.

19. The capital budget being financed by the Consultative Group, after a special examination carried out on the Group's behalf by the Rockefeller Foundation, also assumes significant proportions for the first time. It reaches nearly \$1 million, for equipment and for badly needed improvements to the experiment station at Carimagua, in eastern Colombia, which is the focal point of CIAT's beef program.^{2/}

20. While the funding of special projects is not the responsibility of the Consultative Group, the Group has a concern for such projects, since they include a large part of the activities through which the research findings of a center find practical application within developing countries. It is notable, therefore, that in 1974, special-project funding of CIAT activities is planned to more than double over the previous years, reaching a total of \$1 million.

1975

21. In approving CIAT's program and budget for 1975, the Board of Trustees made a decision to reduce the rate of increase in the core budget. That budget is proposed to rise from \$4.5 million to \$5.5 million, a rate of increase of 21 per cent which, after a discount for inflation, amounts to about 10 per cent.

22. Only one new senior post (as against four in 1974) is asked for; staff increases otherwise are confined to support staff, and bring that staff into a ratio of 2.5 to 1 of senior staff. It is proposed that CIAT's major programs -- especially beef, field beans and farming systems -- increase by more than the average rate projected for the year, while swine, cassava, rice and maize grow at a slower pace.

23. Setting the rate of increase in the 1975 budget at a figure of 21 per cent was a major decision by the Trustees. In making it, they declined, at least for the time being, many program recommendations of merit and interest. The Secretariat believes that the rate of increase recommended by the Trustees is easily justifiable.

24. More particular comment on the individual increases proposed in the core budget probably is not warranted. In fact, those increases simply carry forward, with only minor variations, the same distribution of expenditures as is being observed in 1974. Among substantive elements within the research program, the comparison is as follows:

^{2/} CIAT's 1974 capital budget figure (shown on page 8 of the Program and Budget for 1975) also includes a capital grant of \$400,000 provided by the Rockefeller Foundation for the completion of CIAT's physical facilities.

Per Cent of Research Expenditure
(excluding Research Support)

	<u>1974</u>	<u>1975</u>
Beef	33	33
Swine	12	10
Cassava	18	17
Beans	18	19
Rice	6	6
Maize	4	4
Systems	9	11.

25. In the \$825,000 capital budget, the chief item is \$500,000 for CIAT's working capital fund. Added to the \$100,000 set aside for this purpose in 1973, this amount would give CIAT working capital equivalent to about 40 days of cash-flow requirements as proposed in the budget request for 1975, in conformity with the practice accepted by the Consultative Group in 1973.^{3/} Other capital requirements (described on pp. 40-41 of CIAT's Program and Budget) are in line with the needs occasioned by staff expansion and by progress in the execution of the CIAT program.

26. In revising the budget for 1974, the CIAT Trustees and management created a \$25,000 fund for contingencies; and in its budget document for 1975 for the first time includes the financing of such a fund (to the extent of \$55,000) in its request for funds from the Consultative Group (CIAT 1975 Program and Budget, pp. 9 - 10). The Secretariat agrees that the availability of such a fund would usefully facilitate the management of CIAT's budget.

Issues

27. While it perhaps does not rise quite to the dimensions of an issue, there nevertheless is a special point to be noted in CIAT budget proposal for 1975. It involves a small addition which was made to the revised 1974 budget; it is repeated in the 1975 budget, and like the contingency item thereby comes before the Consultative Group for the first time. The proposal is that CIAT use \$50,000 of contributions to its core budget to meet the costs of special projects (Table III, Item 9, p. 45 of the CIAT 1975 Program and Budget). The need for such funding arises from the fact that while the support of special projects places a burden on the core staff and facilities of the Center, the cost of this support is not always covered in bilateral grants for special projects.

^{3/} Secretariat paper, "Budgeting and Accounting Procedures", June 18, 1973, page 18.

28. The centers and the Consultative Group accepted in 1973 that special-project funds from bilateral donors should include a fair charge for the indirect costs of the projects to the center.^{4/} The difficulty for the centers, however, has been to work out a method for estimating such costs; and the development of such a method is under discussion by the directors of the centers. The Secretariat believes that the use of core funds can be allowed in 1975 as a temporary expedient.

29. The dominant problem at CIAT, however, is the size of the Center's resources in relation to the scope of the tasks assigned to it and the distribution of those resources within its budget. In real terms, according to the tentative projections of the Center (1975 Program and Budget, Table II, p. 44), CIAT's budget is expected to increase by about one-third from 1975 to 1979, this being an average annual rate of 7 per cent. The proportions of total resources assigned to individual programs and activities remain virtually unchanged.

30. The Secretariat notes that these projections are more than ordinarily subject to change. CIAT has a new Chairman in 1974 and will have a new Director-General by 1975. The Trustees and Director-General already have initiated in-depth examinations of CIAT's structure and activities which no doubt will bring new directions and dimensions to the Center program. The time would be opportune, as early as 1975, for the Consultative Group, through TAC, to make its own in-depth evaluation of CIAT and its program.

After 1975

31. Apart from what may happen to CIAT's core budget, certain capital developments are foreseen for the Center after 1975 (CIAT 1975 Program and Budget, pp. 41-42). In 1976 and 1977, these include an expansion of office space, additional room for the library and data processing, and additional housing for trainees and visiting research fellows. The Secretariat endorses these additions as being necessary.

^{4/} Secretariat paper, "Budgeting and Accounting Procedures," June 18, 1973, page 7.

CIAT -- PROGRAM AND BUDGET, 1973 - 75

I. Core Expenditures (\$000)

	1973		1974		1975
	Bud.	Act.	Bud.	Rev.	Bud.
<u>Research</u>					
Beef	633	661	743	700	864
Swine	183	202	211	246	279
Cassava	326	330	382	388	455
Beans	268	262	356	380	496
Rice	140	135	121	132	153
Maize	121	121	106	87	100
Small Farm Systems	72	36	221	196	286
Research Support	181	230	348	312	340
Total Research	1,924	1,977	2,488	2,441	2,973
<u>Training, Conf. & Info.</u>	595	518	831	703	843
<u>Library & Documentation</u>	106	139	129	164	191
<u>General Administration</u>	330	359	387	537	613
<u>General Operations</u> (of which: Physical Plant & Motor Pool)	512 (190)	637 (291)	548 (260)	583 (357)	707 (428)
<u>Other</u>	-	-	120	75	176
TOTAL	3,467	3,630	4,503	4,503	5,503

II. Senior Staffing (Man Years)

	1973		1974		1975
	Bud.	Act.	Bud.	Rev.	Bud.
Beef	10.3	10.0	10.5	9.3	11.0
Swine	3.4	2.7	3.5	3.5	3.5
Cassava	5.5	5.4	5.9	6.0	6.8
Beans	3.7	4.2	4.9	5.0	6.2
Rice	2.3	2.4	2.1	2.0	2.1
Maize	1.3	1.0	1.1	0.8	1.1
Small Farm Systems	1.1	0.3	2.5	2.2	3.0
Research Support	2.2	2.1	2.5	1.5	1.0
Total Research	29.8	28.1	33.0	30.3	34.7
<u>Training, Conf. & Info.</u>	4.0	4.0	6.0	5.5	6.0
<u>Library & Documentation</u>	1.0	1.0	1.0	1.0	1.0
<u>General Administration</u>	3.0	3.1	3.0	4.0	4.0
<u>General Operations</u>	0.3	0.4	-	-	-
TOTAL	38.1	36.6	43.0	40.8	45.7

Source: CIAT budget proposal for 1975, June 1975

G2a

OUTGOING WIRE

TO: GRANT
CINATROP
CALI

DATE: JULY 12, 1974

CLASS OF
SERVICE: TELEX NO: 396-5769
Ext. 3454

LT/HT

COUNTRY: COLOMBIA

TEXT:
Cable No.:

GREATLY APPRECIATE YOUR DETAILED CABLED COMMENTS ON DRAFT SECRETARIAT
PAPER STOP AM CIRCULATING FINAL TEXT TODAY AND BELIEVE IT DOES JUSTICE TO
THE POINTS YOU RAISED

REGARDS

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

BMC;mcj

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(IMPORTANT: See Secretaries Guide for preparing form)

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RECEIVED
 SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)
 DATE
 NAME

Department of Justice

at, 1200 N. ...

DISPATCHED
 JUL 12 11 07 PM 1971
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CLASS

THE POINTS AND REASONS

REASONS

BY THE COURT IN THE MATTER OF THE ESTATE OF ...

THE COURT HAS CONSIDERED THE MATTER AND HAS REACHED THE FOLLOWING CONCLUSIONS:

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CLASS OF

DATE 10/15/71

EXH. 1234
DATE-DEC: 300-210

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G-2a

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July 10, 1974

Arnold

CIAT Cabled response on draft Secretariat Paper

The attached cable is both cordial and useful. I have checked each point and would like to scan the cable with you against my newly marked up copy (of the draft paper).

paras 6 and 10 upset them re 'volatility' and 'hesitation'.

para.17-I disagree: expenses are revised upwards.

para 18 - goes back to 6 & 10 re 'special circumstances of 73'.
- their staffing numbers are off, I think.

para.28 - "temporary" use of core funds for special projects-they disagree.

Arnold

[Signature]

G2a

~~Buc~~
~~Hg~~
Cj

JULY 9/74

TELEX 324

JUL 9 5 12 PM 1974

COMMUNICATIONS
SECTION

Distribution: Mr. Graves
Agric. & Rural Development

ATTENTION MR HAROLD GRAVES.

REFERENCE YOUR DRAFT PAPER WE HAVE FOLLOWING COMMENTS:

1) P.2 - OMIT COMMENT IN BRACKETS AT END OF PARA.6.

2) SUBSTITUTE FIELD BEANS FOR GRAIN LEGUMES IN PARA.7 AND

REWORD PENULTIMATE SENTENCE TO READ ; IN ADDITION CIAT COLLABO-

RATES WITH IRRI AND CIMMYT IN THE PRODUCTION OF NEW STRAINS OF

RICE AND MAIZE FOR USE IN ITS OWN REGION. ADD ; AT PRESENT ;

AFTER NUMBERS IN PENULTIMATE LINE AND ADD FOLLOWING SENTENCE AT

END OF PARA. 7 . THIS REFLECTS AT LEAST THREE CIRCUNSTANCES:

A) CIAT,S MULTIPLE COMMODITY PROGRAM PROVIDES A BROADER BASE

FOR BOTH CONFERENCES AND TRAINEES

B) SPECIAL PROJECTS ARE EXPECTED TO PROVIDE GREATER CONFERENCE

AND TRAINEE SUPPORT IN FUTURE YEARS AND,

C) AN ACTIVE CONFERENCE PROGRAM IS AN INTEGRAL ASPECT OF CIAT'S

STRATEGY TO STIMULATE AND INFLUENCE NATIONAL PROGRAMS.

3) P.3 . WE WOULD LIKE PARA.10 REWORDED SINCE WE DONOT THINK 1973

WAS A YEAR OF HESITATION AND UNCERTAINTY& ON THE CONTRARY, 1973

PROCEEDED ACCORDING TO A WELL DEFINED PLAN WITH THE ONLY FAILURE

BEING THE DIFFICULTY OF RECRUITING STAFF..

4) ADD KELLOGG TO THE LIST OF CAPITAL DONORS IN PARA.11. WE WOULD

LIKE THE END OF PARA .11. CHANGED A BIT SINCE WE THINK IT

IMPLIES THAT RF ETC. DIDNOT COMPLETE THE JOB . PERHAPS YOU WOULD

BRING OUT THAT ADDITIONAL CAPITAL IS NEEDED NOW BECAUSE OF EXPAN-

DED PROGRAMS IN BEANS, CASSAVA AND SMALL FARMS.

5) P.4 PARA 15 ; APPROVED BY CIAT'S BOARD OF TRUSTEES IN MAY ;

6) P.5 - PARA 16 ; EXPENDITURES IN TRAINING ;

7) PAR

7) PARA . 17 - OMIT ; ALTHOUGH REVISED UPWARD ;

8) PARA.18 - SEVEN NEW SENIOR STAFF ARE BEING ADDED TO THE 38

IN PLACE.;

9) PARA 19 - REMOVE ; FOR THE BEGINNING OF A WORKING CAPITAL FUND;

CARIMAGUA IS IN EASTERN COLOMBIA.

10) P.5A - LAST LINE CHANGE TO ; IS PLANNED TO MORE THAN DOUBLE OVER

THE ;

11) P.6 BECAUSE YOU HAVE USED FIGURES FROM AN EARLIER DRAFT

ANNEX 1 NEEDS AMENDING AND CONSEQUENTLY PARA.22 -AS FOLLOWS:

; IT IS PROPOSED THAT CIAT'S MAJOR PROGRAMS IN BEEF,

FIELD BEANS AND SMALL FARM SYSTEMS INCREASE BY MORE THAN THE

AVERAGE RATE PROJECTED FOR THE YEAR, WHILE SWINE, CASSAVA ,

RICE AND MAIZE GROW AT A SLOWER PACE ;

12) P.7 - PER CENT FOR SWINE 1974 SHOULD BE 12, FOR CASSAVA AND

SYSTEMS IN 1975 17 AND 11 RESPECTIVELY.

13) P.8 - OMIT LAST THREE LINES OF PARA.28 OR ELSE STATE THAT WE

IN CIAT BELIEVE THAT USE OF CORE FUNDS FOR SUPPORT OF CERTAIN

SPECIAL PROJECTS TO BE REASONABLE AND DESIRABLE IF NECESSA-

RY.

14. ANNEX 1 - YOU HAVE REMOVED PHYSICAL PLANT AND MOTOR POOL FROM RESEARCH SUPPORT GROUPS AND ADDED IT TO GENERAL EXPENSES IN THE COLUMNS 1973 ACTUAL ONWARDS BUT NOT IN 1973 BUDGET COLUMN. WE WOULD PREFER THESE TO BE SHOWN AS A SEPARATE ITEM AFTER ADMINISTRATION OR LEFT INCLUDED IN RESEARCH SUPPORT.

PLEASE CONSULT LATEST BUDGET FOR CORRECT FIGURES FOR 1973 ACTUAL STAFFING AND 1975 BUDGET AMOUNTS AND STAFFING. THANK YOU FOR YOUR USEFUL AND CONSTRUCTIVE COMMENTS IN THE PAPER.

REGARDS,

ULYSSES J GRANT
CINATROP

D1
cc: G2a

OUTGOING WIRE

TO: GRANT URQUHART
CINATROP
CALI

DATE: JULY 9, 1974

CLASS OF
SERVICE: TELEX 396-5769

Ext. 3592

COUNTRY: COLOMBIA

TEXT:
Cable No.:

PRIMO DIRECTORS OF INTERNATIONAL DEVELOPMENT ASSOCIATION HAVE NOW APPROVED AN ADDITIONAL GRANT TO CIAT OF \$325,000 FOR YOUR 1974 BUDGET. AM ASKING THAT \$175,000 BE TRANSFERRED TO YOU THIS WEEK. WILL DISCUSS TIMING OF BALANCE WHEN GRANT IS HERE FOR CENTERS WEEK.

SECUNDO WOULD BE GRATEFUL TO HAVE YOUR COMMENTS ON OUR COMMENTARY ON THE CIAT BUDGET BY TOMORROW JULY 10. NOW URGENT THAT WE DISTRIBUTE QUICKLY TO CONSULTATIVE GROUP. REGARDS.

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

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

REFERENCE: HNG/els

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Checked for Dispatch: _____

JULY 9/74

TELEX 324

JUL 9 5 12 PM 1974

COMMUNICATIONS SECTION

ATTENTION MR HAROLD GRAVES.

Distribution: Mr. Graves
Agric. & Rural Development

REFERENCE YOUR DRAFT PAPER WE HAVE FOLLOWING COMMENTS:

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YOU FOR YOUR USEFUL AND CONSTRUCTIVE COMMENTS IN THE PAPER.

REGARDS,

ULYSSES J GRANT

CINATROP

INCOMING CABLE

RECEIVED

BMC
HG
G

1974 JUL -5 AM 8:20

COMMUNICATIONS
SECTION

ZCZC 248423 RC043 PDC1368 RMD6001 CHN318

URWT BZ KUSO 017

SANTIAGODECHILE 17 4 1944 NATIONS S VIA TRANSRADIO

July 4, 1974

Distribution

Mr. Graves
Agriculture & Rural Development

ETAT

INTBAFRAD WASHINGTONDC

584 HAROLD GRAVES ARRIVING WASHINGTON SUNDAY 28 JULY FLIGHT NA 102 -

FROM MIAMI

SAMPER

8:02 p.m.
into National

NA 549-7633

COL 584 28 102

OUTGOING WIRE

TO: GRANT URQUHART
CINATROP
CALI

DATE: JULY 2, 1974

CLASS OF
SERVICE: TELEX 396-5769

COUNTRY: COLOMBIA

Ext. 3592

TEXT:
Cable No.:

WE HAVE NOW PUT TO WORLD BANK EXECUTIVE DIRECTORS A RECOMMENDATION THAT INTERNATIONAL DEVELOPMENT ASSOCIATION MAKE A FURTHER GRANT TO CIAT FOR 1974 OF \$325,000. FINAL ACTION WILL BE TAKEN JULY NINE. IF AS WE EXPECT IT IS FAVORABLE WE WILL TRANSFER HALF THAT AMOUNT TO CIAT IMMEDIATELY AND THE BALANCE ABOUT OCTOBER FIRST. REGARDS.

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

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

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

REFERENCE: HGraves:apm

CLEARANCES AND COPY DISTRIBUTION:

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *[Signature]*

G2a

June 27, 1974

Dr. Per Pinstруп-Andersen
Leader, Program of
Agricultural Economics
Centro Internacional de Agricultura Tropical
Cali, Colombia

Dear Per:

Thanks for your letter and a copy of your paper on "Labor Use in Cassava Production". I am almost certain that I will not be in Washington on July 16. This is too bad because I was really looking forward to a lengthy discussion with you. I hope another opportunity for a meeting will not be too far in the future.

In case you have not written to Alan Berg, I'll pass on your letter to him. He could brief you on the projects in Brazil and Colombia. We still have not received a satisfactory detailed outline of the research component for the Brazilian project, but we have been assured that they are working on it. If all goes well, we will return to Brazil in August to appraise the whole project.

You might be interested to know that cassava has recently surfaced to my attention in several contexts. Peter Clark at the Bank's Development Research Center is exploring the potential of cassava as an important crop for rural development in the north-east of Brazil. Also we have recently learned of technological progress in the processing of starches from any sources into sugar. With the high growth rates in the demand for sugar, this might result in opening up a large new market for cassava. Your paper on the labor use of cassava would be of direct interest in these contexts. I suggest you fit in to see Peter Clark on your next visit to Washington.

Do I need to remind you that I am still looking forward to getting your paper on food demand analysis? I am currently reviewing the state of empirical food demand analysis as it relates to nutrition planning. As you might expect, I find that very little work has been done which would shed light on poor people's response to price changes.

Best regards,

Sincerely yours,

Shlomo Reutlinger
Advisor
Development Economics Department

SReutlinger:coh

OFFICE MEMORANDUM

TO: Files
FROM: Harold Graves *HG*
SUBJECT: CIAT

DATE: June 25, 1974

According to Norman Collins, the final figure in CIAT's 1975 budget for capital is \$825,000, rather than \$750,000 as shown in the program paper which was considered by CIAT's Trustees at their meeting of May 13-15. The items are as follows:

Working capital	\$ 500,000
Equipment	250,000
Outbuildings	75,000.

The Trustees have not approved a long-range capital program, but they have discussed one. On the basis of this discussion, the projections for capital expenditures of \$1 million per year in the period 1976-78 have been scaled down to the following:

1976	\$ 420,000
1977	570,000
1978	436,000.

The Board has a feeling (with which I think the Secretariat would agree) that more office space is needed at CIAT; it also thinks that by 1977, space for the library and documentation center will have to be expanded.

The content of the 1976-78 projections is somewhat as follows:

1976

Equipment	\$ 120,000
Office expansion	300,000

1977

Equipment	150,000
Library expansion	150,000
Trainee housing	90,000
Air conditioning	90,000
Other	90,000

1978

Equipment	146,000
Trainee housing	90,000
Auditorium	200,000.

CIAT's final budget figure is \$6,278,000 for core and capital, less \$266,000 of earned income, leaving a net of \$6,012,000.

HGraves:apm
cc: Mr. Lewis

92a.

Files

June 25, 1974

Harold Graves *HG*

CIAT

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HGraves:am

cc: Mr. Lewis



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

TC-449-74

June 20, 1974

TO: Members of Consultative Group, International Agricultural Research, and Other Participants in International Centers' Week

Gentlemen:

At the request of Board Chairman Armando Samper and Director General U. J. Grant, we are pleased to forward for your information and consideration the CIAT Program and Budget for 1975. This document is as approved by the Board of Trustees at its annual meeting, May 14-15, 1974. ✓ SEE 1975 FILES

The CIAT Annual Report for 1973, which includes the report of the auditors, Price Waterhouse and Company, presently is being printed. We shall mail copies of the annual report to you as soon as they are available.

If you have questions or comments with respect to the program, budget or related matters, please direct these to Dr. Grant at your earliest convenience.

We are looking forward to the opportunity to discuss the work of CIAT with you and your colleagues at International Centers' Week. Your continued interest in our activities and programs is greatly appreciated.

Sincerely,

Francis C. Byrnes
Secretary-Treasurer

FCB:cee

Encl.

cc Members of CIAT Board of Trustees

G2a

June 20, 1974

Dear Eduardo:

This is to thank you for your letter of June 10 regarding special project funding. We are glad to know the outcome of the Trustees' consideration of the matter and to have the full statement of the criteria for special projects which you are adopting in line with their decision. I think the new approach provides a good basis on which to set forth CIAT's program and budget needs and to decide on their adoption and financing, where possible.

I note that the revised text of your program and budget paper will retain the statement of desirable objectives for special funding and that we can expect the revised 1975 paper in the near future. For our part, we plan to send you next week a draft Secretariat paper along the lines of the Bell Subcommittee Report on annual reviews.

With best wishes,

Sincerely yours,



Bruce M. Cheek

Dr. Eduardo Alvarez-Luna
Deputy Director General
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali
Colombia

cc: Mr. W. W. Lewis
BMC/HG:mcj





CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-698

June 19, 1974

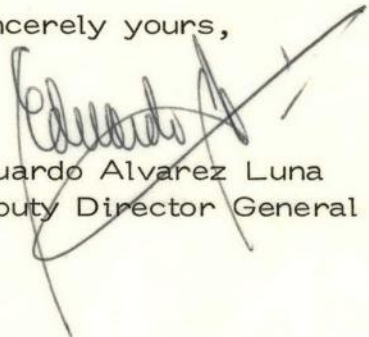
Mr. Harold Graves
Executive Secretary
CGIAR
1818 H. Street, N. W.
Washington, D. C. 20433

Dear Mr. Graves:

Many thanks for your letter of June 10 enclosing the Provisional Schedule of Events for the International Centers Week.

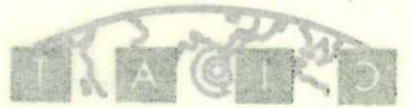
Jerry Grant has been out of the office on a sick leave for the past week, but we will call his attention to this matter and to the invitations received from Sir John Crawford and Mr. Robert McNamara, on social events during the Centers Week, as soon as he is back at work probably sometime next week.

Sincerely yours,



Eduardo Alvarez Luna
Deputy Director General

RECEIVED
1974 JUN 21 11:33



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

APARATO AEREO 87-12
CABLES: CINATROP
CALL - COLOMBIA

DIR-888

June 18, 1974

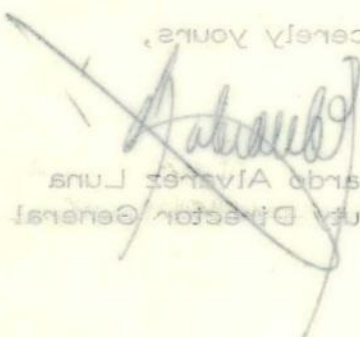
Mr. Harold Graves
Executive Secretary
CGIAR
1818 H. Street, N. W.
Washington, D. C. 20433

Dear Mr. Graves:

Many thanks for your letter of June 10 enclosing the Provisional Schedule of Events for the International Centers Week.

Jerry Grant has been out of the office on a sick leave for the past week, but we will call his attention to this matter and to the invitations received from Sir John Crawford and Mr. Robert McManara, on social events during the Centers Week, as soon as he is back at work probably sometime next week.

Sincerely yours,


Eduardo Alvarez Luna
Deputy Director General

SECTION
COMMUNICATIONS
1974 JUN 24 AM 11:33

RECEIVED

June 19, 1974

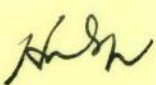
Dear Andrew:

Your letter of May 31 arrived while I was in Europe, and this is the first chance I have had to answer it since getting back to the office this week. I'm sorry that you did not get a copy of my memo of May 7 at an earlier time; copies were put in the hands of Jerry Grant and Armando Samper when they were here May 7. The Secretariat takes note of what you now tell us, and we can still make some adjustment, although not, I am afraid, to \$486,000 by any means.

Incidentally, in London two weeks ago, I was informed that there was an error in my figure for the British contribution to CIAT. In my table, I had shown it as \$55,000; the people at the Overseas Development Administration say that the figure actually is £55,000 (about \$130,000).

One other point -- which I also make incidentally, and not for the purpose of abusing your patience or prolonging this correspondence -- if the proposal were to arise again that special income should be used to support special projects, I should think donors would take the position that special income is generated from core and from capital grants, and therefore could be applied to core or capital needs but not to special projects. Another way to handle this particular problem, in cases where such discretion is clearly allowable, would be to work at the other end of the equation, and to change your own classification of certain activities (which might be particularly possible in the case of some types of training and conferences) from special-project to core categories. (In this case, I realize, the effect of such a re-classification would have been to carry CIAT over the budget limit set by the Trustees.)

Sincerely yours,



Harold Graves

Mr. Andrew V. Urquhart
Controller
Centro Internacional de Agricultura Tropical
Apartado Aero 67-13
Cali
Colombia

G2a.

OFFICE MEMORANDUM

YELLOW

TO: Mr. Warren C. Baum

FROM: Bruce M. Cheek *BMC*

SUBJECT: Notes of Center Directors' Meeting, Cali, March 1974

DATE: June 13, 1974

We have just received the Selected Notes of the Meeting of the Directors of the international agricultural research centers which was held at CIAT in Colombia on March 4-7, 1974. They can be circulated to CG members, as they were last year, at the discretion of the Secretariat. I propose to circulate them because they summarize succinctly some of the administrative and scientific problems with which the centers are concerned and often give center Directors' views or intended lines of action, particularly in preparation for their July 26-27 meeting just prior to Centers Week.

The Directors' Notes highlight:

- (a) Center procurement problems, given the withdrawal of the Ford and Rockefeller support in this field, and a request to the IIE to make a proposal for taking up the work (page 3).
- (b) Statistical and computing accounting systems, a discussion to be followed by a review with the Canadian P. S. Ross firm at the July Directors' meeting (page 8).
- (c) Overhead policies for restricted core and special project grants on which Hanson is to circulate material as a basis for reaching agreement on a common policy at the July meeting (page 4).
- (d) Outreach programs - criteria for acceptance, staffing, center cooperation. Hanson, Athwal and Nickel to report to the July meeting (page 5).
- (e) Center funding - problems of delays in funding, carryovers, etc. Further review in July and recommendations to be made to Secretariat as necessary (pages 6, 18).
- (f) CG relationships - budgeting, center review procedures (page 13), donor funding (page 18).
- (g) Relationships between centers on rice and maize research (pages 14-16).
- (h) Linkages - funding problems for regional research programs (pages 10, 11).
- (i) Training programs, policies and procedures. One day to be devoted to these at the July meeting (pages 4,5).

- (j) World food situation - preliminary notes on effects on center operations of energy and fertilizer situation (page 12 and annex).
- (k) Small farmers problems - scale neutral technology, etc. (pages 12, 13).
- (l) Protein quality and quantity (page 17).

Following the July meeting, the Directors will meet again on February 24, 1975, at IITA. Their provisional agenda includes food stocks, protein problems, constraints on new technologies, land use, nitrogen fixation, relations with UNEP, legumes research (page 16).

cc: Sir John Crawford
Dr. W. David Hopper
Mr. Yudelman
Mr. Graves
Mr. Coulter

BMC:mcj

SELECTED NOTES
MEETING OF DIRECTORS
INTERNATIONAL AGRICULTURAL RESEARCH CENTERS

MARCH 4-7, 1974

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL
CALI, COLOMBIA

FINAL DRAFT
May 26, 1974

SELECTED NOTES

Meeting of Directors

International Agricultural Research Centers

March 4-7, 1974

Centro Internacional de Agricultura Tropical
Cali, Colombia

Participating Centers:

AVRDC	Asian Vegetable Research and Development Center
CIAT	Centro Internacional de Agricultura Tropical
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo
CIP	Centro Internacional de la Papa
ICRISAT	International Center for Research in the Semi-Arid Tropics
ILCA	International Livestock Center for Africa
IRRI	International Rice Research Institute
IITA	International Institute for Tropical Agriculture

FOREWORD

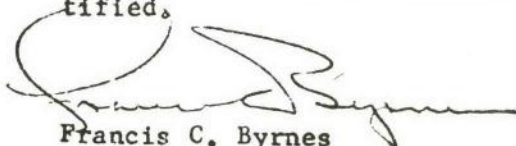
Directors of the various international agricultural research and training centers convened at the headquarters of the Centro Internacional de Agricultura Tropical, Cali, Colombia, March 4-7, 1974. This was the fourth regular semi-annual meeting of the Directors, the first such meeting being during Centers' Week, 1972, the second at Villa Serbelloni, Bellagio, Italy, in February, 1973, and the third at Washington, D. C., during Centers' Week, 1973.

Eight of the nine existing international Centers were represented at this meeting, the Director of ILRAD being unable to attend because of illness. Many of the Centers were represented by both the Director and the Deputy or Associate.

At various times during the meeting at CIAT, resource persons, as identified, participated in the discussions.

These notes do not represent detailed minutes of the Directors' deliberations but rather, as Selected Notes, attempt to record for the future information of the Directors, their staffs, and the Consultative Group the important issues identified and discussed.

Detailed information about many of the subjects discussed may be obtained by writing directly to the Director of the Center identified.



Francis C. Byrnes
Secretary

CONTENTS

	<u>Page</u>
Foreword	
Meeting Participants	
A. Discussions with IIE Representatives	1
Offshore retirement	
Release of reserve funds	
Revision in insurance coverage	
Increase in IIE administrative fee	
IIE services on publications	
Public relations for centers	
Purchasing services	
B. Brochure on CG and Centers	3
C. Overhead Charges	4
D. Next Meeting of Center Directors	4
E. Outreach Grants	5
F. Coordination Among Centers on Administration of Senior Staff	5
G. Scheduling and Receipt of Funds	6
H. Letter from John Hannah	7
I. Income Tax for U.S. Citizens Employed by Centers	7
J. Statistical and Computing Accounting Systems and Hardware	8
K. Increasing Efficiency of Center Libraries	8
L. Linkages Between an International Center, National Programs, Regional Services, and Other Centers	9
M. World Fertilizer Situation	12
N. Experiences with Agricultural Development Projects	12
O. Relations with Consultative Group	13
P. Inter-Center Responsibilities: RICE	14
Q. Inter-Center Responsibilities: MAIZE	16
R. Meeting at IITA in 1975	16

	<u>Page</u>
S. UNDP-FAO Workshop on Application of Agricultural Research	17
T. Evaluation of Protein Quantity and Quality	17
U. Other Administrative Matters	17
V. Meeting with World Food Institute Representatives	18

Appendix

Notes on World Fertilizer Situation and Its Impact Upon the
Work of the International Centers.

MEETING PARTICIPANTS

Asian Vegetable Research and Development Center - AVRDC
Robert F. Chandler, Jr. Director
C. L. Luh, Associate Director

Centro Internacional de Agricultura Tropical - CIAT
U. J. Grant, Director General
Eduardo Alvarez-Luna, Deputy Director General
Francis C. Byrnes, Leader, Training and Communication

Centro Internacional de Mejoramiento de Maiz y Trigo - CIMMYT
Haldore Hanson, Director General

Centro Internacional de la Papa
Richard Sawyer, Director
Orville Page, Acting Deputy Director

International Center for Research in the Semi-Arid Tropics - ICRISAT
J. S. Kanwar, Associate Director

International Livestock Center for Africa - ILCA
Jean Pagot, Director

International Rice Research Institute - IRRI
Nyle Brady, Director
D. S. Athwal, Associate Director

International Institute for Tropical Agriculture - IITA
Herbert Albrecht, Director General
John Nickel, Deputy Director General

Program and Resource People

International Institute for Education - IIE
Richard Myer
Cyriac Thannikary

International Bank for Reconstruction and Development - IBRD
Montague Yudelman

Tennessee Valley Association - TVA
Donald McCune

P. S. Ross and Partners
A. P. Bogie
Robert L. Cummings, Jr.

Centro Internacional de Agricultura Tropical - CIAT
Charles Francis
Alberto Pradilla
Fernando Monge
P. R. Jennings

Rockefeller Foundation
Dorothy Parker (retired)

Centro Internacional de Mejoramiento de Maiz y Trigo - CIMMYT
Ernest Sprague
Glenn Anderson

World Food Institute
Charlotte Roderick
Joe Bohlen
William W. Marion
Clarence W. Bockhop

A. Discussions with IIE Representatives
(Richard Myer and Cyriac Thannikary)

1. Offshore Retirement

- a. Contract signed with AIRCO became effective January 1, 1974.
- b. Funds presently held by TIAA-CREF will be transferred as soon as stock market is more favorable, and in any case, by June.
- c. Staff soon will receive amendment on employment contracts; IIE requests prompt cooperation on part of all employees as all must get into the plan at the outset. Each participant will receive an explanatory book, and later a receipt from AIRCO on receipt of the first quarterly payment. In future operation, they will receive an annual statement.
- d. Until transferred to AIRCO, funds in TIAA-CREF continue to draw interest.
- e. IIE will investigate situations where staff members may be disadvantaged by plan and determine if there are ways of handling individual cases.
- f. General sentiment of the Directors was that there is no predicting how individual country tax laws may change over time and the centers must, for the good of all, have a satisfactory plan.
- g. Documents attesting to financial stability of AIRCO (a subsidiary of AIG) were circulated for inspection.
- h. IIE estimates that it has incurred \$8,000 in additional costs in setting up the program and, per memo to Directors, February 20, proposes that this amount be deducted from insurance premium rebates. The Directors agreed.

2. Release of Reserve Funds

- a. IIE has informed centers that operating accounts are being credited to the extent of returnable reserve funds.
- b. All staff members have agreed to revision of their contracts, and the IIE-Center contracts are being revised.
- c. The new contract amendment will outline procedure for paying quarterly bills, i.e. each center will remit checks during the first 15 days of each quarter in amount of the previous quarter's operating cost.

3. Revision in Insurance Coverage

- a. IIE reported that a new provision in staff health/medical insurance coverage puts the \$50 per family/year deductible clause on an accumulated basis. In other words, the \$50 is only deducted once during the year.

4. Increase in IIE Administrative Fees

- a. Given the increases in costs of living, etc, IIE has incurred losses in center operating accounts over the past 18 months, per February 19 memo to Directors. Consequently, IIE proposed a new rate schedule for handling staff members, as follows:

New Staff - Increase from \$525 to \$600
Old Staff - Increase from \$325 to \$400

- b. The Directors approved the new rate, but IIE is to determine whether it could establish a special rate for the processing of a short-term individual.
- c. The concensus was that, in general, it was in the best interests of the Centers to use the services of IIE, wherever possible.
- d. Where possible, IIE was requested to leave tickets "open" when situating transportation for the travel of new staff members and their families.

5. IIE Services on Publications

- a. IIE expressed a willingness to undertake on behalf of the centers a range of services relating to publications, i.e. (1) Circulation and distribution; (2) reproduction; (3) indexing; (4) abstracting; (5) abstract journal, etc.
- b. Given the range of subject matter, range of audiences, problem of technical accuracy, difference in language requirements, and existing publication arrangements, the Directors questioned whether an appropriate service was possible or needed.
- c. As some expressed interest in a quarterly abstract journal, the Directors agreed to review these matters with their staffs and to discuss the possibilities at a later meeting.

6. Public Relations for Centers

- a. IIE introduced the question as to whether the Directors might be interested in having IIE organize a series of seminars in the United States to acquaint designated audiences with the work of the Centers.

- b. Directors expressed the idea that the real need was to concentrate on doing work to carry out assigned missions in the developing world and to keep donors, present and prospective, informed.
- c. Some Directors expressed a feeling that a public relations program, as proposed, might "backfire."

7. Purchasing Services

- a. Faced with the likelihood that both Ford and Rockefeller foundations contemplated terminating purchasing services presently being performed for some Centers, the Directors discussed possible alternatives and requested IIE to study the matter and, if interested, to propose a solution.
- b. IIE indicated an interest in purchasing for the Centers with one possibility being the absorbing of the unit presently operating in the Ford Foundation.
- c. All of the Center Directors present indicated an interest in having a purchasing service to handle all or some of the purchases in the United States and Europe.
- d. Finally, IIE was requested to submit a preliminary proposal by April 1, this to be based on a basic percentage figure for doing the work. The Directors expressed a preference for a standard procedure with known costs and minimum charges.

B. Brochure on CG and Centers
(Report by John LaHoud, Ford Foundation)

- 1. Editorial work is moving ahead. The brochure will have two major sections: (a) Opening section, with essay signed by World Bank, FAO, and UNDP on the need for an international network of agricultural research and training centers and how it has come about; (b) Section on each Center, with emphasis upon network aspects and relationships with national programs. Some questions are yet to be resolved with respect to level of language, how some of the recently established Centers are to be treated, and the types of photos to be used.
- 2. The present schedule is to furnish drafts to the Directors by mid-April with the final manuscript to be ready for review at International Centers' Week in late July.
- 3. Distribution plans are being developed by the UNDP, while each Center will be able to purchase quantities for its own use and distribution. Production costs will be met through the CG and the sales to the centers.

4. Irene Uribe has been contracted to write the section on the Centers. (Subsequently, she arrived and was able to interview each Director about what he believed important to include in the brochure).

C. Overhead Charges

1. Discussion centered on the need for uniform formulas for distributing administrative overhead charges related to restricted core and special project grants. With respect to restricted core, the concensus was that a donor who chooses to buy a specific part of a research program should pay an appropriate part of the administrative costs.
2. As CIMMYT has had more experience with the different kind of grants involved, Hanson was requested to circulate a document to the other centers so that each center may determine how well the formulas and procedures would work in the specific case. (At this meeting, Hanson distributed two papers prepared in 1973 for the Executive and Finance Committee of the CIMMYT Board. These outline and discuss the procedures being followed at that time by CIMMYT.)
3. Issues specifically identified included: Agreement on definitions and procedures; whether to distribute cost of research support services (experimental farm, central laboratory services, publications, etc.); how to classify training grants, and an arbitrary way to determine rate on grants that have no personnel costs.
4. Directors expected to be able to reconcile their ideas and reach final agreement by the next meeting.

D. Next Meeting of Center Directors

1. Because of the problems of meeting between sessions during Centers' Week, the Directors decided to hold a two-day meeting at Washington, D. C., immediately ahead of Centers' Week, Friday and Saturday, July 26 and 27.
2. Byrnes was requested to prepare a preliminary agenda for this meeting, with one day to be on administrative issues and the other on training.
3. Later in the week, the Directors outlined briefly some of the training issues which concern them, as follows: (a) What the results of followup studies of training programs indicate; (b) to what extent are centers presently using the "apprentice" system for training research people (as followed by IRRI), and with what effect; (c) how practical or successful are "train the trainer" type programs in terms of effects within national programs; (d) to what extent can centers help national training efforts by supplying instructors or other resources; (e) what are the most effective ways by which centers can or should participate in the training of doctoral candidates; (f) should centers

be encouraging the training of more doctoral students for the developing countries; (g) where and how can centers be most effective in training production specialists; (h) how can centers be more effective in followup on former trainers; (i) how much of the core budget should be allocated to support of trainees.

4. The Directors questioned whether it would be necessary to bring their training people to this meeting and will reserve final judgment after there is opportunity to review the proposed agenda for the meeting.
5. Byrnes will prepare, in addition, a summary on the forthcoming Rockefeller Foundation conference on agricultural education and training at Bellagio, March 11-15.

E. Outreach Grants

1. Nickel presented a draft of a working document within IITA which outlines the nature and concept of outreach programs, establishes criteria for IITA acceptance of such activities, outlines the standard professional personnel policies for such, and lists the ways in which the specific host government will participate in the carrying out of the agreed upon activities.
2. Discussion emphasized the importance of the various Centers keeping each other informed on what they are doing and planning to undertake in outreach, as well as the desirability of having some uniformity with respect to basic administrative issues.
3. Among the issues they identified (a) Relationships between outreach and home staff perquisites, and (b) how to provide professional development opportunities for long-term employees.
4. A committee consisting of Hanson, Athwal, and Nickel was selected, this committee to bring a basic document before the Directors at the meeting July 26.

F. Coordination Among Centers on Administration of Senior Staff

1. The procedural and policy issues discussed here included (a) when one center wishes to offer a position to a staff member of another center; (b) when one center requests a staff member of another center to participate in a specific activity (i.e., conference, field trip, program evaluation, etc.); (c) when one center invites a staff member of another center to attend a conference or similar activity.

2. Recognizing the difficulty of establishing and administering hard and fast rules, the Directors agreed on the following principles:
 - (a) On employment offers: These to be handled first at the administrative level.
 - (b) On requests for participation: While these might best be handled first at the administrative level, at least the Directors of the Centers involved should receive copies of any such requests or invitations. (As discussed at Bellagio, the requesting Center would be expected to provide the transportation and per diem unless the directors mutually agree that the staff member's participation is directly related to his program.)
 - (c) On invitations to participate: These normally would be handled as above, with the staff member's own Center bearing the transportation and per diem costs.

G. Scheduling and Receipt of Funds

1. Several Centers reported problems associated with delays in receiving from donors pledged amounts early enough in the year to provide a regular cash flow, and other delays, at the end of the year, in which final payments are received too late to apply against expenditures in the year intended.
2. Some Centers have experienced problems in using in the subsequent year such unexpended funds carried over.
3. Another problem mentioned was associated with the CG Secretariat's unintentional listing of certain restricted core funds as special project funds, and vice versa.
4. Further discussion led to the conclusion that the Directors should present to the CG a document outlining the problems of cash flow, late deposits, and related issues. This would be done with the expectation that the CG, if aware of the problems and needs, might take appropriate action. Albrecht was requested to draft such a document for later consideration by the Directors.
5. Subsequent discussion pointed up the possibility that much of the problem might be alleviated through the Consultative Group providing working capital to cover 40 working days operational expenses.

In the event that this does not resolve the problem for some Centers, it was agreed to review the matter at the July 26-27 meeting and, if necessary, present appropriate recommendations to the Secretariat of the Consultative Group.

Some of the aspects of this problem were addressed in the document, "Budgeting and Accounting Procedures and Practices of International Agricultural Research Centers," June 18, 1973, as follows:

"Actual cash transfers from donors frequently lag substantially behind commitments, and often do not take place until a center is well into its operating year. In order to deal with this problem, the directors recommend that the 1974 budget proposals include a one-time provision for working capital equal to 40 days' average cash requirements."

H. Letter from John Hannah

1. A letter addressed to the Center Directors from John Hannah, recently retired administrator of the U.S. Agency for International Development, was distributed. In this letter, Dr. Hannah explained his present mission to visit, as requested by the new administrator of AID, all of the present Centers to become acquainted with the purpose, activities and problems of these centers.
2. Attached to the letter was a series of questions which Dr. Hannah said indicated some of his preoccupations with the world food and population problems and the important role of the centers toward finding solutions to the food problems.
3. After considerable discussion, the Directors agreed that each Center would respond to the questions in light of its own objectives, programs and problems.

I. Income Tax for U. S. Citizens Employed by Centers

1. Nickel presented a working paper which outlined two aspects of the income tax issue as related to U.S. citizens employed by Centers. One of these was the possible loss of the present exemption which U.S. citizens residing and working abroad receive under current tax laws. The other relates to the erosion of the exemption by the defining as taxable income a number of perquisites and allowances which are not interpreted as reportable income for U.S. government employees living overseas who do not have the basic exemption.
2. If the Congress and the Internal Revenue Service should lower or eliminate the exemption, the costs of hiring U.S. citizens at international centers, already high, would increase considerably and gradually eliminate U.S. citizens from a competitive position in recruitment.
3. Inasmuch as the loss of the exemption does not appear to be an immediate threat, the concensus of the Directors was to let the matter alone for the time being but to keep abreast of developments through contacts already established with members of the Congressional staff.

J. Statistical and Computing Accounting Systems and Hardware

1. Two representatives of the firm, P. S. Ross and Partners, contracted by IDRC to assist Centers on matters relating to internal accounting and record systems and associated equipment, were present. They, Alisdair P. Bogie and Robert L. Cummings, Jr., explained how their work was being carried out in three phases: (a) Determining the requirements of the donor agencies for information from the Centers; (b) spending up to a week in each center looking into the specific operations on financial management, as well as other needs for calculator or computer assistance, and (c) writing recommendations.
2. With respect to financial accounting, they said their discussions at each Center would include: (a) requirements of the operating departments as well as accounting; (b) external reporting needs; (c) implications of the CG practices; (d) the budgeting process; (e) purchasing and payroll procedures; (f) implications of anticipated growth, and (g) opportunities for appropriate mechanization.
3. With respect to computers, their work concentrates on: (a) determining requirements for such services by accounting, statisticians, germplasm maintenance, and library-information systems; (b) talks with equipment suppliers in the area as well as with computer resources available, and (c) identification of skilled persons in the area available to supply services.
4. The consultants responded to a number of specific questions posed by the Directors, and much discussion centered on the problems of getting adequate local service and maintenance of equipment.
5. They said their report would be ready before Centers' Week. They indicated they would emphasize the "options open approach" for the various Centers. This would include consideration of some mechanization of accounting systems and some data processing needs. Taken together, these needs might presently be best met in some Centers by one of the new mini-computers, such as the Hewlett-Packard. The next step for some would be to lease time on larger equipment.
6. One Director suggested that their considerations include how supply inventories might also be mechanized.

K. Increasing Efficiency of Center Libraries

1. The Center Directors invited Dr. Dorothy Parker, former agricultural library specialist for the Rockefeller Foundation, and Dr. Fernando Monge, CIAT librarian, to discuss ways by which Center library operations might be made more effective and efficient.

2. Dr. Parker reviewed the situation briefly, as follows: (a) The volume of technical literature in agriculture is increasing rapidly; (b) libraries are faced with making this volume known and available and to do so currently and economically; (c) in many fields, libraries are working together to share the workload and costs through developing networks; (d) no one center is able to collect everything; (e) there is a need to acquire materials not easily found in the open market, frequently in mimeo or multilith form.
 3. With this background, she outlined some of the related issues: (a) Need for specialization in subject matter; (b) need that scientists and others have for access to specialized collections; (c) how to maintain a minimum collection and yet provide maximum service. These points, she said, suggests the need to bring librarians together to develop ways to cooperate and exchange material. Some libraries are making special bibliographies which are not being circulated. There is a need to share documentation techniques. With growing use of computers to take over repetitive tasks in libraries, compatible terminologies are needed.
 4. Monge described the AGRIS system being developed under FAO auspices and indicated that Center libraries are logical No. 2 type operations under that system.
 5. Following a general discussion, the Directors agreed that Drs. Parker and Monge should take the leadership in organizing a sharply-focused meeting of Center librarians, this meeting to be held at one of the Centers. As three Centers, IRRI, IITA and CIAT, had extended invitations, the Directors selected one on the basis of a drawing. CIAT was drawn and will be host to the meeting.
 6. Later in the week, the Directors approved the agenda and proposal for the meeting of librarians and asked Grant to write each Center Director with respect to the details of the meeting, August 5-9, 1974. Following this, Monge was to correspond directly with the librarians of each Center with respect to the materials they were to prepare and bring to the meeting.
 7. The purpose of the meeting, as outlined in the proposals, is to assist the librarians of the various Centers to achieve a mutual understanding of the objectives of Center libraries; to analyze their common problems and to seek possible solutions for these, and to adopt informal cooperative efforts which should assist each Center at little or no added cost.
- L. Linkages Between an International Center, National Programs, Regional Services, and Other Centers
1. CIMMYT had accepted the responsibility for this presentation and

discussion, with Ernest Sprague and Glenn Anderson joining Hanson in the presentation. Hanson traced the development of CIMMYT's outreach activities since 1966, beginning with programs in South Asia. Presently, CIMMYT's wheat and corn programs are dealing directly with 15 countries each, but the potential is 50 countries by the end of the decade.

2. Believing that CIMMYT can not cope with the demand from its central headquarters, Hanson suggested that one possible way is to re-examine regional networks and determine if mechanisms can be developed to meet some of the present and most of the projected future needs.
3. He outlined the regional services needed as being (a) germplasm distribution; (b) regional consultation from a resident scientist; (c) training, which requires a resident staff (most of this in country programs for production agronomists with occasional regional workshops); (d) regional travel grants for national scientists; (e) regional newsletter, and (f) fellowships for academic training.
4. Hanson mentioned there are a number of ways to provide and finance the needed services. He estimated a two-man staff in a region would cost \$150,000 a year without fellowships. This would not entail any research operation, but possibly some seed increase activities. He outlined a need for two men per area for six regions, per commodity (one a production consultant, the other an agronomist-trainer).
5. Among the problems and issues observed were these: (a) what kind of work do you give the regionally based scientist in order that he has a professional challenge; (b) with many common donors, how might centers work together in a country to achieve greater efficiency in use of funds; (c) how much research activity is required in a regional program; (d) should the training in the region be done in a regional center or within national programs; (e) can we expect money will be available indefinitely to finance programs in a country; (f) with increasing demands for personnel in outreach programs, how can this personnel be identified and developed.
6. Sprague described the principal objectives of a resident program at a center as being: (a) to help nationals generate the technology needed; (b) to train nationals; (c) to provide consulting. None of this can be effective, he said, without a thorough understanding of national problems. The key issues are (a) getting germplasm properly used in national programs. (Most do not know how to do this; most have been trained in hybrids and not in producing a variety for production. Breeders must be encouraged to get their material off the experiment station and into regional farm trials).

7. Sprague stressed the importance of training in order to develop people to cope with problems of the future. The training at CIMMYT is based on direct involvement with the crop for one full season. Trainees manage trials appropriate for an experiment station, and also design and carry out farm trials and demonstrations. They receive about the equivalent of one university quarter in the basic supporting disciplines, i.e., agronomy, entomology, pathology, etc. Other training approaches include visiting scientists from national programs who serve for one year on the CIMMYT staff, post doctoral appointees who have a specific area of program and some training responsibilities, and graduate students (both doctoral and masters candidates). The training of the latter is limited to their doing of thesis research at CIMMYT.
8. He suggested that a possible workable approach to a regional coordination program would be the basing of a two-man team in a country that already has a good program. They would need travel funds, not only for themselves but to sponsor travel of some of the nationals in the region.
9. Anderson commented on some of the other problems associated with stimulating production and productivity in national programs. There is a need, he said, to seek ways to make growing the product more economically attractive in some countries. He observed that training-of-trainers has not worked too well, and recommended that if regional training people are made available they should assist with in-country training programs. He also noted that increasing the number of thesis students at headquarters unduly burdens the scientific staff.
10. Among the questions which should be raised in considering programs in a country, Anderson listed: (a) is the government interested in promoting the crop; (b) is it willing to invest some of its own funds; (c) what is the staff situation and will it be best to train some people first or do you start by providing expatriate staff; (d) what are the government's priorities among crops.
11. The ensuing discussion raised the following points: (a) why are the Centers not more successful in getting their messages across to national leaders; (b) how to correct the misperception among some donor agencies that activities by Centers away from headquarters is keeping people away from doing needed research; (c) how to keep Centers from becoming involved in a country in straight technical assistance which may be peripheral to the major objectives; (d) how to develop ways to advise governments on food crop production rather than pushing a single crop; (e) how to develop knowledge of the varietal needs of farmers so that new materials will fit into their food production systems; (f) the need for standard operating procedures with respect to one Center sending selected materials to another Center which has an interest also in the specific crop.

M. World Fertilizer Situation

1. Upon invitation of the Center Directors, Dr. Donald McCune, director, National Fertilizer Development Center, presented a seminar on the world fertilizer situation and participated in several hours of discussion with the Directors on the implications of the presented and projected outlook.
2. Dr. McCune will circulate to the Directors in early April a detailed publication prepared for USAID by TVA: "World Fertilizer Market Review and Outlook," TA (QA) 6-69. Some notes on McCune's seminar and discussion, as prepared by Haldore Hanson, are attached to these minutes.

N. Experiences with Agricultural Development Projects

1. Upon invitation of the Center Directors, Dr. Montague Yudelman, director, Agriculture and Rural Development Department, International Bank for Reconstruction and Development, presented a seminar in which he reviewed the experiences of the World Bank and regional banks with agricultural development projects. Following the seminar, he and Dr. McCune joined the Directors in a comprehensive discussion of the agricultural development problems, particularly as they involve small farms and technology based on fertilizer use. Directors of several Centers outlined their activities and concerns in these areas.
2. Albrecht indicated that IITA's work in Africa is focused principally on small farms of the forested, lowland, humid tropics. IITA is not waiting for the development of a complete package of technology but is moving out new technology as it becomes available and is tested. He pointed out that one of the dangers of small farm research is that it may easily become too localized, sometimes neglecting problems of more widespread importance.
3. Nickel added that IITA is trying to develop scale neutral technology, with emphasis upon developing resistance to insects and diseases. He believes that such approaches can make for dramatic improvements as well as can varieties responsive to fertilizer. Through outreach programs, IITA expects to test the new technology on small farms in a variety of environments.
4. Yudelman stressed the great untapped potential in rural areas for increasing food production. Unless we raise the productivity of small farmers, he said, 800 million people who live on small farms will not get enough to eat.
5. Albrecht pointed out that the critical food shortages at the moment in Africa are mainly with the poor people in the cities.

6. After Brady had introduced the view that the small farmers in Asia are rice farmers, Hanson said that he believed too many people were looking at the wrong unit or variable in their concern for size. The critical difference, he said, is irrigated vs. non-irrigated land, and a move to be concerned about upland rice is a significant step.
7. Yudelman raised the disturbing question: What do you do when the resource base is so bad that you don't know what to do? Given that population will continue to grow in rural areas, he raised these issues: (a) Given the present scarcity of nitrogen, does this mean a difference in future research direction; (b) by putting emphasis on work for small farmers, does this complicate the food problem of the future; (c) what should our position be with respect to feeding grain to livestock in the United States; (d) while demand for meat increases as incomes go up, production of beef has not shown any appreciable increase in efficiency as has occurred in other animal products.
8. Commenting on these points, Pagot suggested that tropical feedlot research should aim at using by-products of the agricultural industries, and that there is a possibility of feeding grass in feedlots.

0. Relations with Consultative Group

1. In his role as a representative of the World Bank, Yudelman invited comments from the Directors with respect to relationships with the CG and its secretariat.
2. Directors agreed that the work of the secretariat had been 95 percent successful, although there had been some problems with respect to establishing relationships initially with new donors. The process of standardizing the budget process was an irritation, but no one was hurt in the process.
3. Some Directors felt the issue of program and Center reviews had not yet been completely resolved or clarified, although all expressed appreciation for the value of visits from the CG, donors, and the secretariat inasmuch as these afford opportunity to become acquainted with program and budget needs.
4. Pagot indicated that it had been the TAC policy to endorse a comprehensive evaluation for each commodity every 5 years. Brady indicated that communication among the relevant parties has been good, and he has suggested that a TAC representative participate in the annual program reviews at IRRI.

5. Yudelman asked for suggestions on how to make Centers' Week more productive. No concrete proposals were set forth other than some attention be given to reduce the number of events occurring simultaneously. Generally, Directors felt that Centers' Week provided an excellent opportunity for them to tell their story as well as to become better acquainted with present and future donors. To reduce the pressures on conflicts, as noted elsewhere, the Directors decided to hold a meeting of their own for two days preceding Centers' Week.
6. Thanking the Directors for the opportunity to discuss with them so many important issues, Yudelman said that while opportunities for expansion will be curtailed in the future the World Bank will not let the Centers down.

P. Inter-Center Responsibilities: RICE

1. This discussion explored the issues associated with inter-center relationships with respect to research and training activities at one center on a crop for which another center had primary responsibility. Brady and Albrecht agreed that the present formal agreement between IRRI and IITA with respect to IITA's involvement in lowland rice activities in Africa was working satisfactorily. Brady pointed out, however, that some African countries had raised questions as to why IRRI is not working on upland rice in Africa. Albrecht stressed the point that there must be liaison among centers even if a particular center is not directly involved in a specific crop so that coordination is not perceived as duplication.
2. Grant outlined that Latin America interests in rice were in three areas:
 - a. Lowland, where the cooperative work with IRRI has been significant and should be continued, although production is among a few relatively large farmers.
 - b. Upland, representing 70 percent of the Latin American rice production. CIAT has done little work on upland rice and has looked to IRRI for over all leadership in rice.
 - c. Adaptation of Asian rice production systems to poorly drained and flooded areas of Latin America. He believed CIAT's role in this should be limited to pilot and demonstrational involvement.
3. Brady outlined the expanding program in upland rice research at IRRI, but indicated that IRRI would not rate additional test locations as a high priority item, except where the production potential would justify.

4. Athwal said upland rice poses a difficult challenge. IRRI's upland program at Los Banos will have some relevance to Latin America and Africa. When IRRI has some results, the next step will be to determine the adaptability. He indicated that a regional program grafted onto the national program of Brazil would be useful, but that it would be difficult for IRRI to manage such an activity without the collaboration of CIAT.
5. Sawyer raised the question as to what principles are involved when a request arises for assistance on a crop, or a donor offers to finance work on a crop in a specific country. Brady replied as follows: (a) Neither center involved goes ahead without discussing the activity with the other; (b) the centers explore ways to work together, determine what is desirable, and clearly specify details; (c) if on upland rice, probably this could be best handled on a project basis out of IRRI. (Reference was made here to the IRRI document: IRRI's International Program---A Review and Future Outlook, included in appendix.)
6. Further discussion identified some of the differences in upland rice problems on the three continents, i.e., weed control is not a problem in Brazil, while this is the major problem in Africa. This underscored the point that a good upland rice technology in one area may not fit in another, thus the need for regional activities. Brady indicated that soil problems are maximized under upland conditions, but varieties screened for iron tolerance at IRRI would continue to be so elsewhere.
7. With respect to taking initiative and responsibility, two opinions arose--that the center with major responsibility for the crop take the initiative, the opposing viewpoint being the center most geographically close to the problem.

A principle emerged out of the discussion on which the Directors agreed: Centers must establish their own credibility in various parts of the world and particularly on the continent where they are located. Centers need to help governments develop perspectives on how to deal with and through centers. Building and maintaining regional credibility is a key issue for each center.

8. After the general session adjourned, IRRI and CIAT representatives discussed how the rice development needs of Latin America might best be met. The group agreed on the following procedure: (a) Jennings to prepare an analysis of the rice situation in Latin America, why it is an important research area, and suggesting the kind of program that should be undertaken without regard to who does it; (b) in this or a separate paper, a possible operational plan to be outlined in which IRRI would assume core responsibilities for rice in Latin America but would carry these out through appropriate arrangements with CIAT and relevant national programs, and (c) these proposals to be submitted to the IRRI and CIAT boards for informal discussions at an early date.

Q. Inter-Center Responsibilities: MAIZE

1. Representatives of CIMMYT and CIAT considered how the maize research, development and training needs of South America might be more effectively met. Presently, CIAT operates a regional maize program in the five Andean countries, Colombia, Venezuela, Ecuador, Peru and Bolivia, through which materials originating at CIMMYT and elsewhere are tested in variety of environments. In addition, the CIAT maize staff carries out certain research activities related to reducing corn height, photoperiodism, and insect and disease resistance.
2. Questions have arisen within and outside of CIAT board and management with respect to the magnitude and direction of CIAT's maize program. Further, CIAT has received requests to extend its maize activities into some other areas of South America, particularly the tropical areas of Brazil. Grant said CIAT was faced with defining its priorities among commodities, particularly with respect to core funds and staff. Consequently, there were pressures to discontinue work on maize while at the same time it was one of the principal crops in the region and a basic part of the farming systems.
3. A committee consisting of Sprague, Francis and Alvarez-Luna outlined a collaborative program between CIAT and CIMMYT whereby CIAT's work in the Andean zone would be strengthened and, at the same time, expanded in area to include Equatorial Brazil. This proposed working agreement will be submitted to the respective boards for informal discussion.

R. Meeting at IITA in 1975

1. The Directors agreed to meet for 4 or 5 days in 1975 at IITA, selecting the dates for February 23 (arrival) with the sessions to begin on February 24.
2. It was generally agreed that programming would emphasize topics of interest in general principles to all centers. Topics proposed included: (a) Review of world food stocks and prices combined with review of world food protein situation; (b) constraints to adoption of new technology and constraints on yields in farmers' fields; (c) land utilization issues and alternatives; (d) unconventional systems of nitrogen fixation and other fertilizer sources; (e) invite Maurice Strong to report on ways the new UN Environmental Program may relate to the work of the Centers; (f) review of grain legume research at various Centers; (g) topics which may grow out of actions and developments within or by CG and TAC; (h) discussion of principles promoted by the Club of Rome.

S. UNDP-FAO Workshop on Application of Agricultural Research in Latin America

1. Byrnes outlined the developments leading up to this workshop, scheduled for April 26-May 2, and reviewed the proposed program. Participating centers will be CIP, CIMMYT, CIAT, ICRISAT, and CATIE (Centro Agrícola Tropical de Investigación y Enseñanza). Participating agencies will include FAO, UNDP, IBRD, BID, and IICA.
2. At the request of CIP and CIMMYT, the presentation of these Centers will be moved as late in the week as possible.

T. Evaluation of Protein Quantity and Quality

1. Dr. Charles Francis, CIAT maize breeder, and Dr. Alberto Pradilla, pediatrician at the University of the Valley who had just completed a year's sabbatical leave at CIAT, reported briefly on their efforts to evaluate biologically protein quantity and quality in foods, particularly corn. They reported on laboratory analyses, as well as trials with small animals, swine, and humans.
2. Urging the Directors to consider the total food consumption patterns of people, Pradilla said we must treat malnutrition as a symptom of many things which are wrong in a community. He emphasized that data from human evaluation studies provide dramatic evidence to convince national leaders of appropriate courses of action.
3. Discussion centered on the ideas that (a) man depends upon a mixed diet; (b) there is a need to assess alternatives in terms of nutrition and production potentials, and (c) Centers need to be concerned about the total food production program in a country.
4. Francis outlined how Centers can make a unique contribution by stimulating cooperative efforts among national programs in agriculture, health, education, and medicine, as well as with seed producers, food processors, and marketing agencies.
5. While Directors raised the question "What is lacking in the agricultural scientists' understanding of what must be done to meet food needs?", no concrete answer emerged from the discussion.

U. Other Administrative Matters

1. The question of shifting the fiscal year basis of Center operations was raised, but there was no consensus for change.

2. Directors expressed concern for having available better data on changes in cost of living, as well as the influence of fluctuations of the dollar and local currency on the salaries of both international and local staff. There is a need to have a regular system of evaluating what is going on.
3. A related issue was the differences in ways donor payments are made. Some donors make pledges in dollars, and some in their own currency. This has an adverse affect on the budgets of some centers. Some donors pledge at a plateau of dollars, same level, year after year, and their contributions buy proportionately less each year.
4. Also there are variations in what a dollar will buy in various countries as a function of devaluation and rising costs.
5. Clarification is needed on the appropriate channels for requests for written reports originating with donor agencies, CG, TAC, FAO, or other international bodies. On occasions, such requests have gone directly from an international agency to a staff member of a Center working in the field away from headquarters.
6. There is a growing problem of coordinating and scheduling conferences involving staff members of the various Centers. The schedule being circulated by the CG secretariat helps but is not comprehensive enough, nor cast far enough into the future, to facilitate planning. Directors agreed to consider this matter further at the July meeting.

V. Meeting with World Food Institute Representatives

1. Four representatives of the World Food Institute, Iowa State University, were visiting CIAT during the week of the meeting of Center Directors, and the two groups had a luncheon meeting.
2. Members of the group outlined the activities and interests of Iowa State University in cooperating in the work of the centers, and announced plans for the World Food Conference of 1976. This will be held at Iowa State University, June 27-July 1, 1976, the theme being "The Role of the Professional in Feeding Mankind." Additional information is available from Dr. William W. Marion, Chairman, World Food Conference, 201 Kildee Hall, Iowa State University, Ames, Iowa, 50010. Telephone: 515 294-2570. Dr. W. F. Wedin is director of the World Food Institute.

CIMMYT
El Batan
April 2, 1974

Notes on world fertilizer situation, and its impact
upon the work of the international centers

(These notes are based partly on a seminar at Cali, Colombia, led by Dr. Don McCune of TVA, on March 4, 1974; partly on a discussion at Cali among the Directors of international centers, on March 5; and partly on a seminar at the CIMMYT annual Trustees meeting, led by Dr. McCune in Mexico on April 1, 1974. Haldore Hanson).

Speaker: Dr. Donald L. McCune
Director
International Fertilizer Development Staff
Tennessee Valley Authority
Muscle Shoals, Alabama 35660
(Telephone 205-383-4631).

Biodata: Rockefeller Foundation agricultural staff in Chile, 1957-62.
Since 1962, with TVA.

The fertilizer outlook as seen by TVA.

In 1973 the price of nitrogen and phosphate fertilizers doubled, and even tripled in some parts of the world. Some fertilizer importing countries like India have not been able to fill their fertilizer orders in 1974.

The significance is obvious. The recent agricultural revolution was built upon new varieties of wheat and rice which are more efficient in their use of fertilizer to produce grain. But without the fertilizer, they are not much better than traditional varieties.

One million tons of nitrogen fertilizer, nutrient weight, will produce an additional ten million tons of grain, if properly applied to the new varieties. Therefore for each million tons of shortfall in fertilizer this year, there will be a drop in production of ten million tons of grain.

The fertilizer outlook is a very important factor to the international centers. They need answers to three basic questions: How long will the present fertilizer shortage last? Will the present high prices come down?

Should there be a change in recommended technology which now is dependent upon chemical fertilizers?

Answers will be suggested to these questions, based upon information at TVA. TVA has a major research organization for fertilizer products and for design of fertilizer factories. TVA has served as consultant on fertilizer to 30 foreign governments. TVA publishes a World Fertilizer Market Review, and the latest review is being issued in March, 1974. ^{1/} The FAO, the World Bank, and other international institutions look to TVA and its Fertilizer Review as an important source of information about future markets for fertilizer.

The fertilizer crisis of 1973-74 grew out of a series of events spread over the last decade:

First, the fertilizer industry is a cyclical industry, a boom-and-bust industry, like agriculture itself. A period of over-expansion in the world-wide industry occurred in the mid-1960s, and about 1968 there was a substantial drop in prices. The industry reacted by building almost no new factories for five years starting in 1968, and some old factories were closed.

Next, widespread drought occurred in 1972, causing a slight drop in world food production, actually a drop of only 4% in world cereals. But this small change brought violent reaction in world grain trade. The price of wheat and corn doubled, and the price of rice and soybeans tripled.

Third, Governments were forced to draw down their food stocks in the 1972 drought. Naturally, they sought to rebuild their supplies by importing more fertilizers. At the same time, farmers in the exporting countries, like the U.S.A. and Canada, also sought to take advantage of high grain prices by buying more fertilizer. This pushed the demand for fertilizer in 1973 to an historic peak, beyond the capacity of the industry. So prices of fertilizer products doubled and tripled.

^{1/} T.V.A., World Fertilizer Market Review and Outlook, 1974, printed, 68 pp.

Now what is the outlook?

In the short run, TVA estimates that a fertilizer shortage will continue until enough new factories are built to meet the demand. The shortage of phosphate fertilizers is expected to continue two more years, to 1976; the shortage of nitrogen fertilizers to continue four more years to 1978.

Meanwhile, some 30 or 40 new factories, mostly for urea, are under construction during 1974-78, or under negotiation, to operate in Canada, the Caribbean, the Persian Gulf, Eastern Europe, the Soviet Union, China, and Indonesia. As these new factories come on stream, the shortage of fertilizer will diminish and eventually disappear. The next four years will be a period of privation, but the end of the present shortage is in sight.

The outlook for prices is not so good. TVA does not anticipate fertilizer prices will ever again return to levels that existed before 1972, because the industry is drawing upon more expensive raw materials, more expensive labor, and will operate in some developing countries where efficiency of operation will not be as high. No one likes to predict future prices, but we may be safe to plan on prices 50% higher than those before 1972.

And what is the outlook beyond 1980?

There should be no shortage of raw materials for nitrogen, phosphate or potash fertilizer. The world is still flaring (or destroying) more natural gas at the well head than it is using in the entire nitrogen industry. Raw materials for phosphate and potash are plentiful but new mines will need to be developed.

It is quite possible that expansion of the fertilizer industry during the 1970s will produce another glut by 1978, similar to the glut of 1968.

Looking farther ahead, TVA sees no reason why the fertilizer industry cannot increase its product as rapidly as agriculture demands it, up to the end of this century and further. If population doubles, and food production doubles, the fertilizer industry can also double, or more than double. The strategy of food production can continue to rely upon chemical fertilizer to 2000 A. D., and beyond.

But there is one caution: the economics of fertilizer has changed, perhaps permanently. Prices will remain higher than in the 1960s. National

programs must reassess the recommended levels of fertilizer. And international research centers must help in the testing of efficient fertilizer products, and more efficient fertilizer practices, to enable farmers to get the most out of higher-cost fertilizer.

Impact of the fertilizer situation on the research and outreach programs of international centers.

(1) Farmers are now wasting a large part of the nitrogen fertilizer they apply.

For example, in the temperate zone, food crops now take up only 50% of the nitrogen applied in the form of fertilizer. The other 50% is lost.

In the tropics only 25% of the nitrogen applied to food crops is taken up, and the other 75% is lost.

Much of this loss in the tropics is caused by farmers who broadcast their fertilizer, instead of turning it under.

Another waste is caused by farmers who do not control insects and diseases. Plants which are fertilized, and then damaged by insects and diseases, cannot pay for the cost of fertilizer with grain.

Lack of weed control in the tropics is another fertilizer waste. Weeds sometimes take up more fertilizer than the crop.

Problem soils can cause fertilizer waste. Zinc deficiency in the soil, for example, inhibits the uptake of nitrogen by the plants. This is correctible.

Some steps to reduce waste of chemical fertilizer are well known. Nevertheless, making these changes on the farmers' fields will require a large effort by national extension programs. If all these changes were possible, we might eliminate half the fertilizer losses; in other words, we might produce twice as much grain per kilo of fertilizer nutrients.

(2) There are new fertilizer products and new ways of applying fertilizer which may prove useful.

For example, a pelleted fertilizer coated with sulphur is being tested in Asia. This is a slow release product which makes the nitrogen available at approximately the time that the plant is ready to take up the nutrient. Planners of this product believe it will reduce losses.

Another experimental approach is a foliar spray for nitrogen. India

is testing the application of urea as a spray on the crop leaves. Under some circumstances, this gives a greater response in grain than the same amount of urea applied to the root zone.

Both the slow-release pellet and the foliar spray require more study.

(3) Some agricultural planners advocate greater use of natural nitrogen. This could mean more legumes in the crop rotation, more composting, more use of house and barn manures on the fields. All these sources of natural nitrogen should be reassessed, in comparison with high-cost chemical fertilizer.

But the Directors expressed the belief that organic agriculture, using natural sources of nitrogen, can play only a marginal role in world-wide agriculture, and does not offer a significant alternative to chemical fertilizers.

(4) "Radical research" may produce new sources of fertility by the end of the century.

Some legumes, we know, have the capacity to form an association between their roots and soil bacteria. The bacterium transform nitrogen from the air into ammonia and nitrates in the root zone. Question: can this ability of the legume plant to feed itself be transferred to other food crops? This is beyond today's horizon.

Other plants produce some of their own food. In rice paddies, both algae and bacteria are able to fix nitrogen from the air and deposit it in the root zone of the rice plant. In sugar cane, bacterium feed upon the sugars in the roots, and in return, they deposit nitrogen products which are used to feed the sugar cane. Perhaps the strangest example is the pine tree which is able to grow in pure silica sand, with no visible nutrients, because a fungus known as mycorrhiza lives upon the pine roots and fixes nitrogen from the air.

No scientist has succeeded in domesticating these nitrogen-fixing processes and in transferring these benefits from one crop to another. This might happen by the end of the century.

To sum up:

The present shortage of fertilizer supplies will continue for two more years in phosphates; for four more years in nitrogen fertilizer. The shortage is not permanent. It is caused by insufficient factory capacity in 1973-74. That shortage of capacity is now being remedied. Through the 1980s and 1990s, there is no present reason why the fertilizer industry cannot produce as much

chemical product as agriculture demands. And there is no reason why scientists should not continue to build their strategy of food production upon chemical fertilizer.

But the economics of fertilizer has changed. Prices of fertilizer will remain high. Prices of food grain may also remain higher than in 1972. Every national program will need to reassess the level of fertilizer which it is recommending. And the international centers must help to test new chemical products, and new methods of applying chemicals, so that the national programs and the farmers can get more grain from high-priced fertilizer.

Miscellaneous notes:

USA deficit: The USA will be a net importer of nitrogen fertilizer starting in 1974. But there will be new factories constructed in Canada, Mexico, and the Caribbean which will alleviate the impact and help serve the markets formerly served by the USA.

Mainland China may construct as many as 16 new urea plants during the period 1974-78 and will then cut back its imports of fertilizer, which will ease the world supply.

Fertilizer problems in the tropics: With new factories being constructed in the tropics, there is need for more research on fertilizer in the tropics, including new products, new factory designs, new bagging and shipping procedures, etc. This research is not now taking place, and TVA does not consider this a function of TVA.

Eighty percent of the world's fertilizer consumption is in the temperate zone and 20% in the tropics. Therefore commercial planners do not give much attention to the tropics. There is a large loss from inappropriate products in the tropics, wet and hardened product in shipment, broken bags etc. These shortcomings are now being copied into new factories for the tropics.

Phosphate fertilizer does not give the same response in the tropics, as in the temperate zone. Special research is needed.

The traditional belief that N-P-K are the three principal chemical nutrients for crops is an idea developed in the temperate zone, and may prove incorrect in the tropics. Sulphur is a widely limiting factor in tropical soils, and lime to correct low pH is another widespread need. More research is needed to establish the limiting nutrients for the tropics.

Size of plant, and cost of product: Size of fertilizer factory greatly influences the cost of resulting product.

An ammonia factory with capacity of 1000 tons a day delivers product at \$50 a ton, if the price of natural gas is 60c a cubic foot. A 200 ton per day factory, using the same price of gas, will deliver product at \$75 - 80 a ton.

Urea cost of product drops from \$80 to \$50 a ton as the capacity of the factory increases from 200 tons a day to 1000 tons a day (both using natural gas at 60c a cubic foot).

Notes on TVA fertilizer program.

The TVA Charter of the 1930s limited TVA work to the Tennessee Valley, except for fertilizer, for which TVA was given a national mandate.

TVA decided to work on research and development of fertilizer products and plants, on a national scale. This later extended to foreign countries and TVA has now served as consultant to 30 governments.

TVA tests fertilizers in the USA through land grant universities but does not have its own extension services at farm level.

Since 1965 TVA has issued a world-wide situation report on the fertilizer industry, covering factory capacity, estimates of production, estimates of world supply, forecast of world prices, intelligence service on who is building new types of future factories etc.

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-688

June 10, 1974

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

Dear Bruce:

The Board of Trustees, at its annual meeting, May 14-15, considered the question of special project funding, particularly with reference to the items cited in the 1975 Proposed Program and Budget. As a consequence, the Board adopted for the temporary guidance of CIAT management the following guidelines relating to present and proposed special projects:

"(a) Acceptance of a special project should be in accord with the following conditions:

1. Within general outline of CIAT programs.
2. Highly specific in purpose.
3. Limited to a definite time period.
4. Does not compete with the regular core activities for personnel, equipment and other facilities.
5. Leaves no continuing commitment to the Center when completed
6. Provides enough overhead to maintain the facilities, in proportion to use.

If the project conforms to the above conditions, it may be negotiated and approved by the Director General.

In all other cases, proposed special projects are to be submitted to the Board for review before making a commitment.

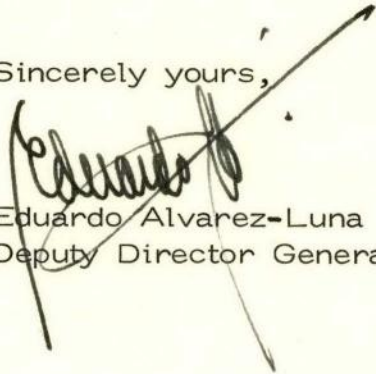
(b) The presently proposed projects should be examined in accord with the above conditions."

Following the Board meeting, CIAT management, using the above criteria, screened the 1975 Proposed Program and Budget and deleted or revised all references to proposed special project funding for research activities that were not in accord with the criteria. These criteria, you will note, are similar but perhaps more specific and restrictive than those indicated in the June 18 paper on Budgeting and Accounting Procedures and Practices of International Agricultural Research Centers.

Program statements in the revised budget document will indicate, where appropriate, the anticipated opportunities for special project funding of outreach activities.

We trust this information answers your cable inquiry of June 6, and we appreciate your bringing the matter to our attention in the May 2 letter. According to the present schedule, we expect to be forwarding the revised document shortly after June 15.

Sincerely yours,



Eduardo Alvarez-Luna
Deputy Director General

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Sincerely yours,



Eduardo Alvarez-Luna
Deputy Director General

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DEPT. Agriculture & Rural Development

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Bogotá, D. E., Colombia
Cables: RECENTRE

June 4, 1974

Dr. J. Fransen
Agricultural Research Advisor
International Bank for Reconstruction
and Development - IBRD
19th and 1 St.
Washington, D. C.

Dear Jim,

Many thanks for letting me have a copy of the MARDI document, there is some information in it that is very useful for preparing my write-up for our Board. I am hoping to get a cassava project mounted and in operation in Malaysia before the end of the year.

Yours sincerely,

Barry L. Nestel

/meg



Files
APARTADO AEREO 87-12
CABLES: CINATROP
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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

G2a.

Room 4200
111 West 50th Street
New York, New York 10020

June 4, 1974

Dear Monty:

May I acknowledge, on behalf of the CIAT Search Committee, your recent letter responding to our inquiry about candidates for the position of Director General of CIAT.

We are most appreciative of the attention you gave our request and want to thank you for your suggestions and for sending the pertinent biodata.

Very sincerely yours,

John A. Pino
John A. Pino

Mc. Fausen

Dr. Montague Yudelman
Director, Agriculture and Rural
Development Department
World Bank
1818 H Street, N. W.
Washington, D. C. 20433

Best regards!

JAP:S

G2a

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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO:

BYRNES
CINAMING
CALL

DATE: JUNE 3, 1974

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SERVICE: TELEX NO. 396-2769

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COLOMBIA

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Cable No.:

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1974 JUN - 3 PM 8:13

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RIA

THANKS YOUR LETTER MAY 23 WITH CENTER DIRECTOR'S PROGRAM. REGARDING
FRIDAY AFTERNOON, LUNCHEON WOULD BE AT ONE P.M. FOR TAC MEMBERS AND CENTER
DIRECTORS OR ALTERNATES. SEMINAR WOULD BE AT 2:30 P.M. ATTENDED BY TAC
MEMBERS, CENTER PERSONNEL AND ONE OBSERVER PER CG MEMBER.

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CHEEK

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AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

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 CINCINNATI
 CABLE
 COUNTRY: COLOMBIA
 TEXT:
 Cable No:

DATE: JUNE 3, 1974

CLASS OF SERVICE: TELETYPE NO. 396-2769

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MEMBERS, CENTER PERSONNEL AND ONE OBSERVER PER GO MEMBER.
 DIRECTORS OR ALTERNATES. SEMINAR WOULD BE AT 2:30 P.M. ATTENDED BY TAC
 FRIDAY AFTERNOON, LUNCHEON WOULD BE AT ONE P.M. FOR TAC MEMBERS AND CENTER
 THANKS YOUR LETTER MAY 23 WITH CENTER DIRECTOR'S PROGRAM, REGARDING

REGARDS

CHEEK

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G2a.

Those Listed Below

June 3, 1974

D.C. Pickering

Small Farm Systems Research at the Centro Internacional de Agricultura Tropical (CIAT), Colombia

I had interesting discussions with members of the research team concerned during my recent visit to CIAT. As indicated in the attached document their work is just beginning, nevertheless it appears to me to have considerable merit and potential application within the Bank in connection with the preparation and further processing of future rural development projects. This particular program has a Latin America basis but its principles are applicable elsewhere, and other international centers are also engaging in small farm systems work. Relevant material will be circulated as it becomes available.

DCPickering:hrv

- cc:
- Messrs. Yudelman
 - Adler
 - Blaxall
 - Haynes
 - Picciotto
 - R.E. Rowe
 - Fransen
 - Christoffersen

Attachment

G-2

Exam Report

CIAT

RECEIVED 27 MAY 1974

B²

8(a)

PROGRESS REVIEW

OF THE

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

(CIAT)

May 1974

PROGRESS REVIEW OF THE
CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL
(CIAT)

I. INTRODUCTION

1.01 Between April 22 and April 27, 1974 I visited CIAT headquarters to discuss progress and plans with the Director General and staff. The principal documents available were (1) drafts of the 1973 Annual Report, (2) position papers prepared for each research program and on the training and communications program, (3) a draft of the proposed program and budget for 1975, dated April 10.

1.02 A number of the senior staff were away from CIAT headquarters; I did not meet the rice breeder, the maize breeder, the coordinator of the cassava program nor any of the economists. Much of CIAT's work is done away from headquarters, but there was no time for visits to see CIAT's activities in the north coast areas of Colombia nor in the llanos at Carimagua.

1.03 The following paragraphs refer to the research programs in the order in which they are included in the 1975 program and budget, to the training and communications program, to the proposed program and budget for 1975, and to some general problems which may be of concern to the Consultative Group.

II. BEEF PRODUCTION SYSTEMS

2.01 The Beef Production Systems Program is the largest of CIAT's research activities, accounting for 32% of budget costs in 1974 (and 32% proposed for 1975) if costs are distributed in proportion to total personnel

costs of the permanent staff of each program. Though conceived as the most important of CIAT's programs, this may be likely to be slowest in making an impact on production. Research in cattle takes longer than research in annual crops or smaller livestock. The allocation of so large a proportion of CIAT resources may be justified in relation to the need for improved technology to increase beef production in Latin America and to make use of very extensive lands now largely unutilized. It is estimated that there may be 250 million up to 450 million hectares of low fertility latosols with so-called "allic" soils, of which the Colombian llanos are typical. There are vast areas in the Campo Cerrado of Brazil which are available for development if technological packages can be devised involving suitable combinations of livestock and cropping systems (including beef and grasses and legumes). There are also enormous areas of presently forested land in the Amazonian region and in some other parts of Latin America where intensive land settlement is now underway.

2.02 The main thrusts of CIAT's Beef Production Systems research are in soil management, pasture and legume improvement and in control of diseases, especially reproduction diseases.

2.03 At CIAT headquarters, laboratory work is being done on cattle diseases, a meat laboratory has just been completed and is to be equipped. Pasture grass and legume trials are underway and show promise. CIAT, however, is not located in an area in any way typical of the vast areas of Latin America which are to be developed in beef. CIAT also has research underway at a site on Colombia's north coast at Turipana. But this site is not sufficiently representative of the beef production of the more intensive and more fertile areas. It is supposed that the so-called "Bolivar savannahs"

would be more typical. CIAT's most important research activities are, however, being undertaken in the Colombian llanos at the Carimagua station, which belongs to ICA. Very promising results have already been obtained with improved species of grass and of legumes (especially *Stylosanthes*). Amongst the proposed research developments during the coming year is included a proposal to establish and operate a prototype family farm based on beef production. Both the technical and economic aspects of this will be researched.

2.04 Cooperation between CIAT and ICA is reported to be excellent, but air connections with Carimagua are infrequent. Furthermore, there are no facilities for senior staff to live there. At present, visits by senior staff of two or three days at a time are all that can be made.

2.05 An external review team which reviewed CIAT's Beef Production Systems research in May 1973, confirmed that the highest priority should be given to research of the kind being attempted at Carimagua. The team strongly recommended a major outreach effort in the Brazilian Campo Cerrado, preferably in the State of Goias. In view of the importance of the colonization of the Amazon now underway, the review team recommended in addition that research on problems of the presently forested areas was also urgent.

2.06 The proposed program and budget for 1975 reflect an increase in senior staff manyears from 9.3 in 1974 to 11.0 in 1975. This, however, does not reflect any request for new staff positions. It recognizes the addition of one post created and filled in 1974, though it was not in the 1974 budget; and it reflects having all approved positions filled for the full 12 months in 1975. CIAT's program and budget does, however, propose that special funding should be sought for two purposes: (1) for additional

staff members in pastures and forages and beef husbandry who would provide multi-country technical assistance and (2) for establishment of a major outreach program center where the technology presently available and being developed at Carimagua might be further tested and to serve as a major center for expanded beef production research and training in alluvial soil areas. The suggestion in the budget does not mention Brazil as a likely location for this major new center, although the Campo Cerrado has strong claims to priority and this would be the first choice if the external review team's recommendations are followed. The number of additional senior staff posts that would be envisaged for a new center of this kind would apparently amount to six in 1975.

2.07 The implications of a proposal for a major new center for beef research are so important in relation to the future development of CIAT as a whole, that they are discussed separately in Section XI.

III. SWINE

3.01 After CIAT's rice research program, its "farthest along" program is its research into swine production systems. This reflects the fact that some of the research was on-going at the time CIAT was established, so there are already many useful years of experience. Major emphasis is on the identification of suitable pig-feeding systems for small farm units, using feeds produced on the farm. No research is done on pig breeding since the improved breeds of pig already available as a result of research in temperate countries are adaptable to tropical conditions and they do well, provided good feeding can be given.

3.02 The other thrusts in swine research include animal health investigations and socio-economic research required so that improved swine

technology can be properly integrated into the activities of small farm units. Although some of the feeding and management research can be carried out at CIAT, research on small farms is essential and is being undertaken in north coast areas of Colombia and by core staff working with national programs in Ecuador, Bolivia and Costa Rica. The swine program has also devoted considerable attention to training and specialists in swine production after training at CIAT are now at work in a number of countries. The results of the Swine Production Systems research are clearly very promising and will provide an important element to the Small Farms Systems Program.

IV. CASSAVA

4.01 Cassava is one of the most important and widespread of tropical food crops, especially important for acid tropical soils and sometimes for use as a famine reserve crop. It also has an important potential for livestock feed, both locally and possibly for export. A germ plasm bank of about 2,200 collections has been established. Methodology has been devised for screening for disease and insect resistance, for low cyanide content and for agronomic characters and performance. It is evident that there are excellent prospects for breeding superior varieties with enormously higher yield potential. The emphasis is on breeding for resistance to pests and diseases, instead of depending on plant protection chemicals. CIAT seems to be somewhat behind IITA in putting out new varieties for testing and this may reflect a somewhat more cautious approach at CIAT. However, a method of rapid propagation of cassava has been developed by which improved new planting material can rapidly be multiplied for distribution.

4.02 The draft 1975 budget proposes that an extra half manyear of senior staff time is needed to increase the amount of entomological research on cassava. It seems, however, that since this proposal was first included in the budget, the views of the staff working on the program have changed; insect problems of cassava may not be as serious as had been thought, in which case the augmentation of senior staff time for this purpose is not justified.

4.03 It is proposed that in 1975 explorations will be made to develop possible cooperative outreach projects outside Colombia, perhaps in Brazil, Paraguay or Peru. Special-project funding is suggested for socio-economic evaluation of the potentialities of multiple-cropping centered on cassava. It would seem better, however, if this is to be done, that it should be as part of the Small Farm Systems Program rather than an addition to the cassava program.

V. BEAN PRODUCTION SYSTEMS

5.01 This program concentrates on the improvement of the field bean (*Phaseolus*) which is an important protein constituent of human diets in Latin America. Thirty five per cent of the world's production of *Phaseolus* beans occurs in Latin America.

5.02 To date, a considerable effort has been made to collect and screen a large collection of germ plasm. Already, 15 selections with high yield potential and adaptation have been made. Insect and disease problems are serious and the aim is to incorporate resistance into the improved varieties rather than to rely on chemical controls. The proposed budget for 1975 requests an additional half manyear of an entomologist (to be shared with

cassava). Additional entomological support does seem justified; if, however, an additional senior staff post is not forthcoming (since an additional half man-year does not seem justified for cassava, para 4.02) perhaps the additional input could be got through the services of a visiting scientist, or post graduate research student. In the context that fertilizers are scarce and costly, attempts are being made to find ways of increasing nitrogen through nitrogen fixation by Rhizobium and of phosphorus through the influence of mycorrhizae on the availability of soil phosphorus and lower grade phosphatic fertilizers. This microbiological research may be of great potential interest to the legume research programs of IITA, ICRISAT and elsewhere.

5.03 If the research in the beans program is to be relevant to the needs of small farmers, there needs to be understanding of the farmer's constraints and of the place of beans in his cropping system. The program, therefore, aims to develop packages of improved varieties and practices in cooperation with national agencies. As in the case of cassava, it is arguable that this might better be part of the Small Farm Systems Program.

5.04 The field bean is unfortunately a somewhat difficult crop to research and the prospects of success in the near future seem to be less certain than in the case of the cowpeas, lima beans and pigeon peas which are being researched at IITA. Especially difficult will be the improvement of Phaseolus beans in the more humid situations at lower elevations. Success here is far from certain but it is necessary to pursue it. If the effort fails, cowpeas, soya beans or lima beans would be alternative grain legumes for these situations, but they are much less popular with consumers in Latin America. The decision to concentrate all the resources of the bean program

on the Phaseolus bean and to discontinue research on other beans, e.g., cowpeas, is for the moment correct. If the attempt to improve Phaseolus beans for humid situations fails, improved cowpeas should be available from IITA for testing by CIAT.

VI. RICE PRODUCTION SYSTEMS

6.01 CIAT's rice research program is the longest established and so far the most successful of the research programs in terms of benefits achieved. In Colombia, improved varieties have been adopted for 90% of the irrigated rice area and yields have increased from 3.0 tons per hectare in 1966 to 5.2 tons per hectare in 1973. Adoption rates are said to have been high in Mexico, Cuba, Central America, Colombia, Venezuela, Ecuador, Peru and in parts of Brazil. CIAT has estimated that the use of new varieties has added at least \$100 million a year to the economies of Latin American countries since 1970.

6.02 CIAT's rice improvement program is carried out at the Palmira station of ICA adjacent to CIAT headquarters and good cooperation and outstanding research have resulted in the production and dissemination of improved varieties. IR 8 and IR 22 from IRRI and SICA 4 developed at Palmira are the most successful commercial varieties. A new variety is expected to be jointly named and released in 1974. Particular attention has been paid to the development of resistance to blast and to wide adaptability.

6.03 CIAT's outreach and training program has been effective in training over 60 breeders and agronomists who now form a useful research network in Latin American rice-producing countries.

6.04 Research into methods of land preparation and rice cultivation has resulted in the development of a so-called "modified Asian

technology". This technology provides a practical method of developing land for commercial swamp rice production; it has been tested at CIAT headquarters, at the ICA station at Turipana as well as on commercial farms. The rice staff at CIAT has made imaginative proposals for extending this technology so as to apply it to the large areas in Latin America which have a potential for swamp rice production. It is suggested that up to 60 million hectares of land could be developed to produce rice for local consumption and export. Development of this kind probably cannot be carried much further by CIAT. As a start it will be necessary to attract the interest of development agencies who could proceed probably through pilot projects to large-scale rice development projects in selected locations. The possibilities seem sufficiently attractive to justify the interest of IBRD, IDB and bilateral aid agencies.

6.05 CIAT staff also believe that there is a good potential for an expansion of rice production in more temperate latitudes in Latin America. The SICA 4 variety in Rio Grande do Sul, Brazil, has yielded two tons more per hectare than local varieties in eight locations and the same variety is under trial in Paraguay.

6.06 Consideration has also been given to the possibility that CIAT might extend its outreach effort to problems of upland rice which is a crop of importance in the Campo Cerrado areas of Brazil and also important as an initial crop when land is being opened up for colonization as, for instance, in the Amazon. If CIAT were to undertake this new thrust, it would be a significant expansion of the CIAT program. The possibility needs to be explored whether a fairly massive research effort could be

mounted in Brazil as a national program, with CIAT cooperation and possibly with funding from international or bilateral agencies. To date no detailed planning nor precise costing has been done. Some people argue that better returns would be forthcoming from investment in research in temperate areas than in upland rice research. It is said that upland rice may be likely to be replaced by other crops. This seems doubtful, however, since the pace of colonization is increasing and is likely to continue for many years to come with rice as the first crop to be planted on newly-opened land. Because of the potential importance in terms of rice production of further research of the kind suggested and because of the substantial cost of mounting any large new research effort, more data ought to be prepared on potential acreages, numbers of farmers, research and development costs and benefits, before decisions are made whether to extend research into upland rice or temperate rice or further outreach research in humid, tropical areas. Again, it would be difficult for CIAT unaided to prepare adequate information; development agencies such as IBRD and IDB might be asked to assist.

VII. MAIZE PRODUCTION SYSTEMS

7.01 This program receives the smallest proportion of CIAT's resources (4% of the proposed budget in 1975). There is one senior staff post for a maize breeder. The supporting scientific and supervisory staff will be reduced to provide for only four manyears in 1975 compared with 5.3 in 1974, since it has been agreed that the maximum number of research associates and assistants which a senior staff man can efficiently supervise is four.

7.02 The program concentrates on factors limiting maize production in the Andean countries, this geographical demarcation having been agreed with CIMMYT. There seems to have been some doubt as to the role of CIAT in relation to that of CIMMYT but better cooperation is expected in future now that an agreement has been reached between CIAT and CIMMYT in terms of their respective responsibilities.

7.03 With only one senior staff core position, now filled by a new maize breeder who arrived on March 1, 1974, effective outreach and training will be limited unless funds for additional staff are available. The proposed budget suggests special funds for an agronomist and a plant protection specialist, so as to expand outreach and training in the Andean countries and Brazil. This could as well be an item in CIMMYT's budget as in CIAT's, but CIAT, in agreement with CIMMYT, has accepted responsibility for Brazil and the Andean countries. Closer cooperation between the two Centers than has been obtainable in the past, will be essential.

VIII. SMALL FARM SYSTEMS

8.01 CIAT's agricultural systems program has now been recast specifically as a Small Farm Systems Program concerned with small family farms as integrated systems. The aim is to have a well-balanced team focusing on understanding existing farming systems in order that the relevance and impact of new technology on small farms can be planned and predicted. The work of the four crop research programs and of the swine program should feed into this effort.

8.02 The emphasis so far combines a study of agronomic factors with economic, sociological and anthropological aspects. For 1975, three

many years of senior staff time with nine support staff are proposed. In future years more work will be needed in agronomy to study problems of cropping and multiple cropping. The percentage of CIAT's resources which ought to be allocated to this program is referred to in para 10.09 and the demarcation of work as between it and the individual crop research programs is in para 11.02.

IX. TRAINING AND COMMUNICATIONS

9.01 CIAT's training programs are well-developed and relatively more advanced than IITA's. From all accounts they have already made a useful impact in Latin America, especially in rice and swine production. CIAT is unusually well provided with conference rooms for seminars, workshops and conferences. Communication activities have also developed extensively. In fact the targets for conferences, seminars and workshops seem very ambitious. The 1975 draft budget lists a large number of meetings and conferences and this apparently does not include all that are envisaged. This is one reason why the workload on the Information Services is substantial and rising. It may be that the volume of conferences and meetings ought to be reviewed in relation to CIAT's research activities and especially in relation to the proportion of research staff time involved. It seems probable that CIAT devotes a significantly higher percentage of its budget resources to training and communications than other international centers do. This is not necessarily wrong, but the question perhaps needs review.

X. THE 1975 BUDGET

10.01 The proposed 1975 budget^{1/} which will go before the Trustees in mid-May calls for \$5,453,000 for core operations. This is an increase of 21% over the 1974 budget. Of the 21% increase, 6% represents full year implications of 1974 commitments and inflation accounts for 10%. The remaining 5% is proposed for expansion of programs, additional equipment, and a small contingency provision.

10.02 Senior staff manyears in 1975 would be 44.5, compared with 40.5 in 1974, though only one new post for 1975 is proposed. The new post would provide additional entomological support for the cassava and bean programs which may not, in fact, be necessary (paragraphs 4.02, 5.02). Scientific and supervisory staff are projected to increase from 99 man-years in 1974 to 117 in 1975, but no specific justification for this is given.

10.03 For 1975, \$250,000 is proposed for new capital expenditure to cover sundry research equipment (\$44,000), equipment for new meat sciences laboratory (\$60,000), books (\$45,000), office equipment and furniture (\$61,000) and vehicles and tools (\$40,000). In addition, \$500,000 are requested for working capital based on a calculation with 40 days requirements, as recommended by the CG, amount to \$600,000 of which \$100,000 have already been received.

10.04 The long-term projections (budget Table 2) indicate a sharp rise from 1975 to 1976, to \$7,453,000, a 36% increase, with senior

1/ Revised Draft dated April 10, 1974.

staff positions reaching a plateau of 53. By 1979 the core budget is projected to reach \$9,726,000 which would be more than double the 1974 level in money terms.

10.05 The estimated levels of the core budgets for 1975 and subsequent years, however, understate the levels of total expenditure that CIAT has in mind. Each of the individual research programs in the 1975 budget makes suggestions for special-project funding which would seem to amount to a total of at least \$1 million extra, though the budget does not put a price tag on them. At this rate, special-project funding at the level of about \$2 million extra might be indicated for 1979.

10.06 It does seem essential that supplementary information should be provided for the Trustees and the CG showing (a) existing special funds and (b) proposed special funds. The budget, as presently drafted, understates the Center's demands to the extent that the special funds have to come from CG members. There is a doubtfully valid distinction between core and special funds. A center director can hardly take the view "let me have as much as you can from the CG central pool, and beyond that leave me free to get as much special funding as I can." The CG presumably needs to know the total demands and total resources available to each center.

10.07 The following table shows the senior staff and support staff positions proposed for 1975 in many years compared with the 1974 figures, and it also shows the percentage increase in cost for each program and activity between 1974 and 1975.

<u>Percentage increase in cost - 1975 cf. 1974</u>		<u>SENIOR</u>		<u>SCIENTIFIC & SUPERVISORY</u>	
		<u>1974</u>	<u>1975</u>	<u>1974</u>	<u>1975</u>
23%	BEEF	9.3	11.0	14.3	18.2
13%	SWINE	3.2	3.2	4.8	6.0
28%	CASSAVA	6.0	6.4	13.0	15.0
31%	BEAN	5.0	5.9	15.0	17.5
16%	RICE	2.0	2.0	1.8	2.0
15%	MAIZE	0.8	1.0	5.3	4.0
26%	SMALL FARM SYSTEMS	2.2	3.0	4.7	10.0
		<u>28.5</u>	<u>32.5</u>	<u>58.9</u>	<u>72.7</u>
20%	TRAINING & COMMUNICATIONS	5.5	6.0	8.7	10.8
15%	RESEARCH SUPPORT (Library, Bio- met., Engineer)	2.5	2.0	14.5	15.8
14%	STATION OPERATIONS	-	-	2.8	3.0
13%	PHYSICAL PLANT	-	-	2.0	2.0
33%	MOTOR POOL	-	-	-	-
14%	ADMINISTRATION	4.0	4.0	11.8	12.8
		<u>40.5</u>	<u>44.5</u>	<u>98.7</u>	<u>117.1</u>
21%			+ 10.0%		+ 18.5%

10.08 The percentage of total expenditure allocated to each type of activity at CIAT and the percentage increases between 1974 and 1975 are shown below:

<u>1975</u>	<u>Direct Research</u>	<u>Training/ Communications</u>	<u>Research Support</u>	<u>Admin.</u>	<u>Gen Exps, Replacement, Contingency</u>	<u>TOTAL</u>
\$000	2,633	843	959	613	405	5,453
%	48	15	18	11	7	100
increase over 1974 (%)	23	20	15	14	34	21

This shows that slightly less than half of CIAT's core expenditure is allocated directly for research programs and it may be of interest to compare this with the percentage available at other centers.

10.09 Budget Table 1 includes a statement of cost allocations in proportion to total personnel costs of permanent staff of each program. These are as follows:

<u>Beef</u>	<u>Swine</u>	<u>Cassava</u>	<u>Beans</u>	<u>Rice</u>	<u>Maize</u>	<u>SFS</u>
32%	10%	19%	19%	6%	4%	10%

There are historical reasons to account for the relatively high proportion of resources allocated to the beef research program. The question of the amount of resources that can be justified for beef research in relation to the potential for Latin America is of fundamental importance in any consideration of CIAT's future program, and it is discussed in Section XI. The allocations proposed for maize and rice in each case seems small. Although rice research has had a relatively very small percentage of CIAT's resources, it has undoubtedly proved to be very effective. There are indications that the rice agronomist is overworked and that he needs more support if the outreach program is not to suffer. The 10% of CIAT's resources which the Small Farm Systems Program receives is small at present (especially

when compared with the 40% of IITA's resources which is allocated to farming systems). CIAT's Small Farm Systems program is in course of development and it seems likely that between 1975 and 1979 some switch of resources may be necessary so as to give more to Small Farm Systems and perhaps less to cassava and beans, each of which now receives 19% and which may do with less when the initial tasks of collecting and screening enormous amounts of material have been completed.

10.10 Amongst detailed comments that might be made on the budget, one might question the procedure by which an assistant seed production specialist was appointed in 1974. This position was not approved in the original 1974 budget. Funds for the position were obtained by delaying the hiring of the associate reproduction specialist and the parasitologist, both of which posts had been approved in the 1974 budget. The effect of this is that there is a commitment to continue three posts instead of two in the 1975 budget. The proposed expenditure for conferences and symposia in 1975 is \$110,000, which compares with \$61,101 in the 1974 budget, but there is a further suggestion that in 1975 an additional \$108,000 should be sought by way of special funds for "proposed events not considered of top priority for specific commodity programs".

XI. GENERAL

11.01 Two questions to which brief reference has been made above call for further discussion: (i) whether most of the agronomic work in cassava, beans and maize should be done as part of those individual crop programs or as part of the Small Farm Systems Program, and (ii) (of much

more far-reaching importance) what should be the future of Beef Production Systems Research at CIAT?

11.02 Crop agronomy, mixed and multiple cropping, and farming systems:

At CIAT and also at IITA there are research programs in individual crops and also farming systems programs. At CIAT there is a question whether each individual crop program should include research in economics and agronomy (by a "cassava agronomist", "beans agronomist", etc.); or whether all economic and agronomic research, including the very essential research into mixed and multiple cropping (involving combinations of crops and interactions between them) should be concentrated within the Small Farm Systems Program. In theory, mixed and multiple cropping research would probably benefit by being coordinated in one program; at the very least there ought to be strong formal links between the economists and agronomists in the individual crop research programs and the economists and agronomists in Small Farm Systems.

11.03 The future of beef research at CIAT:

As has been suggested above (para 2.01 et. seq.) there are strong arguments in favor of devoting significant resources to research into beef production in tropical Latin America. This may be at least as important as similar research in Africa. Beef research already gets a much higher percentage of CIAT's budget than any other of CIAT's research programs -- but not really enough to do the job that needs to be done. What CIAT proposes to allocate to its Beef Production Systems Program is significantly less than what is projected for ILCA.

11.04 In relation to the needs of Latin America, in terms of hectares of undeveloped land, potential tonnages of beef, employment and income generation, investments of local capital and of foreign capital (e.g., \$519 million lent by IBRD/IDA for livestock -- mainly beef -- projects in Latin America between 1964-1973), beef research may justify expansion and greatly increased funding. But if this were considered, it might be better to regard it as a research effort separate from the rest of CIAT, with its own budget and with a separate director and trustees.

11.05 Beef research is already in danger of being "odd man out" at CIAT. Perhaps CIAT itself should concentrate all its efforts on small farm systems. The beef model farm that CIAT will be working with at Carimagua will not be a large ranch; it will be only a few hundred hectares with perhaps a 50-cow herd. But this is not a typical small farm. Whereas CIAT's crop programs and swine program all integrate easily with the Small Farm Systems Program towards solution of the problems of the small farm, the beef program fits perhaps less readily.

11.06 The beef program at CIAT is called a "Beef Production Systems Program". This indicates what it should be -- but overstates the scope of what it will be able to achieve with its present resources. If it is to make the impact in the foreseeable future that it should on the problems of beef production on the low fertility latosols, on the forested Amazon soils, on the more fertile undulating savannahs, an expanded program will be needed and a research concept more like ILCA's. Perhaps a Latin American Beef Production Systems Program should be conceived as having a small headquarters with nucleus staff, laboratories, and library at CIAT's Cali headquarters, with a network of associated research centers in other locations

in South and Central America, typical of different environmental and livestock systems. This idea is of course not relevant to CIAT's 1975 program and budget. Further consideration of it, e.g. by TAC, within the next year or so may be justified.

G-2



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-657

May 31, 1974

Dear Jim:

I have a few comments on your progress review of CIAT, but first would like to say that I appreciate your efforts to review this Center in a fair and factual manner. It is unfortunate that you did not have opportunity to visit the stations of Carimagua and Montería where major program work is being done, especially on Beef and Swine:

A few comments on your review:

4:01 We do not believe that we are behind IITA in putting out new cassava varieties for testing. As far as we know IITA has not released a variety - they probably are testing clones available to them, as we are.

4:05 There is some justification to feel that insect problems of cassava are not as serious as had been thought, however, there is not sufficient information yet to justify dropping insect work on cassava.

5:02 We do have a post-doctoral working full time on bean insects in addition to the 1/2 man year from the core budget.

5:03 I would not agree with the idea that the bean and cassava research should be mixed with the Small Farm Systems Program until additional basic information on those crops is available. However, certain information from the bean and cassava programs can and should be utilized now by the Small Farm Systems Program and by small farmers.

6:05 CIAT is actively engaged with IRRI in planning future activities in rice. Any expansion of program on flooded or upland rice will be in collaboration with IRRI. The Board has approved a resolution indicating CIAT's willingness to pool our limited resources with those of IRRI, provided that the rice programs are intensified in this hemisphere, and the CIAT relationships with the national agencies are effectively continued.

The "Modified Asian System" of land preparation and rice production is ready for a pilot project. Its success or failure will depend greatly on adequate financial support from the development agencies. This is not to imply, however, that all answers to problems are available. More research is needed on this system.

7:03 CIAT has accepted responsibility for Brazil in principle only. The final acceptance depends on general agreement with the joint CIMMYT/CIAT proposal in the CG, and financing by the donors. Close cooperation between the centers is essential. Cooperation has not been lacking - sufficient effort, time, personnel, and budget from both centers for this purpose have been lacking.

8:02 If the expected results are to be obtained, it is very doubtful if the efforts in cassava and beans should be reduced at this time. Quite the contrary, additional efforts are urgently needed.

9:01 The questions of conferences, training and communications are under constant review. A major reason why the work load is great is the need for most material to be prepared in Spanish and English.

The 7 programs underway do demand a large number of meetings and conferences. Requests for use of facilities by national and international agencies are increasing. Within reason we reckon this is on the positive side.

10:05 We have not properly separated special projects, outreach and core program expansion in our budget presentation. This is now being done, and our final budget presentation to the CG will include changes in definition and clarification of these three categories.

10:06 All special projects in progress are shown in our budget. In the future proposed special projects will be approved by the CIAT board before presentation to the CG.

10:10 Some flexibility has been given to the Director to revise the budget. However, the seed production specialist position was approved by the Board before we proceeded with the position.

Economists

11:02 In addition to the question of whether each individual crop should have an economist, there is also the question of whether or not we ought to have a specialist in econometrics, macroeconomics, marketing, farm management etc., etc. With 3 economists on our staff, we will be lucky to get some original data on the economics of crop production and cease the practice of rehashing third hand data which become less accurate each time they are used. In my view, the objective of getting accurate first hand information on the production of the commodities on which CIAT is working should remain the first order of business.

If additional support is available we could do much more.

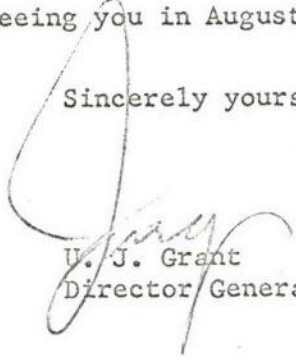
11:06 Your remarks on the CIAT Beef Production Systems Program are well taken. Much effort and money could well be spent on beef or beans, or cassava, as well as on plaintain, soybeans, oilseed crops and others. Then one must return to the questions of how many crops and how many centers? What are the priorities? What are the levels of support required for reasonable payoff? How many centers can be set up and financed? I would argue that those now operating need additional support.

If the finances can be found for a separate Beef Production Systems Center for Latin America, there would be considerable merit in considering this possibility. It would be worthwhile too to take a good hard look at the costs involved of a separate center compared to adequate support for the beef work in CIAT.

Since the CIAT board meeting our staff has been traveling a great deal and I do not have comments from several of them on your review paper. I may have additional comments later.

I look forward to seeing you in August.

Sincerely yours,


U. J. Grant
Director General

Mr. L. J. C. Evans
Consultative Group on
International Agricultural Research
Washington, D. C.

c.c: Dr. Armando Samper



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

CO-122-74

May 31, 1974

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

Dear Harold,

Included with Jim Evans' draft report, which Bruce Cheek sent to Jerry Grant, was a memorandum of your's to files, dated May 7, which sets out your interpretation of what we need. Unfortunately you used a starting figure from our table III which was an incorrect figure. In 1974 the table should read as follows :

Table with 2 columns: Description and Amount. Row c) Gross core operating funds required 4505, Less unexpended core balances (37), Row d) Net Core Operating Funds Required from Consultative Group 4542.

The \$ 4,542,000 , when added to the \$ 1,354,000 capital funds requirement, gives the figure shown on line 3 of \$ 5,896,000 - " Total Funds Required from Consultative Group ". This is \$ 76,000 (i.e. twice the \$ 37,000 error) more than you show as being required .

Turning now to the funds we have available, some clarification is required :

- 1) Besides covering prior years' deficits, we were proposing to use 1974 income to support certain special projects which are underfunded either because of no overhead having been sought from donors or because we decided to contribute to the project. This is the \$ 50,000 shown after the \$ 4,503,000 on line 9.
2) Earned income for 1974 would therefore be used as follows :

Table with 2 columns: Description and Amount. Rows: To cover accumulated core deficits \$ 37,000, To support special projects 50,000, Carry forward to 1975 76,000, Total \$ 163,000.



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

May 31, 1974

CO-122-74

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

Dear Harold,

Included with Jim Evans' draft report, which Bruce Cheek sent to Jerry Grant, was a memorandum of yours to files, dated May 7, which sets out your interpretation of what we need. Unfortunately you used a starting figure from our table III which was an incorrect figure. In 1974 the table should read as follows:

4505	Gross core operating funds required	c) 1
(37)	Less unexpended core balances	
4542	Net Core Operating Funds Required from Consultative Group	d) 2

The \$ 4,542,000, when added to the \$ 1,324,000 capital funds requirement, gives the figure shown on line 3 of \$ 5,866,000 - "Total Funds Required from Consultative Group". This is \$ 76,000 (i.e. twice the \$ 37,000 error) more than you show as being required.

Turning now to the funds we have available, some clarification is

required:

1) Besides covering prior years' deficits, we were proposing to use 1974 income to support certain special projects which are underfunded either because of no overhead having been sought from donors or because we decided to contribute to the project. This is the \$ 50,000 shown after the \$ 4,503,000 on line 9.

2) Funds from 1974 would therefore be used as follows:

\$ 37,000	To cover accumulated core deficits	Lewis
50,000	To support special projects	
76,000	Carry forward to 1975	
\$ 123,000		

RECEIVED

- 3) This means that only \$ 76,000 rather than \$ 126,000 is available in 1974. We had not planned on using the income in 1974, so our final budget to the Consultative Group will show \$ 76,000 being carried forward to 1975. If you assume its use in 1974, which we hope you will not, then you should increase our funding requirements for 1975, by a like amount .
- 4) You have assumed that the \$ 40,000 extra we received from Rockefeller Foundation, over and above what we had requested, reduces our requirements from other sources; I am not sure that that was Rockefeller's intention when they gave the extra \$ 40,000 . 400?

In summary then we still need the following funds :

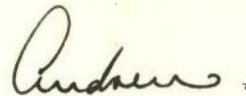
Total funds required from Consultative Group	\$ 5,896,000
Less contributions to date	5,410,000
	<hr/>
	\$ 486,000
	<hr/> <hr/>

If you assume the use in 1974 of earned income we proposed carrying forward to 1975, then the amount required is reduced to \$ 410,000 but, if you assume that the additional Rockefeller money was not to offset demands on Consultative Group, then the requirement is increased to \$ 450,000 .

I am sorry for the error in table III, which by the way is murder to prepare when you have deficits, and hope you can give us more than \$ 286,000 in I D A's second tranche.

With best regards .

Yours sincerely,



Andrew V. Urquhart
Controller

cc: Dr. Grant
Dr. Byrnes

AVU /ala.

G2a

May 24, 1974

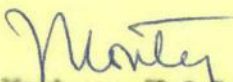
Dr John Pino
Director
Agricultural Sciences
The Rockefeller Foundation
111 West 50th Street
New York, New York 10020

Ref: Candidates for CIAT Director General Position

Dear John:

Further to a letter of April 30, 1974, from the CIAT Search Committee on the referenced subject, be advised that currently we do not have a particular brief for any candidate. However, staff of the Bank's Latin America and Caribbean Regional Office frequently mention the names of three people in the agricultural field who have the necessary qualification: Fabian Portilla (Ecuador), Paulo Alvim (Brazil) and Neil Workar (New Zealand). Copies of the curriculum vitae are enclosed as requested by the Committee. We have no information on interest or availability.

Sincerely yours,


Montague Yudelman
Director
Agriculture & Rural Development Dept

Enclosures

cleared with and
cc:

Messrs Fransen, Graves/Cheek, Stoops

JMFransen:jf

92a

Mr. Montague Yudelman

May 23, 1974

D.C. Pickering

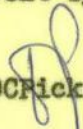
COLOMBIA - Centro Internacional de Agricultural Tropical (CIAT),
Annual Meeting, Board of Trustees and Presentation Days,
Back to Office and Full Report

1. I attended the above meetings from May 14 through May 17 in accordance with terms of reference dated April 30, 1974. Activities pursued were in accordance with the Tentative Agenda attached as Annex 1.
2. General satisfaction with the proposed scope and direction of CIAT activities was expressed during open meetings of the Board of Trustees. However, the efficacy of Board review procedures was questioned and it was agreed that sub-committees of the executive committee would be set up in order to promote, inter alia, more detailed review of research program proposals.
3. It appears that the success of the Center is resulting in heavy demands for support to national programs. These require careful evaluation from the viewpoints of maintaining established research policy and focus. Such demands are in addition to ongoing collaborative work and the valuable service provided through the CIAT training program. The extent to which the latter is appreciated is illustrated by the fact that 85 persons from 21 countries were in training at CIAT in April 1974. As this work continues, the retention of contact with former trainees will involve substantial efforts by CIAT staff, both informally, through personal contact and means such as research program newsletters, and more formally, through symposia and conferences.
4. On Wednesday, May 15 when the Board of Trustees was in closed session, I discussed the Small Farm Systems Team's proposals for research in this field. Its tentative work program is directed primarily to the development of appropriate methodology for identifying and analyzing existing small farm systems and subsequent development of a number of prototype systems. Inclusion of anthropological and sociological studies in the proposed approach should be of value in providing guidelines for identifying and evaluating social factors and their importance relative to technical, economic and institutional considerations. Close linkages with other major research programs in CIAT have been established in addition to collaborative action with the Instituto Colombiano Agropecuario (ICA) in Colombia, and the Instituto de Ciencias y Tecnologia Agricola (ICTA) in Guatemala. In the latter case, ICTA is receiving financial and technical assistance from USAID as part of a Small Farm Development Program for five Central American countries.

May 23, 1974

5. My visit to CIAT coincided with that of staff from the International Center for Research in the Semi-Arid Tropics (ICRISAT) who had been visiting Latin America in connection with establishment of a possible relay station in Northeast Brazil. Conversations with ICRISAT staff indicated that progress on research into small farm systems is not so far advanced at ICRISAT as at CIAT and is proceeding on somewhat different lines. At this stage, efforts are being concentrated on establishment of appropriate technology, taking account of likely land (differing soil types) and, particularly, water resources. Apparently promising results are being obtained and the need for consideration of the human resource, i.e. the small farmer himself, at an early stage was conceded.

6. Research into small farm systems has obvious relevance for the design and implementation of rural development projects. Copies of appropriate literature collected at CIAT are being translated into English and will thereafter be circulated to Regional Agriculture Projects Departments and the Rural Development Division of this Department. Other relevant literature of more specific interest is also being copied and will be circulated as appropriate. The possibility of utilizing a service of the CIAT library, whereby tables of contents of technical journals are provided for interested persons, for circulation to agricultural personnel in the Bank was discussed briefly with the CIAT's librarian. Such a service could be a means of bringing attention to technical advances with development potential, thus helping to overcome the professional isolation felt by some agricultural technicians in the Bank.

 DCFickering:hrv

cc: Messrs. W. Baum, VPSVP
J.A. Lee, VPPS
M. Burney, Training Adviser, CPS
A. Raizen, Financial Adviser, CPS
P. Engelmann, VPPS
H. van der Tak, VPPS
H. Graves, ESCP
B. Cheek, ESCP
M. Veraart, FAO Coordinator, CPS
D. Stoops, Livestock Adviser, CPS
G. Darnell, Senior Adviser, Agric., CPS
J. Fransen, Agricultural Research Adviser, CPS
D. Knox, LCPDR
O. Galika, Assistant to Director, LAC
J. Blaxall, Assistant Director, LCPDR
K. Haasjes, Chief, LCPAG
P. Goffin, Chief, Ag. Cred. & Livestock, LCPAG
P. Bowron, Programming and Budgeting

Tentative Agenda, Revised May 10, 1974
Annual Meeting, Board of Trustees
CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL
May 14, 15, 1974
(Conference Room E, Conference Center)

Tuesday, May 14

- 0830 Call to Order
Announcements
Introduction of guests, observers, and Board members
Minutes of Special Meeting, October, 1973
Review and Revision of Agenda
Report of Director General
Report of Controller
--Audit of 1973 accounts
--Revision of 1974 budget
--Status of capital budget and expenditures
- 1000 Presentation of Program and Budget for 1975
- 1230 Lunch, with U.S. Ambassador to Colombia, Viron P. Vaky
- 1330 Continuation of review and discussion, 1975 program and budget
- 1730-1900 Informal reception with CIAT trainees

Wednesday, May 15

- 0800 Continuation of 1975 program-budget discussion, as necessary
Further comments and questions from guests and observers
- 1000 CLOSED BUSINESS SESSION*
Report of Executive Committee
Action on 1975 Program and Budget
Action on other programs, financial and business matters as
presented by Executive Committee
- 1230 Lunch (Board members)

*Note: Guests and observers are invited to participate in an organized tour of CIAT, beginning at 2 p.m., and they are welcome, as well, to call upon staff members in their offices and laboratories.

- 1330 Election of new members to Board (Report of Nominating Committee)
- Election of new members to Executive Committee
- Election of new vice-chairman of Board
- Expression of appreciation to retiring members of Board
- Report of Special Committee on CIAT Organization
- Report of Search Committee for Director General
- Other business
- 1700 Adjourn
- 1930 Reception and Dinner with Presentation Days guests and CIAT staff

* * *

Presentation Days General Program

Thursday, May 16

- 0700 Departure on field trip to Popayan, visiting research and production sites relating to cassava, field beans, rice, and swine.
- 1730 Return to CIAT

Friday, May 17

- 0700 Field trip
- 1000 Return to CIAT, with balance of day on other programs and activities, particularly beef, swine, maize, small farm systems, and outreach.
- 1700 Adjourn

G2a

Mr John Blaxall

May 20, 1974

James M. Fransen

Agricultural Research--Linkage of Northeast
Brazil Project with CIAT Program

1. I refer to your memorandum of May 9, 1974, reporting on a recent discussion with Jim Evans on the referenced subject. In that context, the two attached memoranda (dated April 25 and June 4, 1973) may be of interest. They derive from a visit to the International Agricultural Research Center (CIAT). Since then, I have continued to explore this possible linkage (see paras 16 and 17 of my Brazil research report of December 17, 1973) and would hope that something can be worked out, although more "selling" will be required with officials of the Brazilian Agricultural Research Corporation (EMBRAPA). Donor interest in Brazil research is summarized in an attached memorandum dated October 29, 1973.

2. I also attach a memorandum (dated October 25, 1973) and a report on a continuous rice production system. (This is part of the rice program Jim Evans mentioned to you.) Mr John Pino, Director of Agricultural Sciences, Rockefeller Foundation, is very interested in supporting the rice production team, provided that development project authorities would avail themselves of the information and services. It seems like a good opportunity for the Bank to obtain high-quality, zero-cost technical assistance for rice production in Latin American projects.

Attachments (4)

cc: Messrs Haasjes/Greening
ARA Files - Brazil

JMFransen:jf

G 2a

May 20, 1974

Dr Barry L. Nestel
International Development Research Center
Apartado Aereo 53016
Bogota, DE
Colombia

Dear Barry:

Herewith a copy of the MARDI document you requested.

Hope it is of some use.

Best regards.

Sincerely yours,

James M. Fransen
Agricultural Research Adviser
Central Projects Staff

Enclosure

cc: ARA Files - Malaysia

JFransen:if

CENTRO INTERNACIONAL DE INVESTIGACIONES PARA EL DESARROLLO
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE
CENTRE DE RECHERCHES POUR LE DEVELOPPEMENT INTERNATIONAL

OFICINA REGIONAL
AMÉRICA LATINA
Apartado Aéreo 53016
Bogotá, D. E., Colombia
Cables: RECENTRE

May 9, 1974

Dr. J. Fransen
Agricultural Research Adviser
International Bank for Reconstruction
and Development - IBRD
19th and I St.
Washington, D. C.

Dear Jim,

This letter serves as a follow-up to some recent conversations that you held with one of my colleagues in our Ottawa Office regarding the possibility of my receiving a copy of the large document that MARDI submitted to the IBRD as a preliminary loan request.

On a recent visit to Malaysia with some of the CIAT Cassava Team we laid the ground-work for a collaborative outreach project which would be based on MARDI and which would develop there a Regional research and training centre relating to cassava. During the course of our negotiations and discussions Dr. Anuwar the Director-General of MARDI made reference to that Institution's growth and development plans and showed us a number of tables relating to this subject in the final request document that had been prepared for the World Bank. Dr. Anuwar had only one copy of this document but stated that he would have no objection to the IBRD making available to me one of their copies providing that the Bank were agreeable.

As I understand the situation the loan funds requested from the Bank are being geared to specific projects none of which deals with cassava. My interest in seeing the document is essentially that it provides the most comprehensive information on MARDI's growth plans and that from this document I would be able to prepare a more comprehensive general brief to support my submission to our Board for support for MARDI. It is not essential that I have this information but I felt, from the tables that I did see, that it would help strengthen my case.

Given this background and bearing in mind your own comments to my colleague in Ottawa I would be appreciative of any material that you are able to make available and which you think might be helpful and relevant to what I have in mind.

With kindest personal regards.

Sincerely yours,

Barry
Barry L. Nestel

yil.

Oficina Principal: P. O. Box 8500, Ottawa, Canada, K1G 3H9

G2a

May 16, 1974

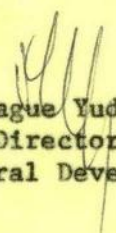
Dr. John A. Pino
The Rockefeller Foundation
111 West 50th Street
New York, N.Y. 10020

Dear John,

I am replying, on behalf of Warren Baum and myself, to letters received from the Search Committee of CIAT, requesting suggestions for suitable candidates for the post of Director General of that organisation.

We do not, at present, have any candidates to suggest. If, however, suitable people come to our attention we will forward their names to you without delay.

Yours sincerely,


Montague Yudelman
Director
Agriculture & Rural Development Department

cc: Mr. W. Baum

MYudelman:lkt

INCOMING TELEX
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~~BHC~~
~~HG~~
CJ.

MAY 13 7 10 PM 1974

COMMUNICATIONS
SECTION

INTBAFRAD WSH
5769 CIAT CO (TELEX NUMBER)

Distribution:
Mr. Graves
Agric. & Rural Dev.
Mr. Zenick

MAY 13:74
FROM: CALI

TO: MR. GRAVES

REFERENCE YOURLET MAY TWO AND EXCHANGE OF TELEXES EXECUTIVE
COMMITTEE AGREES TO UTILIZE EARNINGS IN YEAR EARNED STOP
COMMITTEE STRONGLY URGES FINANCING OF FORTY DAY WORKING
CAPITAL IN AMOUNT OF 500,000 DOLLARS STOP COMMITTEE FEELS
THAT ONE PERCENT CONTINGENCY IS REASONABLE FOR PROPER
FUNCTIONING OF BUDGET

GRANT/CIAT

TELEX NO 189

210031

Handwritten scribbles and marks in the top left corner.

INCLOSURE

1914

1914
1914

Distribution:
Mr. Graves
Agric. & Rural Dev.
Mr. Zanic

1914

1914

Faint, mostly illegible typed text in the middle section of the page.

Lewis

G2a

OUTGOING WIRE

TO: URQUHART
CINATROP
CALI

DATE: MAY 13, 1974

CLASS OF
SERVICE: TELEX

ff

COUNTRY: COLOMBIA

TEXT:
Cable No.:

NEITHER YOUR BUDGET PRESENTATION NOR YOUR TELEX 184 SEEMS TO ME TO
PRESENT A JUSTIFICATION FOR DEPARTING FROM STANDARD PRACTICE OF CENTERS
CONCERNING USE OF EARNED INCOME DURING THE YEAR IN WHICH IT IS EARNED.
THE AUTHOR OF THE RUDDY PAPER DOES NOT AGREE WITH THE IMPLICATIONS OF
YOUR PARTIAL QUOTATION FROM IT. REGARDS.

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

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

REFERENCE: HGraves:apm

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

Checked for Dispatch: *[initials]*

222

INTERNATIONAL DEVELOPMENT
ASSOCIATION

RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

NO. CHARTER
CINATROP
CALL

DATE MAY 13, 1974

CLASS OF
SERVICE
TELEX

COUNTRY: COLOMBIA

TEXT:
Cable No.:

NEITHER YOUR BUDGET PRESENTATION NOR YOUR TELEX 184 SEEMS TO ME TO
PRESENT A JUSTIFICATION FOR DEPARTING FROM STANDARD PRACTICE OF CENTERS
CONCERNING USE OF EARNED INCOME DURING THE YEAR IN WHICH IT IS EARNED.
THE AUTHOR OF THE RUDDY PAPER DOES NOT AGREE WITH THE IMPLICATIONS OF
YOUR PARTIAL QUOTATION FROM IT. REGARDS.

GRAVES

NOT TO BE TRANSMITTED

CLEARANCES AND COPY DISTRIBUTION

NAME

Harold N. Graves, Jr.

DEPT

Agriculture & Rural Development

SIGNATURE

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

REFERENCE

HGraves:qpm

ORIGINAL (File Copy)

IMPORTANT: See Secretary's Guide for preparing form

Checked for Departm.

For Use by Communications Section

COMMUNICATIONS
MAY 13 1 32 PM 1974

DISTRIBUTION

TELEX FROM CALI

RECEIVED

~~BHC~~
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CJ

10/74 TELEX NO 184

Mr. Graves

(TELEX NUMBER 5769)

1974 MAY 10 PM 6: 28

Distribution: Agric. & Rural Dev.

COMMUNICATIONS
SECTION

HAROLD GRAVES

REF YRLETTER MAY 2 EARNED INCOME FOR 1975 WILL NOT BE WHOLLY
AVAILABLE AS WORKING CAPITAL TILL YEAR END I.E. AT 31/12/75
WORKING CAPITAL WILL BE 100,000 RECEIVED IN 1973, 500,000
REQUESTED FOR 1975, AND 266,000. RETAINED INCOME FOR TOTAL
OF 866,000 AS COMPARED WITH 815,000 CALCULATED ON 1976 PROJECTED
EXPENSES. THIS DOES NOT SEEM FAR OUT OF LINE.

AS REGARDS RULES PER RUDDY PAPER:

PAGE 13 STATES EARNED INCOME MAY BE USED - SUBJECT TO RESTRIC-
TIONS ESTABLISHED BY THE BOARD OF TRUSTEES - TO MEET

PAGE 15B) TABLE 111 FORMAT PROVIDES FOR RETAINED INCOME

CG SECRETARIAT PRACTICE HAS BEEN TO USE EARNED INCOME AS FUNDING
IN THE YEAR IN WHICH IT IS EARNED BUT RUDDY PAPER MAKES NO MENTION
OTHER THAT ITEMS QUOTED ABOVE.

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TELEX NO 184

Mr. Graves

(TELEX NUMBER 5769)

Marketing: Agric. & Rural Dev.

HAROLD GRAVES

REF YR LETTER MAY 2 EARNED INCOME FOR 1975 WILL NOT BE WHOLLY

AVAILABLE AS WORKING CAPITAL TILL YEAR END I.E. AT 31/12/75

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IN THE YEAR IN WHICH IT IS EARNED BUT RUDDY PAPER MAKES NO MENTION

OTHER THAT ITEMS QUOTED ABOVE.

Lewis
Check

IT IS NOT FAIR TO INCLUDE THE CONTINGENCY AS FUNDS WITH NO
SPECIFIC USE IT IS FAR LESS PROPORTIONATELY THAT IBRD PROVIDES
IN A BUSINESS WHICH IS A LOT MORE PREDICTABLE. THE WORKING CAPITAL
HAS A VERY SPECIFIC USE AND WAS SUGGESTED BY CG . WE CURRENTLY HAVE
AN OVERDRAFT OF OVER \$200,000

INCOME RETAINED IS NOT LOST, SO ALTHOUGH GRANTS WILL HAVE TO
BE HIGHER IN 1975, THEY WILL BE LOWER IN LATER YEARS I.E.

IT WILL ONLY AFFECT DONORS CASH FLOW. WE BELIEVE THIS WILL HAVE
VERY LITTLE EFFECT ON DONORS BUT A SUBSTANTIAL EFFECT ON US.

BOARD MEETS NEXT WEEK SO WOULD WELCOME A REPLY ASAP.

REGARDS

URQUHART

CIAT

G2a

OFFICE MEMORANDUM

TO: Files

DATE: May 9, 1974

FROM: John Blaxall

SUBJECT: Agricultural Research: Discussion with Mr. Evans

1. Jim Evans, who was passing through Washington following a visit to the International Agricultural Research Center (CIAT) in Colombia, came to see Mr. Goffin, Mr. Greening and myself on May 2. While at CIAT, he had had discussions with various people about research sponsored by the Center which might be connected in some way with agricultural research projects in other countries of the hemisphere. His discussions had centered on two possibilities: improving grasses and legumes for livestock raising, and improved strains of upland and irrigated rice.
2. As regards grasses and legumes for livestock, he noted that CIAT had developed at one of its sub-centers (Carimagua) a package of strains and management practices which substantially improved the capacity of range land to carry livestock. The package appeared to have potential for large areas of Brazil, Paraguay, Uruguay and Argentina. CIAT felt that it would be extremely useful for it to establish further research and outreach programs to test the package in Brazil, and perhaps elsewhere.
3. A similar situation apparently prevails as regards both upland and irrigated rice, where CIAT has adopted IRRI strains to local conditions in Colombia with marked increases in yields. CIAT believes that with further work in research stations in other countries, they will be able to have a significant impact on increasing rice production.
4. It was agreed that we would explore how far the Northeast Brazil agricultural research project could be linked in some way with CIAT's programs. One obvious advantage would be that CIAT had already done a good deal of research, and the Brazil program could benefit from the accumulated knowledge. A tie-in with CIAT would give the Brazilian program access to much needed high level technical input, in a non-threatening way. And it would also improve the national program's prospects of getting funding (and perhaps more important, technical assistance in research management) from Rockefeller and other foundations, which are concerned to ensure adequate links between the international research centers and national programs.

cc: Mr. Goffin
Mr. Armour
Mr. Greening
Mr. Fransen
Mr. Skillings

JBlaxall:lb

G2a.

OFFICE MEMORANDUM

LL-FAO
CULT-UNDP

TO: Mr. K. Haasjes, Division Chief, LCPA2 DATE: May 9, 1974

FROM: R. P. Armour, LCPA2 *R.P.A.*

SUBJECT: COLOMBIA: UNDP/FAO Workshop on the Application of Agricultural
Research
Back to Office and
Full Report

Introduction

1. In accordance with the terms of reference of April 11, I attended the above conference in Colombia on the dates shown. Annex 1 is the schedule of events. Almost all international development organizations were represented as planned, with the number of participants exceeding expectations (i.e., 66 as opposed to an estimated 50). The largest delegation came from FAO/UNDP staff (36), with good representation also from FAO Rome, New York and Country Senior Agricultural Advisers (SAA) from the major Latin American Republics. IDB was not represented at the conference. A list of the registered participants is given in Annex 2.

Program: Main Features

2. The opening session on April 26 was held in Bogota where the Minister of Agriculture, Sr. Hernan Vallejo C. gave the welcoming address. The following two days were devoted to field trips to two stations of the Instituto Colombiano Agropecuario (ICA).

3. The Carimagua Station lies in the 'Llanos' area to the southeast of the capital and is representative of the acid exisol soil problems to be found in the entire 'Llanos' area. Experiments, particularly for range-grass improvement and agricultural settlement, are, therefore, of importance. The station comprises 20,000 ha and is typical of an area estimated at 20 to 30 million ha.

4. At the Turipana Station, at Monteria, which lies on the northeast coast of Colombia (N.E. of the capital) projects are being carried out jointly by CIAT/ICA. The station places its main emphasis on training and on extension for local farmers under CIAT's "outreach" program. CIAT activities here stress animal husbandry (both beef and dairy) as well as increased productivity of field crops, mainly rice; pasture improvement; and farm management systems for the small farmer.

Conference Sessions: April 29 - May 2

5. These sessions were held at CIAT (Cali) and were chaired by Sr. Gabriel Valdez (UNDP, New York), Dr. Armando Samper (FAO, Santiago, Chile) and Mr. W. I. Mashler, (UNDP, New York). The program comprised presentations by representatives of CIAT, ICRISAT, CATIE and CIP, who described the purposes and projects at their centers as well as their relationship to the other five international centers.

6. For the final two days, the participants were divided into three working groups and asked to;

- (a) study the objectives and activities of the International Research Centers;
- (b) Develop the means whereby technical information would be exchanged between research personnel and members of the National Research Programs and FAO and UNDP projects staff;
- (c) explore new methods and systems to bring about crop production increases in the developing countries served by the International Research Institutes.

On the basis of their deliberations, each group was then to prepare a report stating their recommendations or findings.

Reports by Study Groups

7. The reports of the three discussion groups were presented both verbally and in printed form. There was no time allowed for discussion but the Chairman, Dr. Samper, in his closing address, announced that a summary publication of the workshop proceedings, plus the reports of the discussion groups, would be prepared by UNDP/FAO staff and distributed to all participants, plus interested groups who had sponsored the workshop. However, the major findings, common to all three discussion groups, can be summarized as follows:

- (a) The IRC^{1/} should act to make national governments much more aware of their needs and the financial support necessary to conduct national research programs.
- (b) Much greater coordination is required between IRCs and National Centers in the following areas; documentation resources; germplasm bank facilities; training programs; outreach and extension programs, and cooperation with national universities on curricula, consultation and research guidance programs.
- (c) In order to achieve the objectives of (b) above, the FAO and IICA should be requested to serve as the coordinating link between IRCs and national authorities. One suggestion was also made that IRC's research programs should be studied by FAO/IICA to ensure that they followed the national goals and priorities in agricultural development, as established by the countries in which they operate.
- (d) All country representatives to the Consultative Group (CGIAR) Washington D.C., should provide the information necessary to guide IRC research programs according to national priorities.

1/. International Research Centers.

8. Many other recommendations were made by the discussion groups, but they did not reflect any consensus of opinion and are not reported here. It should be further noted that those mentioned may not necessarily be among the only ones chosen for the final draft of the 'Workshop' report to be prepared by FAO/UNDP.

Comments on Course Organization, Facilities and Content

9. Organization, and the Conference rooms at the recently inaugurated facilities provided at CIAT near Cali, were excellent. The services provided, including simultaneous translation (Spanish - English) enabled the group to have maximum participation in, and benefit from, the various formal and informal presentations made. The two field trips had, of logistic necessity, to be carried out prior to the oral presentations which provided a full description of CIAT's purposes and programs. This did not, however, unduly detract from the former and a further opportunity to study CIAT's rather impressive field-experiment capability, at first hand, was also provided on the sixth day of the program. A further walking tour of CIAT facilities had to be cancelled but individual members could avail themselves of this opportunity as desired. One cannot fail to be impressed by the excellence of CIAT's physical plant and opportunities for technical competence by its highly qualified staff. A minor criticism would be the apparent paucity, and high selectivity, of library acquisitions, in an otherwise very adequate and functional facility. This also relates, in some degree, to the only criticism frequently heard, that the CIAT Research Program, with its systems approach to nine specific problems, is too narrow and not sufficiently flexible to national (i.e., Colombian) agricultural research needs. The writer is of the opinion, however, that the degree of success already attained by CIAT, a very 'young' institution, indeed, is most certainly partially due to a determined approach to pre-selected and very specific goals.

10. The most promising areas of CIAT research would appear to be:

- (a) The speedy adaptation of cassava (Manihot utilissima) as a basic food crop, with industrial (starch) potential for the wet tropics. The crop itself, of course, is well known, but, CIAT's full-scale approach, to rapidly overcome cultural difficulties and provide clones with wide adaptation for a specific range of agronomic and industrial requirements, is new and has made rapid progress.
- (b) The rapid increase in rice and corn yields, using materials provided by IRRI and CIMMYT, but adapting these to local conditions and varietal preferences.
- (c) A viable research program in beef and pork production improvement which is closely identified with local conditions and needs.

May 9, 1974

11. Quite apart from the existing links between the Bank and CIAT, through the activities and agreements of the Consultative Group, it would appear that the Bank might study the following proposals to decide what further cooperation is indeed necessary and desirable:

- (a) Much of the research designed to produce greater per hectare yields is, of necessity, innovative and accompanied with higher cost inputs and greater potential risk factors. Through new lending programs it would appear that the Bank could play a role in ensuring that worthy projects be given the necessary impetus towards field trials, on a commercial scale, after the necessary economic analysis has been provided. Farmers, in general, are traditionally conservative and those in the developing countries are no exception. The task of the experiment station scientist in an "outreach" program, therefore, often becomes difficult unless some "risk" capital is available.
- (b) Another area of possible cooperation between the Bank and IRCs would be that of providing economic data which would be helpful in the preparation of pre-appraisal or appraisal reports. Such data, on crop yield and production costs, for example, could fall within the realm of educational inputs by young scientists at the International Research Centers, could add much to project preparation, and provide useful data inputs, for national planning purposes. Similarly, certain field trial and marketing information, for crops new to the area, (as indicated in (a) above) might receive further treatment under a graduate study program approach.

12. We have yet to learn what the reaction to study-group recommendations might be. However, it would be well for the consultative group to be aware of national interests in the countries where the International Research Centers operate. An obvious need does exist to assist host governments, in every way possible, with their own national programs in agricultural research. However, any tendency, in the recommendations provided, which would dictate budgeting, programming and general research policy, should be strongly resisted. The present autonomy under which the IRCs operate assures the necessary freedom of choice to ensure the international character of the institutions and the very broad "outreach" program which characterize their approach to the dissemination of research results.

13. Several publications were distributed during the conference and are listed in Annex 3. The publications themselves have now been placed in the Research Files (Room F-327).

RPArmour:gcr

Cleared with and cc: Mr. P. Greening, LCPA2

cc: Messrs. L.Perez (LCNVP), M.Zenick (CPDII), Blaxall (LCPDR), W.Armstrong (VP/PAS), K. Haasjes (LCPA2), R. P. Armour, LCPA2), Veraart (FAO), H. van der Tak (PAS/WPSVP), M. Yudelman (CPS/AGPDR), J. Street (P&B), P. McCarthy (CTR), T. Asser (LEG), R.Parilli (IRB), J. Elliott (CTR), Division File and Central Files.

TALLER DE UNDP - FAO SOBRE LA APLICACION DE LA
INVESTIGACION AGRICOLA EN AMERICA LATINA

UNDP - FAO WORKSHOP ON APPLICATION OF
AGRICULTURAL RESEARCH IN LATIN AMERICA

ABRIL 26 - Mayo 2, 1974

APRIL 26 - May 2, 1974

Centro Internacional de Agricultura Tropical

Apartado Aereo 67 - 13, Cali, Colombia

Cables: CINATROP

Objectives:

1. To provide participants with opportunity to learn about the objectives programs and activities of the various international agricultural research centers located in or directly involved in Latin America.
2. To encourage and facilitate exchange of information and ideas between personnel of the centers and UNDP, FAO, and representatives of selected national programs with respect to the problems, potentials, and priorities associated with research and training activities of the international centers.
3. To provide participants, including representatives of the centers, with opportunities to explore existing and possible new avenues and mechanisms by and through which the centers might assist more directly in agricultural production efforts in the various countries.

Proposed participants:

Senior agricultural advisors, selected project managers, project counterparts, national agricultural program experts and representatives of headquarters UNDP, FAO, IICA, IBRD, BID, and the interested centers, i.e., CIAT, CIMMYT, CIP, ICRISAT and CATIE, with the total number involved being limited to approximately 50.

Focus of presentations and discussions

Commodity presentations and discussions will focus on the following:

1. Principal problems limiting production: status of new technology that could be applied with minimum adaptation in major ecological zones in Latin America, and considerations of economic implications.
2. Scope and nature of adaptive and field trials required in each country and or ecological zone.
3. Identification of existing programs in countries or zones where the adaptive work could be undertaken, as well as identification of new programs needed for this purpose.
4. Formulation of alternative courses of action and criteria for priorities that could facilitate accelerated adoption of new science and technology with a view to meeting specific increased targets of agricultural production and improved living standards for the farming community and especially small farmers.
5. Consideration of the role which training of nationals may play in the development effort, and how and where such training might be provided.
6. Consideration of other aspects of the overall problem which must be recognized by planners and policy makers.

PRELIMINARY SCHEDULE OF ACTIVITIES

Friday, April 26

Arrive Bogotá; reservations at Hotel Tequendama

8:00 P.M. Orientation Session

Introduction of participants

Organization and role of Consultative Group

Brief overview of CIAT, including introduction to production systems and small farms systems, as well as ICA-CIAT working relationships

Briefing on projects and activities to be visited on North Coast

Saturday, April 27

7:30 A.M. Departure to Monteria by chartered aircraft

9:30 A.M. Arrive Monteria

Projects and Activities to be Inspected During Day

- Small swine farm research/action project at Cacaotal
- Livestock production specialist trainees on ranches
- Deep water rice production research project
- Turipana Research Center of ICA, Colombia

4:30 P.M. Departure to Bogota

6:30 P.M. Arrive Bogota

8:00 P.M. Briefing on projects and activities to be visited at Carimagua

Sunday, April 28

7:30 A.M. Departure to Carimagua by chartered aircraft

8:45 A.M. Arrival Carimagua

Projects and Activities to be inspected at Carimagua

- Pastures and forage investigations
- Herd systems research project
- Development of family farm subsistence base within beef production systems

—Research on upland rice and other crops, including screening of corn, beans, and cassava varieties for tolerance to high acid, high aluminum soils

4:00 P.M. Depart Carimagua
6:30 P.M. Arrive Cali; go directly to CIAT

Monday, April 29

8:00 A.M. Introductory Session
Opening Remarks: CIAT, U. J. Grant; FAO, Juan Felipe Yriart; UNDP, Gabriel Valdes S.; IICA and OTHER CENTERS, by Representatives Present

9:00 A.M. Small Farm Systems Program and Related Developments, including Socio-Economic Factors Associated with Commodity Programs

11:00 A.M. General Discussion

12:30 P.M. Lunch

1:30 P.M. Beef: Promising tropical grasses and legumes; fertility problems; factors affecting mortality rates, particularly of calves; year-round nutrition and management; new developments in soil microbiology; identification of disease problems most limiting production

3:00 P.M. Field Beans, including visit to field plots: Research on varieties and practices growing in mixed stands with corn; germplasm collection and screening cooperative programs with Latin American institutions

4:30 P.M. Walking tour of CIAT buildings and facilities

7:00 P.M. Reception and Dinner

Tuesday, April 30

8:00 A.M. Presentation by ICRISAT on projected programs in Latin America for sorghum, millet, pigeon peas, chick peas

10:00 A.M. Break

10:15 A.M. Presentation by CATIE (Centro Agrícola Técnico de Investigación y Enseñanza)

12:00 P.M. Lunch

1:00 P.M. Swine: Results of nutrition trials on waste and by-product feeds, including bananas, platanos, cassava, sugar, cottonseed, yams, etc. on-farm sources of swine rations; small farm swine management systems

2:00 P.M. Cassava (including visit to field plots): Plant types and yields; new methods of propagation; weed and pest control; agronomic practices; on-farm storage and drying (Before returning to conference room, also visit rice plots)

4:30 P.M. Rice: Spread of varieties IR8, IR22, and CICA 4; promising new lines for Latin America; preliminary work on upland rice and deep water ("Floating") rice; continuing problems with blast disease

8:30 P.M. Meeting of FAO representatives in South America

Wednesday, May 1

8:00 A.M. CIMMYT's Major Programs in Latin America
--Wheat (to be supplied by CIMMYT)
--Corn: Including status of opaque-2 and other high quality protein developments; (to be supplied by CIMMYT)

12:00 M. Lunch

1:00 P.M. Presentation by CIP: potatoes

2:00 P.M. Small Group Discussions: PRODUCTION PROBLEMS AND PRIORITIES

4:30 P.M. Group reports and general discussion

8:30 P.M. Film: "A few notes on the World Food Problem"

Thursday, May 2

8:00 A.M. Training possibilities at international centers

9:00 A.M. General remarks by conference organizers

9:30 A.M. Small Group Discussions: Ways and means by which international centers may assist national programs

12:30 P.M. Lunch

1:30 P.M. Group reports and general discussion

4:00 P.M. Summary and Conclusions

4:30 P.M. Adjourn

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"APLICACION DE LA INVESTIGACION AGRICOLA EN AMERICA LATINA"

Abril 26-Mayo 2, 1974

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1. CARIMAGUA .. 'Llano Adentro' I.C.A. Bol. No.8, Feb. 1974
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Network Series Agri. 1 USAID October, 1973, Washington, D.C.
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6. A.I.D. Research 1971-73. USAID December 1973.
7. Crop Research at ICRISAT. UNDP/FAO Workshop on Appl. of
Agric. Research in Latin America, CIAT Apr. 26-May 2, 1974.

G2a.

OUTGOING WIRE

TO: BYRNES
CINATROP
CALI

DATE: MAY 7, 1974

CLASS OF SERVICE: LT OR TELEX

COUNTRY: COLOMBIA

TEXT:
Cable No.:

REYURLET CONCERNING PAPER PRESENTED CIAT BEEF SEMINAR COMMA NO COMMENTS
ENGLISH VERSION BUT FOLLOWING COMMENTS SPANISH VERSION
ONE LAST TWO WORDS FIRST SENTENCE OF PARAGRAPH ONE PAGE FIVE COULD
READ FORMA IMPRESIONANTE
TWO HEADINGS PAGES SIX AND NINE THE WORD MANEJO COULD READ
ADMINISTRACION
THREE SUBHEADING EVALUACION DE LOS PROYECTOS MISSING PAGE SIX
FOUR HEADINGS INCENTIVOS PARA EL PRODUCTOR PAGE SEVEN ~~COMMMA~~ COMMA
CONDUCTOS REGULARES PARA CANALIZAR LOS CREDITOS PAGE EIGHT AND MANEJO DEL
PROYECTO PAGE NINE SHOULD ALL BE SUBHEADINGS
FIVE IN HEADING AND TEXT PAGE ELEVEN WORDS BANK GROUP SHOULD TRANSLATE
GROUP DE BANCO MUNDIAL

REGARDS

FRANSEN
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME James M. Fransen

DEPT. Agriculture & Rural Development

SIGNATURE *James M. Fransen*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: JFransen: jf

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Checked for Dispatch: *[Signature]*

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: BYRNES
CINATROP
CALL

COUNTRY: COLOMBIA

TEXT:

Cable No.:

DATE: MAY 2, 1974

CLASS OF SERVICE: IT OR TELEEX

GROUP DE BANCO MUNDIAL

FIVE IN HEADING AND TEXT PAGE ELEVEN WORDS BANK GROUP SHOULD TRANSLATE

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ONE LAST TWO WORDS FIRST SENTENCE OF PARAGRAPH ONE PAGE FIVE SHOULD

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RICHARDS
FRANSEN
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NOT TO BE TRANSMITTED OR RE-TRANSMITTED

<p>CLEARANCE AND COPY DISTRIBUTION BY: []</p> <p>cc: ARA Files</p> <p><i>[Handwritten Signature]</i></p> <p>Checked for Dispar: <i>[Handwritten Signature]</i></p>	<p>SECTION COMMUNICATIONS</p> <p>NAME: James M. Franzen</p> <p>DEPT: Agriculture & Rural Development</p> <p>SIGNATURE: <i>[Handwritten Signature]</i></p> <p>REFERENCE: Franzen:jt</p> <p>ORIGINAL (File Copy)</p> <p>RECEIVED</p> <p>DATE: MAY 8 11 04 AM '74</p>
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OFFICE MEMORANDUM

TO: Files
FROM: Harold Graves *HGW*
SUBJECT: CIAT Budget, 1974

DATE: May 7, 1974
(Revised from May 1)

On the basis of a draft Table III from CIAT's 1975 program and budget paper, I am estimating CIAT's 1974 situation as follows:

First, the gross core requirement of CIAT in 1974 is \$4.468 million, and the net capital requirement, leaving out the Rockefeller Foundation's special grant of \$400,000, is \$0.954 million. These are the figures shown in the draft Table III, and they correspond closely to the figures given to the Consultative Group in November 1973 for CIAT's 1974 budget. The total 1974 requirement for core and capital (net) therefore, is \$5.422.

Against that, I total contributions as follows; in \$ millions.

Canada	\$.755
Ford	.750
IDB	1.000
Kellogg	.280
Netherlands	.125
Rockefeller	.750
Switzerland	.070
U. K.	.055
U. S.	.950
World Bank	.275
	<hr/>
	\$ 5.010

These are generally the amounts shown in section 1 of draft Table III, except that a) there are some minor discrepancies due to differences in exchange rates, and b) instead of the proposed figures for IDA shown in draft Table III, a figure of the actual amount already disbursed (\$275,000) has been used.

Further to the 1974 requirement, I add \$0.037 million from line 1 c), of draft Table III, where it is given as a deficit carried from 1973. In addition, I subtract \$0.163 million of earned income shown in line 5 c) of draft Table III as available during the year. The total of these two items is -\$0.126 million.

The total available so far from donors, then, is \$5.010 million, and the total available from CIAT's own resources is \$0.126 million. The grand total of available funds so far, then, is \$5.136 million.

This compares to a 1974 requirement of \$5.422 million, and leaves a total to be found of \$0.286 million. This is approximately the amount I would propose as IDA's second tranche for CIAT in 1974.

cc: Messrs. Cheek, Lewis and Ruddy

Mr George Darnell

May 6, 1974

James M. Fransen *JMF*

CIAT--Candidates for Director General

1. I received the attached memorandum from the Chairman of the CIAT Search Committee on May 3, 1974. Copies are being sent to the below distribution requesting nominations by May 13, 1974. I propose that Messrs Haasjes, Stoops, Sutherland and Thomas would act with me as a Committee in proposing nominations. We would, of course, work closely with Messrs Graves and Cheek in this undertaking.

2. I will contact Messrs Haasjes, Stoops, Sutherland and Thomas directly. The distribution list will please note the request for information on the individuals proposed.

- cc: Messrs Cheek
- Goffin
- Graves
- Greening
- Haasjes
- McGarry
- Stoops
- Sutherland
- Thomas

Attachments

JFransen:jf

INCOMING CABLE

~~BMC~~
~~am Hg~~
CJ

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MAY 3 1974

ITT WORLD OCOMM

ZCZC AWA421 VIA ITT BTB197 CLWW532

UIWA CO COCI 030

CALICOL 30 2 1036 BACKDATE

MAY 2, 1974

Distribution: Mr. Cheek
Agriculture & Rural Dev.
Mr. Zenick

CHEEK

INFABRAD

WASHINGTON DC USA

AUDIT REPORT BEING SENT TO DONORS AND TRUSTEES NOW EXPECT
TO SEND ANNUAL REPORT WHICH WILL CONTAIN AUDIT REPORT TO
CGIAR MEMBERS EARLY JUNE REGARDS

UNQUHART CINATROP

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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: URQUHART

DATE: MAY 2, 1974

CINATROP

CLASS OF

CALI

SERVICE: TELEX NO. 3965769

COUNTRY: COLOMBIA

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TEXT:
Cable No.:

FURTHER SECRETARIAT MEMO MARCH 22 WOULD APPRECIATE KNOWING DATES
WHEN YOU WILL BE SENDING OUT 1973 AUDIT REPORT AND 1973 ANNUAL REPORT
TO CGIAR MEMBERS

REGARDS

CHEEK

COMMUNICATIONS SECTION
MAY 5 10 28 AM 1974

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME **Bruce M. Cheek**

DEPT. **Agriculture & Rural Development**

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

REFERENCE:

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Form No. 27
(9-70)

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: BROUGHART
CINTRANS
CALL
COUNTRY: COLOMBIA
TEXT:
Cable No.:

DATE: MAY 2, 1974
CLASS OF
SERVICE: TELEX NO. 3962769

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WHEN YOU WILL BE SENDING OUT 1973 AUDIT REPORT AND 1973 ANNUAL REPORT
FURTHER SECRETARIAL MEMO MARCH 22 WOULD APPRECIATE KNOWING DATES
TO CLEAR MEMBERS
REGARDS
CHEEK

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COMMUNICATIONS

NOT TO BE TRANSMITTED

CLEARANCES AND COPY DISTRIBUTION

AUTHORIZED BY:

Bruce M. Cheek

NAME

Agriculture & Rural Development

DEPT.

[Signature]

[Signature]

SIGNATURE

SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE

REFERENCE

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IMPORTANT - See Secretary's Guide for preparing form

Checked for Dispatch

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MAY 3 1974

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COMMUNICATIONS
SECTION

UIWA CO COCI 030

CALICOL 30 2 1036 BACKDATE

MAY 2, 1974

Distribution: Mr. Cheek
Agriculture & Rural Dev.
Mr. Zenick-LAC

CHEEK

INFABRAD

WASHINGTON DC USA

AUDIT REPORT BEING SENT TO DONORS AND TRUSTEES NOW EXPECT
TO SEND ANNUAL REPORT WHICH WILL CONTAIN AUDIT REPORT TO
CBIAR MEMBERS EARLY JUNE REGARDS

UNQUHART CINATROP

COL

G2a

May 2, 1974

Dr. U. J. Grant
Director General
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali
Colombia

Dear Jerry:

This letter is about CIAT's 1975 program and budget proposal. While we do not yet have all the tabular material that we need, the text seems to have shaped up very well.

As you know, we have been corresponding with Andrew Urquhart concerning the paper, and have usefully clarified many points on which we needed enlightenment here. There are two matters, however, which I would like to mention to you. They are important, and we do not seem to be approaching them in the same way.

The first matter concerns the statements made in various parts of the text, that in addition to the activities being supported as part of the core program, certain other activities will be added on the basis of special-project funding, providing such funding can be found. These additional activities, however, for the most part do not fit the description of special-project activities given in the June 18 paper on "Budgeting and Accounting Procedures and Practices of International Agricultural Research Centers" (pp. 4-5).

This paper was accepted both by Center Directors and by the Consultative Group as the basis on which Center proposals would be prepared by Centers and considered by the Consultative Group at Centers Week. The Secretariat will therefore be bound to comment on the CIAT budget that most of these proposals for new activities, requiring something over \$1 million of additional funds on an annual basis, are not special projects, specific and temporary in character; they are in fact proposals for ongoing, long-term activities which constitute additions to the core budget of CIAT. The question would then arise whether the CIAT Board of Trustees had looked at the proposals with this in mind.

May 2, 1974

The second matter concerns the idea that CIAT should retain its estimated \$240,000 of earned income during the year in which it is earned and not spend it until some subsequent year. This, of course, is contrary to the practice observed by all the Centers in the system, and is contrary to the practice observed by CIAT itself up to now. It is not a practice foreseen or accepted in the paper on "Budgeting and Accounting Procedures." Earned income is generated by the Centers on the basis of facilities and equipment provided by donors; and donors have the right to expect that it will be used currently in lieu of funds which otherwise they would be called on to provide.

The practical effect, moreover, of segregating your earned income in 1975 would be as follows: you would have estimated unused funds of \$240,000 from earned income; you would be asking further funds of \$500,000 for working capital, not needed for any permanent or irrecoverable disbursement; and you would be asking for a contingency item of \$55,000 for purposes not foreseen or specified. This means that in 1975, you would be asking the Consultative Group to provide you with almost \$800,000 of funds for which no specific use was foreseen, and this in a year when, as you know, the Consultative Group members are not likely to be able to provide all the funds that are needed for specific activities. You can readily imagine what the reaction of donors would be.

Sincerely yours,

Harold Graves

cc: Mr. Ruddy
Mr. Lewis

H. Graves
Dr. Collins

HGraves:apm

OFFICE MEMORANDUM

yellow 2a

TO: Files

FROM: Harold Graves

SUBJECT: CIAT Budget, 1974

DATE: May 1, 1974

On the basis of a draft Table III from CIAT's 1975 program and budget paper, I am estimating CIAT's 1974 situation as follows.

First, the gross core requirement of CIAT in 1974 is \$4.553 million, and the net capital requirement, leaving out the Rockefeller Foundation's special grant of \$400,000, is \$0.954 million. These are the figures shown in the draft Table III, and they correspond closely to the figures given to the Consultative Group in November 1973 for CIAT's 1974 budget. The total 1974 requirement for core and capital (net) therefore, is \$5.507.

Against that, I total contributions as follows; in \$ millions.

Canada	\$.755
Ford	.750
IDB	1.000
Kellogg	.280
Netherlands	.125
Rockefeller	.750
Switzerland	.070
U. K.	.055
U. S.	.950
World Bank	.275
	<hr/>
	\$ 5.010

These are generally the amounts shown in section 1 of draft Table III, except that a) there are some minor discrepancies due to differences in exchange rates, b) the Swiss contribution (\$70 thousand) has been omitted altogether from draft Table III, and c) instead of the proposed figures for IDA shown in draft Table III, a figure of the actual amount already disbursed (\$275,000) has been used.

Further against the 1974 requirement, I subtract \$0.037 million from line 1 c), of draft Table III, where it is given as an unexpended core balance, but is erroneously added to instead of subtracted from, the funds required. In addition, I subtract \$0.163 million of earned income shown in line 5 c) of draft Table III as available during the year. The total of these two items is \$0.200 million.

The total available so far from donors, then, is \$5.010 million, and the total available from CIAT's own resources is \$0.200 million. The grand total of available funds so far, then, is \$5.210 million.

This compares to a 1974 requirement of \$5.507 million, and leaves a total to be found of \$0.297 million. This is the amount I would propose as IDA's second tranche for CIAT in 1974.

cc: Messrs. Cheek, Lewis and Ruddy

HGraves:apm



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

April 30, 1974

Ans. 5/16/74

Dear Mr. Yudelman:

The Board of Trustees of CIAT is undertaking the task of identifying suitable candidates for the position of Director General of CIAT. As you may know, Dr. U. J. Grant will be assuming a new assignment with The Rockefeller Foundation, and it is the desire of the CIAT Board to name a replacement as soon as this can conveniently be done.

To this end, a Search Committee of Board members was appointed by Chairman Samper to conduct inquiries and interviews and to initiate other procedures so as to bring forth the names of possible nominees for the position. The Executive Committee of the Board prepared guidelines to be followed by the Search Committee, a copy of which is attached to this letter.

The Search Committee members would appreciate receiving suggestions or recommendations of individuals who you feel might be qualified to fill this important position. It would be helpful for us to have as much information about the individual as possible, including the likelihood of his interest and availability. Kindly forward your recommendations to Dr. John A. Pino, The Rockefeller Foundation, 111 West 50th Street, New York, New York 10020. Dr. Pino is assembling the data on all candidates. Nominations should be received by the Committee prior to June 1, 1974.

Your assistance in this matter is greatly appreciated.

Very sincerely yours,

SEARCH COMMITTEE
Luis B. Crouch
Moises Behar
John A. Pino

Mr. M. Yudelman
Director
Agriculture Department
World Bank
1818 H Street, N.W.
Washington, D.C. 20433

JAP:11

Enclosure



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

April 30, 1974
A. S. 2/10/74

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Your assistance in this matter is greatly appreciated.

Very sincerely yours,

SEARCH COMMITTEE
John A. Pino
Moises Behar
Luis B. Grouch

Mr. M. Yubelman
Director
Agriculture Department
World Bank
1818 H Street, N.W.
Washington, D.C. 20433

JAP:11

Enclosure

RECEIVED

TERM OF REFERENCE FOR THE SEARCH COMMITTEE

TO IDENTIFY A CANDIDATE FOR THE POSITION OF DIRECTOR GENERAL OF CIAT

Appointment of the Search Committee

The statutes of CIAT state that the Board of Trustees of CIAT shall have the responsibility to appoint the Director General (Art. VIII and XIII). The Board Chairman may appoint a committee of Board members to assist in the identification of potential candidates. At a meeting of the Executive Committee held at CIAT headquarters on February 25, 1974, the Chairman, with the assistance of the Executive Committee, has therefore prepared a proposal for consideration "by the Board."

Procedure and Terms of Reference of Search Committee

The Chairman proposes to establish a committee, hereinafter called Search Committee, whose duty shall be to identify potential candidates for the position of Director General. The members of the Committee shall be members of the Board of Trustees of CIAT.

The Search Committee will seek suggestions for nominations of candidates from the widest possible sources including, but not limited to, the donor agencies, other CIAT Board members and other research centers. Special attention is called to the Search Committee to seek the suggestions of the members of the scientific staff of CIAT individually with respect to the qualifications of the new director and for the names of possible candidates.

There shall be no limitation to candidacy by reason of nationality.

There shall be no abridgment of the confidentiality of the search process. The Search Committee shall be responsible to the Board of CIAT and may consult as necessary with the Chairman. The Search Committee shall take such steps as deemed necessary to avoid undue pressures from any institutional or national quarters.

The Search Committee shall name its chairman. It shall establish such procedures as it deems necessary to: secure a wide sample of nominations; meet as a committee at such times and places as necessary; call on other Board members for assistance; assure and prevent undue speculation and tensions during the selection process; take whatever measures it deems necessary to maintain confidentiality; avoid undue delay consistent with thoroughness in the selection process.

Qualifications:

As a guide to the Search Committee, it is recommended that the candidates for the position of Director General possess the following qualifications:

1. He must have had successful administrative experience and have demonstrated capacity to organize, plan and execute research programs.
2. He must possess enthusiasm and energy, and show leadership qualities.
3. He must be stable and show equilibrium, impartiality and maturity.
4. He must possess broad cultural experience and understanding.

5. He should have had experience working in the tropics and have gained recognition for his scientific contributions.
6. He must possess full physical ability.
7. He must be articulate, communicative, diplomatic and sensitive in human relations.
8. He should have command of the Spanish and English languages.
9. He must have a cooperative family with proven ability to reside abroad.
10. He must be available to accept the position if offered.

Selection Process and Time Frame

The Search Committee will compile thorough dossiers on each candidate who in its judgment should be brought forward to the Board. Initially a composite list of all recommendations will be made. This list will pass through a first screening to be reduced to approximately ten candidates. The Search Committee should then conduct such interviews it deems appropriate in order to formulate its recommendations to the Board.

It is impossible to predict how rapidly the search process may proceed. It should be the intention of the Committee to act speedily and deliberately, but without undue pressure, to reach the final stages before they are ready to do so. A possible time frame might be:

February 26-27	Meeting of Executive Committee. Formulation of Proposal for the Search Committee to the Board.
March 1-15	Approval by correspondence of Board Members of the Proposal and appointment of Search Committee Members.
March 15-April 1	First Meeting of the Search Committee.

April 1-April 15	Initial contacts with CIAT Staff members.
April 15-May 31	Compile full list of candidates. Possible first screening. Report of progress to Full Board Meeting on May 14-15.
June 30-July 1	Interviews and preparation of final list.
July 15	Meeting of the Board to make final selection.



Gza

APARTADO AEREO 67-13
APARTADO NAL. 737
CALI - COLOMBIA
CABLES: CINATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

April 30, 1974

Dear Mr. Fransen:

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SEARCH COMMITTEE
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Moises Behar
John A. Pino

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

JAP:11

Enclosure

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April 1-April 15	Initial contacts with CIAT Staff members.
April 15-May 31	Compile full list of candidates. Possible first screening. Report of progress to Full Board Meeting on May 14-15.
June 30-July 1	Interviews and preparation of final list.
July 15	Meeting of the Board to make final selection.

Mr. Donald C. Pickering

April 30, 1974

Montague Yudelman

COLOMBIA - Centro Internacional de Agricultura Tropical (CIAT),
Annual Meeting, Board of Trustees and Presentation Days,
Terms of Reference

1. On May 13 you will proceed to Cali to represent the Bank at the above proceedings.
2. Upon your return to the Bank on May 18, you will report as appropriate on your trip.

DCPickering:hrv

- cc: Messrs. W. Baum, VPSVP
 J. A. Lee, VPPS
 M. Burney, Training Adviser, CPS
 A. Raizen, Financial Adviser, CPS
 P. Engelmann, VPPS
 H. van der Tak, VPPS
 H. Graves, ESCP
 B. Cheek, ESCP
 M. Veraart, FAO Coordinator, CPS
 D. Stoops, Livestock Adviser, CPS
 G. Darnell, Senior Adviser, Agric., CPS
 J. Franssen, Agricultural Research Adviser, CPS
 D. Knox, LCPDR
 O. Calika, Assistant to Director, LAC
 J. Blaxall, Assistant Director, LCPDR
 K. Haasjes, Chief, LCPAG
 P. Goffin, Chief, Ag. Cred. & Livestock, LCPAG
 P. Bowron, Programming and Budgeting

INCOMING CABLE

RECEIVED

APR 30 10 17 AM 1974

COMMUNICATIONS
SECTION

~~BHC~~
~~HC~~
CJ

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CALICOL 16 29 1732

APRIL 29, 1974

Distribution: Mr. Graves
Agriculture & Rural Dev.

GRAVES

INTBAFRAD

WASHINGTONDCUSA

PLANNING TO BE IN WASHINGTON SIGNING CONTRACT MAY 9 ADVISED

WOLF

GRANT CINATROP

CFM MAY 9 ADVISED WOLF

GRANT CINATROP

62a

April 26, 1974

Dr. U.J. Grant
Director General
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali, Colombia

Dear Dr. Grant:

Further to George Darnell's letter of April 19, I confirm that I shall arrive at Cali on Monday, May 13 on flight AV 031, scheduled for 2035 hours. I should be very happy to stay in your facilities at CIAT until my return to Washington on Saturday, May 18, and hope that this will be possible.

The tentative agenda for the Annual Meeting arrived yesterday and I look forward to receiving the document which outlines the proposed program and budget for 1975. More particularly I look forward to meeting you and your staff and the opportunity of seeing something of the work underway at CIAT.

Yours sincerely,



Donald C. Pickering
Agriculture & Rural Development Dept.

DCPickering:hrv

cc: Messrs. Yudelman
Darnell
Graves

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

Gola

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

April 25, 1974

Mr. Andrew V. Urquhart
Controller
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali, Colombia

Dear Andrew:

I am writing to you once again on the 1975 program and budget paper for CIAT, this time on the basis of Harold's letter of April 12 and your revised paper of April 10 which crossed in the mails. We welcome a number of the changes that you have made in the draft budget paper. At the same time, there are some points which remain outstanding and some further points arising from your own new draft on which I would like to comment.

Referring first to our letter of April 12, I hope you will still feel free to consider the point about having a section on achievements. With respect to the points on page 2 of that letter, I would add the following:

On b., we note the additions to the texts that you have made concerning the substance of the programs. At the same time, we would hope that whenever possible you would include something on the specific objectives of each program in 1975 and the specific quantities of work to be done in 1975.

On c., you have modified the staff recruitment assumption so as to allow only a 75 per cent filling of new posts during 1975. However, this still leaves senior staff positions being filled at 99.3 per cent in 1975 and scientific and supervisory staff at 97.6 per cent. Both rates are much higher than previous experience. Do you think there is a case for modifying this assumption further?

On d., concerning scientific and support staff, we note the statement in paragraph 3b of the new text (page 4) concerning the ratio of 2.5 per senior staff member. In the particular program reviews, it would be helpful to have a more precise explanation of the need to strengthen this level of staff.

Finally, on e., the new text on the research programs only strengthens our feeling that more needs to be said in the general text and in the annex to Table I on the staffing and expenditures of outreach and special projects anticipated for 1975 or thereafter. You will recall that there was such an annex to Table I in CIAT's 1974 budget paper. In general, we do not think that the activities proposed for special-project funding can in fact be classified as special projects; they should be treated as part of

the core program. The Ruddy paper (paras. 14-18) defined special projects as "...highly specific in purpose and limited to a definite span of time....a large class is composed of outreach projects...." For CIAT, a number of the items proposed as special projects appear to be indefinite with respect to time and to entail the financing of on-going activities.

The need for the usual statement on outreach and special projects is reinforced by the rising interest of TAC and CG members in the subjects of center collaboration with national programs and the process of getting research findings into the field through training and other center programs.

Turning to page 3 of the April 12 letter which relates more specifically to budget matters, there are two points to take up:

With respect to 1973, there should be an explanation of the surplus. We need to know how you are handling the \$121,000 surplus (\$65,000 plus IDA \$56,000) and I expect that this will become clear when we receive Table III on sources and uses of funds, in the columns which show the original and the revised 1974 budgets.

Concerning the sources of increase in expenditures between 1974 and 1975, we note your explanation on merit increases, which implies that such increases are exactly offset by down-grading positions at turn-over.

May I now turn to your revised draft of April 10:

In point a. of page 3, where you begin the 1975 budget request, a statement should be added explaining how the new 1975 request compares with the estimate for 1975 made in the 1974 budget proposal a year ago.

On page 4, point c.1, the text implies that the savings from unfilled positions in 1974 will be \$275,000. The document states that CIAT is transferring this amount to other areas for expenditure in 1974 and not carrying it forward to 1975. Using data underlying Table II, this step should be more fully explained, in particular with respect to administration and services.

On the same page, point 3a, it would help to reinstate the earlier draft piece on the actual staff transfers between programs which are proposed.

As was indicated in your letter of March 18 with which you sent the first draft 1975 budget, the budget figure has been reduced by \$341,000 to \$5.453 million. However, the budget request to the Consultative Group has been reduced only by \$101,000. The explanation lies in the shifting of \$240,000 of income due to be earned in 1975 from the 1975 budget to the 1976 budget. While this is a way of providing greater financial flexibility, it is the working capital fund (included in the new draft budget at \$500,000) which should handle cash flow problems and the amount in question \$240,000, should be included in the sources of funds in Table III and should correspondingly reduce the requirements made of the Consultative Group for 1975.

April 25, 1974

The last general point I would make is that the program and tables show a very marked jump (36 per cent, or 28 per cent without inflation) in the CIAT program between 1975 and 1976. This implies a substantial increase in staff and great success in recruitment and in absorbing new personnel in expanded programs. In view of the difficulties in making such substantial jumps, particularly in the light of past experience, we would feel it was better to phase the expansion somewhat more slowly. As it is, the increase contrasts sharply with the assumed stability in man-years and real costs in the four years 1976-1979.

May I conclude with a few comments on the tables:

Table II should specify that it is a summary of senior staff man-years only. The figure 45.7 man-years needs to be added in the Grand Total line for 1975.

We look forward to Table III on the Sources and Uses of Funds which will clarify the IDA situation, the use of surpluses in 1973 and 1974, and the requirements from the CG for 1975 and, more tentatively, for later years. The new Table IV will, of course, be the balance sheet.

On Table IV, which will become Table V (Positions and Man-Power), the figures for 1973 should be added for each category of staff so as to allow comparison with an actual year.

I realize it is difficult exchanging thoughts and information at a distance and with overlaps in correspondence, but I hope that these points will be of use to you in your preparation of the final budget papers during and after the forthcoming meeting of the Board of Trustees.

With best wishes,


Sincerely yours,



Bruce M. Cheek

cc: Sir John Crawford
Mr. W. W. Lewis

BMC/WWL/HG:mcj



92a

Form No. 27
(3-70)

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: URQUHART
CINATROP
CALI

DATE: APRIL 24, 1974

CLASS OF
SERVICE: TELEX NO. 396-5769

COUNTRY: COLOMBIA

TEXT:
Cable No.:

Handwritten scribbles

WOULD PARTICULARLY APPRECIATE YOUR SENDING A DRAFT TABLE THREE
ON SOURCES AND USES OF FUNDS TO WASHINGTON WITH JIM EVANS.

REGARDS

CHEEK

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

BMC:mcj

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *Sc*

28

OUTGOING WIRE

TO: URGENT
 FROM: CINCINNATI
 CALL

DATE: APRIL 24, 1974

CLASS OF SERVICE: TELETYPE NO. 386-2769

COUNTRY: COLOMBIA

TEXT: Cable No.

WOULD PARTICULARLY APPRECIATE YOUR SENDING A DRAFT TABLE THREE
 ON SOURCES AND USES OF FUNDS TO WASHINGTON WITH JIM EVANS.

REGARDS

CHEEK

NOT TO BE TRANSMITTED

<p>NAME: Bruce M. Cheek</p> <p>DEPT: Agriculture & Rural Development</p> <p>SIGNATURE: <i>[Signature]</i></p> <p>DATE: APR 24 11 09 PM 1974</p> <p>COMMUNICATIONS</p> <p>ENC:mcj</p>	
<p>DISPATCHED</p> <p>FOR USE BY COMMUNICATIONS SECTION</p>	
<p>ORIGINAL (File Copy)</p> <p>IMPORTANT: See Secretariat Guide for preparing form</p>	

93a

Form No. 27
(3-70)

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: EVANS
C/O INTERCONTINENTAL HOTEL
CALI

DATE: APRIL 24, 1974

CLASS OF
SERVICE: *LTely*

III

COUNTRY: COLOMBIA

TEXT:
Cable No.:

HAVE CABLED URQUHART ASKING HIM TO GIVE YOU *(C)* CIAT DRAFT TABLE
THREE ON SOURCES AND USES OF FUNDS TO BRING TO WASHINGTON.

REGARDS

CHEEK

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

BMC:mcj

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *SC*

328

OUTGOING WIRE

DATE: APRIL 24, 1974

TO:

EVAHS
C/O INTERNATIONAL HOTEL
CALI

CLASS OF SERVICE

CLASS OF SERVICE: *Text*

///

COUNTRY: COLOMBIA

CABLE NO.:

TEXT

TEXT

HAVE CALLED URGENT ASKING HIM TO GIVE YOU CASH DRAFT TABLE
THREE ON SOURCES AND USES OF FUNDS TO BRING TO WASHINGTON.

REGARDS

CHEEK

NOT TO BE TRANSMITTED

CLEARANCES AND COPY DISTRIBUTION COMMUNICATIONS APR 24 10 56 PM 1974 SMC:mcj		NAME: Bruce M. Cheek DEPT: Agriculture & Rural Development SIGNATURE: <i>[Signature]</i> SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE: <i>[Signature]</i> REVIEWER:
(Important: See Secretaries Guide for preparing form)		ORIGINAL (File Copy)



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-490

April 19, 1974

Fin CIAT

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

Dear Harold:

Your letter of April 12 brought us good news. However, it would be somewhat difficult for me to be in Washington before our board meeting on May 15-16 because of visitors, seminars and a probable trip to Peru during the first week of May. Please let me know as soon as convenient and I will make every effort to be there.

Sincerely yours,

A handwritten signature in blue ink, appearing to read "U. J. Grant", is written over the typed name.

U. J. Grant
Director General

UJG.caa

SECTION
COMMUNICATIONS
20:38 18106852 EN 3:02



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-490

April 19, 1974

Peru CMAI

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

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Sincerely yours,

U. S. Grant
Director General

WG:cas

COMMUNICATIONS SECTION

1974 APR 25 PM 3:05

RECEIVED

62a

April 19, 1974

Dear Jerry:

I was glad to receive your invitation to CIAT's Presentation Days next month. I want to visit CIAT as soon as practicable, but I shall not be free to join you on May 16 and 17.

While I regret missing this opportunity for a systematic presentation of your program, I am glad to note that the Bank's staff and the Secretariat are in close contact with you. I particularly appreciated your inviting Monty Yudelman to join in discussions with the center directors in their March meeting at CIAT. Next week, Jim Evans will be with you as part of the review process, and I hope you will find this a useful complement to your own reviews in preparation for 1975. Robert Armour of our Latin America Regional Office will be at the UNDP/FAO Research Workshop at CIAT late next week. For our part, we are expecting your Chairman, Armando Samper, on May 9.

I trust that the presentation program goes well and that your new arrangements for coordinating the Board Meeting and the Presentation Days work out to your satisfaction.

With best wishes,

Sincerely yours,

Warren C. Baum

Warren C. Baum
Chairman

Dr. U. J. Grant
Director General
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali, Colombia

cc: Mr. Haasjes/Mr. Armour

BMCheek:mcj



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

CO-086-74

April 18, 1974

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

File CIAT

Dear Harold,

I have just received your very useful letter of the 12th which I would like to comment on and reply to while my reactions are fresh in my mind.

You should by now have received our new draft which you will find (luckily) incorporates a lot of your suggestions.

Pages 1, 2 and 3 of the earlier draft have been dropped; instead we will be presenting our Executive Committee with a separate paper with more details that they have requested but which do not belong in the formal budget document.

The new draft includes the missing descriptions of Training, Support Groups, etc. and beefed up and sharpened commentaries on the research programs. We realise there is still room for improvement so we will do more work on them after our Board meeting. We hope to have a section on issues after the Board has discussed some of them and we will certainly try for a section on achievements as you suggested.

The new draft assumes that most new positions will be filled for only 9 months of the year. We think this is reasonable since most of the positions are at a fairly low level and are, therefore, easy to fill. We will try to strengthen the justification for new staff, though one of the reasons for not saying much was that it seemed out of proportion to write a lot on these junior positions. Because we have cut back the staffing on new positions in 1975 the additional cost for the full year is increased in the new draft to \$ 50,000; we think this is reasonable and is proportionate to the increased cost for these positions in 1975.

RECEIVED



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

April 18, 1974

CO-086-74

Handwritten: For file

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

Dear Harold,

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Handwritten: Lewis

RECEIVED

1974 APR 25 AM 9:16

COMMUNICATIONS SECTION

Your point with regard to special projects which could perhaps be core is well taken. However, the dividing line is very difficult to establish and we have dealt with both core and special projects in the research program committees to try to give a complete picture. In practice, of course, we tend to classify things according to the way the money comes.

I don't agree with your comments on the use to which we were going to put our surplus in 1973 - these deficits were brought forward from previous years and presumably have to be covered before anything is carried forward to subsequent years. In fact we did not achieve the surplus we had hoped for so they are still carried in our books. Because our Executive Committee did not want to utilize 1974 income to cover 1974 expenses, we will propose to them that it be used in part to cover these deficits. We are anxious to get a clean slate. The \$ 56,000 IDA money was used in 1973 to cover the expenses of certain conferences and symposia which had been shown against special project funds. In fact the request to transfer the \$ 56,000 to 1973 was made after the first draft of the budget when we realised we were no longer going to have a surplus in 1973.

In the new draft we have expanded the table explaining the difference between the 1974 and 1975 budgets ; in the next draft we will break down the inflation figures between that for staff and that for all other items. Rising university tuition and travel costs have increased the item " Research Scholars and Fellows " by \$ 25,000 , i.e. 33 1/3 % .

The reason for the rising figures for equipment replacement is that as equipment gets older it is more likely to need replacing. This is the reverse of some formulae for depreciation in which higher charges are made in earlier than in later years on the assumption that the benefits obtained from newer equipment are greater than those from older equipment. The figures given are in constant dollars since inflation is included in the appropriate line lower down on the table.

We are very concerned that you continue to assume that we will bear the full brunt of your error in assuming on your funding table that \$ 100,000 IDRC special project money was core funding. We assumed that the correction of the problem would not affect us by more than a proportionate share of the consequent total shortage of funds. For this reason we showed IDA funding in our Table III as a balancing figure.

When revising your funding table, hopefully to show us as fully funded, you should take into account our Executive Committee's reluctance to use current year's income to fund current year's expenses.

This is different from the position of our other committees.

The Committee felt that the uncertainty of the amount of income to be earned made it inappropriate to assume its availability in the year. We will be making recommendations to our Board on how income should be treated in future. In view of this and the lack of a 1973 surplus, we need funding for the full amount of our core and capital budgets - i.e. \$ 4,503,000 plus \$1,354,000 for a total of \$ 5,857,000 .

We should be sending out our Board budget document in about a week. We will send you a copy.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Urquhart", with a large flourish at the end.

Andrew V. Urquhart
Controller

cc: Dr. Grant

AVU /ala.

INCOMING CABLE

RECEIVED

~~BAC~~
~~H~~
CJ

1974 APR 18 PM 6:03

COMMUNICATIONS
SECTION

Distribution:

- Mr. Graves
- Agriculture & Rural Development
- Mr. Krieger
- Mr. Nelson

ZCZC 248423 RC030 PDC1575 RMX9699 CHN581

URWT BZ KUSO 022

SANTIAGODECHILE 22/21 18 1628 NATIONS

April 18, 1974

ETAT

INTBAFRAD

WASHINGTONDC

381 FORGRAVES GRATEFUL YOUR CABLES APRIL TEN AND ELEVENTH
AGREEABLE PROGRAMME PROPOSED INCLUDING LUNCH THURSDAY 9 MAY
SAMPER

C20

April 16, 1974

Dear Jerry:

This is to thank you for your letter of March 28 concerning preparation of CIAT's budget paper. We look forward to receiving the materials to which you refer.

In the meantime, on April 12, Harold sent Andrew our comments on the draft 1975 program and budget paper which Andrew had mailed us on March 18.

We hope that you will find our comments helpful and that you will have a useful set of meetings with Jim Evans next week.

With best wishes,

Sincerely yours,



Bruce M. Cheek

Dr. U. J. Grant
Director General
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali, Colombia

P.S. We have just received the revised draft 1975 program and budget dated April 10.

BMC:mcj

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

GN

April 12, 1974

TO: Donors to the International Board for
Plant Genetic Resources

FROM: Executive Secretary, Consultative Group

SUBJECT: Letter of Agreement

1. Attached, for the consideration of prospective donors interested in creating a Central Fund to finance the activities of the International Board for Plant Genetic Resources, are copies of the Letter of Agreement under which the Fund will be created, together with an Annex to the Letter.

2. Any donors wishing to comment on the Letter are requested to have their comment in the hands of the Executive Secretary of the Consultative Group, if necessary by telegram, not later than April 26.

3. If, as seems likely, there are no comments, the Secretary will promptly inform donors, and will request that the Letter be signed by appropriate donor authorities and returned to him.

Attachment

LETTER OF AGREEMENT

between

The undersigned,
members of the
Consultative Group on and
International
Agricultural Research
(hereinafter referred to
as the Donors)

The Food and Agriculture
Organization of the
United Nations
(hereinafter referred
to as FAO)

Whereas various members of the Consultative Group on International Agricultural Research (hereinafter referred to as "the Donors") wish to make funds available to the Food and Agriculture Organization of the United Nations (hereinafter referred to as "FAO"), as provided in this Agreement for the purpose of creating a Central Fund to finance the activities of the International Board for Plant Genetic Resources (hereinafter referred to as "the International Board") described in Annex I attached hereto;

Whereas the Director-General of FAO may under FAO Financial Regulation 6.7, receive voluntary contributions for this purpose;

Now therefore the Donors and FAO agree as follows:

ARTICLE I

1. The Donors undertake, as provided in this Agreement, to contribute to FAO funds for the purpose of creating a Central Fund to finance activities as described in Annex I.
2. The above funds will be deposited with FAO as Funds in Trust to be administered and accounted for in accordance with the Financial Regulations of FAO. For 1974 the charge to cover FAO's technical and administrative costs has been waived. The decision as to whether any charge will be made for subsequent periods, and if so, the appropriate rate of the charge, will be made at an appropriate later date. It is understood that FAO will not incur any financial liabilities in excess of the amounts actually received.
3. The Funds in Trust will be used exclusively to finance the activities of the International Board to which FAO will submit a statement of account at the end of every calendar year.
4. In accordance with the Financial Regulations of FAO, all costs incurred by the Organization for these activities of the International Board described in Annex I are to be borne by the Trust Fund. The costs chargeable to the Trust Fund may include unforeseen expenditure incurred in accordance with the Regulations of FAO.

ARTICLE II

1. FAO's obligations under this Agreement are subject to the constitutional rules and Financial Regulations of FAO.

2. This Agreement, including Annex I, may be modified by mutual consent between FAO and the International Board, each of which shall give full and sympathetic consideration to any proposal for such amendment.

ARTICLE III

The Agreement shall remain in effect for a period of one year unless terminated sooner by FAO or the International Board by notice in writing given to the other, of not less than thirty days (30) in advance of the effective date of termination; any balance of funds remaining unspent in such case will be handed over to the Chairman of the International Board who will receive them on behalf of all Donors. Upon the mutual agreement of both FAO and the International Board, the effective period of the Agreement may be extended. This Agreement shall enter into force upon signature by FAO and any three of the Donors.

For the Donors

For FAO

.....
.....
.....
.....
.....
.....

④ UK
① Gw ?
③ Sw
② Neth

.....
.....

[R.F.]

INTERNATIONAL BOARD FOR PLANT GENETIC RESOURCES

Source of Fund: Various members of the Consultative Group on International Agricultural Research

Purpose of Fund: To finance activities in plant genetic resources, including exploration, conservation, classification and documentation, utilization and training; and to provide Secretariat services to the Board.

Funds to be received: \$335,000

Secretariat services

Application of resources

- G-5 Secretary (10 months)
- Consultants

Estimated Secretariat expenditures 1974:
(2 Board meetings and 2 Planning Committee meetings)

.10	Personal services	20,000	
.20	Travel	75,000	
.30	Contractual services	10,000	
.40	General expenses	<u>10,000</u>	

115,000

Plant genetic resources activities

Application of resources:

- Consultants

*Estimated expenditures of financing activities 1974:

.10	Personal services	80,000	
.20	Travel	30,000	
.30	Contractual services	100,000	
.40	General expenses	<u>10,000</u>	

220,000

TOTAL \$535,000

Note

The actual funding of some of these activities would primarily be provided by donors on a bilateral basis, but this Trust Fund would be at the disposition of the Board enabling it to finance some activities directly. These expenditures would be limited to the total amount of \$535,000 contributed less the Secretariat expenses.

*The precise nature and amount of programme expenditures will be decided by the Board.



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

April 10, 1974

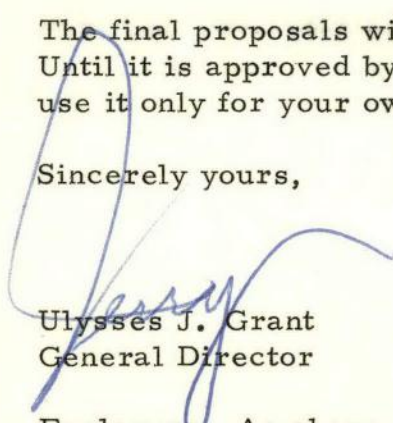
Mr. Harold Graves
Executive Secretary
Consultative Group on International
Agricultural Research
1818 H Street, N.W.
Washington, D.C. 20433

Dear Harold:

Enclosed is the April 10 draft of our 1975 Budget and Program Proposals which has been sent to our Executive Committee for their comments and which I hope satisfies your requirements.

The final proposals will be sent to our Board around April 25. Until it is approved by our Board I would be grateful if you would use it only for your own internal purposes.

Sincerely yours,


Ulysses J. Grant
General Director

Enclosure: As above

UJG:dh

SECTION
COMMUNICATIONS
APR 12 PM 5:21

RECEIVED



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

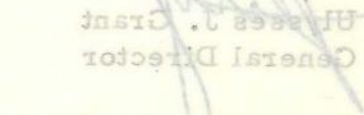
April 10, 1974

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

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The final proposals will be sent to our Board around April 25.
Until it is approved by our Board I would be grateful if you would
use it only for your own internal purposes.

Sincerely yours,


Charles J. Grant
General Director
Enclosure As above

UJG:dh

COMMUNICATIONS
SECTION
1974 APR 15 PM 2:51

RECEIVED

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: EVANS
THE OLD POST COTTAGE
MOTCOMBE
SHAFTESBURY
DORSET

DATE: APRIL 5, 1974

CLASS OF
SERVICE: LT / IT

COUNTRY: ENGLAND SP7 9NT

TEXT:
Cable No.:

REFERENCE CIAT VISIT APRIL TWENTY ONE IS ELECTION DAY CIAT
REQUESTS YOU NOT BEGIN WORK UNTIL APRIL TWENTY TWO. WILL GO AHEAD
AND CONFIRM ACCEPTANCE OF THIS SCHEDULE BUT NEVERTHELESS WILL
CONSIDER IT OPEN TO CHANGE IF YOU CONSIDER SHORTENING NOT FEASIBLE.

REGARDS

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

HG:mcj

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *√*

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

DATE: APRIL 2, 1974

CLASS OF
SERVICE: LT

IT

TO:
EVANS
THE OLD POST COTTAGE
NOTCOMBE
SHARLESBURY
DORSET

COUNTRY: ENGLAND SP7 9W

TEXT
Cable No.

REFERENCE CITE VISIT APRIL TWENTY ONE IS ELECTION DAY CITE
REQUESTS YOU NOT BEGIN WORK UNTIL APRIL TWENTY TWO. WILL GO AHEAD
AND CONFIRM ACCEPTANCE OF THIS SCHEDULE BUT NEVERTHELESS WILL
CONSIDER IT OPEN TO CHANGE IF YOU CONSIDER SHORTENING NOT FEASIBLE.

REGARDS

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Harold N. Graves, Jr.

DEPT

Agriculture & Rural Development

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

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APRIL 4, 1974

GRAVES

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WASHINGTON DCUSA

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CIAT

APR 4 2 50 PM 1974

COMMUNICATIONS
SECTION

Distribution: Mr. Graves
Agriculture & Rural Dev.

~~XXXXXXXXXXXX~~

APRIL TWENTYONE ELECTION DARY SUGGEST EVANS ARRIVE ON APRIL

22

GRANT CINATROP

⊕

INTFRAD 64145

G2a

Form No. 27
(3-70)

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: EVANS
THE OLD POST COTTAGE
MOTCOMBE
SHAFTESBURY
DORSET

DATE: APRIL 2, 1974

CLASS OF SERVICE: FULL RATE

COUNTRY: ENGLAND

TEXT:
Cable No.:

AM CHECKING WITH (CIAT) CONCERNING YOUR APRIL VISIT AND WILL CONFIRM.

REGARDS.

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves : apm

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

Checked for Dispatch:

Copy

INTERNATIONAL ASSOCIATION	INTERNATIONAL DEVELOPMENT	INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT	INTERNATIONAL FINANCE CORPORATION
---------------------------	---------------------------	-------------------------------------------------------	-----------------------------------

OUTGOING WIRE

DATE: APRIL 2, 1974

Handwritten scribbles

CLASS OF SERVICE: FULL RATE

TO: EVANS
THE OLD POST COTTAGE
MOTCOMBE
SHATTERSBURY
DORSET
ENGLAND

COUNTRY: ENGLAND

TEXT: Cable No.:

AM CHECKING WITH CIAI CONCERNING YOUR APRIL VISIT AND WILL CONFIRM.

REGARDS,

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME: Harold N. Graves, Jr.

DEPT: Agriculture & Rural Development

SIGNATURE: *Handwritten signature*

REFERENCE: Graves: sqa

DISPATCHED

ORIGINAL (file copy)

IMPORTANT: See Secretariat Guide for preparing form)

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APR 1 2 59 PM 1974

COMMUNICATIONS
SECTION

CIAT
~~BHC~~
~~HC~~
CS

ITT-11 AWA083 VIA ITT CIC687 SOA605

UIWA HL GCSO 026

SHAFTESBURY DORSET 26 1 1645

APRIL 1, 1974

Distribution: Mr. Graves
Agriculture & Rural Dev.

LT

INTBAFRAD

WASHINGTONDC

FOR GRAVES

I COULD VISIT COLOMBIA LEAVING LONDON APRIL 21 AND ARRIVE
WASHINGTON APRIL 28 STOP PLEASE CONFIRM IF YOU AGREE REGARDS

EVANS

COL 21 28

The Old Post Cottage

Motcombe

Shaftesbury

Dorset SP7 9NT

England

April
1st ~~May~~ 1974

Mr Harold Graves
Executive Secretary
Consultative Group On International
Agricultural Research
1818 H Street NW
WASHINGTON DC
20433 USA

Dear Harold

Reacting to your cable about the changed dates of CIAT's Presentation Week, I have cabled you suggesting that I could visit Colombia before coming to Washington; I would leave London on 21 April, arriving Bogota on 22nd, then I'd come on to Washington on 28th in time for the meeting beginning Monday 29th. I'd be able to complete my report by the end of the week, because the Agricultural Panel meeting takes up only the first three days. If you like this idea and if it suits CIAT, please cable me and instruct American Express, London, so that we can make the arrangements.

The original plan was that I should visit Colombia the week after being in Washington. Would you like me to go on to IRRI instead? This would have the advantage of getting the IRRI job done in good time. This way I'd leave Washington May 4, be at Los Banos May 6-12, return to London by May 13 in time to complete an IRRI report before going to Iran May 20. If it suited IRRI this might not be a bad plan.

Kind regards
Yours sincerely

Jim
LJCEvans

RECEIVED

1974 APR -6 AM 10: 05

COMMUNICATIONS
SECTION

TO OPEN SLIT HERE

SENDER'S NAME AND ADDRESS (PLEASE SHOW YOUR POSTCODE)

LJCEvans

The Old Post Cottage

Motcombe, Shaftesbury

Dorset SP7 9NT

AN AIR LETTER SHOULD
NOT CONTAIN ANY ENCLOSURE;
IF IT DOES IT MAY BE SURCHARGED
OR SENT BY ORDINARY MAIL

SECOND FOLD HERE

BY AIR MAIL
AIR LETTER
PAR AVION AEROGRAMME



Mr Harold Graves
Executive Secretary
Consultative Group on International
Agricultural Research
1818 H Street NW
WASHINGTON DC
20433 USA



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-403

March 30, 1974

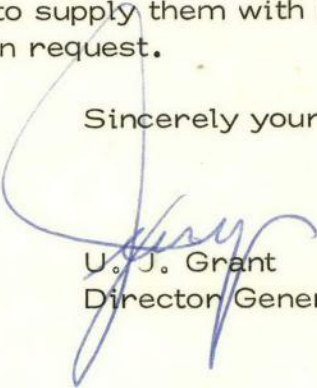
Mr. Bruce M. Cheek
CGIAR
1818 H. St. N. W.
Washington, D. C.

Dear Bruce:

Thank you for your letter of March 19 concerning CIAT and the New Guinea officials. We will of course be happy to do anything we can to help them in any way. I would appreciate them contacting us if we can be of any help or can furnish them with any available information.

I see that you have sent to them copy of our annual report and we will be happy to supply them with any other information we have available upon request.

Sincerely yours,



U. J. Grant
Director General

UJG.caa

SECTION
COMMUNICATIONS
80:11:11-2 11:08

RECEIVED

Handwritten note: m/s. v.2. f. 10/11/74



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

AVIADO AEREO 87-12
CARLES: CIATROP
CALI - COLOMBIA

DIR-408

March 30, 1974

Mr. Bruce M. Cheek
CGIAR
1818 H. St. N. W.
Washington, D. C.

Dear Bruce:

Thank you for your letter of March 19 concerning CIAT and the New Guinea officials. We will of course be happy to do anything we can to help them in any way. I would appreciate them contacting us if we can be of any help or can furnish them with any available information.

I see that you have sent to them copy of our annual report and we will be happy to supply them with any other information we have available upon request.

Sincerely yours,

U. J. Grant
Director General

UJG:cas

COMMUNICATIONS SECTION
1974 APR -5 AM 11:09

RECEIVED

Mr. Neylan / Sir John

42a

March 29, 1974

Dear Andrew:

I join with Harold in thanking you for sending us the 1975 draft budget proposal with your letter of March 18. Yours is the first we have received. As he wrote, we will be in touch with you as soon as we have worked through the papers.

Meanwhile, one point I should mention is that we are also expecting brief resumes on the other main aspects of the work program summarized in Table II, along the lines of the reviews of the various research programs contained in your pages 13-25. This would involve such categories as training and communication, operational support and administration; specifically, training and outreach, research support, physical plant (including motor pool), and management. We have, in fact, summarized this in a page on the content of program and budget statements for 1975. This was attached to my letter of March 15 to Jerry Grant which crossed with your incoming materials.

With best wishes,


Sincerely yours,



Bruce M. Cheek

Mr. Andrew Urquhart
Controller
Centro Internacional de Agricultura
Tropical
Apartado Aereo 67-13
Cali
Colombia

cc: Mr. Lewis
BMC:mcj



G2a

OUTGOING WIRE

TO: EVANS
THE OLD POST COTTAGE
MOTCOMBE
SHAFTESBURY
DORSET

DATE: MARCH 29, 1974

CLASS OF
SERVICE: LT

COUNTRY: ENGLAND

TEXT:
Cable No.:

THANKS YOUR LETTET TWENTY SIX MARCH. HAVE JUST RECEIVED CABLED
INFORMATION CIAT HAS CHANGED PRESENTATION WEEK TO PRESENTATION DAYS ON
MARCH SIXTEEN AND SEVENTEEN, FOLLOWING EXECUTIVE COMMITTEE AND TRUSTEES
MEETINGS ON FINAL DAYS PRECEDING WEEK. SEEMS THEREFORE THAT YOUR VISIT
TO CIAT MUST BE DONE INDEPENDENTLY OF PRESENTATION DAYS BUT AM UNABLE
FOR THE MOMENT TO SUGGEST WHEN. BELIEVE MOST MAJOR ISSUES AT CIAT ALREADY
SETTLED IN FEBRUARY EXECUTIVE COMMITTEE AND ONE ALTERNATIVE MIGHT BE TO
VISIT CALI BEFORE YOU COME TO WASHINGTON. MEANTIME SENDING ^{CIAT} ~~THEIR~~ DRAFT
PROGRAM DOCUMENT WHICH ALTHOUGH INCOMPLETE MAY HAVE SOME VALUE. REGARDS.

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

SIGNATURE
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: HGraves:apm

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-390

March 28, 1974

Mr. Bruce M. Cheek
CGIAR
1818 H. St. N. W.
Washington, D. C. 20433

Dear Bruce:

This is in addition to other information we have sent you concerning our budget papers. Because of seminars, staff travel and visitors we have not yet finalized our budget presentation. We hope to do this by the end of next week. We will send this to you as soon as we possibly can.

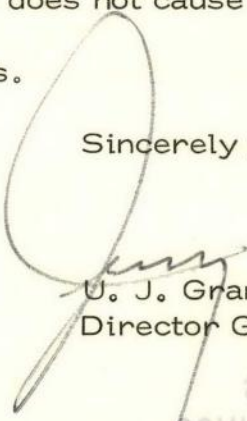
It may be that we can send you final budget figures before that time. If so, we will give you preliminary copies of revised estimates prepared by management and the executive committee. This of course will have to be finally approved by the executive committee and reviewed by the board.

Please note that we have shifted our presentation week from early May to immediately following the board meeting, on May 16-17.

We hope that this does not cause any difficulty for Jim Evans.

With best regards.

Sincerely yours,


U. J. Grant
Director General

UJG.caa

SECTION
COMMUNICATIONS

20 11:02 - 02

RECEIVED



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

APARTADO AEREO 87-13
CASILLER: CINATROP
CALI - COLOMBIA

DIR-390

March 28, 1974

Mr. Bruce M. Cheek
CGIAR
1818 H. St. N. W.
Washington, D. C. 20438

Dear Bruce:

This is in addition to other information we have sent you concerning our budget papers. Because of seminars, staff travel and visitors we have not yet finalized our budget presentation. We hope to do this by the end of next week. We will send this to you as soon as we possibly can.

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We hope that this does not cause any difficulty for Jim Evans.

With best regards,

Sincerely yours,

W. J. Grant
Director General

COMMUNICATIONS SECTION
1974 APR -6 AM 11:05

UJG:cas

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~~BNC~~
NY
CJ
APARTADO AEREO 67-13

CABLES: CINATROP

CALI - COLOMBIA

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

TC-187-74
March 27, 1974

TO: Mr. Harold Graves

SUBJECT: "Presentation Days" at CIAT, May 16 and 17, 1974

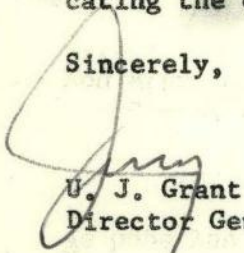
It is my pleasure, on behalf of Board Chairman Armando Samper, to invite you to participate in CIAT Presentation Days, May 16 and 17, a new event at CIAT which replaces the previously scheduled Presentation Week.

Taking into account the busy schedules of our Board members, observers to the Board, and representatives of donor agencies, we have scheduled Presentation Days to follow immediately the annual meeting of the Board of Trustees, May 14 and 15. In this way, interested persons may come a day or so early and attend the open meetings of the Board.

We hope you or a designated representative will be able to be with us for Presentation Days. Our senior staff is planning a program which will enable you to see first-hand, in the fields and laboratories, the nature of the problems on which we are working as well as the progress being made toward solution. In addition, this will provide many of you with your first opportunity to inspect our new buildings and facilities. If there is sufficient interest, charter aircraft flights to our research activities on the North Coast and the Eastern Plains can be arranged for May 18.

Our housing and food services are now fully operational, and, unless you prefer a Cali hotel, we will be pleased to make a reservation for you in our facilities at CIAT. We sincerely hope you can be with us and we would appreciate, at your earliest convenience, a letter indicating the day, flight, and time of your arrival.

Sincerely,


U. J. Grant
Director General

UJG:cee

Hope to see you!

G2a

March 27, 1974

Dear Andrew:

Congratulations on being the first Center in with its draft program and budget paper for 1975. We do understand that it is a draft and we will only use it internally.

As soon as we can, we will give you some reactions to the narrative and to such figures as it seems useful to comment on (or ask questions about) in advance of the completed audit.

Sincerely,

Harold Graves

Mr. Andrew V. Urquhart
Controller
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali
Colombia



HGraves:apm

INCOMING CABLE

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MARCH 26, 1974

GRAVES AND CHEEK

INTBAFRAD

WASHINGTON-DC-USA

RESCHEDULING CIAT PRESENTATION WEEK FOR MAY SIXTEEN
SEVENTEEN IMMEDIATELY FOLLOWING ANNUAL BOARD MEETING LETTER
FOLLOWS

GRANT CINATROP

COLL

Distribution

Mr. Graves

Mr. Cheek

Agriculture & Rural Department

~~BMC~~
~~HG~~
y.



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-374

March 26, 1974

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

Dear Harold:

Two issues regarding dates need immediate attention, as follows:

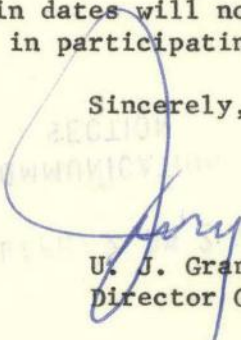
a. When the Centers Directors met here two weeks ago, they decided to hold a two-day meeting at Washington, D. C., in advance of Centers' Week. They picked the dates July 26 and 27 and requested Frank Byrnes and me to organize the agenda and to request a meeting room from you. Both of us have been involved in international travel and conferences and this has been our first opportunity to do so.

b. Taking into account the busy schedules of the persons probably most interested in our forthcoming Presentation Week, we have decided to schedule this event for Thursday and Friday, May 16 and 17, the two days immediately following the Board of Trustees annual meeting. In this way, persons from the CG, observers to the Board, and representatives of present and prospective donors can, if they wish, also participate in the open sessions of the Board, May 14 and 15. Under the previously scheduled arrangement, there would have been a lapse of 3 to 4 days between the Presentation events and the Board meeting.

Within the week, we shall be issuing invitations to the Presentation Days, emphasizing this year representatives of present donor agencies, as well as our own Board members. Other members of the CG and TAC will be welcome.

We hope this change in dates will not pose any serious conflicts for those most interested in participating.

Sincerely,


U. J. Grant
Director General

mpb



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-37A

March 26, 1974

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

Dear Harold:

Two issues regarding dates need immediate attention, as follows:

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We hope this change in dates will not pose any serious conflicts for those most interested in participating.

Sincerely,

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U.S. Grant

Director, General

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

CO-059-74

March 18, 1974

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

Dear Harold,

Attached is a copy of the draft budget proposal as submitted to the Executive Committee of our Board of Trustees. You should note that the Executive Committee did not approve the proposed adjustment to the 1974 expense budget and asked that the 1975 budget be kept to an increase of 20 % over 1974 expenses.

We are presently again revising the 1974 budget to bring it back to a total of \$ 4,503,000. The \$ 56,000 additional grant in 1973 will not now be carried forward but will instead be taken as income of 1973 ; this was agreed with Monty Yudelman during his visit at the time of the Directors' meeting. The 1975 budget will be reworked to hold it to a total of \$ 5,404,000.

Because of the above and because the budget for 1975 is still only in draft stage, please do not use the document or its contents for anything but your own internal requirements.

With best regards .

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Andrew V. Urquhart'.

Andrew V. Urquhart
Controller

cc: Mr. Michael Ruddy - IBRD
Dr. Grant

SECTION
COMMUNICATIONS
18 MAR 52 6 11 1: 27

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

CO-029-74

March 18, 1974

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

Dear Harold,

Attached is a copy of the draft budget proposal as submitted to the Executive Committee of our Board of Trustees. You should note that the Executive Committee did not approve the proposed adjustment to the 1974 expense budget and asked that the 1975 budget be kept to an increase of 20% over 1974 expenses.

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Because of the above and because the budget for 1975 is still only in draft stage, please do not use the document or its contents for anything but your own internal requirements.

With best regards,

Yours sincerely,

Andrew V. Urdunart
Controller

COMMUNICATIONS SECTION
1974 MAR 25 PM 11 54

cc: Mr. Michael Ruddy - IRRD
Dr. G. RECEIVED

C I A T

REVISED 1974 BUDGET
PROPOSED 1975 BUDGET
PROJECTIONS 1976 to 1979

For consideration by the Executive Committee of the Board of
Trustees at their meeting on February 25, 1974.

CONTENTS

	<u>PAGE No.</u>
A. Results of 1973 Budget	1
B. Descriptions of changes made to the 1974 operating budget.	2
C. Explanations and justifications of changes between 1974 and 1975 operating budgets.	4
D. Review of proposed 1975 capital budget and projections to 1979.	6
E. Review of operating projections 1976 - 1979	8
F. Budget tables :	
1) Table I - Core Operating Expenses - 1974 - 1975	9
2) Table II - Summary of Manyears and Costs by Program and Activity - 1972 - 1979	10
3) Table III - Summary of Sources and Application of Funds - 1972 - 1979	11
4) Table IV - Table of Positions and Manpower 1974 and 1975	12
G. Program Commentaries :	
1) Beef	13
2) Swine	15
3) Cassava	17

G. Program Commentaries :

4) Field Beans	19
5) Rice	21
6) Maize	23
7) Small Farm Systems	24

RESULTS OF 1973 BUDGET

At the time of writing the accounts for 1973 are in the process of being finalized. The external auditors have started their audit.

Subject to unforeseen circumstances we estimate that 1973 core operations will show a surplus of approximately \$ 77,000.

This surplus will be used to cover the 1972 deficit brought forward of \$ 12,000. The excess will be used to cover the following :

A grant of \$ 24,000 which it was assumed would be received from the Rockefeller Foundation towards 1971 expenses. Because 1971 ended in surplus Rockefeller Foundation did not make this grant. At December 31, 1972 it was being carried in the books as a receivable.	\$ 24,000
Amounts charged to certain donors for trainees who failed to complete their courses. These were taken as income in 1972 but proved uncollectible	6,000
Additional expenses incurred for a cassava workshop in 1972 were assumed to be chargeable to IDRC - the sponsor & IDRC refused to assume these expenses	10,000
The crop and livestock production training programs which are partly financed by BID ended 1972 with deficits. These can not be made up.	25,000
	<hr/>
	\$ 65,000
	<hr/>

The estimated results for 1973 by program and activity are shown in Table II . Comparisons with 1973 budget are not made for the present because of the tentative nature of the figures. We hope to have firmer figures by the time of the Executive Committee meeting.

CHANGES MADE TO THE 1974 OPERATING BUDGET

Changes have been made to the 1974 budget to take account of the following :

- 1) The cost of senior staff was underbudgeted by about \$ 195,000 .
- 2) Practically all new positions were budgeted for a full year. In practice this was unrealistic.
- 3) The position for controller was budgeted as a non senior staff member.
- 4) Two vacant senior staff positions in beef were budgeted for the full year. By delaying hiring these for 6 months each enough money was saved to pay for a seed production specialist for 9 months who was vitally needed.
- 5) Previously average salaries have been used for budgeting senior staff. The adjusted 1974 budget uses actual salaries plus an allocation for perquisites and other personnel costs. The only exception to this is for Rockefeller Foundation staff who have been budgeted using weighted averages (depending on the level of the person in the organization).
- 6) The animal health group was charged 15% to Swine and 85 % to Beef in 1973 and in the approved 1974 budget. It is now proposed that 25 % be charged to swine since this better reflects the workload.
- 7) Previously many in-house services have been charged across to users; this has led to a lot of unnecessary accounting, difficulties in finding out how much services cost and probably higher costs. In future it is proposed to charge all costs to the unit directly responsible for incurring them. The 1974 budget has been restated accordingly.
- 8) It has been assumed that the position of director - plant sciences will remain vacant during 1974.
- 9) Adjustments suggested by the Consultative Group and approved by the Board in October 1973 have been incorporated in the revised 1974 budget. These were \$ 70,000 for equipment replacement, originally included as capital, and \$ 30,000 additional support for the beef seminar. It is now thought that only \$ 50,000 is needed for equipment replacement. The balance has been reassigned elsewhere in the budget.
- 10) The unit - Soils Laboratory Services, which previously consisted of a senior staff member and support staff, has been subdivided with the senior staff member being assigned half time to cassava and half time to beans .

The support staff have been divided among these two programs, beef and a new unit consisting solely of technicians with the title Laboratory Services. This unit will provide certain common services to all programs.

- 11) The original 1974 budget assumed no income or overhead recovery from special projects. It is now estimated that income and overhead recovery in 1974 will amount to \$ 163,000. The expense budget has been increased accordingly.
- 12) All special projects currently underway include inadequate provision for overhead. It is assumed that until these projects come up for renewal or are replaced by others that they will be supported out of core operations.
- 13) Towards the end of 1973 the German Government offered financing towards 1973 operations of 150,000 marks (about \$ 56,000). This was accepted and IDA (World Bank) agreed to \$ 56,000 being carried forward as 1974 funding. They have further indicated that these funds will be additional to the funds requested for 1974 . The total 1974 budget has therefore been increased by \$ 56,000.
- 14) By nature the requirements for a research organization are unpredictable , consequently it is considered important to provide a contingency. An adjustment has been made to provide a small amount in 1974.
- 15) The cost of operating and maintaining the new facilities was underestimated in the original 1974 budget. This has been corrected in the revised budget.

THE 1975 OPERATING BUDGET

1. The proposed budget for 1975 amounts to \$ 5,744,000 as compared with an adjusted budget for 1974 of \$ 4,672,000. This is an increase of \$ 1,072,000 or 23 %. Income for 1975 is estimated at \$ 240,000 giving a net operating budget request of \$ 5,554,000 as compared with \$ 4,559,000 for 1974; this is a 22 % increase.

2. The following details the causes of the increase :

	<u>\$</u>	<u>% Over 1974</u>
Inflation	500,000	10.7
Full year costs of increases in 1974	150,000	3.2
Additional staff in 1975:		
Senior Staff	40,000	0.9
Scientific & Supervisory Staff	82,000	1.7
Other Staff	70,000	1.5
Increases in supplies, services, travel etc.	60,000	1.3
Increase in the contingency	55,000	1.2
Increase in equipment replacement	115,000	2.5
	<u>\$ 1,072,000</u>	<u>23.0</u>

3. Inflation in Colombia has recently been averaging between 20 and 25 % p.a. The peso has been continuously devalued at about 8 - 10 % p.a. Some 55 % of CIAT's expenses are made in pesos. For 1975 it has been assumed that local inflation will be at 25 % p.a. and the peso will devalue by 15 % giving a net 10 % in terms of dollars. It has been assumed that senior staff salaries will increase by an average of 8 %. This will cover cost of living and merit increases. Inflation for supplies and services is budgeted at 10% . It has been assumed that the oil crisis will cause air fares to increase substantially; travel has therefore been increased by 25 %. Tuition fees at universities has recently been increasing very sharply - a 33 1/3 % increase for inflation between 1974 and 1975 has been assumed.

4. As explained earlier many positions in the 1974 revised budget have been budgeted for less than a full year. There will be the following increases in 1975 when these positions are filled for the full year :

	<u>Many years</u>	<u>Dollars</u>
* Senior Staff	3.3	68,000
Scientific & Supervisory Staff	8.9	49,000
Other Staff	20.2	33,000
Total	<u>32.4</u>	<u>150,000</u>

* Includes the seed production specialist not authorized in the original 1974 budget.

5. Besides the seed production specialist and the controller who will be on board in 1974, the only additional senior staff position requested for 1975 is an additional entomologist. This will enable a full time entomologist to be assigned to both the cassava and the bean programs. Both programs rated this discipline of high priority. The following positions were also proposed as desirable additions in 1975 but have been included in the projections for 1976 :

Communications Scientist for training
Soils Specialist / Agronomist for Cassava & Beans
Economist for Cassava & Beans
1/2 Systems Engineer for Small Farm Systems
1/2 Animal Scientist for Small Farm Systems

The following shifts between programs are proposed for 1975 :

1/2 Agricultural Engineer from Ag. Engineering
- Turipaná development to Cassava
1/2 Weed Control Specialist from Cassava to
Small Farm Systems

6. 12 additional research assistants and associates are proposed for 1975. This will bring the total of scientific and supervisory staff to 118 which is approximately 2.5 per senior staff member. Also 7 additional clerical staff and 41 additional " other support staff " (laborers, etc.) are proposed for 1975.
7. In general, increases in supplies, services and travel in 1975 are only to cover inflation and the needs of the additional manpower.
8. A contingency of \$ 80,000 has been included in the 1975 proposals. This is approximately 1 1/2 % of the total budget and is thought to be a reasonable provision. This is an increase of \$ 55,000 over the \$ 25,000 included in the revised 1974 budget.
9. Since no depreciation is charged, all assets replacements have to be met out of operating budgets. Provision has been made in the 1975 budget using a formula of 5% in the first year following purchase of equipment 7% in the second year, 9% in the third and 11 % in the fourth. Experience will tell if this is a reasonable formula.
10. Most of the new positions requested for 1975 have been budgeted for a full year because they can be hired fairly quickly and easily. The additional cost in 1976 of new positions in 1975 budgeted at less than a full year will be approximately \$ 20,000.

CAPITAL NEEDS

Projections of capital needs in our 1974 budget presentation included \$ 1,350,000 for 1975. Basically this figures was to cover half the cost of completing the facilities according to the original plan (i.e. including an auditorium, additional laboratories, student housing, the house for the food and housing manager and additional library and office space) and certain other items. The other half of the cost of the items listed above was projected to be spent in 1976.

We propose requesting \$ 750,000 in 1975 towards the auditorium, laboratories, housing etc. with a further \$ 750,000 for 1976. Cost estimates are very rough at the moment but if the Executive Committee gives the go - ahead we will seek firmer figures for inclusion in the budget proposals to go to the full Board.

In addition to the buildings mentioned above, the following equipment needs have been identified for 1975 :

<u>Beef</u>	<u>U.S.\$</u> <u>Thousands</u>	
Equipment for the meat sciences laboratory scheduled to be completed by the end of 1974	60	
Field and laboratory equipment for weed control, soils, microbiology and beef husbandry	<u>20</u>	80
 <u>Swine</u>		
Overhead holding bins	4	
Grain bins and elevators	8	
Feed weight cart	1	
Platform scale	<u>2</u>	15
 <u>Plant Sciences Groups</u>		
Additional field and laboratory equipment		12
 <u>Small Farm Systems</u>		
Sundry equipment		2
 <u>Training and Communications</u>		
Multilith 1250	8	
Addressograph	5	
Graphotype engraver & plates	<u>2</u>	15

Library

2500 books	45	
Library furniture	<u>5</u>	50

General

Typewriters for additional clerical staff	5	
Furniture for additional staff	25	
Calculators	6	
Tools for motor pool etc.	5	
Additional vehicles for new staff, visiting scientists and program needs	<u>35</u>	<u>76</u>
		<u>250</u>

Working Capital

The Consultative Group recommends that Centers request working capital equivalent to 40 days cash requirements. They also recommend that funds be requested for revolving funds or self sustaining activities (e.g. the cafeteria)

In 1973 we included \$ 100,000 in our capital request for our stock inventory . Based on our 1975 operating budget we would need \$ 600,000 of working capital to cover 40 days cash requirements. This means an increase of \$ 500,000 over the \$ 100,000 already obtained. We propose to request this amount in 1975 and 1976 since to ask for it all in 1975 would considerably increase our capital request.

Included in our capital projections is \$ 100,000 to fund our revolving fund for the food and housing operation. We suggest leaving the request until 1976 solely because of desire to keep 1975 requests as low as possible.

OPERATING PROJECTIONS 1976 - 1979

In January 1974 the Sub-committee of the Board of Trustees for the review of programs and organization met. In advance of their meeting " position papers" were prepared for each program ; these papers described the objectives of each program, the progress made so far towards these objectives, the work currently underway, future work and the resources needed in the future. The Sub-committee has not so far given any indication of its findings and recommendations. The resource requirements for 1975 as stated in the position papers would give an increase of about 30 % in real terms and 40 % if inflation is included, over the 1974 budget. A request for a budget increase of this amount was considered unreasonable.

It was decided, therefore, to request for 1975 an increase of about 10 % in real terms or 20 % if inflation is included. In preparing these projections the increases for 1975 as shown in the position papers, which have not been requested in the 1975 budget, have been included with those projected for 1976. These projections will be changed when decisions are made as a result of the Sub-committee review.

Projections for 1976 onwards show a levelling off and in fact in terms of senior staff are less than previously projected. All these figures will be reviewed in detail after the Sub-committee makes its recommendations.

An inflation rate in dollars of 8 % p.a. has been used . In using this rate it is assumed that the current high rate of world inflation will abate somewhat.

CIAT

TABLE I

CORE OPERATING EXPENSES

(US\$ thousands)

	BEEF		SWINE		CASSAVA		FIELD BEANS		RICE		MAIZE		SMALL FARM SYSTEMS		TOTAL	
	Revised 1974	Proposed 1975	Revised 1974	Proposed 1975	Revised 1974	Proposed 1975	Revised 1974	Proposed 1975	Revised 1974	Proposed 1975	Revised 1974	Proposed 1975	Revised 1974	Proposed 1975	Revised 1974	Proposed 1975
Direct Research	754	927	251	294	394	506	358	467	131	150	105	101	197	257	2190	2702
Training and Communication																
Instruction, coordination, etc.	136	168	44	50	72	94	68	89	24	30	20	15	36	50	400	496
Postgraduate interns	50	52	15	16	35	36	15	16	10	10	10	10	10	10	145	150
Research scholars and fellows	25	34	8	10	14	19	13	18	4	6	4	3	7	10	75	100
Conferences and symposia	58	52	19	15	31	28	29	27	10	9	8	4	15	15	170	150
Total Training and Communication	269	306	86	91	152	177	125	150	48	55	42	32	68	85	790	896
Operational Support Groups																
Laboratory services															29	33
Library															165	197
Biometrics															88	112
Engineering															71	56
Station Operations															129	156
Physical Plant															241	281
Motor Pool															118	159
Total Operational Support Groups	286	338	92	99	152	189	143	179	50	60	42	30	76	99	841	994
Administration																
Director General															152	171
Executive Officer															257	298
Controller															121	138
Board of Trustees															16	20
Total Administration	186	212	60	63	98	119	93	113	33	38	27	19	49	63	546	627
General Expenses, Equipment Replacement and Contingency	104	178	34	52	55	100	52	95	18	32	15	16	27	52	305	525
	1599	1961	523	599	851	1091	771	1004	280	335	231	198	417	556	4672	5744

* Total cost distributed in proportion to total personnel costs of permanent staff of each program.

Proportions used:	Beef	Swine	Cassava	Beans	Rice	Maize	SFS
1974	34%	11%	18%	17%	6%	5%	9%
1975	34%	10%	19%	18%	6%	3%	10%

Controller
11 February 1974

- Distributed to programs in proportion to estimated number of interns in each program.
1975 proportions assumed to be the same as in 1974.

CIAT
SUMMARY OF MAN YEARS AND COSTS BY PROGRAM AND ACTIVITY

TABLE II

(U.S.\$ thousands)

PROGRAMS	Actual		Estimated		Original Budget		Revised Budget		Proposed Budget		PROJECTIONS							
	1972		1973		1974		1974		1975		1976		1977		1978		1979	
	M/Y	COST	M/Y	COST	M/Y	COST	M/Y	COST	M/Y	COST	M/Y	COST	M/Y	COST	M/Y	COST	M/Y	COST
Beef	417		9.8	699	10.5	743	10.2	754	11.5	927	12.0	974	12.0	974	12.0	974	12.0	974
Swine	177		2.7	175	3.5	211	3.5	251	3.5	294	3.5	294	3.5	294	3.5	294	3.5	294
Cassava	309		5.4	333	5.9	382	6.0	394	6.8	506	8.4	560	8.4	560	8.4	560	8.4	560
Field Beans	114		4.4	279	4.9	356	4.9	358	5.8	467	6.9	551	6.9	568	6.9	576	6.9	576
Rice	240		2.3	131	2.1	121	2.0	131	2.1	150	2.1	150	2.1	150	2.1	150	2.1	150
Maize	150		.7	109	1.1	106	.8	105	1.1	101	1.1	107	1.1	107	1.1	107	1.1	107
Small Farm Systems	110		.3	36	2.5	221	2.8	197	3.0	257	5.0	399	5.0	399	5.0	399	5.0	399
Total	27.7	1,517	25.6	1,762	30.5	2,140	30.2	2,190	33.8	2,702	39.0	3,035	39.0	3,052	39.0	3,060	39.0	3,060
Training and Communication																		
Instruction, Coordination, etc.	304		4.0	265	6.0	441	5.5	400	6.0	496	6.0	564	6.0	564	6.0	564	6.0	564
Postgraduate Interns	5			55		145		145		150		155		160		175		175
Research Scholars & Fellows	24			77		75		75		100		85		100		100		100
Conferences & Symposia Support	38			83		170		170		150		150		150		150		150
Total	4.0	371	4.0	480	6.0	831	5.5	790	6.0	896	6.0	954	6.0	974	6.0	989	6.0	989
Operational Support Groups																		
Laboratory Services			1.0	57	1.0	92		29		33		37		37		37		37
Library	1.0	77	1.0	139	1.0	129	1.0	165	1.0	197	1.0	214	1.0	214	1.0	214	1.0	214
Biometrics		4	.5	40	.5	91	.5	88	.5	112	.5	129	0.5	144	0.5	144	0.5	144
Engineering			.4	45	1.0	65	1.0	71	.5	56								
Station Operations	1.0	343	.2	96		100		129		156		176		177		177		177
Physical Plant			.2	171		188		241		281		303		306		307		307
Motor Pool			.2	120		72		118		159		178		179		180		180
Total	2.0	424	3.5	668	3.5	737	2.5	841	2.0	994	1.5	1,037	1.5	1,057	1.5	1,059	1.5	1,059
Administration																		
Director General			1.8	119	2.0	108	2.0	152	2.0	171	2.0	171	2.0	171	2.0	171	2.0	171
Executive Officer			1.0	152	1.0	181	1.0	257	1.0	298	1.0	311	1.0	313	1.0	315	1.0	315
Controller			.3	60		86	1.0	121	1.0	138	1.0	141	1.0	141	1.0	141	1.0	141
Board of Trustees				18		12		16		20		20		20		20		20
Total	3.0	314	3.1	349	3.0	387	4.0	546	4.0	627	4.0	643	4.0	645	4.0	647	4.0	647
General Expenses		265		348		288		230		280		289		291		292		292
Equipment Replacement						70		50		165		224		305		390		467
Contingency						-		25		80		85		85		90		90
Other						50												
GRAND TOTAL	36.7	2,891	36.2	3,607	43.0	4,503	42.2	4,672	45.8	5,744	50.5	6,267	50.5	6,409	50.5	6,527	50.5	6,604
Expense Categories																		
Personnel		1,958		2,560		3,092		3,335		4,007		4,341		4,386		4,406		4,406
Supplies		384		495		456		468		574		622		628		631		631
Services		143		314		127		391		450		488		492		495		495
Travel		239		238		311		353		412		446		451		453		453
Equipment		-		-		70		50		165		224		305		390		467
Other		167		-		447		50		56		61		62		62		62
Contingency		-		-		-		25		80		85		85		90		90
		2,891		3,607		4,503		4,672		5,744		6,267		6,409		6,527		6,604
Provision for future price changes (8%)				*		*		*		*		501		1,066		1,673		2,335
TOTAL CORE BUDGET		2,891		3,685		4,503		4,672		5,744		6,768		7,475		8,200		8,939
% Increase				27%		22%		4%		23%		18%		10%		10%		9%

M/Y equals man years of senior staff. included in detailed figures.

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Controller
11 February 1974

CIAT

TABLE III

SUMMARY OF SOURCES AND APPLICATION OF FUNDS

SOURCES OF FUNDS	(US\$ thousands)							
	Actual 1972	Estimated 1973	Revised Budget 1974	Proposed Budget 1975	PROJECTIONS			
					1976	1977	1978	1979
1. Core Operations								
a) Unrestricted								
Ford Foundation	720	750	750					
Rockefeller Foundation	720	682	750					
U.S. A.I.D.	721	880	950					
Government of the Netherlands	125	125	125					
Swiss Government		65	70					
Government of the Federal Rep. of Germany		56						
International Development Aso. (IDA)		154	74 ^{a/}					
BID			800 ^{b/}					
Others		4	-					
Total unrestricted	2,286	2,716	3,519					
b) Restricted								
W.K. Kellogg Foundation	155	290	290					
CIDA (Swine - Cassava)	278	500	750					
Total restricted	433	790	1,040					
c) Gross Core Operating Funds Required	2,878	3,628	4,722	5,794	6,768	7,475	8,200	8,939
Less unexpended core balances	(77)	12	-	-	-	-	-	-
Less earned income	(82)	(134)	(163)	(240)	(350)	(400)	(400)	(400)
d) Net Core Operating Funds Required from CG	2,719	3,506	4,559	5,554	6,418	7,075	7,800	8,539
2. Capital Funds								
Rockefeller Foundation	838	904	360					
Kresge Foundation	750							
United Kingdom (O.D.A.)			60					
International Development Aso. (IDA)			734 ^{b/}					
BID			200 ^{b/}					
Total donors	1,588	904	1,354	1,250	1,200	380	176	199
Unexpended balance	703	891	3	-	-	-	-	-
Income earned	26	-	-	-	-	-	-	-
b) Gross capital funds required	2,317	1,795	1,357	1,250	1,200	380	176	199
Less unexpended balance - income	(729)	3	-	-	-	-	-	-
c) Net capital funds required	1,588	1,798	1,357	1,250	1,200	380	176	199
3. Total Funds Required from CG	4,307	4,422	5,913	6,804	7,618	7,455	7,976	8,738
4. Special Projects								
a) W. K. Kellogg Foundation	30	60						
BID	50	161	133					
IDRC - Canada	10	66						
U.S. A.I.D.	2							
Others	6	52						
UK - O.D.A.			63					
Rockefeller Foundation		84						
b) Unexpended balances prior year	63							
Earned income	16	25	98					
Total Special Projects	177	448	294	750	1,000	1,000	1,000	1,000
5. Earned Income								
a) Retained start of year								
Earned during the year	108	134	163	240	350	400	400	400
c) Total available during year	108	134	163	240	350	400	400	400
6. Total Gross Funds Required	5,372	5,883	6,373	7,794	8,968	8,855	9,376	10,138
7. Less Funds Available	967	1,022	261	240	350	400	400	400
8. Net Funds Required	4,405	4,861	6,112	7,554	8,618	8,455	8,976	9,738
APPLICATION OF FUNDS								
9. Core Operations	2,891	3,564	4,672	5,744	6,768	7,475	8,200	8,939
Support of special projects	-	-	50	50	-	-	-	-
Prior years' adjustments		76						
10. Capital Expenditures								
Working Capital	-	100	-	250	250	250	50	50
Revolving Funds					100			
Other	1,426	1,698	1,357	1,000	850	130	126	149
Total Capital Expenditures	1,426	1,798	1,357	1,250	1,200	380	176	199
11. Special Projects (excluding support out of core operations)	166	411	294	750	1,000	1,000	1,000	1,000
12. Unexpended balances								
a) Core operations - unrestricted	(12)	-	-	-	-	-	-	-
b) Capital grants	891	(3)	-	-	-	-	-	-
c) Special projects	10	37	-	-	-	-	-	-
Total Unexpended Balances	889	34	-	-	-	-	-	-
13. Total Application of Funds	5,372	5,883	6,373	7,794	8,968	8,855	9,376	10,138

a/ The Government of the Federal Republic of Germany gave approximately \$ 56,000 towards 1973 funding. This was late and unexpected. IDA has agreed that \$ 56,000 of their 1973 grant may be carried forward to 1974 as additional funding for 1974. The 1974 budget has been increased by this amount. This figure includes the \$ 56,000 carried forward.

b/ These amounts are still awaiting final approval of BID and IDA.

CIAT
TABLE OF POSITIONS AND MANPOWER

TABLE IV

	SENIOR STAFF				SUPPORT STAFF												TOTAL STAFF				
	POSITIONS		MAN-YEARS		SCIENTIFIC AND SUPERVISORY				CLERICAL STAFF				OTHER SUPPORT STAFF				POSITIONS		MAN-YEARS		
	1974	1975	1974	1975	1974	1975	1974	1975	1974	1975	1974	1975	1974	1975	1974	1975	1974	1975	1974	1975	
<u>Direct Research Groups</u>																					
Director Animal Sciences	1	1	1.0	1.0					1	1	1.0	1.0						2.0	2.0	2.0	2.0
Beef	10.8	10.8	9.5	10.8	17	20	15.2	19.5	12	12	11.0	12.0	63	71	60.2	71.0		102.8	113.8	95.9	113.3
Sw	3.2	3.2	3.2	3.2	6	7	5.2	7.0	3	3	2.8	3.0	18	19	17.5	19.0		30.2	32.2	28.7	32.2
Director Plant Sciences	1	1	-	1.0					1	1	-	1.0						2.0	2.0		2.0
Cassava	6	6.5	6.0	6.4	14	16	13.5	16.0	4	6	3.0	6.0	53	61	52.5	61.0		77	89.5	75.0	89.4
Field Beans	5	5.5	4.9	5.4	15	19	14.0	18.8	5	5	4.8	5.0	38	43	36.9	43.0		63	72.5	60.6	72.2
Rice	2	2	2.0	2.0	2	2	1.8	2.0	1	1	1.0	1.0	12	14	12.0	14.0		17	19	16.8	19.0
Maize	1	1	.8	1.0	7	4	5.3	4.0	1	1	1.0	1.0	13	13	13.0	13.0		22	19	20.1	19.0
Small Farm Systems	* 3	3	* 2.8	3.0	9	10	7.3	10.0	3	4	2.3	4.0	5	13	4.5	13.0		20	30	16.9	30.0
Total Direct Research	33	34	30.2	33.8	70	78	62.3	77.3	31	34	26.9	34.0	202	234	196.6	234.0		336	380	316.0	379.1
<u>Training and Communication</u>																					
Information Services	3	3	3.0	3.0	7	8	6.7	8.0	8	8	7.8	8.0	3	3	3.0	3.0		21	22	20.5	22.0
	3	3	2.5	3.0	2	3	2.0	3.0	5	5	4.8	5.0	11	12	10.3	12.0		21	23	19.6	23.0
<u>Support Groups</u>																					
Economics General Services Group									7	7	6.8	7.0	2	2	2.0	2.0		9	9	8.8	9.0
Service Laboratories					1	1	1.0	1.0					6	6	5.8	6.0		7	7	6.8	7.0
Library	1	1	1.0	1.0	4	5	4.0	5.0	3	4	3.0	4.0	8	8	8.0	8.0		16	18	16.0	18.0
Biometrics	.5	.5	.5	.5	4	5	3.8	4.8	3	5	3.0	4.5						7.5	10.5	7.3	9.8
Engineering	1	.5	1.0	.5	1	1	1.0	1.0	1	1	1.0	1.0	3	3	2.8	3.0		6	5.5	5.8	5.5
Station Operations					3	3	2.8	3.0	3	3	3	3.0	21	21	21.0	21.0		27	27	26.8	27.0
Physical Plant					2	2	2.0	2.0	1	1	.8	1.0	30	35	28.9	35.0		33	38	31.7	38.0
Manpower Pool									3	3	3.0	3.0	26	29	24.5	29.0		29	32	27.5	32.0
Total Research Groups	41.5	42	38.2	41.8	94	106	85.6	105.1	65	71	60.1	70.5	312	353	302.9	353.0		512.5	572	486.8	570.1
<u>Administration</u>																					
Office of the Director General	2	2	2.0	2.0					5	5	5.0	5.0						7	7	7.0	7.0
Executive Officer	1	1	1.0	1.0	7	7	6.5	7.0	38	39	34.8	38.0	8	8	7.2	8.0		54	55	49.5	54.0
Controller	1	1	1.0	1.0	2	2	2.0	2.0	16	16	13.8	16.0						19	19	16.8	19.0
Food and Housing					3	3	3.0	3.0	18	18	18.0	18.0	50	50	50.0	50.0		71	71	71.0	71.0
Grand Total	45.5	46	42.2	45.8	106	118	97.1	117.1	142	149	131.7	147.5	370	411	360.1	411.0		663.5	724	631.1	721.4

* Includes visiting anthropologist for half a year paid by CIAT.
Other visiting scientists are not included in this table.

BEEF

Resources

	Manyear			1974 (\$ thousands)	1975	% incr.
	1974	1975				
Pastures and Forages Utilization Specialist	1.0	1.0	Direct Research Costs	754	927	23%
Agrostologist	1.0	1.0				
* Asst. Seed Production Specialist	.8	1.0				
Assoc. Reproduction Specialist	.5	1.0				
Beef Production Specialist	1.0	1.0				
Hemoparasitologist	1.0	1.0				
Parasitologist	.5	1.0				
Asst. Bacteriologist	.8	.8				
Asst. Pathologist	.2	.2				
Assoc. Weed Scientist	.5	.5				
Assoc. Soil Microbiologist	.5	.5				
Soils Scientist	1.0	1.0				
Assoc. Agr. Economist	.8	.8				
Total Senior Staff	9.6	10.8				
Scientific & Supervisory Staff	15.3	19.5				

* This position was not budgeted in the original 1974 budget. The funds for the position in 1974 were obtained by delaying hiring the Assoc. Reproduction Specialist and the Parasitologist.

Budget Changes

No additional senior staff positions are proposed for 1975 other than the Asst. Seed Production Specialist to be taken on in 1974 as noted above.

The increase in scientific and supervisory staff is to provide a second research associate in pastures and forages utilization, a research assistant for seed production and a second assistant in weed control. Other increases are for the full year of assistants to be added in 1974.

Program Commentary

Vast areas of the lowland tropics in Latin America are suited to cattle raising, given adequate improvements in technology. There are some 200 to 300 million hectares of low fertility acid soils in Colombia, Venezuela, Brazil, etc., where there is potential for marked increases in beef production. However, these areas are becoming important in terms

of colonization programs by governments who are themselves giving too little attention to the improvement of conditions for livestock production on the " alluvial " soils in question. There is also a continuing need to improve livestock productivity in the coastal plains, often with a mix of beef production with dairying and with crops.

The problems which CIAT is attacking are those of providing adequate year-round nutrition and improving animal health, rather than those of breeding which is being studied by national institutes. The third activity in CIAT is the development and demonstration of production systems based on family farm units which focus on beef production, given adequate feeding and disease control for these regions, together with production of rice, beans and other crops for subsistence and raising smaller animals, and as cash crops in some instances.

For 1975 and later years, CIAT plans to expand somewhat its operations at Carimagua in the Colombian Llanos as the basis for its principal program for beef production on low fertility, acid soils, and secondly has proposed establishing in 1975 - 76, an outreach center in Brazil with a seven man Senior Staff. So far funds have not been identified nor has the Government of Brazil been approached. The idea is to have a center located near Goiania or Brasilia, in a savannah region with access to forested areas, and its role would be to apply and expand the Carimagua work in the particular conditions of this large region of Brazil. The training program at CIAT would be intensified (helped by two new special project staff in beef production and agronomy) and training would also be part of the Brazil program. In Turipana work in coastal plain areas will be expanded, hopefully with outreach beyond Colombia such as in Ecuador.

At Carimagua, in 1974 - 75 new projects will be initiated on establishing and operating a prototype family farm based on beef production; increased attention to seed production (both grasses and legumes) ; a second herd system to define the interaction of native and improved grasses, with and without the Stylo legume; and strengthening field operations support by improving equipment. Economic work will help determine the best technology package for the prototype family farm unit and for replicating it, including assessment of constraints on adaptation, income distribution considerations and other public policy implications. Benchmark studies will be undertaken in Colombia, and hopefully in several other countries to determine the role of the livestock sector in agricultural development and who will receive the benefits of the new technology.

The program looks to special funding to provide most of the additional staffing needed for the larger beef program.

1. a second livestock economist so that more than one man-year (instead of 0.75) may be devoted to beef.
2. two outreach staff for increased cooperation with national programs, beginning in 1974, and to allow core staff more time for participation in outreach / training.
3. seven senior staff for Brazil 1975 - 76 beginning in 1975 with soils, beef production and agronomy.

SWINE

Resources

<u>Staff</u>	Manyears			<u>1974</u>	<u>1975</u>	<u>% incr.</u>
	<u>1974</u>	<u>1975</u>				
Nutritionist	1.00	1.00				
Assistant Nutritionist	1.00	1.00	Direct Research	251	294	17
Assistant Bacteriologist	.75	.75	Costs			
Assistant Pathologist	.25	.25				
Associate Economist	.25	.25				
Scientific & Supervisory Staff	3.25	5.00				

Budget Changes

The 1974 budget has been revised to show an input of approximately 25% of animal health to swine. Previously the division was only 15% to swine. The new arrangements is thought to reflect better the actual input to swine. In addition, for budget purposes, the animal health group has been divided into the two components of beef and swine. The identification of part of the time of two of the animal health people as swine is to assist the swine program in its day to day contacts with the animal health group. These arrangements and the assignment of certain support staff to swine animal health will not mean any change in the working of the group as one team.

No changes are proposed in the senior staff for 1975. It is worth noting that an additional senior staff member has been added in 1974 to be funded by an IDRC grant for outreach. This will continue in 1975.

One additional research assistant is being added to strengthen the team and give a better balance between senior staff and support staff.

Program Commentary

Pig production is an important component of small scale farming in Latin America. Pigs are a form of savings, source of ready cash and collateral. They can be important to the diet of the protein - deficient majority of tropical farm families. Problems in swine production relate to the slow growth rate of the animal, low reproduction rate and high mortality. CIAT's program aims to improve the productivity of swine raising by small farmers by improving the feeding, husbandry and health of the animals. Improvements will benefit commercial as well as small farmers.

Improved feeding which is the basic change, entails changes in cropping patterns in the villages (e.g. with pilot work at Cacaotal), introducing cowpeas, various strains of maize and other crops. In 1974 & 1975 it is hoped to test fully, in Colombia, through outreach programs, for the best life - cycle feeding system. At the same time, disease control work will continue based on the pathology program and bacteriology program (1 manyear) under way in 1974.

The program does not entail any major change in the small farmer's system; it involves basically the improved feeding and housing of swine. Already, case studies indicate substantial increases in yield in terms of market weight of animals.

Economic work will also be directed to the improved feeding; it will evaluate feed and work out least cost feed systems; it will also study market and price structures. The program has the capacity to train 3 to 5 swine experts p.a., each returning after a year to strengthen a national program.

In terms of knowledge experience the program is now at the stage of being able to support a number of outreach programs though the senior staffing would have to come from special project support. Already the core staff has been working with national programs in Colombia and Ecuador. In addition IDRC support has made possible programs in Bolivia and Costa Rica for which IDRC provided a senior scientist. CIAT has identified good prospects for outreach work in 1975 in Peru, Brazil, Paraguay and Guatemala and initial contacts have been made. However, special funding of approximately \$ 8000 p.a. for each program would be needed, as well as appointment of a senior scientist in each case, and support from the core staff of CIAT.

CASSAVA

Resources

	Manyyears			1974	1975	% incr.
	1974	1975				
Asst. Physiologist - Coordinator	1.0	1.0	Direct Research Costs	394	506	28
Assoc. Breeder	1.0	1.0				
Asst. Pathologist	1.0	1.0				
Asst. Entomologist	.5	.9				
Assoc. Weed Scientist	.5	-				
Asst. Agronomist	1.0	1.0				
Asst. Soil Scientist	.5	.5				
Assoc. Agr. Economist	.5	.5				
Agr. Engineer	-	.5				
Scientific & Supervisory Staff	13.5	16.0				

Budget Changes

The 1975 budget is increased by 0.4 manyear of senior staff time. The cassava program is obtaining high yields of cassava which when transferred to farmers fields could lead to severe utilization and marketing problems. Fresh cassava does not keep without spoiling for more than a few days. An agricultural engineer (half time) is needed to help with the development of simple cassava drying methods and fresh storage technology. Improved technology, in these, would largely eliminate the problems mentioned above. The insect problems of cassava have turned out to be more complex than was originally thought; there is no doubt that some insects can cause severe yield losses, a fact which was not apparent when the program started. An increase of entomological support from half a manyear to one manyear of senior staff support is required.

Weed control methodology should be sufficiently developed by the beginning of 1975 so that it can become part of the agronomy program. The extra support staff for 1975 are to support additional senior staff and to run screening programs for which techniques have now been developed.

Program Commentary

Cassava is a starch-producing root crop particularly suited to acid tropical soils and widely grown throughout the tropics as food for both humans and livestock and as a source of commercial starch. The potential for increased yields is proven, and the need for them is becoming more acute as world population grows.

CIAT's cassava program seeks to devise and spread the adoption of production packages appropriate to small farms over a wide geographic and climatic range. An integrated team of specialists for the program was fully formed by mid - 1973, and in 1974 is carrying out six manyears of work by senior scientists.

An important achievement has been the gathering from various sources of the world's most complete collection of cassava germ-plasm, now consisting of over 2,000 clones. The screening and first-generation field testing of this material is well underway. Yields markedly above average have been produced from superior varieties, before the start of cross-breeding and with some genetic material yet to be tested.

Yields will need to be enhanced and stabilized by finding and developing varieties with disease and insect resistance and by instituting better agronomic practices. CIAT experiments show that some high yielding cassava types are highly responsive to planting density, with yields increasing to as much as 50 tons per hectare as planting density increases to levels of 10,000 - 20,000 plants per hectare. Strains highly resistant to certain bacterial and fungus diseases have been found, and the sources of insect resistance in cassava are being explored. The lowering of cyanide content of cassava remains an important objective.

A survey of farm practices, studying both economic and biological factors limiting yield and utilization of cassava is now well advanced. This data will help to pinpoint future research priorities.

The cassava program also includes training and a documentation service based on an exceptionally comprehensive bibliography.

The 1975 program will continue the main efforts of 1974, and explorations looking toward the development of cooperative projects outside Colombia are expected to produce concrete results, perhaps in Brasil, Paraguay or Peru. Special project funding will be sought for some additons to the program - for instance : for a socio - economic evaluation of the potentialities of multiple cropping centered on cassava, and to improve methods and facilities for producing and distributing disease - free plant material.

FIELD BEANS

Resources

	Manyears			1974	1975	%
	<u>1974</u>	<u>1975</u>		<u>1974</u>	<u>1975</u>	<u>incr.</u>
Assoc. Soil Microbiologist-Coordinator	.5	.5	Direct Research Costs	358	467	30
Assoc. Plant Physiologist	.9	1.0				
Assoc. Plant Breeder	1.0	1.0				
Assoc. Plant Pathologist	1.0	1.0				
Asst. Entomologist	.5	.9				
Asst. Soil Scientist	.5	.5				
Assoc. Agr. Economist	.5	.5				
Scientific & Supervisory Staff	14.0	18.8				

Budget Changes

With the change of coordinator of the team there will be a short period in 1974 in which there will be no physiologist. It is hoped that the position will quickly be filled.

For 1975 the addition of 1/2 man-year of entomological work is proposed so that the team can have the participation of an entomologist full time. Insects, particularly spider mite and white fly and insect-borne diseases (e.g. virus infections) are one of the most severe of all factors limiting bean production, and increased attention to this problem is well justified.

The additional senior staff time will necessitate more support staff. This and a need for more support in other areas is the reason for the increase of 4.8 manyears in the scientific and supervisory staff.

Program Commentary

Field Beans are a mainstay of life throughout tropical America. They are a principal crop of small subsistence farms and an indispensable source of protein for middle and low-income groups in whose diets animal protein may be scarce or completely lacking. The potential for more and better production undoubtedly is considerable. Even without new varieties, the improvement of small-farm systems and the elevation of crop management to even modest standards of effectiveness could double the yield of beans on an average subsistence farm.

The chief purpose of the CIAT bean program is to increase the productivity, production and consumption of beans. This in turn will improve the diet of low-income people and enhance the welfare of the subsistence farmer and his family. A multi-disciplinary team for carrying out the program took shape at CIAT in 1973, and 1974 is the first full year in which activity has been carried out under a comprehensive work plan.

The bean program aims to develop packages of improved practices and varieties and then to spread them through cooperation with national programs. Strong emphasis has been given to gathering and evaluating genetic material. Over 10,000 collections have been gathered; more than half have been tested at one or more locations in Colombia; and varieties with desirable growth, nutritional and disease-resistance characteristics have been selected for the breeding program. The production and distribution of disease-free seed to national programs also has been given high priority. The development of bacterial inoculants promoting nitrogen fixation is well under way.

Research in production systems is seeking to determine the economically optimum yields possible through proper spacing, plant type fertility and pest control. Work in economics is focused on identifying and weighing the relative importance of factors limiting productivity, production, distribution and consumption of beans. The bean program also includes training and documentation services.

RICE

Resources

<u>Staff</u>	Many years			<u>1974</u>	<u>1975</u>	<u>% incr.</u>
	<u>1974</u>	<u>1975</u>				
Breeder Associate Agronomist Scientific & Supervisory Staff	1.0	1.0	Direct Research Costs	131	150	14
	1.0	1.0				
	1.5	2.0				

The CIAT rice program is carried out by a rice breeder and an agronomist, assisted by a research assistant and a laboratory technician, working at the Palmira Station of the Instituto Colombiano Agropecuario (ICA), adjacent to the CIAT farm at Palmira. An additional research assistant authorised for 1974 will be taken on by mid 1974.

The program has been highly successful in the spread and further adaptation of improved varieties of rice, especially IR-8 and IR-22 from IRRI and CICA-4, developed cooperatively by ICA and CIAT. The rice breeder in the program continues to stress the release of new and adapted varieties. Particular attention is paid to (a) the development of resistance to blast, a critically limiting factor in irrigated rice production, (b) improved grain appearance and milling quality, and (c) greater adaptability over a wider range of geographic latitude. The agronomist deals especially with the evaluation of promising lines developed by the breeder, with the multiplication and distribution of seed to national programs, with the package of cultivational practices, and with training in general agronomy and seed production.

The resources devoted to the CIAT rice program have been small, but the returns have been very high. About 60 agronomists and breeders with CIAT training form a network of cooperators in a dozen Latin American countries, and about 40 per cent of lowland rice producers in Latin America are now using new varieties on an estimated 400,000 - 500,000 hectares of land. Each hectare in the new varieties may average an increase of 1 or 1 1/2 tons over previous yields per hectare; in Colombia the increase has been more than 2 tons. The use of the new varieties has been adding at least \$ 50 million a year to the economies of the Latin American countries since 1970.

The staff available for the CIAT rice program was reduced in 1973. No increase in positions or funding other than for the full year cost of a research assistant and inflation is requested within the core program for 1975. Recommendations have been made that special-project funding be sought for studies to assess the potential benefits of (a) a research effort directed toward the use of extensive flooded lowland

areas in Latin America where rice could be grown and (b) a research effort for the decisive improvement of upland rice cultivation in northern and northeastern Brazil, the Latin American country which grows more rice than any other.

MAIZE

Resources

	Manyears			1974	1975	%
	1974	1975				incr.
Assistant Breeder	.8	1.0	Direct Research	105	101	- 4
Scientific and Supervisory Staff	5.3	4.0	Costs			

Budget Changes

The new breeder will be joining CIAT on March 1, 1974. It has been decided that the maximum number of research associates and assistants which a senior staff member can efficiently use and supervise is four. There are 7 authorised positions for 1974 which are nearly all filled. It is proposed to reduce this number to 4 by the year end and keep the four in 1975.

Program Commentary

The CIAT Maize Program concentrated during 1973 on the most serious production-limiting factors in the Andean zone : low productivity, narrow adaptation, low plant populations, insect damage to the crop and low protein quality relative to the potential available in opaque -2. Research assistants in breeding, agronomy, physiology, entomology and testing worked toward resolving these problems in five locations in Colombia, and others throughout the zone in collaborative research projects. The program functions in an integrated manner with the international center in Mexico, and plans a number of joint activities such as uniform trials and special topic workshops.

The arrival of a new maize breeder in early 1974, and the planned meeting in CIMMYT in April, 1974 to consider the entire international network, will give CIAT an opportunity to re-evaluate our research results and current focus, and to integrate this effort to an even greater degree with CIMMYT and with the national programs in the zone.

Promising germplasm sources in the form of composites will continue to be distributed in the zone, and these combine adaptation with an improved quality and acceptable hard endosperm type in both yellow and white maize. Resistant materials to *Spodoptera* sp. and to *Diatraea* spp. are being sought in the progeny evaluation trials. Agronomic practices such as minimum tillage and residue management will continue under test during the two seasons in 1974.

SMALL FARM SYSTEMS

Resources

	Many years			1974	1975	% incr.
	1974	1975				
Assoc. Agronomist-Coordinator	.8	1.0	Direct Research Costs	197	257	30
Systems Engineer	.5	.5				
Asst. Economist	1.0	1.0				
Asst. Agronomist (Protection)	-	.5				
Visiting Anthropologist	.5	-				
Scientific & Supervisory Staff	7.3	10.0				

Budget Changes

The program now has all the senior staff listed above on board. In addition a sociologist largely financed by the University of Wageningen and F.A.O. will be joining the team in February 1974.

Since labor use for plant protection at peak times is a serious limiting factor, the plant protection agronomist will study the relationship of cultural practices, income and production in terms of the use of agrochemicals and labor and other agronomic alternatives.

The work of the anthropologist in setting up data gathering mechanisms and training research assistants will be largely complete by the end of his stay at CIAT. Thereafter the work can be handled by the sociologist and his support staff.

The increase in scientific and supervisory staff is mainly to build up to what is thought to be the required level for the present phase of the program.

Program Commentary

Experience in 1973 has led CIAT to recast its agricultural systems program more specifically as a small farm systems program. The program is concerned with small family farms as integrated systems; the whole farm unit is studied. Many small farms are at subsistence levels with limited access to technology and limited ability to run the risks of adopting new methods. There are severe problems of nutrition, health and education, as well as agricultural productivity. Given the constraints on small farmers, what technology alternatives are best? How can traditional farming systems be modified? Is there a general procedure that can be applied so as to introduce improved technology and more efficient agricultural practices? Answers to these questions would benefit CIAT's commodity programs, national research agencies - and the small farm families themselves.

The objective of the program in 1974 - 76 is to identify and analyze existing small farm systems and to develop a number of prototype systems. The process will provide guidelines for identifying limiting factors and selecting research alternatives. Then it is hoped to develop a strategy for tackling the problems of small farmers and facilitate the rapid application of agricultural technology in the development of rural areas.

The systems team proposes to collaborate with (a) the Instituto Colombiano Agropecuario (ICA) in Colombia and the Instituto de Ciencia y Tecnologia Agricola (ICTA) in Guatemala in their projects to design and implement new agricultural technology and (b) with the swine program and the llanos family ranch (beef) project of CIAT, where the problems of successfully introducing new technology to improve the welfare of the small farm family and others dependent on agriculture will be analyzed. The team will help develop an analytical model for studying the impact of various investment strategies and of technological introductions .

The first steps in 1974 - 76 are to develop : an analytical model of the prototype (beef) farm under test; a description of existing (swine) farming systems as a basis for planning future action; a methodology for describing model farms and for the evaluation of achievements of near term goals of rural development projects (ICA) ; and to demonstrate the application of the methodology through the action program of a national economic and planning agencies so as to identify bottlenecks at the macro level (for example, exchange rates, fertilizer prices, taxation). The team will also work with rural development agencies through which it can make its findings available to policy makers. Thereby it will help select or specify cultural practices, crop mixes, levels of input, etc. to be tested on experiment stations or family farms.

The team as constituted in 1974 consists of senior staff in systems engineering, sociology and anthropology, agronomy and economics who together contribute 3 man-years, together with 9 support staff in these disciplines. For 1975, there will be no increase in the core financed principal staff. However, to enable the program to work more effectively it is proposed to seek special funding for staffing on animal sciences, agricultural engineering and nutrition.

62a

March 15, 1974

Dr. U. J. Grant
Director General
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali
Colombia

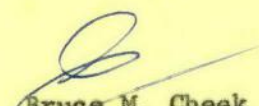
Dear Jerry:

Time surely moves apace and we are becoming increasingly involved with Centers Week planning. The prime point of this note is to touch base with you regarding CIAT's program and budget paper for 1975. Along the lines of the Bell Subcommittee report on Center Review Procedures, we are expecting to receive your "preliminary draft" paper as close as possible to the end of March. We talked this over with you and Andrew in December and January and I hope that, on the basis of our discussions and your own recent internal reviews, you will be able to let us have a draft within the next few weeks. We would want to let you have our comments as soon as possible thereafter, recognizing that you will yourself continue to review your draft paper right up to the time of your Board Meeting on May 14. While you have the two-page outline which we drafted out in November before making our series of center visits concerning center review procedures, I am attaching a summary page of how we think the center document might run.

As part of this CIAT/Secretariat collaboration on the program and budget presentations, we will also be preparing the Secretariat review as an independent item for consideration by the donors, again in line with the Bell procedures. We are planning to do the budget part of this paper here, on the basis of the document we shall be receiving from you in the next few weeks and of our own visit in January. For the program review, we are planning for Jim Evans to come to Presentation Week at CIAT in early May and then to write us a brief note to include with the budget material. All of this, of course, will come to you in draft for comment.

We are looking forward to seeing the notes on the Center Directors meeting. Already we have had some comments from Monty Yudelman and Herb Albrecht. With best wishes,

Sincerely yours,


Bruce M. Cheek

Attachment
cc: Mr. Ruddy/Mr. Lewis


BMC:mcj

Programming and Budgeting Statement for 1975

(1) The document would be in two parts: a narrative text; and the standard tables which already have become a part of the CIAT program document in recent years.

(2) The narrative would open with a brief statement of the objectives of CIAT.

(3) A second section of the narrative would briefly state the amount of funds requested for CIAT core and capital in 1975, in comparison to the funds budgeted for 1974. The differences would be quickly analyzed; increases due to inflation would be distinguished from increases due to growth in staff numbers or other aspects of CIAT's activities. Implications of these increases which extended beyond the year 1975 (e. g., projected year-end levels of expenditure which would presage further increases in 1976) would be stated.

(4) A third section might deal briefly, if you chose, with particularly notable advances and achievements in 1973/74.

(5) A next section, if you chose, would deal with any issues which you wanted to report to, or raise with, the Consultative Group. These could conceivably be internal issues at CIAT (although this does not seem likely), or could be issues concerning CIAT and outside institutions, including the Consultative Group.

(6) Then would follow a number of individual sections, each dealing with one of the elements of your research program. Each of these sections would explain the objectives and techniques of the particular program element concerned, and would justify or explain any increases over, or changes from, previous activity of this kind. In the case of each program element, the number of man-years of senior and support staff engaged in a given activity would be stated, and, in dollar amounts, the expenditures (personnel and otherwise) attributable to the program element would be given.

(7) Following the sections on research activities would be sections dealing with training and with any features of the core or capital budget that were attributable to outreach activities.

(8) A section should be included on administration, embracing both management (i. e., Office of the Director, trustees, etc.) and general operations (e. g., motor pool, plant maintenance, etc.).

(9) Finally, there should be a section on capital expenditures. Whenever possible, these expenditures should be related to program elements.



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-348

March 14, 1974

Mr. B. M. Cheek
CGIAR
1818 H. St. N. W.
Washington, D. C. 20433

Dear Bruce:

Your letter of February 22 along with the TAC resolution of February 8 was provided to all the centers directors who were meeting here last week. Dr. Donald McCune of TVA met with the group on the world food situation and for discussion on whether or not the centers programs should be changed to meet the fertilizer situation. Each center director has been asked to provide information which will be summarized and presented to the Consultative Group in late July. We will keep you informed as necessary.

Sincerely yours,

U. J. Grant
Director General

UJG.caa

Handwritten notes in the bottom right corner, possibly a date and initials: 20/03/74



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

AVANZADO KERO 67-18
CABLES: CINATROP
CALI - COLOMBIA

DIR-348

March 14, 1974

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CIAT
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Sincerely yours,

U. N. Grant
Director General

UJG:cas

Mr. Udelsman
Sir John



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-349

March 14, 1974

Mr. B. M. Cheek
CGIAR
1818 H. Street N. W.
Washington, D. C. 20433

Dear Bruce:

Thank you very much for your letter of 28 February informing that \$275,000 has been deposited to the account of CIAT toward the 1974 budget. We much appreciate this support and hope that IDA funds will become available so that our 1974 budget will be fully met.

- IDA ??

With many thanks.

Sincerely yours,

A handwritten signature in dark ink, appearing to be 'U. J. Grant', written over the typed name.

U. J. Grant
Director General

UJG.caa

101P WTS 7 1 10: 08

RECEIVED



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

APARTADO AEREO 21-13
CALLE 5, CIENAGA
CALI - COLOMBIA

DIR-349

March 14, 1974

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CGIAR
1818 H. Street N. W.
Washington, D. C. 20433

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172

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Sincerely yours,

U. J. Grant
Director General

UJG:cas

COMUNICACIONES
1974 MAR 22 PM 10:06

RECEIVED

G-2a

Mr. Warren C. Baum

March 8, 1974

Montague Yudelman

Visit to Directors' Meeting, CIAT, Colombia

I. General

1. I spent one full day with the Center Directors' meeting at CIAT. All the Centers were represented by their Directors or alternates.

2. In the morning I gave a talk to the Directors and staff on "Energy, Fertilizers, Food and Foreign Aid"; thereafter I met with the Directors in closed session. Our discussions fell into two main parts: an exchange of views on the general situation vis-a-vis food and a discussion of issues related to the management of the Centers.

3. The general discussion centered around:

a) The fertilizer situation: The Directors had been briefed by a spokesman from T.V.A. His views coincided with those that emerged from our FAO meeting viz that there will be a very tight situation for fertilizer for the next four or five years, and thereafter nitrogenous fertilizers will be abundant but not "cheap". One substantial change in the world fertilizer situation will be a shift in the points of production. At present some two-thirds of the capacity is in North America, Western Europe and Japan. No plants have been built in these areas since 1969. However 15 or 16 new plants are under consideration in Indonesia (5 or 6), Canada, Mexico and Mainland China. By 1977 it is expected that only half of the fertilizer capacity will be in OECD countries. Nothing substantive is known about plans for construction in the Gulf area though there are rumours of Japanese participation with some of the Gulf States. Little is now known about construction in Eastern Europe though it appears that construction is taking place in Romania.

The other main plant nutrients, phosphates and potash are also in short supply. The shortage of phosphate should be over by 1977; there is a need for new sources of potash; the next major producer will probably be Brazil.

b) It was agreed that there is no shortage of raw materials for production of fertilizers but that the lack of capacity would see a period of serious shortage and thereafter a period when prices would be on a higher plateau.

c) The question was then raised as to whether there should be any reorientation in research programs to take account of the change in the fertilizer picture, especially the shortage and higher price of nitrogen.

IRRI had already adjusted to a changed situation by focusing on farm practices that would conserve nitrogen or save nitrogen e.g. mixing patterns of inputs to optimise use of nitrogen, concentrating on removal of weeds; emphasis on placement of fertilizers (rather than broadcasting) timing of fertilizers and so forth. IATA is giving emphasis to legumes (which do not need nitrogen); legumes being a source of calories as well as protein. ICRISAT is examining ways and means of making available nitrogen more effective through isolating those factors that presently limit effective use of nitrogen, e.g. analysing micronutrient requirements.

d) At the same time some of the centers, notably ICRISAT, are undertaking more research into new ways of nitrogen fixation through plant breeding and symbiosis.

e) One item that emerged from this discussion might be worthy of consideration by TAC. Most of the fertilizer in the world is consumed in developed countries; the fertilizer technology is geared toward the needs of farmers in the temperate zones - the areas with the world's major markets for fertilizer. There is a feeling that little if any work has been undertaken by the large fertilizer manufacturers on the special requirements for the tropics such as the introduction of new release mechanisms for nitrogen. The Directors felt that it would be very useful if TAC was to undertake some preliminary investigation in this general field.

4. Small farmer problems: There was some discussion about the possibility of conflict between aiding small farmers and increasing food production. All the Directors agreed that there was no conflict in these two objectives and they all indicated that they were devoting increasing efforts to meeting both objectives. The focus on helping small farmers included breeding programs to reduce risk by developing disease free varieties that did not require pesticides, developing appropriate machine technologies, improving on-farm water distribution, and in general developing cropping patterns that were appropriate for smallholdings. The latter included efforts to develop rotations with rapidly maturing varieties so that there could be much more intensive cropping than hitherto.

5. Livestock: The Directors expressed their views on the possible dilemmas of rising demand for beef - and so for grain as animal feed - at a time when there is a grain shortage for human consumption. All agreed that meat consumption is rising in all countries and that the price of meat was rising rapidly; it was also agreed that beef was becoming a "rich man's food". (Many developing countries such as Colombia were experiencing beef shortages that were aggravated by beef exports to Venezuela and the U.S.A. - exports that incorporated feed from local grain). In general it was agreed that it was a moral issue whether the rich would eat grain-fed meat while the poor subsisted. There were however several points to be borne in mind:

- i) A large part of the beef production in Latin America was raised on laterite soils which could not be used for grain production so there was no conflict in resource use;
- ii) that there was scope for increasing use of plant byproducts for animal feed and the integration of animal production into systems of crop production so as to maximise the use of available feed.

II. Center discussions

6. I stressed that the budgeting situation in CGIAR was going to be "tight" and that our expectation was that we were in for a period of financial stringency. I urged the Directors to be as prudent as possible in preparing budgets and operate under an assumption of scarcity rather than abundance. I strongly recommended that they establish their own scale of priorities so that they would be able to react rationally to any financial stringencies.

7. I found some ignorance about the role of the IBRD, FAO etc. I explained the structure of the CGIAR and TAC and the respective roles of FAO and the IBRD. I also reviewed the recommendations of the "Bell review" with the Directors. I explained that under the Bell review the IBRD's role was largely confined to assessing the effectiveness of programs and budgets for the CGIAR and our management. I also explained that we were attempting to develop a standardised system of relating inputs to specific objectives and to tying costs and manpower obligations to the probability of a payoff. In other words we were trying to develop a system which related costs to expected benefits with the benefits being weighed by their effects on output and by the probability of success over a given period of time.

8. The Directors were more than satisfied with this approach. In general they expressed satisfaction and appreciation of the work of the Executive Secretariat and particularly of Mike Ruddy. They did not complain about infringement on their sovereignty from the Bank, though we agreed that there needed to be a better definition of the limits of each centers' discretion over its budget. Their only complaint related to problems of adjustment to new donors; however they agreed that once the Center and the donor understood each other the minor irritations that existed disappeared.

9. The major complaints were about TAC and the FAO Secretariat. The five senior Directors expressed admiration for Sir John and "up to three" other members of TAC but expressed a vote of no confidence in the TAC as a whole. They felt that most of the scientists on TAC had vested interests of their own and were not necessarily the most reliable people to advise the CGIAR. They expressed great concern about the future if Sir John was to retire at a time when TAC was recommending budgetary cutbacks and reallocating funds among the Centers. One suggestion was that TAC should take on a full time Chairman and that there should be less reliance on FAO. There was a general disenchantment with FAO and the FAO Secretariat - too much paperwork, too many demands on the Centers, FAO not fulfilling its obligations etc.

10. I detected a feeling from some of the Directors that they were isolated from the mainstream of events. I think that part of this could be ascribed to their learning about the dimensions of the oil crisis, the fertilizer situation and the food situation at their meeting. In some respects they learned about these major events, which impinged on their work, almost fortuitously. I asked for suggestions how this might be changed; the only suggestion of merit was that we might organize a seminar on the global situation during Directors' week.

11. I believe we should think about the longer run structure of the management of the research system. Perhaps we should divorce TAC from the sponsors and have a full time Chairman with a small independent secretariat operating independently of FAO and the Bank. We need to consider this issue in conjunction with how we should structure our own secretariat. I propose that we give this close attention during the coming year.

cc: Messrs. Graves/Cheek, Darnell o.r.

MYudelman:lkt

4 ✓

OFFICE MEMORANDUM

TO: Mr. Bruce M. Cheek, CGIAR, CPS

DATE: March 5, 1974

FROM: John Blaxall, Assistant Director, LCPDR



SUBJECT: CIAT Conference

Thank you for sending us information about the CIAT Conference on strengthening the application of research results at the country and regional levels, which we read with interest. Unfortunately, we shall not have anyone available to attend the Conference, but we shall nevertheless look forward to the report of the CPS representative.

JBlaxall:lb

VIA WUI
INTBAFRAD WSH

INCOMING TELEX

Log. 150

5769 [CIAT CO]

92a

FROM: CALI
February 28, 1974

Distribution

Mr. Yudelman

FEBRUARY 27/74 TELEX 061

YUDELMAN

AT TIME OF UNEXPECTED RECEIPT OF GERMAN MONEY FOR 1973
HAROLD GRAVES AGREED TO EQUIVALENT AMOUNT OF IDA
SUPPORT BEING TRANSFERRED TO 1974 FONDING OVER AND ABOVE
REQUEST TO CG WITH CONSEQUENT POSSIBILITY OF INCREASING
1974 EXPENSES.

EXECUTIVE COMMITTEE OUR BOARD DOES NOT WANT TO INCREASE 1974
EXPENSE BUDGET AND HAS AGREED , SUBJECT TO IDA APPROVAL ,
THAT THE \$56,000 WHICH WE HAD PROPOSED TO USE IN 1974 BEING
APPLIED IN 1973 . DO YOU AGREE?

PLEASE REPLY ASAP

GRANT/CIAT

G2a

February 28, 1974

Dear Frank:

This is to thank you for your letter of February 20 enclosing the program for the March 17-22 International Symposium on Communication Strategies for Rural Development.

There are some very interesting sessions described in the prospectus and we look forward to having the proceedings when they are published.

With best wishes,

Sincerely yours,



Bruce M. Cheek

Mr. Francis C. Byrnes
Leader
Training and Communication
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali
Colombia

 BMC:mcj



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

BHC
HG
CJ

TC-132-74
February 20, 1974

Mr. Bruce Cheek
Consultative Group on International
Agricultural Research
1818 H Street, N. W.
Washington, D. C. 20433

Dear Bruce:

Enclosed is the latest version of the program for the International Symposium on Communication Strategies for Rural Development. If you have any questions about this, please write or call Dr. K. L. Turk, International Programs in Agriculture, Cornell University, Ithaca, N. Y. Telephone: 607 256-2283.

Sincerely,

Francis C. Byrnes, Leader
Training and Communication

Encl.

CORNELL-CIAT INTERNATIONAL SYMPOSIUM
ON
COMMUNICATION STRATEGIES FOR RURAL DEVELOPMENT

March 17-22, 1974

CIAT Headquarters, Cali, Colombia

Sponsored Jointly

by

Program in International Agriculture, New York State College
of Agriculture and Life Sciences, A statutory college of the
State University, at Cornell University, Ithaca, New York

and

Centro Internacional de Agricultura Tropical (CIAT)
Cali, Colombia

CORNELL-CIAT INTERNATIONAL SYMPOSIUM

ON

COMMUNICATION STRATEGIES FOR RURAL DEVELOPMENT

March 17-22, 1974

CIAT, Cali, Colombia

Sunday, March 17

Arrival of Participants

Registration, CIAT Headquarters

Monday, March 18

Morning

Registration, CIAT Headquarters

Tour of CIAT

Afternoon

OPENING SESSION

Chairman, Francis C. Byrnes

1:30 P.M.

Welcome and Introductions

U. J. Grant

K. L. Turk

I. CHALLENGES AND OPPORTUNITIES

2:00 P.M.

1.* The State of Rural Development - Time for Action

Gabriel Velazquez

2:45 P.M.

2. Influence of Rural Development Strategies on Communication

Luis Ramiro Beltran

* Refers to number on paper.

- 3:15 P.M. Break
- 3:30 P.M. 3. Frontiers of Communication
R. D. Colle
- 4:00 P.M. Discussant: D. T. Myren
- 4:15 P.M. Discussion
- 5:30 P.M. Adjourn

Evening

- 7:30 P.M. Reception and Dinner
- Chairman, U. J. Grant:
- Film: A Few Notes on the World's Food Problem

Tuesday, March 19

Morning Session

II. FACTORS INVOLVED IN COMMUNICATION
STRATEGY

Chairman, W. B. Ward

- 8:30 A.M. 4. Social Structures and Institutions
Everett M. Rogers
- 9:00 A.M. 5. Development of an Effective Communication Support
Program
Erskine Childers
- 9:30 A.M. Discussant: Gregorio Martinez Valdes
- 9:45 A.M. Discussion

- 10:30 A.M. Break
- 10:45 A.M. 6. Popular Participation and Feedback Systems in Rural Development
Milton Esman
- 11:15 A.M. Discussant S. K. Taiwo Williams
- 11:30 A.M. Discussion
- 12:30 P.M. Lunch

Afternoon Sessions, March 19

III. FACILITATING RURAL COMMUNICATION:
CASE STUDIES

- 2:00 P.M. Two sessions running concurrently

Session A

Family Planning and Nutrition

Chairman: Alvaro Garcia-Pena

- 2:00 P.M. 7. How the Elements of the "Planning for Better Family Living" Program of FAO Were Orchestrated in Uganda
Hilda Sigarra-Ortiz
- 2:30 P.M. 8. Balancing Politics, Ethnic Tensions, and Other Factors in a Family Planning Communication Program in Latin America
Rudy Guerrero P.
- 3:00 P.M. Discussion
- 3:30 P.M. Break
- 3:45 P.M. 9. A Case Study of the Two-Step Hypothesis of Communication in Brazil
Ivo Alberto Schneider

4:15 P.M. 10. The Agricultural Approach to Rural Family Planning Communications

Juan M. Flavier, Pat B. Mariano
and Rosendo R. Capul

4:45 P.M. Discussion

5:30 P.M. Adjourn

Session B

Agricultural Development

Chairman, Eduardo Alvarez-Luna

2:00 P.M. 11. India's Intensive Agricultural District Program (IADP)

T. V. Antony

2:30 P.M. 12. Spreading High-Yielding Rice Varieties - Then and Now

J. D. Drilon

3:00 P.M. Discussion

3:30 P.M. Break

3:45 P.M. 13. Mexico's Corn and Wheat Programs

Leobardo Jimenez S.

4:15 P.M. 14. Decision-Making Under Uncertainty: The Case of Subsistence Agriculture

Jose Pastore

4:45 P.M. Discussion

5:30 P.M. Adjourn

Wednesday, March 20

Morning Session

IV. DEVELOPING RESOURCES FOR RURAL
COMMUNICATION

Chairman, R. D. Colle

- 8:30 A.M. 15. Creating Agricultural Communication Centers for
Training, Research, and Information Services
William B. Ward
- 9:00 A.M. 16. Organizational Issues in Agricultural Communication
Herbert F. Lionberger
- 9:30 A.M. Discussant: Jaime Gutierrez
- 9:45 A.M. Discussion
- 10:30 A.M. Break
- 10:45 A.M. 17. New Trends in Training of Agricultural Production
Specialists as Development Communicators
Fernando Fernandez
- 11:15 A.M. Discussion
- 12:30 P.M. Lunch

Afternoon Session, March 20

IV. DEVELOPING RESOURCES FOR RURAL
COMMUNICATION (continued)

Chairman, Lawrence E. Sarbaugh

- 2:00 P.M. 18. Gatekeepers in Agricultural Information Dissemination
John H. Fett

See Monday
about this

2:30 P.M. 19. The Media Managers: Why They Use or Reject Development Messages

Leader: Fernando Monge

Panel representing:

- Daily newspapers
- General circulation magazine
- Radio and television station
- Press service
- Film company

4:00 P.M. Break

4:15 P.M. Discussion

5:30 P.M. Adjourn

Thursday, March 21

Morning Session

IV. DEVELOPING RESOURCES FOR RURAL COMMUNICATION (continued)

← Ann

Chairman: _____

8:30 A.M. 20. Analyses of Recent Communication Research of Significance to Rural Development and Research Needs for the Future

8:40 A.M. 20A. Asia -

Gloria D. Feliciano

9:00 A.M. 20B. Communication and Adoption of Agricultural Innovations in Latin America

Juan Diaz Bordenave

9:20 A.M. 20C. Communication Strategies for Agricultural Innovations in Africa

Eugene Bortei-Doku

9:40 A.M. 20D. Recent North American Communications Research Relating to Diffusion and Adoption of Agricultural Innovations, Nutrition, and Family Planning

Lloyd R. Bostian

10:00 A.M. Break

10:15 A.M. Discussant: Bryant Kearn

10:40 A.M. Discussion

11:15 A.M. 21. The Sharing of Communication Research: The International Dimension
Robert P. Worrall

11:45 A.M. Discussion

12:30 P.M. Lunch

Afternoon Session, March 21

2:00 P.M. IV. A FORWARD LOOK AT COMMUNICATION STRATEGIES

Participants will be divided into three special interest or specialization groups: Research, Training, and Design and Use of Materials. Each group will consider the implications and applications of its specialty or field in the formulation and carrying out of communication strategies in action programs and make reports during the closing session on Friday morning. Each group will analyze the unique aspects, if any, of its potential role and contributions in the three major program areas: Agriculture, Nutrition, and Family Planning.

- A. Research Leader: Y.V.L. Rao
- B. Training Leader: Francis C. Byrnes
- C. Design and Use of Materials
Leader: Nora C. Quebral

Friday, March 22

Final Session

Chairman, K. L. Turk

22. Group Reports on Implications and Applications of
Communication Strategies

8:30 A.M.	Group A	Research
		Discussion
9:15 A.M.	Group B.	Training
		Discussion
10:00 A.M.	Group C	Design and Use of Materials
		Discussion
10:45 A.M.	Break	
11:00 A.M.	23.	<u>Perspectives on Communication in the Next Decade</u>
		Gordon Sabine
12:00 Noon		Closing Remarks
12:15 P.M.		Symposium Adjournment

FOREWORD

This international symposium, sponsored jointly by Cornell University's Program in International Agriculture and the Centro Internacional de Agricultura Tropical (CIAT), brings together approximately 50 participants from Asia, Africa, Latin America, and North America who are actively engaged in rural development and communication.

Some of these participants come from nations striving to be more self-sufficient in food production and trying to create the conditions which will enable their farmers to adopt new technology. Among these conditions are suitable communication systems between a nation's rural areas and its agricultural and scientific "knowledge centers." They have new developments to report in this direction. Others come from areas where traditional patterns continue and many of their people fail to share in the benefits of agricultural innovation and family planning.

Closely related to these issues are the broader goals of increasing career opportunities in agriculture and improving the nutritional status of people. Achieving these objectives involves gaining wider use of available food resources through nutrition education, motivating farmers to shift to new and more nutritious crops, and having more effective communication in the development and implementation of public policy.

All nations face the problem of creating manpower resources needed to skillfully run communication programs and constantly carry out evaluation and applied research in communication. These talents

are not widely available, yet they are crucial to rural development.

With these and other situations in mind the program planning committee designed the symposium with these five objectives:

- (1) Report and analyze recent research findings which bear on solving the problem of communication with rural people, especially those who are out of the mainstream of modern channels of communication.
- (2) Exchange ideas and strategies for improving communication systems and information programs based on experiences of participants and case studies.
- (3) Focus attention on ways and means to enhance the flow and improve the quality of communication to and from rural populations, such as new channels of communication and training programs.
- (4) Explore and discuss feasible procedures for developing more training and research to meet rural communication needs of the field.
- (5) Explore and discuss ways to improve communication within rural development agencies and among such agencies and other components of the system.

Prior to the symposium, copies of the papers listed in the program were sent to all participants for study and review. Each author will present only the highlights of his paper at the symposium.

Then a discussant will present his reaction to the paper and an open discussion will follow.

The proceedings will be published and sent to participants and other interested persons with the hope that the information may stimulate more thought, research, and effective action programs in this important field.

PARTICIPANTS

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Remove this identification

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Colegio de Pedagogia
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Head, Office of Information
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Washington, D. C. 20250

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The Rockefeller Foundation
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Mr. L. W. Zuidema
Assistant Director, International Agriculture
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Ithaca, New York 14850

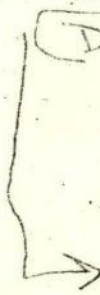
PLANNING COMMITTEE

Cornell University

- R. D. Colle, Associate Professor, Communication Arts
J. W. Converse, Assistant Professor, Rural Sociology
R. H. Crawford, Associate Professor, Communication Arts
M. Drosdoff, Professor, Agronomy
M. J. Esman, Director, Center for International Studies
H. B. Tukey, Jr., Professor, Floriculture and Ornamental
Horticulture
W. B. Ward, Professor, Communication Arts
K. L. Turk, Director, International Agriculture

CIAT

- U. J. Grant, Director-General
Eduardo Alvarez^a Luna, Deputy Director General
Fernando Monge, Librarian (Communication Specialist)
Per-Pinstrup Andersen^e, Leader, Agricultural Economics
Mario Gutierrez, Editor
Francis C. Byrnes, Leader, Training and Communication
Stillman Bradfield, Visiting Scientist (Anthropology)
David Evans, Conference Coordinator



G.2a

James M. Fransen

February 15, 1974

Montague Yudelman

COLOMBIA - Centro Internacional de Agricultura Tropical (CIAT)
Seminar: Tropical America: Potential to Increase
Beef Production
Research Network Meeting: Coordination of Beef
Cattle Research and Training in Latin America
Terms of Reference

1. On or about February 17 you will travel to Colombia to serve on the Steering Committee and participate on the program of the referenced Seminar from February 18 through 21. On February 22 you will attend the referenced Research Network Meeting.
2. Upon your return to the Bank following annual leave from February 25 through March 1, you will report as appropriate on the meetings.

JMFransen:fw

- cc: Messrs. Baum
Hoffman
van der Tak
Graves
Cheek
Central Goffin/McGarry
Central Files



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-232

February 14, 1974

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

Dear Harold:

Your visit to CIAT was appreciated. We have received some of your drafts and they have been incorporated into our proposition to the executive committee. Our thanks for your help.

The RF has approved the capital grant for CIAT. I happened to be in the New York office last week on the day of the executive committee meeting and was informed of the approval immediately after the meeting was over.

Sincerely yours,

U. J. Grant
Director General



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-232

February 14, 1974

Handwritten initials

Mr. Harold Graves
Consultative Group on International
Agricultural Research
1818 H. St. N. W.,
Washington, D. C. 20438

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after the meeting was over.

Sincerely yours,

W. J. Grant
Director General

Handwritten signature of W. J. Grant

Handwritten signature

RECEIVED
1974 FEB 22 10:10:16
COMMUNICATIONS

RECEIVED

OFFICE MEMORANDUM

Yellow
G2a

TO: Files
DATE: February 13, 1974

FROM: Bruce M. Cheek *BMC*

SUBJECT: Workshop on Role and Function of International Agricultural
Research Centers

There will be a conference at CIAT in the week of April 22, 1974, sponsored by FAO and the UNDP, for the senior agricultural advisers and the resident representatives of these two organizations in Latin American countries.

The draft agenda is:

1. To inform participants of the work of the centers;
2. To inform the centers of the research activities in countries where the centers are operating;
3. To exchange views with the staff of the centers regarding what each sees as the major national research needs;
4. To examine the extent to which such needs are being catered for by the center programs;
5. To encourage better cooperation between the centers, national research and extension activities, particularly with reference to FAO/UNDP technical assistance in national programs and projects; and
6. To identify where and how new technology can be more effectively utilized with the aim in particular of advising governments and clarifying the country program objectives of FAO/UNDP.

cc: Mr. Yudelman
Mr. Fransen
BMC:mcj

RECEIVED

FEB 13 2 17 PM 1974

COMMUNICATIONS
SECTION

BMC
HG
CJ

ITT 12 FEB 13 1974 ITT WORLD COMM

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CALI-COL 69/66 12 1442

Distribution: Mr. Graves
Agriculture & Rural Development

FEBRUARY 12, 1974

LT

MR GRAVES

INTBAFRD

WASHINGTONDC

MANY THANKS YOUR DRAFTS STOP PROCEEDS OF GERMAN GRANR WERE
PESOS 56.000 STOP NEED FORMAL LETTER FOR AUDITORS AGREEING
TO CARRY FORWARD OF PESOS 56.000 STOP AT TIME YOUR VISIT YOU
AGREED TO PESOS 56.000 BEING OVER AND ABOVE FORMAL REQUEST
TO CONSULTATIVE GROUP STOP REVISED 1974 BUDGET ASSUMES
ADDITIONAL MONEY STOP DISMAYED BY YOUR LETTER OF EBRUARY 6
URQUHART CINATROP

G2a

February 6, 1974

Dear Andrew:

Thank you for your note about IDRC's support of CIAT (which actually seems to be for cassava outreach). We will adjust our tables here accordingly, although the adjustment does not automatically produce another \$100,000 for CIAT.

In the meantime, you do have \$60,000 to carry over from the IDA grant originally made for 1973. This amount could be added to the figure for your availabilities in 1974, so that the net addition to your notional deficit is \$40,000.

I've cabled you that we will not mail any further portions of our budget draft. On second thought, however, I will try to mail you a piece on maize by this Friday. If I have great good luck (which I don't really expect), I would be able to mail you a couple of pages on issues at the same time.

Sincerely yours,

Harold Graves

Mr. Andrew V. Urquhart
Controller
Centro Internacional de
Agricultura Tropical
Apartado Aereo 67-13
Cali
Colombia

Handwritten initials cc: Dr. U. J. Grant

HGraves:apm

G2a

February 4, 1974

Dear Per:

It was good to see you last month, and my colleagues and I are grateful to you for the time you gave us. Incidentally, in the course of a rambling and extemporaneous conversation the next morning, Jerry Grant quite fully and spontaneously acknowledged the help you give as general economic adviser.

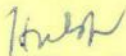
Here is a paper you may not have seen on beef production in Brazil. Has CIAT done anything of this sort on the economics of beef production in Colombia?

Sincerely,

Harold Graves

Attachment

Mr. Per Pinstrup-Andersen
Centro Internacional de
Agricultura Tropical
Apartado 67-13
Cali
Colombia


HG:mcj

G2a

January 31, 1974

Dear Omer:

Thank you for promising to look into the matter of USAID disbursements to CIAT. Here are copies of the correspondence from the CIAT controller, just in case the originals did not reach Washington.

Sincerely yours,

Harold Graves

Enclosures

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

HW HG:mcj

Archived

CO-015-73

December 5, 1973

Agency for International Development
Office of the Controller
FRD/VB3, CSAS Room 610 SA-12
Washington, D.C. 20523
U. S. A.

Ref: Grant No. AID/CH/IA-G-73-7 (REGIONAL)

Dear Sir,

We are presently preparing the fiscal report for the fourth quarter of 1973 and it should be ready within a week.

As you probably realize, the system of paying grants only after the money is spent causes us considerable cash flow problems. These become acute at this time of the year. This letter is to request that you see that a sufficient flow of funds is available so that as soon as you receive our report, the \$100,000 payment for 1973 of \$ 210,000 can be deposited in our New York bank account. Of course if you could see fit to make the payment before receiving our report that would be even better.

Your help in this matter would be much appreciated.

Yours faithfully,

Andrew Urquhart
Controller

cc: Dr. Grant



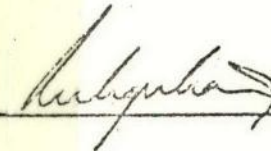
Record Removal Notice

File Title CGIAR - G-2 - Centro Internacional de Agricultura Tropical (CIAT) - Correspondence 72/74-03		Barcode No. 1760187		
Document Date 11 December, 1973	Document Type Letter			
Correspondents / Participants To: Agency for International Development From: Andrew Urquhart				
Subject / Title Ref; Grant No. AID/CM/LA-G-73				
Exception(s) Financial Information iv				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td>Withdrawn by Sherrine M. Thompson</td><td>Date March 26, 2021</td></tr></table>	Withdrawn by Sherrine M. Thompson	Date March 26, 2021
Withdrawn by Sherrine M. Thompson	Date March 26, 2021			

Commodity Thrust Expenses by Object of Expenditure

	<u>BEEF</u>	<u>SWINE</u>	<u>CASSAVA</u>	<u>FIELD BEANS</u>	<u>RICE</u>	<u>MAIZE</u>	<u>AGR. SYSTEMS</u>	<u>SUBTOTAL</u>	<u>STOCK INVENTORY</u>	<u>GRAND TOTAL</u>
100 Personnel Period Exp.	836,506	252,747	472,412	374,350	212,586	168,696	92,832	2,410,129		2,410,129
200 Supplies " "	205,672	55,293	69,295	67,140	23,387	34,769	16,830	472,386		472,386
300 Services " "	51,145	12,360	30,094	28,608	11,228	8,381	6,206	148,022		148,022
400 Travel " "	71,852	22,499	42,014	27,891	18,428	15,999	8,613	207,296		207,296
General Expenses	79,798	24,807	42,081	34,828	18,266	16,725	13,036	229,541		229,541
Stock Inventory									100,000	100,000
<u>Total Period Expense</u>	<u>1,244,973</u>	<u>367,706</u>	<u>655,896</u>	<u>532,817</u>	<u>283,895</u>	<u>244,570</u>	<u>137,517</u>	<u>3,467,374</u>	100,000	<u>3,567,374</u>
<u>1973 Budget</u>	<u>1,244,973</u>	<u>367,706</u>	<u>655,896</u>	<u>532,817</u>	<u>283,895</u>	<u>244,570</u>	<u>137,517</u>	<u>3,467,374</u>	100,000	<u>3,567,374</u>
Balance	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====

By



Title Controller Date December 11, 1973

Inception Date: 1/1/73-12/31/73
Reporting Period
Regional

Name of Grantee: CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL-CIAT: Grant No. AID/CM/LA-G-73 (Regional)
Grantee's Project Officer: Ulysses J. Grant

CORE BUDGET	1973 Revised Budget	Actual Expenditures		Estimated Expense 12/31/73	Cumulative Expenditures	Request for Reimbursement by US-AID	Balance to be Reimbursed
		To date 1/1/73-9/30/73	This Period 10/1/73-11/31/73				
Beef	1,244,973	910,070	215,005	119,898	1,244,973		
Swine	367,706	268,650	66,304	32,752	367,706		
Cassava	655,896	486,261	117,122	52,513	655,896		
Field Beans	532,817	374,652	93,823	64,342	532,817		
Rice	283,895	200,995	45,352	37,548	283,895		
Maize	244,570	168,527	40,476	35,567	244,570		
Agricultural Systems	137,517	69,156	16,619	51,742	137,517		
Sub-Total	3,467,374	2,478,311	594,701	394,362	3,467,374		
Stock Inventory Account	100,000	97,000	(5,000)	8,000	100,000		
Grand-Total	3,567,374	2,575,311	589,701	402,362	3,567,374		

U.S.A.I.D. Grant: 875,000
 Previous Reimbursement: 656,250
 Present Request: 218,750

218,750

Method of Billings: Cash Basis
 Accrued Expenditure Basis

The undersigned hereby certifies: (i) that payment of the sum claimed under the cited Grant is proper and due; that appropriate refund to A.I.D. will be made promptly upon request in the event of disallowance of cost not reimbursable under the terms of the Grant, and (ii) that information on the fiscal report is correct and such detailed supporting information as the cognizant A.I.D. Controller or the Grant Officer may reasonably require will be furnished by the Grantee to A.I.D. upon request.

By: *Ulysses J. Grant*
 Title Controller Date December 11, 1973



CENTRO INTERNACIONAL DE INVESTIGACIONES PARA EL DESARROLLO
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE
CENTRE DE RECHERCHES POUR LE DEVELOPPEMENT INTERNATIONAL

OFICINA REGIONAL
AMERICA LATINA
Apartado Aéreo 53016
Bogotá, D. E., Colombia
Cables: RECENTRE

January 30, 1974

Mr. Harold Graves
Consultative Group for International Agricultural Research
International Bank for Reconstruction and Development
19th and I Street
Washington, D. C.

Dear Harold,

When I visited CIAT yesterday Jerry Grant was a little perturbed about the fact that in your latest table dated January the 2nd regarding the 1974 Financing of the International Centers, IDRC was listed as providing \$100.000 core budget support for CIAT.

To the best of my knowledge we do not provide any core budget support for CIAT and the \$100.000 is an estimate for support for the cassava outreach program this year.

Since Joe Hulse has just left on a trip and Jerry Grant was concerned about this figure, I am writing directly to you and would like to suggest that you check this point out with Joe or with Gerry Bourrier who is his Assistant Director in Ottawa.

I am sorry that I did not get the chance to see you when you visited Colombia. Any time you or Bruce pass through here, we should be pleased to see you.

Kindest regards.

Yours sincerely,

B. L. Nestel

/meg

cc: J. H. Hulse
U. J. Grant



CENTRO INTERNACIONAL DE INVESTIGACIONES PARA EL DESARROLLO
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE
CENTRE DE RECHERCHES POUR LE DEVELOPPEMENT INTERNATIONAL

OFFICINA REGIONAL
AMERICA LATINA
Apartado Aéreo 23018
Bogotá, D. E., Colombia
Código: RECENDES

January 30, 1974

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International Bank for Reconstruction and Development
18th and I Street
Washington, D. C.

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Kindest regards,
Yours sincerely,

B. L. Nestel

COMMUNICATIONS SECTION

1974 FEB -5 PM 12:24

cc: J. H. Hulse
U. J. Grant

RECEIVED

Office Principal: P. O. Box 8200, Ottawa, Canada, K1G 3H9



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

CO-021-74

January 29, 1974

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

Dear Harold,

I have checked the transcript of the November meeting of the Consultative Group and I find that the \$ 100,000 you show as coming from IDRC in your table is in fact their support of a special project for Swine. We therefore, need another \$ 100,000 and our shortfall is \$ 1,755,000 or more, if the low level of the pound sterling is taken into account.

It was good to see you last week and I look forward to receiving the results of your labors.

With best regards to all .

Yours sincerely,

Andrew V. Urquhart
Controller

cc: Dr. Grant

AVU / ala.



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

January 29, 1974

CO-021-74

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Consultative Group On International Agricultural Research
1818 H Street, N. W.
Washington
D. C. 20433
U. S. A.

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With best regards to all.

Yours sincerely,

Andrew V. Urdubart
Controller

SECTION
COMMUNICATIONS

cc: Dr. Grant 1974 FEB -5 AM 11:07

RECEIVED

AVU \ dlc.

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: RAUN
CINATROP
Cali

DATE: JANUARY 24, 1974

CLASS OF
SERVICE: ~~LT~~ OR TELEX

RCA

COUNTRY: Colombia

TEXT:
Cable No.:

REFERENCE BEEF SEMINAR COMMA MOST GRATEFUL YOU ADVISE SIZE SLIDES REQUIRED FOR CIAT PROJECTORS AND OTHER EQUIPMENT AVAILABLE FOR PROJECTION TABLES AND GRAPHS

REGARDS
FRANSEN
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. James M. Fransen
DEPT. Agricultural Research Advisor
Agriculture and Rural Dev.

SIGNATURE *James M. Fransen*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: ~~livestock~~
CIAT Beef Seminar
JMFransen:go
ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

Messrs. Schumacher/Wolfelt

For Use By Communications Section

Checked for Dispatch: *[Signature]*

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO:

BAUN
CINATOP
Col.

COUNTRY:

Colombia

TEXT:
Cable No.:

DATE: JANUARY 24, 1974

CLASS OF
SERVICE: AT OR TALK

11A

REFERENCE BEER SEMINAR COMMA MOST GRATFUL YOU ADVISE SIZE SLIDES REQUIRED
FOR GIAT PROJECTORS AND OTHER EQUIPMENT AVAILABLE FOR PROJECTION TABLES
AND GRAPHS

RECORDS
FRANSEN
INTBRAD

NOT TO BE TRANSMITTED
SECTION
COMMUNICATIONS

JAN 24 8 02 PM 1974

DISPATCHED

AUTHORIZED BY:

NAME:

Mr. James M. Franzen
Agricultural Research Advisor
Agriculture and Rural Dev.

DEPT.:

SIGNATURE:

James M. Franzen

REFERENCE:

GIAT Beer Seminar

Mr. Franzen: cc
Original (this copy)

For Use by Communications Section

Checked for Dispatch:

(IMPORTANT: See Secretariat Guide for preparing form)



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

T&CS-020-74
January 17, 1974

N/A
Cabled 2/28/74

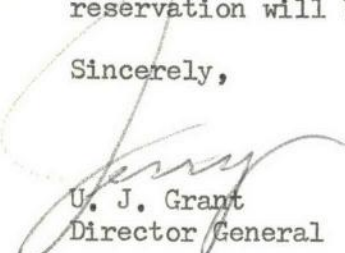
DR. MONTAGUE YUDELMAN
International Bank for Reconstruction
and Development
1818 H Street, N. W.
Washington, D. C.

Dear Monty:

Enclosed is a revised agenda for the meeting of the Center Directors here in March. I would appreciate it greatly if you could send me a brief curriculum vitae for my use in introducing you to the CIAT seminar audience.

We are looking forward to your visit. Please advise us in advance of your date, hour and flight number so that we can arrange to meet you. A room reservation will be made for you in our CIAT housing facilities.

Sincerely,


U. J. Grant
Director General

UJG/sbr
enclosure

310 72 1:33



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

WASHINGTON, D.C. 20008
TELEPHONE 202-512-5000
FAX 202-512-5001
CABLE: CIATWASH
INTERNET: CIAT@CIAT.INT

A/1
4/25/74

CIAT-020-74
January 17, 1974

DR. MONTAGUE YUDERMAN
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C.

Dear Monty:

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We are looking forward to your visit. Please advise us in advance of your date, hour and flight number so that we can arrange to meet you. A room reservation will be made for you in our CIAT housing facilities.

Sincerely,

A. J. Gray
Director General

Director
Executive

COMMUNICATIONS SECTION
1974 JUN 25 PM 1:33

RECEIVED

Tentative Agenda

(Revised; Jan. 17, 1974)

MEETING OF INTERNATIONAL CENTERS' DIRECTORS

CIAT, March 4-7, 1974

Sunday, March 3, 1974

Arrive Cali (Palmaseca Airport) and proceed directly to CIAT (8 kms)
Housing and meals at CIAT

Monday, March 4 Morning Chairman, Cummings

08:00

Review of Agenda

Discussion of administrative topics

1. Overhead charged on restricted and special grants. Can the Centers agree on a common formula?
2. IIE services; Review the actions taken between IIE and the Centers regarding an off-shore retirement system for non-US citizens; and the IIE financial reserve. (Chandler).
3. Brochure; Review developments by the Consultative Group and two foundations on a brochure dealing with work of the Centers. (Chandler).
4. Statistical hardware; Review developments on a proposed consultant to advise the Centers on calculator and computer hardware. (Albrecht).
5. Outreach grants; Review the terms of outreach grants, including the personnel benefits stipulated by some donors, and try to agree on a common policy among Centers. (Hanson) (Albrecht)
6. Coordination; Suggested practices when one center wishes to make an employment offer to a person on the staff of another center. (Hanson).

12:00

Lunch

13:00

Afternoon Chairman, Grant

Tour of CIAT facilities and experimental areas

15:30

General CIAT Seminar - Dr. Montague Yudelman; Experiences of World Bank and Regional Banks with Agricultural Development Projects.

Evening

Optional Activities; Discussion session with Dr. Yudelman

Session on Administrative matters

Informal reception and dinner with some CIAT staff

Tuesday, March 5 Morning Chairman, Hanson

- 08,00 Discussion session with Dr. Yudelman
- 12,00 Lunch
- 13,00 Afternoon Chairman, Albrecht
Why some farmers do and do not adopt new technology (Ralph Cummings)
- 15,30 General CIAT Seminar - Dr. Donald McCune; The World Fertilizer Situation.
- Evening Optional Activities; Discussion session with Dr. McCune
Continuation on "Adoption" discussion
Informal reception and dinner with some CIAT staff

Wednesday, March 6 Morning Chairman, Chandler

- 08,00 Discussion session with Dr. McCune
- 12,00 Lunch
- 13,00 Afternoon Chairman, Sawyer
Linkages between an international center and the national programs, regional services, and other centers (Haldore Hanson, CIMMYT staff)
- Evening Optional Activities; Discussion on Linkages and Outreach
Dinner in Cali, or individually in homes of CIAT staff members

Thursday, March 7 Morning Chairman, Cummings

- 08,00 Continuation of "Linkages and Outreach"
- 12,00 Lunch
- 13,00 Afternoon Chairman, Grant
Nutritional quality in legumes and other crops (Charles Francis, CIAT)
- 14,00 Organization of program on training for future meeting (H. Hanson)
- 14,30 Other Business
Nature and Circulation of Report on This Meeting
Administrative Matters
Date and Site of Next Meeting
Suggested Program Topics
- 17,00 Adjourn

42a

January 16, 1974

Dear Eduardo:

I am glad to have your letter of January 7 with which you included a copy of the CIAT paper on your "Small Farm Systems Program." It will also greatly interest Bank staff in the Agriculture and Rural Development Department who are responsible for the Bank's expanding program for helping small farmers.

Let us make some time to discuss the subject further during our visit next week. I am looking forward to seeing you again and would also like to wish you the very best for 1974.

Sincerely,

y con un abrazo muy fuerte,



Bruce M. Cheek

Dr. Eduardo Alvarez-Luna
Deputy Director General
Centro Internacional de Agricultura Tropical
Apartado Aereo 67-13
Cali
Colombia

BMC:mcj

CIAT - 1975 Small Farm Systems Program

\$000,000

3 principal, _____ support staff

Experience in 1973 has led CIAT to recast its agricultural systems program more specifically as a small farm systems program. The program is concerned with small family farms as integrated systems; the whole farm unit is studied. Many small farms are at subsistence levels with limited access to technology and limited ability to run the risks of adopting new methods. There are severe problems of nutrition, health and education, as well as agricultural productivity. Given the constraints on small farmers, what technology alternatives are best? How can traditional farming systems be modified? Is there a general procedure than can be applied so as to introduce improved technology and more efficient agricultural practices? Answers to these questions would benefit CIAT's commodity programs, national research agencies -- and the small farm families themselves.

The objective of the program in 1974-76 is to identify and analyze existing small farm systems and to develop a number of prototype systems. The process will provide guidelines for identifying limiting factors and selecting research alternatives. Then it is hoped to develop a strategy for tackling the problems of small farmers and facilitating the rapid application of agricultural technology in the development of rural areas.

The systems team proposes to collaborate with (a) the Instituto Colombiano Agropecuario (ICA) in Colombia and the Instituto de Ciencia y Tecnologia Agricola (ICTA) in Guatemala in their projects to design and implement new agricultural technology and (b) with the swine program and the llanos family

ranch (beef) project of CIAT, where the problems of successfully introducing new technology to improve the welfare of the small farm family and others dependent on agriculture will be analyzed. The team will help develop an analytical model for studying the impact of various investment strategies and of technological introductions.

The first steps in 1974-76 are to develop: an analytical model of the prototype (beef) farm under test; a description of existing (swine) farming systems as a basis for planning future action; a methodology for describing modal farms and for the evaluation of achievements of near term goals of rural development projects (ICA); and to demonstrate the application of the methodology through the action program of a national agency (ICTA). Economic work will include examination of the role of national economic and planning agencies so as to identify bottlenecks at the macro level (for example, exchange rates, fertilizer prices, taxation). The team will also work with rural development agencies through which it can make its findings available to policy makers. Thereby it will help select or specify cultural practices, crop mixes, levels of input, etc., to be tested for potential introduction on family farms. Alternative technologies will be tested on experiment stations or family farms.

The team as constituted in 1974 consists of senior staff in systems engineering, sociology and anthropology, agronomy and economics who together contribute 3 man years, together with 9 support staff in these disciplines. For 1975, there will be no increase in the core financed principal staff. However, to enable the program to work more effectively it is proposed to seek special funding for staffing on animal sciences, agricultural engineering and nutrition.

RESEARCH SUPPORT

1. Research Support includes the following items: Biometrics, Library, Station Operations, and Common Lab services.

Biometrics -- .5 Principal Staff, ___ support staff \$00,000

2. The Biometrics unit (explain function)

For 1975, there is no proposed increase.

Library -- 1.0 Principal Staff, ___ support staff \$00,000

3. The CIAT Library maintains a collection of about 23,000 volumes emphasizing the commodity and discipline programs at CIAT. ___ books were acquired in 1974 and ___ are proposed for 1975. In 1974 the library has ___ journal subscriptions. In 1975 ___ subscriptions are proposed.

4. The Library also operates a Documentation Center specializing initially in cassava but gradually covering other fields. The Documentation Center produces abstracts of significant material along with a means for retrieving information at a more detailed level of description than its cataloguing systems. Of approximately 4,000 documents existing on cassava, 1,500 have been abstracted.

Station Operations & Engineering - Principal Staff \$00,000

5. Farm management and farm work are the responsibilities of Station Operations and Engineering. This unit cares for the approximately 1,300 acres at the CIAT Palmira site. Farm management at Carimagua and Turipana are the responsibility of ICA, the Colombia national agricultural research agency.

Common Labs 0 Senior Staff \$00,000

6. CIAT is combining the biochemical and soils labs previously under the commodity programs into a central analytical laboratory servicing all programs. (Explain the difference between the total of the previous lab pieces and the budget of the combined operation.)

ADMINISTRATION

\$---,000

4 principal staff, ___ support staff

1. The Administration consists of the Office of the Director, the Controller and the Office of the Executive Officer. The Office of the Director includes two senior staff, the Director and the Deputy Director. These officers are responsible for overall management of the Center. The Controller, a senior staff officer reporting directly to the Director General is responsible for budget preparation and budget management, accounting, internal audit, and financial reports. The fourth senior administrative officer is the Executive Officer. His responsibilities are purchasing, travel, food and housing, storerooms and inventory, security, and personnel.

2. For 1975, a reorganization is planned involving some realignment of responsibility but no change in the number of senior posts. The Deputy Director's position will be split into two positions, a Deputy Director for Research and Training and a Deputy Director for Outreach.

3. The Deputy Director for Research and Training will have two senior staff members reporting to him, a research leader and a training leader. The four positions will replace the following four current positions: Deputy Director, Director of Place Science, Director of Animal Science, and Director of Training.

4. The major change in the reorganization is the creation of the position of Deputy Director of Outreach. This officer would be responsible for relationships with national programs. He would also insure that core and outreach programs are coordinated and balanced. The projected growth in the volume of Special Projects to around \$500,000 (?) requires special attention to the above problems.

PLANT OPERATION AND MAINTENANCE

_____ support staff \$000,000

1. Except for a small meat laboratory and a _____, CIAT's headquarters buildings were completed toward the end of 1973.

2. The Palmira installation consists of __ buildings on __ acres of maintained grounds. The gross area of buildings is __ square feet. Laboratory buildings contain about 25,000 square feet of laboratories and laboratory offices. About (fraction) of the building space is air-conditioned.

3. In 1974, there has not been enough experience to make a firm estimate of what the operation and maintenance of headquarters buildings will cost in 1975. However,, electricity is budgeted at \$__ a year, maintenance costs at \$____, and custodial, security and other services at \$__ a year.

INCOMING CABLE

LOG 5

RECEIVED

cc:
Lewis

JAN 12 10 43 AM 1974

COMMUNICATIONS
SECTION

ITT 3 12 JAN 74

ZCZC AWA375 VIA ITT BTB933 CLWW722

UIWA CO COBX 013

CALICOL 13 11 1714

JANUARY 11, 1974

Distribution: Mr. Graves ✓
Agric. & Rural Dev.

GRAVES

INTBAFRAD

WASHINGTON DCUSA

NEW SCHEDULE OKEY HOTEL RESERVATIONS BEING CHANGED

ACCORDINGLY

GRANT CINATROP

COLL OKEY



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

0002-EAL

January 7, 1974

Mr. Bruce M. Cheek
Banco Interamericano de Reconstrucción y Fomento
1818 H Street, N. W.
Washington, D. C. 20433
U. S. A.

Dear Bruce:

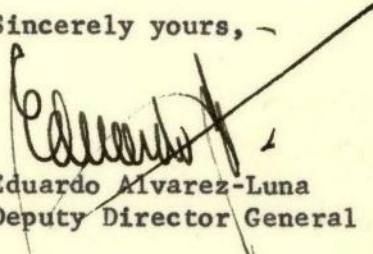
It has taken a little time to comply with my promise of sending you a copy of the latest version of the document describing our "Small Farm Systems Program". I am happy to attach a copy of this document to this letter.

I hope this document will furnish you with enough information on the objectives of this program, which I believe are in line with the interests of the Consultative Group and with those of the World Bank.

It is very rewarding to learn that the time we have spent thinking on the program and organizing the research team, has resulted into a line of action that coincides with the interests of many other agencies concerned with promoting a better life for the rural populations of the world.

We are looking forward to your forthcoming visit and in the meantime it is a great pleasure to send you my best personal regards, together with my best wishes for 1974.

Sincerely yours, -



Eduardo Alvarez-Luna
Deputy Director General

Encl.

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COMMUNICATIONS

1974 JAN 12 AM 11:32

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0003-RAI

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

January 7, 1974

Mr. Bruce M. Cheek
Banco Interamericano de Reconstrucción y Fomento
1818 H Street, N. W.
Washington, D. C. 20433
U. S. A.

Dear Bruce:

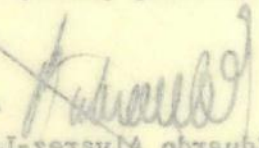
It has taken a little time to comply with my promise of sending you a copy of the latest version of the document describing our "Small Farm Systems Program". I am happy to attach a copy of this document to this letter.

I hope this document will furnish you with enough information on the objectives of this program, which I believe are in line with the interests of the Consultative Group and with those of the World Bank.

It is very rewarding to learn that the time we have spent thinking on the program and organizing the research team, has resulted into a line of action that coincides with the interests of many other agencies concerned with promoting a better life for the rural populations of the world.

We are looking forward to your forthcoming visit and in the meantime it is a great pleasure to send you my best personal regards, together with my best wishes for 1974.

Sincerely yours,


Eduardo Alvarez-Jana
Deputy Director General

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1974 JUN 15 AM 11:35

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