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THE WORLD BANK

Washington, D.C.

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1972/74
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This file is closed as of
December 31, 1974
For further correspondence,
please see 1975/77 files.

C1
~~AS~~
December 27, 1974

Sir John Crawford
32 Melbourne Avenue
Deakin, Canberra, A.C.T. 2600
AUSTRALIA

Dear Sir John:

1. You will remember that following the Consultative Group meeting in November, the three Co-sponsors met among themselves to consider, in the light of the rapid growth in the system, what improvements might be made to simplify and smooth its work. One of the things decided was to recommend to the Group that the term of appointment of TAC members be two years renewable by mutual consent for a second two-year term, but not normally renewable for a third term, though exception could be made, for example in the case of the Chairman or the Chairman designate. Another was to consider how we might streamline Centers Week, which has grown to be a rather unwieldy affair, and the annual cycle of activities of the system. The Secretariat was asked to make some proposals to the Co-sponsors. We have done so and are now awaiting their views. I am writing to you right away, however, so you will be fully informed and so we may discuss these proposals when you are in Washington. You may also wish to discuss them at the TAC meeting in February.

2. We have several objectives:

- (a) To streamline Centers Week and the concurrent Consultative Group meeting by improving the preparations for it, by shifting some of its business to different times of the year, and by reducing the number of presentations.
- (b) To schedule TAC meetings so as to have two per year (equally spaced), one affording close exchange between TAC members and Center Directors and the other providing an opportunity for TAC members to meet the representatives of the members of the Group.
- (c) To provide for regular meetings of the Co-sponsors.
- (d) To schedule Centers Week slightly earlier in the summer so as to ensure good representation by not pressing too hard on the vacation season.

3. With respect to TAC, we suggest that it meet in May, with Center Directors invited, and in November, in conjunction with the Consultative Group meeting. It would, of course, be entirely up to TAC to determine its own agenda,

but it would seem sensible that the November meeting concentrate on long-range basic questions, for which staff work could be put in train to provide papers for the summer meeting of the Consultative Group, and that the May meeting concentrate on significant matters respecting the individual Centers and their programs. The May date is suggested because it would come after the Centers had determined (by Board action or otherwise) their programs for the upcoming year, but be sufficiently ahead of the summer Consultative Group meeting to permit providing the meeting with written comments on significant points in advance. We suggest that the Center Directors be present to discuss their programs with TAC in the same way as has been done in the past at the time of Centers Week. If this November-May schedule were adopted, TAC would not need to assemble at the time of Centers Week but could be represented by its Chairman and, if it so wishes, its Secretariat.

4. Respecting Centers Week, we suggest that it be held in the middle of July rather than at the end. As heretofore, all Center Directors would be present, but we propose that only half of them make presentations. Each Center would thus make a presentation every other year, but of course exceptions could be made when there was good reason for a Center to make a presentation two years in a row. This reduction in the number and frequency of presentations should make it possible to provide enough time for thorough presentations by the Directors of the four or five Centers selected.

5. The Consultative Group, as heretofore, would meet twice a year, once in the summer in conjunction with Centers Week and once in November. We propose, however, to modify somewhat the agenda of the summer meeting. The aim would be to focus on broad questions of policy (including those emanating from TAC) and on the programs and budgets of the Centers and of the system as a whole. Discussion of financing would be in global terms. We would take the measure of the system's total needs and the prospects of meeting them, and we would consider how these were likely to develop in the future. We would not, however, take up time getting detailed center-by-center indications of financing by individual donors. To the extent necessary for discussion of global needs and resources, this more detailed information would be gathered by the Secretariat in advance. Definitive indications of their intentions would be made by donors at the November meeting, as is done at present.

6. We propose that the Co-sponsors hold a regular annual general business session in November at the time of the Consultative Group meeting and have a mid-year session at the time of Centers Week when warranted. These would be closed meetings.

7. The affect of these proposals taken together would be an annual sequence of activity about as follows:

- (a) Early in the year (January/February) each Center would hold a review to establish the guidelines for its program in the following calendar year. Significant new initiatives would be notified to the CGIAR Secretariat. The Secretariat would be responsible for alerting TAC, which might then wish to obtain further information direct from the Center.

- (b) The draft Program and Budget Paper would, as already arranged, be sent to the Secretariat in time to be received by it on April 1. The Secretariat would promptly confirm any significant new initiatives to TAC.
- (c) Each Center, in accordance with its own practices, would get Board approval of its proposed program and budget in March or April with a view to getting the final document in the hands of the members of the Consultative Group in the first week of June.
- (d) There would be a TAC meeting in May with Center Directors invited.
- (e) After getting comments from the Center concerned, the draft Secretariat Commentary on each Center's Program and Budget Paper would be sent to the Consultative Group members in time to be received in the first week of June.
- (f) Centers Week and the Consultative Group meeting would be in mid-July.
- (g) Firm indications by donors of their donations to each Center would be made at the November meeting of the Consultative Group.

8. Our aim is to bring this series of changes into effect in 1976, but we would like to institute even in 1975 whatever seems practicable. We doubt that it is feasible or wise to try to move Centers Week to the middle of July this year (though we should be glad to hear views on this) but we could make some of the other changes, namely:

- (a) Have only four or five of the Centers make presentations at Centers Week this year.
- (b) Have TAC meet in February (as already fixed) and November, but not in July this year.
- (c) Possibly have a May meeting of TAC this year with all or some of the Center Directors present.
- (d) Receive from TAC, in time for distribution with the other documents for Centers Week, written comments and recommendations on any new proposals put forward by the Centers in their Program and Budget Papers which were of such significance for the Consultative Group as a whole as to warrant comment.
- (e) Focus the discussions of the Consultative Group at Centers Week as described in paragraph 5 above.

9. I would welcome discussing these proposals with you when you are here in January. I expect to be visiting CIAT between January 12 and 17 so I shall not be here when you arrive on the 15th, but I expect you will be fully occupied on other things at first. Perhaps we could plan to get together early in the week of the 20th.

10. Much of what is proposed affects the Centers, so I have written to Herb Albrecht along the same lines as this letter so the Directors can consider the proposals at their meeting at IITA in February.

Sincerely yours,

Michael L. Lejeune
Executive Secretariat

MLejeune:ph

Bruce M. Cheek

December 19, 1974

Michael L. Lejeune

Centers Week - Center Directors' Speeches

The whole process of "publishing" the presentations of the individual Centers Directors made at Centers Week is an extraordinary burden on the Secretariat. We discussed this and decided that while we would complete the process for the presentations made at the 1974 Centers Week, we will not accept this chore again. Would you please do whatever is necessary to extricate us from this next year. I assume that among other things the directors should be told so that they may make their own arrangements for "publishing" if they wish. Perhaps the best way to do this is to write to Albrecht as Chairman of the Directors' meeting in February so he can put everyone on notice of the meeting.

MLLejeune:ph

cc: Mr. Coulter
Mr. Gavino

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GRAVES

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T. J. 10/18

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From CABINET STHLM 1974-09-27

COMMUNICATIONS SECTION

Distributions:

Mr. Graves
Agriculture & Rural Dev.

INTEAFRAD
WASHINGTON

TO THE EXECUTIVE SECRETARY, CONSULTATIVE GROUP ON INTERNATIONAL
AGRICULTURAL RESEARCH.

I WOULD BE GRATEFUL IF YOU WOULD BE GOOD ENOUGH TO INCLUDE IN
AN APPROPRIATE WAY IN THE SUMMARY OF PROCEEDING OF INTERNATIONAL
CENTERS WEEK THE STATEMENT I MADE ON THE STATUS OF THE ASIAN VEGETABLE
RESEARCH AND DEVELOPMENT CENTER WITH THE CONSULTATIVE GROUP. I THINK THE COMMENTS MADE BY UNDP AND THE CHAIRMAN
IN THIS CONTEXT SHOULD ALSO BE REFLECTED. REGARDS.

ULF HJERTONSSON
MINISTRY FOR FOREIGN AFFAIRS
STOCKHOLM

CABINET

DOCUMENT OF,
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

Mr. Dyer / File

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DDM74-8

FROM: The Secretary

September 19, 1974

INTERNATIONAL AGRICULTURAL RESEARCH

Attached, as requested by a number of Directors, is the text of the statement at the Department Directors' Meeting on September 16, 1974, by Mr. Baum on International Centers Week and the Consultative Group on International Agricultural Research.

M. P. Shivnan
Secretary
Department Directors' Meeting

International Centers Week and the CGIAR

Statement by Mr. Warren C. Baum
at the Department Directors' Meeting
on Monday, September 16, 1974

Last month the Bank again hosted International Centers Week, a series of activities revolving around the Consultative Group on International Agricultural Research, of which the Bank is co-sponsor together with FAO and UNDP and for which the Bank supplies the Chairman and the Secretariat. The original international agricultural centers were established by the Ford and Rockefeller Foundations, and when the continuing financial responsibility for their support became too large, a decision was taken to find international funding for them through the device of a Consultative Group.

The system of internationally-sponsored agricultural research has expanded rapidly over the last 3 - 4 years since that decision was taken, and is receiving greater attention as result of mounting world food problems. There are two first-generation centers - CIMMYT in Mexico concerned with wheat and maize, and the home of Norman Borlaug who won the Nobel peace price for his work on dwarf varieties; and IRRI in the Philippines concerned with rice. These two centers are generally credited with having produced the so-called "miracle" seeds which led to the Green Revolution. To these two centers have been added two others in Latin America - one on potatoes in Peru (CIP) and one working on tropical agriculture and located in Colombia (CIAT). Tropical agriculture is also the responsibility of a new center in Nigeria (IITA) now entering full activity. Three centers are in the planning stage or beginning construction - one concerned with the semi-arid tropics and located in Hyderabad, India (ICRISAT) and two African livestock units - a livestock disease laboratory in Kenya (ILRAD) which is to be associated to a general livestock center in Ethiopia (ILCA). The Consultative Group is also financing a system of rice field trials in West Africa, and is setting up a network for collecting

and storing germ plasm. This brings to ten the number of activities sponsored and financed by the international group. Some are crop oriented and intended to serve all of the developing world, while the others are concerned with research on all crop and farming problems on a regional basis.

Centers Week gives an opportunity for Center Directors to report to donors and other centers on the progress of their research efforts. CIMMYT, for example, is developing a high protein maize which is also high yielding, and has moved beyond the experimental stage with triticale, the first man-made grain in recorded history - a cross between wheat and rye - which is also high in protein content and suitable to a variety of growing conditions. IRRI is developing new rice strains more resistant or tolerant to diseases and pests than their predecessors and is experimenting with rice varieties under rain-fed as well as irrigated conditions. Similar types of progress are reported from other centers. All centers are focussing on the development of varieties suitable for small farmers, for whom breeding plants that combine good yields with pest and disease resistance are important in view of the high costs of chemical protection. Another important point in view of the fertilizer shortage is that the new varieties, while responding best under controlled fertilizer use, are not dependent on fertilizers to be superior in yield to traditional local strains.

The gap between what modern research and technology has now made possible and actual output in most of the developing world has become very large. Average yields, even in countries like Mexico and the Philippines which have benefitted directly from the location of the first-generation centers in their territories, are only a small fraction of what is demonstrably possible from field trials. All centers are therefore giving greater attention

to what they call outreach -- linkages to national research programs -- and to research on farming systems and the socio-economic conditions which constrain the rate of adoption of the new technology by small farmers. The Bank also has an important, and so far largely neglected role to play here, in financing national research programs, not only in the context of specific agricultural or rural development projects, but also as projects in their own right.

Centers Week is also the occasion for a meeting of the Consultative Group itself, where among other things new initiatives are considered. Three major ones were on the agenda this year. One is a Mid-East Center, the last of the major regional centers which the Consultative Group is likely to consider, at least for the time being. It would be concerned broadly with the systems of land use and farm production in semi-arid zones of winter rainfall. Its location in the region has been a matter of some controversy since a number of countries would like to host it. The Technical Advisory Committee (TAC), which is headed by Sir John Crawford and serves as the technical arm of the Consultative Group, has recommended that the main research work be at a headquarters in Lebanon, linked to a smaller station in Syria. There would be two associated centers to complete the coverage of ecological and climatic conditions in the region - one in Iran and one in Algeria; all would be managed by one Board of Directors as a single operation. The Consultative Group approved the proposed new center in principle, and a Steering Committee has been set up to move it forward.

Another new initiative is a proposal from the United States for an International Fertilizer -- more precisely Plant Nutrient -- Research Institute,

to deal with the three topics of chemical fertilizers, biological fixation of nitrogen, and organic fertilizers. TAC has this proposal still under study. But the United States has already made a generous offer to convert some of the staff and facilities of the TVA installation at Muscle Shoals into a non-profit corporation with an international board of directors doing research into new chemical fertilizers adapted to tropical growing conditions. Institute.

The third new proposal is for an International Food Policy Research/ Institute. It would undertake studies of key policy issues relating to world agricultural development, especially food. The Policy Institute would be intended to complement the work of other agencies in the data gathering, information and policy fields, acting rather like an Institute of Strategic Studies for Agriculture. It would make its advice on food policy matters available in particular to LDC governments. The proposal was initiated by the private foundations, who are prepared to finance it but would like to have it come under the umbrella of the Consultative Group system. Several donors have raised questions about the relationship of the proposed Institute to the work of FAO, and as a result, the status of the Institute - particularly in its relations to the CG system - is still being worked out.

The financial requirements of the system have grown rapidly - five fold over the last four years, from \$9 to \$46 million. There are now 20 donors: 13 Governments, 4 private foundations, the Bank, UNDP and IDB. The financial requirements will continue to grow, especially with inflation, and some of the original donors such as the foundations, although strong supporters, will have trouble in increasing their contributions. So we are looking for more support from some of the newer donors, such as Japan and Australia, and in particular from the Mid-East oil producers who will benefit from the new center and have already benefitted from the work of the existing ones. We

would like to avoid a system of regionally-financed centers, which would introduce a centrifugal force into the CG operations, and would therefore look to these new donors to support the system as a whole. Iran has already been approached in this vein. Romania has also expressed interest in joining, and we have sent out feelers to the USSR, so far without response although a Russian scientist is on the germ plasm Board. Venezuela is another potential donor.

I think it is fair to say that the CGIAR is a unique and to date highly successful venture in international cooperation on a combined public and private basis. The system has operated so far with a great deal of flexibility and informality, drawing on the good will of donors and the general respect for what the centers - which on the whole have been well managed - have been accomplishing. But as it expands, there is growing concern on the part of donors to ensure that the funds they appropriate are used properly by the Centers for agreed purposes, that research priorities among and within centers are well established, and that the capital plans of the new centers are properly vetted for design and costs before they are launched. In part these are responsibilities for TAC, notably with respect to scientific research priorities, but mostly they devolve upon the Secretariat which the Bank provides. The Secretariat, for example, has established accounting and financial reporting standards, conducts annual reviews of the programs and budgets of each of the centers, and prepares an integrated paper on the financial outlook and problems of the system as a whole. This gives me a chance to close by paying tribute to Harold Graves, who has been very effective as Executive Secretary over most of the young life of the CGIAR, and to welcome Mike Lejeune who will replace Harold when he retires.

Mr. William Curtin

C
September 13, 1974

Bruce M. Cheek *✓*

CGIAR -- Expenses of Centers Week

The Consultative Group on International Agricultural Research was to have met in the Bank's Board Room on August 1 and 2, 1974. A few days in advance, we were informed that the Board would be in session on August 1 and it was therefore necessary to have changes made in the layout and related recording, microphone and interpretation provisions in Room E-436. Visual Aid Electronics therefore made changes in these arrangements for us on Wednesday, July 31, for which they are due an additional payment of \$300. This sum should be charged to the budget of the CGIAR, which is budget item 302-07.

Wm
cc: Mr. Jaime Martin
BMC:mcj
✓

Letter No. 291

September 12, 1974

Dear Hans:

I was glad to have your letter of August 22 concerning the work of the Consultative Group on International Agricultural Research. We made an increased effort this year to keep in touch with the Bank regions both in the business sessions and through social contacts in the course of International Centers Week. We have already talked with IITA, WARDA and Roger Rowe re closer working contacts between the CG-sponsored centers and Bank staff.

I agree it would be best to discuss matters further while you are here for the Annual Meeting. Meanwhile, I am enclosing a copy of the draft Summary of Proceedings of the July/August meetings. When you are here, we can take up the question of the more specific materials on and contacts with ILRAD and ILCA, as well as the work of IITA, WARDA and ICRISAT as they relate to Western Africa.

With reference to the seminar that ILCA is proposing to hold in Bamako, I will check this out and let you have further information as soon as possible.

Alison and I appreciate your kind comment on the "worthwhile cause". It is a difficult undertaking and may take some time to achieve. The Swiss, of course, have such an exquisite view of this matter! Perhaps we can talk some more about this, too, when you are here.

With best personal regards to you both,

Sincerely,



Bruce M. Cheek

Enclosure

Mr. Hans Wyss
Chief, World Bank Permanent Mission
in Western Africa
B. P. 1850
Abidjan
Ivory Coast

BMC:mcj

cc: Mr. Chauvannier



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

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Httc
HG
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C 1

9 September 1974

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

Dear Harold:

I am returning to you herewith the transcript of the remarks made by Herb and myself at International Centers Week. Herb and I have penciled in suggested changes in these remarks - these changes are not the thorough editorial type changes which would be needed to turn a transcript of a verbal presentation into a well-formed written document, but merely are intended to correct the few inaccuracies which existed in the transcript and make the transcript somewhat more intelligible when separated from the slides which went along with the comments.

*CJ has
attachment*

With best regards .

Yours sincerely,

John L. Nickel
Deputy Director General

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encl.

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DEPT. OF JUSTICE
WASHINGTON, D.C.

ATTORNEY GENERAL

DEPT. OF JUSTICE

The enclosed report was prepared by the committee
and, where the committee members have indicated their agreement, it is
presented to you as the committee's report. Where the committee
members have indicated their dissent, the report is presented to you
with their dissenting views. Where the committee has not reached a
unanimous conclusion, the report is presented to you with the views
of the majority and the views of the dissenting members. Where the
committee has not reached a conclusion, the report is presented to you
with the views of the majority and the views of the dissenting members.

Best regards

Respectfully,
1974 September 23
J. Edgar Hoover
Director
Federal Bureau of Investigation
Washington, D.C.

September 23, 1974

INTERNATIONAL ASSOCIATION OF JOURNALISTS

C

September 3, 1974

Dr. W. David Hopper
President
International Development Research Centre
Box 8500
Ottawa
Canada K1G 3H9

Dear David:

You will remember that during International Centers Week, the Consultative Group discussed the question of whether there would be anything inconsistent between planning the establishment of an International Food Policy Research Institute and the various plans which might be expected to emerge from the World Food Policy Conference.

At the conclusion of the discussion, the Consultative Group Chairman said that he believed that the matter of establishing the Institute should continue to be considered within the framework of the Consultative Group. He suggested that there were two ways of pursuing the question of the relationship to the work of the World Food Conference: it might be pursued by the steering committee or by the Consultative Group Secretariat, but in either case, the procedure should be quite informal.

I mentioned to you on the telephone several weeks ago that I intended to visit the United Nations and to speak to Dr. John Hannah, the Deputy Secretary-General of the World Food Conference, about this matter. I made that visit on August 20. Dr. Hannah told me that in his opinion the establishment of the proposed Institute should by all means proceed.

It was subsequently pointed out to me that approval, in effect, is given to the idea of a food policy research institute by the draft recommendations which the Preparatory Committee of the World Food Conference will consider in its meetings that begin next September 23. The relevant draft recommendation occurs in Paragraph 307 of the Conference paper, "The World Food Problem: Proposals for National and International Action." That paragraph reads in part, "... It would be a mistake to neglect other problems... a solution to which could benefit all parts of the world. These global topics might better be undertaken

Dr. W. David Hopper

- 2 -

September 3, 1974

in developed countries because of their sophisticated requirements, their high cost and their long-term nature. Examples include... developing more sensitive global machinery for analyzing and understanding issues related to world food policy, the factors bearing on it, and their future implications...." The complete text of this part of the paper is attached.

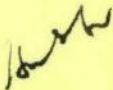
Sincerely yours,

Harold Graves

Enclosure

cc: Sir John Crawford
Mr. Baum
Mr. Yudelman

HGraves:apm



THE WORLD FOOD PROBLEM

proposals for national and international action

306. In Chapter 3 it was shown that to meet the food requirements of 1985 large areas of new land will have to be brought into cultivation especially in Africa and South America. To make this possible the necessary resources should be allocated to studying the soil problems of the savannah belts and to the management of the soils which are exposed for the first time when tropical rain forests are cleared. There is here a complex of problems which needs to be solved before arable farming can be maintained permanently in these districts.

307. While, as can be seen from the foregoing examples, the topics have immediate application in some or all developing countries, it would be a grave mistake to neglect other problems of a much more fundamental character, a solution to which could benefit all parts of the world. These global topics might better be undertaken in developed countries because of their sophisticated requirements, their high cost and their long-term nature. Examples include the evolution of new "genetic engineering" and propagation techniques; better understanding of the nitrogen-fixing mechanism; further insight into energy/agriculture relationships, including the better and cheaper utilization of sunshine, wind and water as energy sources, the improvement of photosynthetic efficiency of plants, basic aspects of radiation technology;^{1/} pollution studies as related to agriculture; improved means of monitoring and understanding weather and relating weather patterns to crop and livestock production and research (perhaps one of the more grossly neglected aspects of science); developing more sensitive global machinery for analyzing and understanding issues related to world food policy, the factors bearing on it, and their future implications; and so on.

^{1/} There are, of course, already wide uses for techniques derived from atomic energy resources in agricultural research. These include the induction of mutations as an aid to plant breeding; numerous applications in pest control, such as the sterile male technique; the use of tracer isotopes, neutron probes, etc. in work on soil-plant-water relationships and plant nutrition; food preservation by irradiation; the development of radiation-attenuated vaccines for the control of pathogenic parasites in livestock etc. Further advances may be expected from future basic research.

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

C1

P.M.B. 5320

Ibadan, Nigeria

International Bank for Reconst. + Development,
c/o Harold Graves,
Consultative Group on Intl. Agric. Research,
1818 H. St., N. W.
Washington, D. C. 20433
U. S. A.

REMITTANCE WITH COPY OF LETTER
FORWARDED TO CASHIER'S DIVISION
FOR DEPOSIT
DATE: SEP 6 1974 COMMUNICATIONS SECTION

Cheque No. 4764
Date 29th Aug. 1974
Day Month Year

We enclose our cheque, referenced above, in settlement of the following:

Cost of telegram sent by Dr. H. R. Albrecht while
he was in Washing for International Centers Week vide
your letter (H. Graves) dated Aug 21, 1974

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\$3-00

Please send your official receipt to the above address

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INCOMING MAIL UNIT

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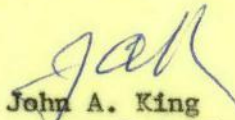
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August 27, 1974

Dear Mr. Grant:

In Warren Baum's absence, I would like to acknowledge your nice letter of August 13 concerning CGIAR Centers Week. It will be brought to this attention on his return, but meanwhile thank you very much.

Sincerely yours,



John A. King
Acting Vice President
Projects Staff

Mr. U. J. Grant
Director General
Centro Internacional de
Agricultura Tropical (CIAT)
Apartado Aereo 67-13
Cali, Colombia

cc: Mr. Baum

JAKing:jljg

✓ C2
cc: 93a

August 22, 1974

Dear Ralph:

With this letter, I am sending a transcript of the remarks you made in presenting ICRISAT at International Centers Week. I would be grateful if you would correct the text and return it to me so that it can be circulated before the next meeting of the Consultative Group. The text should be in my hands by September 25.

We are planning to have informal meetings with donors in North America sometime during the second half of September and with donors in Europe in about the same period. I am sure that the donors would be interested in any news that is available by that time about contracts for ICRISAT construction, and I hope that you will keep me informed on this score.

Sincerely yours,

Harold Graves

Enclosure

Dr. Ralph W. Cummings
Director
ICRISAT
1-11-256, Begumpet
Hyderabad 16., A.P.
India

HGraves:apm

HGraves

August 22, 1974

Dear Jerry:

With this letter I am sending a transcript of the remarks you made in presenting CIAT at International Centers Week. I would be grateful if you would correct the text so that we can circulate it in advance of the next meeting of the Consultative Group. It would be a great help if the amended text could reach me by September 25.

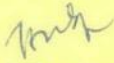
I was very glad to learn from Armando's talk that your Trustees have asked him to "organize a series of acts to honor Dr. Ulysses Grant... for the extraordinary work he has carried out for CIAT".

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

Headquarters:
Washington, D.C., U.S.A.

C 1



INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

PERMANENT MISSION IN WESTERN AFRICA
B.P. 1850, Abidjan, Ivory Coast
Telephone 32.24.01 · Cable Address - INTBAFRAD ABIDJAN

No. 376

Mr. Bruce Cheek
Deputy Executive Secretary
CGIAR
I.B.R.D.
1818 H Street, N.W.
Washington D.C. 20433
U.S.A.

August 22, 1974

Dear Bruce,

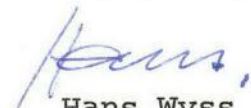
From "blue copies" coming from our Regional Office in Washington I understand that there was an International Centers Week, with presentations by ILRAD and ILCA given on July 31, 1974. We do not find any documentation or detailed information on the meetings held late in July. Possibly this was not organised by CGIAR. But I am sure you are familiar with the meetings, and would very much appreciate your sending us whatever working papers and summaries on the meetings have been issued. Moreover I understand that technical seminars are planned to assist ILCA in its work, with a first seminar most likely to be held in Bamako. If you have any knowledge on this meeting, please let me know.

I plan to be in Washington prior and during the Annual Meeting and hope to have a chance to get together with you to learn more about CGIAR's activities.

Please tell Alison that Edith and I were delighted to see her picture in the Herald Tribune in the context of such a worthwhile cause!

With best regards,

Sincerely yours,


Hans Wyss
Chief of Mission

INTERNATIONAL BASE FOR RESEARCH AND DEVELOPMENT

Mr. Bruce Press
Deputy Executive Director
CICAP
I.R.A.D.
1818 H Street, N.W.
Washington D.C. 20037
U.S.A.

August 22, 1974

Dear Bruce,

From "plus copies" coming from our Regional Office in Washington I understand that there was an International Conference Week, with presentations by I.R.A.D. and I.R.A.D. given on 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 1974. We do not find any documentation on detailed information on the meetings held in July. Possibly this was not organized by CICAP, but I am sure you are familiar with the meetings, and would very much appreciate your sending me whatever working papers and summaries on the changes have been issued. Moreover I understand that the final sessions are planned to start I.R.A.D. in the next few days. A final session most likely to be held in August. If you have any knowledge on this meeting, please let us know.

COMMUNICATIONS SECTION

1974 AUG 28 PM 11:42

RECEIVED

I plan to be in Washington prior and during the Annual Meeting and hope to have a chance to get together with you to learn more about CICAP's activities.

Please call Alison that Billie and I were delighted to hear picture in the Herald Tribune in the context of such a worthwhile cause.

With best regards,

Sincerely,
[Signature]

[Signature]
[Name]
[Title]

August 22, 1974

Dear Hal:

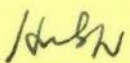
With this letter, I am sending a transcript of the remarks you made in presenting CIMMYT at International Centers Week. I would be grateful if you would correct the text so that we can circulate it before the next meeting of the Consultative Group. The amended text should be in my hands by September 25.

Sincerely,

Harold Graves

Enclosure

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



HGraves:apm

C2.

August 22, 1974

Dear Nyle:

With this letter, I am sending the transcript of the remarks you made in presenting IRRI at International Centers Week. I would be grateful if you would correct the text so that we can circulate it in advance of the next meeting of the Consultative Group. It would help a great deal if the amended text could reach me by September 25.

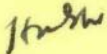
Your letter of August 13 is most kind, and I greatly appreciate your thoughtfulness in sending it.

Sincerely,

Harold Graves

Enclosure

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



HGraves:apm

August 22, 1974

Dear Jacques :

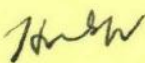
With this letter, I am sending a transcript of the remarks you made in presenting WARDA at International Centers Week. I would be grateful if you would correct the text so that we can circulate it before the next meeting of the Consultative Group. The amended text should be in my hands by September 25.

Sincerely,

Harold Graves

Enclosure

Mr. Jacques Diouf
Executive Secretary
West Africa Rice Development Association
E. J. Roye Memorial Building
P. O. Box 1019
Monrovia
Liberia



HGraves : apm

August 22, 1974

Dear Dick:

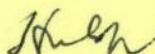
With this letter, I am sending a transcript of the remarks you made in presenting the work of the Genes Board at International Centers Week. I would be grateful if you would correct the text so that we can circulate it before the next meeting of the Consultative Group. The amended text should be in my hands by September 25.

Sincerely,

Harold Graves

Enclosure

Mr. Richard H. Demuth
Surrey, Karasik & Morse
1156 - 15th Street, N. W. (Room 1200)
Washington, D. C. 20005



HGraves:apm

August 22, 1974

Dear Herb:

With this letter, I am sending a transcript of the remarks you made in presenting IITA at International Centers Week. I would be grateful if you would correct the text so that we can circulate it before the next meeting of the Consultative Group. The amended text should be in my hands by September 25.

Sincerely,

Harold Graves

Enclosure

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

H Graves
HGraves:apm

August 22, 1974

Dear Armando:

With this letter, I am sending a transcript of the remarks you made in your part of the presentation of CIAT at International Centers Week. I would be grateful if you would correct the text so that we can circulate it in advance of the next meeting of the Consultative Group. The amended text should be in my hands by September 25.

Sincerely yours,

Harold Graves

Enclosure

Dr. Armando Samper G.
Regional Assistant Director-General
Food and Agriculture Organization
of the United Nations
Casilla 10095
Santiago
Chile

HG
HGraves:apm

92f.

Mr. Yudelman, Mr. Darnell

August 22, 1974

Harold Graves

Review Procedures

Here is a letter for consideration by the Bank qua Bank. Personally, I don't agree with Mashler, because

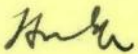
A. The reviews are not part of the "integral operation" of the centers.

B. Reviews are not a new function of TAC, but are an accepted function of TAC.

C. The TAC Secretariat carried out center reviews in 1972 (Brian Webster went to IITA) (John Crawford went to IRRI) and these were paid for out of the TAC budget. This whole matter had been discussed among the co-sponsors at that time.

D. Sir John Crawford told us in November 1973 that the additional demands of TAC reviews would necessitate an increase in the TAC budget. No objection was raised by any of the co-sponsors at that time.

Attachment



HGraves:apm

August 21, 1974

Dear Frank:

While you were in Washington for International Centers Week, you sent the attached telegram through the facilities of the World Bank. The charge is \$6.50, and I would be glad if you would make out a check for this amount to the International Bank for Reconstruction and Development. Please send the check to me.

Sincerely,

Harold Graves

Enclosure:

Dr. Francis C. Byrnes
Leader, Training and Communication
Centro Internacional de Agricultura
Tropical
Apartado Aereo 67-13
Cali
Colombia

John

HG:mcj

C2
cc: 936

August 21, 1974

Dear John:

With this letter I am sending you the transcript which was made of your remarks at Centers Week last July 31. I would be most grateful if you could correct the text so that we can circulate it in advance of the next Consultative Group meeting. It would be marvelous if we could have the corrected text by September 25.

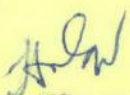
Let me mention that we are also looking forward to having your revised budget -- and this we need to have not later than September 15, please. We do not need a further detailed presentation at this time. What we need are the annual totals (not including subtotals) for capital expenditures (they now appear in Table IV) and the Total Operations figures to correspond with those shown as the bottom line of Table V.

Sincerely yours,

Harold Graves

Enclosure - pp 3-27

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


HGraves:apm

August 21, 1974

Dear Peter:

While he was in Washington for the TAC meeting in July, Dr. Swaminathan sent the attached telegram through the facilities of the World Bank. Since the telegram was necessitated by attendance at the TAC meeting, I assume that the cost is chargeable to TAC.

The charge is \$3. I would be glad if you would arrange to have sent to me a check for this amount, made out to the International Bank for Reconstruction and Development.

Sincerely,

Harold Graves

Enclosure

Mr. Peter A. Oram
Secretary
Technical Advisory Committee
Food and Agriculture Organization
Via delle Terme di Caracalla
Rome 00100
Italy

HG
HG:mcj

C2

August 21, 1974

Dear Herb:

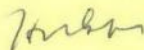
While you were in Washington for International Centers Week, you sent the attached telegram through the facilities of the World Bank. The charge is \$3, and I would be glad if you would make out a check for this amount to the International Bank for Reconstruction and Development. Please send the check to me.

Sincerely,

Harold Graves

Enclosure

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



HG:mcj

August 21, 1974

Dear Nyle:

While you were in Washington for International Centers Week, you sent the attached telegrams through the facilities of the World Bank. The charge is \$9.00, and I would be glad if you would make out a check for this amount to the International Bank for Reconstruction and Development. Please send the check to me.

Sincerely,

Harold Graves

Enclosures

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

Handwritten initials
HG:mcj

August 21, 1974

Dear Jacques:

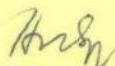
While you were in Washington for International Centers Week, you sent the attached telegram through the facilities of the World Bank. The charge is \$2.90, and I would be glad if you would make out a check for this amount to the International Bank for Reconstruction and Development. Please send the check to me.

Sincerely,

Harold Graves

Enclosure

Mr. Jacques Diouf
Executive Secretary
West African Rice Development Association
E.J. Roye Memorial Building
P.O. Box 1019
Monrovia
Liberia


HG:mcJ

SPECIAL DELIVERY

August 21, 1974

Dear Bob:

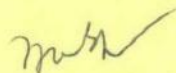
With this letter, I am sending a transcript of the remarks you made in presenting the AVRDC at International Centers Week. I would be grateful if you would correct the text in time for it to be circulated in advance of the next meeting of the Consultative Group. The text should be in my hands not later than September 25.

Sincerely yours,

Harold Graves

Enclosure

Dr. Robert F. Chandler, Jr.
Director
Asian Vegetable Research
Development Center
P. O. Box 42
Shanhna Tainan
Taiwan (741)
Republic of China



HGraves:apm

SPECIAL DELIVERY

August 21, 1974

Dear Dick:

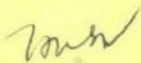
With this letter, I am sending a copy of the remarks made by you and Dr. Segura in presenting CIP at International Centers Week. I would be grateful if the two of you could correct the transcript in any way you think necessary and send it back to me in time for it to be circulated in advance of the next meeting of the Consultative Group. The corrected text should be in my hands not later than September 25.

Sincerely yours,

Harold Graves

Enclosure

Dr. Richard L. Sawyer
Director General
International Potato Center
Apartado 5969
Lima
Peru



HGraves : apm

C

August 19, 1974

Dear Jean:

With this letter, I am sending you the transcript which was made of your remarks at Centers Week on July 31, 1974. Part of it is what you yourself said in English, and part is what the interpreter said, translating from your French.

Unfortunately, there are many defects in the transcription. I would be most grateful if you would correct the text so that we can circulate it to the people who attended Centers Week. It would be marvelous if we could have the corrected text by around September 25.

Let me also mention that we also are looking forward to having your revised budget -- and this we need to have not later than September 15, please. We do not need a detailed presentation at this time. All we need are new figures for the table which appeared on page 23 of your Programme for 1975.

Sincerely yours,

Harold Graves

Enclosure

Dr. Jean R. Pagot
Director
International Livestock Center for
Africa
P.O. Box 5689
Addis Ababa
Ethiopia

Hugh
HG:mcj

cc: Dr. Hodgson

THE INTERNATIONAL RICE RESEARCH INSTITUTE

C1

August 13, 1974

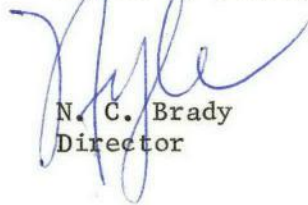
Dear Mr. Graves,

Just a note to thank you sincerely for all your help and that of your office crew during the Centers Week. Such an affair gets rather complicated at times and is very demanding on those concerned with its operations. I especially wanted to thank you and your secretaries for the service you rendered to me and Dr. Athwal during these meetings.

I also want to take this opportunity to wish you well as you wind up your activities with the CG. You have helped us develop a working system of which we should all be proud of. We are sorry to see you leave the Secretariat but understand that you have your own objectives which can be met only by your retiring.

Please give my regards to your good wife and take seriously our invitation for the two of you to visit us again.

Sincerely yours,



N. C. Brady
Director

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

:vam

INCOMING MAIL UNIT
TO: MR. SO ON 13
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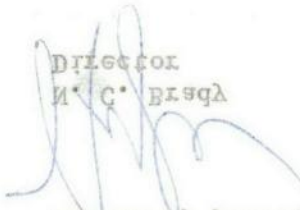
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1974 AUG 20 PM 4: 07
INCOMING MAIL UNIT

ASST

P. S. V.
WASHINGTON, D.C. 20033
1818 N STREET, N.W.

INTERNATIONAL RESEARCH
CONSTITUTIONAL GROUP ON
EXECUTIVE SECRETARIAT
DR. HAROLD STALES

Director
I.C. Board



Dr. Harold Stales

Dear Sir:

Thank you for the copy of your letter
regarding my resignation to your good wife and take

of the position which can be met only by your resignation.
The secretariat has indicated that you have only
a short time to be made. We are sorry to see you leave
and we hope you will be able to work with us in the
future as you wish to work with the IC. You
I also want to take this opportunity to wish you

and Dr. Arthur Quinn these meetings.
Your secretariat for the advice you rendered to me
operations. I especially wanted to thank you and
and to wish you good luck on those concerned with the
work. Such an effort gets rather complicated at times
and that of your office stem from the center
that a note to thank you sincerely for all you

Best regards,

August 13, 1974

10

Africa: W.A.R.D.A. *gen.*
« Africa: Agriculture
« Africa: Drought Relief
« BAAP

Mr. F. M. Crowe, Deputy Div. Chief, WAPA2

August 13, 1974

JAR
J. A. Pelissier, WAPA2

International Centers Week - Highlights of
the WARDA, IITA and ICRISAT Presentations

WARDA (West Africa Rice Development Association)

1. Coordinated variety trials have confirmed the lack of moisture and blast disease as the two main limiting factors for upland land rice production. IR 442 has shown a wide degree of adaptability. Blast resistant varieties introduced from other continents have proved to be susceptible in West Africa. IR 20 is among the top irrigated varieties.
2. Coordinated fertilizer trials show a strong response of rainfed rice to phosphorus, and a response of irrigated rice to N and NP. Top yields of 10 T/ha were achieved in certain tests.
3. Special research projects are to be carried out to fill specific needs especially rice breeding for deep flooded and mangrove environments.
4. It appears that frictions have developed between WARDA and IITA, which results in a lack of coordination of their programs. This is regrettable.
5. Note: IRRI has published a paper on their research aimed at increasing the efficiency of fertilizers, in order to cope with the tight supply and high prices. The institute stresses that contrary to popular belief, their "miracle" varieties yield more than traditional varieties even without fertilizer (this is also true for CIMMYT wheat). IRRI recommends (a) thorough weed control; (b) preventing paddy fields from drying out; (c) applying nitrogen at transplanting panicle initiation; and (d) applying nitrogen in bands or mixed with the soil.

IITA (International Institute of Tropical Agriculture)

6. This institute is also adjusting its program in order to cope with the fertilizer situation (of which IRAT appears to be blissfully unaware). They point out that 3/4 of the nitrogen can be lost with surface applications. Thizobium work is underway.
7. Outstanding results have been obtained with mulching and minimum tillage. It is important for us to keep abreast of this work, since we are financing several projects in which plowing plays an important part.

August 13, 1974

ICRISAT (International Crop Research Institute for the Semi-Arid Tropics)

9. The Institute is developing high yielding, pest resistant varieties of sorghum, millet, pigeon peas and chick peas.

10. The Institute proposes to develop a cooperative outreach program that would cover the Sahelian and Sudanian zones of West Africa. The cooperating stations would be Bancey with sub-station at Louga in Senegal, Samaru (Amadou Bello University) in Nigeria and Bobo Dioulassa in Upper Volta. The idea has been well received by the prospective cooperators, and ICRISAT has secured preliminary commitments of support by donors. The Secretariat of the Consultative Group feels that the development of an intensive outreach program while ICRISAT is still building its own core program and facilities would place a heavy burden on the management of the Institute. Outreach activities would require the addition of one or two senior officers to the core staff.

cc: Messrs. Howe

van Gijch

Wadsworth

Staff Members of MAPAL

Staff Members of KAPA2

HAPellissier:sch



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-825

August 13, 1974

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

Dear Warren:

As chairman of the Center Directors this year, I would like to officially thank the Consultative Group and its Secretariat for the excellent arrangements made on behalf of the Centers during the International Centers Week.

The courtesies extended to us and the arrangements for meeting rooms were the finest.

We were pleased with the sympathetic response from the CG and TAC to our statement. The Centers will function and pay great dividends if the operational procedures are kept simple and flexible. There seems to be no great differences of opinion on the review and accounting procedures.

We were impressed by your ability to synthesize the discussions and keep the meetings on track.

While the previous meetings were good, this one, I believe, was the best ever.

With thanks and best wishes.

Sincerely yours,

U. J. Grant
Director General

UJG:mpb

INCOMING UNIT UNIT
AUG 13 1974
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1974 AUG 26 PM 3:43

PLC:wp

INCOMING MAIL UNIT

DIRECTOR GENERAL
N. J. GARCIA

SECRETARY GENERAL

My dear friends and dear ladies,

the past week.

While the breakfast meetings were good, first one, I regret, was
and keep the meetings on track.

We were impressed by your efforts to summarize the discussions
concerning procedures.

There seems to be no great differences of opinion on the agenda and
agenda of the organizational procedures and keep simple and flexible.

LAC to our agreement. The centers will function and be a great
We were pleased with the administrative changes from the CC and
looked like the first.

The countries expressed to us and the arrangements for meeting
International Centers Week.

Excellent arrangements made on behalf of the centers during the
officially thank the secretariat group and the secretariat for the
as chairman of the Center Directors this year. I would like to

Best wishes:

Washington, D. C. 20433
1818 H Street, N. W.
World Bank
Attn: President's Projects Staff
Mr. Markon C. Bahr

August 13, 1974

DIB-852

CENTRO INTERNACIONAL DE ASESORIA TECNICA



CIVIL COGNITION
CIVIL COGNITION
CIVIL COGNITION



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

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

C
DIR-826

August 12, 1974

Dr. M. Yudelman
Director
Agriculture & Ral Development
World Bank
1818 H. Street, N. W.
Washington, D. C. 20433

Dear Monty:

I wish to take this opportunity to thank you and your colleagues for all of the many courtesies extended to personnel of the centers during the International Centers Week.

I especially appreciated being invited to your home for dinner. The group was most interesting and pleasant. The young lady who sang was marvelous, the food was excellent, and I enjoyed the evening immensely. Please extend my thanks to your lovely wife.

I look forward to seeing you again soon.

Sincerely yours,

A large, stylized handwritten signature in black ink, appearing to read 'U. J. Grant'.

U. J. Grant
Director General

*Muchos
Saludos!*

RECEIVED
COMMUNICATIONS
AUG 13 1974

RECEIVED

1974 AUG 27 PM 4: 09

COMMUNICATIONS
SECTION

Handwritten signatures and notes:
 Director General
 P. D. G. L. V. E.
 Sincerely yours,

I look forward to seeing you again soon.

evening immensely. Please extend my thanks to your lovely wife and was marvelous, the food was excellent, and I enjoyed the. The group was most interesting and pleasant. The young lady who I especially appreciated being invited to your home for dinner.

during the International Centers Week. for all of the many courtesies extended to personnel of the centers. I wish to take this opportunity to thank you and your colleagues

Dear Monty:

Washington, D. C. 20433
1818 H. Street, N. W.
World Bank
Agriculture & Rural Development
Director
Dr. M. Yudelman

August 15, 1974

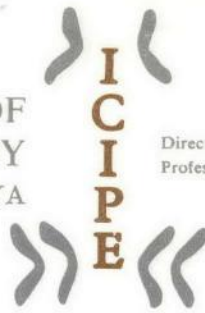
DIB-850

CENTRO INTERNACIONAL DE AGRICULTURA Y ZOOLOGIA



CENTRO INTERNACIONAL
DE AGRICULTURA Y ZOOLOGIA
CALLE 1400, VERGEL, S-11

THE INTERNATIONAL CENTRE OF
INSECT PHYSIOLOGY AND ECOLOGY
P. O. BOX 30772 • NAIROBI, KENYA



Director
Professor Thomas R. Odhiambo

8/21/74
CI

Our Ref. S4/CG/106/16.

11th August 1974.

Mr. Bruce M. Cheek,
Deputy Executive Secretary,
Consultative Group on International Agricultural Research,
1818 H Street, N. W.
Washington, D. C. 20433
U. S. A.

Dear Mr. Cheek,

INTERNATIONAL CENTERS WEEK:
Participation

I was very glad to have participated, as an observer, in the Presentation Days (29th to 31st July 1974) of the International Centers Week held in Washington. It was an enthralling experience, and I have greatly gained by it. I would like to convey to you my deep appreciation for making all the necessary arrangements to enable me to do so.

On my return, I found that you had cabled me, before the Centers Week, to take with me 20 copies of summary materials on the programmes of the ICIPE. I was already out of Africa, and I was not able to do so. However, I thought you and your Office might like to have our First Annual Report (for 1973). I am sending you 6 copies with this letter. Other copies will be going directly to the International Agricultural Research Centres. I very much hope that we will strengthen our contacts from now on.

not enclosed

With all best wishes,

Yours sincerely,

Thomas R. Odhiambo

Thomas R. Odhiambo
Director, ICIPE

Under separate cover:

Six copies of 1973 Annual Report.

TRO/mro.

SECTION
COMMUNICATIONS

1818 H STREET N.W. WASHINGTON, D.C. 20433

RECEIVED

RECEIVED

1974 AUG 20 PM 4:04

LBO\WLO

COMMUNICATIONS SECTION

Under separate cover: Six copies of 1973 Annual Report

Director, ICIBE
Thomas K. Oshiro

Thomas K. Oshiro

Yours sincerely,

With all best wishes,

I would much hope that we will strengthen our contacts from now on, going directly to the International Agricultural Research Centers, and sending you 6 copies with this letter. Other copies will be Office might like to have our First Annual Report (for 1973). I and I was not able to do so. However, I brought you and you on the programmes of the ICIBE. I was already one of Africa's Centers Week, to take with me 50 copies of summary materials. On my return, I found that you had called me, before the

enable me to do so. deep appreciation for making all the necessary arrangements to and I have greatly gained by it. I would like to convey to you my Centers Week held in Washington. It was an extraordinary experience. Presentation Days (28th to 31st July 1974) of the International I was very glad to have participated, as an observer, in the

Participation

INTERNATIONAL CENTERS WEEK:

Dear Mr. Cheek,

U.S.A.
Washington, D.C. 20433
1818 H Street, N.W.
Consultative Group on International Agricultural Research
Deputy Executive Secretary
Mr. Bruce M. Cheek

Our Ref: 24\CC\106\16

P. O. BOX 30113 • NAIROBI, KENYA
INSECT PHYSIOLOGY AND ECOLOGY
THE INTERNATIONAL CENTRE OF



19th August 1974

Director
Professor Thomas K. Oshiro

Handwritten initials/signature

D. J. Parsons

August 1, 1974

Peter Brumby

International Research Centers Meeting

The minutes of this meeting are being prepared and circulated by the Secretariat. This note simply highlights a number of points of particular interest arising from the meeting.

1. In the General Session on the World Food Situation, Dr. Yudelman summarized the Bank Group viewpoint of the problem. He indicated that the present critical situation is due to the widespread crop failures in 1972, particularly in the USSR, and the run down in world grain reserves which followed. As the USA grain crop is of overwhelming importance in determining the quantities available for international trade and reserves, short term fluctuations in the USA yield will have a major impact on the world food scene. The longer term outlook for the L.D.C.'s is particularly disturbing, for although production trends in the LDC's are similar to those in the DC's, trends based on production per capita are substantially different. This divergence in food availability between the DC's and LDC's, if unchecked, will lead to LDC imports of grain equivalent to 50-85 million tons p.a. costing \$16-18 billion within the next decade. The only possible solution is to increase the rate of increase in agricultural production in the LDC's over and above the present 2.9% p.a. Other factors compounding the present problem include the simultaneous and synchronized economic boom in the DC's, the resultant commodity shortage, the oil price increase, commodity speculation based on currency uncertainties, and a trend for the terms of trade to move against agriculture. Overall the poorest countries have suffered the most from these occurrences, with South Asia and the Sahelian Sone being the hardest hit areas.

The response of the Bank Group to this situation has been threefold:

- a. To increase lending for agriculture
- b. To direct this lending to the poorest countries
- c. To try to raise the productivity of the lower income groups

2. J. P. Bhattacharjee - Director of Policy Planning in FAO - de-emphasized the 1972 crop failure as a major source of the present world food problem; rather he sought an explanation in terms of basic production trends. He stressed the need to disaggregate the food problem and to look at it in terms of specific countries and commodities. When this is done Africa appears to be in the most serious trouble. According to JPB the African food problem arises from two main causes:

PD 15

August 1, 1974

- rapid urbanization with a high consumption of imported wheat, rather than indigenous cereal in urban communities.
- poor pricing policy which fails to encourage consumption of local cereals at the expense of imported wheat.

In JPB's view the food outlook in South Asia is basically one of dependence on adequate fertilizer supplies and he sought support for: an International Fertilizer Clearing House; an appeal to the DC's to reduce fertilizer consumption in low priority areas and assistance in increasing the low level of utilization of capacity in fertilizer plants in the LDC's.

JPB's final and perhaps most important point was that pesticides and fungicides are carried by the trade with one year stock on hand. A shortfall in production of 40% in the USA and 25-30% in the world at large now exists, thus 1974-1975 is likely to witness a major problem in the supply of these products. Serious food production problems can be anticipated in the event of severe disease or pest outbreaks.

3. The presentations of the Director of the International Centers were generally excellent, and conveyed a sense of excitement at the possibilities their work was uncovering.

Dr. Brady of IRRI emphasized his concern that the technology of HYV's was still too complex for small farmers and this complexity explained the lag in the adoption of HYV's in traditional rice areas. Now traditional rice areas and non-traditional cropping season areas showed greater acceptance of HYV's. He discussed IRRI's work on assessing the reasons for the lower yields farmers experience with HYV's than are obtained at experimental stations. Inadequate pest and disease control appear to be a major contributor to this yield difference. Genetic manipulation of rice varieties to emphasize disease and pest resistance, coupled with studies on farm cropping systems are now the priority areas in IRRI's research programme. Other major studies include attempts to breed high protein varieties, drought resistance, acid and iron toxicity tolerance, salinity resistance and capacity to elongate in deep water. The gene bank of IRRI now contains 30,000 varieties each catalogued for agronomic character, grain quality, disease and insect resistance, cold tolerance, etc.

IRRI's work on plant nutrient supply is emphasizing minimization of nitrogen losses in the soil root zone. Fixation of atmospheric nitrogen by microbial and fungal fixation is estimated at 60 kg N₂/ha, and is now being investigated in greater detail. Split applications of N₂ fertilizer are found to reduce fertilizer loss, particularly when applied at the rapid growth phase and at panicle initiation. Sulphur coated urea as a basal dressing also reduces nitrogen loss.

Cropping systems being investigated include rotations of casava, rice, corn, mung beans and peanuts for upland, rain fed and irrigated areas; the development of simple mechanization systems is an integral part of this aspect of IRRI's work. (The "Philippine" plough and single buffalo yoke developed by IRRI, while not discussed by Dr. Brady, are now providing means of reducing the cultivation constraint.

In Dr. Brady's view the technique with the greatest short term potential for increasing rice production involves double cropping associated with improved cultivation systems. He pointed out that most monsoon grown rice is not planted until rains have fallen - a simple consequence of the need to have soft ground to work when using inadequate and inefficient cultivation methods. By direct seeding a short season variety at the start of the rains and transplanting a second crop 120 days or so later, most rainfed rice areas will yield a double crop.

4. Mr. Diouf of WARDA stressed the difficulty of using an intermediate technology rice crop in west Africa, i.e., other than a purely manual or a fully mechanized rice technology. Trypanosomiasis restricts cattle use and few farmers are prepared to keep draught animals.

The programme of WARDA is only starting. It has two main objectives at this stage.

- a. To assist member countries in project identification, preparation and evaluation;
- b. To multiply and supply high quality seed.

The proposed research programme is directed to filling gaps in existing national programmes of member countries and to carrying out a series of "coordinated" variety and fertilizer trials using bilateral aid funds. Early results indicate marked genotype x environment interactions between variety and site, largely due apparently to heavy "Hrast" incidence at certain sites - an observation that led Dr. Bonner to stress the need for "Diversity in Unity" in regional network trials that seek to identify varieties that exhibit stability in yield and widespread adaptation.

5. Dr. Grant of CIAT presented a most promising picture of the achievements of this institute. Of particular interest are their results with pasture improvement and beef cattle production. Perennial varieties of *Stylosanthes* planted with molasses grass are providing dry season weight gains in cattle of 310-370 gm/day, whereas a loss of weight is invariably experienced on native pasture in the dry season. Mineral supplementation with phosphorous and sulphur is raising fertility by 30 percent (from 50% to 80%) and molasses-area supplementation is assisting in reducing dry season weight loss in range grazed animals. These results confirm earlier Australian data and reinforce the justification

for our present use of these techniques in the cattle projects underway in Asia. Dr. Grant hopes that CIAT will be able to develop new small farming systems, based on beef production plus subsistence crops, for the immense llanos and campo cerrado areas of Latin America - areas whose present productivity is almost negligible. He is equally optimistic about the rice growing potential of Latin America using IRRI based varieties. CIAT have developed a semi-mechanized production system using mechanical cultivation and bund formation in 25 x 25 meter fields where hand seeding and harvesting then follow.

Other major activities of CIAT centre on casava and beans. New sweet casava varieties will yield up to 50 tons/ha, while field beans, cleaned of virus and other seed borne infections, are yielding 2500 kg compared to the 500 kg farmer average. Simple seed cleaning is regarded as highly important in lifting bean yields. Pig production is a further interest of CIAT and substantial improvements in productivity are readily attainable using adequate protein and mineral supplementation of village stock. Opaque maize is considered promising in this respect as it is adequate as a sole food for indigenous pigs.

6. Dr. Albrecht, Director of IITA and Dr. John Nickel, Associate Director of IITA, and now newly appointed Director of CIAT to replace Dr. Grant, outlined the large casava breeding programme of this institute and emphasized the important role casava plays in human nutrition. Their main objective at this stage is to breed varieties with a broad range of disease resistance as this is a scale negative character useful to the smallest and poorest farmer. IITA also have a large programme on farming systems where the emphasis is on simplifying bush-fallow rotations. Their present approach is directed to using pasture and direct crop seeding without cultivation into grass swards killed with chemical herbicides. For this purpose Glycophosphate is apparently a most promising, and potentially a much cheaper alternative to Paraquat.

7. Although ICRISAT is only newly established Dr. Cummings, the Director, outlined the results of initial breeding and selection work on sorghum, pearl millet, pigeon pea and chick pea. ICRISAT is also interested in farming systems and Dr. Cummings is hopeful of developing double cereal cropping practices on the black soils which are water retentive, and ratoon cropping or combining short season grain and legume double cropping on lighter soils. He is particularly concerned to develop farming systems suited to specific water catchments and emphasizes the importance of efficiency of water use in the semi-arid areas.

8. Mr. Hansen of CIMMYT centered his remarks on four main topics:

a. The critical nature of the world food situation. He pointed out that although the production increase of cereals in the 60's was adequate, roughly half the increase observed came from an extension of crop areas. As future extension of crop areas is limited, further increases must increasingly rely on improvements in land productivity. Past trends in productivity increases are, however, not adequate to cope with foreseen

increases in demand except in Mexico where average farm yields of wheat have increased from 700 kg/ha to 4200 kg/ha and of maize from 700 to 1400 kg/ha. He was therefore hopeful that the problem could be met if adequate research attention and credit programmes such as Mexico has developed in "Plan Pueblo" could be extended to other countries.

(b) His second topic dealt with progress in wheat breeding where the main effort is now directed to breeding for resistance to wind-borne disease, particularly rust species. Mechanical mixing and joint sowing of a number of wheat varieties is proving a most useful technique for minimizing large losses in any one year and for alerting the breeder to a breakdown in resistance in a given variety. The maximum life of a wheat variety, in the face of the genetic variability and adaptation that wheat rust exhibits, is estimated at about 7-10 years.

(c) Triticale is now at the stage of offering a useful grain crop to areas too dry or cold for bread wheat; the shrivelled grain problem previous varieties presented has now been remedied. This grain has a 13% protein content and is capable of yields of 8,000 kg/ha producing 1100 kg of protein per ha. The lysine content of Triticale is significantly better than wheat and approaches that of opaque-2 corn.

(d) Maize breeding work at CIMMYT is emphasizing disease resistance and improvement in protein levels and composition. The disadvantages inherent in present varieties containing the opaque-2 gene (lower yield, poor consumer acceptance and susceptibility to storage damage by fungi and insects) are being overcome and latest trials indicate some opaque-2 hybrids now equal normal maize in yield. USA, Brazil and Colombia have now released opaque-2 hybrids for farm use.

9. ILCA and ICRAD are the new livestock and animal disease labs for Africa. Along with the Potatoe Institute in Lima (CIP) they are new centres with little of substance to report at this stage. Dr. Pagot, of ILCA, Dr. Sawyer of CIP and Dr. Pinot of ICRAD presented background data and programme proposals that promise useful results.

10. Although each centre Director emphasized budget deficiencies and the detrimental and underestimated impact that inflation was having in limiting their work, my overall impression of the meeting was one of great achievement and optimism. The outreach programmes of each centre have an important role in budget and staff allocations; I have been most impressed by what these outreach programmes can achieve. A wide dissemination of the research results of these International Research Centres is clearly most important. An immediate concern for us now is to ensure the agricultural project staff of the Bank Group are aware of the rapid developments taking place.

cc: Messrs. P. Nelson, D. Sutherland, R. Picciotto, M. Yudelman, D. Stoopes

P. Brumby:mlt

Mr. Ljungh

July 26, 1974

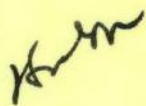
Harold Graves

Additional Guest for Mr. McNamara's Dinner

1. Attached is a letter, delivered this morning, which informs Mr. McNamara that Dr. John Nickel, now of IITA, will succeed Dr. Grant as Director of CIAT next autumn. We did not have this news when we made up the invitation and seating lists for Mr. McNamara's dinner.

2. Mr. Baum believes that it would be desirable to invite Dr. Nickel, in view of his new status, to Mr. McNamara's dinner on Monday evening. If Mr. McNamara agrees, Dr. Nickel could be seated at Mr. Yudelman's table, between me and Dr. Hodgson.

Attachment



HGraves:apm

Mr. Baum

July 26, 1974

Harold Graves

New Agenda Item

Joel Bernstein telephoned yesterday, to revive a dormant matter concerning next week's agenda. It arises from last winter's meeting at Bellagio, sponsored by the Rockefeller Foundation, at which agency representatives discussed measures to strengthen international research. One conclusion from that meeting was that (a) the Consultative Group Secretariat might be asked to invite donor agencies to circulate lists of their projects which relate to international agricultural research programs, (b) the Secretariat might "arrange a one-day program, possibly just before the CGIAR meeting in November 1974, to discuss this work."

In subsequent conversations between me and Colin McClung, speaking for the Rockefeller Foundation, the request in point (a) was modified almost to the point of extinction. We agreed that we would invite information from donor agencies at some later time which might be convenient to the Secretariat; and we agreed to abandon the idea that the Secretariat would specify any format for such information. Idea (b) was never discussed at all.

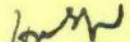
Yesterday Joel Bernstein called to ask whether item (b) could be put on the agenda. I said that I supposed it could, but you might want to consider further whether putting it on the agenda now would in fact give members of the Consultative Group adequate notice for taking positions on the matter. My own belief is that it would not.

Assuming, however, that donors might be willing to consider the proposal on short notice, the Chairman and the Bank might wish to formulate a position now. I do not believe we should accept the proposal as it now stands. One serious objection to it is that it would require the center directors (now numbering ten) to travel to Washington for just one day. Another is that we have virtually no indication of what the agenda for such a meeting would be.

My own suggestion would be that we point out these two difficulties, and then propose that the Rockefeller Foundation prepare an agenda which the Consultative Group could discuss in November. At that time we could consider whether to have such a meeting in conjunction with Centers Week 1975, at which time, Center directors would be here anyway.

I am drafting some remarks on these lines for you to look at.

HGraves:apm



cc: Mr. Yudelman

EMBASSY OF ISRAEL
WASHINGTON, D. C. 20008



שגרירות ישראל
ושינגטון

ד

July 25, 1974

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

Dear Mr. Graves,

Please be advised that the delegation of the
Southern and Eastern European Region to the
Consultative Group will be composed of:

| | |
|--------------------|---------|
| Mr. Octavian Ichim | Romania |
| Mr. Gideon Cohen | Israel |
| Dr. Yoash Vaadia | Israel |

Sincerely,

Gideon Cohen
Agricultural Counselor

SECTION
COMMUNICATIONS
JUL 26 1974

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COMMUNICATIONS SECTION

INTERNATIONAL CONSULTANT
GIDEON COHEN

[Handwritten signature]
SINCERELY,

| | |
|--------------------|---------|
| DR. YOSSEF VASQI | ISRAEL |
| MR. GIDEON COHEN | ISRAEL |
| MR. OCTAVIAN ICHIM | ROMANIA |

Consultative Group will be composed of
Southern and Eastern European Region to the
Please be advised that the delegation of the

Dear Mr. Givles:

Washington D.C. 20533
1818 N. St. NW
INTERNATIONAL CONSULTANT REGIONAL
Consultative Group on
Executive Secretary
Mr. Harold Givles

July 27, 1973

WASHINGTON, D.C. 20008
EMBASSY OF ISRAEL



[Handwritten signature]
משרד החוץ
הממשלה

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

01

July 25, 1974

TO: Participants in International Centers Week
FROM: Executive Secretariat
SUBJECT: International Centers Week - Luncheon, Monday, July 29

As indicated in the cover note to the Provisional Schedule of Events circulated on June 10, all participants in Centers Week are invited to lunch in the Bank's dining rooms on Monday, July 29 at 1 p.m. The luncheon arrangements have been made in a way that will facilitate contact between center directors and their staff and the staff of the Bank involved in operations related to the work of the various centers.

Accordingly, three dining rooms have been set aside for Bank staff to meet with the staff of the centers located respectively, in Asia, Africa and Latin America, taking into account that the work of the centers is not confined to any particular region.

The center and room allocations are as follows:

- | | |
|--|------------------------------------|
| 1. IITA, ILRAD, ILCA and WARDA | <u>D Building</u> Dining Room A |
| 2. CIAT, CIMMYT and CIP and Genetics Board | Dining Room B |
| 3. IRRI, ICRISAT and AVRDC | Dining Rooms C & D |

Participants from Consultative Group members and observers, as well as the members of TAC, are invited to lunch in the dining rooms in Building E, on the second floor of the building where the presentations are being made.

July 25, 1974

Dr. U. J. Grant
c/o The Cosmos Club
2121 Massachusetts Avenue, NW
Washington, D. C. 20008

Dear Jerry:

We have agreed, following Monty Yudelman's discussion with you and the other center directors at Cali in March, that we would try to use Centers Week as a way of helping center staff and Bank staff keep in touch or make new contacts.

Bank staff will be at the Friday seminar and at the centers' presentations next week. They have also been invited to join with center staff in the Monday, July 29 luncheon. We have set aside 3 dining rooms for luncheon at 1 p.m. in the D building. One room would be for Africa-based centers (IITA, ILCA, ILRAD, and WARDA): we plan on 7 center staff and 7 Bank staff. One room would be for the three Latin America-based centers and the Genetics Board: we plan on 12 center staff and 12 Bank staff. A third room would be for the three Asia-based centers (IRRI, ICRISAT and AVRDC) and would be for 10 center staff and 10 Bank staff. Bank staff are from the various regions and the Central Projects Department. The Bank staff is not confined to the region in question. Other Centers Week participants will be dining in the E Building.

Enclosed is the latest copy of the Bank's monthly "Summary of Operations." This is a restricted document made available to the Executive Directors of the Bank. We think it might be useful to center staff in being aware of Bank operations scheduled for the next 2 years or so. The project proposals are listed by country and cover all sectors, not only agriculture. Would you like to make this available to your colleagues and let us know if you feel it is a worthwhile document for the center directors to receive?

With best wishes,

Sincerely yours,



Bruce M. Cheek



Attachments

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COMMUNICATIONS
SECTION

NAIROBI 37 24 1100

July 24, 1974

Distribution:

Mr. Baum

m Graves

LT

INTBAFRAD

WASHINGTONDC

MISC 972 BAUM, CHAIRMAN CGIAR FROM BERTHOUD MANY THANKS YOUR
CABLE SEVENTEEN JULY RE CGIAR MEETING.

R.A. FROSCH, ASSISTANT EXECUTIVE DIRECTOR WILL
REPRESENT UNEP TO PART OF MEETING. HE WILL
CONTACT MICHAEL HOFFMAN.

UNITERRA NAIROBI

COL LT MISC 972 CGIAR RE CGIAR FROSCH,

Mr. Baum

July 24, 1974

Harold Graves

Seating Plan for Mr. McNamara's Dinner with Center Directors, July 29

Here is a proposed seating plan for Mr. McNamara's dinner with directors of international agricultural research centers on July 29. Persons whose names appear above the name of the host at each table would be sitting to the host's right, and those below would be sitting to the left. Names marked with asterisks are those of Board chairmen.

Attachment
HG:mcj

| | | |
|------------------------|---|--------------------------|
| Dr. Albrecht, IITA | Dr. Pagot, ILCA | *Dr. Bentley, ICRISAT |
| Dr. Hopper, IDRC | Dr. Cummings, ICRISAT | *Mr. Demuth, Genes Board |
| Mr. Mashler, UNDP | Dr. Sawyer, CIP | *Dr. Segura, CIP |
| Dr. Grant, CIAT | *Dr. Hill, Ford/IRRI | Dr. Wortman, Rockefeller |
| <u>MR. McNAMARA</u> | <u>MR. BAUM</u> | <u>MR. YUDELMAN</u> |
| *Mr. Bukar Shaib, IITA | *Dr. Pino, Rockefeller/ ILRAD | Dr. Hardin, Ford |
| Mr. Yriart, FAO | Mr. Diouf, WARDA | *Dr. Barco, CIMMYT |
| Dr. Bernstein, USAID | Dr. Chandler, Asian Vegetable Center | Mr. Graves |
| Dr. Brady, IRRI | *Dr. Samper, CIAT | *Dr. Hodgson, ILCA. |
| Sir John Crawford | Mr. Hanson, CIMMYT | |

Dr. Grant, who I am proposing to put at Mr. McNamara's right, is this year's chairman of the Center Directors; he is retiring this year as Director General of CIAT.

Mr. Baum

July 23, 1974

Harold Graves

Center Directors

One matter which at least one Center Director is likely to raise at your meeting with Center directors this Friday afternoon is the question of donor representation at meetings of Boards of Trustees. It is the practice of all centers, up to now, to permit observers from donor organizations to participate in parts of the agenda of meetings of Boards of Trustees. Final action on budgets and on personnel matters usually takes place in closed sessions, but much other Board business takes place with observers present.

Richard Sawyer, the Director of the International Potato Center, is unhappy about the caliber of the people who attend his Board meeting, and this is the complaint he will make. Apparently he has been getting too many of two different kinds of representatives: (1) people from local Embassies who really have no interest in CIP and no capacity to report adequately or accurately to their principals on CIP business, and (2) scientists whose specialties and interests are not particularly related to those of CIP and whose actual connection with donor organizations may be rather tenuous.

I believe that other center Directors share Sawyer's feelings in this matter. It is difficult, however, for centers to tell donors to stay away unless they can be adequately represented, and Sawyer rather hopes that the Secretariat can devise some tactful and effective way of dealing with this matter.

HG
HGraves:apm

C1

CHARLES F. KETTERING FOUNDATION / SUITE 300 / 5335 FAR HILLS AVENUE / DAYTON, OHIO 45429 / 513-434-7300

July 22, 1974

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

Dear Mr. Cheek:

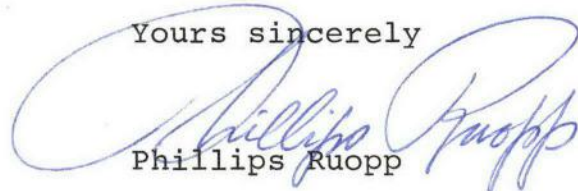
To confirm the information I gave you by telephone this afternoon, the following staff members of the Kettering Foundation will attend meetings of the Consultative Group and TAC as observers this week and next.

On Friday morning, July 26, the observer at the TAC meeting will be Mr. Edwin H. Vause, Vice President for Science and Technology, Charles F. Kettering Foundation.

From Monday morning, July 29, to Wednesday noon, July 31, the observers at the Consultative Group sessions will be Dr. William E. Newton, Mission Head, Catalytic Nitrogen Fixation, Charles F. Kettering Research Laboratory, and Mr. Phillips Ruopp, Director, International Affairs, Charles F. Kettering Foundation.

Again, many thanks for everything you have done. We look forward to meeting you in person.

Yours sincerely



Phillips Ruopp

PBR:fp

cc: Mr. Edwin H. Vause
Dr. William E. Newton

1974 JUL 24

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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: GRANT
CINATROP
CALI

DATE: JULY 22, 1974
TELEX NO.
396-5769

CLASS OF
SERVICE:

Ext. 3454

COUNTRY: COLOMBIA

WU

TEXT:
Cable No.:

THANKS YOUR JULY 19 CABLE PRIMO WE DID NOT CONTACT ALL DIRECTORS
REGARDING FERTILIZER STATEMENTS AT SEMINAR BUT PERHAPS YOU COULD
ENCOURAGE THEM TO DO THIS WHEN OPENING YOUR DIRECTORS MEETING SECUNDO
HAVE CONFIRMED ARRANGEMENTS FOR INFORMAL MEETING OF DIRECTORS WITH BAUM
LATER FRIDAY AFTERNOON

REGARDS

CHEEK

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

cc: Mr. Baum
Mr. Yudelman

BMC:mcj

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DEPT

INTERNATIONAL BANK FOR RECONSTRUCTION & DEVELOPMENT

JUL 22 11 10 PM 1974
COMMUNICATIONS

NAME

Walter M. Creek

TO: SAC

NY - Development

CC: NY - Policy

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WALTER M. CREEK

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NYAD COMPLETED VERIFICATION OF INFORMATION RECEIVED AT MEETING OF DIRECTORS WITH BUREAU
ENCLOSURE WHEN TO DO THIS WHEN OPENING LOCAL DIRECTORS MEETING RECORDS
RECORDING INFORMATION RELAYED BY BUREAU AND BUREAU'S LOCAL CODE

INVESTIGATE LOCAL TO DETERMINE WHETHER HE DID NOT CONTACT WITH DIRECTORS

Copy No:

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TO:

NYAD
STAFF
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NYAD 3426

350-3100

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JUL 22 1974

OUTGOING MESSAGE

ASSOCIATION

INTERNATIONAL DEVELOPMENT

RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL BANK FOR

CORPORATION

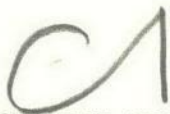
INTERNATIONAL FINANCE

05

MARDI

INSTITIUT PENYELIDEKAN DAN KEMAJUAN
PERTANIAN, MALAYSIA.

P.O. BOX 208,
SUNGAI BESI,
SERDANG, SELANGOR.


MALAYSIAN AGRICULTURAL RESEARCH
AND DEVELOPMENT INSTITUTE.

Talipon: 356286
Taligram: "MARDI"

Surat Kami:
Surat Tuan:

19th July, 1974

Mr. Harold Graves
Executive Secretary
Consultative Group on International Agricultural Research
1918 H Street, N.W.
Washington D.C. 20433
USA

Dear Mr. Graves,

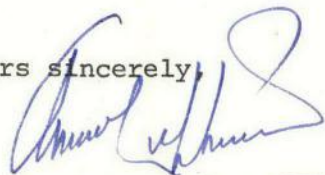
International Centers Week

Further to my letter of June 20, 1974 I am to inform that there is a slight change in the date of my arrival in Washington. I will now arrive on July 30 instead of July 29, 1974.

I should be grateful if the necessary change could be made with regard to my accommodation at Watergate Hotel.

Kindest regards.

Yours sincerely,



(Anuwar bin Mahmud)
Director

MARDI

MALAYSIAN AGRICULTURAL RESEARCH
AND DEVELOPMENT INSTITUTE

INSTITUT PENYELIDIKAN DAN KEMALUAN
PERTANIAN, MALAYSIA

P.O. BOX 208,
SUNGAI BEBI,
SERDANG, SELANGOR.

Telpon: 35286
Telegram: "MARDI"
Surat Kami:
Surat Luar:

RECEIVED

1974 JUL 31 AM 9:24

COMMUNICATIONS
SECTION

19th July 1974

Mr. Harold Graves
Executive Secretary
Consultative Group on International Agricultural Research
1918 H Street, N.W.
Washington D.C. 20433
USA

International Agricultural Research

Dear Mr. Graves,

International Centers Week

Further to my letter of June 20, 1974 I am to inform that there is a slight change in the date of my arrival in Washington. I will now arrive on July 30 instead of July 29, 1974.

I should be grateful if the necessary change could be made with regard to my accommodation at Watergate Hotel.

Kindest regards.

Yours sincerely,



(Anwar bin Mahmud)
Director

INCOMING CABLE

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C2

⊕

INTBAFRAD WSH

WU WSH TLXA016

WAGO24(0635)(1-063758G201)PD 07/20/74 0634

ICS IPMIIHA IISS

IISS FM FCH 20 0634

PMS WASHINGTON DC

Distribution: Mr. Graves

FCA028 FUF605 LXF640

UFNX HZ LXMV 019

MONROVIA 19 19 1835

July 19, 1974

LT

GRAVES INTBAFRAD

WASHINGTONDCUSA

ARRIVING WASHINGTON TUESDAY 23 FLIGHT BNO7 DALLAS AIRPORT

AT 0915 HOURS STOP REGARDS

DIOUF WARDA

COL 23 BNO7 0915

1037A JUL 20⊕

INTBAFRAD WSH

Handwritten notes:
July 23-9
4/6-100
()

INCOMING TELEEX

JUL 19 1974

INTBAFRAD PARIS

1371 CHEEK

REYOUR 1086 FOURNIER ARRIVING WASHINGTON JULY 26 PM HIS
CABLE ADDRESSED TAC SECRETARY INDICATED PREFERENCE FOR
PARK CENTRAL SINCE THREE MEMBERS OF IITA SEARCH COMMITTEE
ARE STAYING THERE. WILL HOWEVER ACCEPT ANY OTHER ARRANGE-
MENT FOR NIGHTS 26 AND 27 PLEASE ADVISE. REGARDS
PONCHON

EXTERNAL RELATIONS

RECEIVED *BMC*

C I G
1974 JUL 19 PM 12:45

COMMUNICATIONS
SECTION

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Mr. Cheek
Agricultural & Rural
Development

INCOMING CABLE

C2.

WDICOR 012450

Distribution: Mr. Check
Mr. Van der Heijden
Agriculture and Rural Development

CALICOE 61760 19 1833

JULY 19 1974

REV FOR 1.05 JOURNAL
CHECK INTSAERADAS
WASHINGTON DC USA
ARE STAYING THERE. WILL NOT
MENT FOR NIGHTS PLEASE
PO
EXT
REURCABLE JULY 18 PRIMO CIAT NOT IN POSITION TO COMMENT WHETHER
OTHER CENTERS PREPARED TO MAKE STATEMENTS REGARDING ENERGY AND
FERTILIZER EFFECTS STOP DID YOU QUERY THEM REGARDING SUCH
POSSIBILITY QUESTION SECURED I ASSUMED FAVORABLE REACTION
DIRECTORS TO MEETING WITH SAUM AND CABLED THEM JULY 17
REGARDING IT REVISED

PAGE 2

AGENDA DIRECTORS MEETING MAILED TO YOU WEDNESDAY REGARDS

GRANT CINATROP

DR

C2

OUTGOING WIRE

TO: ALVAREZ LUNA
CINATROP
CALI

DATE: JULY 18, 1974

CLASS OF
SERVICE: TELEX NO.
396-5769

ITT

COUNTRY: COLOMBIA

Ext. 3454

TEXT:
Cable No.:

REFERENCE OUR CABLE JULY NINE TO GRANT CONCERNING FRIDAY AFTERNOON
MEETING JULY TWENTYSIX ON WORLD FOOD SITUATION HAVE HAD NO REPLY REGARDING
PROPOSALS PRIMO FOR CENTER STATEMENTS ON ENERGY AND FERTILIZER EFFECTS
AND SECUNDO REGARDING DESIRABILITY SHORT INFORMAL MEETING CG CHAIRMAN
BAUM AND CENTER DIRECTORS STOP WOULD APPRECIATE INFORMATION ON STATUS
OUR PROPOSALS OR ON WHERE CONTACT GRANT IF AWAY CIAT

REGARDS

CHEEK

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

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

REFERENCE:

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BMC:mcj

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Checked for Dispatch: *5c*

ORIGINATOR (BY CODE)

DISPATCHED

JUL 18 10 37 PM 1974

COMMUNICATIONS

NOT TO BE REVISITED

CHECK

ENCLOSURE

ONE ENCLOSURE ON ON MOUNT COMING FROM IS WITH CIVIL
 PLAN AND CIVIL DIRECTOR'S COPY. MOUNT VERNICIA'S ENCLOSURE ON CIVIL
 AND SECOND ENCLOSURE RECEIVED FROM CIVIL DIRECTOR'S OFFICE ON CIVIL
 ENCLOSURE FROM CIVIL DIRECTOR'S OFFICE ON CIVIL AND CIVIL DIRECTOR'S
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ONGOING WORK

COMMUNICATIONS SECTION

COMMUNICATIONS SECTION

COMMUNICATIONS SECTION

05

Mr. Warren C. Baum

July 18, 1974

Bruce M. Cheek

Chairman's Reception for International Centers Week

Attached is a list of Bank staff whom you might invite to the reception which you and Mrs. Baum are giving on Tuesday, July 30.

As compared with last year, I have added the following:

(1) Cargill; Berg; Lewis; Christoffersen; Coulter; Kaps; and Carmignani.

(2) In line with efforts to provide closer links between Bank staff and the Centers (e.g. through the July 29 luncheon being arranged in this way), I suggest that we invite to the reception the same group as is being invited to the July 26 seminar and the July 29-31 Presentation Days, i.e. the six Assistant Projects Directors responsible for agriculture and rural development and some 15 of their colleagues.

Attachment

BMC/els

Messrs. Knapp
W. Clark
Hoffman
J. Adler
Damry
Kamarck
Gittinger
Chenery
C. weiss
Gaud
Yudelman
Fransen
Darnell
Neylan
Pickering
Koffsky
Ruddy
Graves
Cheek
Barco
Mapa
Sen
Kaps
Carmignani
Cargill
Berg
Lewis
Christoffersen
Coulter

Regional offices:

- Assistant Project Directors (6)
- Other staff (15)

OUTGOING WIRE

TO: ODHIAMBO
ICIFE
NAIROBI

DATE: JULY 18, 1974

CLASS OF
SERVICE: LT *IRCA*
Ext. 3454

COUNTRY: KENYA

TEXT:
Cable No.:

THANKS YOUR LETTER JULY ELEVEN REGARDING YOUR PARTICIPATION IN
PRESENTATION DAYS OF CENTERS WEEK. THINK IT USEFUL YOU BRING ABOUT TWENTY
COPIES SUMMARY MATERIALS ON ICIFE PROGRAMS. REGARDS.

CHEEK

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME **Bruce M. Cheek**

DEPT. **Agriculture & Rural Development**

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

REFERENCE:

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BMC:els

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22

INTERNATIONAL FINANCE CORPORATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

DISPATCHED
OUTGOING WIRE
JUL 13 6 31 AM '54
NOTES SECTION

DATE JULY 18, 1954

TO

TO: DUBLINO
TO: MALMO

CLASS OF SERVICE
IT
Ext. 3454

CLASS OF SERVICE

CLASS OF SERVICE

COUNTRY: KENYA

COUNTRY: KENYA

TEXT
Cable No. 1

TEXT
Cable No. 1

THANKS YOUR LETTER JULY ELEVEN REGARDING YOUR PARTICIPATION IN
PRESENTATION DAYS OF CENTERS WEEK. THINK IT USEFUL YOU BEING ABOUT TWENTY
COPIES SUMMARY MATERIALS ON ICEYE PROGRAMS. REGARDS.

CHEEK

NOT TO BE TRANSMITTED

CLEARANCES AND COPY DISTRIBUTION

AUTHORIZED BY

NAME Bruce M. Cheek

NAME

DEPT Agriculture & Rural Development

DEPT

SIGNATURE *Bruce M. Cheek*

SIGNATURE

REGISTRATION OF INDIVIDUAL AUTHORITY APPROVED

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REFERENCE

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105

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01

1974 JUL 19 AM 9-55

COMMUNICATIONS
SECTION

Distribution:

Mr. Graves
Agricultural & Rural Dev.

ITT5/JULY 19 1974 VIA ITT WORLD COMM

ZCZC AWA645 VIA ITT ACB477 PW821

UIWA CO VCCA 011

CARACAS 11 18 2149

July 18, 1974

GRAVES

INTBAFRAD

WASHINGTON D.C.

ARRIVING JULY 23 PLEASE CONFIRM WATERGATE HOTEL

MARCANO

COL 23

INCOMING TELEX

VIA WUI

INTBAFRAD WSH

ALSTHOM Z PARIS

RECEIVED

Distribution:

Mr. Cheek

JUL 17 2 25 PM 1974

COMMUNICATIONS
SECTION

CI

YOUR TELEX OF JULY 12 SIGNED CHEEK DOES NOT CONCERN
OUR MR FOURNIER NOR DOES IT MR FOURNIER IN AYTRE
SORRY IT IS NOT FOR ALSTHOM PARIS

~~~~~

.9. 0)'

CAN YOU HOLD ON PLS HAVE TO CHECK

OK I WILL

WHAT IS UR TELEX NUMBER THERE PLS?

27672 THIS TX WAS SAYING



HOTEL RESERVATION IN CENTRAL PARK 26TH JULY

CONFIRMED-???

I WANTED TO KNOW IF THERE IS ANY OTHER FOURNIER CONNECTED  
WITH ALSTHOM IN PARIS

WE HAVE ONE HERE ONE IN AYTRE AND IT IS NOT FOR THEM  
I DONT KNOW ANY OTHER

OK CAN I CALL MR CHEEK AND LET HK/ HIM KNWO SO WIL//  
I WILL BE ALE/ ABLE TO TELL YOU WHAT TO DO TI/ WITH MESSAGE?

CERTAINLY DO U HAVE A FREDERICK FOURNIER PLS?

NO HERE MICHEL FOURNIER SORRY

OK ACCORDING TO MR CHEEK'S OFFICE THIS MESSAGE WAS MEANT  
TO FREDERICK FOURNIER SO I GUESS THEY MUST HAVE THE  
WRONG COMPANY OF THIS MAN TKS A LOT WILL LET MR CHEEK HAVE  
THIS COPY

ALRIGHT I KEEP YOUR MESSAGE FOR A WHILE IF EVER THEIR  
WAS THERE WAS SOMMETHING ELSE

OK TIKS



BHC  
HG  
G

MEMORANDUM

H. Hoffman  
1-yr

A - TO: Maurice F. Strong

REF.: PST/wh  
cc. RAF  
PB  
VS  
Hoffman (IBRD)

DE - FROM: Peter S. Thacher

GENÈVE,

OBJET - SUBJECT: UNEP PARTICIPATION AT CGIR  
29 July session

17 July 1974

Attached is the schedule for International Centres Week which includes the session of the consultative group on international agricultural research starting 29 July, which Mr. Hoffman has kindly provided. He expects to inform us by 19 July as to the status of an invitation to UNEP to be present as an observer.

I spoke to Frosch in Florida, he can cover the meeting of the consultative group, or at least the first three days (29-31 July) and perhaps some part of the 1 August meetings, though it may not be appropriate for an observer to be present at a TAC meeting especially if closed.

Frosch knows that Hoffman will be in his office in Washington next week and will be in touch with him to work out the details and get any papers he may need. Frosch can be reached at:

Mr. and Mrs. M. Denerstein  
19390 Collins Avenue  
Appt. 1121,  
Miami Beach  
Florida

Tel: (305) 931-6941

If he needs further support from Nairobi, he will contact his office there directly.

All of the above is conditional, upon receipt of an invitation.

Approved  
July 19th

# CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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

June 10, 1974

TO: Members of the Consultative Group, Members of the  
Technical Advisory Committee, Board Chairmen and  
Directors of Centers

FROM: Executive Secretariat

SUBJECT: Provisional Schedule of Events -- International Centers  
Week, 1974

1. Attached for the information of participants in the 1974 International Centers Week is a Provisional Schedule of Events for that week and also for the preceding week when the Technical Advisory Committee will begin its summer session and when the Center Directors will be meeting.

2. Regarding attendance at the various meetings, would you please note:

- a. TAC has an open session on the morning of Friday, July 26. The rules of TAC require that no member of the Group have more than one observer present at any one time.
- b. The seminar on the world food situation on the afternoon of Friday, July 26, is primarily for Center personnel and members of TAC. The TAC rule of attendance by CG members will apply.
- c. With respect to meetings of the Consultative Group, space limitations make it desirable for members to limit their delegations to no more than three persons; international agricultural research centers are requested to limit observers to two at any one time.

3. Participants in International Centers Week, together with their wives, are invited to a reception being given by the Chairman of the Consultative Group, Mr. Warren C. Baum, on Tuesday, July 30, between 6 and 8 p.m. in the courtyard of the World Bank buildings. In addition, luncheon will be provided in the Bank dining rooms on Monday, July 29, for all participants. The luncheon arrangements will be made in a way that will facilitate contact between Center Directors and their staff and the staff of the Bank involved in operations related to the work of the various centers.

4. To facilitate Centers Week planning, CG members are asked to send the names of their delegations, referred to in 2c above, as soon as practicable. Delegations wishing to have hotel reservations made for them should advise the Secretariat promptly.

Attachment

INTERNATIONAL CENTERS WEEK

July -- August, 1974

Provisional Schedule of Events

|                                                                              | <u>ROOM</u>               |
|------------------------------------------------------------------------------|---------------------------|
| <u>July 24 - Wednesday (9:00 a.m. - 6:00 p.m.)</u>                           |                           |
| TAC - all day (closed)                                                       | IBRD BOARD ROOM<br>A 1100 |
| <u>July 25 - Thursday (9:00 a.m. - 6:00 p.m.)</u>                            |                           |
| TAC - all day (closed)                                                       | A 1100                    |
| <u>July 26 - Friday</u>                                                      |                           |
| <u>Morning (9:00 a.m. - 1:00 p.m.)</u>                                       |                           |
| TAC (open)                                                                   | A 1100                    |
| a. Plant Nutrition                                                           |                           |
| b. Strengthening National Research Capabilities                              |                           |
| Center Personnel - with other participants as invited by<br>Center Directors | E 1053                    |
| <u>Afternoon (2:30 p.m. - 5:30 p.m.)</u>                                     |                           |
| TAC and Center Directors - Seminar on World Food<br>Situation                | A 1100                    |
| <u>July 27 - Saturday</u>                                                    |                           |
| TAC - Morning Session (closed)                                               | A 1100                    |
| Center Personnel - all day                                                   | E 1053                    |

July 29 - Monday

Morning Plenary Session

Chairman: Mr. Warren C. Baum,  
Chairman, Consultative  
Group

E 484

9:15 - 9:30

Opening Statement by Chairman

9:30 - 10:15

IRRI Presentation

10:15 - 11:15

Discussion on IRRI

11:15 - 11:30

Coffee Break

11:30 - 12:00

WARDA Presentation

12:00 - 12:45

Discussion on WARDA

12:45 - 2:15

Luncheon

Afternoon Plenary Session

Chairman: Mr. J. F. Yriart, FAO,  
Assistant Director-  
General, Development  
Department

E 484

2:15 - 3:00

IITA Presentation

3:00 - 4:00

Discussion on IITA

4:00 - 4:15

Coffee Break

4:15 - 5:00

ICRISAT Presentation

5:00 - 6:00

Discussion on ICRISAT

July 30 - Tuesday

Morning Plenary Session

Chairman: Mr. W. T. Mashler, UNDP,  
Director, Division for Global  
and Inter-regional Projects

E 484

9:15 - 10:00

CIAT Presentation

10:00 - 11:00

Discussion on CIAT

11:00 - 11:15

Coffee Break

11:15 - 12:00

CIP Presentation

12:00 - 1:00

Discussion on CIP

July 30 - Tuesday (Cont.)

Afternoon Plenary Session

Chairman: Sir John Crawford  
Chairman of the Technical  
Advisory Committee of the  
Consultative Group

E 484

2:15 - 3:00

CIMMYT Presentation

3:00 - 4:00

Discussion on CIMMYT

4:00 - 4:15

Coffee Break

4:15 - 4:45

Genetic Resources Presentation

4:45 - 5:30

Discussion on Genetic Resources

00 - 8:00

Reception by Consultative Group  
Chairman

IBRD  
PATIO

July 31 - Wednesday

Morning Plenary Session

Chairman: Mr. M. Yudelman, IBRD,  
Director, Agriculture  
and Rural Development  
Department

E 484

9:15 - 9:45

ILRAD Presentation

9:45 - 10:30

Discussion on ILRAD

10:30 - 10:45

Coffee Break

10:45 - 11:15

ILCA Presentation

11:15 - 12:00

Discussion on ILCA

12:00 - 12:30

AVRDC Presentation

12:30 - 1:00

Discussion on AVRDC

Afternoon (2:30 - 6:00)

TAC - Meeting with Center Directors  
(closed)

A 1100

August 1 - Thursday

TAC - Morning Session (closed) (9:00 a.m. - 11:00 a.m.)

C 1006

Consultative Group (TAC and Center Personnel invited)  
(9:30 a.m. - 1:00 p.m. -- 2:30 p.m. - 6:00 p.m.)

A 1100

1. Adoption of the Agenda
2. Preparation and Publication of CG Brochure
3. Budget and Accounting Practices of Centers
4. Annual Center Review Procedures
5. Integrative Paper  
-- financial assumptions for future planning  
of CG/TAC
6. Report of Chairman of TAC on five-year scientific  
review program.

August 2 - Friday

Consultative Group (continued) (9:30 a.m. - 6:00 p.m.)

A 1100

7. Statement by Chairman of TAC on Center Programs
8. Discussion of Center Programs
9. Report of Chairman of TAC on status of other proposals under consideration:
  - a. Middle East Center
  - b. Plant Nutrient Institute
  - c. Food Policy Institute
  - d. Latin America - bean network
  - e. National research
  - f. Aquaculture
  - g. Tropical Fruits
  - h. CARIS
  - i. Other.
10. Matters introduced by Center Directors
11. Donor indications of financial support of Group-endorsed activities, 1975 & 1976-8
12. Other
13. Press Release
14. Time and Place of next meeting.

June 10, 1974

C2  
cc: HS

**OUTGOING WIRE**

TO: DIOUF  
WARDA  
MONROVIA

DATE: JULY 17, 1974

CLASS OF  
SERVICE: LT

Ext. 3454

*[Handwritten signature]*

COUNTRY: LIBERIA

TEXT:  
Cable No.:

THANKS YOUR CABLE JULY SIXTEEN STOP HAVE JUST CIRCULATED FINAL  
TEXT SECRETARIAT COMMENTARY ON WARDA TO (CENTERS WEEK PARTICIPANTS) STOP  
DELETED ANY REFERENCE KUWAIT AND AVOIDED DETAILS ON FUNDING OF W2  
THROUGH W4 STATING ONLY THAT WE AWAITED INFORMATION ON DEFINITIVE  
FINANCING ARRANGEMENTS STOP NOTE YOU WILL BE BRINGING RESEARCH REPORT  
BUT COPY LETTER TO CRAWFORD DID NOT REACH HERE STOP APPRECIATED YOUR  
ARRANGING ZUCKERMAN DISCUSSIONS WITH ARE AND COLLEAGUES

REGARDS

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

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

REFERENCE:

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cc: Sir John Crawford (with incoming)  
Mr. Zuckerman

BMC:mcj

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SIGNATURE OF INDIVIDUAL AUTHORIZED TO SIGN (RIP COPY)

DEPT: AGRICULTURE & RURAL DEVELOPMENT

NAME: BRUCE M. CHEEK

AUTHORIZED BY:

DWC: [unclear]

CC: ST. JOHN'S COLLEGE (WATER TOWER)

STEVENS AND COPY DISTRIBUTION

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JUL 17 6 52 PM 1974  
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BRUCE M. CHEEK DISCUSSING WITH THE AND COLLEAGUES  
THE COPY RELAY TO ST. JOHN'S DID NOT REACH HERE SINCE  
BRUCE M. CHEEK'S COPY WOULD NOT BE BRINGING REVENUE  
THROUGH THE RELAY ONLY SINCE HE WANTED INFORMATION ON  
DELETED VIA REFERENCE KIMVIL AND VARIOUS BELIEFS ON  
TEXT SECRETARIAL COMMUNICATIONS ON MARCH 10  
ST. JOHN'S COLLEGE COPY RELAY SINCE HAVE BEEN

COPY NO:  
TEXT:

COPYING: FIFTY

TO: NATIONAL  
RURAL  
DISTRICT

SERVICE: RI  
CLASS OF:

DATE: JUL 17 1974

OUTGOING WIRE

|                                          |                                                                |                                      |
|------------------------------------------|----------------------------------------------------------------|--------------------------------------|
| ASSOCIATION<br>INTERNATIONAL DEVELOPMENT | REGISTRATION AND DEVELOPMENT<br>FOR THE INTERNATIONAL BANK FOR | CORPORATION<br>INTERNATIONAL FINANCE |
|------------------------------------------|----------------------------------------------------------------|--------------------------------------|

C2

OUTGOING WIRE

TO: CRAWFORD  
NATUNIV  
CANBERRA

DATE: JULY 16, 1974

CLASS OF SERVICE: TELEX 790-62172 RECHEM  
(EXTN 3592)

COUNTRY: AUSTRALIA

TEXT:  
Cable No.:

*[Handwritten signature]*  
*[Handwritten initials]*

AS PART OF NEW POLICY OF INTENSIFYING COVERAGE OF WORLD FOOD SITUATION NEW YORK TIMES INTENDS TO SEND TWO REPORTERS OUT TO SEE INTERNATIONAL AGRICULTURAL RESEARCH CENTERS. STERLING WORTMAN SUGGESTS THEY BE PERMITTED TO ATTEND THE THREE DAYS OF CENTERS WEEK IN WHICH DIRECTORS WILL BE PRESENTING THEIR PROGRAMS. THE REPORTERS IN QUESTION ARE WELL AND FAVORABLY KNOWN TO ROCKEFELLER. THEY WOULD NOT WRITE ANYTHING ABOUT THIS OCCASION BUT WOULD USE IT TO IMPROVE THEIR KNOWLEDGE OF THE CENTERS THEY ARE GOING TO VISIT AND TO MEET PERSONNEL OF THE CENTERS WHOM THEY ARE TO MEET LATER. THIS IDEA ALREADY HAS BEEN BROACHED TO SOME OF THE CENTER DIRECTORS WHO HAVE REACTED FAVORABLY. IF THERE IS NO OBJECTION FROM STANDPOINT OF TAC WE WILL PROCEED TO ARRANGE ATTENDANCE. EYE WILL ASK YOU ABOUT THIS <sup>MONDAY AFTER</sup> ON YOUR ARRIVAL ~~MONDAY~~. BON VOYAGE.

GRAVES

COMMUNICATIONS SECTION  
JUL 16 1974  
RECEIVED

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME H.Graves

DEPT. CGIAR

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

REFERENCE: HGraves:jf

CLEARANCES AND COPY DISTRIBUTION:

cc: Mr A. Neylan

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ORIGINAL (BY COPY)

Checked for Delivery: 26

REFERENCE: MESSAGE: JK

SIGNATURE: [Signature]

DEPT: OFFICE

NAME: H. H. WAGNER

APPROVED BY: [Signature]

For use of Communications Section

cc: Mr. J. W. [Name]

COMMUNICATIONS AND COORDINATION

NOT TO BE REVERSE FILED

URGENT

VISUAL MESSAGE FROM [Name]

WILL PROCEED TO VISUAL MESSAGE. WILL NOT BE FORWARDED TO [Name] UNLESS [Name] HAS BEEN ADVISED BY [Name] THAT THERE IS NO OBJECTION FROM [Name] TO THE VISUAL MESSAGE BEING FORWARDED TO SOME OF THE OTHER DIRECTORS AND TO THE PERSONNEL OF THE OFFICE WHOSE VIEW TO BE HELD. THIS IS TO INDICATE THAT [Name] OF THE OFFICE WHOSE VIEW IS BEING HELD IS NOT OBJECTING TO THE VISUAL MESSAGE BEING FORWARDED TO [Name] AND [Name] KNOWS TO [Name] THE PERSONNEL IN QUESTION WHOSE VIEW IS BEING HELD IS NOT OBJECTING TO THE VISUAL MESSAGE BEING FORWARDED TO [Name] IN WHICH [Name] WILL BE PARTICIPATING. [Name] WOULD NOT WISH VISUAL MESSAGE BEING FORWARDED TO [Name] UNLESS [Name] HAS BEEN ADVISED BY [Name] THAT THERE IS NO OBJECTION FROM [Name] TO THE VISUAL MESSAGE BEING FORWARDED TO [Name] AND [Name] KNOWS TO [Name] THE PERSONNEL IN QUESTION WHOSE VIEW IS BEING HELD IS NOT OBJECTING TO THE VISUAL MESSAGE BEING FORWARDED TO [Name] IN WHICH [Name] WILL BE PARTICIPATING.

JUL 16 10 07 PM 1974 COMMUNICATIONS

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COMMUNICATIONS SECTION

CLASS OF SERVICE: [Text] DATE: [Text]

OUTGOING MESSAGE

|                           |                                |                       |
|---------------------------|--------------------------------|-----------------------|
| ASSOCIATION               | RECONSTRUCTION AND DEVELOPMENT | COOPERATION           |
| INTERNATIONAL DEVELOPMENT | FOR THE DEVELOPMENT OF         | INTERNATIONAL FINANCE |

25

C2

**OUTGOING WIRE**

TO: CRAWFORD  
MELBAVE  
CANBERRA

DATE: JULY 15, 1974

CLASS OF  
SERVICE: LT (EXTN 4823)

COUNTRY: AUSTRALIA

*Handwritten initials*

TEXT:  
Cable No.:

BENJENK LUNCH WILL BE PRIVATE STOPP FORWARDING SEPARATELY STAPLETON TELEGRAM  
RECEIVED WASHINGTON APPARENTLY ERRONEOUSLY STOP GRAVES AND EYE WONDERING  
WHETHER ADAAMIGHT BE IN POSITION SEND REPRESENTATIVE CENTERS WEEK STOP  
BECAUSE OF US PROPOSAL COMMA BERNSTEIN REQUESTS ATTEND TAC OPEN SESSION  
PLANT NUTRITION IN ADDITION REGULAR US OBSERVER STOP WOULD YOU LIKE ME  
CONVEY BERNSTEIN ANY PRELIMINARY REACTION ON YOUR BEHALF RE HIS PROPOSAL  
TAC CONSIDER ~~FORMATION~~ FORMATION WORKING GROUP ON ~~PLANT~~ PLANT NUTRITION INSTITUTE STOP  
WILL MEET YOU BALTIMORE REGARDS

NEYLAN

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME A.A. Neylan

DEPT. Agriculture & Rural Development

SIGNATURE *A.A. Neylan*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: ANeylan:jf

CLEARANCES AND COPY DISTRIBUTION:

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *Handwritten mark*

**OUTGOING WIRE**

x3454

TO: BOOK OF TWO

DATE: JULY 12, 1974

GRANT  
CINATROP  
CALI

SEGURA  
CIPAPA  
LIMA

CLASS OF  
SERVICE: CIAT - TELEX 396 5769  
CIP - LT

COUNTRY: COLOMBIA

PERU

TEXT:  
Cable No.:

IBF/INT  
VAT

RE INVITATION FOR DINNER WITH MR. MCNAMARA ON JULY 29, WOULD  
APPRECIATE KNOWING WHETHER YOU WILL BE ATTENDING

REGARDS

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

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

REFERENCE:

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cc: Office of the President

BMC:mcj

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Checked for Dispatch: *[Signature]*

ORIGINAL (like copy)

REFERENCE

SIGNATURE

DEPT

NAME

AUTHORIZED BY

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

*[Handwritten Signature]*

BLAKE M. CREEK

Checked for Distribution

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RECEIVED

cc: OFFICE OF THE PRESIDENT

STEVANICES AND COPY DISTRIBUTION

NOT TO BE RETURNED

RECEIVED  
JUL 12 10 21 AM '74  
COMMUNICATIONS SECTION

CREEK

RECEIVED

APPROXIMATE KNOWING MEMBERS AND MAY BE ATTENDING

BE INVOLVED FOR DINNER WITH MR. MONTAGUE ON JULY 28 1974

Copy No:

TEXT

COPY:

COMMITTEE

FILE

CVT

FILE

CIVILIAN

CIVILIAN

GENERAL

SECRET

*15/1/74*

SERVICE

CLASS OF

*[Handwritten notes and signatures]*  
DATE - 7/12/74  
TIME - 10:21 AM

TO:

BOOK OF LAD

DATE

JULY 15 1974

OUTGOING MAIL

ASSOCIATION

INTERNATIONAL DEVELOPMENT

FORM NO. 33

REGISTRATION AND DEVELOPMENT

FOR KNOWLEDGE AND RECORD

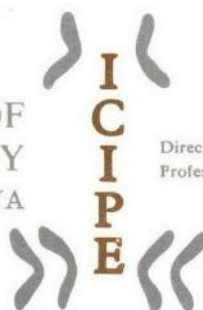
CONTRIBUTION

INTERNATIONAL FINANCE

*CS*

THE INTERNATIONAL CENTRE OF  
INSECT PHYSIOLOGY AND ECOLOGY

P. O. BOX 30772 · NAIROBI, KENYA



Director  
Professor Thomas R. Odhiambo

9

EXPRESS

Ref: S4/CG/106/5

11th July 1974

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

Dear Dr Cheek

INTERNATIONAL CENTERS WEEK:  
July - August 1974

I am very pleased to have had your letter inviting me to attend, as an Observer, the forthcoming Presentation Days of the International Centers Week, from 29th July to 1st August 1974. I look forward to this important event.

I would be most grateful if you would indicate to me if there is any material the Consultative Group, or any of its members or committees, would like to receive on the ICIPE enterprise. I would be glad to bring it with me when I come to Washington. In any case, I wish to assure you that I will do my best to understand the objectives and perspectives of the international agricultural research centres, with whom ICIPE wishes to develop the closest collaboration in development-oriented research.

Finally, may I thank you for reserving me accommodation at the Watergate Hotel. My schedule has slightly changed; and I will now arrive in Washington on Friday, 26th July 1974, at 2112 hours. I would be grateful if you would alter my reservations accordingly.

Looking forward to meeting you soon, and with best wishes

Yours sincerely

THOMAS R. ODHIAMBO  
Director, ICIPE

Confirmed  
G

RECEIVED

1974 JUL 18 AM 8:07

Director, ICIBE  
THOMAS K. ODHIAMBO, COMMUNICATIONS  
SECTION

*Thomas K. Odhiambo*

Лонга ајмсереја

Looking forward to meeting you soon, and with best wishes

expressing if you would agree my reservations accordingly\*  
in Washington on Friday, 26th July 1974, at 3113 points. I would be  
Waltergate Hotel. My schedule has slightly changed; and I will now arrive  
Friday, and I thank you for reserving me accommodation at the

closest collaboration in development-oriented research\*  
agricultural research centres, with whom ICIBE wishes to develop the  
do my best to understand the objectives and responsibilities of the international  
when I come to Washington. In any case, I wish to assure you that I will  
to receive on the ICIBE enterprise. I would be glad to bring it with me  
the Consultative Group, or any of its members or committees, would like  
I would be most grateful if you would indicate to me if there is any material  
event

week, from 26th July to 1st August 1974. I look forward to this important  
Opavlet, the forthcoming Presentation Days of the International Centre  
I am very pleased to have had your letter inviting me to attend, as an

July - August 1974  
INTERNATIONAL CENTRE'S WEEK:

Dear Dr. Creech

P.O. Box  
Washington, D.C. 20433  
1818 H St., N.W.  
Agricultural Research  
Consultative Group on International  
Dr. Bruce M. Creech

Ref: 24\CC\100\2

EXPRESS

P.O. BOX 30445 - ИВИКОВИ КЕНИЈА  
INSECT PHYSIOLOGY AND ECOLOGY  
THE INTERNATIONAL CENTRE OF

ICIBI

Professor Thomas K. Odhiambo  
Director

D

*Confidential*



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

July 11, 1974

TO: Participants in International Centers Week, 1974  
FROM: Executive Secretariat  
SUBJECT: Schedule of Events for Centers Week: Room Changes

1. On June 10, 1974, the Secretariat circulated a Provisional Schedule of Events for the 1974 International Centers Week.
2. It now appears that some of the room arrangements mentioned in that memorandum may be changed, due mostly to the possibility that the Executive Directors of the World Bank Group may be using the Bank's Board Room on July 25 and August 1, so that this room may not be available for the activities which were scheduled to take place there.
3. If the Board Room is not available, on July 25, TAC will meet in C-1006, as in previous years. If TAC decides to meet on the afternoon of August 2, that meeting, too, will be held in C-1006.
4. If the Board Room is not available on August 1, the Consultative Group will meet in Room E-436. It will meet in the Board Room on August 2.
5. The Center presentations on July 29-31 also will be made in Room E-436. This actually is the same room where these presentations always have taken place; the number has been changed from E-484.
6. Meetings of the Center Directors on Saturday, July 27, will be held in A-520 instead of E-1053, since air conditioning will not be available in the latter room.

Yellow.  
C2

ROYAL NORWEGIAN EMBASSY

3401 MASSACHUSETTS AVENUE, N. W.

WASHINGTON, D.C. 20007

PU/ep

July 10, 1974.

cl

Consultative Group on International Agricultural  
Research  
1818 H Street, N.W.  
Washington, D.C. 20433

Att. Harold Graves, Executive Secretary.

Dear Mr. Graves,

I take pleasure in informing you that the members of the delegation of Norway to the International Centers Week in Washington, D.C. from July 29 to August 2, 1974, will be:

Dr. Lars Strand, President, the Norwegian State  
College of Agriculture

Mr. Per M. Ølberg, Counselor, Embassy of Norway

Mr. Per J. Ulvevadet, First Secretary, Embassy of  
Norway.

Hotel reservation for Dr. Strand, who will arrive on July 25, has been made at Roger Smith Hotel, 18th Street & Pennsylvania Avenue, N.W.

I, please, ask that a copy of the draft agenda for the meeting be sent the Embassy.

Sincerely,



Per Ulvevadet  
First Secretary of Embassy

cc: Mrs. Annikki Saarela  
Alternate Executive Director  
International Bank of Reconstruction and Development  
1818 H Street, N.W.  
Washington, D.C. 20433

Washington, D.C. 20543  
1818 H Street, N.W.  
International Bank of Washington and Georgetown  
Vicepresident Executive Director  
cc: Mr. Vincent Gray

RECEIVED

1974 JUL 15 AM 10:04

COMMUNICATIONS  
SECTION

Chief Secretary of Bureau  
for Liaison

*[Handwritten signature]*

Director

The meeting re your Bureau.

I believe you had a copy of the letterhead form  
Bureau/Agency Value, N.W.

July 22 has been made at Hotel Smith Hotel, 1818 Street W  
Hotel Reservation for Mr. Gray, who will arrive on

Monday.

Mr. Ben J. Plazater, Chief Secretary, Bureau of  
Mr. Ben H. Street, Director, Bureau of

College of Agriculture

Mr. Gene Gray, President, the Commission

in Washington, D.C. from July 22 to August 2, 1974, will be  
of the delegation of N.W. to the International Congress

I take pleasure in informing you that the members

Dear Mr. Gray,

Very respectfully,  
Vice President Executive Director

Washington, D.C. 20543  
1818 H Street, N.W.  
Director

International Bank of Washington and Georgetown

10/10

WASHINGTON D.C. 20001

1401 MOUNTAIN VIEW DRIVE N.W.

KODAK MICROFILM SERVICE

JUL 15 1974

*[Handwritten mark]*

INCOMING CABLE

Africa WARD DA

✓ C2.  
cc: HS

Distribution:

Mr. Cheek  
Agriculture & Rural Dev.

DD

⊕

INTBAFRAD WSH

WU WSH TLX0339 WAE114(0845)(1-0889156192)PD 07/11/74 0843

ICS IPMIIHA IISS

IISS FM FCH 11 0843

PMS WASHINGTON DC

FCA889 FUF223 LXFO77

UFNX HZ LXMV 046

MONROVIA 46 10 1722 July 10, 1974

LTF

CHEEK INTBAFRAD

WASHINGTONDCUSA

REYRCAB NINE JULY DIOUF PRESENTLY OUT OF MONROVIA STOP  
WILL CABLE COMMENTS ON SECRETARIAT NOTE ON WARD A LATEST  
BY TWELVE JULY DATE ESTIMATED RETURN STOP HAVE CONTACTED  
CRAWFORD REGARDING W2-W4 STOP DETAILS GIVEN TO ZUCKERMAN  
WHILST IN MONROVIA STOP REGARDS

MIQUEL WARDA

WARDA

COL CHEEK W2-W4 MIQUEL WARDA

853A JUL 11⊕

INTBAFRAD WSH

July 10, 1974

Dear Bob:

Thank you very much for your note of June 19. It will be a great pleasure to see you again at the time of Centers Week and to meet Doctor Riley.

Sincerely yours,

Harold N. Graves

Doctor Robert F. Chandler, Jr.  
Asian Vegetable Research & Development Center  
P.O. Box 42  
Shanhua  
Tainan, 741  
Taiwan, Republic of China

HNG/els

INTBAFRAD WSH

WU WSH

INCOMING CABLE

RECEIVED

~~BHC~~ C2  
HG  
CJ

TLXA114 WAE099(1321)(1-135513G191)PD 07/10/74 1320

1974 JUL 10 PM 2:13

ICS IPMIIHA IISS

COMMUNICATIONS  
SECTION

IISS FM FCH 10 1320

PMS WASHINGTON DC

Distribution:

ECA716 FUF940 QAC188 042801

Mr. Graves

USWA CO FRXX 028

PARIS 28 10 1712 July 10, 1974

INTBAFRAD

WASHINGTONDC

ATTN HAROLD GRAVES SECRETARY OF CONSULTATIVE GROUP - SHALL ARRIVE

WASHINGTON TUESDAY JULY 23 WOULD APPRECIATE BEING ACCOMMODATED

WATERGATE HOTEL LIKE OTHER TAC MEMBERS

REGARDS

G CAMUS

July 9, 1974

Mr. L. J. C. Evans  
The Old Post Cottage  
Motcombe  
Shaftesbury  
Dorset  
England

Dear Jim:

Thank you very much for your letter of June 26 on the draft IITA Secretariat paper. I particularly note your comments on what might be called the "over-strengthening" of the administration; and "flexibility" in the budget. I feel that some of the new outreach headquarters program should be charged to core, but I also take your point that at least some of it should be recouped from overhead charges, as was proposed for IMISOY. Finally, we will have to leave the humid substitution question to TAG. The final IITA budget proposal does give some explanation, but I don't feel able to judge its adequacy.

Thank you too, for the letter to Jerry Grant. I think it shows the sort of continuing exchange that is needed if a meeting of minds is to be reached on program commentaries -- and if differences of judgment are to be clearly defined. We have today received the attached letter of June 22 to you from Jerry Grant on the beef program -- a further contribution to the running dialogue.

Since sending you the IITA draft Secretariat paper, we have discussed the scope of these papers with Warren Baum. The final versions of the OG Secretariat papers will not review the scientific programs, and so our texts will have much less program critique based on your reviews than did the drafts on which you have commented. In other words, we are not directly conveying much of the perspective which we got from your visits. Instead, we have made your papers available to Sir John and have advised him of our approach. It is now for him to decide how to use your valuable critiques with respect to the forthcoming meeting of the TAG; this morning, Brian Webster said they would give your papers to all TAG members on their arrival in Washington.

I am looking forward to seeing you at the end of the month. With best wishes,

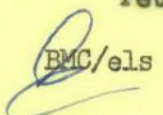
Sincerely yours,



Bruce M. Cheek

P.S. I have sent your IITA letter to Sir John and the IITA/CIAT ones to Peter Oram.

cc: Sir John Crawford  
Peter Oram

BMC/els

**OUTGOING WIRE**

TO: GRANT  
CINATROP  
CALI

DATE: JULY 9, 1974

CLASS OF  
SERVICE: TELEX 396-5769  
Ext. 3454

*Handwritten initials*

COUNTRY: COLOMBIA

TEXT:  
Cable No.:

REFERENCE SCHEDULE OF EVENTS FOR FRIDAY AFTERNOON JULY TWENTYSIX  
 WE HAVE SEMINAR ON WORLD FOOD SITUATION SPONSORED BY YUDELMAN AND  
 BASICALLY LIMITED TO CENTER STAFF AND TAC MEMBERS STOP WOULD APPRECIATE  
 YOUR REACTION TO TWO PROPOSALS PRIMO TAC SECRETARIAT PROPOSAL THAT  
 SEMINAR DISCUSSION INCLUDE CENTERS STATEMENTS ON ENERGY AND FERTILIZER  
 EFFECTS ON THEIR WORK PROGRAMS AND ADOPTION OF TECHNOLOGIES IN LINE  
 WITH TAC RESOLUTION CONTAINED IN OUR MEMO CIRCULATED TO CENTER DIRECTORS  
 MARCH EIGHT AND DISCUSSED AT CALI DIRECTORS MEETING SECUNDO WHETHER AT  
 CONCLUSION OF SEMINAR ~~XXXXXX~~ POSSIBLY AROUND FOUR THIRTY CENTER DIRECTORS  
 WOULD WELCOME OPPORTUNITY OF MEETING INFORMALLY WITH CG CHAIRMAN WARREN  
 BAUM ON BASIS OF OPEN AGENDA AND IF YOU FEEL THERE ARE SUFFICIENT POINTS  
 TO WARRANT DISCUSSION STOP IF MEETING APPEARS WORTHWHILE WOULD APPRECIATE  
 KNOWING SOME OF SUBJECTS WHICH YOU THINK MIGHT BE TAKEN UP REGARDS

GRAVES

**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:

cc: Mr. Baum  
Mr. Yudelman

*BMC*:mcj

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*COMMUNICATIONS SECTION*  
*225 811 101*  
*0106110110*



22

OUTGOING WIRE

DATE TO: JULY 9, 1974  
 CLASS OF SERVICE: CALL  
 EXT. 3424  
 SERVICE: TELETYPE 396-2769  
 COUNTRY: COLOMBIA  
 TEXT: [Handwritten mark]  
 Cable No.:

REFERENCE SCHEDULE OF EVENTS FOR FRIDAY AFTERNOON JULY TWENTYSIX  
 WE HAVE SEMINAR ON WORLD FOOD SITUATION SPONSORED BY YUDELMAN AND  
 BASICALLY LIMITED TO CENTER STAFF AND TAC MEMBERS STOP WOULD APPRECIATE  
 YOUR REACTION TO TWO PROPOSALS FROM TAC SECRETARIAT PROPOSAL THAT  
 SEMINAR DISCUSSION INCLUDE CENTERS STATEMENTS ON ENERGY AND FERTILIZER  
 EFFECTS ON THEIR WORK PROGRAMS AND ADOPTION OF TECHNOLOGIES IN LINE  
 WITH TAC RESOLUTION CONTAINED IN OUR MEMO CIRCULATED TO CENTER DIRECTORS  
 MARCH EIGHT AND DISCUSSED AT CALL DIRECTORS MEETING SECUNDO WHETHER AT  
 CONCLUSION OF SEMINAR WOULD BE POSSIBLY AROUND FOUR THIRTY CENTER  
 WOULD WELCOME OPPORTUNITY OF MEETING INFORMALLY WITH CG CHAIRMAN  
 BANN ON BASIS OF OPEN AGENDA AND IF YOU FEEL THERE ARE SUBJECTS  
 TO WARRANT DISCUSSION STOP IF MEETING APPEARS WORTHWHILE WOULD ARRANGE DATE  
 KNOWING SOME OF SUBJECTS WHICH YOU THINK MIGHT BE TAKEN UP

GRAVES

DISPATCHED  
 Jul 9 9 52 PM 1974  
 COMMUNICATIONS

NOT TO BE TRANSMITTED

|                                                                                 |                                                                                                                                                        |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| CLEARANCES AND COPY DISTRIBUTION<br>cc: Mr. Bann<br>Mr. Yudelman<br>[Signature] | NAME: Bruce M. Chesek<br>DEPT: Agriculture & Rural Development<br>SIGNATURE: [Signature]<br>SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE: [Signature] |
| [Signature]<br>for Use by Communications Section                                | ORIGINAL (File Copy)<br>IMPORTANT: See Secretariat Guide for preparing form                                                                            |

CI

CENTRO AGRONOMICO TROPICAL DE INVESTIGACION Y ENSEÑANZA

TURRIALBA, COSTA RICA

Cable: CATIE

Teléfonos:  
56-01-22 56-01-69

CT/D-472  
July 4, 1974

Mr. Harold Graves  
Secretary of the Consultative Group  
International Bank for Reconstruction and  
Development (IBRD)  
1818 H. Street, N.W.  
Washington, D.C. 20433  
U. S. A.

Dear Mr. Graves:

In reference to the cable of May 31, 1974 that I received advising me that the members of TAC will have a reservation at the Watergate Hotel, I am informing you that as I will have to be in Washington before that date, carrying out other official business of my office, I will appreciate very much your cancelling of the reservation made for me at said Hotel.

I am making all the necessary arrangements for my permanence in Washington through IICA's Office in that City.

Thanking you for your kind attention and hoping to see you soon, I remain

Sincerely yours,

Manuel Elgueta  
DIRECTOR

TROPICAL AGRICULTURAL RESEARCH  
AND TRAINING CENTER

*Paul, G.*

OAS:

176-8803  
8805.

*Roger Smith*

1974 JUL 10 11:33

1974 JUL 10

RECEIVED

1974 JUL 10 PM 4:33

COMMUNICATIONS SECTION

179-8803  
8802  
042

VIA AIRMAIL  
DIRECTOR GENERAL  
DIRECTOR  
GENERAL

Sincerely yours,

Dear Mr. Graves:

Thank you for your kind attention and hoping to see you

in Washington through ICA's office in that city.

I am making the necessary arrangements for my performance

reservation made for me at this hotel.

of my office, I will appreciate very much your cancelling of the  
Washington before that date, carrying out other official business  
Washington hotel, I am informing you that as I will have to be in  
advising me that the members of ICA will have a reservation at the

In reference to the cable of May 31, 1974 that I received

Dear Mr. Graves:

D. S. V.  
Washington, D.C. 20533  
1818 N. Street, N.W.  
Development (IDB)

the non-attendance for consideration and  
secretary of the Committee Group  
Mr. Harold Graves

July 4, 1974  
CIA-433

STIC: 1010

88-10-88 25-10-88  
:sonoliat

LABORATORIO COSTA RICANA

CENTRO AERONAUTICO TROPICAL DE INVESTIGACION Y ENSEÑANZA

101

☎

INTBAFRAD WSH

INCOMING CABLE

RECEIVED

*BMC*  
*HG*  
*CJ*  
*CI*

WU WSH

TLXA114 WAA220(1414)(1-147818G183)PD 07/02/74 1411

1974 JUL -2 PM 2:45

ICS IPMIIHA IISS

COMMUNICATIONS SECTION

IISS FM RCA 02 1411

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PMS WASH DC

- Mr. Graves
- Mr. Damry
- Mr. Wright
- Mr. Povey

WUB9768 UYSO19 OMW464X LWB110 MAERW

USNX CO NGLS 025

LAGOS 25/23 2 1305 July 2, 1974

HAROLD GRAVES INTBAFRAD

WASHINGTON

SNR133/S5/284 X BUKAR SHAIB WILL ATTEND  
 CONSULTATIVE GROUP MEETING AND CENTRES WEEK  
 FROM NIGERIA X NO ACCOMMODATION REQUIRED

PERSEARCH

COL SN133/S5/284 X X

NNN

BAP

C2

**OUTGOING WIRE**

TO: GRANT

DATE:

JULY 3, 1974 *14 days*

CINATROP

CLASS OF  
SERVICE:

TELEX

CALI

396-5769

COUNTRY: COLOMBIA

Ext. 3592

TEXT:  
Cable No.:

FURTHER REFERENCE YOUR LETTER ON WHO SHOULD COME TO CENTER DIRECTORS MEETING WE BELIEVE DIRECTORS CAN AND SHOULD DECIDE THIS QUESTION FOR THEMSELVES. HOWEVER, SINCE YOU ASKED, OPINION HERE IS THAT WARDA SHOULD BE INVITED IN ACCORDANCE WITH COOPERATIVE SPIRIT WHICH IS SUPPOSED TO ANIMATE THE INTERNATIONAL RESEARCH NETWORK. IN ANY CASE, WARDA IS BEING TREATED LIKE FULL CENTER IN OTHER RESPECTS AND IS INVITED TO MCNAMARA DINNER. LOOKING FORWARD TO SEEING YOU HERE AND WOULD BE HAPPY TO KNOW YOUR FLIGHT PLANS TO WASHINGTON. SALUDOS.

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture and Rural Development (CGIAR)

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

REFERENCE:

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Checked for Dispatch:

(OPTIONAL FORM NO. 10, MAY 1962 EDITION)

ORIGINATOR (BY CODE)

REFERENCE

SIGNATURE

DEPT

NAME

AUTHORIZED BY

SIGNATURE OF INDIVIDUAL AUTHORIZED TO SIGN

DISPATCHED

UNITED STATES DEPARTMENT OF COMMERCE

HELTON M. GILBERT, JR.

JUL 4 1 36 PM 1974

COMMUNICATIONS SECTION

STEVENS AND ADMINISTRATION

NOT TO BE TRANSMITTED

GEVAES

LETTERS TO WASHINGTON. GEVAES.

LOOKING FORWARD TO SEEING YOU HERE AND WOULD BE HAPPY TO KNOW YOUR LIGHTS  
 LIKE BOTT CEMETERY IN OTHER RESPECTS AND IS IMAGED TO RECONSTRUCT BINDER.  
 INTERNATIONAL RESEARCH NETWORK. IN THIS CASE, MANDY IS BEING TREATED  
 ACCORDANCE WITH COOPERATIVE SPIRIT WHICH IS SUPPOSED TO VALIDATE THE  
 HOMELESS. SINCE YOU ASKED, OPINION HERE IS THAT MANDY SHOULD BE IMAGED IN  
 MEETING THE BETTER DIRECTIONS CAN AND SHOULD DECIDE THIS QUESTION FOR THEMSELVES.

Serial No: TEXT

BUSINESS REFERENCE YOUR LETTER ON WHO SHOULD COME TO CEMETERY DIRECTIONS

COPIES TO: COLOMBIA  
 CMTI  
 CIVILIAN  
 TO: GEVAES

EX-3285

380-2100

SERVICE CLASS OF TELETYPE

DATE

JUL 3 1974

ONGOING WIRE

INTERNATIONAL DEVELOPMENT (2-2) (2-2) FORM NO. 33

REGISTRATION AND DEVELOPMENT FOR LARGE TRANSACTIONS

CORPORATION INTERNATIONAL FINANCE

05

C2.

## OFFICE MEMORANDUM

TO: Mr. Warren C. Baum and  
Mr. Montague Yudelman *mm*

FROM: Harold Graves

SUBJECT: Center Directors

DATE: July 2, 1974

Here is a letter from Jerry Grant, raising a question about invitations to the meeting of the Center Directors which is to be held during International Centers Week. The specific question is whether WARDA and the Genes Board should be invited. Dick Demuth has declined anyway, leaving a question about whether Jacques Diouf, the Executive Secretary of WARDA should be asked to attend.

Grant has specifically asked for the advice of the Secretariat about these invitations. The Secretariat does not have to advise: in principle, the Center Directors can perfectly well decide for themselves who should come to their meetings; they are a spontaneous, self-organized group which does not look to the Secretariat for advice on its agenda or any other matters of substance.

That would not, however, bar us from offering an opinion about an invitation to Diouf.

I can imagine what is going through Grant's mind on this question. First, the addition of Jean Pagot of ILCA to the Directors' group has upset some of the Directors. He is not a member of the old-boy network, he comes from another culture, and his personal manner no doubt is regarded by the other Directors as eccentric and not particularly helpful. In the case of Diouf, to speak again of strictly personal factors, there is bad blood between him and Albrecht of IITA, and no doubt some of this has spilled onto other Directors.

On the substantive side, there is a genuine objection which could be presented against the participation of Diouf. It is that he does not run a full-fledged research center; as far as the Consultative Group is concerned, he is simply running a field-trials system which relates to two of the centers (IRRI and IITA). To put him on a level with the Directors of those centers would be somewhat anomalous. The anomaly is heightened by the fact that these two centers sit on WARDA's various scientific and advisory committees, in a hierarchical position above Diouf even in his own organization.

There are at least two opposing considerations: one is that the hierarchical distinctions just recited may be too finicky; certainly they are somewhat contrary to the spirit of cooperation that is supposed to animate the research network.

July 2, 1974

The other consideration is that Diouf is a black man (from Senegal).

This leaves us, I think, with the following alternatives: first, we could simply pass the question back to Grant and say that the decision is up to him. But second, if we do give an opinion, it has to be, I think, in favor of Diouf.

HGraves:apm



c2

July 1, 1974

Dear Professor Odhiambo:

Thank you for your cable of June 28 informing us that you will be attending the Presentation Days of International Centers Week, July 29 - August 1. I await the letter to which you refer.

We have reserved you a single room at the Watergate Hotel which will be expecting you on July 27 for a week. This will give you time to meet with other member participants and observers, though I would also refer to the point in my earlier letter, that the sessions on the Thursday-Friday, August 2-3, are themselves confined to representatives of members of the Consultative Group.

Sincerely yours,



Bruce M. Cheek

Professor Thomas R. Odhiambo  
Director  
The International Centre of Insect  
Physiology and Ecology  
P.O. Box 30772  
Nairobi, Kenya

cc: Sir John Crawford  
Mr. William T. Mashler  
Dr. John A. Pino

BMC:mcj

July 1, 1974

Dear Jerry:

This is just a quick note about the meeting room for the Center Directors. As you know, we have reserved room E 1053 for the Friday and Saturday, July 26 and 27. The Bank has introduced energy conservation measures which restrict the use of air conditioning. For example, the temperature of offices is now kept at 78° over the summer. The air conditioning is normally shut down on Friday evenings, but we have arranged for it to be left on in building 'A' on Saturday, July 27.

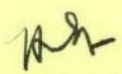
Both TAC and the Center Directors will be meeting that day and it would be best for the Center Directors to move from 'E' building to room A 520 for the Saturday sessions.

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

BMC:mcj

C1

DEPARTMENT OF STATE  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

July 1, 1974

Mr. Harold Graves  
Executive Secretary  
Consultative Group on International  
Agricultural Research  
1818 H Street, N. W.  
Washington, D. C. 20437

Dear Harold:

This responds to the request in your communication of June 10, 1974 on International Centers Week. Our basic delegation to the meetings of the Consultative Group will consist of me as official U. S. Representative, and the Director of the Office of Agriculture (or his designee) and Guy Baird as observers. As in the past, we would expect to have, from time to time, a substitute observer from one of our Regional Bureaus when subjects are being discussed that are of particular regional interest.

Also, during the Plenary Sessions (Centers' Presentations and Discussions) we would like to include a representative from the United States Department of Agriculture and from the Association of U. S. University International Agricultural Programs. Subject to availability of seats, we understand that this would not present any difficulty.

Sincerely yours,



Joel Bernstein  
Assistant Administrator  
for Technical Assistance

CONFIDENTIAL

JUL 1 1974

RECEIVED





# INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

29 June 1974

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

Dear Harold:

cc:Dr. Bukar Shaib  
Dr. F. F. Hill

The IITA Search Committee has scheduled a meeting in Washington for Saturday, 27 July 1974, commencing at 9:00 a.m. The Committee would appreciate it greatly if you could arrange a room in The World Bank Building for their meeting. There are four men on the committee: Dr. Bukar Shaib, Dr. F. F. Hill, Dr. Thomas R. Odhiambo and Dr. Frederic G. A. Fournier.

Since the time for exchange of correspondence is short, Dr. Shaib and I would appreciate your leaving a note giving the number of the meeting room reserved. We both arrive in Washington on Thursday, 25 July. Dr. Shaib can be contacted at the Embassy of Nigeria, 1333 - 16th St., N.W., and I have a room reserved at the Park-Central.

So you'll know my schedule, I'm leaving here Tuesday, 16 July, arriving New York on the 17th. Will spend the 18th and 19th in New York (Hardin or Hill can be my contact) and thereafter until 25 July I'll be at my daughter's, Mrs. F. H. Shisler, 2 South Drive, Lansdale, Pa. 19446, telephone 215-855-2418.

See you soon and best wishes.

Sincerely yours,

H. R. Albrecht  
Director General

ar

A 320  
Reserved  
J.

RECEIVED  
COMMUNICATIONS  
00:49 11 JUL 1974

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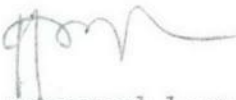
RECEIVED

1974 JUL 11 PM 4:00

COMMUNICATIONS SECTION

SI

Director General  
H. K. Aiyemba



Sincerely yours,

See you soon and best wishes.

SI2-822-3418

Mrs. E. H. Shair, 2 South Drive, Cambridge, Pa. 19446, telephone  
HII can be my contact) and thereafter until 22 July 1, 1974 at my daughter's,  
New York on the 14th. Will spend the 18th and 19th in New York (Harold or  
So you'll know my schedule, I'm leaving here Tuesday, 16 July, arriving

I have a room reserved at the Park-Central  
can be contacted at the Embassy of Nigeria, 1333 - 14th St., N.W., and  
reserved. We both arrive in Washington on Thursday, 22 July. Dr. Shair  
would appreciate your leaving a note giving the number of the meeting room  
since the time for exchange of correspondence is short. Dr. Shair and I

Dr. E. E. Hill, Dr. Thomas K. Odiptambo and Dr. Frederic G. V. Fomter  
for their meeting. There are four men on the committee: Dr. Baker Shair,  
appreciate it greatly if you could arrange a room in the World Bank Building  
Saturday, 23 July 1974, commencing at 8:00 a.m. The Committee would  
The IITA Search Committee has scheduled a meeting in Washington for

Handwritten note: 107, 11/3/74, 1350

Dear Harold:

Dr. E. E. Hill  
cc: Dr. Baker Shair

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

20 June 1974



INCOMING CABLE

RECEIVED

Distribution: CI

Mr. Cheek

~~XXXXXXXXXXXXXXXXXXXX~~

Agriculture & Rural Development

ZCZC 248423 RC010 PDG1301 RMF9587 JUN 29 9 48 AM 1974 9927 BDB075 LC201 A/C489

URWT HL KENI 041

NAIROBI 41 28 1430

June 28, 1974

COMMUNICATIONS  
SECTION

LT

DR BRUCE CHEEK

INTBAFRAD

WASHINGTONDC

GRATEFULLY ACCEPT INVITATION<sup>0</sup> TO ATTEND  
CG INTERNATIONAL CENTRES WEEK ASICIPE  
OBSERVER STOP PLEASE RESERVE HOTEL  
ACCOMMODATION SINGLE ROOM FOR ME FROM FROM 27TH  
JULY TO 3RD AUGUST STOP LETTER FOLLOWS

THOMAS ODHIAMBO ICIPE NAIROBI

As received.

C2.

INCOMING TELEX

FROM: ROME

JUNE 27, 1974

Distribution: Office of V.P. Projects  
Staff

SI181 FOODAGRI.

BAUM

URTEL 21/6 FAO CONCURS UNDP ATTENDANCE AS OBSERVER (JULY  
CONSULTATIVE GROUP MEETING) ON POSITIVE UNDERSTANDING THAT  
THIS IS WITH VIEW UNEP BECOMING DONOR TO PRESENT OR FUTURE  
PROGRAMMES BEING SUPPORTED BY GROUP REGARDS

YRIART





Foreign and Commonwealth Office

**Overseas Development Administration**

Eland House Stag Place London SW1E 5DH

Telephone: 01 - 828 4366 ext

cl

Executive Secretariat  
Consultative Group on  
International Agricultural

Your reference

Our reference NRA 204/210/02

Research

1818 H Street N W  
WASHINGTON DC 20433  
USA

Date 26 June 1974

With reference to your communication of June 10th 1974 entitled Provisional Schedule of Events - International Centres Week 1974, I wish to inform you that the United Kingdom will be represented by Mr A R Melville, Chief Natural Resources Adviser, and Dr R K Cunningham, Agricultural Research Adviser.

We will be making our own hotel reservations.

A R Melville  
Chief Natural Resources Adviser.

COPY

CI

CENTRO INTERNACIONAL  
DE AGRICULTURA TROPICAL - CIAT

APARTADO AEREO 67-13

APARTADO NAL. 737

CALI - COLOMBIA

CABLES: CINATROP

TC-462-74  
June 26, 1974

Mr. Jacques Diouf  
Executive Secretary  
West African Rice Development  
Association  
E. J. Roye Memorial Building  
P. O. Box 1019  
Monrovia, Liberia

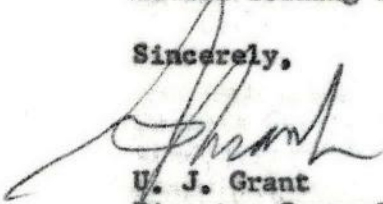
Dear Mr. Diouf:

It is my pleasure on behalf of the Center Directors to invite you to participate in the meeting of Directors of International Centers at Washington, D. C., July 26 and 27. Enclosed for your information is a copy of my memorandum of May 22 to the directors, along with a tentative agenda.

In preparation for the discussion on July 27 regarding training, we have circulated some material in advance, and I am enclosing a copy of this for you.

We are looking forward to productive discussions at Washington, D. C.

Sincerely,



U. J. Grant  
Director General

UJG:cee  
Encls.

cc Mr. H. Graves, Consultative Group, Washington, D. C. ✓

1683

190

RECEIVED

1974 JUL -9 PM 12:34

COMMUNICATIONS SECTION

CC MR. H. GLENN, COMMUNICATIONS SECTION, DEPARTMENT OF C...

FROM: DIRECTOR

DIRECTOR GENERAL  
H. J. GLENN

ATTENTION:

RE: THE PROCEEDINGS OF THE BOARD OF INVESTIGATION INTO THE DEPARTMENT OF C...

ON THE 10TH DAY OF JULY 1974, THE BOARD OF INVESTIGATION INTO THE DEPARTMENT OF C...  
HOLDING HEARINGS AT WASHINGTON, D.C. ON THE 10TH AND 11TH DAYS OF JULY 1974.  
THE BOARD OF INVESTIGATION INTO THE DEPARTMENT OF C...  
IS TO BE HELD AT WASHINGTON, D.C. ON THE 10TH AND 11TH DAYS OF JULY 1974.  
THE BOARD OF INVESTIGATION INTO THE DEPARTMENT OF C...  
IS TO BE HELD AT WASHINGTON, D.C. ON THE 10TH AND 11TH DAYS OF JULY 1974.

FROM: DIRECTOR

MEMORANDUM FOR THE DIRECTOR  
H. J. GLENN  
H. J. GLENN, DIRECTOR  
COMMUNICATIONS SECTION  
DEPARTMENT OF C...  
ATTENTION: DIRECTOR

THIS IS THE  
IC-103-14

СОБЛ

10

CYBER: CIVILIAN  
CYP - COGNIS  
CYBER: CIVILIAN  
CYBER: CIVILIAN  
CYBER: CIVILIAN  
CYBER: CIVILIAN

ROYAL DANISH EMBASSY  
WASHINGTON, D.C.

cl

┌  
Consultative Group on Inter-  
national Agricultural Research,  
IBRD,  
1818 H Street, N.W.  
Washington, D.C. 20433.  
└

3200 WHITEHAVEN STREET, N.W.  
WASHINGTON, D.C. 20008  
TEL.: (202) 234-4300  
TELGR.-ADR.: AMBADANE  
TELEX NO.: 44-0081 (I.T.T.)  
089-525 (W.U.I.)

.....copy(ies) .....enclosure(s) Ref. 73.C.2/33.a. Date June 25, 1974.

Dear Sirs:

Acting upon instructions from the Danish Ministry of Foreign Affairs I beg to inform you that at the International Centers Week 1974 to be held from July 29 to August 2, 1974, Denmark will be represented by Head of Section, Mr. Mark Jensen, Ministry of Foreign Affairs.

Yours sincerely,

*F. Høirup Mortensen*

F. Høirup Mortensen  
Financial Secretary

c.c.: Nordic Office,  
IBRD.

JUN 28 1974

RECEIVED

1974 JUN 28 AM 9:23

COMMUNICATIONS SECTION

IBRD  
C.C. WORKS OFFICE

INTERNATIONAL SECRETARIAT  
L. HOFFMANN WORKS OFFICE

*[Handwritten signature]*

WORKS SECTION

section, Mr. Mark Jensen, Ministry of Foreign Affairs, under 2, 1974, Denmark will be represented by head of national centers week 1974 to be held from July 28 to Foreign Affairs and to inform you that the instructions upon instructions from the Danish Ministry of

Dear Sirs:

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Washington, D.C. 20433  
1818 H Street, N.W.  
IBRD  
International Development Research  
Consultative Group on Inter-

000-230 (M.F.I.)  
TELEX NO: 47-0061 (I.I.I.)  
TELEX: 4000 UNIVISUM  
TELEX: 4000 UNIVISUM  
WASHINGTON, D.C. 20000  
1700 WILSON BLVD WASH DC

WASHINGTON, D.C.  
ROYAL DANISH EMBASSY

*[Handwritten mark]*

CGIAR Executive Secretary

June 24, 1974

Montague Yudelman

*Yudelman*  
International Centers Week

In response to paragraph 4 of your memorandum of June 10 on the referenced subject, please be advised that the IBRD delegates for the various meetings will be as follows:

- (a) TAC (open sessions) : James Fransen
- (b) Seminar World Food Situation : Montague Yudelman  
Nathan Koffsky  
James Fransen
- (c) Consultative Group : Montague Yudelman  
James Fransen

JFransen:jf

ARA Files

C2.

June 21, 1974

Dear Mr. Boon-Long:

This is to confirm that we have made the hotel reservation you asked for in your letter of June 12. It will be a great pleasure to see you again.

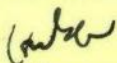
I am forwarding to the TAC Secretariat your suggestion concerning the discussion of the CARIS system.

Sincerely yours,

Harold Graves

Mr. Siribongsa Boon-Long  
Inspector-General  
Ministry of Agriculture and Cooperatives  
Rajadamnern Avenue  
Bangkok  
Thailand

cc with copy of incoming letter to Mr. Peter A. Oram, FAO, Rome



HGraves:apm

June 21, 1974

Dear Jerry:

Many thanks for your note of June 5 about the possible participation of WARDA and the Genetic Resources Board in your Directors meeting. I wanted to tell you quickly that Dick Demuth does not feel that his participation would be of any particular value, so that you do not have to be concerned about him.

I will take up the question of WARDA with Warren Baum, the Chairman of the Consultative Group. In any case, it would be interesting to know what reaction you had from Brady and Albrecht on the question of WARDA participation.

Sincerely,

Harold Graves

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

*Tom*  
HGraves:apm



## OFFICE MEMORANDUM

TO: Mr. Thomas D. Rimpler

FROM: Bruce M. Cheek *BMC*

SUBJECT: Entrance Signs for International Centers Week

DATE: June 20, 1974

You kindly agreed to have entrance signs prepared for International Centers Week, which will be held in the Bank from July 24 through August 2. We would need three sets of signs to be placed in the 5 main entrances of the Bank; their size should be approximately ~~11~~" by ~~14~~".

The first set of signs should read:

14 22.

Technical Advisory Committee  
July 24 - July 27  
IBRD Board Room  
(Room A 1100)

The second set of signs should read:

International Centers Week  
July 29 - July 31  
Room E 484

The third set of signs should read:

CGIAR  
August 1 and 2  
IBRD Board Room  
(Room A 1100).

Would you please arrange to have the first set of signs in the 5 main lobbies of the Bank on the morning of Wednesday, July 24. These signs should be replaced by the second set on the morning of Monday, July 29, and with the third set on the morning of Thursday, August 1.

In case the Executive Directors do meet on either or both of the Thursdays, July 25 and August 1, we should also like to have prepared and held in reserve, two sets of signs which read as follows:

- (1) Technical Advisory Committee  
July 25  
Room C 1006
- (2) CGIAR  
August 1  
Room E 484.

We will inform you as soon as practicable whether these signs do need to be used. It will, of course, be a last minute decision depending on the work load of the Board.

BMC:mcj

ROYAL  
SWEDISH EMBASSY

Washington, D.C., June 20, 1974

cl

Mr. Harold M. Graves  
Executive Director, C.G.I.R.  
The World Bank, Room E 1039  
Washington, D.C. 20433

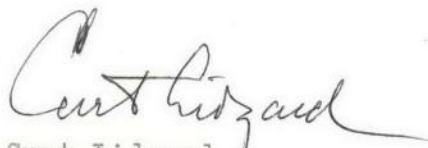
Dear Mr. Graves,

Re International Centers Week July 29 - August 2, 1974.

This is to confirm that Sweden will be represented at the above-mentioned meeting by Mr. Ulf Hjertonsson, Head of Section, Ministry for Foreign Affairs, and Mr. Gösta Eriksson, Swedish International Development Authority.

Reservations for Mr. Hjertonsson and Mr. Eriksson have been made at the Watergate Hotel.

Sincerely yours,

  
Curt Lidgard  
Economic Counselor

RECEIVED

1974 JUN 26 PM 12:46

COMMUNICATIONS  
SECTION

*[Faint, illegible handwritten notes]*

*[Faint, illegible line of text]*

*[Faint, illegible block of text]*

*[Faint, illegible line of text]*

*[Faint, illegible line of text]*

*[Faint, illegible text block]*

M A R D I

Malaysian Agricultural Research and Development Institute  
c/o Sungai Besi Post Office,  
Serdang, Selangor.

C1

MP(7.02)-5

20th June, 1974

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

Dear Mr. Graves,

Sub: International Centers Week

I would be grateful if you could kindly reserve hotel accommodation for me from 29 July - 2 August, 1974 in order to enable me to attend the meeting of the Consultative Group.

As things stand at the moment I will be the only one coming from Malaysia to the meeting.

I hope you will be able to confirm the hotel reservation requested above. Thank you.

Regards.

Yours sincerely,

(Anuwar bin Mahmud)  
Director

Confirmed  
Watergate  
IN: JULY 28  
OUT: AUG 2-3  
JUNE 28



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

M A R D I  
Malaysian Agricultural Research and Development Institute  
c/o Sungai Besi Post Office,  
SERDANG, SELANGOR  
MALAYSIA  
RECEIVED  
JUN 28 1974

M A R D I

Malaysian Agricultural Research and Development Institute  
c/o Sungai Besi Post Office  
Serdang, Selangor.

20th June, 1974

MP(7.02)-2

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

Dear Mr. Graves,

Sub: International Centers Week

I would be grateful if you could kindly reserve hotel accommodation for me from 29 July - 2 August, 1974 in order to enable me to attend the meeting of the Consultative Group.

← First fold here →

Printed by UNITED ENVELOPES MANUFACTURERS LTD.  
483, Commonwealth Drive, Singapore, 3.

Sender's name and address:

M A R D I

Malaysian Agricultural Research and Development Institute

c/o Sungai Besi Post Office,

SERDANG, SELANGOR,

MALAYSIA.

← Second fold here →

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

BY AIR MAIL  
P.O. BOX 208  
AN AIR LETTER SHOULD NOT  
CONTAIN ANY ENCLOSURE:  
IF IT DOES IT WILL BE SURCHARGED  
OR SENT BY ORDINARY MAIL.

SUNGAI BESI  
24 JUN 74  
SELANGOR

Affix  
Stamp  
here

MALAYSIA  
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SEN  
163

COMMUNICATIONS SECTION

1974 JUN 28 PM 59  
PYRAMID BRAND

FORM APPROVED BY THE POSTMASTER GENERAL MALAYA No. S. 32

RECEIVED

# THE ASIAN VEGETABLE RESEARCH AND DEVELOPMENT CENTER

C

CABLE ADDRESS:  
"ASVEG" SHANHUA

P. O. BOX 42, SHANHUA, TAINAN, 741,  
TAIWAN, REPUBLIC OF CHINA

TELEPHONE:  
064-37131

June 19, 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,

I have received Sir John Crawford's invitation for lunch at 1:00 p. m. on July 26, 1974 in the IBRD Dining Room. I am pleased to be able to accept. |cc

I have just received the program for International Centers Week. Naturally I was happy to note that on Wednesday, July 31, 1974, AVRDC is scheduled for a 30-minute presentation, with another 30 minutes allowed for discussion. We appreciate this and we shall do our best to present our achievements and future plans concisely and clearly.

As you may have heard, Dr. Edwin B. Oyer, our Associate Director, is resigning and returning to Cornell University to become the Director of International Agriculture.

His replacement, Dr. James J. Riley, arrives in Taiwan next week. He will accompany me to Washington in late July for International Centers Week. |ok

I look forward to seeing you next month.

Sincerely yours,



Robert F. Chandler, Jr.  
Director

RFC/imt

RECEIVED  
COMMUNICATIONS

JUN 25 10:30 AM '74

RECEIVED

RECEIVED

1974 JUN 25 AM 10:36

REC/INT

COMMUNICATIONS SECTION

Director  
Robert E. Crawford, Jr.

*[Handwritten signature]*

Sincerely yours,

I look forward to seeing you next month.

Week.

He will accompany me to Washington in late July for International Centers  
His replacement, Dr. James J. Blye, arrives in Taiwan next week.

International Agriculture.

is resigning and returning to Cornell University to become the Director of  
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achievements and future plans concisely and clearly.

for discussion. We appreciate this and we shall do our best to present our  
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Naturally I was happy to note that on Wednesday, July 31, 1974, IABDC

I have just received the program for International Centers Week.

accept.

on July 26, 1974 in the IABDC Dining Room. I am pleased to be able to

I have received Sir John Crawford's invitation for lunch at 1:00 P. M.

Dear Harold,

U. S. A.

Washington, D. C. 20433

1818 H. Street N. W.

Agricultural Research

Consultative Group on International

Executive Secretary

Mr. Harold Graves

JUNE 19, 1974

..ASLEG.. SHAINHUU  
CABLE ADDRESS:

TAIWAN, REPUBLIC OF CHINA  
P. O. BOX 42, SHAINHUU, TAINAN, TAI.

084-27131  
TELEPHONE:

THE ASIAN AGRICULTURE RESEARCH AND DEVELOPMENT CENTER

*[Handwritten mark]*

Our Ref: 16.1



Ministry of Agriculture  
Fisheries and Food  
Whitehall Place (East)  
London  
SW1A 2HH

a

B Cheek Esq  
Deputy Executive Secretary  
IBRD  
1818 H Street NW  
Washington DC 20433

18 June 1974

Dear Mr Cheek

Thank you for your signal about accommodation. I confirm that I will be arriving at the Watergate on 23 July and will have to fly back to London on Friday 2 August, so that I will need a booking from 23rd to 1st inclusive. I find that their swimming pool keeps me relaxed enough to start the non-stop meetings!

With best wishes

Yours sincerely

O.K.  
G.

(Miss) G. Nuttall  
(Exec. Secretary)

for H C PEREIRA



for

H C BEBEIBA

(M. J. J. (small))  
(M. J. J. (small))

YOUNG AND CHERLEY

P.O.  
10

With great pleasure

enough to attend the non-afop meetings;  
I'm glad that your swimming pool keeps relaxed  
need a booking from 53rd to 1st July. I  
to London on Friday 5 August. I will  
depart on 53 July and will be in the  
I confirm that I will be still in the  
Thank you for your advance booking and accommodation.

COMMUNICATIONS  
SECTION  
9/7 JUN 26 AM 8:59

RECEIVED

Dear Mr. Greek

Washington DC 20433  
1818 H Street NW  
IBRD  
Deputy Executive Secretary  
B Greek Rd

18 June 1974

0

Our Ref: 10.1



SMIA SHH  
London  
Whitehall Place (East)  
Telephone and Post  
Ministry of Agriculture



EMBASSY OF SWITZERLAND

WASHINGTON D. C. 20008,  
2900 Cathedral Avenue N.W.  
Telephone HO 2-1811/7

~~Handwritten~~  
ct

Ref.:

532.50 SD - HE/cr

June 18, 1974

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

Dear Mr. Graves :

In answer to your communication of May 9 concerning the International Centers Week 1974, I have the honor to inform you that Switzerland will be represented by

Dr. Rolf Wilhelm  
Deputy Director of the  
Swiss Service of Technical Cooperation  
of the Federal Political Department.

This Embassy is taking care of Dr. Wilhelm's hotel reservation.

Sincerely yours,

*A. Geiser*

A. Geiser  
Counselor of Embassy

RECEIVED

1974 JUN 20 AM 10:45

COMMUNICATIONS  
SECTION

TO: [Illegible]

FROM: [Illegible]

SUBJECT: [Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

COMMUNICATIONS SECTION

[Illegible]

571

## OFFICE MEMORANDUM

Yellow

TO: Mr. Robin Woollatt  
DATE: June 18, 1974

FROM: Bruce M. Cheek *BMC*

SUBJECT: Simultaneous Interpretation Services for International Centers Week

I refer to our conversation of May 16 on the above subject. This note is to confirm my understanding that you are prepared to provide a team of six who will be responsible for simultaneous interpretation between English, French and Spanish as necessary. I am attaching a copy of our draft schedule of events to indicate our program and will keep you posted on any changes. All meetings of the Technical Advisory Committee (TAC), Plenary Sessions of the Consultative Group and Consultative Group sessions will be held in all three languages.

A particular problem occurs on the morning of Thursday, August 1, when we shall need two teams as follows: (a) a six person team to work with the Technical Advisory Committee; and (b) a six person team to work with the Consultative Group. The Consultative Group continues throughout the Thursday and Friday, whereas this last meeting of the Technical Advisory Committee will be held on the morning of August 1 from 9 to 11 a.m. in Room C 1006. This is the only use of C 1006 which is not well equipped for three languages.

With regard to documentation, I will send you separately as much as possible with a view to your having six sets of all relevant papers. As items arrive from Rome and from the centers, we will make them available to you in sets of six.

Attachment

cc: Miss Venturini (with 6 copies of attachment)  
BMC:mcj

THE INTERNATIONAL RICE RESEARCH INSTITUTE

cl

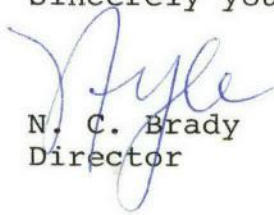
June 17, 1974

Dear Harold,

This is to inform you that Dr. D. S. Athwal and I will represent IRRI at the 1974 International Centers Week in Washington.

We are looking forward to seeing you there.

Sincerely yours,



N. C. Brady  
Director

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

NCB:eby

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JUN 18 1974  
COMMUNICATIONS SECTION

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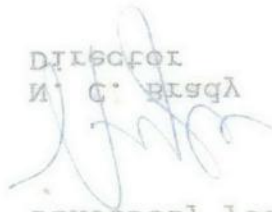
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COMMUNICATIONS SECTION

ICB: epA

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

Director  
I. C. B. epA



Executive Secretary

Dear Sir:

We are looking forward to seeing you  
International Centers Week in Washington.  
Agrawal and I will represent IARI at the 1974

This is to inform you that Dr. D. S.  
Dear Harold,

JUNE 17, 1974

THE INTERNATIONAL RICE RESEARCH INSTITUTE



92f.

Mr. Warren C. Baum

June 17, 1974

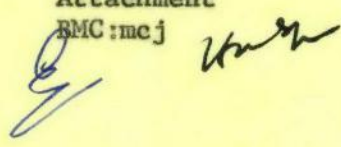
Harold Graves

Secretariat Schedule for Center Review Papers

Following our conversation this morning I am sending you a timetable for the center review papers which the Secretariat is preparing. The receipt of comments from the Center Directors is an important part of the process and affects the scheduling for making the papers available to the TAC and CG members. I trust that we shall be able to get all papers out in final form by July 11.

Attachment

BMC:mcj

Handwritten signatures and initials, including a large stylized signature on the left and another signature on the right.

June 17, 1974

SECRETARIAT CRP SCHEDULE

Centers Week ..... July 29  
TAC meetings ..... July 24

Latest Comprehensive Mailing Date July 11

| <u>CENTER</u> | * * * | Status as of<br><u>June 17</u>               | Draft to<br><u>Cent. Dir.</u> | Reply of<br>Center        | <u>Circulation<br/>to TAC/CG</u> |
|---------------|-------|----------------------------------------------|-------------------------------|---------------------------|----------------------------------|
|               |       |                                              |                               | a. Tel/Cble.<br>b. Letter |                                  |
| CIMMYT        |       |                                              | June 20                       | June 28 (b)               | July 7                           |
| CIAT          |       | draft to HG<br>on June 18                    | June 24                       | July 5 (a)                | July 11                          |
| CIP           |       | to HG - May 22<br>to WCB & MY -<br>June 11   | June 20                       | June 28<br>July 5         | July 10                          |
| IRRI          |       |                                              | June 24                       | July 5 (a)                | July 11                          |
| IITA          |       | sent to Cent.<br>Director                    | June 10                       | June 24<br>July 2         | July 8                           |
| ICRISAT       |       |                                              | June 21                       | July 5 (a)                | July 7                           |
| ILRAD         |       | Minutes of the June 24-26 Board Meeting only |                               |                           | July 10                          |
| ILCA          |       |                                              | July 3                        | July 7 (a)                | July 10                          |
| WARDA         |       | draft to HG -<br>June 21                     | June 25                       | July 5 (a)                | July 11                          |
| Genes Board   |       | Minutes of the June 4-6 Board Meeting only   |                               |                           | July 5                           |



June 17, 1974

Dear Professor Odhiambo:

Mr. William Mashler of the UNDP has been in touch with the Secretariat concerning the possibility of your attending the 1974 International Centers Week which will be held at the World Bank in the week of July 29.

It has not been the practice of the Consultative Group to invite observers to Centers Week and the meetings of the Group itself are in any event closed ones. At the same time, we appreciate your interest and that of ICIPE in the presentation and discussion of the work and programs of the international centers.

I am therefore writing to invite you to attend this year's Presentation Days, July 29-31, as an observer. We could not, however, provide any funds towards the expenses involved.

A copy of the provisional schedule of events is enclosed for your information. Please let us know if you decide to attend the 1974 Presentation Days.

Sincerely yours,



Bruce M. Cheek

Enclosure

Professor Thomas R. Odhiambo  
Director  
The International Centre of Insect  
Physiology and Ecology  
P.O. Box 30772  
Nairobi, Kenya

cleared with and cc: Dr. John A. Pino, Rockefeller  
cc: Sir John Crawford  
Mr. W. T. Mashler, UNDP

BMC:mcj



No. AC. 0215/ 2286



MINISTRY OF AGRICULTURE AND COOPERATIVES  
Rajadamnern Ave., Bangkok  
THAILAND

June *R*, 1974

*Cl*

Mr. Harold Graves  
Executive Secretary  
CGIAR  
1818 H St. N.W.  
Washington D.C. 20433  
U.S.A.

Dear. Mr. Graves,

I am planning to attend the open session of the TAC and the International Centers Week, pending the approval of the Government.

Would you please tentatively book Roger Smith Hotel for me during July 25-26 and July 29-August 2 inclusive.

Since the CARIS system will be useful to developing countries, I would ask you to get in touch with the TAC Secretariat to make any discussion in the TAC open to observers in order to air users' point of view.

With kind regards.

Yours sincerely,

*Siribongse Boon-Long*

Siribongse Boon-Long  
Inspector-General

*Confirmed  
CJ. JUN 1974*

*RECEIVED  
MINISTRY OF AGRICULTURE AND COOPERATIVES  
JUN 20 1974*

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COMMUNICATIONS  
SECTION

Inspector-General  
Sinhonase Boon-Long

*Sinhonase Boon-Long*

Yours sincerely,

With kind regards.

discussation in the LAC open to observers in order to give them point of view.  
I would ask you to get in touch with the LAC secretariat to make any  
since the CMBIS system will be useful to developing countries,  
during July 52-53 and July 53-August 5 inclusive.

Would you please tentatively book Hotel Swift Hotel for the  
International Centers Week, pending the approval of the Government.

I am planning to attend the open session of the LAC and the  
Dear Mr. Graves,

U.S.A.  
Washington D.C. 20542  
1818 H St. N.W.  
CGIAR  
Executive Secretary  
Mr. Harold Graves

June 1954

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THAVANID  
Bangkok  
MINISTRY OF AGRICULTURE AND COOPERATIVES

Regional Assistant Directors,  
Agriculture & Rural Development  
M. Yudelman

June 12, 1974

International Centers Week - International Agricultural Research

Attached is the June 10 Provisional Schedule of Events for International Centers Week which will be held in the Bank in the week of July 29, 1974. In addition, the Technical Advisory Committee will be meeting in the previous week (July 24-27) as will the Center Directors and some of their principal staff (July 26-27).

Apart from the regular business of these groups, as indicated in the attachment, Centers Week also provides the occasion for Center staff and others to maintain contact with the Bank's operational staff. Opportunities for contact include:

- a. Regional staff are invited to attend the presentations and discussions on centers which interest them, on July 29-31, as indicated in the Schedule. Documentation will be provided as it becomes available, including Secretariat reviews of Center operations.
- b. The luncheon on Monday, July 29, (memo. para. 3) will be arranged so as to facilitate contact between Center and Bank staff. Details are being worked out; it is planned to have several staff from each region join with Center personnel.
- c. The Secretariat of the CG (Messrs. Graves and Cheek) welcomes suggestions regarding further contacts. Would you please designate a contact person for purposes of follow-up arrangements for Centers Week.

Attachment  
BMC:mcj



## OFFICE MEMORANDUM

Yellow

TO: Regional Assistant Directors,  
Agriculture & Rural Development  
DATE: June 12, 1974

FROM: M. Yudelman *MY*

SUBJECT: International Centers Week - International Agricultural Research

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- c. The Secretariat of the CG (Messrs. Graves and Cheek) welcomes suggestions regarding further contacts. Would you please designate a contact person for purposes of follow-up arrangements for Centers Week.

Attachment  
BMC:mcj

## OFFICE MEMORANDUM

TO: Mr. Warren C. Baum

FROM: Bruce M. Cheek *BMC*

SUBJECT: Secretariat Center Review Papers for 1975

DATE: June 11, 1974

This memo refers to three subjects: the purpose of the CRPs, the timetable for preparation of the papers, and the reaction of the centers to the process so far (i.e. since we started work on the basis of the November 1973 Bell paper and before we have had any reaction from centers to the draft Secretariat papers which are only now being drafted and sent out).

The purpose of the CRPs, a la Bell

We have taken the position that the Secretariat paper is a review and not a summary information paper. Data on the center and its progress are detailed in the 1973 annual report and in the program and budget paper for 1975. We have not sought to duplicate these descriptions of progress or of scientific techniques. Secondly, we have not tried to make the paper carry detailed critiques of the scientific program. This is for the reviewing scientist (in 3 cases) and TAC to take up with the center on the basis of the centers' own reports. (We have taken the interim position that the Evans' papers on the scientific programs of 3 major centers - IRRI, IITA and CIAT - are to be given to the center and the TAC Chairman, but not to CG members as a whole. This has been done.)

Within these parameters, the annual review is to be conducted in terms of the Bell Subcommittee report which requires the following points to be covered by the Secretariat on the basis of the program and budget submissions by the center and of any external budget or scientific review by Secretariat or Secretariat-related staff. The report recognizes that "some experimentation will be necessary."

The following paragraphs summarize the requirements of the Bell review system, the sentences in squared brackets being Secretariat elaborations.

Are we satisfied with the basic information provided by the center in terms of its 1975 program and budget statement, its 1973 scientific report, and its 1973 audit?

The Secretariat critique should focus on the relationship of programs to expenditures, in particular for 1973 and 1975, but also in the 1974 estimates [and the 1976-78 projections].

(1) First, with respect to 1973, to what extent do the manpower allocations and the costs of the program components differ from the budget for 1973 as put forward in the original 1973 program and budget or in the 1974 proposal which was prepared when 1973 was 25 per cent complete? [Here, we should make some statement on the results and setbacks of 1973 and 1974, noting any changes in emphasis or new directions underway.]

[(2) With respect to 1974, are there notable discrepancies between the 1974 budget as presented to the CG in May/July 1973, and the budget as now being carried out?]

(3) With respect to 1975, we are to examine the relationship of the proposed distribution of [staffing and] expenditures to the stated program goals and priorities. In particular, we are to distinguish real program increases (separately for both new and existing programs) from increases due to cost factors such as salary increases for merit, inflation, contingencies. [What are the principal differences between staffing and expenditures for 1974 (revised) and 1975?]

(4) We are to judge the extent to which the proposed budget costs for 1975 are reasonable and therefore lead to a viable financial plan.

(5) We are to identify weaknesses and issues concerning the 1975 budget [and presumably the subsequent budget projections. This means identifying budget issues, mostly as factors which we feel should be discussed but also as factors which we feel the CG should understand.]

(6) The above points are to lead to a three-fold wrap-up:

(a) Are the [staff and] funds being used for the purposes intended and with reasonable efficiency? [Do we endorse the balance of resources among the components of a center's research programs and between research programs and non-research activities? We should note points or tendencies to be watched so as to be sure that the allocation of funds and staff is directed towards the agreed objectives.]

(b) Do the budget proposals constitute a prudent financial expression of well-planned programs?

(c) Do the current [1974?] and projected expenditure patterns [to 1978?] reflect stated program priorities?

Timing. "The Secretariat reports should be discussed in draft form with Center Directors while the Centers are continuing to review and revise their own draft proposed program and budget submissions. When the Centers have finished such submissions, the Secretariat should complete its reports which would be circulated to CG members in advance of Centers' Week, along with any comments the Directors wish to make on the reviews of their institutions."

State of Preparation of the 1975 Program and Budget Reviews

The above section indicates the stages and timing for the preparation of the Secretariat CRP papers, including the directors' right of comment before the final version is issued well enough in advance of the Centers Week sessions to allow review by participants with the colleagues at home. The final texts should leave Washington between mid-June and July 5 if participants are to have any hope of adequately reviewing the papers. [Last year we were issuing papers (not checked with directors) as late as July 24 when the Washington proceedings were about to begin.] It remains to be seen how far we will get with the 10 reviews in question.

- (1) ICRISAT and CIMMYT: Harold took the inputs with him to Europe and will issue his drafts soon after his return on June 14;
- (2) IRRI: Evans' program review arrived last week and is ready for Harold's consideration;
- (3) IITA: the draft Secretariat paper (with Harold's re-write of the first 9 paragraphs) was sent out yesterday to IITA, Crawford and Evans;
- (4) CIP: the draft of May 21 is being held at Harold's instruction, though it is now coming to you and Monty as requested last week;
- (5) CIAT: I have reviewed the inputs and will write the draft this week;
- (6) ILRAD and ILCA: these non-operational centers are putting together their first programs and budgets (1975). ILRAD's will go through a June 24-26 Board review and then be circulated. Harold has suggested to Hodgson and Pagot how they might go about the ILCA one, given ILCA's peculiar status. Harold will decide the type of Secretariat 'review' which is suitable for these two centers.
- (7) WARDA: Diouf will circulate his 1975 program and budget, which we already have in final draft. He has just deferred his first annual program review to July 15-20 which means he won't be able to circulate a progress report as planned at our May discussion, but will speak directly to TAC and Centers Week participants. We will circulate his basic 1973 TAC submission plus a brief note on the status of the WARDA program as we see it: matters of concern and recent developments. Zuckerman of West Africa plans to be in Monrovia for us on July 1-2. The basic questions of the Steering Committee role and CG help for W-2 - W-4 (my memo of May 24) remain for review by TAC; Crawford has just cabled Oram to advise him.
- (8) Genes Board: Demuth will be back from the first Board meeting (June 4-6) this week. Oram says the Board won't be able to put a 1975 program to TAC and Centers Week but will need to meet again before the November CG. We shall have to decide action after talking to Demuth.



- (9) AVRDC: the eleventh and step-sister center will make its presentation on the basis of whatever material it chooses to circulate in the next six weeks.

Center Views on CRP

Center directors' angst was reflected in their March Cali meeting which Mr. Yudelman attended and where he raised the question. The minutes read:

"...The process of standardizing the budget process was an irritation, but no one was hurt in the process...Some Directors felt that the issue of program and center reviews had not yet been completely resolved or clarified." (page 13)

The minutes also reflect distress over problems with respect to establishing relationships initially with new donors, and there has been considerable exchange between Secretariat/centers/donors on the availability of particular donor funds, their use, timing (delays) especially at the beginning and end of a calendar year, confusion over restricted core and special project funds, and problems in securing permission for carryover or changed use of funds (page 6). The directors will review those matters on July 26-27, "if necessary, present appropriate recommendations to the Secretariat." (page 6). All these donor points clearly come into focus in the Secretariat's clarifying the P & B proposals which have to be based on availability (including fungibility) of funds.

The Centers feel that the work of the Secretariat has been "95% successful" and that visits from the CG, donors and Secretariat (no mention of TAC!!) have been valuable as get-acquainted efforts on P & B and other matters. The present efforts and the Bell paper itself are "experiments" (to use the Bell word). There are conflicting requirements and expectations re the CRP--TAC wants work units and manpower orientation to be emphasized for purposes of center analysis and comparison and for system assessment; USAID et al want their dollars accounted for as specifically as demanded by the Bell paper (section 1 above); the U.K. and some others want less emphasis on accountability and more on scientific freedom.

Our own visits and correspondence reveal a number of reactions:

- (a) Some center staff are resistant to any cost effectiveness or cost benefit assessment, arguments ranging from scientific freedom through practicability of relating goals and outlays to mechanical problems of organizing data as requested. We get comments about "rehashing figures to provide what is included in the Ruddy format;" doubts that our requests have been well thought out; pleas for requests more compatible with accounting procedures (IITA).

- (b) Misunderstandings have arisen -- fears that we are asking scientists to fill in time sheets; or that we want to cast the centers into molds (as multi-million dollar centers with large continuing overheads) which would "cut down the possibilities of acceptance of new innovations and possibly less expensive ways to do the same job and even probably faster methods of getting information out so it is used by the producer in developing countries." (CIP).
- (c) Inspecteurs de finance (et plan) are necessary, but not popular! There have been caustic or distressed comments from staff of all centers (except, to my knowledge, CIMMYT to which the Secretariat visit was confined to 6 work hours and which is the only major center exempted from a program review) on the budget and planning process and on the related use of core and capital funds. ICRISAT, we know about! IRRI writes an irri-tated letter with comparisons with ICRISAT. CIAT has been irked - complaints of 'not fair' - by our pressing them, justifiably, re the use of earned income, overhead charges for special projects, core financing for such projects, etc. At times, we have felt that some center staff would like to be fully free in the use of funds (see paras. 10-12 of the IITA draft review), a position which the CG cannot accept. Already, then, the CRP contacts have helped focus on financial proposals which, if let be, would raise severe problems for both the center in question and the system as a whole.
- (d) Many of the centers are not equipped in terms of accounting and budgeting skills (or machinery?) to produce by March 31 the data we want. Things may improve with time but our January 22 memo updating the Ruddy paper (re itemizing sources of cost increases and re manyears for 1973-75) already reflected a scaling down of what we wanted. At the same time, the centers sometimes paid insufficient attention to the memo, responded to it incompletely - or even inconsistently between their various tables. Our own visits and the P.S. Ross studies concur in finding the centers inadequately staffed to provide the sort of P & B data and projections which Bank staff have become accustomed to generating with varying degrees of accuracy.
- (e) A careful review of Center/TAC/donor reactions and requirements must be made frequently, beginning with International Centers Week, if we are to achieve necessary goals -- an integrative paper, due accountability to donors, perspective on planning scientific priorities for the system -- and at the same time avoid a corrupting form-filling exercise which will not help center recruitment or morale or efficiency -- or the objectives of the research system.

cc: Sir John Crawford, Mr. Yudelman, Mr. Graves & Mr. Lewis  
BMC:mcj Mr. Ruddy

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

Central  
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C2.

June 10, 1974

TO: Members of the Consultative Group, Members of the  
Technical Advisory Committee, Board Chairmen and  
Directors of Centers

FROM: Executive Secretariat

SUBJECT: Provisional Schedule of Events -- International Centers  
Week, 1974

1. Attached for the information of participants in the 1974 International Centers Week is a Provisional Schedule of Events for that week and also for the preceding week when the Technical Advisory Committee will begin its summer session and when the Center Directors will be meeting.

2. Regarding attendance at the various meetings, would you please note:

- a. TAC has an open session on the morning of Friday, July 26. The rules of TAC require that no member of the Group have more than one observer present at any one time.
- b. The seminar on the world food situation on the afternoon of Friday, July 26, is primarily for Center personnel and members of TAC. The TAC rule of attendance by CG members will apply.
- c. With respect to meetings of the Consultative Group, space limitations make it desirable for members to limit their delegations to no more than three persons; international agricultural research centers are requested to limit observers to two at any one time.

3. Participants in International Centers Week, together with their wives, are invited to a reception being given by the Chairman of the Consultative Group, Mr. Warren C. Baum, on Tuesday, July 30, between 6 and 8 p.m. in the courtyard of the World Bank buildings. In addition, luncheon will be provided in the Bank dining rooms on Monday, July 29, for all participants. The luncheon arrangements will be made in a way that will facilitate contact between Center Directors and their staff and the staff of the Bank involved in operations related to the work of the various centers.

4. To facilitate Centers Week planning, CG members are asked to send the names of their delegations, referred to in 2c above, as soon as practicable. Delegations wishing to have hotel reservations made for them should advise the Secretariat promptly.

Attachment

INTERNATIONAL CENTERS WEEK

July -- August, 1974

Provisional Schedule of Events

|                                                                              | <u>ROOM</u>               |
|------------------------------------------------------------------------------|---------------------------|
| <u>July 24 - Wednesday (9:00 a.m. - 6:00 p.m.)</u>                           |                           |
| TAC - all day (closed)                                                       | IBRD BOARD ROOM<br>A 1100 |
| <u>July 25 - Thursday (9:00 a.m. - 6:00 p.m.)</u>                            |                           |
| TAC - all day (closed)                                                       | A 1100                    |
| <u>July 26 - Friday</u>                                                      |                           |
| <u>Morning (9:00 a.m. - 1:00 p.m.)</u>                                       |                           |
| TAC (open)                                                                   | A 1100                    |
| a. Plant Nutrition                                                           |                           |
| b. Strengthening National Research Capabilities                              |                           |
| Center Personnel - with other participants as invited by<br>Center Directors | E 1053                    |
| <u>Afternoon (2:30 p.m. - 5:30 p.m.)</u>                                     |                           |
| TAC and Center Directors - Seminar on World Food<br>Situation                | A 1100                    |
| <u>July 27 - Saturday</u>                                                    |                           |
| TAC - Morning Session (closed)                                               | A 1100                    |
| Center Personnel - all day                                                   | E 1053                    |

July 29 - Monday

Morning Plenary Session

Chairman: Mr. Warren C. Baum,  
Chairman, Consultative  
Group

E 484

9:15 - 9:30

Opening Statement by Chairman

9:30 - 10:15

IRRI Presentation

10:15 - 11:15

Discussion on IRRI

11:15 - 11:30

Coffee Break

11:30 - 12:00

WARDA Presentation

12:00 - 12:45

Discussion on WARDA

12:45 - 2:15

Luncheon

Afternoon Plenary Session

Chairman: Mr. J. F. Yriart, FAO,  
Assistant Director-  
General, Development  
Department

E 484

2:15 - 3:00

IITA Presentation

3:00 - 4:00

Discussion on IITA

4:00 - 4:15

Coffee Break

4:15 - 5:00

ICRISAT Presentation

5:00 - 6:00

Discussion on ICRISAT

July 30 - Tuesday

Morning Plenary Session

Chairman: Mr. W. T. Mashler, UNDP,  
Director, Division for Global  
and Inter-regional Projects

E 484

9:15 - 10:00

CIAT Presentation

10:00 - 11:00

Discussion on CIAT

11:00 - 11:15

Coffee Break

11:15 - 12:00

CIP Presentation

12:00 - 1:00

Discussion on CIP

July 30 - Tuesday (Cont.)

Afternoon Plenary Session

Chairman: Sir John Crawford  
Chairman of the Technical  
Advisory Committee of the  
Consultative Group

E 484

2:15 - 3:00

CIMMYT Presentation

3:00 - 4:00

Discussion on CIMMYT

4:00 - 4:15

Coffee Break

4:15 - 4:45

Genetic Resources Presentation

4:45 - 5:30

Discussion on Genetic Resources

6:00 - 8:00

Reception by Consultative Group  
Chairman

IBRD  
PATIO

July 31 - Wednesday

Morning Plenary Session

Chairman: Mr. M. Yudelman, IBRD,  
Director, Agriculture  
and Rural Development  
Department

E 484

9:15 - 9:45

ILRAD Presentation

9:45 - 10:30

Discussion on ILRAD

10:30 - 10:45

Coffee Break

10:45 - 11:15

ILCA Presentation

11:15 - 12:00

Discussion on ILCA

12:00 - 12:30

AVRDC Presentation

12:30 - 1:00

Discussion on AVRDC

Afternoon (2:30 - 6:00)

TAC - Meeting with Center Directors  
(closed)

A 1100

August 1 - Thursday

TAC - Morning Session (closed) (9:00 a.m. - 11:00 a.m.)

C 1006

Consultative Group (TAC and Center Personnel invited)

A 1100

(9:30 a.m. - 1:00 p.m. -- 2:30 p.m. - 6:00 p.m.)

1. Adoption of the Agenda
2. Preparation and Publication of CG Brochure
3. Budget and Accounting Practices of Centers
4. Annual Center Review Procedures
5. Integrative Paper  
-- financial assumptions for future planning  
of CG/TAC
6. Report of Chairman of TAC on five-year scientific  
review program.

August 2 - Friday

Consultative Group (continued) (9:30 a.m. - 6:00 p.m.)

A 1100

7. Statement by Chairman of TAC on Center Programs
8. Discussion of Center Programs
9. Report of Chairman of TAC on status of other proposals under consideration:
  - a. Middle East Center
  - b. Plant Nutrient Institute
  - c. Food Policy Institute
  - d. Latin America - bean network
  - e. National research
  - f. Aquaculture
  - g. Tropical Fruits
  - h. CARIS
  - i. Other.
10. Matters introduced by Center Directors
11. Donor indications of financial support of Group-endorsed activities, 1975 & 1976-8
12. Other
13. Press Release
14. Time and Place of next meeting.

June 10, 1974

INCOMING CABLE

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LT CHEEK INTL BANK FOR RECON DEVELOPMENT

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WASHINGTON DC

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K236 PLEASE BOOK SINGLE ROOM FOR MURIITHI AT RODGERSMITH

HOTEL INSTEAD OF WATERGATE HOTEL

I E MURIITHI VETLAB KABETE

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\_\_\_date as received.

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1974 JUN 17 11 59 23

OPERATIONS  
SECTION

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Distribution

Mr. Cheek  
Travel Office

Confirmed  
June 20,  
S.



A/D/C

The Agricultural Development Council, Inc.

630 Fifth Avenue, New York, N.Y. 10020

Established by John D. Rockefeller 3rd

Tel: 212-757-8566 • Cable: Agridevel

June 7, 1974

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

Dear Mr. Cheek:

Dr. Ruttan has asked me to let you know that he prefers to stay at a hotel other than the Watergate. Would you please, therefore, cancel the reservation you have made for him for the July 23-August 3 period.

Sincerely,



Ann M. Larson  
Secretary to Dr. Ruttan



C2.

Mr. F. Johnson

June 7, 1974

Bruce M. Cheek

Air Conditioning Requirements for International Centers Week

This is to confirm the need for the air conditioning to be operating on Saturday, July 27, in the A Building. Meetings of the Technical Advisory Committee (TAC) and of Center Directors will be held on that day in Room A 1100 and Room A 520, respectively.

BMC:mcj

C2.

June 7, 1974

Dear Jim:

I am writing to invite you to attend the 1974 International Centers Week in your capacity as Chairman of the African Livestock Subcommittee. At the same time, your presence would serve to facilitate contact between yourself and center staff, particularly considering your recent reviews of three major centers.

I hope you are free to attend prior to the August 5-6 meeting of the Advisory Panel. The provisional agenda is attached for your information. While TAC is having only one open session this year, you may find it useful to attend, particularly as you have been involved in the national research question. When you have decided, please let us know and we will arrange the travel matters.

With best wishes,


Sincerely yours,



Bruce M. Cheek

Enclosure

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

 cc: Sir John Crawford  
BMC:mcj

INCOMING CABLE

INTFRAD 64145

ca ~~BE~~  
CJ

Distribution: Secretary's Dept.

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EXECUTIVE SECRETARIAT IRTBAJRAD

WASHINGTONUSA

June 6th 1974

NO.PS/DG/74 REFYTEL THIRTIETH MAY STOP  
RESERVATION WATERGATE HOTEL ACCEPTABLE

SWAMINATHAN AGRISEC

KKKX COLL NO.PS/DG/74

INCOMING CABLE

~~BMC~~  
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G

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June 6, 1974

Distribution:

Mr. Cheek

Mr. Graves

Agriculture & Rural Development.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

1818 H STREET N.W.

WASHINGTON DC 20433(DLVR INTBAFRAD WASHINGTON)

CHEEK TWENTY FIVE COPIES AUDIT REPORT MAILED TODAY


TO MR GRAVES STOP

DOMINGUEZ - CENCIMMYT

COL 20433

Mr. E. Donovan

June 6, 1974

Bruce M. Cheek 

International Centers Week - Offices for Center Directors

The Directors of the international agricultural research centers will be in Washington from Tuesday, July 23, through Saturday, August 3. During this time they will need to have working space on an individual basis as they will be meeting with various donors and officers regarding their work programs. No secretarial assistance will be required but telephones are needed.

We would need 11 small rooms for the Directors in question, as close as possible to the Secretariat offices in E 1039.

 BMC:mcj

Mrs. Elizabeth Dvorscak

June 5, 1974

Bruce M. Cheek *b*

Invitation Cards for International Centers Week Reception

Attached is a sample of an invitation to a reception to be hosted by Mr. Baum.

I should be grateful if you would make the necessary changes and arrange for 200 cards to be printed.

*b* Attachment  
BMC:mcj



Mr. William Curtin

June 5, 1974

Bruce M. Cheek

Name Badges for International Centers Week

For an agricultural research conference here in July/August (called International Centers Week), we are going to need about 175 name badges.

Since both men and women will be attending the conference, we would need about 150 pocket-type badges, and 25 of a simple pin-on type.

It would help if the supply could be delivered to E-1039 not later than June 17.

BMC:mcj

Mr. R. Messerley

June 5, 1974

Bruce M. Cheek

Travel Arrangements for Participants in International Centers Week  
of the Consultative Group on International Agricultural Research

Following last year's procedure, I am writing to ask if you would delegate one member of your office to assist the 100 or so participants with their travel arrangements on Monday, July 29, and Tuesday, July 30, from 10:45 a.m. to 11:45 a.m., and 3:45 to 4:45 p.m. on both days. Also, would you please make that same member of your staff available to participants in the Travel Office for the remainder of the week.

For the past two years, Mr. Paul Ferre has assisted us in these meetings, and if possible we would wish him to be designated once again.

cc: Mr. Ferre  
BMC:mcj

Mr. E. Bucci

June 5, 1974

Bruce M. Cheek *B*

International Centers Week Hospitality

The Consultative Group on International Agricultural Research (CGIAR) will be holding its annual International Centers Week at the end of July. There are three social events on which I would appreciate having your assistance -- two luncheons and a reception. Although the dates are still some time ahead and some details remain to be determined, I thought it best to contact you now and ask if you have any particular comments or suggestions.

1. Luncheon for 24. On Friday, July 26, Sir John Crawford, the Chairman of the Technical Advisory Committee of the CGIAR would like to give a luncheon for the TAC members and the Directors of the international centers at 1 p.m.

2. Luncheon for 150. As was the case last year, we would greatly appreciate your help in arranging a luncheon on Monday, July 29, the first day of Centers Week, for all participants. Last year, you set aside the appropriate space and participants were seated informally. This year, we would like to arrange the seating according to regions so that center staff can meet Bank staff. We can discuss the arrangements in due course.

3. Chairman's reception. As in previous years, the Chairman would like to give a reception for participants. It would be on the evening of Tuesday, July 30, between 6 and 8 p.m. on the Bank Patio, weather permitting. (The 'D' Building Dining Room is also reserved for this occasion in the event of rain.) About 150 persons would be expected to attend.

*b* BMC:mcj

Miss Barbara McLane

June 5, 1974

Bruce M. Cheek *B*

International Centers Week - Verbatim Reporter Requirement

This is to confirm that we should like arrangements to be made for verbatim reporting for the following days:

|                     |             |                 |
|---------------------|-------------|-----------------|
| July 29             | Room E-484  | more than three |
| July 30             |             | day delivery    |
| July 31 - a.m. only |             |                 |
| August 1            | Room A-1100 | less than three |
| August 2            |             | day delivery.   |

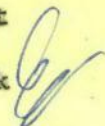
For all the above days, we wish to have the original and three carbon copies.

*BMC*  
BMC:mcj

Mr. James Suit

June 5, 1974

Bruce M. Cheek



Arrangements for International Centers Week

I refer to my conversations with Mr. Rimpler regarding the Plenary Sessions of the Consultative Group on International Agricultural Research, which will be held on Monday, July 29, Tuesday, July 30, and the morning of Wednesday, July 31, and the Consultative Group meetings on August 1-2.

In Mr. Martin's absence, I was in touch with Mr. Schneider regarding facilities for 120 participants for microphones, interpreting kits, tape recordings, screens for slide projection, etc. I have also been in touch with Mr. Woollatt regarding a team of simultaneous interpreters and with Miss McLane regarding a verbatim reporter.

The facilities for the International Centers Week and for the meetings of the Technical Advisory Committee of the Consultative Group (July 24-August 2), will be the Bank Board Room and Room C 1006, as well as Room E 484. Only in this latter case are special seating arrangements required.

For the two-and-a-half days in which the Consultative Group is meeting in Plenary Session, we would like to use E 484 along the lines indicated in the attached floor plan, which is the one used in that room last July/August. This would provide a top table for four on the stage and then ten pairs of tables down a center aisle, each table seating six participants, making a total of 120. A few individual chairs at the back would also be helpful for visitors, and two tables by the reception desk for the placing of documents would be a great advantage. We would also like to hold the E 484 arrangements for Thursday, August 1, in case the Bank Board Room is not available for the Consultative Group itself owing to an emergency meeting of the Executive Directors.

There will be need for the equipment mentioned in paragraph 2 of this memo which I will discuss with Mr. Martin.

I understand that, as was the case last year, you will be in touch with the Hargrove Company, who might also become involved in providing the equipment.

Attachment

cc: Mr. Rimpler  
Mr. Martin

BMC:mcj



INCOMING CABLE

cl

JUN 5 3 32 PM '74  
SECTION

ZCZC 248423 RC011 PD10686 RME7103 SDU092 CSA937

URWT HL AACA 022

CANBERRAACT 22 5 1340

June 5, 1974

Distribution:

Mr. Cheek  
Agriculture & Rural Development

LT

CHEEK CARE INTBAFRAD

WASHINGTONDC

RE YOURCAB CONCERNING CENTRES WEEK ARRANGEMENT WILL COOPERATE  
AS REQUESTED STOP PLEASE INFORM ORAM DETAILS REGARDS

CRAWFORD

COL LT ORAM

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June 5, 1974

LT

SR BRUCE CHEEK INTBAFRAD TELEPHONE-2024773592

WASHINGTONDC20433

1973 AUDIT REPORT MAILED TO CIP DONORS 2 WEEKS AGO

STOP YOUR COPY IN MAIL TODAY WITH ANNUAL REPORT REGARDS

SAWYER

CFM LT TELEPHONE-2024773592 20433 1973 CIP 2

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HNC

cc: WL

Distribution:

Mr. Cheek  
Agriculture & Rural Development  
Mr. Nelson

- Mailing list  
- m/p tsa  

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INTERNATIONAL CROPS RESEARCH INSTITUTE  
FOR THE SEMI-ARID TROPICS  
( I C R I S A T )

Phones : 72091, 72628  
Grams : CRISAT, SECUNDERABAD.  
Telex : ICRISAT 015-366

CITY OFFICE *CI*  
1-11-256, Begumpet,  
Hyderabad-500016, A. P., India.

June 5, 1974

Mr. Bruce M. Cheek  
Consultative Group on International Ag. Research  
1818 H. Street, N.W.  
Washington, D.C. 20433  
U.S.A.

Dear Mr. Cheek,

I wish to thank you very much for your letter of May 28 enclosing the mailing labels for use in distribution of our documents to the CGIAR members and others.

Sincerely yours

*Ralph W. Cummings*  
Ralph W. Cummings  
Director

RWC:jg



81:03

RECEIVED

1974 JUN 13 11 36 AM

Director  
E. W. Smith

*John W. Smith*

Sincerely yours

documents to the CCIA members and others,  
enclosing the mailing labels for use in distribution of our  
I wish to thank you very much for your letter of May 28

Very truly,  
John W. Smith

U.S.A.  
Washington, D.C. 20022  
1818 H. Street, N.W.  
Consultative Group on International Ag. Research  
Mr. Bruce W. Cline

JUN 2 1974

John W. Smith  
Director  
1-11-300, Washington  
CITY OFFICE

982-210 FAX  
982-210 FAX  
982-210 FAX



( I C R I S A T )  
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1974 JUN -4 PM 1:44

COMMUNICATIONS  
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FROM: ROME - June 4, 1974

Distribution

✓ Mr. Cheeks  
Agriculture & Rural Dev.

61181 FOODAGRI (TELEX NUMBER)

FOR CHEEK RETEL 30/5 GRATEFUL RESERVE TWO SINGLES  
WATERGATE WEBSTER ORAM 22/7 3/8 CONFERENCE ROOM NOT  
REQUIRED REGARDS

WEBSTER FAO ROME

Confirmed  
June 4,  
NCJ

INSTITUT FÜR PFLANZENBAU UND SAATGUTFORSCHUNG  
DER FORSCHUNGSANSTALT FÜR LANDWIRTSCHAFT  
BRAUNSCHWEIG-VÖLKENRODE

Direktor: Prof. Dr. D. Bommer

33 BRAUNSCHWEIG, June 4, 1974

Bundesallee 50

Fernruf [REDACTED]

Drahtanschrift: Landforschung Braunschweig

Station für Fracht- und Expressgut:

Bhf. Braunschweig-Lehndorf

Institut Pflanzenbau FAL 33 Braunschweig Bundesallee 50

Mr. Cheek  
Secretariat of the Consultative  
Group on International Agricultural  
Research

1818 H St., N.W.

Washington, D.C. 20433

USA

Unser Zeichen: Prof. Dr. Bo/F1  
5-12/2

9

Dear Mr. Cheek:

This is to confirm the acceptance of the reservations made in  
the Watergate Hotel from July 23 to August 3, 1974.

Best regards,



(Prof. Dr. D. Bommer)

1571

(Prof. Dr. D. Bommer)  
  
Best regards,

the Watersgate Hotel from July 23 to August 3, 1954.  
This is to confirm the acceptance of the reservations made in  
Dear Mr. Cheek:

USA

Washington, D.C. 20543

1818 H St., N.W.

Research  
Group on International Agricultural  
Secretariat of the Consultative  
Mr. Cheek

institute for plant breeding and plant genetics of the Federal Republic of Germany

Direktor: Prof. Dr. D. Bommer  
BRUNNEN-SCHWEIG-ANSTALT FÜR LANDBAUWISSENSCHAFT  
INSTITUT FÜR PFLANZENBAU UND SAATGUTFORSCHUNG

2-1515  
Prof. Dr. D. Bommer  
Research Group



Brd. Brunnen-Schweig-Anstalt  
Station für Frucht- und Ertragsgüter  
Direktionsamt: Landwirtschafts-Brunnen-Schweig  
Ferienheim  
Brunnen-Schweig  
33 BRUNNEN-SCHWEIG, Juli 4, 1954

C2.

Form No. 27  
(3-70)

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE  
CORPORATION

**OUTGOING WIRE**

TO: ORAM  
FOODAGRI  
ROME

DATE: JUNE 4, 1974

CLASS OF  
SERVICE: TELEX NO. 61181

COUNTRY: ITALY

*Rc*

TEXT:  
Cable No.:

HAVE JUST CABLED CRAWFORD QUOTE REGARDING CENTERS WEEK PRIMO WOULD APPRECIATE YOUR CHAIRING ONE HALF DAY SESSION OF PRESENTATIONS PREFERABLY GENES TUESDAY AFTERNOON WHEN CIMMYT AND ~~XXXX~~ BOARD BEING CONSIDERED STOP YOUR SUMMATION ON CENTER PROGRAMS AND ON STATUS OTHER PROPOSALS IS ON CG AGENDA FRIDAY MORNING AUGUST TWO AS AGREED BUT WOULD APPRECIATE HAVING YOUR STATEMENT ON FIVE YEAR CENTER REVIEW PROGRAM ON THURSDAY AFTERNOON FOLLOWING DISCUSSION OF ANNUAL REVIEW PROCEDURES AND INTEGRATIVE PAPER STOP TAC CENTER DIRECTORS LUNCH SCHEDULED ONE PM FRIDAY JULY TWENTY SIX STOP AM INVITING PARTICIPANTS ON YOUR BEHALF UNQUOTE

REGARDS

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME

Bruce M. Cheek

DEPT.

Agriculture & Rural Development

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

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AUTHORIZED BY

SIGNATURE OF INDIVIDUAL AUTHORIZED TO REMOVE

WILLIAMS & WILSON

1974 JUN -4 PM 2:39

ELLEN M. SPEER

ASSISTANT TO THE DIRECTOR

CLASSIFICATION

CLASSIFICATION

DATE

NAME

CLASSIFICATION

NOT TO BE REPRODUCED

CHIEF

ASSISTANT

ON LONG BEACH BRANCH

GROUP SCHEDULED ONE PM WEDNESDAY 1974 JUNE 4 PM 2:39 AM TRAILING INVESTIGATIVE  
OF VARIOUS BEACH PROCEDURES AND INVESTIGATIVE EVERY JOB JVC CENTER DIRECTOR  
ON FIVE YEAR CENTER BEACH PROGRAM ON LONG BEACH WEDNESDAY FOLLOWING DISCUSSION  
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COPY NO:  
TEXT

COPY NO: 1274

COPIES

FOODS

TO: NAME

SERVICE LETTER NO. 11781  
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DATE JUNE 4 1974

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INTERNATIONAL FINANCE

1974

1974

28

**OUTGOING WIRE**

TO: CRAWFORD  
MELBAVE  
DEAKIN  
CANBERRA

DATE: JUNE 4, 1974

CLASS OF  
SERVICE: LT

COUNTRY: AUSTRALIA

TEXT:  
Cable No.:

*Rc*

REGARDING CENTERS WEEK PRIMO WOULD APPRECIATE YOUR CHAIRING ONE  
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DISCUSSION OF ANNUAL REVIEW PROCEDURES AND INTEGRATIVE PAPER STOP TAC  
CENTER DIRECTORS LUNCH SCHEDULED ONE PM FRIDAY JULY TWENTY SIX STOP AM  
INVITING PARTICIPANTS ON YOUR BEHALF.

REGARDS

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME ~~XXX~~ Bruce M. Cheek

DEPT. Agriculture & Rural Development

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

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CORPORATION

OUTGOING WIRE

DATE: JUNE 4, 1974

CLASS OF  
SERVICE: IT

TO: CRAWFORD  
MELBAVE  
DEAKIN  
CAMBRRA

COUNTRY: AUSTRALIA

TEXT:  
Cable No.:

REGARDING CENTERS WEEK PRIMO WOULD APPRECIATE YOUR CHAIRING ONE  
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 CENTER DIRECTORS LUNCH SCHEDULED ONE PM FRIDAY JULY TWENTY SIX STOP AM  
 INVITING PARTICIPANTS ON YOUR BEHALF.

REGARDS

CHEEK

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|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



**OUTGOING WIRE**

TO: ORAM  
FOODAGRI  
ROME

DATE: JUNE 4, 1974

CLASS OF  
SERVICE: TELEX NO. 61181

COUNTRY: ITALY

TEXT:  
Cable No.:

*Rc*

REGARDING CENTERS WEEK WOULD APPRECIATE INFORMATION SENIOR FAO REPRESENTATIVE AND WOULD APPRECIATE HIS CHAIRING ONE HALF DAY SESSION OF CENTER PRESENTATIONS PREFERABLY MONDAY AFTERNOON JULY TWENTY NINE WHEN IITA AND ICRISAT WILL BE CONSIDERED STOP REGARDING REVISED TAC AGENDA ITEM EIGHT SHOULD INCLUDE WARDA AND GENES BOARD, ITEM NINE WHAT PROGRESS ON TERMINOLOGY, ITEM SIXTEEN CG WILL BEGIN AT NINE THIRTY JOINED BY TAC AT ELEVEN ON THURSDAY.

REGARDS

CHEEK

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

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

REFERENCE:

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SIGNATURE

DATE

NAME

AUTHORIZED BY

SIGNATURE OF INDIVIDUAL AUTHORIZED TO SIGN

*[Handwritten signature]*

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BE FURNISHED AND IDENTIFY MUST BE CONSIDERED AS BEING RECEIVED BY JVC

OR SENIOR REPRESENTATIVE REPRESENTATIVE NUMBER WILL BE USED TO IDENTIFY ITEM

REPRESENTATIVE AND MUST REPRESENT HIS CHAIRMAN ONE NAME AND ADDRESS

RECORDING SERVICE MUST RECORD REPRESENTATIVE INFORMATION SENIOR AND

Serial No:

TEXT

COPYING:

TEXT

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MOODVSKI  
ORVA

SERVICE TELEPHONE NO. 81181  
CLASS OF

DATE: 10/10/74

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ASSOCIATION

RECONSTRUCTION AND DEVELOPMENT

COOPERATION

INTERNATIONAL DEVELOPMENT

INTERNATIONAL BANK FOR

INTERNATIONAL FINANCE

CS

C2  
CC: G2d.

June 3, 1974

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

Dear Herb:

Thank you for your letter of May 16 regarding the number of copies of IITA reports which should be sent to CG-related institutions or personnel.

The basic point is that center documents relating to review procedures, namely the annual report, program and budget, and audit report should go to all CG members. This is in line with the Bell paper and with the fact that all donors are concerned with the programs of all institutes, even though no more than eight or ten of the group of 20 donors support any one center directly.

Concerning the audit report as such, I agree with you that it is not as useful or as interesting a document as the other reports to a number of people on the mailing list. It does, however, give information not contained in the scientific annual report or in the program paper, concerning such matters as the sources and application of earned income (including indirect costs charged on special projects) and the accounting of expenditures charged to restricted grants. It also constitutes a formal record of actual expenditures in the last completed year as compared with the approved budget.

The circulation list and the number of copies per person or institution is the same as for the standard circulations by the Secretariat to CG-related agencies. The total of 230 copies has been worked out from experience and suits many documents. We have not, however, sought to vary the number according to the particular item in question. I agree in principle that the audit document will be less needed than the others, in those cases where there are multiple copies being provided, and also that there are some individuals who would not need the audit report in any case. However, it seems to me to be too complex to cut back the distribution list just for this one report by any detailed review of the 100 or so clients for CG material on the list that you received. The suggestion I make to economize somewhat is that you send no more than three copies to any one listing.

I appreciate that your questions arise out of puzzlement and it has given me cause to think over the case in question. Basically, the new procedures require that each CG member, whatever his relation to IITA, receive a copy of the audit. Usually one copy of any item is inadequate inside the complex of a donor agency. This is why I suggest a minimum of three where that number or any larger number has been suggested. The Brazilian Embassy receives one copy because Brazil is a regional representative and needs access to all documentation. Norway and Sweden are together our biggest European donor, apart from Germany, and so three copies in each case appear minimal for this type of report. I think UNDP can survive without the 15 copies that are asked for other types of reports. The same is true for Rockefeller with its standard eight copies.

Apart from such particular cases as an audit report, we should, if anything, augment the flow of information, particularly in view of recent decisions on making information on the CG and its institutes more widely available. The program and budget documents and the annual scientific reports are indeed essential elements in any such process.

I am glad you raised the question. We are still working out the implications of the Bell report in the varied aspects of how to proceed with the center reviews in a way that is most effective from the point of view both of the donors and of the institutes where the creative work of the system is being accomplished.

With best wishes,

Sincerely yours,



Bruce M. Cheek

cc: Mr. W.W. Lewis, P & B  
BMC:mcj



INCOMING CABLE

⊕

INTBAFRAD WSH

TLXA050 WAA038(1010)(1-107947G154)PD 06/03/74 1008

ICS IPMIIHA IISS

IISS FM CNT 03 1008

PMS WASHINGTON DC

CNCO049 OEOA270 NL

UQWA

TLX OTTAWA ONT 6-3

June 3, 1974

CHEEK INTBAFRAD

1818 H STREET NW WASHINGTON DC

BT

THANKS FOR RESERVATIONS AT WATERGATE. HOPPER AWAY. PLEASE CHANGE  
FOR ARRIVAL JULY 21 DEPARTURE AUGUST 3.

DOXTATER ADMIN ASSISTANT RECENTRE OTTAWA.

NNN

NNNN

RECEIVED

CI

JUN 3 11 57 AM 1974

COMMUNICATIONS  
SECTION

Distribution: Mr. ✓ Cheek  
Agriculture & Rural Development

*Confirmed*

*Y  
June 3*

C2.

Form No. 27  
(3-70)

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE  
CORPORATION

**OUTGOING WIRE**

TO: ~~ALL PERSONS ON THE ATTACHED LIST~~

DATE: JUNE 3, 1974

*LT* (1) HANSON  
CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ  
Y TRIO  
MEXICO CITY, MEXICO

CLASS OF SERVICE: LT OR ~~TELEX~~ & IBF GOVT

COUNTRY: (2) SAWYER  
*IBF* CIPAPA  
TEXT: LIMA, PERU  
Cable No.:

*LT* (3) CUMMINGS  
CRISAT  
SECUNDERABAD, INDIA

*Rec*

PLEASE ADVISE WHEN WE CAN EXPECT TO RECEIVE 1973 AUDIT REPORT

REGARDS

CHEEK

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AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture & Rural Development

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

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cc: Mr. Ruddy, P & B

BMC:mcj

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(IMPORTANT: See Secretaries Guide for preparing form)

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BLISS M. CHEEK

JUN 3 3 01 PM 1974

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TO: THE DIRECTOR OF THE UNITED STATES

DATE: JUNE 3, 1974

ORIGINAL WIRE

ASSOCIATION  
INTERNATIONAL DELEGATION  
(10)  
FORM NO. 21

RECONSTRUCTION AND DEVELOPMENT  
ECONOMIC COOPERATION

ORGANIZATION  
INTERNATIONAL FINANCE

INSTITUT DE RECHERCHES AGRONOMIQUES TROPICALES ET DES CULTURES VIVRIÈRES

IRAT

BMC  
HG  
9

Centre National  
de Recherches Agronomiques  
de  
BAMBEY (Sénégal)

BAMBEY, le 1 JUIN 1974

Cl

LS/DC

Monsieur Bruce M. CHEEK  
Deputy Executive Secretary  
Consultative group on International  
Agricultural Research  
I.B. R. D.  
1818 H St.

WASHINGTON, D.C. 20433  
U.S.A.

A RAPPELER INTEGRALEMENT  
DANS VOTRE CORRESPONDANCE  
N° 3286 / Dirat

OBJET :

Cher Mr. CHEEK,

Je vous serais reconnaissant de me réserver une chambre  
au Roger Smith Hotel du mardi 23 Juillet au Vendredi 2 Août.

Avec mes remerciements et dans l'attente du plaisir de  
vous revoir, je vous prie d'agréer, cher Mr. CHEEK, l'expression  
de mes sentiments distingués./.

*Reserved at Watergate  
with other TAC members*

Le Directeur  
des Services de l'IRAT/Sénégal

*L. Sauger*

L. SAUGER



(Please attach to) / (Please attach to) / (Please attach to) / (Please attach to) / (Please attach to) / (Please attach to) / (Please attach to) / (Please attach to) / (Please attach to) / (Please attach to)

1974 JUN -8 AM 7:51

COMMUNICATIONS SECTION

*Handwritten notes in the left margin, partially illegible.*

*Handwritten signature and stamp:*  
G. SAUNDERS  
des services de l'Administration  
le Directeur

de mes sentiments d'affection.  
Avec mes remerciements et dans l'attente de  
un bon voyage et un bon retour à l'école.  
Je vous prie de me remercier de ma part.

CHEZ M. CHEEK

CP 101

Stamp: No 2588, DILET, BUREAU DE LA CORRESPONDANCE A BAMBAYE (GAMBIE)

IS\DC


BAMBAYE (Gambie)  
de  
de Recherches Agronomiques  
Centre National

WASHINGTON, D.C. 20540  
1974 JUN 8  
I. B. N. D.  
COMMISSION INTERNATIONALE DE L'AGRICULTURE  
DEBATS INTERNATIONAUX DE L'AGRICULTURE  
MONSIEUR BLANCHE M. CHEEK

*Handwritten notes and stamps:*  
BAMBAYE  
21 JUN 1974  
Handwritten initials and numbers.

Mr. Warren C. Baum

May 31, 1974

Bruce M. Cheek 

Centers Week Attendance

I refer to four specific points concerning attendance at this year's Centers Week. I shall proceed as indicated, unless I hear from you. In the final paragraphs I raise a general question which comes from the matters of ICIPE representation and the possibility of discussions with UNEP on CG membership.

1. <sup>MAY 10, 1974, MAY 21 1974</sup> UNDP Representation. I spoke to Mashler re the incoming (attached) letter, and he said there was no need to reply to Patel. In fact, we will get 30 or so such letters, plus changes, in the next month from donors. Mashler is the senior UNDP man attending and I have therefore put him as chairman of one of the five presentation sessions. Patel did the job last year, but Mashler confirms that Patel will not come to Centers Week this time.

2. <sup>MAY 9, 1974</sup> ICIPE (The International Centre of Insect Physiology and Ecology). ICIPE has written via Mashler to ask to come as an observer to Centers Week (attached). Mashler is favorably inclined and confirmed this yesterday to ICIPE. We do not have a clear policy on observers at Centers Week, except for the first sessions when we were trying to determine and stimulate interest in membership. ICIPE clearly has a role in working with ILRAD and there are entomologists working in all centers. I can't identify the source of the 'promise' to be invited, and we should not invite one observer agency without considering the implications for other requests. I suggest we go ahead and invite Odhiambo as an observer, at his own expense and only for the Presentation Days. He is an able scientist and would come in this capacity.

3. William Clark has asked me to a lunch on June 3 with Ivor-Smith of UNEP. The question of UNEP's CG membership has come up in the past, though not in any formal way. Our position is that to become a member you must be a donor. We still ask OECD and EEC, but they are the only non-donors apart from the five regional representatives and two regional Banks (Asian Development Bank and African Development Bank). Indeed, OECD is not a member but is, strictly speaking, the sole survivor of the original "observer" group.

4. I plan to ask Jim Evans, at CG expense, in his role as Chairman of the African Livestock Subcommittee. It would also serve to keep him in touch with Center staff, including their reactions to his own reviews of three major centers. I believe we shall need some help from Jim in the new FY, even with John Coulter fully available from September (and here for July and ICW.) Messrs. Yudelman and Graves agree.

5. CG Members and Observers. The above points raise the question of observer status at the CG and of qualifications for membership. I am aware of the need to keep membership to a workable level and to avoid having too many participants as a result of which proceedings could bog down or become political in nature. There are many groups, e.g., the Protein Advisory Group and the International Cotton Advisory Council, who might ask for observer status if not for membership as a way of closer relationship with the CG, and possibly in the hope of access to CG funds. On the other hand, I recognize the importance of these institutions. Also, discussions in the CG emphasize the need to have research findings made known extensively and tested in various circumstances. We have taken this question up for example under the heading of "the role of regional representatives" within the CG and the role of UNDP and FAO regional staff, as discussed at the recent Cali meeting on national and international research relationships. The same theme comes up in the TAC priorities paper and in the Bellagio VI minutes.

The Secretariat has to develop further, with the co-sponsors, the best procedures for spreading information on CG activities, making our findings available to national, regional and other international institutions. On the other hand, there is the very practical question of membership and observer status. I have given recommendations above on ICIPE and UNEP as I see them at present. I suggest we should review the matter in a somewhat more systematic way not in an open meeting of the CG, but perhaps in the way that we began the Center Review Procedures discussions, that is with a smaller group of representatives of some of the core donors as well as the co-sponsors. With the growth of the CG and the importance of making it work effectively and yet of spreading its findings, it is important to check out our position with respect to collaboration with other agencies, including implications regarding membership or observer status.

cc: Mr. Yudelman  
BMC:mcj



Mr. Warren C. Baum

May 31, 1974

Bruce M. Cheek

Centers Week Program

This morning I received Monty's copy of the draft agenda and also TAC's revised draft agenda. Taking both items into account, I have marked up Monty's returned copy so that you can see the changes I suggest on the basis of the Yudelman/TAC items. The draft TAC agenda is also attached for reference, in particular re Friday, July 26.

In response to Monty's three comments, I have:

- Put him as chairman of the closing session so as to avoid the Tuesday Board or chairing on the Monday with you.
- Dropped the "Data Requirements" from the CG agenda. If it comes up under "Other Business", Monty is prepared to comment.
- Re-named the Seminar, and also made it open to one observer from any CG member.

Attachments

BMC:mcj

DRAFT  
BMC:mcj  
May 22, 1974

TO: Members of the Consultative Group, Members of the  
Technical Advisory Committee, and Center Directors

FROM: Executive Secretariat

SUBJECT: Provisional Schedule of Events --  
**INTERNATIONAL CENTERS WEEK, 1974**

1. Attached for the information of participants in the 1974 International Centers Week is a Provisional Schedule of Events for that week and also for the preceding week when the Technical Advisory Committee will begin its summer session and when the Center Directors will be meeting.

2. Regarding attendance at the various meetings, would you please note:

a. TAC [REDACTED] has an open session on the morning of Friday, July 26. The rules of TAC require that no member of the Group have more than one observer present at any one time.

b. The seminar on the **WORLD ECONOMIC SITUATION, WITH SPECIAL REFERENCE TO AGRIC. DEV.,** on the afternoon of **PRIMARYLY FOR** Friday, July 26, is **[limited to]** Center personnel and members of TAC. **THE TAC RULE OF ATTENDANCE BY OBSERVERS WILL APPLY.**

c. With respect to meetings of the Consultative Group, space limitations make it desirable for members to limit their delegations to no more than three persons; international agricultural research centers are requested to limit observers to two at any one time.

3. Participants in International Centers Week, together with their wives, are invited to a reception being given by the Chairman of the Consultative Group, Mr. Warren C. Baum, on **(Tuesday, July 30,)** between 6 and 8 p.m. in the courtyard of the World Bank buildings. In addition, luncheon will be provided in the Bank dining rooms on Monday, July 29, for all participants.

The luncheon arrangements will be made in a way that will facilitate contact between Center Directors and their staff and the staff of the Bank involved in operations related to the work of the various centers.

4. To facilitate Centers Week planning, CG members are asked to send the names of their delegations, referred to in 2b above, as soon as practicable. Delegations wishing to have hotel reservations made for them should advise the Secretariat promptly.

INTERNATIONAL CENTERS WEEK

July -- August, 1974

Provisional Schedule of Events

|                                                                                | <u>ROOM</u> |
|--------------------------------------------------------------------------------|-------------|
| <u>July 24 - Wednesday (9:00 a.m. - 6:00 p.m.)</u>                             |             |
| TAC - all day (closed)                                                         | A 1100      |
| <u>July 25 - Thursday (9:00 a.m. - 6:00 p.m.)</u>                              |             |
| TAC - all day (closed)                                                         | A 1100      |
| <u>July 26 - Friday</u>                                                        |             |
| <u>Morning (9:00 a.m. - 1:00 p.m.)</u>                                         |             |
| TAC (open)                                                                     | A 1100      |
| a. [Fertilizer] <b>PLANT NUTRITION</b>                                         |             |
| b. [Legumes]                                                                   |             |
| c. [Non-Food Crops] <b>RESEARCH NEEDS OF NON-FOOD CROPS</b>                    |             |
| b. [d] [National Research] <b>STRENGTHENING NATIONAL RESEARCH CAPABILITIES</b> |             |
| e. [Terminology]                                                               |             |
| Center Personnel - with other participants as invited by<br>Center Directors   | E 1053      |
| <u>Afternoon (2:30 p.m. - <sup>5.30</sup>5:00 p.m.)</u>                        |             |
| TAC and Center Directors - Seminar on World Food<br>Situation                  | A 1100      |
| <u>July 27 - Saturday</u>                                                      |             |
| TAC - Morning Session (closed)                                                 | A 1100      |
| Center Personnel - all day                                                     | E 1053      |

July 29 - Monday

Morning Plenary Session

Chairman: Mr. Warren C. Baum  
Chairman, Consultative  
Group

E 484

9:15 - 9:30

Opening Statement by Chairman

9:30 - 10:15

IRRI Presentation

10:15 - 11:15

Discussion on IRRI

11:15 - 11:30

Coffee Break

11:30 - 12:00

WARDA Presentation

12:00 - 12:45

Discussion on WARDA

12:45 - 2:15

Luncheon

Afternoon Plenary Session

Chairman: Mr. J. F. Yriart  
Assistant Director-  
General, Development  
Department, FAO

E 484

2:15 - 3:00

IITA Presentation

3:00 - 4:00

Discussion on IITA

4:00 - 4:15

Coffee Break

4:15 - 5:00

ICRISAT Presentation

5:00 - 6:00

Discussion on ICRISAT

July 30 - Tuesday

Morning Plenary Session

Chairman: Mr. William T. Mashler,  
Director, Division for Global  
and Inter-regional Projects, UNDP

E 484

9:15 - 10:00

CIAT Presentation

10:00 - 11:00

Discussion on CIAT

11:00 - 11:15

Coffee Break

11:15 - 12:00

CIP Presentation

12:00 - 1:00

Discussion on CIP

1:00 - 2:15

Luncheon



July 30 - Tuesday (Cont.)

Afternoon Plenary Session

2:15 - 3:00

3:00 - 4:00

4:00 - 4:15

4:15 - 4:45

4:45 - 5:30

Chairman: Mr. M. Yudelman  
Director, Agriculture and Rural  
Development Dept.  
IBRD



E 484

CIMMYT Presentation

Discussion on CIMMYT

Coffee Break

Genetic Resources Presentation

Discussion on Genetic Resources

July 31 - Wednesday

Morning Plenary Session

9:15 - 9:45

9:45 - 10:30

10:30 - 10:45

10:45 - 11:15

11:15 - 12:00

12:00 - 12:30

12:30 - 1:00

Chairman: Sir John Crawford  
Chairman of the Technical  
Advisory Committee of the  
Consultative Group



E 484

ILRAD Presentation

Discussion on ILRAD

Coffee Break

ILCA Presentation

Discussion on ILCA

AVRDC Presentation

Discussion on AVRDC

Afternoon (2:30 - <sup>6.00</sup>~~5:30~~)

TAC - Meeting with Center Directors  
(Closed)

A 1100

August 1 - Thursday

TAC - Morning Session (closed) (9:00 a.m. - 11:00 a.m.) C 1006

Consultative Group (TAC and Center Personnel invited) A 1100  
(9:30 a.m. - 1:00 p.m. -- 2:30 p.m. - 5:30 p.m.)

1. Adoption of the Agenda
2. Preparation and Publication of CG Brochure
3. Budget and Accounting Practices of Centers
4. Annual Center Review Procedures
5. Integrative Paper  
-- financial assumptions for future planning  
of CG/TAC
6. Report of Chairman of TAC on five-year scientific  
review procedures.

August 2 - Friday

Consultative Group (continued) (9:30 a.m. - 5:30 p.m.) A 1100

7. Statement by Chairman of TAC on Center Programs
8. Discussion of Center Programs
9. Report of Chairman of TAC on status of other pro-  
posals under consideration:
  - a. Middle East Center
  - b. Plant Nutrient Institute
  - c. Food Policy Institute
  - d. Latin America - bean network
  - e. ~~Food legumes~~ Aquaculture
  - f. ~~Tropical Fruits~~
  - g. ~~Non-Food Crops~~
  - h. ~~CARIS~~
  - i. National research - terminology  
- Bellagio VI

10. Matters introduced by Center Directors:

- a. ~~Procurement~~
  - b. ~~other~~

~~11. Data Requirements of CG~~

11. ~~12~~ Donor indications of financial support of Group-endorsed  
activities, 1975 & 1976-78
12. ~~13~~ Other
13. ~~14~~ Press Release
14. ~~15~~ Time and place of next meeting

C2

Mr. Robert S. McNamara

May 31, 1974

Warren C. Baum

CGIAR --- Dinner During International Centers Week

In 1972 and 1973 you gave a dinner for selected participants in International Centers Week. This year, Centers Week begins on Monday, July 29, and the dinner could be held on any evening Sunday, July 28, through Tuesday, July 30, at your convenience. (FAO is giving a cocktail party on Wednesday, and some of the Center Directors will have left by Thursday.) In the past the dinners have been on the Monday evening, with the Chairman of the CGIAR giving a reception on Tuesday. Would you please indicate your preference, so that we can schedule your dinner and my reception? Attached is a tentative list of guests for your dinner.

Attachment  
BMC/WCB:mcj



McNAMARA DINNER

United Nations Development Programme

Mr. William T. Mashler

FAO

Mr. J. F. Yriart

TAC

Sir John Crawford

Rockefeller Foundation

Dr. Sterling Wortman

Ford Foundation

Mr. David Bell

Dr. Lowell Hardin

International Center for Tropical Agriculture (CIAT)

Dr. Armando Samper, Chairman

Dr. U. J. Grant, Director General

International Maize and Wheat Improvement Center (CIMMYT)

Dr. Virgilio Barco, Chairman

Mr. Haldore Hanson, Director General

International Potato Center (CIP)

Dr. Mariano Segura, Chairman

Dr. Richard L. Sawyer, Director General

International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)

Dr. C. F. Bentley, Chairman

Dr. R. W. Cummings, Director General

International Institute of Tropical Agriculture (IITA)

Dr. Bukar Shaib, Chairman

Dr. Herbert Albrecht, Director General

International Rice Research Institute (IRRI)

Dr. F. F. Hill, Chairman  
Dr. N. C. Brady, Director General

International Laboratory for Research on Animal Diseases (ILRAD)

Dr. John A. Pino, Chairman

International Livestock Center for Africa (ILCA)

Dr. R. Hodgson, Chairman  
Dr. Jean Pagot, Director General

West African Rice Development Association (WARDA)

Mr. Jacques Diouf, Executive Secretary

International Board for Plant Genetic Resources

Mr. Richard H. Demuth, Chairman

Asian Vegetable Research and Development Center (AVRDC)

Dr. Robert F. Chandler, Jr., Director General

International Development Research Centre (IDRC)

Dr. W. David Hopper, President

U.S. Agency for International Development

Dr. Joel Bernstein

World Bank

Mr. M. Yudelman

Consultative Group Secretariat

Mr. Warren C. Baum, Chairman  
Mr. Harold Graves, Executive Secretary

**ROYAL NETHERLANDS EMBASSY**

WASHINGTON D.C. 20008

CL  
CABLES: NEDAGRICO  
TEL. 202 - 244 - 5300

OFFICE OF THE AGRICULTURAL COUNSELOR  
4200 LINNEAN AVENUE, N.W.

May 30, 1974

YOUR REFERENCE:

OUR REFERENCE: L/575

ENCLOSURES:

SUBJECT:

International Centers Week, 1974  
Visit Dr. G. de Bakker

Consultative Group on International  
Agricultural Research  
1818 H Street, N.W.  
Washington, D.C. 20433

Attn.: The Executive Secretary

Dear Sir:

I have been requested to notify you that Dr. G. de Bakker of the Netherlands Ministry of Agriculture and Fisheries will participate as a member in the meetings of the "International Centers Week", to be held from July 29 to August 2, 1974.

It is his intention to also attend the meetings of the Technical Advisory Committee as an observer.

For good order's sake I may mention that hotel reservations for Dr. De Bakker will be taken care of by my office.

Sincerely yours,



J. P. Tripplaar  
First Secretary (Agriculture)

cc: Bn. R. H. de Vos van Steenwijk, Financial Attache

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1974 JUN -3 PM 3:13  
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1974 JUN -3 PM 3: 17

COMMUNICATIONS SECTION

cc: Dr. H. N. de Vos van Steenwijk, Director General

Executive Secretary (Administrative)  
J. P. Dijkster

Sincerely yours,

Dr. de Bakker will be taken care of by my office.  
For good order, I may mention that policy reservations for  
advisory committee as an organization.  
It is my intention to also attend the meetings of the described  
to be held from July 28 to August 3, 1974  
as a member in the meetings of the "International Centre Week"  
independence Ministry of Administrative and Statistics will participate  
I have been requested to notify you that Dr. C. de Bakker of the

Dear Sir:

Attn: Dr. C. de Bakker  
International Centre Week, 1974  
SUBJECT:

ENCLOSURES:  
OUR REFERENCE: 1/212  
YOUR REFERENCE:

Attn: The Executive Secretary  
Washington, D.C. 20533  
1818 H Street, N.W.  
Administrative Services  
Consultative Group on International

C2

Mr. Warren C. Baum

May 30, 1974

Bruce M. Cheek

International Centers Week - Hospitality

1. Attached is a draft memo to McNamara on a Centers dinner. The date would affect the Chairman's evening reception. Last year the dinner was on the Monday and the reception on the Tuesday, which seems best again. Howard Cottam has just advised me that FAO is having a reception on the Wednesday, July 31, in its new offices at 1776 F Street in honor of Cottam's retiral; Yriart is the host and will be inviting many CG participants.

2. Numbers rise with centers. Attached is a list of 30 possible dinner guests. McNamara will want it pared down to 26 invitations, I think - but that's the next step after his approval in principle and the setting of the date.

Attachments (2)

BMC:mcj



G3a  
✓cc:2

May 28, 1974

Dear Ralph:

You will shortly be sending out your 1973 Annual Reports and Audit Reports to CGIAR members, as well as the Trustee-approved version of your 1975 Program and Budget. To assist in the process, I am enclosing a set of mailing labels for use in your distribution of the documents. In each case where more than one set of reports should be sent, we have indicated the appropriate number of copies by a red pencil number.

With best wishes,

Sincerely yours,

Bruce M. Cheek

Enclosures

Dr. Ralph W. Cummings  
Director  
ICRISAT  
1-11-256, Begumpet  
Hyderabad 16  
India

Identical letters sent to Mr. Hanson (CIMMYT) and Dr. Brady (IRRI)

BMC:mcj

Mr. Warren C. Baum

May 28, 1974

Bruce M. Cheek

CGIAR Centers Week - Proposed Program

Harold Graves asked me to check with you re the program for Centers Week in July/August; in particular, to give you a copy of the 1973 agenda and the proposed 1974 one so as to decide if two full days, Thursday/Friday, August 1-2, will suffice for all CG business. The 1973 agenda has been marked to show what in fact occurred in the 14 hours of meetings (minus coffee) between Wednesday afternoon and Friday lunch hour on August 1-3 last year. For reference, the November 1-2 CG session lasted 1-1/2 days (actually 11 hours minus coffee).

I think two days would suffice. As you will see from the draft 1974 agenda, Center Presentations will require the first 2-1/2 days of the week. Then, TAC will want to meet with the Directors for the Wednesday afternoon (critique of 1975 programs and discussion of 5-year scientific review programs). TAC will also have to meet during the first 2 hours of the CG on Thursday, in closed session, to decide its views on the CG program prior to the Crawford presentation on the Friday morning.

I would also appreciate your scanning the attached material with the knowledge that I plan to send it to participants as a provisional schedule of events before the end of this week.

Attachments

BMC:mcj





cl

|                                                         |
|---------------------------------------------------------|
| Oficina del<br>Presidente de la<br>Junta Directiva      |
| Dirección:<br>c/o FAO. Casilla 10095<br>Santiago, Chile |

**CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL**

APARTADO AEREO 67-13      CABLES: CINATROP  
CALI, COLOMBIA

**Teléfono 44345**

27 May 1974

Dear Harold,

I am very grateful indeed to you and your colleagues at the IBRD for the arrangements made for my visit as Chairman of the Board of Trustees of CIAT, and for the discussions held.

I trust you have received by now the communications sent to you from CIAT concerning the two important points raised in your letter of 2 May to Jerry Grant which were discussed with the Executive Committee on 13 May.

*called  
JG. 6/6  
re special  
projects*

Following our discussions I would appreciate your making reservations for me at the Park Hotel for three nights, namely, Sunday July 28, Monday 29 and Tuesday 30, for my participation in International Centers Week.

*Confirmed  
June 7, 1974  
G.*

Best personal regards,

Yours sincerely,

*Armando Samper*

*H.A.*

Armando Samper  
Chairman Board of Trustees

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

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

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1974 JUN -6 AM 10:41

COMMUNICATIONS  
SECTION

Chairman Board of Trustees  
Amando Zamora

*Amando Zamora*

H.H.

Yours sincerely,

Best personal regards,

in International Centers Week,  
Sunday July 28, Monday 29 and Tuesday 30, for my participation  
reservations for me at the Park Hotel for three nights, namely,

Following our discussions I would appreciate your making

with the Executive Committee on 13 May.

in your letter of 2 May to Jerry Grant which were discussed  
to you from CIAT concerning the two important points raised

I trust you have received by now the communications sent

of the Board of Trustees of CIAT, and for the discussions held  
the IBRD for the arrangements made for my visit as Chairman

I am very grateful indeed to you and your colleagues at

Dear Harold,

ATL YAM TS

*Copy to  
Director  
12/22/74  
9/1/74*

CAJIL COLOMBIA  
APARTADO AEREO 87-13 CABRES: CINATROP  
CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL



telefono 44342  
Santiago, Chile  
c/o FAO, Casilla 10082  
Direccion:  
Juntas Directiva  
Presidente de la  
Oficina del

*Handwritten mark*

INSTITUT FÜR PFLANZENBAU UND SAATGUTFORSCHUNG  
FORSCHUNGSANSTALT FÜR LANDWIRTSCHAFT BRAUNSCHWEIG-VÖLKENRODE

Direktor: Prof. Dr. D. Bommer

Institut Pflanzenbau FAL 33 Braunschweig Bundesallee 50

CI

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

Ihre Zeichen

Ihre Nachricht vom  
May 9th, 1974

Unsere Zeichen  
Prof. Dr. Bo/Li  
5-12/2

Telefon 05 31 / 59 61  
Durchwahl 59 6

Datum  
May 24th, 1974

Dear Mr. Graves:

Having received your announcement for International Center Week 1974 I like to ask you to make hotel reservation for me (single room) for TAC meeting, Centers Week and C.G. Meeting. This means from the night of July 23 to August 2. For a change I would like to stay in Smith Hotel near the World Bank or otherwise in the Watergate as usual.

*Watergate*

Best regards,

Sincerely yours,

*D. Bommer*  
(Prof. Dr. D. Bommer)

SECTION  
COMMUNICATION

1974 MAY 29 PM 12: 07

COMMUNICATION SECTION

(Prof. Dr. D. Bommer)  
*[Handwritten signature]*

Sincerely yours,

Best regards,

otherwise in the material as usual.  
I like to stay in Smith Hotel near the World Bank on  
night of July 23 to August 5. For a change I would  
center week and C.E. meeting. This means from the  
reservation for me (single room) for IAC meeting,  
center week 1974 I like to ask you to make note  
having received your announcement for International

Dear Mr. Graves:

*Handwritten note:* ~~Important~~

Postamt Braunschweig  
Postfach 1000  
Postfach 1000  
Postfach 1000  
Postfach 1000  
Postfach 1000  
Postfach 1000  
Postfach 1000

U.S.A.  
Washington, D.C. 20543  
1818 H St., N.W.  
Agricultural Research  
Consultative Group on International  
Executive Secretariat  
Mr. Harold Graves

*Handwritten mark:* 10

May 24, 1974

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

Dear Jerry:

Since our last talk about tentative plans for Centers Week, there have been further developments. I am therefore writing to you in your capacity as chairman of the Center Directors to check some points and to ask you to be in touch with the Directors concerning some of the matters raised here.

In the first place, referring to my letter of May 7, we have set aside a conference room for the Directors and their colleagues to meet on Friday and Saturday, July 26-27. It is just by the Secretariat offices --- Room E 1053.

We shall also try to have offices available for the Center Directors to use in the course of the ten days or so which make up Centers Week; but this is going to be more difficult than in the past.

For the purpose of various seating arrangements on various days of Centers Week, we need to know what Center Directors or Chairmen are going to attend your meeting. We understand, of course, that Bob Chandler will be invited, and Jacques Diouf, the Executive Secretary of WARDA, expects to be. Do you intend to have anyone from the Genes Bank (Demuth)? Please let me know.

The P. S. Ross people want to come and make a report to you on their computer study, and speak of making a one-hour presentation with an hour for questions and discussion. Will you write to them about this, please? The person to be in touch with is Mr. Alisdair Bogie, c/o P. S. Ross and Partners, 90 Sparks Street, Ottawa K1P 5B4, Canada. The telephone there is 236-9662.

A further point is the fertilizer question on which we wrote you on February 8 prior to the Cali meeting. There will be general interest in comments by Center Directors on the fertilizer question, taking into account the specific request made in the TAC Resolution circulated on February 22 for an assessment of the effects of the fertilizer and energy crisis on the spread and effectiveness of the technologies being developed

by the centers and on their work programs. There will be an opportunity for Center Directors to take up these and other matters on the CG agenda on Thursday-Friday, August 1-2, where there will be a specific item "Matters Introduced by Center Directors," as well as with TAC. In the meantime, I attach a paper on fertilizer written by Dr. Kanwar of ICRISAT, which might be of interest.

We are planning the Center presentations along the usual lines. In the two and a half days allocated to this part of Centers Week, we will need to cover the six established Centers, as well as the two livestock centers, WARDA and the Genetic Resources Board, and AVRDC, which will mean that time periods have to be somewhat shortened. As we did last year, we would encourage Center Directors to bring written texts which can be circulated at the meetings. Also, with respect to the content of presentations, we would invite the Directors to consider giving some time to the relationship that their research programs have to the problems of small farmers, including the development of appropriate technology packages.

Unless we hear from you further, we are proceeding on the assumption that we should arrange the seminar on the World Food Situation for the Friday afternoon, July 26, the review session with TAC for Wednesday afternoon, July 31, and the luncheon with TAC for Friday, July 26. In addition, we are organizing on the Monday, July 29, a luncheon for all participants in Centers Week. This year, we are trying to focus the luncheon arrangements in such a way that each Center Director will be joined by some of the Bank operational personnel who are interested in the work of the Center and in relating its research activities to the Bank's lending programs.

I do not know if you are preparing minutes on the Cali meeting, as you did after Bellagio a year earlier. If so, would it be possible for us to have a copy in the Secretariat; or, indeed, is there any document that you would like to have circulated to CG members as part of their documentation prior to Centers Week? In addition, if there are any points that you would like to have added to the agenda, do let me know.

I should be grateful if you would be in touch with your colleagues on the above points as appropriate, and would keep the Secretariat informed on the interests of the Center Directors in various aspects of the Centers Week program.

With best wishes,

Sincerely yours,

Harold Graves

Attachment

BMC/HG:mcj







CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-586 u

May 23, 1974

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

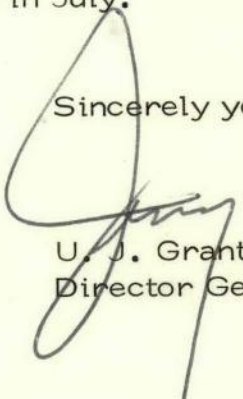
Dear Harold:

Please find enclosed a copy of the tentative program for the Center Directors for Friday July 26 and Saturday, July 27.

It would be most appreciated if a room suitable for approximately a dozen people could be arranged during Friday morning and all day Saturday.

I look forward to seeing you in July.

Sincerely yours,



U. J. Grant  
Director General

encl.

SECTION  
COMMUNICATIONS  
MAY 31 12 16 PM '74  
RECEIVED

RECEIVED

1974 MAY 31 PM 4:08

COMMUNICATIONS  
SECTION

encl.

Director General  
U. N. Centre

Sincerely yours,

I look forward to seeing you in July.

Friday morning and all day Saturday.

Approximately a dozen people could be arranged during

It would be most appreciated if a room suitable for

the Center Directors for Friday July 26 and Saturday, July 27.

Please find enclosed a copy of the tentative program for

Dear Harold:

Washington, D. C. 20433

1818 H. Street, N. W.

CEIAP

Executive Secretary

Mr. Harold Graves

MAY 23 1974

D18-288

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL



CIAT - COLOMBIA  
CENTRO INTERNACIONAL  
DE AGRICULTURA TROPICAL

TENTATIVE AGENDA

MEETING OF INTERNATIONAL CENTERS' DIRECTORS

Washington, D.C.

July 26-27, 1974

World Bank Conference Room E 1053  
(Adjacent to CG Secretariat)

Friday, July 26

- 08:30 Session on Administrative Matters U. J. Grant, Chairman
- International Institute for Education
  - Consultative Group, TAC, and Donors
  - Center Operations
  - Inter-Center Relationships
  - Other;
  - Report of P.S. Ross team

1\*00 12:30 Lunch with TAC members

2\*30 14:00 Seminar with TAC Members on World Food Situation Montague Yudelman

Saturday, July 27

A. M.

Haldore Hanson, Chairman

08:30 Exchange of information on training policies and procedures

09:00 Discussion of issues identified in recent studies of training programs

- Thesis of Burton Swanson (CIMMYT and IRRI)
- Study of Robert Morris (CIAT)

12:00 Lunch

P. M.

Herbert Albrecht, Chairman

13:00 Recent innovations in approaches to training

- Inter-disciplinary Ph.D. programs (CIMMYT)
- Other innovations

14:00 Other issues and questions related to training

17:30 Adjourn

Note: Minutes of March meeting indicate following persons would prepare documents or lead discussions on subjects noted:

Overhead charges, Hanson; Outreach programs, Committee (Hanson, Athwal, Nick)



GLO/71/007

21 May 1974

Dear Tom,

Many thanks for your letter of 9 May expressing interest in participating at the forthcoming Centres Week in Washington. I have given a copy of your letter to Mr. Harold Graves, Executive Secretary of the Consultative Group for International Agricultural Research who will be in touch with you on this subject.

With best personal regards,

Yours sincerely,

William T. Mashler  
Director  
Division for Global and Interregional Projects

Professor Thomas R. Odhiambo  
Director  
The International Centre of Insect  
Physiology and Ecology  
P.O. Box 30772  
Nairobi, Kenya



# THE INTERNATIONAL POTATO CENTER

C1

Address:  
Apartado 5969  
Lima - Perú  
Cables: CIPAPA - Lima  
Telephone: 354283 - 354354  
May 17, 1974

L-749-CIP-74

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

Dear Hal,

Would you please make reservations for Dr. O. Page and I for the dates of July 25 through August 2, 1974. These would require a double bed in each room. I would also like to have a reservation for Dr. Mariano Segura and Dr. John Niederhauser from the nights of July 28 through August 2, 1974. Would you please have them confirm these reservations to me, if you feel this is necessary.

Confirmed  
at  
Roger Smith

Shortly I shall be sending you a new table for staffing which indicates man years and number of positions as requested by Bruce Cheek.

Best personal regards,

Richard L. Sawyer  
Director General

mal

cc: Bruce Cheek

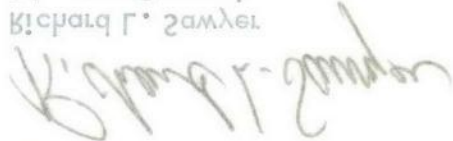
*The International Potato Center (CIP) is a scientific institution, autonomous and non-profit making, established by means of an agreement with the Government of Perú with the purpose of developing and disseminating knowledge for greater utilization of the potato as a basic food. International funding sources for technical assistance in agriculture are financing the Center.*

technical assistance in agriculture are financing the Center  
operation of the potato as a basic food. International funding sources for  
of help with the purpose of developing and disseminating knowledge for research  
and non-profit making, established by means of an agreement with the Government  
The International Potato Center (CIP) is a scientific institution autonomous

1974 MAY 24 11 33 AM

cc: Bruce Cheek  
wal

Director General  
Richard L. Zimler



Best personal regards,

and number of positions as requested by Bruce Cheek.  
Shortly I shall be sending you a new table for staffing which indicates man years

please have them confirm these reservations to me, if you feel this is necessary.  
Wiederhauser from the night of July 28 through August 2, 1974. Would you  
I would also like to have a reservation for Dr. Mariano Zegura and Dr. John  
22 through August 2, 1974. These would require a double bed in each room.  
Would you please make reservations for Dr. O. Page and I for the dates of July

Hotel Zimler  
or  
(confirmation)

Dear Hal,

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

G-748-CIP-74

May 17, 1974  
Telephone: 324382 - 324384  
Cables: CIPBYA - Lima  
Lima - Peru  
Administrative 2200  
Address:



THE INTERNATIONAL POTATO CENTER





CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

TC-331-74  
May 17, 1974

cl

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

Dear Harold:

On March 26, we forwarded a letter covering two points: (a) Changing the dates of our Presentation Days, and (b) requesting assignment of a conference room, if possible, for a meeting of the Center Directors on July 26 and 27. To my knowledge, we have not heard from you about the latter point.

Therefore, we would appreciate knowing if a conference room can be available, and, if not, your suggestions as to alternate arrangements. Perhaps we could arrange for a room at one of the nearby hotels.

I am writing today to obtain a reservation for myself at the Roger Smith.

We are in the second day of our Presentation Days, after a busy three-day Board meeting. While the group has been small, it has been active and a good exchange of ideas and information resulted.

Many thanks for your cooperation.

Sincerely,

A handwritten signature in dark ink, appearing to read "Francis C. Byrnes", written over a horizontal line.

Francis C. Byrnes, Leader  
Training and Communication

FCB:cee

SECTION  
COMMUNICATIONS  
MAY 22 1974

RECEIVED

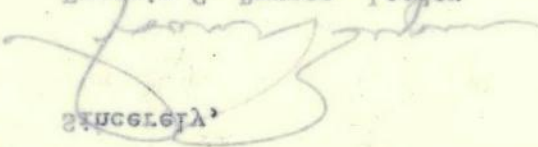
RECEIVED

1974 MAY 22 AM 10: 19

COMMUNICATIONS SECTION

RCB:cee

Director and Commissioner  
Francis C. Walker, Jr.



Sincerely,

Many thanks for your cooperation.

As a result of a good exchange of ideas and information resulting  
from the two-day working session, while the group has been small, it has been  
very effective in the second day of our presentation days, after a day  
of rest.

I am writing today to express a request for assistance at the hotel  
concerning the matter of a room for one of the central hotels.

As a result of the meeting, we have not had a meeting of the central  
hotels, and we are not sure of your suggestions as to arrangements.  
Therefore, we would appreciate knowing if a conference room can be  
arranged for the future.

Enclosed on this is a copy of my knowledge, we have not had a  
meeting of a conference room, if possible, for a meeting of the central  
hotels the dates of our presentation days, and (p) regarding assign-  
ment of this is, we forwarded a letter covering two hotels: (a) Grand

Dear Sir:

Washington, D. C. 20533  
1818 H Street, N. W.  
Administrative Services  
Consultative Group on International  
Executive Services  
Mr. Harold Clark

MAY 17 1974  
LC-331-1A



CENTRO INTERNAZIONALE DE SERVICIOS DE INVESTIGACION



CENTRO INTERNACIONAL DE SERVICIOS DE INVESTIGACION  
CALLE: CINTAS  
AVENIDA VERDE 03-12



COPY

CENTRO INTERNACIONAL  
DE AGRICULTURA TROPICAL - CIAT

APARTADO AEREO 67-13

APARTADO NAL. 737

CALI - COLOMBIA

CABLES: CINATROP

TC-330-74  
May 17, 1974

Manager  
Hotel Roger Smith  
18th Street & Pennsylvania Avenue, N. W.  
Washington, D. C. 20006

Dear Sir:

Please reserve for me a single room, air-conditioned, with bath or shower, beginning July 25, 1974, and continuing through the following week. I shall be in Washington, D. C., for a series of meetings in connection with International Centers' Week at the World Bank.

Sincerely,



Francis G. Byrnes, Leader  
Training and Communication

FCB:cee

cc Mr. H. Graves, Consultative Group, Washington



## OFFICE MEMORANDUM

TO: Files

DATE: May 13, 1974

FROM: Harold Graves *HG*SUBJECT: International Centers Week: 1974

The following is a list of topics which might be discussed by the Consultative Group on Thursday and Friday during International Centers Week:

1. The Consultative Group Brochure  
(Report from UNDP)
2. Budgeting and Accounting Practices of the Research Centers  
(Secretariat revision of the paper of June 1973)
3. Annual Center Review Procedures  
(Report from Secretariat)
4. Integrative Paper (Secretariat)
5. TAC: 5-year review procedures  
(Sir John Crawford)
6. Programs of Existing Centers  
(Sir John Crawford)
7. New proposals (Sir John Crawford), including
  - a. Middle East Center
  - b. International Plant Nutrient Institute
  - c. International Food Policy Institute
8. Other matters, including
  - a. data base (Mr. Yudelman)
9. Donor indications of financial support, 1975.

cc: Mr. Baum  
Mr. Yudelman

HGraves:apm

92f

Mr. Cheek

May 13, 1974

Harold Graves

CGIAR: Commentaries on Center Program and Budget Papers

Here are the dates we talked about this morning for completing drafts of Secretariat commentaries on the Center Program and Budget papers for 1975:

|         |   |               |
|---------|---|---------------|
| IITA    | - | May 16        |
| ICRISAT | - | May 16        |
| CIMMYT  | - | May 15        |
| CIP     | - | May 21 or 24  |
| CIAT    | - | May 21 or 24. |

Dates are yet to be determined for

IRRI

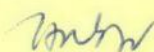
WARDA

ILCA and

ILRAD,

although enough information should be available for HG to prepare an ILCA paper during the week of May 20.

cc: Mr. Baum  
Mr. Yudelman/Darnell



HGraves:apm

Files

May 13, 1974

Harold Graves

International Centers Week: 1974

The following is a list of topics which might be discussed by the Consultative Group on Thursday and Friday during International Centers Week:

1. The Consultative Group Brochure  
(Report from UNDP)
2. Budgeting and Accounting Practices of the Research Centers  
(Secretariat revision of the paper of June 1973)
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(Sir John Crawford)
6. Programs of Existing Centers  
(Sir John Crawford)
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  - b. International Plant Nutrient Institute
  - c. International Food Policy Institute
8. Other matters, including
  - a. data base (Mr. Yudelman)
9. Donor indications of financial support, 1975.

cc: Mr. Baum  
Mr. Yudelman

*HG*  
HGraves:apm

UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

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

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: PRO/301/CGIAR  
PRO/301/CGIAR-TAC  
GLO/GEN

10 May 1974

Dear Mr. Baum,

I wish to inform you that Mr. William T. Mashler, Director, Division for Global and Interregional Projects, has been designated to be the representative of the United Nations Development Programme during the forthcoming Centres Week of the Consultative Group on International Agricultural Research, which will begin its meetings at the end of July.

Mr. Gordon Havord, Senior Agricultural Adviser in the Technical Advisory Division of UNDP, has been designated to be an observer at the meetings of the Technical Advisory Committee, which will convene just prior to the beginning of Centres Week, and will attend Centres Week for the first two days.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "I. G. Patel".

I. G. Patel  
Deputy Administrator

Mr. Warren C. Baum  
Chairman, Consultative Group on  
International Agricultural Research  
1818 H Street, N.W.  
Washington, D. C.

INTERNATIONAL CENTRE OF  
POPULATION AND DEVELOPMENT  
1111 20th ST. N.W. WASHINGTON, D.C. 20037

IC  
I  
C  
I  
P  
E

Director, International Centre of  
Population and Development  
1111 20th St. N.W.  
Washington, D.C. 20037

Ref. SS/HRANK/64/24.

9th May, 1974.

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

|                                           |                                       |
|-------------------------------------------|---------------------------------------|
| RECEIVED                                  |                                       |
| UNDP MAIL UNIT 23                         |                                       |
| MAY 15 1974                               |                                       |
| <input type="checkbox"/> ACTION           | <input type="checkbox"/> INFORMATION  |
| TO: <u>MR MASHLER</u>                     |                                       |
| <input type="checkbox"/> Action Completed | <input type="checkbox"/> Acknowledged |
| UNDP MAIL UNIT 23                         |                                       |

Dear Bill,

INTERNATIONAL CENTRES WEEK

GLO/74/009

John Pringle and I understood from some sources during the Annual Research Conference of the ICIPE Research Centre that ICIPE would be invited to attend the next International Centres Week in Washington, D.C., which will take place from 29th July to 2nd August 1974. We have agreed among ourselves that I should attend and participate in this meeting in any capacity that will be required of the ICIPE. Perhaps Dr. Davidson, with whom we had a formal discussion, may have informed you of this new development.

I would very much like to hear through your offices that we would be required to attend this meeting. I believe that such a step would be a benefit for the long-range future of the ICIPE. I would like to have a considerable time for thinking and discussion so that I could project the ICIPE's future plans and development in a realistic term.

Looking forward to hear from you soon, and with all best wishes,

Yours sincerely,

*Thomas R. Odhiambo*

Thomas R. Odhiambo  
Director, ICIPE

c.c. Prof. J.W.S. Pringle, Chairman, ICIPE Governing Board.  
Mr. Karl Englund, UNDP Representative in Nairobi.

TRO/mro.

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

Yellow.  
C2

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

May 9, 1974

TO: Members of the Consultative Group, Members of the  
Technical Advisory Committee, and Center Directors

FROM: Executive Secretariat

SUBJECT: International Centers Week, 1974

1. International Centers Week will be held at the headquarters of the International Bank for Reconstruction and Development in Washington, D.C., from Monday, July 29 to Friday, August 2, 1974.

2. As in previous years, International Centers Week is intended to provide for an exchange of views and information among Directors and officials of international agricultural research centers, representatives of governments and organizations which are members of the Consultative Group, and the members of the Group's Technical Advisory Committee (TAC).

3. Plenary meetings will take place on July 29, July 30 and the morning of July 31 devoted to the presentation of programs and budgets by the Centers to all participants.

4. The Consultative Group itself will meet on Thursday, August 1, and Friday, August 2. Among other things, it will hear a report by the Chairman of TAC on the Committee's appraisal of ongoing research programs and on new proposals before the Consultative Group; and members of the Group will give preliminary and informal indications about availabilities of financial resources for international agricultural research programs in 1975.

5. Both the Technical Advisory Committee and the Center Directors are intending to hold meetings in the latter part of the week preceding International Centers Week. There will be an open session of TAC on the morning of Friday, July 26.

6. It is planned to circulate a detailed agenda of meetings and events by the end of this month.

7. Delegations wishing to have hotel reservations made for them should advise the Secretariat of the Consultative Group as soon as possible.

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

Yellow

C2

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

May 7, 1974

Dr. U. J. Grant  
Director General  
Centro Internacional de  
Agricultura Tropical  
c/o The Cosmos Club  
2121 Massachusetts Avenue, N.W.  
Washington, D. C. 20008

Dear Jerry:

Centers Week Schedule

We have just reviewed our tentative plans for the Centers Week program with Sir John Crawford. In so doing, we have taken into account the wish of the Center Directors to meet on Friday/Saturday, July 26 and 27; Monty Yudelman's proposal discussed with the Directors at their CIAT meeting that he arrange a seminar on the world food situation; TAC's plans for its own meetings and the need for a meeting between Center Directors and TAC; and the expanding number of activities and questions to be covered in the Presentation Days and in the subsequent CG sessions.

We come out with a draft schedule (attached) which is our best effort to reconcile the various needs of the groups concerned. For the Center Directors it would mean:

- meeting as a group on the Friday and Saturday, July 26-27, as planned, except for reserving the Friday afternoon for a Bank-sponsored seminar on the World Food Situation which would be for Center personnel and TAC members;
- a Center Directors/TAC members lunch on Friday, July 26;
- Center Directors meeting with TAC on center presentations and on a proposed program for 5-year reviews along the lines of the Bell paper, to be held on Wednesday afternoon, July 31. The whole afternoon will be available to you as the Presentation Days will stop at lunch hour on the 31st and the CG will not begin until the next morning.

It would be very helpful if you could check out these proposals with your colleagues as promptly as possible so that we can proceed with the arrangements for Centers Week programs.

Cont./




Dr. Grant

- 2 -

May 7, 1974

I might add that we have had the opportunity of talking with David Hopper regarding the visit of the P. S. Ross team to the Centers. They would like to meet with the Directors during their July sessions and would be willing to join you on either the Friday or the Saturday. Perhaps you could let us know, too, whether the Directors will want to meet the Ross team and, if so, when.

Sincerely yours,



Harold Graves

Attachment

cc: Mr. Yudelman

DRAFT FRAMEWORK OF CENTERS WEEK, 1974

| <u>Day and Date</u> | <u>TAC</u>    | <u>Cent. Dir.</u>                                                     | <u>Plenary</u> | <u>CG</u>       | <u>Hospitality</u>        |
|---------------------|---------------|-----------------------------------------------------------------------|----------------|-----------------|---------------------------|
| Wed. July 24        | X             |                                                                       |                |                 |                           |
| Thurs. July 25      | X             |                                                                       |                |                 |                           |
| Fri. July 26        | A.M. X (open) | X                                                                     |                |                 | TAC/Cent. Dir. Lunch      |
|                     | P.M. --       | General Seminar on World Food Situation - TAC/Cent. Dir               |                |                 |                           |
| Sat. July 27        | A.M. -- X     | X                                                                     |                |                 |                           |
|                     | P.M.          | X                                                                     |                |                 |                           |
| Sun. July 28        |               |                                                                       |                |                 |                           |
| Mon. July 29        |               |                                                                       | X              |                 | Lunch - 150 <sup>1/</sup> |
| Tues. July 30       |               |                                                                       | X              |                 | Baum recptn - 200         |
| Wed. July 31        | 2:30 P.M.     | TAC/Cent. Dir. meeting on Presentations and on 5-year Review Programs |                | X (A.M. only)   |                           |
| Thurs. Aug. 1       | X (9-11 A.M.) |                                                                       |                | X (all day)     |                           |
| Fri. Aug. 2         |               |                                                                       |                | X <sup>2/</sup> |                           |
| Sat. Aug. 3         |               |                                                                       |                |                 |                           |

1/ To be arranged so as to foster contact between Centers and Bank regional staff; will provide for all CG participants.

2/ TAC Chairman to summarize TAC meetings, including review of Center programs and performance in morning session.

May 6, 1974

62f

Mr. Cheek

May 6, 1974

Harold Graves

CGIAR: Commentaries on Center Program and Budget Papers

Here are the dates we talked about this morning for completing drafts of Secretariat commentaries on the Center Program and Budget papers for 1975:

|         |   |         |
|---------|---|---------|
| IITA    | - | May 11  |
| ICRISAT | - | May 11  |
| CIMMYT  | - | May 15  |
| CIP     | - | May 15  |
| CIAT    | - | May 17. |

Dates are yet to be determined for

IRRI  
 WARDA  
 ILCA and  
 ILRAD,

although enough information should be available for HG to prepare an ILCA paper during the week of May 20.

cc: Mr. Baum  
 Mr. Yudelman/Darnell

*HG*  
 HGraves:apm

C2

May 6, 1974

Dear Dick:

You will shortly be sending out your 1973 Annual Reports and Audit Reports to CGIAR members. To assist in the process, I am enclosing a set of mailing labels for use in your distribution of the documents. In each case where more than one set of reports should be sent, we have indicated the appropriate number of copies by a red pencil number.

With best wishes,

Sincerely yours,



Bruce M. Cheek

Enclosures

Dr. Richard L. Sawyer  
Director General  
International Potato Center  
Apartado 5969  
Lima  
Peru

Identical letters sent to Dr. Grant (CIAT) and Dr. Albrecht (IITA)

 BMC:mcj

*GF*

*CZ*

March 22, 1974

Dear Jim:

Many thanks for your letter of 13 March and for the encouraging news about your IITA report (which, oddly enough, seems not to have arrived here yet). Thank you also for asking Albrecht to send me the annual program review papers. (I did pick up Okigbo's at IITA in December.)

We do indeed depend on you to attend the CIAT presentation week, May 6-11, and would like you to go to IRRI as well. We can talk about a date for the Rice Institute when you are in Washington, but presumably it should be very soon after your visit to Iran.

We also have some livestock questions to talk about, and <sup>hope</sup> you will have some free time to discuss them when you are here in April.

Sincerely,

Harold Graves

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

*HG*

HGraves:apm

*cc: Mr Ruddy / Lewis*

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

March 22, 1974

TO: Center Directors  
FROM: Executive Secretariat  
SUBJECT: 1975 Documents

1. Please remember that we are hoping to receive the draft of your 1975 program and budget documents by March 31.

2. We would also appreciate hearing from you about the dates on which you expect to send out your 1973 Annual Report and the audit of your accounts for 1973. We suggest that two copies of each of these documents be sent to your Consultative Group mailing list. The Executive Secretariat would like to have 10 copies of each.

HG:mcj

*Yellow*  
*[Signature]*  
*[Signature]*  
*[Signature]*


~~52~~  
CV  
March 1, 1974

Center Review visits, 1974

In the light of the visits made in the last few months by Graves, Lewis and Cheek, we expect that center reviews for the next International Centers Week will require only three visits on the program side. These will be made by Jim Evans to IITA (Feb. 1974), CIAT (around Presentation Week at the beginning of May) and to IRRI (perhaps in April, if convenient to the Center and to Evans). For the other centers, the text will have to be written here.

On the budget side, we have been in touch with all centers through our visits and await their draft budget/program documents due by the end of this month. IITA and IRRI might be visited; but we will try to make the Secretariat report from here. Graves will be back from IRRI on March 4 and Albrecht of IITA will be in the Bank on March 13.

cc: Mr. Graves  
Mr. Lewis

 BMCheek:apm

log 25

*624*

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*CJ*

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SECUNDERABAD 1415 1840

Distribution: Mr. Cheek ✓

Agric. & Rural Dev.

FEBRUARY 15, 1974

INTBAFRAD

WASHINGTONDC(USA)

CHEEK SEND POTATO PAPER TO CUMMINGS AND BRADY REGARDS  
GREAVES CRISAT SECUNDERABAD

*Sent  
FEB 19 1974*

COL WASHINGTONDC(USA)

AS RECEIVED.



92f

Mr. M. Yudelman

February 15, 1974

Bruce M. Cheek



Center Reviews in 1974

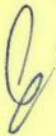
I refer to Mr. Graves' memorandum of December 20, 1973, to you on the above subject and to subsequent discussions with you and with Mr. Graves.

The Secretariat has to present program and budget reviews to the TAC and the Consultative Group before International Centers Week at the end of July. These will be done for each of the six operating international centers in line with the recommendations of the Bell Subcommittee report. The Secretariat's reports on each center will be based on both field and desk work, including review of the 1975 program and budget proposals due to be received by the Secretariat from each center before March 31, 1974. The field work really began with the visits made in November 1973 - February 1974 to each of the centers by Messrs. Graves and Lewis, and, in three instances, by myself. In addition, on the budget side, we anticipate that it may be necessary to re-visit IITA (and perhaps IRRI).

On the program/scientific side, we anticipate making desk reviews on CIP, ICRISAT and CIMMYT. [I presume that the Secretariat will need help from the Department staff in this.] For IITA, Jim Evans is attending the internal review which begins on February 18 and will then write a short report by the end of the month (see Mr. Graves' letter to Mr. Evans dated February 8). For CIAT and IRRI, we think it advisable to have field visits in March/May because of the nature of the actual and proposed program changes in 1974 and 1975. Mr. Graves is asking Mr. Evans to undertake one or other of these reviews. For the third one, that is either CIAT or IRRI, we would hope to have the help of the Department in making available a staff member for a scientific review. I am cabling Mr. Graves to learn what he arranged with Mr. Evans as a basis for deciding what action we might ask you to consider so as to help complete the review cycle on the program/scientific side.

Attachment

cc: Mr. Graves  
Mr. Ruddy/Mr. Lewis  
BMC:mcj



~~524~~  
CJ

February 14, 1974

Dear Herb:

I am enclosing two drafts on the outreach and training programs at IITA. These were written on the basis of our December visit, and of course refer to 1974 and not to 1975. However, I hope that they will be some help in preparing your 1975 program and budget paper, the draft of which we are expecting before the end of March. I have no particular comments to add to those which Harold made in his letter of February 12.

I hope you have a very fruitful set of review meetings next week and that these will help clarify the scientific program that you want to put forward for 1975.

With best wishes,

Sincerely yours,



Bruce M. Cheek

Enclosures

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

BMC:mcj

CR  
CC 424

February 12, 1974

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

Dear Herb:

With this letter, I'm sending you a sample draft of what might be the style of the narrative section of IITA's 1975 Program and Budget Presentation to the Consultative Group. It is a section on the Grain Legumes Improvement Program. Bruce Cheek will be sending other sections, on Outreach and Training.

I'm afraid this may seem like rather small beer after all the time we spent at IITA. Our schedule was badly thrown off, in fact, by the postponement of my flight from Nairobi to Lagos; after running late there, the Secretariat immediately ran into another heavy spate of travel, to CIAT and CIMYT.

At any rate, the CLIP section will illustrate the approach we think might be appropriate for the non-scientific people in the Consultative Group who are making the final decisions about grants: by crop (or by systems), a brief statement of the significance of the crop, the problems of the crop, the objectives of research, the content of research, the progress made and the prospects of further progress (if they can be measured). The section begins under a heading which indicates manpower deployment and projected expenditures, and the text should end with a brief discussion of any changes proposed.

Since we were at IITA, further suggestions have been made about the proposed format. One is directly related to John Nickel's feeling that something ought to be said about the achievements of the Institute. The suggestion is that this might be an early chapter in the presentation -- following the (I) general introduction about the general mission and role of the Center and (II) a brief discussion of changes between the proposed manpower and budget totals and those

February 12, 1974

of the previous year. This chapter (III) on achievements could be very telegraphic in style (a bit like IRRI's narrative for 1974) and refer to the chapters on the individual program elements, where slightly more detail might be found.

The other suggestion (from Lowell Hardin) is that the Institute might want to include a chapter (IV) on issues -- things which have been decided or are to be decided, and the factors that have been, or are being, taken into account. An example, if it matures as a proposal, would be the question of a high-rainfall substation for IITA.

In any case, the program and budget presentation is not a substitute at all for the annual report, where the real scientific content is to be found; and we think that either you or the Secretariat, when the program and budget papers are sent out, should make this clear.

We are still considering the question of what person to add to the Secretariat as an agricultural specialist. I appreciate very much having had the benefit of your views on this, and have, in fact, cast my vote in the same direction. The question, however, is not a simple one, and I can't say at the moment how it will turn out.

The Executive Directors of the International Development Association this morning approved IDA's first set of grants to the research institutes. In the case of IITA, we start with a grant of \$250,000. After your audit report is available, and when we have better knowledge about what other donors (especially the Germans) still have it in their power to do for ILCA, we would be willing to look at IITA's needs again if there are urgent requirements still unmet.

Sincerely,

Harold Graves

Enclosure

*cc. Dr. K. O. Rachie w/attachment*

HGraves:apm

92f

February 12, 1974

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

Dear John:

Many thanks for your letter of January 8 about the sample program and budget presentation for CIP. It got to my desk today, after having been trapped elsewhere in the Bank for a month.

Your comments are quite to the point and reveal, among other things, that the transmittal letter should have been more explanatory. I should have explained that the text was not intended to replace any of the detailed tabular material contained in the budget presentations as of last year.

The text is simply meant to explain in words what the tables present in numbers; if the tables say that three man-years are being spent on taxonomy, the text says what the budget presentations, as now composed, do not say, namely: what the taxonomic work is, what its objectives are, why it is being undertaken, what results have been achieved or are expected, what changes are proposed and why. For those of us who thought that taxonomists were people who stuffed animals, this is intended to be an improvement. And if you look at the 1974 program and budget documents (IRRI's, for instance), you will see that it is usually not possible to relate what is said in the narrative to what the detailed tables say.

On your second point, the document is certainly not intended to replace the annual technical report; and, in view of your comment, it probably would be a good idea to include a prefatory note to this effect. One does, indeed, worry about saying something new; and our suggestion to the Centers has been that since research problems and priorities do not change very much from year to year, the Centers ought not to worry about changing the basic language concerning problems, objectives and approaches. What will change is the language about manpower and financial requirements and about achievements.

Your point three is the one we are trying to meet. The document is short on technical detail. Still, it is trying to explain the basis for the general shape of the program and, as you say, to explain why a certain item is going up or down.

In six weeks or so, we may begin getting sample drafts from centers, and I'll take the liberty of sending along one or two on the chance that you may have time for further comment.

Sincerely,

Harold Graves

*Handwritten initials*

HG:mcj

92f  
cc 92d

Mr. Evans

February 8, 1974

Harold Graves

Program and Budget Review

1. You will attend the program review of the International Institute of Tropical Agriculture (IITA) at Ibadan in the week of February 18, and will prepare a note on the review for the Consultative Group Secretariat and the Director of the Agriculture and Rural Development Department of the World Bank.

2. Based on the subject matter covered in the program review, your note should comment on

(a) work done and advances made in the research program in 1973/74, and any significant changes of direction adopted in the program during that time;

(b) advances made in the programs of outreach and of training (i. e., relationships with new institutions or new countries, new subjects of training, development of new training techniques), distinguishing to the extent possible between francophone and anglophone activities;

(c) research initiatives proposed for 1975, their priority in relation to ongoing activities and to possible alternative initiatives, and the prospects of payoff from the new research proposed;

(d) initiatives proposed in the programs of outreach and of training;

(e) any medium to long term budget or staffing implications of (c) and (d); and

(f) any other subjects or issues which you feel are worth bringing to the attention of IITA or the Consultative Group.

3. As time permits, you will discuss your impressions with the Director General of IITA. In any case you will send him a draft of your commentary at or about the same time as you send the draft to the Secretariat and the Bank.

Mr. Evans

- 2 -

February 8, 1974

4. You will send a draft of your commentary to the Consultative Group Secretariat and the Director of the Agriculture and Rural Development Department of the Bank about March 8. You will prepare and send a final draft to these recipients and to the Director General of IITA about June 15, after IITA's Program and Budget proposals have been approved by the Institute's Board of Trustees.

HGraves:apm



92f

February 8, 1974

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

Dear Jim:

You will have had a letter from Bruce Cheek dated February 1 on the subject of your review of the IITA program later this month. I have taken the points in that letter and added one or two others for the purpose of producing short terms of reference, and these terms are attached.

As Bruce said, you should base your own work on what is covered in the review. If there are subjects left uncovered (and the review, for instance, may not get into the outreach and training programs) you need not cover them; we will try to pick them up, to the extent possible and desirable, when we go back to IITA for a last look at their budget figures.

You should also, as Bruce remarked, take into account that by the time of Centers Week, members of the Consultative Group will have had a quite extensive documentation on IITA, consisting of three documents: (1) program and budget proposals, (2) 1973 annual reports, and (3) 1973 auditor's reports. It is therefore not necessary to provide a comprehensive or basic description of IITA's activities, and that is why the word commentary is underlined in the attached terms of reference.

We think the commentary should be short. As you know better than anyone, what the Consultative Group is looking for, basically, is some assurance that the funds it is providing are being spent with reasonable effectiveness and with a good prospect of a return in increased food production. It is not to be expected that either you or the Group will necessarily agree with all the judgments of the Institute, but the Group will want to know whether or not the judgments were reached as a result of adequate consideration of relevant factors.

Given all the other written material that will exist, a commentary could fulfill its function, as Bruce said, in as little as two pages.

Once again, we have the question of how the program evaluation, done by yourself, and the financial examination, done mainly by others, are to be put together. We can leave this point open, but I am inclined to think that it would be of some interest if your first draft were regarded as a private communication to the Secretariat, Monty Yudelman and the Institute, not necessarily to be shared with other members of the Consultative Group, and speaking out more frankly than would be the case with a commentary intended for more general consumption. A revision could then be tempered in the light of comments from Albrecht and us; and it could be left to us, as an editorial matter, to combine the program commentary and financial report. If time permitted (and that will be a problem again this year), we would show the final product to you, but, in any case, in circulating the document we would provide some explanation which would absolve you from sin.

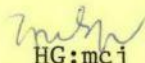
I had hoped by now that we could send you some of the material that Cheek, Lewis (of P & B) and I drafted on the basis of our own visit to IITA, since it would give you some idea of what IITA's own program and budget document may look like. Alas, however, I have not been able to get to any editorial work of this kind; but perhaps I can put something in the mail for you next week from London (I'll be passing through on Wednesday morning en route to ICRISAT).

I have also written you a separate note on the never-ending affairs of ILCA.

Sincerely yours,

Harold Graves

Enclosure

  
HG:mcj

*Graves*  
*cc: GPE*

**OUTGOING WIRE**

TO: BRADY  
RICEFOUND  
MANILA

DATE: FEBRUARY 6, 1974

CLASS OF SERVICE: TELEX OR ~~IR~~ *IT*

COUNTRY: PHILIPPINES

TEXT:  
Cable No.:

OUR BOARD OF DIRECTORS IS CONSIDERING INITIAL GRANT TO IRRI NEXT TUESDAY AND EYE WILL INFORM YOU PROMPTLY OF ACTION TAKEN. HOPE IT WILL BE CONVENIENT FOR YOU TO RECEIVE VISIT FROM ME AND WILLIAM LEWIS OF BANK ARRIVING MANILA THURSDAY EVENING FEBRUARY TWENTYONE AND LEAVING LOS BANOS NOT LATER THAN MONDAY EVENING FEBRUARY TWENTYFIVE. MRS. GRAVES ACCOMPANYING THROUGH FEBRUARY TWENTYTWO ONLY. OUR PURPOSE FIRST TO OBTAIN FIRST HAND IMPRESSION YOUR ACTIVITY SECOND TO DISCUSS FORMAT OF YOUR PROGRAM AND BUDGET PRESENTATION TO CONSULTATIVE GROUP AND THIRD TO PURSUE SOME TECHNICAL QUESTIONS WITH SALACUP. WOULD APPRECIATE YOUR CONFIRMATION THAT THESE DATES ARE ACCEPTABLE AND WOULD BE GRATEFUL IF YOU WOULD ARRANGE ACCOMMODATIONS FOR OUR STAY IN LOS BANOS. REGARDS

GRAVES

**NOT TO BE TRANSMITTED**

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture & Rural Development

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

cc: Mr. W. W. Lewis, P & B

HG:mcj

For Use By Communications Section

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *SC*

ORIGINAL (Type copy)

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SIGNATURE:

DEPT:

NAME:

AUTHORIZED BY:

SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE:

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COMMUNICATIONS SECTION

NO: [unclear]

MR. A. M. [unclear] & P. B.

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SECRET

RECOMMENDATIONS FOR THE YEAR IN THE YEAR... RECEIVED

THESE THREE DATES ARE SUBJECTIVE AND SHOULD BE CONSIDERED AS A GUIDE ONLY. TECHNICAL OPERATIONS WITH SUBJECTS SHOULD BE CONSIDERED AS A BUDGET ALLOCATION TO CONSOLIDATE SEVERAL AND THIRD TO BECOME SOME PRESSION ARE USUALLY SECOND TO DISCLOSE KNOWLEDGE OF ANY PROSECUTED INDIVIDUALS INVOLVED IMMEDIATELY. ONE PURPOSE WOULD BE TO OBTAIN A CLEAR VIEW OF THE YEAR FROM MONTHLY PLANNING BEHAVIOR IMMEDIATELY. THE SECRETARY'S RECOMMENDATIONS SHOULD BE CONSIDERED AS A GUIDE ONLY AND SHOULD BE USED AS A GUIDE ONLY. THE YEAR IN THE YEAR SHOULD BE CONSIDERED AS A GUIDE ONLY. THE YEAR IN THE YEAR SHOULD BE CONSIDERED AS A GUIDE ONLY. THE YEAR IN THE YEAR SHOULD BE CONSIDERED AS A GUIDE ONLY.

SERIAL NO: 1001

COMMUNICATIONS SECTION

UNITED STATES DEPARTMENT OF JUSTICE

RECEIVED TELETYPE UNIT FEB 7 1974

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| ASSOCIATION               | REGISTRATION AND DEPARTMENT | COOPERATION           |
| INTERNATIONAL DEVELOPMENT | INTERNATIONAL BANK FOR      | INTERNATIONAL FINANCE |

**P. S. ROSS & PARTNERS**

MANAGEMENT CONSULTANTS 90 SPARKS STREET, OTTAWA K1P 5B4, CANADA, 236-9662

*Cl*  
*BHC*  
*HCB*  
*Mr. Baum*  
*[Signature]*

February 5, 1974

Mr. Warren C. Baum  
Vice-President  
International Bank for Reconstruction and Development  
1818 H Street N.W.  
Washington, D.C. 20433

Dear Mr. Baum:

Alisdair Bogie and myself want to take this opportunity to express our thanks to you and your colleagues for the time so willingly afforded us during our recent visit to Washington on January 31, 1974.

The perspective gained of the evolving development of the six international research centers and their relationships with donor agencies will be a valuable contribution to our study of the reporting and computing requirements of the centers.

We appreciate your invitation to have further discussions with you and your colleagues following our visits to the institutes and will contact you to make the necessary arrangements.

We certainly hope that the Washington climate will be as accommodating in the later part of the year as it was in late January.

Sincerely,

P. S. ROSS & PARTNERS

*Robert Cummings*

Robert L. Cummings  
Senior Consultant

RECEIVED

1974 FEB 12 03:03

Ruddy

[Faint, mostly illegible text, possibly a letter or report. The text is mirrored and difficult to decipher.]

[Faint text at the bottom of the page, possibly a footer or address, including the word "BRITISH".]

62f

January 31, 1974

Dear Andrew:

Just in case Eduardo Alvarez did not pick them up from Hal Hanson, here are two more bits of our drafty draft of the CIAT 1975 program and budget document, having to do with field beans and corn. You already have bits on beef, swine and rice, and I hope we will be sending others down before the end of this week, to reach you somewhat ahead of your February 10 deadline.

We would be grateful if, after your Executive Committee meeting, we could have a copy of the draft document. If the topic is not informatively covered in the draft document, we would also like to know, program by program, what funds and how many positions are being sought under special-project financing.

I called Omer Kelley at USAID yesterday about your December correspondence; and he promised to look into the matter at once.

It was fine to see you again, and all of us thank you for your help and hospitality. It was great to see Andrew, but to see Senora Urquhart as well made it an unforgettable visit!

Sincerely,

Harold Graves

Enclosure

Mr. Andrew Urquhart  
Controller  
Centro Internacional de Agricultura Tropical  
Apartado Aereo 67013  
Apartado Nal. 737  
Call  
Colombia

*Hm*

HGraves:apm

*cc Mr. Lewis*

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, in order to 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 team is drawn from eight disciplines, and in 1974 will be executing five man-years of work by senior scientists, as follows: agronomy (1/2), physiology (1), plant breeding (1), pathology (1), entomology (1/2), microbiology (1/2) and economics (1/2).

The bean program aims to develop packages of improved practices and varieties and 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, and has been stepped up in 1974. The development and distribution 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, fertility and pest control; and the study of multiple cropping centered on beans, particularly by interplanting with maize, has begun. 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.

The only increase proposed in the core program for 1975 is the addition of 1/2 man-year of entomological work 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.

|         |                                 |           |
|---------|---------------------------------|-----------|
| CASSAVA | 6.5 principal, 16 support staff | \$---,--- |
|---------|---------------------------------|-----------|

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 man-years of work by senior scientists, as follows: physiology (1); breeding (1); pathology (1); agronomy (1); entomology (1/2); soils (1/2); economics (1/2); and weed control (1/2).

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 under way. Yields markedly above average have been produced from superior varieties, in advance 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 cassava is highly responsive to planting density, with yields increasing to as much as 50 tons per hectare -- at least twice the normal average -- 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 elimination of cyanide content from cassava remains an important breeding objective.

The cassava program also includes training and a documentation service based on an exceptionally comprehensive bibliography.

The 1975 program will continue the main thrusts of 1974, and explorations looking toward the development of cooperative projects outside Colombia are expected to produce concrete results, perhaps in Brazil, Paraguay or Peru. Special-project funding will be sought for some additions to the program -- for instance: to develop better drying and storage methods, 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.

The only increase requested within the core program is for the strengthening of entomological work, by increasing the availability of a senior scientist from half to full time and by adding a second assistantship in entomology. Since insects and insect-borne diseases commonly reduce cassava yields by as much as 50 per cent, this work is of high priority.

G2F

January 31, 1974

Dear Jerry:

Many thanks for your kindness to Bruce Cheek, Bill Lewis and me during our visit to CIAT last week. We profited greatly from our time with you, and hope that our visit will produce results that will be of some help to CIAT. (We are drafting budget text for Andrew Urquhart to consider as fast as we can and sending it down piece by piece.)

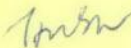
You asked for news about Rockefeller Foundation action on the capital grant for CIAT. John Pino says the proposal for the grant will be put to the Rockefeller Board in February, and that he will of course be in touch with you right away when action is taken. He had his fingers crossed, since the previous capital grant was supposed to have been the last one; but I earnestly hope that it will all turn out right.

Again, thanks for your help,

Sincerely,

Harold Graves

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



HG:mcj

## OFFICE MEMORANDUM

TO: Mr. Baum and Mr. Yudelman

FROM: Harold Graves *HGW*

SUBJECT: Back-to-Office

DATE: January 31, 1974 .

To report briefly on the past week --

Mr. Cheek, Mr. Lewis of P&B and I visited CIAT from January 23 to 25, and Mr. Lewis and I visited CIMMYT on January 28. Mr. Cheek returned to the office on January 28, Mr. Lewis and I on January 30.

CIAT

1. At CIAT, we saw Dr. Grant and the heads of all his program teams except for James Cock (cassava), who was away, and Dr. Jennings (rice), whose work is not conducted at the headquarters station. Mr. Lewis spent some time with Mr. Urquhart, the CIAT controller, on budgeting and accounting procedures, and I had a longish talk with Jerry Grant.

2. We began drafting at CIAT a sample program and budget paper such as we had done for CIP. Parts of it were left with Urquhart, and more will be sent down from Washington as they are completed. Urquhart is to give Grant a draft paper on February 10, and the Executive Committee of the Board of Trustees is to consider the paper on February 25.

3. We learned that just before our arrival, Jerry Grant had announced to his staff that he would retire as Director General before the end of 1974. (John Pino says that no date has been set, and that the Trustees will appoint a search committee to look for a new Director General at their May meeting.)

CIMMYT

1. At CIMMYT, we spent most of our time with Mr. Hanson, the Director-General, and Dr. Osler, his deputy; but we also had a meeting with Osler and with Mr. Dominguez, the controller. We proceeded on the basis that CIMMYT did not need and would not welcome any help in the drafting of a program and budget document, and, as far as that document was concerned, spent most of our time discussing what kind of program break-down would be suitable for the narrative and the appended tables. We also discussed some more general questions, and reconciled our slightly differing figures about funds available for CIMMYT in 1974.

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CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
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January 23, 1974

TO: Members of the Consultative Group, Directors of the  
International Agricultural Research Centers, Members  
of TAC

FROM: Executive Secretariat

SUBJECT: Center Review Procedures

1. The Secretariat memorandum of January 9, 1974, on this subject was in error in stating that no comments were received on the November 5, 1973, draft report of the Bell Subcommittee which was circulated on November 20; a number of comments were in fact received by Mr. Bell, the Chairman of the Subcommittee. Their content was carefully considered and it was felt that they did not call for substantive changes in the draft.

2. This memorandum therefore confirms that the November 1973 draft report may be regarded as having the general agreement of Group members and as incorporating the procedures and practices to be adopted with respect to the review of center operations. The procedures will no doubt need to be reassessed after a year or two of experience, at which time the suggested changes in wording would be considered along with the results of the actual functioning of the review system.



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availability of funds.

(Laughter.)

MR. DEMUTH: Any other comments on this paper?

(No response.)

If not, thank you very much, Mr. Ruddy. I think it was quite appropriate for Mr. Bell to express the congratulations of the Group for the progress that has been made because Mr. Bell is perhaps the one that has put the greatest pressure on the secretariat and the centers to make this progress, and we are aware that he is satisfied with what has gone up to now.

MR. BELL: Not only satisfied, but admiring.

MR. DEMUTH: I suggest, then, we move to item 6 which will be the last item on our agenda this afternoon, on center review procedures.

You remember that we discussed this matter at some length at the International Centers Week last year and again at our meeting in November. Most of you will remember that we made a first attempt at conducting such reviews last year -- I am referring now to the progress in 1972 -- when the program of each center was looked at by either an FAO or a Bank staff member who prepared a fairly informal report on its findings for the Technical Advisory Committee and for

this group.

This year, as you will have seen from the reviews circulated by the secretariat, we have attempted something that is rather more organized and somewhat more ambitious. And for this purpose, we augmented the Consultative Group staff, first by employing on a part-time basis two senior agricultural consultants -- Mr. Evans and Dr. Dion -- and, second, by seconding to that staff a budgetary expert Mr. Urquhart from the Bank's programming and budgeting department, and I think I can express the view of the Group in saying that we are extremely grateful to Mr. Evans, Dr. Dion, and Mr. Urquhart for their participation in this work.

When we discussed this matter last year, members of the Group put, and I think quite rightly, a lot of stress on the delicate questions of relationships with the centers to which the reviews might give rise. And in particular stressed the importance of avoiding interference with the day-to-day operations of the centers and that the reviewers not infringe or appear to infringe on the independence of the Board of Trustees and the Center Directors.

Thanks to the tact of Mr. Evans and Dr. Dion, I think these pitfalls have been successfully avoided.

But a number of other problems have revealed

themselves, at last some of which are summarized in a paper prepared by the secretariat, which has been circulated to you and which makes certain suggestions on review procedures for the future.

In addition, the Directors have indicated to me that they want to make some comments to the Group on future review procedures which I believe are quite consistent with some of the suggestions at least that are presented in the secretariat's paper.

So, if agreeable to the Group, I will first call on Mr. Hanson who has been designated by the Directors to speak for them on this item, and then to ask the views of the Group, first on any aspect of the reviews that were carried out this year and, secondly, on the suggestions for improvement made in the secretariat's paper.

But, first, Mr. Hanson.

MR. HANSON: The Directors met here in the building last Saturday afternoon on an agenda of items of common interest, and one of them was this topic of the reviews that had been made by the representatives of the Consultative Group.

We thought it would save time of this Group if we put down on paper a few ideas which I am giving to the

secretariat and that we just made one presentation.

There was consensus among the Directors that the review process for both program and administration has been useful. And when I speak of process, I mean the many different reviews that are going on. We realize that there still is possible rationalization of those. We have had a staff review, we have had a trustee review, we have had this visiting group, we have had in our own case an outside group reviewing administration. We are not complaining, we are just saying that if we study it, we are quite sure that these can be dovetailed better and we will still get the same benefits, and we hope you will get what you wish to get out of it.

Let me run down a few points that we put down. Each of the six centers receiving funds from the Consultative Group was visited by two men for one week sometime between March and June. We are quite satisfied from our standpoint with the reports that issued from this. In fact, several centers said they expected much greater criticism than they found of themselves in these reports.

But it is our feeling that based upon the experience this year, we should be able to offer some suggestions, and so should the donors, so should the secretariat, that would

result in still better results next year. So here are the points.

First, we felt that the terms of reference issued by the secretariat to the reviewers who came were not sufficiently concrete to identify exactly what was to be done. And this was particularly true on the administrative side. The program reviewers were professional agricultural scientists and it was assumed that they were capable of interpreting their assignment. But the administrative people did not have any guidelines, and as a result, the resulting comments on the different centers are quite dissimilar.

The Directors of the centers are prepared to work with the secretariat if the secretariat wishes in introducing our ideas for the terms of reference next year, which ought to be done by January.

Second, the number of program reviewers could probably be rethought. It was our feeling that one man working alone was overburdened on the agricultural side; that a two-man agricultural team plus one on administration would have greatly helped, I think not only in dividing labor, but in consulting each other.

We also feel that if each team that visits the centers could handle only two centers rather than three, it

could considerably help on the time schedule, but it puts a much greater burden on the chairman and secretariat to find the people of suitable quality to do this work.

It is our assumption, also that there ought to be an overlap from year to year, not a complete duplication, but an overlap so that there is some continuity of judgment shown from one year to the next.

Third point was that we urge that the visit to the centers, if possible, be combined with one of the internal reviews so that we don't have to keep scheduling a separate week for each of these reviews. I can speak with appreciation that George Dion who visited CIMMYT came at a time when we were having a general review for our trustees and a few other visitors, and he participated in that and he was no burden at all. There are some other centers which, because of the pressure of the time schedule, had to receive these reviewers at a time that was most inconvenient, and it was simply a double burden. I am not sure how we are going to solve this, but is related to the fact that we are trying to squeeze a great deal of work into the time sequence between the trustees meeting when the budgets are approved and, say, the July 1 dateline that Harold Graves was trying to observe. And it may not be possible for one team to visit three

different centers and write three different reports in that time period.

Number four, if the reviewers visit a center at a time when trustees are meeting, we urge that our trustees should invite the reviewers to participate in the meeting and review their findings. But at the same time we believe that these reviewers should not participate in the trustees meeting at the time when the annual budget is being reviewed and approved. That is a time, it seems to us, when the relationship between the Director and his trustees is a private one, and it ought to remain so.

This is not a criticism as far as I am aware; nobody is complaining about what happened this year.

Number five, the Directors would welcome questions submitted to the centers in advance, either on the program or on the administration, so that adequate information can be awaiting the arrival of the team. I would offer one comment which I have already discussed with Mr. Urquhart. He was looking for the official inflation rate of Mexico. There is no problem if we had known what he wanted of our going to the State Bank of Mexico and getting him the official figures and handing it to him. It was simply that we didn't know in advance that that was one of the questions that would

arise.

Number six, the Directors believe that no criticism of their program or administration should take them by surprise when these reports are issued. We see no reason why the reviewers are not able, while they are there during their visit, to summarize what their findings are and what their criticisms are. We are not objecting to criticism. We are just saying that if this kind of review takes place, there are two advantages -- first, that any misunderstandings can be corrected at that time, and, second, that a dialogue starts between the reviewer and the staff which may lead to corrective action much sooner than merely waiting for the writing of a report.

Number seven, the draft of the report should hopefully be completed in Washington at least two or three weeks before it is to be issued so that there is time for a copy to be sent to the centers for correction of errors of fact. In any report of the length that you received this year, written by outsiders, there are bound to be some errors that creep into the reading of all the documents and trying to summarize so much technical information. And we would be happy to help find those if there is time. I am not directing this at Harold Graves because he had his time problems, too,



and a number of the center Directors showed up in Washington to find their reports at this meeting had been circulated and they had not yet seen a copy of it.

Those are the points I was going to make. We discussed this with the TAC this morning. In no sense am I going to try to speak for TAC, but because we listened to some of their discussion with our Directors, let me comment that there were two or three different suggestions came up on how to reduce this tightness of time schedule, and I am not sure that any of them are wholly satisfactory.

One was, could the reports be aimed at the November meeting rather than the July meeting? This has the merit of adding 60 days or so to the time schedule from the trustees meeting until you try to issue the report. I was told that from the standpoint of TAC's assignment this is not acceptable, that they need these reports at the time they pass judgment upon the proposed program.

Another proposal was that each center might be reviewed every two years but that the centers chosen for review should be staggered so that at the present moment you would be reviewing three each year rather than six, and this would help to reduce the workload.

Another suggestion that one of the centers offered

offered, because it would help to reduce the volume of writing by the reviewers, was that if they would retreat the staff review documents as the principal description of program and would not attempt to describe the program, but only to offer comments, both on that document and on the program activities that are reported in there. CIMMYT attempted that in that the staff review which is some 60 pages long was given to our trustees program committee and they came up with a much shorter document which made no attempt to duplicate the description but only to offer comment and describe issues.

Mr. Chairman, those are our suggestions.

MR. DEMUTH: Thank you very much, Dr. Hanson.

I think we will arrange to circulate that statement to the Group tomorrow so that you all may have a copy of it.

In many respects what you have suggested conforms to the suggestions made in the secretariat's paper, namely, that any one review team should not have more than two centers to examine, that there should be two substantive reviewers on each team rather than just one, and certainly in terms of there being no surprises for the directors, the kind of dialogue that is suggested in the secretariat's paper would obviate that kind of problem. And I was very glad to hear your last suggestion about diminishing the description by

starting out from the center's own program and concentrating on the progress that has been made in carrying out that program, deviations from the program, whether it is the number of people that were expected to be employed. have been employed, what the efficiency of the administration is, but not try to repeat or replicate the center's program as presented by the center itself, and, indeed, as supported by the Consultative Group.

What we have suggested and what you have suggested both raise the question of manpower. And as we pointed out in the secretariat's paper, this is a very difficult problem because it's a seasonal job to a large extent, and it requires a very high level of competence.

In the secretariat's paper we have suggested one way perhaps of meeting this problem would be for the members of the Group with technical staffs to second or at least ..  
.. nominate members of those staff to secondment to the secretariat for periods of a few months as in fact CIDA did with Dr. Dion, so that we would have for the benefit of the Group not only the resources that can be found in the secretariat provided by the Bank, but also in the ranks of the experts of the various members of the Group. And I would very much like to hear -- and in this I refer not just to governments, but

to public and private foundations as well -- I would very much like to get views on the practicality of that suggestion in the course of your comments on this whole item.

Mr. Hulse.

MR. HULSE: Mr. Chairman, the point which you have just raised, and it is also stated in paragraph 30 of the secretariat's document, this possibility of members of the Group providing their own staff members, I wonder, sir, whether the Group might consider the possibility of members making available other scientists from their own countries. I can't commit my Board of Governors, but I feel that there are a number of scientists in Canada who might be acceptable. And I think that we would respond very sympathetically to making it possible for such of those as you felt were suited to this job, making it possible for them to take part in this.

...

I have a very small staff, and therefore to second one of my people would be virtually impossible. But I think we would be very sympathetic to making it possible for other Canadian scientists acceptable to the Group to participate. And I would like to have your views, sir, and perhaps those of the other members of the Board on this as a general principle.

MR. DEMUTH: I think that is a very constructive and helpful amendment of the suggestion we put forward, and I

would like to adopt it and say it would be highly acceptable.

Dr. Bernstein.

DR. BERNSTEIN: Mr. Chairman, my first comment is about the timing and interaction of the Bank's review process with budgetary work of the center managements.

The problem which has been discussed at some length here before and which Mr. Hanson addressed on behalf of the Directors is how to get a good reconciliation of the need to preserve the management responsibility of the centers' managements with the needs of the donors to exercise responsible stewardship of their funds in their charge.

In reviewing the proposals in paragraph 26 and 27, which were addressed to that need, it seemed to us that this did provide a good reconciliation.

I am not certain from Dr. Hanson's comments whether they are fully compatible on every point. He did mention the problem of the privacy of the relationship between the Director and the Board of Trustees when the budget is being approved. And I would agree that that's very important. I interpreted paragraph 27 to suggest that that privacy would be respected, but that at the same time prior to that point it would be desirable from all points of view for the Boards and review teams to be able to have a dialogue. I think we would

probably all agree that the most desirable and useful situation is where these reports are primarily used for the center's own management so that they can have a chance to consider them and to act as they think is appropriate in the light of their recommendation.

So that we do applaud those proposals in these two paragraphs, and I would hope that they would meet the considerations that Dr. Hanson raised.

My second comment is concerned with the cost efficiency element of the annual Bank reviews. In prior meetings the donors stressed the need for a thorough cost efficiency review by the Bank staff since they would need to depend heavily on this service as their primary source of assurance on the efficient use of funds that they have provided in lieu of direct checks by each donor.

In the substantive review area, of course, there are a variety of reviews and checks going on, and we would not be as dependent on this type of function. But for cost efficiency we are virtually completely dependent unless we do it ourselves.

And as the secretariat document suggests, we believe this component needs further strengthening. I think the timing proposals that are in the two paragraphs I just mentioned, 26 and 27, would of themselves help considerably in this

regard.

Third, Mr. Chairman, we would wholeheartedly endorse the suggestion in paragraph 20 of the secretariat's paper, which deals with the need to provide some indication of how the actual implementation of the program relates to past approved programs and budgets.

Fourth, on the question of the problems of secondment of personnel to help with this process, I share the view expressed by Dr. Hulse, we would be glad to try to help, and I think probably making some kind of consultants available is a more feasible proposition for getting good people at the time that you need them, the direct secondment of our own staff.

Finally, Mr. Chairman, we would like to put forward a proposal, in this case to the Bank. In the course of considerable discussion during the last two meetings of the Consultative Group, consensus emerged and the need for setting financial limits on center budgets, subject to appropriate adjustments. This was reflected in the secretariat paper for agenda 9 at the last Consultative Group meeting. If I may read the two relevant paragraphs, that report to the group said that reports of this kind can considerably advance the common interest of the centers and the Consultative Group. Evidently it will considerably facilitate the consideration of

financial requirements by members of the Group. It will help give effect to Group concerns about cost effectiveness and should considerably enhance the value of budgeting as an instrument of medium-term as well as annual planning for both Group and centers. The report should help provide the foundation for two other pieces of work desired by members of the Group: the establishment of a notional ceiling of financial support for each center over a period of years, subject to adjustments for rising prices and for the cost of additional activities undertaken with the endorsement of the Consultative Group.

And the second, had to do with the point we have already discussed.

The paper for this agenda item describes the small beginning in this direction in paragraphs 16 and 18. We believe it urgent that the Consultative Group get on with this task, given the rapidly rising and diverse requirements that are coming forward for center Group financial support. The fact that some of the centers have already provided leveling off proposals in their 1974 budget presentation should make it easier to do this.

Consequently, we propose that the Consultative Group request the IBRD to provide on the basis of its appraisals



and consultations with the management of the centers its recommendations of the desirable financial limits for the core and capital budgets of the individual center. These would be based on stabilization of each center's program on a specified set of major program goals, and we would be subject to adjustments for rising prices and for the cost of additional activities undertaken with the endorsement of the Consultative Group, this being the language of the proposal last year.

Specifically, the IBRD would be requested to provide the proposed recommendation for IRRI, CIMMYT, CIAT, IITA, IPC and ICRISAT for the years 1975 to 1978 prior to the Consultative Group meeting in the summer of 1974 for Consultative Group consideration at that meeting, and to provide by the following year provisional recommendations for ILRAD, ILCA, and other programs operating by 1974.

The course of prior Consultative Group discussions made it clear that a number of advantages are likely to accrue from the Consultative Group practice of setting limits for the financing that it is prepared to provide for individual centers.

First, it should help to keep the activities of each center adequately focused on one or a few major programs to achieve the critical massing of efforts needed for significant

breakthrough.

Second, it would also help the management of the centers to anticipate correctly financial availabilities for a number of years ahead, and thus facilitate efficient program and financial planning.

Third, both of these effects should facilitate working out an appropriate division of labor and avoidance of unnecessary duplications among the centers. As stated in several Consultative Group meetings, this becomes more important as the centers multiply.

Fourth, these several effects in turn would help the Consultative Group members and the Consultative Group secretariat to relate forward planning on overall financial availability, to planning for financial support of the individual centers existing or proposed.

Mr. Chairman, this proposal was not meant to under-emphasize in any way the excellent and highly significant research work that is going forward at the centers. We applaud this greatly and have been greatly encouraged by the reports that have come forward this week from the centers. Whatever is proposed to strengthen the management of resources must be kept in proper perspective, recognizing that the basic purpose of the centers is to produce better technologies that will

increase the well-being of developing countries peoples and the world food supply. We are confident and proud of the centers' role in this regard. However, the resources to expand their efforts are scarce compared to the growing requirements and they may become scarcer. They do need careful husbanding and management to permit the work of the centers to have the fullest possible impact. That is the purpose of our proposal.

MR. DEMUTH: Thank you, Dr. Bernstein.

Dr. Bell, I will call on you in a minute.

On your first point, on one of your points, Dr.

Bernstein, about the participation of review, program reviewers in the meetings of the Board of Trustees, the secretariat's paper makes clear that it would be desirable for these reviewers to be invited to an open part of this meeting, and it was designed to enable precisely what Dr. Hanson has suggested, and what you suggested, that they could make suggestions, comments to the Board of Trustees at the open part of the meeting, while obviously the discussion and final approval of the budget by the Board of Trustees would be done in a private session of the meeting that those program reviewers would not attend.

Does this, Dr. Hanson, conform to the proposal you had in your statement?

DR. HANSON: Yes.

MR. DEMUTH: Good.

Now, on other parts of the paper generally, Dr. Bernstein suggested notional ceilings be established for all of the centers.

Mr. Bell.

MR. BELL: Mr. Chairman, I would like to make two comments. First, I think we have got two issues before us which need to be kept distinct. The first issue relates to what is called in this staff paper the budget review, what Mr. Hanson was calling a few minutes ago the administrative review. That is an annual process, it seems to me it is properly an annual process, to bring to this Consultative Group each year some assurance that the actual operations of each center we are concerned about are being conducted efficiently, that there are no obvious, no serious wasteful practices under way, that we are in some -- we can assure ourselves and our respective superiors that the money we are talking about is being used effectively.

This process, as this staff paper notes, has only begun. None of us would be, starting with the secretariat, none of us is as yet satisfied that that work is yet being done nearly well enough. And it requires the development of the

equivalent of what is called in the United States Government budget examination practices and tactics and training and staffing and so on. And the secretariat presumably has that job in its sights and will move on in that direction.

The second point which I think Mr. Bernstein has very usefully directed our attention to is that all of us feel the lack of something beyond the annual budget or administrative review. We need something that gives us a much better presentation, a much better set of data than we now have before us which looks ahead two or three or more years. Mr. Bernstein poses the question in terms of ceilings. We have looked at it a little more broadly, and with the chairman's permission, I would like to ask Dr. Hill, who has on our behalf been struggling with the same set of issues, if you would permit him, if he would just present our thoughts on this same issue which I think is extremely important.

MR. DEMUTH: Thank you.

DR. HILL: Thank you, Mr. Chairman.

It seems to me this whole business of planning ahead in connection with the financing, not only of the individual centers, but of the work of the Consultative Group as well, is a matter of major importance.

With respect to the centers, if one could look at

this matter, or think of Mr. Bernstein's presentation here in terms of the beginning of a concept of a 3-year rolling budget, then to me this would begin to give the centers as much assurance as can be given by a group of this sort as to what they could look forward to, recognizing that when one is using public funds to make grants, you always have to put in the hudge of subject to the availability of funds.

But I would like to look at this, would hope we could look at this, not so much as a matter of ceilings or constraints that would operate in this fashion, but perhaps as a 3-year forward planning arrangement in which we would discuss, not only what the centers thought they could do, or what they thought it would take to operate their programs, but as much assurance as one could give, recognizing that the Consultative Group also is going to have to do some guessing. But I think this is fair; if the centers are going to have to guess what their costs are going to be and what they are going to turn out, then it seems to me that we could at least go so far, I would hope, as to express hopes as to what are the people who are responsible for making the grants thinking about in terms of their own program thoughts, assuming that they don't get caught short with appropriations and all the rest of it.

It seems to me this is suggested to a degree in Mr.

Bernstein's paper when he talks in the second or third paragraph from the bottom about availabilities of funds as well as the other side of the picture.

I think there is one other matter of great importance. This subject, Mr. Bernstein's comments, dealt primarily with one aspect, it seems to me, the availability problem. And that's the use of funds in established centers. But there is a second question of how many centers we are going to have ultimately and who is going to be interested in financing them. And it seems to me this gets down, as I understand it, to something more than just adding up the prospects for funds over the next two or three years and the prospects for the number of centers and their estimates of needs, because, as I understand it, the individual members of the Consultative Group decide individually what centers they are going to support and how much money they are going to put in. And it would be possible, it seems to me, to add up your figures and say, yes, there is enough money available simply because on one side you have got X dollars that represent your best guess as to what is forthcoming, and on the other side your best guess as to what your costs are going to be. But when the chips are down, you find that donor A, B, and C is not interested in financing centers X, Y, Z, or other kinds of programs.

So I think there is a second problem here that needs to be dealt with by the Consultative Group on an overall basis.

And to go back to Mr. Bernstein's proposal, the effect of this, of course, would be to rule out in effect additional funds for staff or for equipment or for buildings during the 3-year period, even though a center might be able to make a good case for it, even though it might not be able to shift resources to finance the needed staff, at least as it sees it, and even though there is a CT donor that's got money in his pocket that he is ready to put in that center but not put somewhere else. I just raise that as, it seems to me, a possibility.

But leaving that one out, it seems to me there is a whole complexity of problems here that need to be looked at in one package by somebody. And as I see it, it affects the centers, and it affects the Consultative Group, and there needs to be some discussion and talk back and forth and thrashing this one out as was done in the case of a reporting, the thing Mr. Ruddy was working on, without taking any hard position one way or the other. But I am just throwing out two or three more problems, as I see it, and suggesting that the Group take a look at the whole barrel of snakes while they are at it



instead of one snake at a time.

(Laughter.)

MR. DEMUTH: Dr. Hill, as I guess the very existence of the centers indicate, you usually are one jump ahead of us.

The second point that you have mentioned, which is in terms of forward planning for not only existing centers, but for new enterprises we might endorse, is something that I think we are going to begin to discuss tomorrow in terms of the priorities paper that Sir John Crawford is going to introduce to us. And I would not like to discuss that whole issue, how we forward plan the activities of the Consultative Group in terms both of existing centers and of new activities that we might undertake in the absence of the Technical Advisory Committee, which I think is very much involved.

I think the point that is before us now is a somewhat narrower point which is the annual progress and performance reviews, which is an input into our general consideration of how we move ahead and in what direction.

Dr. Bernstein and then Mr. Mathieson.

DR. BERNSTEIN: Well, without getting into the discussion, as you suggested, Mr. Chairman, I think the concept of rolling budgets is a very desirable one. But I think it doesn't fully meet the kind of need that we are attempting to

address with the notion of some type of budget ceiling.

The need there, and this was discussed at some length, I think, in a prior meeting here, is to provide a capability for all parties concerned -- centers, donors, this collective group -- to plan within given budget constraints, because we have constraints, and we can estimate them and anticipate them. And if we don't do this knowingly in a more systematic way, there are a lot of bad things that happen. You end up with your monies, for one unforeseen reason or another, in a place where you don't want them, you end up on lower priorities rather than higher priorities, you end up with undue program spread of various kinds which we have all said we are trying to avoid. And also it seems to me this is not only helpful, but really necessary in order to achieve another purpose to which Dr. Hill referred, that is, to be able to move when needed on new initiatives, whether they are new centers or new initiatives in old centers, because unless we establish some sort of budget limits on the ongoing programs, you never will know how much money is available to look at new initiatives. And it will tend to get eroded in various ways so when you most need it, it isn't there.

Now, just a question of interpretation. I certainly had no notion that asking for this estimating over a two-year

period would involve any rigidity in the freedom either of the centers to propose additional programs during that period or for any donor of the Consultative Group to respond. The general caveat intended was the one I mentioned which would apply each year at any time, that is, the estimated limits would be based on stabilization of each center's program on a specified set of major program goals and would be subject to adjustments for rising prices, and, I suppose I should have said, for other financial factors outside the control of the centers, such as exchange rate changes, and so on, and for the cost of additional activities undertaken with the endorsement of the Consultative Group. I think that would apply at any point of time.

I do agree that this is a complicated and very basic question in terms of the future of this Group in that it might be desirable, as was suggested, to have some kind of a forum in which it could be thrashed out perhaps at greater length and more detail than may be feasible here.

MR. DEMUTH: Thank you, Dr. Bernstein.

Mr. Mathieson.

MR. MATHIESON: Thank you, Mr. Chairman.

I suspect from the trend of the discussion so far that what I want to say on this item will command a minimal

agreement.

(Laughter.)

I also say it with undiminished respect for Mr. Evans and Dr. Dion. In my view the reports which we have had this year have had really no recognizable utility. I think the centers are suffering, or liable to suffer, rather heavily from over review.

What do we have already? We have inevitably, when a Director is preparing a program, preparing a presentation of an ongoing program for further budgetary period, he and his senior staff review their program within the institute and call for suggestions, reports, comments, from the scientific workers who are there.

And then many of the centers under their Boards of Trustees have a program review committee which reports to the Board of Trustees.

Then, of course, you have the Board of Trustees who also conduct an annual review, both of program and of budget.

And then there is this proposal which I think is still endorsed by the Group which is referred to in paragraph 14 of the secretariat paper, the review of reviews. It says every 3 years or so, 3 to 5 years, there be an in-depth examination of the scientific programs of the institutes by

an expert panel.

We have also instituted a system of annual reviews through the secretariat of the Consultative Group. And frankly, the reports which we have had this year gave me, at least, no information or suggestion which was not already available in documentation produced by the centers themselves. in their annual reports in and in their budget presentations, but perhaps for the note on the IITA program of having to look perhaps at this forage business in the program.

Now, they are admirably brief, succinct presentations in different prose of the material which is already, to my mind, readily available to us. Now, if this not a totally unfair criticism, then should we not think, as Dr. Hanson said, that we should have another look at the terms of reference of these teams. If they are to be a continuing institutional feature, then I think they should do something rather different from what they have done so far.

From the paper which we have from the secretariat, it seems to me that in paragraphs 7 and 8 there is a contradiction in terms, the terms of reference of the review teams. It said with respect of program, the report would not seek to evaluate the suitability of the program or to recommend changes. But then in the next paragraph it says on budgetary

matters that reviewers should pay particular attention to the cost effectiveness of the center's activities. Now, what do we mean by cost effectiveness? Do we mean results from money spent?

In examining the concept of cost effectiveness, the review team itself, the secretariat paper, I think, in paragraph 18, says the meagerness of comment on cost effectiveness seems basically to have been due to the intrinsic difficulty of the subject. And again in paragraph, I think it is paragraph 40 -- no, in paragraph 11, it says .. offers some judgment though necessarily not in quantitative terms of the benefits that may be expected.

I don't see how one can really carry out any form of cost effective review of what the centers are going or propose to do unless you are evaluating the suitability of the program. Is this level of expenditure liable to produce certain valuable results?

To my mind, it seems very difficult to separate purely budgetary operations, the operation Mr. Bell was referring to, all right if you are going to employ 15 scientists in certain grades, do you really have to spend all that amount of money to get their services and the supporting services they need? That is one thing. But to go further in

a cost effective appraisal, is it worthwhile to spend this volume of money on these objectives, you cannot do that without taking a critical view of the objectives of the programs and the measures proposed for pursuing these objectives.

So I do think that there is a good deal more thinking required on the purpose, objectives, and terms of reference of a review of this kind, if indeed such a review is required. And I say that from my point of view, as people who have got to decide whether they are going to commit money to something. We would find the material which we have presented to us in the documents produced by the centers themselves, supplemented perhaps by the in-depth scientific external audit at a reasonable periodicity totally adequate for our purpose.

MR. DEMUTH: Dr. Bernstein and then Mr. Wortman.

DR. BERNSTEIN: Mr. Chairman, I think we may have a semantic problem here, however, which has some important substance behind it. Different people use different terms in different ways.

We would tend to refer what I thought the paper was referring to as cost efficiency, to try to distinguish the two points that Mr. Mathieson distinguished, that is, whether resources are being used efficiently for a given purpose as distinguished from the results achieved in relation to the cost

put into it. And, of course, they are both important, and the latter ultimately is the most important certainly in judging the effectiveness of our investment in the centers.

I am not sure about all the distinctions between a parliamentary system of government and our own, but I think that it is very important to us to be able to demonstrate cost efficiency when we are defending requests for funds as well as the question of the ultimate impact, even though we would agree fully that the latter is the basic thing that we are concerned with.

I thought the sense here and of our discussion last year was that one or two people visiting for a week are not in a very good position to judge effectiveness, and that, however, they can, if they are astute, able observers, observe in independent fashion, that is independent from the people responsible for managing the funds at the center, they can observe how the program does relate to the materials that have been presented for funding budgets and the justifications. And a brief description of that, that relationship, not of the program, I thoroughly agree with the ability to dispense with redescribing the program, but a description of that relationship, we would find very helpful.

But beyond that, I know of no other way that you can



get a separate look at this cost efficiency question, and I think our ability to mobilize continuing support in funding very much depends on that. Because if there are independent audits which turn up the fact that there have been some inefficiencies and there was no procedure established to try to investigate that possibility independently, we run the risk of losing support. So that, although it might seem a more limited concern, it is extremely important to us to maintaining our total support.

Thank you.

MR. DEMUTH: Thank you.

I must say that from the secretariat's standpoint, we had interpreted our mandate in a narrower sense in which you have described it rather than the broader sense that Mr. Mathieson has described it.

Dr. Wortman, and then after that I would like to give an opportunity to Mr. Evans and Dr. Dion if they want to say anything to perhaps join this dialogue.

DR. WORTMAN: Thank you, Mr. Chairman.

It seems to me that it might be useful for us to think in terms of long-term programs of reviews at the centers. I know -- I believe it was about a year ago in the case of CIMMYT, we attempted to take a look at the reviews which had

been scheduled for the next four or five years, looking at the scheduling, for example, of specific reviews, in that case for wheat and for maize, scheduling those, scheduling the period for the next external review, scheduling a time for an administrative review, and so forth. It would seem to me that perhaps a more appropriate way to approach the general question of reviews would be for the secretariat, those who are doing the reviews, to look at the system of reviews which have been proposed by the centers for the next four or five years, and then to schedule such supplementary visits -- in other words, rather than to get into regular visits every two years, such that on a particular year you might have the CG two-man team there shortly after you had had a full-blown external review, in other words, they could look at the system of reviews and identify those particular periods when from the standpoint of the Consultative Group, the TAC, and the centers themselves, it would be appropriate for there to be a special review by the secretariat.

It also seems to me that because there are increasingly number of specific special reviews which are being scheduled, that the secretariat would wish to be represented at these special occasions, such as the review of the maize program, for example, which is scheduled for next January and doesn't

appear in Annex B at all, and yet it would seem to me it would be important to the Consultative Group to have its team there.

At any rate, Mr. Chairman, I was suggesting that the secretariat might wish to look at a longer term, perhaps rolling, scheduling of reviews of the various types and then to be able to present to the Consultative Group and to TAC the schedule of reviews which have been proposed to ask if that would in fact meet their needs to keep the various groups adequately informed and yet keep the number of reviews and the scheduling of them to an appropriate level.

It would also, it would seem to me, facilitate the scheduling of many of us who would like to attend functions of the various centers if we knew sometime in advance just when they are proposing to have them. We find ourselves surprised occasionally with learning of an event which has been scheduled by a center and then finding ourselves already committed to something else at that time period. So I would suggest, Mr. Chairman, the possibility of a look at a long-term system of reviews by a center.

MR. DEMUTH: If I can just make one comment on that, I think these reviews of the maize program and rice program are the essential reviews of the programs of these centers. They are done by the people who are the experts in the field,

and they are going to be the reviewers who advise the Boards of Trustees, the Directors, and the TAC and the Consultative Group whether the centers have the right emphasis, whether there are things that have gone to the point of diminishing returns and ought to be cut off, and perhaps new activities added.

That is, I think, why last year we, as a group, decided that we would recommend to all the centers that they arrange to have periodic external reviews of that type for their programs.

The particular reviews we are talking about here are much narrower, have a much narrower focus, and in a sense, are less important, except to the extent that they may be important to get financial support. And that is a review to certify to members of the Consultative Group that the program which they approved and which they funded is in fact being carried out or not being carried out, that is being carried out within the budget that was approved or not within that budget, and it's being carried out efficiently or inefficiently.

I am not sure that the reviews this year came across that way, but as I understand it, that was the purpose of the reviews. And it's a complement to the more important reviews about which you have been speaking.

I think Mr. Mashler wanted to say --

Dr. Yriart, and then I want to call on Mr. Evans and Dr. Dion.

MR. YRIART: Very briefly, sir. I hope it's a contribution. It's a bureaucratic contribution.

I have been getting a little confused trying to put order in my understanding of what is being discussed. I come up in our UN bureaucratic language to three concepts that are being mixed up a little bit, I think. I think we have been talking about what we would call monitoring, we have been talking about evaluation, and we have been talking about medium-term planning and sort of confusing them all.

I would wonder what you need it for. You have given some reasons now.

Monitoring, essentially you need to control and make sure you don't depart from your objectives. Now, do you in this height of your operations need to control closely the centers, either for budgetary reasons or to make sure that they don't depart from objectives? If you don't need it, it is expensive.

What is it that you need? You need to fix priorities. That you do. That would be a combination perhaps of evaluation and medium-term planning.

But above all, it seems that your first priority is fund gathering to make sure that governments in allotting resources are doing so to causes that they think are worthwhile. So you would have then two priorities: either what is more important at the present time, that you establish for governments a case, or that you fix priorities, and that is medium term planning.

I think if you could probably divide these things, you would come up with reasonable procedures for what you have to do.

MR. DEMUTH: You may need both, Dr. Yriart. And I think the program that we agreed on last year would provide both.

MR. YRIART: I see.

MR. BELL: The point I think that Dr. Bernstein and that we have been pushing toward is very well underlined by Dr. Yriart's comment. We do not feel that the medium-term planning process is nearly good enough yet. We think that the monitoring process is not bad, although it has got a lot of evolution still to come. The evaluation process really hasn't started yet, except insofar as it was already going on in the centers before this Consultative Group entered the picture.

But the medium-term planning process is very ineffective at the present stage. This is not a criticism of anybody, this is imply a report on how far along we are in our business. And we urge that attention be paid to it. Joel puts it in terms of the development of ceilings. We prefer to use other terminology, but we are driving at the precisely the same thing, namely, that we need some sort of approximately 3-year forward program planning and financial planning which can give us all a much firmer sense of where we are and where we are going, the centers, the donors, the secretariat, than we have to date.

Now, I don't urge that we try to settle this around the table today, but I do urge that it is unfinished business, and perhaps somehow we ought to assign either to the staff of the secretariat or maybe even to some subcommittee of this Group, or a special group created for the purpose, the task of designing a way to respond to this need that we feel isn't yet being met. Perhaps it could be done -- something useful <sup>the</sup> could be done between now and/November meeting which would enable us to look at the question again in a much more orderly fashion and with appropriate staff or appropriate paper before us, so that -- I did not want to accept your comment that we have got all of this in our sights. I think that piece of the

thing is not yet sufficiently in our sights.

MR. DEMUTH: Thank you.

Dr. Yriart.

MR. YRIART: Just a word of warning because for four years now in FAO we have been trying to do medium-term planning, and we have tried it seriously. It is very difficult to do medium-term planning. But medium-term planning with a cost tag added to us so far in the present situation of monetary instability, of inflation, and considering the operation, the type of operation that we have which are very similar to those of the centers, we have not discovered the formula yet.

So if you are going to face this sort of thing, I would say that in the terms of reference to whomsoever you put to think on these, bear in mind that to put a tag nowadays to medium-term -- a price tag to medium-term planning, is very difficult indeed.

MR. DEMUTH: Mr. Yudelman.

MR. YUDELMAN: I would like to make one comment. That is that the President of the Bank shares the views that Mr. Bell has expressed. The only difference is he has talked in terms of a 5-year program.

Thank you.



MR. DEMUTH: I would like to call on Mr. Evans at this point. I told him I was going to call on him.

MR. EVANS: Thank you very much, Mr. Chairman, for giving me the opportunity. I have listened with great interest and some enjoyment, I may say, to the discussion of this.

Dr. Hanson was kind enough to tell me of the discussions he had with his co-directors, and in fact discussed with me last night a first draft of the conclusions. I find myself very much in agreement with his proposals for improving the utility of the reviews, and if it is the decision to continue with reviews of this kind, I believe that nearly all his proposals would be workable and deserve serious consideration.

I may say that Mr. Mathieson was also courteous enough to indicate to me that he was going to refer this afternoon to the total inutility of the reports done by Evans and Dion this year. And I fully understand why, from his point of view, they did not give him what he wanted.

I think I would just like to comment on a few points, Mr. Chairman, of a rather wide subject. First of all, there clearly is a need for more consideration about terms of reference. The reports this year were descriptive, not entirely descriptive, I think there was perhaps a little bit more to them than that if they were carefully read, but they were

certainly descriptive. And if you look at the terms of reference you will see the first page is asking the people in four places to describe this and describe that, and on the second page again it is really a call for description.

Also, there is some reference to analysis, but not very much. And I believe it is possible greatly to improve the terms of reference to make them more significant and to reflect more closely what is wanted.

I might just refer to the fact that what is wanted may be wanted by three separate groups of people. The reports have apparently been read by TAC. I am not quite sure what their consensus is. We have heard some comments that the reports were useful. Perhaps we may hear more tomorrow.

The work of these review teams may also be of some use to center directors. I believe that in some ways they have been. And it is clear this afternoon that the Consultative Group donors also have requirements from these reviews.

I don't think it would be too difficult if we had a small terms of reference committee on which there would be representation of Directors and donors, possibly a TAC man, with the secretariat, to get terms of reference which would lead to greatly improved reports next year.

It is a pity that this year there is very inadequate

treatment of the relationship of programs to expenditures. Had it been more specifically asked for, there might have been more in these reports. I am not sure that there would have been. But, Mr. Chairman, I don't believe this is necessarily due to the intrinsic difficulty of the subject. There is a reference to that in the secretariat's paper. I think it's due this year to two reasons: First, that it wasn't clearly enough asked for or specified what was wanted; secondly, I don't believe that the center Directors were ready for it. If this is wanted and if center Directors know what is wanted, it would be perfectly possible to provide, I think, the kind of information which it is indicated that donors would like to have.

It is perfectly possible also to quantify the relationship between programs and expenditures, and there is a whole range of possibilities here that are very sophisticated economic processes for relating investment in research to benefits. Some of these are so sophisticated that they are almost useless. But without going as far as that, I believe it is possible to introduce quite a large amount of quantification into it, and reports would certainly be, I believe, more useful if that was to be done. I think it can be done.

I entirely agree that it is better to have two

reviewers than one. And I think that the timing is one of the most difficult things to resolve. This year the timing was extremely difficult. But some of the suggestions made by Dr. Hanson, I think, would go some way to relieving that.

Lastly, Mr. Chairman, I do think that in considering what kind of report you want, it is important that you get some continuity married with some new look each time you have a review. You also may possibly want to have some kind of standardization of approach because if you merely employed different consultants each year, you will get very varied kinds of reports which would be quite hard to digest.

Thank you, Mr. Chairman.

MR. DEMUTH: Thank you very much, Mr. Evans.

Dr. Dion, do you want to add to that?

DR. DION: Thank you, Mr. Chairman.

I have been very interested in the debate, and I must say I have a great deal of sympathy for all of the difficulties that have been discussed. If I were to choose a point of view that I wish to support, I think I would support Mr. Mathieson's.

(Laughter.)

I think the fundamental question that has to be addressed to this group is whether or not there should be an

annual review and what its function is. I think there is no question that we need to look at the various functions that Dr. Yriart discussed. I think the question of medium-term planning in my mind is very easy and very straightforward, should not be done by appointees of the secretariat of the Consultative Group. It is the primary responsibility of the institutes themselves and their Board of Trustees. If anybody else intervenes in this process, I think we are in grave danger of destroying the functions of the Board of Trustees, destroying the autonomous independence of the institutes which is one of their chief virtues.

DR. BELL: Point of correction, Mr. Chairman. I am talking about medium-term planning for the Consultative Group, not for the institutes. Quite different.

DR. DION: I am not sure I recognize the difference, Dr. Bell, but there may be one.

DR. BERNSTEIN: There is an important difference in one respect, if I may, Mr. Chairman. It would be, I think, too much to expect the management of a particular center to concern itself with the allocation and reservation of resources from some kind of total availability for purposes of other centers existing or which might sometime exist in the future. This is a function of this Group, and I can't see how it would

be possible for the management of individual centers to deal with that. Our problem is to reconcile that in the procedure which does not interfere with the integrity of the management of the individual centers, which I think is a possible thing to do.

MR. DEMUTH: Thank you, Dr. Bernstein.

DR. DION: I recognize that point. I think it is a slightly different point than the point of setting ceilings for individual institutes and maximum budgets, and this kind of thing, which I still feel very strongly are the prerogative of the Board of Trustees.

I think it is very important for us to recognize that what we are dealing with is a very sensitive type of plant. I feel very strongly, as we all do, in the importance of the international institutes. I think they are experimental organisms which the foundations began and they have flowered with tremendous success. I think we have to be very careful how we nurture them since their care has been partially transferred to our hands.

I think there is the problem that Dr. Bernstein refers to, future planning for other operations. But I think that the individual operations of the institutes should not be interfered with nor should the Consultative Group interfere

in the relationships between individual institutes and individual donors. I think that is a very private and personal relationship.

With regard to the monitoring function and the question of cost efficiency, I think these kinds of questions are very important. I don't think they can be dealt with in any way by a team of one or two visitors on an annual basis. I think that is completely impossible and unrealistic. That has to be done, in my view, by a team of specialists in the narrow area that is being examined which can relate the technical promise of the program to the benefits that are obvious.

I think Dr. Yriart struck a responsive note in me when he indicated that he thought one of the important functions was in fact fund raising and that the annual review was to be some kind of a link in fairly comprehensible language between the institutes and the political entities that are liable to be supporting it.

I think I have one virtue as a reviewer. I think I am competent to recognize a good thing when I see it. And I have concentrated on that.

The question of pointing out inefficiencies, I think is a very different thing, and that I would say I am completely incapable of recognizing since I recognize that we are dealing

with some of the world's best people in the areas in which they are operating, directed by the best people that can be found on the face of the earth to direct these institutes. It would be arrogant of me to point out how much better they can do their work than they are doing it. And I would not be a party to that kind of operation.

I think in view of this, I would strongly support Mr. Mathieson's proposal that we recognize that we are dealing with the best people that can be obtained to do these functions for us, and that we should rely on the progress reports that they prepare. I think there are individual problems of progress reports that individual donors may have, and I think it is the responsibility for individual institutes to supply the individual needs of their individual donors. I don't think these are general problems that have to be widespread over all of the institutes for all of the potential donors.

I think if I were to have one word of warning to the Consultative Group, I think it is to say that there is some degree of apprehension in the institutes with regard to the function of the Consultative Group. And I think we have to examine what our particular role is, whether we are in fact a Consultative Group which comes together to discuss international research on a basis of common interest, but recognizing our



individual enthusiasms and the right of individual agencies to pick and choose among the possibilities. I think it is very hazardous for us as a group, Consultative Group, which consults together to take definitive action and to act as a consortium, a management consortium, rather than a Consultative Group.

From this point of view, I have, as you will appreciate, considerable sympathy for Mr. Mathieson's point of view. I think the basic question is whether or not these annual reviews should be conducted. If they are conducted, for what specific purpose?

Thank you very much.

MR. DEMUTH: Thank you, Dr. Dion.

It is getting late, and I think we are going to have to call a halt to this meeting this afternoon. So we will keep the item on the agenda for discussion first thing tomorrow.

I do want to make this suggestion before we adjourn. I am convinced by this discussion -- and incidentally, it is the discussion of the same series of issues intertwined that we had last year and which I think was the most difficult discussion we have had since the Consultative Group was created.

There are a lot of different issues here. I think

there is no doubt, and I want to say this because I don't want to leave, close the meeting on the note that Dr. Dion sounded about a management consortium. The one thing that the Consultative Group, in my view, has been very, very careful about is not to interfere with the management of these centers. I think there is unanimity of view on that on the part of everybody around the table.

About other aspects of this review process, I see no unanimity of review. I think we are talking about three different processes, as you pointed out, Dr. Yriart, and I think we are talking about some donor governments and agencies that have certain requirements for monitoring and others that don't feel the same requirements in order to continue to provide their financial support.

Because of these intertwined issues and the many differing views, I am personally very much taken by Dr. Bell's suggestion of a subcommittee that could meet -- and I want to say to you now that it is my intention tomorrow, after we conclude this discussion, to put that suggestion to the Group for their views, and I would like to have you think about it overnight.

I would also like to ask the Directors when they meet tomorrow to discuss specifically Dr. Bernstein's suggestion of some sort of notional ceiling for a 3-year period and to express their views on that to us, presumably when they come

back on Friday morning, because this item is going to have to be put on the agenda again in November, hopefully if we agree on a subcommittee with the benefit of recommendations from the subcommittee, and the Directors' views would be a very interesting and important input into the subcommittee's consideration.

Dr. Boon-Long, is there something you want to say tonight?

DR. BOON-LONG: Yes, may I take just one minute to give food for thought for the Group?

What I have been thinking that we are having consideration from two points of view, from the developing countries standpoint. One is that if the center picks up a problem, whether it is going to develop into the size of elephant or the size of a car key, and one point of view is that if we give something as food for it to develop into the size of a car key, it would be just as useful to the developing countries as one which developed to the size of an elephant. And I would like to express this view that in terms of developing countries trying to adapt and learn ways of research from this institute, there is a way that we like to develop is that the cheapest way possible. Institutes and international centers which have available funds may tend to go in for very

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January 22, 1974

INTERNATIONAL AGRICULTURAL RESEARCH

Copies of the April/June 1973 reviews of the progress and plans of the six international agricultural research centers listed below have been placed in the Executive Directors' Library for reference.

Centro Internacional de Agricultura Tropical (CIAT)

Centro Internacional de la Papa (CIP)

International Maize and Wheat Improvement  
Center (CIMMYT)

International Crops Research Institute for the  
Semi-Arid Tropics (ICRISAT)

International Rice Research Institute (IRRI)

International Institute of Tropical Agriculture (IITA)

Distribution:

Executive Directors and Alternates  
President  
Senior Vice President, Operations  
Executive Vice President and Vice President, IFC  
President's Council  
Directors and Department Heads, Bank and IFC

January 22, 1974

Dear Dave:

I was glad to have your letter of January 9 concerning the conclusion of the work of the Subcommittee on Center Review Procedures. On behalf of the [Consultative Group] I want you to know how appreciative we are of your accepting this responsibility and carrying it out so effectively. Would you please also convey my thanks to Lowell Hardin.

I am in full accord with the two points you make regarding the draft: that it should be adopted in its present form as an operational document and that the Group must expect to review the paper in the light of a year or two of experience. Center reviews are a very sensitive subject, and I think it is important for us to retain a flexible approach as to how we should proceed with our review program and what we ask of the centers.

We had in fact sent out a notice to Consultative Group members on January 9, indicating that the draft should be regarded as a working paper until experience indicated the need for modification. We were not aware of the comments received by the mid-December deadline and the Secretariat is now putting out a supplemental note referring to these comments. A copy of the follow-up note is attached.

Again with my thanks for your contribution to the effective working of the Group,

Sincerely,

Warren C. Baum

Warren C. Baum  
Chairman

Enclosure -- cleared by 'phone with Dr. Lowell Hardin, Jan. 22.

Mr. David E. Bell  
Vice President  
The Ford Foundation  
320 East 43rd Street  
New York  
New York 10017

BMC/WCB:mcj

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January 22, 1974

TO: Center Directors  
FROM: Executive Secretary  
SUBJECT: Center Review Procedures

On January 9 I sent you a note confirming that the Bell Committee report on review procedures had been accepted by the CG and that we would now be following the procedures in that report. As you know, requirement 10 of the report continues to call for annual budget proposals and audit reports. These documents should be submitted in preliminary form by April 1. Perhaps it would be helpful to set down some more details on this matter.

1. As agreed, the tables in the budget proposal and the audit reports will be standardized according to the June 18, 1973 paper on Budgeting and Accounting Procedures and Practices of International Agricultural Research Centers. From our recent discussions with some of you and your staff, it is clear that some Centers are not ready yet to meet all the requirements of the standardized procedures. As a result, it seems to me that we should recognize that some Centers will not be able to comply in all respects with the standardized procedures in 1974; this applies particularly to overhead allocations in audit reports being prepared now. The CG would, however, expect all Centers to reach standardization in their budgets and audit reports prepared in 1975.

At this point, we do need to make one change in the standardized budget tables. One Center has suggested that to simplify the work involved, the detailed manpower tables should be prepared at the same time as the budget proposal. Thus each budget proposal should include in the standard tables a Table V which would be an updated edition of the Table of Positions and Manpower requested initially September 6, 1973 (table attached). This time the table should cover three years, 1973 (actual), 1974 (estimated) and 1975 (proposed). The manpower numbers on Standard Budget Table II should be consistent with this table and thus include only Senior Staff and Scientific and Supervisory Staff.

2. As most of you know, Bruce Cheek, Bill Lewis and I are now in the middle of a series of informal visits to the Centers with the objective of working out with you ways of relating the narrative sections of the budget submission more closely to the tabulation of manpower requests and proposed expenditures. I believe we are making considerable progress. We are discussing the format of the narrative section with each of you in our visits, but there is one specific point I want to make here.

January 22, 1974

As one of the introductory sections of the narrative, there should be a section that traces the difference between the 1974 budget and the proposed 1975 budget in the following terms.

|                                                                                                             |          |
|-------------------------------------------------------------------------------------------------------------|----------|
| (a) 1974 Core Budget                                                                                        | \$ _____ |
| (b) Cost of full year operation with level<br>of activity assumed for the end of 1974<br>in the 1974 budget | _____    |
| plus (1) Inflation                                                                                          | + _____  |
| (2) Merit Increases                                                                                         | + _____  |
| (3) Expansion of Existing Programs                                                                          | + _____  |
| (4) New Programs                                                                                            | + _____  |
| (c) 1975 Core Budget                                                                                        | =====    |

This early section should also explain any difference between the projection for 1975 in the 1974 budget document and the actual 1975 budget proposal.

3. We think that the 1975 budget presentation should estimate savings from new positions which may be filled for only part of the year. It is clear from data on manpower that most Centers had significant numbers of unfilled positions in 1973. As you know, this situation is common to most organizations, especially those that are growing. Since Center budgets should reflect accurately the expected use of funds, we need to have explicit estimates of savings from unfilled positions in budgets. These estimates are standard in most budgeting procedures. We hope you will develop proposals for making these estimates, and we would be glad to discuss them with you and your staff. Our report to the CG this summer will need to contain some estimates of the magnitude of this factor.

4. An additional item to be covered this spring is overhead. The June 18, 1973 paper on budgeting and accounting describes the standard way of allocating a fair share of indirect costs to Special Projects and Auxiliary Activities (p. 25, para. 48(b)). To the extent that a fair share of overhead is not allocated to Special Projects and Auxiliary Activities, the unrestricted core budget is subsidizing these items. The June 18, 1973 paper (p. 6, para. 23(b)) states that donors do not intend core unrestricted funds to be used for these items or their indirect costs. I know you have been considering the matter of overhead, and I have seen a proposal on the subject. I would hope that the 1975 budget proposals would show an appropriate amount of overhead as an item under "Earned Income". Moreover, the Center accounting capability needs to reach the point of being able to make an appropriate overhead allocation in the audit report prepared a year from now.

If you or your staff have any questions or comments on the above points, I would appreciate hearing from you.

Attachment

19 - Budget

INTERNATIONAL AGRICULTURAL RESEARCH CENTER  
 TABLE OF POSITIONS AND MANPOWER

| Senior Staff                                                                                   |      |           |      | Support Staff              |      |           |      |                |      |           |      |                     |      |           |      |
|------------------------------------------------------------------------------------------------|------|-----------|------|----------------------------|------|-----------|------|----------------|------|-----------|------|---------------------|------|-----------|------|
|                                                                                                |      |           |      | Scientific and Supervisory |      |           |      | Clerical Staff |      |           |      | Other Support Staff |      |           |      |
| Positions                                                                                      |      | Man-years |      | Positions                  |      | Man-years |      | Positions      |      | Man-years |      | Positions           |      | Man-years |      |
| 1973                                                                                           | 1974 | 1973      | 1974 | 1973                       | 1974 | 1973      | 1974 | 1973           | 1974 | 1973      | 1974 | 1973                | 1974 | 1973      | 1974 |
| <u>Research departments or teams</u>                                                           |      |           |      |                            |      |           |      |                |      |           |      |                     |      |           |      |
| <br>                                                                                           |      |           |      |                            |      |           |      |                |      |           |      |                     |      |           |      |
| <u>Support departments</u>                                                                     |      |           |      |                            |      |           |      |                |      |           |      |                     |      |           |      |
| a) Service operations<br>Buildings & ground<br>Station operations,<br>etc.                     |      |           |      |                            |      |           |      |                |      |           |      |                     |      |           |      |
| b) General administrative<br>Office of Director<br>Accounting<br>Purchasing<br>Personnel, etc. |      |           |      |                            |      |           |      |                |      |           |      |                     |      |           |      |
| <br>                                                                                           |      |           |      |                            |      |           |      |                |      |           |      |                     |      |           |      |
| Total                                                                                          |      |           |      |                            |      |           |      |                |      |           |      |                     |      |           |      |



924

Mr. M. Yudelman

January 22, 1974

Harold Graves *Handwritten signature*

IRRI Program Review

I've sent a telegram to Nyle Brady, the Director of IRRI, asking if someone from the CG may be present at the IRRI program review beginning January 31. The answer will come down to you when it arrives.

On terms of reference, I think these should be kept few and as simple as possible. They were quite detailed for the exercises undertaken in 1973, with the result that both reviewers spent far too much time telling us things that we already should have known.

A fundamental point is that the reviewer should proceed on the premise that the Institute itself will provide an adequate description of its research and training programs and its objectives. What we want from the reviewer is comment which will either (a) reassure the CG, or (b) bring issues to the CG's attention. The kind of thing that George Darnell did for CIMMYT in 1972 is much more the kind of thing we want than what George Dion did for CIMMYT in 1973.

You will want to add elements of your own, but for my own part, I would be happy is the reviewer would:

- (a) describe advances made in the research program in 1973;
- (b) describe advances made in the training program in 1973 (i.e., relationships with new institutions or new countries, new subjects of training, development of new training techniques);
- (c) comment on the research program proposed for 1975, specifically with regard to the balance among the various elements of the research program as measured by manpower deployment and financial expenditures and as related to the prospects of pay-off from these elements; and
- (d) as a special topic for the benefit of Sir John Crawford, a description and discussion of the extent to which the uplands rice research, in terms of staff and running costs, is additive to IRRI's previous program and the extent to which the resources from the previous program can be or are being shifted into the uplands rice program.

It may be that the program review will not discuss training, in which case (b) could be dropped out and left to the budget reviewer to cover. The reviewer also ought not be confined to these terms of reference, but should also be free to comment on anything else he considers to be of significance.

If you decide that time and manpower are too short to undertake the IRRI review now, we should tell Brady that we will not attend this next review session. In that case, I think we ought to plan to get a scientific reviewer out to IRRI during the period of March/April. I will be at IRRI on the budget side in February, and could set up a scientific visit then.

cc: Mr. Darnell  
HG:mcj

92f

Miss Carol V. Barber, Executive Director's  
Library  
Bruce M. Cheek

January 16, 1974

Annual Reviews of the International Agricultural Research Centers

I am attaching for the information of Executive Directors two copies of the reports made in April/June, 1973, on the operations of the six international agricultural research centers which were then being sponsored by the Consultative Group on International Agricultural Research. These reviews may be useful to Executive Directors in reviewing requests made to them for IDA grants for the various Consultative Group-sponsored activities. Such a request is expected to be made for 1974 during the month of February.

Attachments (12)  
BMC:mcj

*yellow*

924

EVANS  
THE OLD POST COTTAGE  
MOTCOMBE  
SHAFTESBURY  
DORSET

JANUARY 11, 1974

LT

ENGLAND

HOPE YOU WOULD BE AVAILABLE TO ATTEND COMBINED INTERNAL AND  
EXTERNAL REVIEW AT IITA WHICH WOULD OCCUPY YOU AT IBADAN FROM  
FEBRUARY EIGHTEEN THROUGH TWENTY TWO. YUDELMAN WILL WRITE.

GRAVES

cc: Mr. Yudelman

Harold N. Graves, Jr.  
Agriculture and Rural Development

HGraves:apm

62f

January 11, 1974

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

Dear Lowell:

Many thanks for your letter on our CIP essay. To all the acts of omission and commission you mention, we cheerfully plead guilty. We are sending your letter down to Dick Sawyer so that he can improve the product this spring when he prepares his actual program and budget paper for 1975.

John Nickel at IITA, when we visited there last month, already had raised the question of putting in the program and budget presentation some mention of IITA's achievements, and, in thinking this over here, we had come to the same conclusion as you, that a section on this topic ought to come on the heels of the introductory matter.

At the same time, I assume that the budget and program paper is intended primarily to look forward, not back. For my own part, I don't think of the paper as essentially a public relations exercise (although several of the centers apparently do), and it seems to me that the real places in which to find a discussion of a center's achievements are elsewhere: especially in the center's annual report, and to some extent in the reviews undertaken by center-appointed panels, by the Secretariat or by TAC.

I have somewhat the same feeling about the discussion of issues. The question did not arise at CIP; it might have had we visited Lima after the program review being held there next week. We did not get deeply into this question, either, at IITA, perhaps because the internal review had not been held there either. I certainly agree that there could be an issues section in the budget paper, but would suppose that, as far as real (i. e. unresolved) issues are concerned, it would be fairly bland. Again, I would think a sharper treatment, if any, would be found outside the Center's own document, somewhere on the review side.

Dr. Lowell S. Hardin

- 2 -

January 11, 1974

Please put me further in your debt by giving me information and advice on another matter. On the basis of data now collected, we believe that, without many exceptions, the Centers have cash carryovers from 1973 which not only are unspent but have not been obligated for any purpose set forth in their 1973 programs and budgets. The amount of such carryovers within the Center system is large, and in the case of at least one center, may amount to as much as 10 per cent of what donors have been asked to provide for 1974.

In the case of Ford foundation grants, what does your agreement with centers say about the disposition of funds left unused and uncommitted at the end of a program year? Does the provision, if there is one, apply only to your own funds, or is some kind of action invoked if there proves to have been an over-subscription, from whatever source, to a center's budget in a particular year? Do you regard the budget as providing fixed limits, or is the expansion or acceleration of a capital program -- through equipment purchases, say -- a kind of hatch through which excess funds might escape the intentions of donors?

Sincerely,

Harold Graves

  
HGraves:apm

Mr. Baum

January 7, 1974

Harold Graves

CIP Report

Thank you for your comment to Mr. Cheek on the Secretariat's illustrative program document for the International Potato Center (CIP). The point you make is an important one, and will apply to most centers.

As it happens, it did not apply to CIP for the year we were treating, 1974. In 1974, CIP is still building up to the levels of staff and budget which TAC and the Consultative Group accepted as basic to this Center when the Group agreed to sponsor CIP in 1972. The question of justifying increments therefore does not yet arise; and no doubt the point might have been made more explicit in the document.

The same observation applies, broadly speaking, to IITA and ICRISAT in 1974 and 1975, and in these years the figures for CIP and CIMMYT are likely to remain stable apart from price rises. Additions to basic staff and budget, however, are taking place at CIAT and IRRI in 1974, and may possibly continue in 1975.

One other comment has been made about the format the Secretariat has proposed for the program and budget document: it allots no special place for reporting the accomplishments of a Center in the year preceding the year of the program proposal. The place for this really is in a Center's annual report, but since these reports currently are a year or more late in appearing, we are considering what part such an element might be assigned in the program and budget document.

cc: Mr. Lewis

*HG*  
HGraves:apm

92f

yellow

GRANT  
CIGATROP  
CALI

JANUARY 2, 1974

LT

COLOMBIA

FURTHER YOUR CABLE DECEMBER 18 AND LETTER DECEMBER 19 THIS IS TO CONFIRM  
OUR DECEMBER 19 CABLE QUOTE PLAN TO ARRIVE WITH CHEEK AND LEWIS ON WEDNESDAY  
EVENING JANUARY 16 BY AVIANCA 055. WOULD HOPE WE COULD EXTEND WORK INTO  
SATURDAY IF NECESSARY AND PLAN TO DEPART SUNDAY. PLEASE ADVISE BEST  
ACCOMMODATION ARRANGEMENTS UNQUOTE

REGARDS

GRAVES

Harold N. Graves, Jr.

cc: Mr. Lewis

Agriculture and Rural Development

BMCheek/RGraves:aps