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Centro Internacional de Agricultura Tropical [CIAT] - 1972 / 1974
Correspondence 72/74 - Volume 1

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THE WORLD BANK

Washington, D.C.

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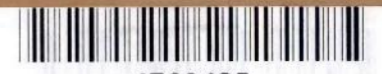
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G - 2 CIAT

1972/74

Vol. I



1760185

A2003-012 Other #: 68 205558B

Consultative Group on International Agricultural Research [CGIAR] - G-2 - Centro
Internacional de Agricultura Tropical [CIAT] - 1972 / 1974 Correspondence 72/74 -

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WBG Archives



92a

December 28, 1972

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

Dear Jerry:

We have now received word from the Swiss Government that they have decided to ask the Swiss Federal Council to authorize a contribution of the dollar equivalent (about \$65,000) of 500,000 Swiss francs to CIAT for the Center's 1973 program. We are asking the Swiss authorities to deposit their contribution in CIAT's New York account with the Bank of America, and expect that this will be done during January. They will notify you when the deposit has been made.

At that time, if you would like to express appreciation for the decision of the Swiss authorities in this matter, you might address a note to

Delegate S. Marquand
Swiss Technical Cooperation
Federal Political Department
3003 Berne
Switzerland.

It is my understanding that the Swiss grant is unrestricted, and may be used either for core or capital expenditures within the 1973 budget and program presented to the Consultative Group. I have asked the Swiss authorities to confirm this in writing to you.

Dr. U. J. Grant

- 2 -

December 28, 1972

The Inter-American Development Bank has decided that it will not pursue the possibility of a grant of Colombian pesos to CIAT for its capital budget. From talks with other donors, it appeared that such a grant would merely result in the cancellation or withdrawal of funds already available for the capital budget, so that there would be no benefit to CIAT, but only the risks of delay and of diminution of financial resources through holding assets in pesos rather than dollars. I have pointed out to the Inter-American Bank, however, that CIAT is expecting to make large capital expenditures in 1975 and that in this case, a peso grant might be planned well in advance.

The proposal that the World Bank's affiliate, the International Development Association, should make a grant of \$300,000 to CIAT will be acted on by IDA's Executive Directors on January 16, and we will let you know the results promptly.

Sincerely yours,

Harold Graves

HG

HG:apm

872



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

December 23, 1972

Mr. Richard Demuth
Chairman
Consultative Group on International
Agricultural Research
1818 H. St. N. W.
Washington, D. C. 20433

Dear Mr. Demuth:

A review of the CIAT Beef Cattle Program by an external review team is scheduled from April 30 - May 15. The purposes of this review are 1) to assist CIAT to evaluate its present program, 2) to establish guidelines and criteria for program development, and 3) to provide basic information for the Consultative Group, donors and interested agencies. A review at this time is desirable as four years have elapsed since the program study teams assisted CIAT in planning the initial Beef Cattle Program. Included then were a pastures and forages review by Drs. Blaser and Crowder, and an animal husbandry-animal health review by Drs. Callis, Gallo, Lambourne, Stonaker and Turk. Others such as Drs. Raun and Plaxico provided logistical assistance to the team.

It is proposed that a six man review team be established, this to be composed of a soils specialist, two pastures and forages specialists, an animal husbandryman, a veterinarian and an agricultural economist. Nominations for members and alternates have been based on professional competence, knowledge and understanding of tropical agriculture, and ability to work effectively in a multi-disciplinary team effort. The individuals nominated have varied backgrounds in agricultural development, also an important consideration.

The following six man team, with their respective alternates, is nominated:

RECEIVED

1973 NOV 12 AM 10:09

is nominated:

The following six man team, with their respective alternates,

consideration:

backgrounds in agricultural development, also an important disciplinary team effort. The individuals nominated have varied tropical agriculture, and ability to work effectively in a multi-based on professional competence, knowledge and understanding of rural economist. Nominations for members and alternates have been specialists, an animal husbandryman, a veterinarian and an agriculturist to be composed of a soils specialist, two pastures and forages

It is proposed that a six man review team be established, this

flexible provided logistical assistance to the team.

Gamboune, Stonaker and Turk. Others such as Drs. Baum and animal husbandry-animal health review by Drs. Cattle, Gallo, pastures and forages review by Drs. Blasser and Crowder, and in planning the initial Beef Cattle Program. Included then were a years have elapsed since the program study teams assisted CIAT in and interested agencies. A review at this time is desirable as four (3) to provide basic information for the Consultative Group, donors (5) to establish guidelines and criteria for program development, and this review are (1) to assist CIAT to evaluate its present program, review team is scheduled from April 30 - May 15. The purposes of

A review of the CIAT Beef Cattle Program by an external

Dear Mr. Demuth:

Washington, D. C. 20438
1818 H. St. N. W.
Agricultural Research
Consultative Group on International
Chairman
Mr. Richard Demuth

December 23, 1975



1) Soils - 1

Member - Dr. Marcelo Nuñez Camargo
Divisao de Pesquisa Pedalógica
Ministerio de Agricultura
Rua Jardim Botânico 1024
Rio de Janeiro, G. B., Brasil

Alternate - Open

2) Pastures and Forages - 2

Member - Dr. Mark Hutton, Chief
CSIRO Division of Tropical Pastures
Cunningham Laboratory
Mill Road, St. Lucia
Queensland, Australia 4067

Member - Dr. Loy Crowder
International Institute of Tropical Agriculture
P.M.B. 5320
Ibadan, Nigeria

Alternate for Dr. Hutton

Dr. E. F. Henzell, Assistant Chief
CSIRO Division of Tropical Pastures
Cunningham Laboratory
Mill Road, St. Lucia
Queensland, Australia 4067

Alternate for Dr. Crowder

Dr. Gerald O. Mott
Department of Agronomy
University of Florida
Gainesville, Florida 32601

3) Animal Husbandry - 1

Member - Dr. Keith Gregory, Director
U. S. Meat Animal Research Center
USDA
Clay Center, Nebraska
USA

Alternate - Dr. Robert Temple
Programme Planning and Formulation Officer
Animal Production and Health Division
FAO
Via delle Terme de Caracalla
00100 Rome, Italy

4) Animal Health - 1

Member - Dr. W. M. Henderson, Director
ARC Institute for Research and Animal Diseases
Compton, Nr. Newbury
Berks, England

Alternate - Dr. H. L. Stoddard, Director
International Programs
College of Veterinary Medicine
University of Minnesota
St. Paul, Minnesota 55101
USA

5) Agricultural Economics - 1

Member - Dr. James Plaxico, Head
Department of Agricultural Economics
Oklahoma State University
Stillwater, Oklahoma 74074
USA

Alternate - Dr. John L. Dillon, Dean
Faculty of Economics
The University of New England
Armidale, N.S.W. 2351
Australia

CIAT would cover all expenses for a six member team. If the Consultative Group wishes to name additional members to the team, CIAT would have no objection with the assumption that the Consultative Group would cover the expenses of additional members beyond six. Also CIAT invites comments on the suitability of the

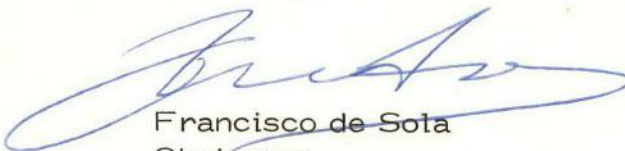
personnel nominated above.

We propose that this review be conducted from April 30 to May 15. This would include an initial two-day briefing at Cali on the status of the CIAT Beef program, followed by visits in Colombia to the North Coast and Eastern Plains (Llanos Orientales), and then travel to Brasil, visiting Brazilia, Goiania, Uberaba and Rio.

At the conclusion of the Brasil visit, the team would return to Colombia, prepare the first draft of its written report, and would report orally to the CIAT Board of Trustees on May 15. This report would include its evaluation and recommendations, and provide opportunity for a discussion with the Board. A formal written report would be submitted by July 1. Copies of this report would be distributed to the Consultative Group and donor agencies by July 15.

We will appreciate your assistance, and request your opinion on these matters by January 15, so that we may proceed to invite team members, and to make the arrangements necessary for this review.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Francisco de Sola', with a large, sweeping flourish at the end.

Francisco de Sola
Chairman
Board of Trustees

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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

FORM No. 75 (2-60)

INTERNATIONAL FINANCE CORPORATION

INTERNATIONAL DEVELOPMENT ASSOCIATION

ROUTING SLIP		Date January 23
NAME		ROOM NO.
Mr. L. J. C. Evans		
Mr. Groves		Yes, I don't
		think we can
		send anyone - JCH
To Handle		Note and File 2401-2?
Appropriate Disposition		Note and Return
Approval		Prepare Reply
Comment		Per Our Conversation
Full Report		Recommendation
Information		Signature
Initial		Send On
REMARKS		
<p>Jan - Should we decline this?</p> <p>Hush</p>		
From		

ROUTING SLIP

Date

DEC 29 1972

INCOMING MAIL

Mr. Adler	D630	Mr. Rayfield	N434
Mr. Aldewereld	A1226	Mr. de la Renaudiere	C302
Mr. Alter	A908	Sir Denis Rickett	A1230
Mr. Baum	D729	Mr. Rotberg	A1042
Mr. Bell	A1136	Mr. Stevenson	D532
Mr. Benjenk	A712	Mr. Thalwitz	A210
Mr. Blaxall	D628	Mr. Twining	N635
Mr. Broches	A813	Mr. van der Tak	D732
Mr. Cargill	A513	Mr. Votaw	C702
Mr. Chadenet	A201	Mr. Wapenhans	A707
Mr. V.C. Chang	H702	Mr. Weiner	A500
Mr. Chauffournier	A313	Mr. Wiese	A837
Mr. Chenery	A1221	Mr. Williams	B1210
Mr. Wm. Clark	D928	Mr. Wright	A307
Mr. Clark	D1029		
Mr. Cope	B1210		
Mr. Demuth	D1128		
Mr. D.A. de Silva	N635		
Mr. Diamond	A613		
Mr. Fowler	A1219		
Mr. Gabriel	H700		
Mr. Goodman	C602		
Mr. Goreux	N235		
Mr. Graves	D1122		
Mr. Gutierrez	B906		
Mr. Hartwich	A413		
Mr. Hayes	D429		
Mr. Henderson	D529		
Mr. Hittmair	A1042		
Mr. Hoffman	D1123		
Mr. Husain	C1001		
Mr. Knapp	A1230		
Mr. Kirmani	A1143		
Mr. Knox	A911		
Mr. Lejeune	A1013		
Mr. McNamara	A1230		
Mr. Mendels	A1219		
Mr. Muller	N436		
Mr. Nurick	A802		
Mr. Paijmans	D1032		

From: Communications Section, Room C219, Extension 2023



G 2 a

APARTADO AEREO 67-13

APARTADO NAL. 737

CALI - COLOMBIA

CABLES: CINATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

T&CS-361-72
December 21, 1972

MR. HAROLD GRAVES,
Secretary
Consultative Group for International
Agricultural Research
1818 H Street, N. W.
Washington D. C. 20433

Dear Harold :

Enclosed is the latest revision of the program for the Seminar on Field Beans and Other Food Legumes in Latin America. You and other members of your staff, as well as the representatives to the Consultative Group, will be most welcome to attend.

If you know of anyone planning to attend, please advise us so that our local support staff may provide them in advance with full information about local arrangements.

Sincerely,



U. J. Grant
Director General

UJG:get
enclosure

December 21, 1972

PRELIMINARY PROGRAM

SEMINAR ON THE POTENTIALS OF FIELD BEANS AND OTHER

FOOD LEGUMES IN LATIN AMERICA

DATE : February 26 - 28, March 1, 1973

LOCATION : Hotel InterContinental, Cali, Colombia

PARTICIPANTS : Representatives of disciplines, countries, areas and governmental and private institutions interested in the improvement of production, marketing and acceptance of food legumes with particular emphasis on Phaseolus vulgaris.
Total attendance expected : 150

PURPOSE :

1. TO CONSIDER

- a) The state of food legume production and research in Latin America.
- b) The roles of various agencies in improving the production, marketing and acceptance of food legumes in Latin America, and how best to coordinate research, development, and training activities.

2. TO IDENTIFY

- a) Priorities in research, training, production and distribution activities.
- b) Specific opportunities for international agencies to participate in the efforts of national and regional programs.
- c) Financing and support of specific projects.

3. TO MOBILIZE AND STIMULATE

A network of institutions and individuals in Latin America for cooperative efforts and exchange of materials.

TENTATIVE SCHEDULE

SEMINAR ON THE POTENTIALS OF FIELD BEANS AND OTHER

FOOD LEGUMES IN LATIN AMERICA

February 26 - March 1, 1973

Hotel InterContinental, Cali, Colombia

Sunday, February 25

Arrival and registration

Moderators :

Dr. Alberto Pradilla
Dr. Leobardo Jiménez
Sánchez

Speakers and Discus-
sants

Monday, February 26

07:00-08:00

Registration for late arrivals

08:00-08:15

Introductions

U. J. Grant
E. Alvarez-Luna

08:15-08:45

Food Legumes and World Protein
Needs

S. Litzenberger

08:45-09:45

Acceptability and Value of Food
Legumes in the Human Diet
Discussant :

R. Bressani
J. Dutra de Oliveira

09:45-10:00

Break

10:00-10:45

Relative Agronomic Merits of
Various Food Legumes for the
Lowland Tropics
Discussant :

K. Rachie
Hugh Dogget

10:45-11:45

Production Problems and Poten-
tials of Phaseolus vulgaris for
the Lowland Tropics
Discussants :

G. Hernández-Bravo
Luis H. Camacho
Colin Leakey (Tent.)

11:45-12:30

General Discussion

12:30

Lunch

01:30-03:00

Production Systems for Phaseolus
vulgaris

Discussants :

H. Miranda
J. Aguirre
Fernando Fernández
Jesús Merino Argueta

03:00-03:30	General Discussion	
03:30-03:45	Break	
03:45-04:15	Report on Survey of Status of Food Legumes in Latin America	A. Pinchinat
04:15-04:30	General Discussion	
04:30-05:30	Organizational and Institutional Opportunities for Food Legume Programs in Latin America	A. Colin McClung
05:30-06:45	<u>General Work Group Assignments</u> Evening open for continuation of <u>General Work Groups</u>	

Tuesday, February 27

08:00-09:30	Plant Introduction and Germplasm of <u>Phaseolus vulgaris</u> and Other Food Legumes	C. Vieira Efraín Hernández Harold F. Winters (Tent.)
	Discussants :	
09:30-09:45	Break	
09:45-11:30	Architecture and Efficiency of the Bean Plant for the Tropics	W. Adams Alice N. Evans D. H. Wallace H. C. Wien (Tent.)
	Discussants :	
11:30-12:00	General Discussion	
12:00	Lunch	
01:15-05:30	Field Trip to Instituto Colombiano Agropecuário and CIAT, Palmira	
	Evening open for continuation of <u>General Work Groups</u> , or other activities	

Wednesday, February 28

08:00-09:00	Agronomic Practices for Food Legume Production in Latin America	G. Freytag Silvio Hugo Orozco
	Discussant :	
09:00-09:30	General Discussion	

09:30-09:45	Break	
09:45-11:15	Goals and Means for Protecting <u>Phaseolus vulgaris</u> in the Tropics	E. Echandi Discussants : Léonce Bonnefil Rodrigo Gámez
11:15-11:30	General Discussion	
11:30-12:30	Price Fluctuations and Price Policies for Food Legumes in Latin America	Discussant : Marco Antonio Ramírez Per Pinstrup Andersen
12:30	Lunch	
01:30-02:30	Problems and Potentials in Storage and Processing of Food Legumes in Latin America	L. Elias
02:30-02:45	General Discussion	
02:45-04:45	Work Groups, <u>by Disciplines</u> , on <u>Needs and Priorities for Research</u> <u>and Production</u>	
04:45-05:30	Discipline Work Group reports. General Discussion	
07:30	Reception and Dinner	

Thursday, March 1

08:00-08:45	Factors and Tactics Influencing Consumer Food Habits and Patterns	Marina Flores Discussant : Francis C. Byrnes
08:45-09:00	General Discussion	
09:00-09:30	Scientific Communication Resources for Food Legume Personnel in the Tropics	Fernando Monge
09:30-09:45	General Discussion	
09:45-10:00	Break	
10:00-10:30	Training Needs and Possibilities for Food Legume Personnel in Latin America	F. Fernández
10:30-12:30	<u>General Work Groups meet</u>	

12:30 General Work Groups continue meeting
 as groups through lunch

02:00-04:30 General Session : Outlines of an Action
 Program for Latin America with Emphasis
 on Needs, Priorities, Institutional Coop-
 eration and Linkages, and Effective Use
 of Resources

04:30-05:00 Summary and Close

ADDITIONAL NOTES

1. A publication committee will be appointed to develop plans and materials for effective documentation of seminar proceedings and developments.
2. The original steering committee for the seminar will be continued and will meet before and during the seminar as necessary.
3. Simultaneous Interpretation in English and Spanish will be provided.

SPEAKERS

AFRICA

DR. KEN RACHIE
International Institute
of Tropical Agriculture,
Oyo Road P. M. B. 5320,
Ibadan, Nigeria
Africa

BRASIL

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LICENCIADO MARCO ANTONIO RAMIREZ
Economista Agrícola de la
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DR. SAMUEL S. LITZENBERGER
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Technical Assistance Bureau,
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U S A I D
Washington, D. C. 20523
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American Consulate,
Porto Alegre, Wisconsin Contract
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New York, N. Y.
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DISCUSSANTS

AFRICA

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Canadian Research Development
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EL SALVADOR

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Negociado de Vida Silvestre
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DR. D. H. WALLACE
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TENTATIVE DISCUSSANTS

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SPEAKERS - C I A T

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DR. PER PINSTRUP ANDERSEN
Leader, Agricultural Economics
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Apartado Aéreo 67-13
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Colombia

MODERATORS

DR. ALBERTO PRADILLA
Unidad Metabólica
Departamento de Pediatría,
Universidad del Valle
Cali, Valle
Colombia

DR. LEOBARDO JIMENEZ SANCHEZ
Director,
Colegio de Postgraduados
Chapingo,
México

ITT10/DEC. 8 1972 VIA ITT WORLD COMM

ZCZC AWA487 VIA ITT BT8007 CL527

UIWA CO COBX 144

CALICOL 144/142 7 2145

December 7, 1972

GRAVES

INTSAFRAD

WASHINGTONDC

WOULD BE PLEASED TO HAVE YOU ADVISE INTERAMERICAN
DEVELOPMENT BANK THAT ESTIMATED LOCAL PESO EXPENDITURES
FOR LOCAL LABOR SERVICES AND MATERIALS NECESSARY TO COMPLETE
CIAT CONSTRUCTION WILL EXCEED FIFTEEN MILLION PESOS COLOMBIANOS
DISTRIBUTED ROUGHLY AS FOLLOWS GENERAL CONTRACTOR 11 MILLION
COMPLETION OF EXTERIOR AREAS INCLUDING ROADS PARKINGS

COLL 11

92a
103 84

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Dec 8 10 21 AM 1972
COMMUNICATIONS
SECTION

Distribution

Mr. Graves

7-2a

AREAS SIDEWALKS

1,600,000 COMPLETION ISOLATION NECROPSY AND MEAT LABORATORY
 BUILDINGS 300,000 AND INTERVENTORIA 400,000 STOP APPRECIATE
 GREATLY OPPORTUNITY TO MEET AS MUCHO OF THESE LOCAL
 EXPENDITURES AS POSSIBLE WITH LOCALLY AVAILABLE PESOS AS WE
 NOW CONVERT DOLLAR GRANTS TO MEET PESO ACCOUNTS STOP EXTREMELY
 IMPORTANT HOWEVER THAT ANY CHANGES
 IN

~~COLL NTL~~

~~PAGE 75~~

FINANCING TAKE INTO ACCOUNT NECESSITY OF KEEPING CONSTRUCTION
 ON SCHEDULE AND PAYMENT OF ACCOUNTS ON CURRENT BASIS AS
 WELL AS CONCURRENCE OF PRESENT DONORS
 IE ROCKEFELLER KELLOGG AND KRESGE FOUNDATIONS STOP READY TO
 SUPPLY MORE INFORMATION PROMPTLY AS NEEDED REGARDS
 GRANT CINATROP

G2a

December 6, 1972

Dear Jerry:

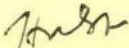
Here is some information about a type of maize storage bin developed in Zambia, which I thought might conceivably be of some interest to CIAT.

Sincerely yours,

Harold Graves
Executive Secretary

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

Encs.


HG/jk

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

92a

OUTGOING WIRE

TO: GRANT
CINATROP
CALI

DATE: DECEMBER 6, 1972

CLASS OF
SERVICE: FULL RATE

COUNTRY: COLOMBIA

TEXT:
Cable No.:

INTER-AMERICAN DEVELOPMENT BANK WISHES TO EXPLORE INFORMALLY WITH ITS DIRECTORS THE POSSIBILITY OF FUNDING ANY PART OF YOUR \$718,000 CAPITAL BUDGET WHICH IS FOR GOODS AND SERVICES TO BE OBTAINED IN COLOMBIA AND PAID IN PESOS. FUNDS SUPPLIED BY THE BANK WOULD RELEASE CORRESPONDING DOLLAR AMOUNT OF ROCKEFELLER GRANT FOR OTHER USES IN CIAT OR ELSEWHERE. WE ASSUMING HERE YOUR CAPITAL BUDGET ALMOST ENTIRELY FOR COST OF IMPORTING EQUIPMENT AND FURNISHINGS SO THAT PESO COMPONENT IS NEGLIGIBLE. WOULD APPRECIATE SOONEST CABLE ADVISING US WHETHER THIS IS SO. IF IT IS NOT SO PLEASE FOLLOW URGENTLY WITH BRIEF WRITTEN DESCRIPTION OF ITEMS AND AMOUNTS PAYABLE IN PESOS. REGARDS.

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Development Services

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

REFERENCE: HG:ap

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

Checked for Dispatch:

RECEIVED BY TELETYPE UNIT ON 12/06/72

CLASSIFICATION

ORIGINAL (HIS COPY)

NO. 31

UNIT OF COMMUNICATIONS SECTION

DESCRIPTION OF INFORMATION AUTHORIZED TO APPROVE

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DEPARTMENT OF STATE

RELEASING OFFICER'S NAME

DEC 6 4 48 PM 1972

COMMUNICATIONS

CLASSIFICATION AND COPY DISTRIBUTION

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SECRET

DESCRIPTION OF INFO AND FORMS AUTHORIZED TO APPROVE: SECRET

RE: AMERICAN CONSUL IN SOVIET UNION. TO BE USED FOR SOVIET UNION CONSULS WITH BRITISH AMBASSY.

SO THAT INFO CONTAINED IS CONFIDENTIAL. WOULD APPROPRIATE SOVIET CONSULS ADVISING

THEIR CIVILIAN EMPLOYEES THAT INFO IS FOR OFFICIAL USE ONLY AND NOT TO BE DISCLOSED TO

ANYONE OTHER THAN CIVILIAN EMPLOYEES IN CIVIL OR STRATEGIC. AS MENTIONED HERE

IN REPORT. INFO OBTAINED BY THE BUREAU WOULD BE USED FOR CORRESPONDENCE PURPOSE

PURPOSE WHICH IS FOR GOODS AND SERVICES TO BE OBTAINED IN SOVIET UNION AND INFO

IS OBTAINED THE POSSIBILITY OF FORWARDING VIA BUREAU OF AERIAL MAIL TO SOVIET

UNION. WOULD BE USED FOR SOVIET UNION PURPOSES TO EMPLOYEES EMPLOYED WITH

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CLASS OF

DATE: DECEMBER 6, 1972

OUTGOING MESSAGE

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Files*

APARTADO AEREO 67-13
APARTADO NAL. 737
CALI - COLOMBIA
CABLES: CINATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-1068

November 29, 1972

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

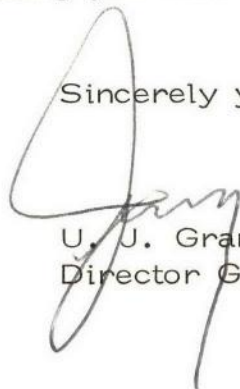
Dear Harold:

I have just received your letter of November 22 concerning the support to CIAT for the 1973 budget. I was grateful for the opportunity to talk with you by telephone and obtained additional information on these funds.

Again I wish to thank you and the Consultative Group for your help to CIAT.

We look forward to seeing you here again soon.

Sincerely yours,



U. J. Grant
Director General

UJG.caa

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ORGANIZACION INTERNACIONAL DE AGRICULTURA TROPICAL



1972 DEC 5 AM 11:11



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-1063

November 28, 1972

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

Dear Harold:

This is in response to your letter of November 13, and we are attaching a revised calendar of scheduled and anticipated events at CIAT for the rest of this year and 1973.

Based on our present and projected schedule and workload, the proposed visit of the two or three-member team from the Consultative Group could be most efficiently carried out in connection with the next meeting of our Executive Committee, March 2 and 3. At that time, the Executive Committee will be reviewing program progress to date as well as the projected plan of work and budget for 1974. It would seem feasible to consider that the Consultative Group members might meet jointly with the Executive Committee for many of its sessions. Further, as each group might wish to hold some closed meetings, these could be arranged. If additional time would be necessary for the Consultative Group, this could be scheduled the early part of the following week.

If these arrangements would not be suitable then I suggest the Consultative Group members plan to come in late March or early April, well ahead of our Board of Trustees meeting May 14-16, and to avoid conflict with the review of the beef program.

We are tentatively scheduling a complete review, with external reviewers, of the Beef Production System program during the period May 1 to 15, 1973. This program was first reviewed in mid-1968.

We plan to invite three or four outstanding scientists for the review, Board members, donors, and observers will be welcome to attend and will be invited to suggest additional reviewers. The program will include visits to several areas where work is in progress and where potential collaboration is evident. A detailed program will be available soon.

The Cassava and Swine programs are being reviewed twice annually by an international group as part of our funding arrangements with the Canadian interests. This committee will meet again in March 1973.

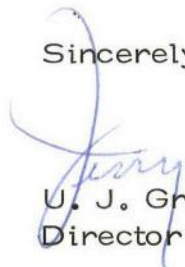
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The Rice and Maize programs constitute a relatively small portion of the total CIAT program, and it seems that future reviews of these activities might well be held jointly with IRRI and CIMMYT, respectively. This subject will be discussed at the meeting of center directors in February.

Your suggestion of a projected schedule through 1973 is a good one, but it will take us a little while to develop this. As soon as a tentative one is available, I shall forward it.

We appreciate the time you and your staff are spending on helping establish procedures and schedules adequate to the multiplicity of centers and donors. Within our means, we shall do everything possible to cooperate.

Sincerely,



U. J. Grant
Director General

UJG.caa

cc. Mr. Francisco de Sola

Preliminary Schedule of CIAT Events

1972 - In-House Program Reviews

November 25	Maize
Dec. 4-5	Cassava
Dec. 11	Rice
Dec. 12-13	Beef
Dec. 14	Field Beans
Dec. 15	Swine
 December 31	 Annual Reports due from Programs

1973

Feb. 11-14	Meeting of center directors, Bellagio
Feb. 28-March 1	Seminar on the Potential of Field Beans and Other Food Legumes in Latin America
March 1	Crop Production Specialist Training Program begins (12 months)
March 2-3	Executive Committee Meeting
March 19-21	Review of Cassava and Swine Programs
March 26-30	Andean Maize Workshop (Cochabamba, Bolivia)
May 1 - 15	External Review, Beef Prod. Systems Program
May - 14	Executive Committee Meeting
May 15-16	Annual Meeting, Board of Trustees
June or July	One month Short Course on Maize Production
July 30-Aug 3	International Centers'Week
September 1	Livestock Prod. Specialist Trng. Program begins (12 months)
* October 11	Trustees' Day in connection with CIAT dedication
* October 12	Dedication of CIAT
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October or November	Short Course on Maize Production (Ecuador)
November	Seminar on Beef Cattle Production in the Tropics
* tentative	

1974	Review of administration and organization of CIAT
1975	Review of Field Bean and Food Legume Program
	Review of Training and Communication Program
1976	Review of Agricultural Systems Program
1977	Review of Beef Program



Central Files
- Copy sent
① Mr. Demelt
② Mr. E...
92a

APARTADO AEEEO 67-13
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CALI - COLOMBIA
CABLES: CIATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-1063

November 28, 1972

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

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1976	Review of Agricultural Systems Program
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G2a

November 22, 1972

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

Dear Dr. Grant:

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

* * * *

The representative of the Netherlands stated that, subject to Parliamentary approval, the Netherlands in 1973 would continue its support of CIAT at the level of \$125,000. The contribution for 1974 would be at least this high. Elections were being held in Holland at the end of the current month, and it was not certain when a new parliament would approve the necessary appropriations, but the representative of the Netherlands thought it would be sometime in the beginning of 1973.

The representative of Canada said that his Government was committing \$350,000 in 1973 for work in cassava and swine, and would have approximately \$550,000 available for the same purpose in 1974. The actual amounts, he said, would depend on the specific need of CIAT for cash. He explained that IDRC administers this grant, and, in consultation with CIAT, determines what the specific needs will be. These allocations are part of a \$2.5-million, 5-year program.

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

November 22, 1972

The representative of the Rockefeller Foundation also indicated a preference for the original institutes, including CIAT; specific amounts of grants remained to be determined, but it was intended to cover an item of \$718,000 to complete CIAT's basic capital facilities. Staff recommendations would be considered by the Foundation's trustees in December; approved grants would be disbursed in their entirety shortly after January 1.

The representative of the United States indicated an intention of providing \$880,000 to CIAT's core budget, an amount equal to approximately one-fourth of that budget.

The Chairman of the Consultative Group recalled to the Group that the Kellogg Foundation had indicated an intention of contributing \$350,000 to CIAT in 1973.

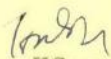
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The Consultative Group Secretariat, as you know, presented the CIAT core and capital budget to the Group at a figure of approximately \$4,220,000. The specific amounts indicated at the meeting of the Group total approximately \$2,420,000, leaving about \$1,800,000 to be identified. In addition, core contributions were to be expected from the Ford and Rockefeller Foundations; and a governmental donor who did not give any indication in favor of CIAT during the Consultative Group meeting was nevertheless considering the possibility of a grant to the Center of \$65,000.

If, as seems possible, these additional contributions still leave part of CIAT's core and capital budget uncovered, the World Bank Group is prepared to consider what it can do toward closing the gap. I would expect to write you again concerning the position of the World Bank Group, and to do so before the middle of December.

Sincerely yours,

Harold Graves
Executive Secretary


HG:apm

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APARTADO NAL. 737
CALI - COLOMBIA
CABLES: CINATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

T&CS-256-72
October 31, 1972

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

Dear Harold :

Enclosed is the preliminary program for the Seminar on the Potentials on Field Beans and Other Food Legumes in Latin America. Your comments will be appreciated.

As one of the goals of this seminar is to bring together the persons active in bean research in Latin America for the purpose of developing and stimulating cooperative efforts, it will be extremely important that as many of these people as possible participate. To this end, we have prepared a list of those to be invited, although our budget is not adequate to cover their travel and per diem.

AID is circulating this list to the AID country missions with the recommendation that, wherever possible, the missions facilitate the participation of the listed individuals and/or such others as deemed appropriate. We hope other institutions and agencies might also be interested in sponsoring one or more individuals from a particular country.

CIAT is accepting the responsibility to finance, out of its limited conference and symposia funds, those speakers and discussants who do not have financial support from their institutions. Of the expected 36 speakers and discussants, the financing situation on these will be about as follows :

- 7 from the CIAT staff, no funds required
- 6 from agencies likely to provide the funding of the invited speaker or discussant
- 23 to be funded directly by CIAT to the extent of round-trip air and 6 days per diem at \$25 a day.

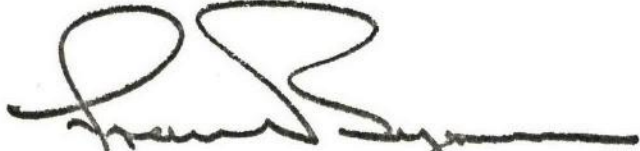
Consequently, we expect CIAT's direct expenses to approximate \$15,000, in addition to the local support costs for printing, transportation, entertainment and the like.

Original to: Mr. Graves
Date: 11/4/72
Communications
Section

MR. HAROLD GRAVES
Executive Secretary

If you have any suggestions as to ways your organization might assist directly or indirectly to help finance the travel of the scientists from the various countries, please let me know at your earliest convenience.

Sincerely,



Francis C. Byrnes, Leader
Training and Communication

FCB:get
enclosure

*many thanks for
your hospitality*



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Consultative Group on International
Agricultural Research

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T&CS-256-72
October 31, 1972

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

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October 31, 1972

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MR. HAROLD GRAVES
Executive Secretary

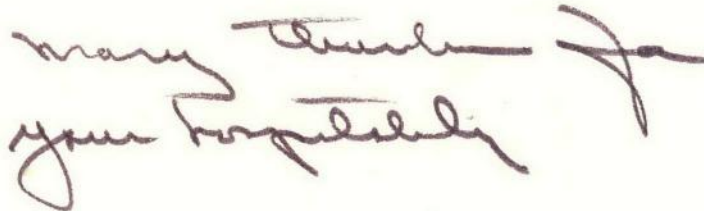
If you have any suggestions as to ways your organization might assist directly or indirectly to help finance the travel of the scientists from the various countries, please let me know at your earliest convenience.

Sincerely,

A handwritten signature in dark ink, appearing to read "Francis C. Byrnes". The signature is fluid and cursive, with a long horizontal stroke at the end.

Francis C. Byrnes, Leader
Training and Communication

FCB:get
enclosure

A handwritten note in dark ink that reads "many thanks for your hospitality". The handwriting is cursive and somewhat informal.



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

September 25, 1972

PRELIMINARY PROGRAMSEMINAR ON THE POTENTIALS OF FIELD BEANS AND OTHERFOOD LEGUMES IN LATIN AMERICA

DATE : February 26 - 28, March 1, 1973

LOCATION : Hotel InterContinental, Cali, Colombia

PARTICIPANTS : Representatives of disciplines, countries, areas and governmental and private institutions interested in the improvement of production, marketing and acceptance of food legumes with particular emphasis on Phaseolus vulgaris.

Total attendance expected : 150

PURPOSE :

1. TO CONSIDER

- a) The state of food legume production and research in Latin America.
- b) The roles of various agencies in improving the production, marketing and acceptance of food legumes in Latin America, and how best to coordinate research, development, and training activities.

2. TO IDENTIFY

- a) Priorities in research, training, production and distribution activities.
- b) Specific opportunities for international agencies to participate in the efforts of national and regional programs.
- c) Financing and support of specific projects.

3. TO MOBILIZE AND STIMULATE

A network of institutions and individuals in Latin America for cooperative efforts and exchange of materials.

TENTATIVE SCHEDULE

Seminar on the Potentials of Field Beans and Other

Food Legumes in Latin America

February 26 - March 1, 1973

Hotel InterContinental, Cali, Colombia

Sunday, February 25

Arrival and registration

Invited Speakers*

Monday, February 26

7:00-8:00

Registration for late arrivals

8:00-8:15

Introductions

U. J. Grant
E. Alvarez-Luna

8:15-8:45

Food Legumes and World Protein Needs

Discussant :

S. Litzenberger*

8:45-9:45

Acceptability and Value of Food Legumes in the Human Diet

Discussants :

R. Bressani

9:45-10:00

Break

10:00-10:45

Relative Agronomic Merits of Various Food Legumes for the Lowland Tropics

Discussant :

K. Rachie*

10:45-11:45

Production Problems and Potentials of Phaseolus vulgaris for the Lowland Tropics

Discussants :

G. Hernández-Bravo

11:45-12:30

General Discussion

12:30

Lunch

1:30-3:00

Production Systems for Phaseolus vulgaris

Discussants :

H. Miranda*
J. Aguirre*

3:00-3:30

General Discussion

3:30-3:45	Break	
3:45-4:15	Report on Survey of Status of Food Legumes in Latin America	A. Pinchinat
4:15-4:30	General Discussion	
4:30-5:30	Organizational and Institutional Opportunities for Food Legume Pro- grams in Latin America	
	Discussant :	_____
5:30-6:45	General Work Group Assignments	
	Evening open for continuation of Work Groups	

Tuesday, February 27

8:00-9:00	Plant Introduction and Germplasm of <u>Phaseolus vulgaris</u> and Other Food Legumes	C. Vieira
	Discussant :	_____
9:00-10:00	Architecture and Efficiency of the Bean Plant for the Tropics	W. Adams*
	Discussants :	_____
10:00-10:15	Break	
10:15-10:40	General Discussion	
10:40-11:40	Agronomic Practices for Food Legume Production in Latin America	G. Freytag*
	Discussant :	_____
11:40-12:00	General Discussion	
12:00	Lunch	
1:15-5:30	Field Trip to Instituto Colombiano Agropecuário and CIAT, Palmira	
	Evening Open	

Wednesday, February 28

8:00-9:30	Goals and Means for Protecting <u>Phaseolus vulgaris</u> in the Tropics	E. Echandi*
	Discussants :	_____
9:30-9:45	General Discussion	

9:45-10:00	Break	
10:00-11:00	Demand Perspectives for Food Legumes in Latin America	Discussant : _____ _____
11:00-12:00	Price Fluctuations and Price Poli- cies for Food Legumes in Latin America	Discussants : _____ _____
12:00-12:30	General Discussion	
12:30	Lunch	
1:30-2:30	Problems and Potentials in Storage and Processing of Food Legumes in Latin America	L. Elias*
2:30-2:45	General Discussion	
2:45-4:45	Work Groups, <u>by Disciplines</u> , on Needs and Priorities for Research and Production	
4:45-5:30	General discussion of Work Group reports	
7:30	Reception and Dinner	

Thursday, March 1

8:00-8:45	Factors and Tactics Influencing Consumer Food Habits and Patterns	Discussant : _____ _____
8:45-9:00	General Discussion	
9:00-9:45	Scientific Communication Resources for Food Legume Personnel in the Tropics	Fernando Monge
9:45-10:00	General Discussion	
10:00-10:15	Break	
10:15-10:45	Training Needs and Possibilities for Food Legume Personnel in Latin America	F. Fernández
10:45-12:30	General Work Groups	

- 12:30 Work Groups continue meeting as groups through lunch
- 2:00-4:30 General Session : Outlines of an Action Program for Latin America with Emphasis on Needs, Priorities, Institutional Cooperation and Linkages, and Effective Use of Resources
- 4:30-5:00 Summary and Close

ADDITIONAL NOTES

1. A moderator team of two persons will be selected to serve throughout the seminar.
2. A publication committee will be appointed to develop plans and materials for effective documentation of seminar proceedings and developments.
3. The original steering committee for the seminar will be continued and will meet before and during the seminar as necessary.
4. After the principal speakers have been confirmed, appropriate persons will be invited to serve as discussants.
5. Simultaneous Interpretation in English and Spanish will be provided.



~~Mr. Kaps~~
~~Mr. [unclear]~~
3 CS. [unclear]

APARTADO AEREO 67-13
APARTADO NAL. 737
CALI - COLOMBIA
CABLES: CINATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-940

October 18, 1972

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

Dear Harold:

We have been discussing our review program and have tentatively decided that our review will be held in conjunction with our annual Board Meeting to be held in May, 1973.

We will inform you as soon as our plans have been completed. Tentatively, we are planning a full review of our beef program including a number of outside reviewers, inviting board members, donors and observers to participate.

I appreciate having your paper and will send comments to you if I have any particular proposals.

Sincerely yours,

U. J. Grant
Director General

UJG.caa

185. 10:41
BE 10:41

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1972 OCT 26 AM 10:57

COMMUNICATIONS

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DEPTO INTERNAZIONALE DE AGRICULTURA E ZOOLOGIA



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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

TC-559-72
October 9, 1972

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

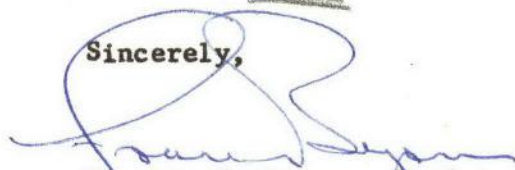
Dear Harold:

Congratulations on getting out the Informal Summary of the Proceedings of International Centers' Week. We find it a most interesting and useful document.

Would it be possible for you to send a copy to Mr. Burt Swanson, Land Tenure Center, 310 King Hall, University of Wisconsin, Madison, 53706? Mr. Swanson is engaged in a doctoral study involving the training programs of IRRI and CIMMYT, with cooperative funding from both institutions. He has been spending the week here with us, inasmuch as several of our staff formerly were at IRRI. There is much useful background information in the Informal Summary appropriate to his understanding the work and role of the various centers.

*sent CS
by 10/17*

I am planning to be in Washington, D. C., October 18-22, and shall stop in to say "hello."

Sincerely,

Francis C. Byrnes, Leader
Training and Communication

FCB:cee
cc Mr. B. Swanson, U. of Wisconsin

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1972 OCT 16 AM 3:24

COMMUNICATIONS SECTION

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

MEMORANDUM

TC-556-72

*Caryl -
Central files
should have this,
and so should we.
File CIAT.
Lindy*

TO: Members of Board of Trustees, CIAT, and Observers at Annual Meeting, 1972
DATE: October 6, 1972
SUBJECT: Revised Minutes of Meetings of Executive Committee and Board of Trustees, May, 1972

Gentlemen:

Enclosed for your information and files are copies of the revised minutes of the meetings of the Executive Committee and the Board of Trustees in May, 1972. I have incorporated the several suggestions made by various individuals, and would appreciate any further comments or corrections before the minutes are submitted for final approval at the next meeting of the Board.

For your information, the dates of the 1973 annual meeting, to be held at Cali, are as follows:

Monday, May 14 -- Executive Committee
Tuesday, Wednesday, May 15, 16 -- Board of Trustees and Observers

There probably will be another meeting of the Executive Committee in early March, but these dates have not yet been confirmed by the Board Chairman.

If you have any questions or comments, please let me know.

Sincerely,

Francis C. Byrnes
Secretary-Treasurer

cee.

SECTION 2
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COMMUNICATIONS SECTION

ссу*

SECRETARIA-DEPARTAMENTO
DISTRITO C. BARRIOS

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СЕНТРО ИНТЕРНАЦИОНАЛ ДЕ АСРИКУЛТУРА ЛИБРИСА



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G2a

September 29, 1972

Dear Jerry:

Many thanks for your note, and for sending the paper on The Agricultural Economics Program of CIAT. We will distribute this to the members of the Consultative Group in the next 10 days or so, and I am sure that it will be helpful for them to have this additional knowledge about CIAT activities.

Sincerely,

Harold Graves

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

Handwritten signature

First Draft - May 20, 1972

Revised - September 25, 1972

MINUTES OF MEETING
ANNUAL MEETING - BOARD OF TRUSTEES - CIAT
May 11 and 12, 1972

The Board of Trustees, CIAT, convened at the Hotel Intercontinental Cali at 8:15 a. m., May 11, 1972, for its annual meeting, Chairman Francisco de Sola presiding.

MEMBERS PRESENT: de Sola, Jorge Ortiz Mendez, Julian Rodriguez Adame, Moises Behar Alcahe, Edgardo Seoane, Philip Sherlock, Lowell S. Hardin, Lewis M. Roberts, Luis Marcano, U.J. Grant.

OTHERS PRESENT: Louis G. Sleeper, AID; Jesus Muñoz Vasquez, BID; H.G. Dion, CIDA; Barry Nestel, IDRC; James M. Fransen, World Bank; John Halpin, Erven Long, Guy Baird, Roger Sandage, AID; Norman Collins, James Himes, Richard Dye, Reed Hertford, Ford Foundation; Manuel Elgueta, IICA; plus various members of the staff of CIAT, including F.C. Byrnes, Ned S. Raun, Eduardo Alvarez-Luna, Per P. Andersen, and Luis M. Gonzalez.

Chairman de Sola introduced and welcomed the observers and visitors. Noting the retirement of Lowell S. Hardin as a Board member, he introduced Norman Collins and welcomed him to the Board as the replacement for Hardin.

After the minutes were approved as read, the Chairman introduced the various members of the Board and called upon Grant for his report.

REPORT OF THE DIRECTOR GENERAL

In his report, Grant included the following highlights: The building program is moving rapidly; all of the field buildings are now in use. Despite the problem soils, land development has progressed and many fields are now in production or research. During 1971, five members left the staff, 10 new ones were added, and since, January 1, 1972, three more, including A. Colin McClung, deputy director general.

Program developments have included a meeting with the Canadians on the swine and cassava programs; the letter to the Technical Advisory Committee

advising them of the proposed program in field beans; appointment of McClung to act as leader in developing a program in agricultural systems as well as to give principal concern to CIAT's outreach activities.

Salary adjustments averaged about 8 percent increase on a peso basis.

Grant has visited all of the donor agencies in recent months, and expressed appreciation to the Ford Foundation and World Bank for helping to establish revised budgeting and accounting procedures. Staff travel has included 31 members to some 19 countries; at the same time, the numbers of visitors to CIAT have increased tremendously.

Limited discussion following the report led to the comment by Hardin that the Internal Revenue Service of the United States has ruled that CIAT is classified as a "public education institution" not as a "foundation," this classification being more favorable for a variety of reasons including relationships with donor agencies.

CIAT OUTREACH PROGRAM

McClung presented the situation paper prepared on the present and projected outreach activities of CIAT and invited comments from those present. Highlights of the discussion follow:

Sherlock: It is important to develop a system for circulating and exchanging ideas among CIAT and various institutions. In engaging in outreach activities, these criteria should be considered: (1) local initiative; (2) local competence in that there are a few people to keep the program indigenous; (3) capability in the sense of potential growth of local support, and (4) infrastructures of institutions at the local level which can produce recruits and use the new information generated. He supported the principle of joint research by making use of programs already existing. To this end, a series of small joint workshops to plan such projects might be in order, and some funding would make a great difference in encouraging this idea.

Behar: Enthused about the possibility of work in Guatemala, he stressed that the local personnel involved must be trained at the highest possible levels so continuation of the program can be assured. Human resources are most important.

de Sola: Developing of a scientific climate is greatly important, as is a concern for human welfare rather than just increased agricultural productivity. A two-way flow of information is needed between CIAT and other institutions.

Roberts: The statement reflects what an international institute is all about; CIAT must continue to be a catalyst, to train people, to help with follow through. The considerable number of already trained people in Latin America frequently are not effective because of isolation, lack of resources, or no stimulation.

Grant: What CIAT has already been able to do with rice and swine programs illustrate the need to have something to offer if you are going to be effective either as a catalyst or a trainer. It is difficult to develop knowledge, skill and motivation in people who lack a farm background.

Rodriguez Adame: It is important to develop and make available improved genetic materials and to provide training opportunities.

Seoane: There is a need to consider with administrators and policy makers how to develop effective agricultural extension programs.

PROGRAM REVIEW COMMITTEE

Marcano summarized the report of the Program Review Committee and invited comments. The highlights follow:

Behar: With respect to the cassava and bean programs, in Latin America we have problems of lack of calories as well as lack of proteins. The first concern always is for calories, but we must think of what people will eat if they do not have access to meat. There are two problems: To satisfy the needs of the population, and to satisfy the economic needs of the country. There is a need for improved working relationships between production and utilization agencies.

Rodriguez Adame: Swine raising is important in Latin America, and although swine do consume corn, this is one of the principal crops of Latin America and perhaps swine provide an outlet for surplus corn. If cassava can replace corn, then more corn will be available for people.

Nestel: There is some work underway in Brazil to study the economics of fortifying cassava flour and also cassava as a dried feed.

Ortiz Mendez: The action of the committee should be continued to provide the Board with further insight on the various programs.

FUTURE PROGRAM REVIEWS

Grant raised the question of the nature and frequency of future program reviews, indicating that such activities had been healthy for CIAT and should be continued, but that the possibilities of numerous reviews could be disruptive of staff time.

Various members of the Board and observers spoke to the point of the value of program reviews for their own operations and speculated on ways by which internal and external reviews of CIAT programs might be most efficiently executed.

Sleeper suggested that if the reviewers were carefully chosen the staff would find the contact with people of breadth and experience stimulating and productive.

Further discussions centered around the frequency of review, relative values of external vs. internal reviews, composition of review groups (donors, users, scientists, educators, etc.). From the standpoint of AID, two issues arose: How might CIAT and AID strengthen the linkages between CIAT and the institutions in Latin America which AID is assisting, and AID's observation that after 30 years of assistance in Latin America there is still a great stagnation in agricultural development. The question: Do we tend to dilute efforts by taking on too much? Do we need greater concentration of efforts?

At this point the Board adjourned for lunch.

COMMODITY PROGRAM REVIEWS

The balance of the afternoon, following lunch, was devoted to presentation of commodity progress reports, the following being presented: Beef, Raun; Swine, Maner; Cassava, Cock; Rice, Jennings, and Corn, Francis.

The meeting adjourned at 5 p.m.

FRIDAY, May 12, 1972

The Board re-convened at 10:15 a. m. following an early morning trip to the CIAT headquarters to inspect the construction site and research program. Opening the meeting, Chairman de Sola complimented the staff on the progress and excellence of work seen that morning. He then called for a continuance of commodity program reports.

Field Beans. Alvarez-Luna reported briefly on the exploratory work undertaken during the past 2 years with various food legumes and the recent decision to concentrate on field beans. He announced that Guillermo Hernandez Bravo, employed to lead the breeding work in field beans, would be on the job by July, 1972. One of the first activities will be a seminar of field bean research workers in Latin America in October or November. This seminar will concentrate on developing an accelerated regional program to improve the yield and quality of field beans.

Grant noted his reservations that a limited scope field bean program will not accomplish a major breakthrough in the lowland tropics of Latin America because of the gravity of the programs to be solved. Roberts indicated that every effort should be made to work with and through the national institutions, many of which already have work in field beans or related legumes.

Sleeper endorsed the field bean program because (1) the need for low cost protein, (2) suitability of the crop for small farmers, and (3) beans have an excellent multiplier effect. He encouraged the idea of developing a regional network with CIAT as one of the cooperating institutions.

Collins acknowledged the importance of beans but said the work must be regarded in the broad issue of CIAT's research strategy, i. e., what we do with one commodity in relation to what we are doing with other commodities.

Roberts' motion that CIAT's proposed program in field beans be carried out without altitude restrictions was approved.

Agricultural Systems. McClung directed attention to the situation paper prepared for discussion at this meeting, and indicated the intention to have a firm program proposal by the end of the year. On the issue of involving professional system analysts in the work, Sleeper said AID's experience would indicate five requirements must be met to assure results: (1) Sizeable money for data and analysis; (2) sizeable numbers of people; (3) a variety of skills, as well as access to professional skills of operational research personnel; (4) heavy inputs for statistical, economical and sociological concerns, and (5) sufficient time earmarked for the work.

At this point, the Board adjourned for lunch.

Reconvening at 2 p.m., the Chairman directed attention to the number of items yet to be covered and requested cooperation in proceeding efficiently.

REVIEW OF CAPITAL BUDGET

Grant presented a narrative summary, accompanied by tables, which analyzed the capital budget situation and indicating the need for \$1,706,106 to complete the construction and equipping of the facilities. The disbursement plan already approved by the ExCom was submitted for review, and the Board adopted a resolution approving "the redistribution of available funds as set forth in the memorandum and tables prepared by CIAT management, thus giving first priority in assigning the still uncommitted funds of the original \$4,775,931 to completion of the construction and payment of the interventoria." Further, the Board authorized the Chairman and Director General of CIAT to seek additional sources of funds to cover the projected deficit of \$1,706.106.

LATIN AMERICANS ON STAFF

The Chairman called attention to the situation paper on the subject of increasing the numbers of Latin Americans on the senior staff and asked the members to send their comments to the Director General by mail, as well as their nominations of possible candidates, bearing in mind that emphasis must be on quality rather than nationality.

PROPOSED DEDICATION PROGRAM

The Chairman called attention to the situation paper on the proposed dedication and inaugural ceremonies and seminar and requested the members to send their comments to the Director General.

GENERAL COMMENTS

At this point, the Chairman opened the meeting for general comments and observation:

Halpin: Will CIAT have the ability to provide the same type of cooperation with other countries as is now being considered in the cooperative program with Guatemala? What can be done to coordinate research activities through Latin America in order to avoid wasting scarce resources?

Ortiz Mendez: ICA has indicated that it will be willing to make available some help to staff the program in Guatemala.

Sleeper: AID is interested in a network of international research centers and has indicated its willingness to provide up to 25 percent of the budget for such centers in the future. We need to help institutions become better problem solvers and to have a greater concern for human problems, for employment, for income distribution, for nutrition and quality of life. Do we have adequate measures of productivity in terms of land, labor, capital, or what?

AID is interested in the economic side of the commodity programs too, and hopes the economic staff can be built up as quickly as the technical staff. Also, it is concerned with issues of concentration. If CIAT can not get into a commodity in sufficient depth, might not some other institution be able to do this better, leaving to CIAT the programs in depth?

Fransen: This meeting has been a good opportunity to learn more about CIAT so as to better reflect CIAT activities before the Consultative Group. For your information, two new international activities are being considered by the Consultative Group: an animal disease center in Kenya and a comprehensive livestock center in tropical Africa. If the latter materializes, some form of

incorporating the former would be sought. The World Bank, separate from its role in the Consultative Group, is particularly interested in CIAT's outreach activities with national institutions.

Long: All of us have been advising CIAT, but CIAT needs opportunity to preach back to its donors. We need to screen AID-supported research projects to determine possibilities of relating these to CIAT activities. We invite CIAT to participate in reviewing and criticizing our projects. We are impressed by the performance of this body (Board of Trustees) and want to expand our own advisory base to include other than North Americans.

Dion: It might be more productive in future meetings to separate the two days of meeting with a day in the field so as to see some of the work first-hand. From time to time, it would be important to focus directly on problems where there are solutions in sight.

At this point, the Chairman thanked the observers for their comments and participation and invited them to return to future meetings of the board. The Board then went into closed session.

In the closed session, the Board took the following actions:

1. Approved the 1972 revised budget in the amount of \$2,850,000.
2. Approved the 1973 budget in the amount of \$3,363,377 for core operations, plus \$100,000 for a rotary supply account, and an estimated \$437,000 in special projects. The core program includes up to \$50,000 to be used for initiating or assisting with cooperative programs in countries outside of Colombia.
3. Re-elected Sir Philip Sherlock to a second term on the Board.
4. Elected the following new Board members: Ing. Agr. Fabian Portilla of Ecuador; Dr. Roberto Meirelles de Miranda of Brazil, and Prof. Howard A. Stepler of Canada.
5. Adopted resolutions of appreciation in recognizing the four years of service each on the Board by Lowell S. Hardin and Rodrigo Uribe Echavarria.

6. Elected Armando Samper and Norman Collins as members of the Executive Committee.
7. Elected Armando Samper as vice-chairman of the Board and of the Executive Committee.
8. Adopted a resolution expressing appreciation to Luis Marcano, Moises Behar and Armando Samper for their work on the Program Review Committee.
9. Adopted a resolution accepting with appreciation the audit by Price Waterhouse and Company.
10. Adopted a resolution to "approve CIAT's engaging in a cooperative program in agricultural research, education and institutional development with Guatemala, subject to the provision of adequate funding and with the understanding that the final memorandum agreement shall be approved by the Chairman of the Board."
11. Re-elected Francis C. Byrnes as secretary-treasurer.
12. Suggested the second week of May for the 1973 annual meeting, subject to determination of possible conflicts with other meetings.
13. Decided to wait until after International Centers' Week to determine the most appropriate course of action with respect to future program reviews, with the action to be taken by the Executive Committee. The present program review committee will continue to serve until replaced.

In response to the Chairman's request for any further comments, the following were noted:

Ortiz Mendez expressed the regrets of the Minister of Agriculture who was unable to attend because of a trip to Brazil. Ortiz Mendez reported that the Minister is extremely pleased with the activities of CIAT and ways the people of CIAT are working within the country.

Collins indicated that the objectives of the field beans program should be clarified.

Seoane said increased attention should be given to ways CIAT should extend itself to and communicate with the national institutions of Latin America.

There being no further business, Chairman de Sola expressed the Board's appreciation for the work of the interpreters, Mrs. Lia Loyd-Clare and Miss Stella Monsalve, and the CIAT support staff for helping to make the meeting so efficient and productive, and declared the meeting adjourned at 5 p.m.

First Draft - May 20, 1972

Revised - September 25, 1972

MINUTES OF MEETING
EXECUTIVE COMMITTEE BOARD OF TRUSTEES CIAT

May 10, 1972

The Executive Committee, Board of Trustees, CIAT, convened at 9.15 a.m., May 20, 1972, at the Hotel Intercontinental Cali, Chairman Francisco de Sola presiding.

Members Present: de Sola, Jorge Ortiz Mendez, Lowell S. Hardin, Lewis M. Roberts, U. J. Grant.

Others Present: F. C. Byrnes, Ned S. Raun, Eduardo Alvarez-Luna, Per P. Andersen, A. Colin McClung and Luis M. Gonzalez, all of CIAT.

The Chairman expressed his regrets at being unable to attend the March meeting, but reported that through the minutes and correspondence he had tried to keep up-to-date on developments.

Minutes of the previous meeting were read, and were approved with a correction reflecting that the revision of the 1972 budget was approved "contingent on the forthcoming review by the joint CIAT-Canadian Advisory Committee."

The chairman expressed his regrets that Hardin would be leaving the board. Hardin reported that Norman Collins was being nominated by the Ford Foundation to replace him on the Board, subject to the concurrence of the Board. The Executive Committee recommended that this action be approved.

Upon review of the proposed agenda, the ExCom accepted Roberts' suggestion that the budget for each commodity be reviewed along with the program for the commodity, and that Eric Wells be invited to discuss the Animal Health program.

REPORT OF THE DIRECTOR GENERAL

Grant reviewed the highlights of the overall report he would make to the Board the following day. This included brief mention of the work of Program Review Committee, the visit of the Technical Advisory Committee representatives, and the meeting of the joint CIAT-Canadian Advisory Committee.

Hardin requested that members of the Board be supplied copies of all evaluative reports made on CIAT.

Roberts called attention to the fact that it appears CIAT is getting near the ceiling of sources of support, and said this emphasized the need to focus on ways to use available money to greatest advantage in achieving the goals of CIAT. This would include how to get a proper balance among and within commodity programs. Referring to the published criteria (Pages 5 and 6, Proposed Program and Budget 1973), he found it difficult to relate the staff and financial input into cassava as compared to that into beans or food legumes.

Grant reviewed the present and projected state of the budget with particular reference to the staffing implications five years into the future. Under the present support base, CIAT will enter into a deficit situation in 1973.

Hardin indicated that with maturity in plans and activities of the Consultative Group, additional funds would become available for international centers and that CIAT will have opportunity to participate or share in these. All of the some eight or nine present and projected centers will present their financial needs during International Centers' Week, Washington, D.C., beginning July 31, 1972. One of the hoped for developments will be two-year commitments of support beginning perhaps by 1974 or 1975.

Other ways of maximizing the impact of CIAT's resources and activities were discussed. Roberts suggested that CIAT work so as to mobilize and get "full mileage" out of the existing institutions and programs in the region. Hardin indicated the possibility of de-emphasizing the outreach for other centers, as built into CIAT, and transferring these activities to national institutions.

REVIEW OF COMMODITY PROGRAMS

Because beef, rice and maize programs were reviewed and approved at the March meeting, the ExCom members indicated that the available time should be used to concentrate on the other commodities. In preparing for the July meetings, Hardin suggested that CIAT provide a grand total of input — core,

special project and other — for each commodity. Also it would be well to add an explanatory preface to the tables indicating how the percentages shown were determined.

Without further discussion, the programs and budget for 1972 and 1973 for beef, rice and maize were approved.

Swine. As a result of the meetings with the Canadians, Raun reported that the staffing in swine was reduced from three to two, and the budget from \$363,000 to \$332,000. Reacting to the comment that there was tremendous interest in many countries in more swine work, the ExCom recommended that this was primarily an outreach function and, as such, should seek its own funding.

Animal Health. At this point, Raun introduced Eric Wells, leader of the Animal Health program, who outlined the ways in which this program had been re-oriented since he joined the staff a few months earlier. He stressed that the program is emphasizing adaptive research in the field, projects normally undertaken in collaboration with national agencies, strict focus on research on those problems significantly limiting production, and the presenting of animal health advice in the same package as that for husbandry and feeding. The present collaborative program with ICA was reviewed and after some discussion as to the distribution of activities between the Llanos and the North Coast areas of Colombia, the ExCom expressed appreciation to Wells and recorded its approval of the program and budget as incorporated in the beef and swine programs.

Cassava. Review of the cassava program and budget triggered a spirited discussion. Alvarez-Luna reported that, as a result of the Advisory Committee review, the 1973 budget was reduced from \$608,000 to \$564,017, primarily through adjustments in the indirect charges. Hardin moved that the 1972 and 1973 budgets be approved with the expectation that CIAT stick with the crop for at least 5 years to determine whether breakthroughs may be possible with this crop. The motion was carried, with Roberts opposing on the basis that he believed it would be desirable to continue the program at a lower budgetary level for at

least another year until more information was available on the world market potential for the crop. It was a matter of strategy and scaling into a major commodity thrust, he said.

Field Beans. Alvarez-Luna reported on progress toward employing people for the field beans program. Grant indicated his belief that CIAT may be undertaking the impossible if it is expected to make a breakthrough on Phaseolus vulgaris at the minimum level of staff and financial input. Taking into account the known problems of bean production at low elevations plus the great need for more plant proteins, Grant indicated his willingness to go ahead and open a bean program at the minimum level of support, with the understanding that it is a regional, limited program, one of the objectives being to see how to get into a more expanded program later.

The proposed programs and budgets for 1972 and 1973 were approved with the understanding that CIAT could work on field beans at any elevation and the suggestion that the presentation text be revised to make clear the scope and focus of the field bean program, as opposed to a food legumes program as presently written.

Agricultural Systems. McClung reported briefly on discussions within and outside of CIAT on this subject, including the recent meeting with the staff of IITA. He indicated that CIAT had identified and earmarked funds to begin exploratory work in this area in 1973, but was not yet in a position to outline specific areas of development. Hardin moved that the ExCom accept the program and budget as presented, with the understanding that CIAT will within a year, or sooner if possible, draft an expanded position paper. Noting his approval, Roberts suggested that the entire narrative in the present program presentation be rewritten to reflect the comments of McClung and the ensuing discussion. The program and budget were approved on this basis.

CIAT OUTREACH PROGRAM

McClung reviewed a paper outlining the present and immediate future outreach activities of CIAT. This paper set forth the desirability of having available small amounts of funds to help national programs initiate or develop cooperative projects. The ExCom approved this action, authorizing CIAT to use up to \$50,000 out of the proposed 1973 budget for such purposes.

CAPITAL BUDGET

Grant reviewed the present situation on the capital budget, indicating that, with funds available or allocated, the additional amounts needed to complete the construction and equip the buildings would total \$1,706,106. Given this situation, he proposed assigning first priority to disbursing of available funds to completion of the construction and payment of architectural and interventoria fees. The ExCom approved this action with the understanding that all of the interventoria fee would be included in the basic allocation.

LATIN AMERICANS ON STAFF

The situation paper prepared by CIAT management on the desirability of increasing the number of Latin Americans on the senior staff along with the attendant problems of recruiting and maintaining effective relationships with national institutions was discussed briefly without specific action.

NATURE OF FUTURE PROGRAM REVIEWS

Grant discussed the issue of how to integrate the growing number of present and proposed program reviews by both internal and external groups. Because the nature of future external reviews has not yet been determined, the ExCom tabled the issue for later action.

AUDITOR'S REPORT

The audit of the CIAT financial records as conducted by Price Waterhouse and Company was briefly reviewed and accepted.

BOARD AND COMMITTEE MEMBERSHIPS

After reviewing its previous actions with respect to prospective new Board members, the ExCom appointed a Nominating Committee to review the proposed nominations for Board membership and to consider nomination of two Board members to the ExCom. Members of the committee were Ortiz-Mendez, Hardin and Roberts. Hardin made a matter of record his concern as to whether, at some future time, the Board might wish to consider whether the "ex officio donor" members should be elected by the Board, or whether (as the present Bylaws provide) serve at the discretion of the donor organization.

There being no further business, the ExCom adjourned at 5:15 p.m.



42a

APARTADO AEREO 67-13
APARTADO NAL. 737
CALI - COLOMBIA
CABLES: CINATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Al

September 22, 1972.

DKK/

Dr. Alan Berg
Deputy Director - Nutrition
Population and Nutrition Projects Dpt.
1818 H Street, N.W.,
Washington D.C. 20433, USA.

Dear Alan:

I am enclosing the copy of the whole project in Candelaria, with some of the results in nutritional status.

We will have a meeting in Bogotá with a National Committee on Nutrition and Food Technology and will try to see the possibilities of a National Project.

Sincerely,

Alberto Pradilla
ALBERTO PRADILLA
Maize Program

:Enclosure

AP/reh

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COMMUNICATIONS SECTION

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:enclosure

UNITED STATES
 FEDERAL BUREAU OF INVESTIGATION
 WASHINGTON, D.C. 20535
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a national project.
 participation and food technology and will try to see the possibilities of
 we will have a meeting in Bogotá with a national committee on
 some of the results in national areas.
 I am enclosing the copy of the whole project in Spanish, with

Dear Juan:

Washington D.C. 20535
 1818 N Street, N.W.
 Population and Nutrition Programs Dept.
 Regular Director - Nutrition
 Dr. Juan Varela

September 23, 1972

CENITCO INTERNACIONAL DE AGRICULTURA TROPICAL



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OUTGOING WIRE

TO: PROFESSOR HOWARD ~~A~~ STEPLER
CINATROP
CALI

DATE: SEPTEMBER 21, 1972

CLASS OF
SERVICE: FULL RATE

ITT

COUNTRY: COLOMBIA

TEXT:
Cable No.:

REFERENCE YOUR LETTER AUGUST 29 SIR JOHN CRAWFORD AND I WOULD BE MOST
GRATEFUL IF YOU COULD MEET WITH US HERE ON ~~SEP~~TEMBER 26

KIND REGARDS

EVANS

INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME L.J.C. Evans
DEPT. Director
Agriculture Projects

SIGNATURE *L.J.C. Evans*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: LJCEvans:lkt

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

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

Checked for Dispatch: *[Signature]*

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-813

September 19, 1972

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

Dear Harold:

This is with further reference to your letter of September 8 inviting us to send comments on our socio-economic programs. You will find enclosed a draft prepared by our agricultural economics staff outlining the type of work which we will be doing on the commodities of interest to CIAT.

We would appreciate any comments that you or other members of the staff might have on this draft.

Sincerely yours,


U. J. Grant
Director General

UJG.caa
encl.

*Saludos! And again our
thanks for the fine
hospitality in Washington!*

RECEIVED

1972 SEP 25 AM 9:21

TO: [Faint text]

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

TC-484-72
Sep. 4, 1972

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

Dear Harold:

No, we did not send the announcement of the 1973 Annual Meeting of our Board of Trustees to the others centers and institutes. We would appreciate your advising them of this in the normal course of your communication with them.

Congratulations in the well-managed International Centers' Week. I can appreciate the many problems such an event generates.

Sincerely,

Francis C. Byrnes, Leader
Training and Communication

FCB:1ml

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International Ag. Research 29 August 1972
 93 Cambridge Road
 Baie d'Urfé
 Quebec

Mr. L. J. C. Evans,
 Director, Agriculture Projects Department,
 International Bank for Reconstruction and Development,
 1818 H Street N.W.
 Washington D.C.
 20433 U.S.

Projects Dept. Correspondence

ANS'D BY

DATE

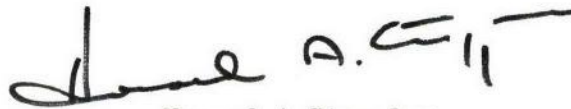
Dear Mr. Evans;

I would be pleased to meet with you and Sir John Crawford in Washington later in September. The most convenient day for me would be the 26th September or if two days are deemed necessary then the 26th and 27th.

I will be at CIAT in Colombia from the 20th to the 23rd of September. I trust that I shall hear from you in sufficient time to make flight arrangements.

Kindest regards,

Yours sincerely,



Howard A. Stepler
 Professor of Agronomy

G2a

August 24, 1972

Dear Frank:

Many thanks for your memorandum concerning the May meetings of your Executive Committee and Board of Trustees.

Have you sent this information to the other centers? If not, would you have any objection to our doing so? Or perhaps you would prefer to make the distribution yourself.

Please let me know.

Sincerely,

Harold Graves
Executive Secretary

Mr. Francis C. Byrnes
Secretary-Treasurer
Centro Internacional de Agricultura
Tropical
Apartado Aereo 67-13
Calif
Colombia

HG
HG:pa



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

G2a

DIR-760

August 22, 1972

Mr. Franz H. Kaps
Assistant to the Executive
Secretary
Consultative Group on International
Agricultural Research
1818 H. Street, N. W.
Washington, D. C. 20433

Dear Mr. Kaps:

When Frank Byrnes returned to Colombia after the International Centers'Week, he called our attention to the tables which you had prepared on financial requirements for 1973 and estimated requirements 1973-1977. We have subsequently received your letter.

While the figures in the tables for CIAT accurately reflect the amounts indicated in our budget document for core and capital fund needs, the amount for core does not contain a projected deficit of \$104,000 in "special projects". Under the current definition of "special projects", we have erred in including our production training programs and conferences and symposia support expenses under special projects. We now understand these should be included in the core. Consequently, the core budget should be increased to \$3,567,000 to include the estimated \$104,000 needed to cover the projected shortfall in funds needed for training and conference activities in 1973. The last column in the table should be increased to \$4,221,000.

In previous years, we have had some shortfalls in training and conference support funds, but specific donors, particularly BID and IDRC have volunteered to assist in covering the deficits in specific activities. As the budgets are now reported, these needs are no longer as readily visible and it would seem best to incorporate them into the core needs. Also, by doing so, we will be consistent with the current understanding of "special projects", as being, by definition, self-financing.

Original to: *Mr Kaps*
Date: *8-26-72* Communications
Section

For 1974 we have adjusted the figure \$62,000 from that shown in your table and we have used this as a base for adjusting subsequent projections through 1977, using the inflation factor of 6%. We are quite conscious of 1973 as a year of major change with some unusual start-up costs and we know that our operating position in subsequent years will be very different. We can only say that each year's experience will have to serve as a guide for revising subsequent projections.

Specifically, the CIAT entries should be modified to the following tables for 1973:

	<u>Core</u>	<u>Capital</u>	<u>Less Earned Income</u>	<u>Net Core & Capital</u>
CIAT	3.567	0.718 ^{a/}	0.064	4.221

	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
CIAT	4.22	4.40	5.90 ^{c/}	5.35	5.58

Sincerely yours,


A. Colin McClung
Deputy Director General

ACM.caa



92a

APARTADO NAL. 107
CALI - COLOMBIA
CABLES: CINATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

141-ACM

Cali, August 8, 1972

Dr. James Fransen
Agricultural Projects Department
International Bank for Reconstruction
& Development
1818 H. Street, N. W.
Washington, D. C.

Dear Jim:

It was a pleasure to visit with you last week and let me say that we appreciate your helpful interest in the CIAT program. I hope that everything went well during the final days of the conference.

I talked briefly with Bob Etheredge about our conversation on his consultancy for the Spanish government. In principal, as you know, CIAT is committed to a course of action which will permit Bob to help out on the Spanish project to the extent compatible with his very important duties here in CIAT. As I said above, I see a certain amount of competition for his time, particularly around mid-1973. Naturally, Bob is concerned about the completion date of his duties here at CIAT and also about his future employment in Spain or elsewhere. CIAT wishes to extend his contract to the extent necessary to see our buildings properly completed.

At this point, I believe that it would be helpful if you would give us informal information on the minimum and maximum needs for Bob's services in Spain between now and October 1, 1973. We would do our best to release Bob to meet the minimum needs of the Spanish project. We think he would be an excellent choice to become a member of the project team over the next several years. Please let us have your estimate of the time Spain will need him and when they will need him full time.

With this information, we will rough out a schedule which will serve as a guide in responding to specific requests arising in Spain.

Best regards.

Sincerely yours,

A. Colin McClung
Deputy Director General

ACM/hhv

cc: Mr. R. Etheredge

Original to: Ague - Proj
Date: 8/12/72
Communications Section

M. J. Fransen
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

G.2a

July 28, 1972

Sir John Crawford
24 Balmain Crescent
Acton, A.C.T. 2601
Canberra
Australia

Dear Sir John,

As a means of helping TAC to carry out its function of keeping the Consultative Group advised about the progress and effectiveness of the existing International Agricultural Research Centers, it was agreed that FAO and the Bank should undertake and forward to TAC appraisals of the programs and budgets of the Centers. The Bank agreed to be responsible for the appraisals of CIAT and CIMMYT, while FAO is responsible for IITA and IRRI.

I enclose herewith a copy of Mr. J.M. Fransen's report to me on CIAT. The Consultative Group Secretariat has already forwarded to you and to members of TAC copies of the CIAT 1973 Proposed Program and Budget and Annual Report.

I hope that TAC will find Mr. Fransen's report to be useful, and we would welcome comments and suggestions as to the form future such appraisals should take.

I am sending simultaneously copies of this letter and of Mr. Fransen's report to all members of TAC and to Peter Oram.

Kindest regards,

Yours sincerely,

L.J.C. Evans

L.J.C. Evans
Director
Agriculture Projects Department

Enclosure

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT ASSOCIATION

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL (CIAT)

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

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

CIAT Objectives

2. CIAT is still a developing Center, searching for and finding focus. Thirty-six young scientists are rapidly developing competence and international reputations and there has been an outstanding improvement in attitude, skill, and morale since this time last year. Perhaps the greatest single problem currently facing the Center is that of how to obtain even sharper focus of Center and program objectives. The CIAT image, in the eyes of some people, is too little on too much. The Director General of CIAT, however, does not consider this a fair assessment and believes that the Center's focus is beef and cassava.

3. It would help to achieve a sharper focus if the budgeting system and staff assignments were changed from the professional group approach to a commodity group approach. The Director General recognizes the importance of this and most staff would support such a change and believe it could contribute to improvement of overall work efficiency. Another change which would help sharpen objectives would be to consider rice and maize not as amongst CIAT's main programs but rather as linkage programs, closely linked to the parent centers for those commodities. As to research on field beans and soybeans, the budget proposed for 1973 and the budget projections for 1974-1977 show a continuing upward trend. I suggest that the program of beans and the allocation of staff and funds to it should not be expanded beyond what is proposed for 1973, pending the proposed review by the Technical Advisory Committee (TAC) of possible locations for main research thrusts on food legumes. For the immediate future, we understand that CIAT management intends to concentrate efforts on identifying and, if possible, finding solutions to the factors responsible for low yields of Phaseolus vulgaris in the tropics.

4. The construction of Center headquarters is scheduled for completion in early 1973 and centralization of facilities should greatly assist some programs, though not the beef program to the same degree. The Director General believes that CIAT's mandate is now becoming clear and that CIAT has full thrust programs with beef and cassava, limited thrust programs with swine and beans, linkage programs with maize and rice, and production systems programs which complement all commodity groups.

The Research Program

Program Review Committee

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

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

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

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

Training

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

Outreach

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

The Proposed 1973 Budget

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

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

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

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

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

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

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

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

JMFransen:ma
IBRD

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

July 28, 1972

TRANSLATION

11 February 1972

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

Mr. Chairman,

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

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

Beef Cattle
Swine
Maize
Rice
Food Legumes
Cassava
Production Systems

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

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

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

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

BEEF CATTLE PROGRAM

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

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

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

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

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

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

SWINE

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

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

MAIZE

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

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

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

RICE

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

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

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

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

FOOD LEGUMES

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

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

CASSAVA

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

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

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

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

PRODUCTION SYSTEMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BUDGET

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

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

FUTURE COMMITTEE MEETINGS

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

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

APPRECIATION

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

Moises Behar

Luis Marcano

Armando Samper



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

PRELIMINARY PROSPECTUS

July 28, 1972

TITLE - SEMINAR ON IMPROVEMENT OF FIELD BEANS AND OTHER
FOOD LEGUMES IN LATIN AMERICA

DATE - February 26 - 28, March 1

LOCATION - Cali, Colombia

PLACE - Hotel Intercontinental - Gran Salon, Cali

PARTICIPANTS - Sixty representatives of disciplines, countries, areas
and governmental and private institutions interested in
improvement of production, marketing, and acceptance
of food legumes with particular emphasis on Phaseolus
vulgaris. Plus such others who are able to participate
on bases of own financing.

Total attendance expected: 150

PURPOSE:

1. TO CONSIDER
 - a) The state of food legume production and research in Latin America.
 - b) The roles and research coordination of the various agencies, in improving the production, marketing and acceptance of food legumes in Latin America.
2. TO IDENTIFY
 - a) Priorities in research, training, production and distribution activities.
 - b) Specific responsibilities of the international agencies related to the efforts and needs of national and regional programs.
 - c) Means of financing and supporting specific projects.

3. TO MOBILIZE AND STIMULATE - A network of institutions and individuals in Latin America for cooperative efforts and exchange of materials.

PROGRAM:

- A. PRODUCTION
 1. Genetic identification
 2. Seed production
 3. Agronomic practices and plant protection
 4. Production systems
- B. PHYSICAL ASPECTS OF MARKETING
 1. Transport
 2. Storage
- C. CONSUMPTION AND DEMAND
 1. Food value
 2. Preferences and availability
 3. Demand and prices
- D. INSTITUTIONAL POLICIES AND ACTIVITIES
 1. Financing and support
 2. Rural associations
 3. Research and training
 4. Coordination
- E. ACTION STRATEGY

DEVELOPMENT PROCEDURES:

- I. Meeting of Steering Committee, June 16-17, 1972

Participants:

Dr. Silvio Hugo Orozco	Coordinator, Food and Oil Crops - ICA - Colombia
Ing. Agr. Heliodoro Miranda	Assoc. Geneticist - IICA - Guatemala
Dr. S. Litzemberger	Agronomy Research Specialist - AID - U.S.A.
Dr. Antonio Pinchinat	Geneticist - IICA - Costa Rica
Dr. Clibas Vieira	Breeder and Pathologist, UREMG - Brazil

Dr. Eduardo Casas	Computing Center, Colegio de Postgraduados, Chapingo, Mexico
Dr. D. Green	Iowa State University - U.S.A.
Dr. E. Alvarez-Luna	Director, Plant Sciences - CIAT
Dr. F. C. Byrnes	Leader, Training and Communication-CIAT
Mr. K. Buhr	Visiting Scientist, Food Legumes-CIAT
Dr. J. Doll	Weed Control Specialist-CIAT
Dr. G. Galvez	Leader, Plant Protection-CIAT
Dr. G. Hernandez-Bravo	Coordinator, Bean Improvement-CIAT
Dr. A. Villacorta	Entomologist-CIAT
Dr. P. Graham	Soil Microbiologist-CIAT
Dr. F. Fernandez	Coordinator, Plant Sciences Training-CIAT
Dr. P. Pinstруп-Andersen	Leader, Agricultural Economics-CIAT
Dr. F. Monge	Librarian-CIAT
Mr. D. Evans	Assoc. Administrator, Conferences and Symposia-CIAT

- II. Questionnaire to select scientists to establish extent of cultivation, consumption, problems, interests, support, etc., being prepared by Dr. P. Pinstруп-Andersen, with the cooperation of Dr. A. Pinchinat of IICA.
- III. About 30 specialists will be requested to deliver presentations summing up knowledge accumulated in their respective disciplines.

Various techniques such as speaker-discussants-open forum, speakers-panel-open forum, speakers-small group discussions, etc., will be used in accordance with subjects to be covered.

TENTATIVE BUDGET

Travel - 60 persons x \$300.00	\$ 18.000.00
Per Diem - 60 persons x 5 x \$25.00	7.500.00
Expenses of steering committee meetings	2.000.00
Contingencies to cover partial funding of Latin American participants	6.500.00
Reception and Dinner	3.300.00

Extra Local Expenses

Transportation	300.00
Communication	300.00
Clerical	700.00
Printing/Reproduction/Photography	5.000.00
Translation of manuscript	500.00
Simultaneous interpretation	<u>900.00</u>
	\$ 45.000.00



G2a

APARTADO AEREO 67-13

CABLES: CINATROP

CALI - COLOMBIA

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

MEMORANDUM

TC-432-72

TO: Members of Board of Trustees, CIAT, and Observers

SUBJECT: Dates of Annual Meeting, 1973

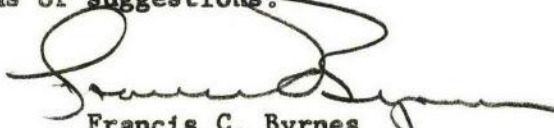
DATE: July 27, 1972

Gentlemen:

Chairman Francisco de Sola and Dr. Grant have asked me to advise you that the following dates have been set for the 1973 Annual Meeting of the Board of Trustees, CIAT:

- | | |
|-------------------|---|
| Monday, May 14 | Meeting of Executive Committee |
| Tuesday, May 15 | Tour of experimental and developmental projects of CIAT on CIAT farm and in Cauca Valley in cooperation with other agencies in Colombia. This is for all board members and observers. |
| Wednesday, May 16 | Business meeting of Board, with observers present, except for possible closed session late in day. |

The meetings will be held in the Hotel Intercontinental, Cali. Please let us know if you have any questions or suggestions.

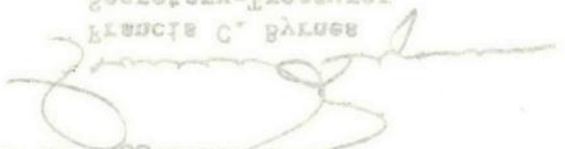

Francis C. Byrnes
Secretary-Treasurer

cee.

1972 AUG 04 PM 8:50 AM 1972

COMMUNICATIONS SECTION

SECRETARY-TREASURER
FINANCE C. B. ALLEN



For the month of July you have had discussions on the following:

- Monday, July 10 - Board meeting of Finance C. B. Allen
- Tuesday, July 11 - Board meeting of Finance C. B. Allen
- Wednesday, July 12 - Board meeting of Finance C. B. Allen
- Thursday, July 13 - Board meeting of Finance C. B. Allen
- Friday, July 14 - Board meeting of Finance C. B. Allen

The Board of Finance C. B. Allen has the following dates held for the 1972 Annual Meeting of the Board of Finance C. B. Allen and the Board of Finance C. B. Allen.

Enclosed:

- DATE: July 31, 1972
- SUBJECT: Dates of Annual Meeting, 1972
- TO: Members of Board of Finance C. B. Allen and Secretary

IC-235-15

MEMORANDUM



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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

Consultative Group on International
Agricultural Research
INTERNATIONAL FINANCE
CORPORATION

92a

OUTGOING WIRE

TO: U. J. GRANT
CINATROP
CALI, COLOMBIA

DATE: July 12, 1972

CLASS OF
SERVICE: LT



COUNTRY:

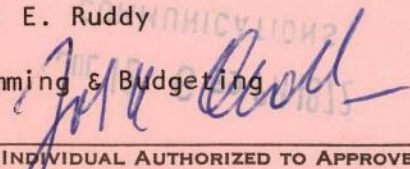
TEXT:
Cable No.:

GRAVES AND HARDEN HAVE RULED OUT MEETING OF BUSINESS PERSONNEL DURING
CENTER WEEK STOP FORMAL REPORT ON VISIT TO CIAT WILL GO OUT MONDAY

BEST WISHES
RUDDY
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

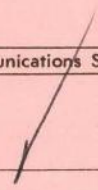
NAME Michael E. Ruddy
DEPT. Programming & Budgeting
SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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

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Checked for Dispatch: 

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JUL 12 6 59 PM 1972
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INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

Consultative Group on International
Agricultural Research

TO: GRANT
CINATROP
CALI

DATE: JULY 7, 1972

92a

CLASS OF
SERVICE: FULL RATE

COUNTRY: COLOMBIA

TEXT:
Cable No.:

AT REQUEST OF NETHERLANDS EMBASSY HERE PLEASE FORWARD FOUR
ADDITIONAL COPIES OF CIAT'S 1973 BUDGET TO MR. LOOYEN, DIRECTOR
FOR FOREIGN FINANCIAL RELATIONS, MINISTRY OF FINANCE, THE HAGUE,
NETHERLANDS. REGARDS

~~FRANZ~~ KAPS

NOT TO BE TRANSMITTED

AUTHORIZED BY: Franz Kaps
NAME
DEPT. Development Services
SIGNATURE *Franz Kaps*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)
REFERENCE: FK:sjc
ORIGINAL (File Copy)
(IMPORTANT: See Secretaries Guide for preparing form)

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COMMUNICATIONS

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July 6, 1972

Dear Frank,

Thank you for your memorandum of June 23 and the attached Proposed Program and Budget of CIAT for 1973. It got to us in only six days, so I presume that the other addressees also will have it in good time. I'm looking forward to seeing you at Centers Week.

Sincerely yours,

Harold Graves

Frank
Dr. Francis C. Byrnes
Secretary-Treasurer
Centro Internacional de Agricultura Tropical
Apartado Aereo 67-13
Cali
Colombia
707 10 38 11/17/75

Солженицын
СЭИИ
Университет Восточной Азии
Секретариат Института Востоковедения
Басель-Левый
Д-р Франсис С. Райс

JUL 7 10 08 AM 1972

Handwritten signature

Искренне,
Франсис Райс

С уважением,
Франсис Райс

Thank you for meeting you at Central Bank.
addressed also will have it in good time. I'm looking
for to be in only six days' so I presume that the other
addressed proposed program and budget of CIAI for 1973. If
Thank you for your memorandum of June 23 and the
Dear Frank,

July 6, 1972

Handwritten initials
Agricultural Research
Consultative Group on International

Consultative Group on International
Agricultural Research

G2a

July 6, 1972

Dear Jerry:

I was in The Hague last week for the purpose of finding out something about Dutch procedures for allocating funds to the international agricultural research centers. The question arose of what the needs of the centers would be in 1973, and I had an opportunity to say that CIAT would continue to need Dutch assistance. While no commitment was made, I would think it quite certain that Dutch support will continue in 1973.

We have not heard who the Dutch representative will be at International Centers Week, but will send you this name as soon as we get it.

Sincerely yours,

Harold Graves

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

cc: Dr. John A. Pino
Director
The Rockefeller Foundation
111 West 50th Street
New York, N.Y. 10020

Handwritten initials
HG:ci

Consultative Group on International
Agricultural Research

G2a

June 30, 1972

Mr. Bernard Freymond
Second Secretary
Embassy of Switzerland
2900 Cathedral Avenue, N. W.
Washington, D. C. 20008

Dear Mr. Freymond:

Following our telephone conversation of today,
I am herewith enclosing a copy of CIAT's Annual Re-
port.

Sincerely yours,

Franz H. Kaps
Assistant to the Executive Secretary

FHK:mcj

FK

Enclosure



REGISTERED
MAIL NUMBER 7

C2
APARTADO AEREO 67-13
CABLES: CINATROP
CALI - COLOMBIA

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Mr. Kenneth I. B. D.

cc: G2
G2

MEMORANDUM

June 23, 1972

TO: Participants, International Center's Week, 1972
SUBJECT: Documents for Review and Discussion

Gentlemen:

Enclosed for your review and comment in connection with International Centers' Week, July 31 to August 4, 1972, are the following documents relating to the program, activities and budget of this organization:

Annual Report for 1971

Proposed Program and Budget for 1973

If you have questions or comments, we would be pleased to receive them at your earliest convenience.

We would appreciate it greatly if you can bring your copy of these documents with you to the meetings at Washington, D. C. The supply of additional copies will be limited as it is difficult to estimate the number of persons who may actually attend the International Centers' Week sessions.

Dr. Grant, our director general, and I are looking forward to the opportunity to discuss our program and financial needs with you next month.

Sincerely,

Francis C. Byrnes
Secretary-Treasurer

cc: Dr. U. J. Grant
Mr. H. Graves
FCB/ovd.

Original to: Mr. Bennett
Date: 6-28-72 Communications Section

Consultative Group on International
Agricultural Research

920
cc: D9

June 22, 1972

Dear Jocko:

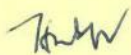
I am much obliged to you for your letter of June 12 concerning CIAT. I am still concerned that Jerry Grant is going to have to present his capital budget to the Consultative Group as a completion item, since it was felt last year that the Group would want to consider only new items; but perhaps we can figure out what to do about this as the time approaches.

Sincerely yours,

Harold Graves

Dr. Lewis M. Roberts
Associate Director
Agricultural Sciences
The Rockefeller Foundation
111 West 50th Street
New York
New York 10020

HG:ap



cc: Mr. Kaps
Mr. Franssen

Consultative Group on International
Agricultural Research

G2a
cc: D20

June 21, 1972

Mr. Peter Saladin
First Secretary
Embassy of Switzerland
2900 Cathedral Avenue, N. W.
Washington, D. C. 20008

Dear Mr. Saladin:

Attached for your information is CIAT's Annual Report
for 1971.

Sincerely yours,

Franz H. Kaps
Assistant to the Executive Secretary

Enclosure

FHK:mcj

FY

92a
cc: D20

June 21, 1972

Dear Mr. Saladin:

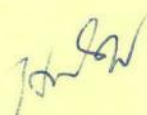
In connection with the possibility of a grant from the Government of Switzerland to the Centro Internacional de Agricultura Tropical, I thought your authorities might be interested in the attached exchange of correspondence. These letters concern the grant by the Netherlands Government to CIAT. As you will see, the whole matter was handled in a very informal manner.

Sincerely yours,

Harold Graves
Executive Secretary

Enclosures

Mr. Peter Saladin
Embassy of Switzerland
2900 Cathedral Avenue
Washington, D. C. 20008



HG:ap

AMBASSADE VAN HET KONINKRIJK DER NEDERLANDEN

EMBAJADA REAL
DE LOS
PAISES BAJOSNo. 3005Bogotá, August 16, 1971

Dear Mr. Grant:

With reference to my letter No. 1545 dated May 5, 1971, I take pleasure in informing you that the Netherlands Government decided to financially support the Centro Internacional de Agricultura Tropical in the form of two donations of US\$125.000 each in 1971 and in 1972 respectively. Whereas the 1971 donation is available immediately, the 1972 grant is still subject to parliamentary approval and will therefore not be available before the termination of discussions in the Netherlands Parliament on the 1972 fiscal year budget which are to start in late September.

These donations should be regarded as a manifestation of the Netherlands Government's desire to contribute to the international efforts aiming at an improvement of agricultural production in development countries. With the same aim in mind the Netherlands Government decided to adhere to the Consultative Group for International Agricultural Research founded in the beginning of this year in Washington, which group is directed jointly by the World Bank, FAO and UNDP.

I would appreciate it if you would let me know in which way the 1971 donation may be transferred to CIAT. For your information may serve that it is not considered necessary that the Board of Trustees of that institution presents a formal request to the Netherlands Government.

The Ministry for Development Cooperation in The Hague would like to have some documentation material (folders, brochures, etc.) on CIAT in order to give some publicity in our country to the donations and the CIAT itself. Kindly send me the material which I will then forward to the Hague.

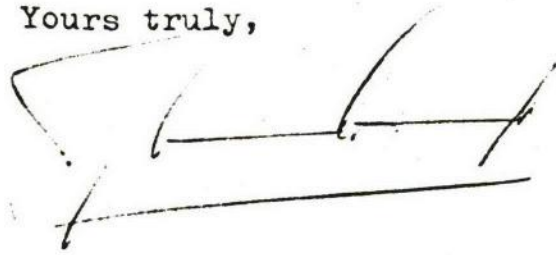
Mr. U.J. Grant
Director Centro Internacional de Agricultura

..//..

I have informed the National Planning Department of Colombia of the intended donations of the Netherlands Government to CIAT according today's letter No.3076 of which I enclose a copy.

./.
Awaiting your instructions as to the transfer of the 1971 donation and the requested material I remain,

Yours truly,



J. VAREKAMP
Ambassador of the Netherlands

3076

Bogotá, agosto 16 de 1971

Dr. P. Arenas

Muy estimado Dr. Arenas:

Tengo el placer de informarle que el Gobierno de los Países Bajos ha decidido prestar una asistencia financiera al Centro Internacional de Agricultura Tropical de Palmira en forma de dos donaciones en 1971 y 1972 respectivamente de US\$125.000 cada una.

Estas donaciones que serán puestas a la disposición de dicho Centro, no afectan en ninguna forma los fondos conocidos de asistencia técnica o financiera dentro del marco de la cooperación colombo-holandesa, sino deben considerarse como una manifestación de la voluntad de nuestro Gobierno de contribuir a los esfuerzos internacionales que tienen por objeto aumentar la producción agrícola en países en vía de desarrollo. Con el mismo motivo el Gobierno de los Países Bajos decidió adherirse al Grupo de Consulta para la Investigación Agrícola Internacional fundado en Washington a principios de este año que está auspiciado por el Banco Mundial, FAO y PNUD.

Mientras la donación para 1971 está inmediatamente a la disposición del CIAT, la donación para 1972 está todavía sujeta a la aprobación parlamentaria. Discusiones sobre el presupuesto nacional para 1972 comenzarán en La Haya a fines de septiembre.

El Director General del CIAT ha sido informado por mí sobre las donaciones.

Sin otro particular, quedo de usted muy atentamente,

Señor Doctor
ROBERTO ARENAS BONILLA

Caro Dr.

J. Villalón

1545

Bogotá, mayo 5 de 1971

Estimado Dr. Grant:

7 Durante la conversación que tuvimos en el mes de febrero último usted me informó que tenía la intención de discutir con el PNUD en Nueva York en un próximo futuro las posibilidades de realizar un proyecto para el cultivo de yuca en Colombia, el cual programa contaría también con la cooperación del Instituto Colombiano Agropecuario ICA.

En vista del eventual interés de los Países Bajos en participar con asistencia técnica en un tal programa, le agradecería mucho se sirva informarme ampliamente en relación al punto de vista tomado por el PNUD sobre ese proyecto.

En relación con su solicitud de investigar que clase de expertos del cultivo de yuca (producción, mecanización, mejoramiento, enfermedades etc) los Países Bajos podrían eventualmente contribuir al programa, le puedo comunicar que eso todavía está siendo objeto de averiguaciones de parte del Centro Internacional Agropecuario IAC en Wageningen (Países Bajos).

Además tengo el agrado de informarle que el ingeniero G. G. Bolhuis, experto en el ramo del mencionado cultivo, estaría dispuesto a viajar a Colombia para una visita de orientación técnica y para conversaciones con usted y los directivos del ICA para determinar en que sentido los Países Bajos podrían eventualmente ayudar en el programa. Tal visita podría efectuarse en la segunda quincena del presente mes de mayo, o, en el caso de que eso sea más oportuno, en la segunda quincena de junio o en una fecha posterior.

Señor Doctor
ULYSSES GRANT
CIAT
Apartado aéreo 6713
CALI

.. / ..

Sin embargo, condición indispensable para la venida del ingeniero Bolhuis sería que la preparación del programa esté actualmente en una fase suficientemente adelantada para justificar la visita del experto.

En vista del poco tiempo que queda antes de la segunda quincena de mayo o aún de junio, le pido el favor de contestar la presente a la mayor brevedad previa aprobación del Departamento Nacional de Planeación de la visita del ingeniero Bolhuis si es del caso.

Durante nuestra conversación en febrero usted también mencionó que según llegó a su conocimiento se aludió recientemente a un interés que existiría en La Haya de contribuir directamente al CIAT.

Habiendo hecho las informaciones del caso, me enteré que se trata probablemente de la disponibilidad de nuestro gobierno de contribuir en 1971 la suma de Florines 1.260.000,- (o sea US\$350.000,-) hacia la explotación y las actividades de cuatro institutos internacionales de investigación agrícola en países en vía de desarrollo o sea.

el International Maize and Wheat Center (CIMMYT) en México,

el International Institute of Tropical Agriculture (IITA) en Nigeria,

el International Rice Research Centre (IRRI) en las Filipinas

y el International Center of Tropical Agriculture (CIAT) en Colombia.

(Por lo que se refiere a la eventual contribución al CIAT se ha explícitamente afirmado que esa asignación estará disponible fuera de los conocidos fondos de asistencia técnica y financiera de nuestro país a Colombia)

Me informan que la asignación de los US\$350.000,- es el resultado de la solicitud que hicieron al respecto la Ford Foundation y la Rockefeller Foundation a un número de países, entre otros los Países Bajos, tendiendo a que participen en la labor que los institutos mencionados están cumpliendo. Fuera de la asignación ya definitiva de los US\$350.000,- para el año en curso, se propone continuar a contribuir a los cuatro institutos con la suma de aproximadamente Florines 900.000 (o sea aproximadamente US\$250.000) anualmente. La clave para la distribución de la mencionada suma sobre los institutos citados todavía forma objeto de consultas.

Lo anteriormente mencionado no tiene relación alguna con los eventuales propósitos del NOVIB respecto a su instituto (cofinanciación de proyectos a ejecutar por organizaciones particulares no-comerciales).

Mucho le agradecería de antemano la contestación de la primera parte de la presente carta y en espera de sus noticias me valgo de la oportunidad para saludarlo muy atentamente,

J. VAREKAMP
Embajador de los Países Bajos

c.c. Planeación (2)
CIAT (1)

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL (CIAT)

Recommended Capital Budget Revision (May 1972)

Table II

<u>Budget Item</u>	<u>R. F.</u>	<u>W.K.K.F.</u>	<u>Other</u>	<u>Total Revised Budget</u>	<u>To be Identified</u>	<u>Total Cost Est. (May, 1972)</u>
A. Site Development	258,432	-	-	258,432	-	258,432
B. Utilities	554,217	90,000	-	644,217	-	644,217
C. Landscaping	30,668	5,000	-	35,668	-	35,668
D. Buildings	527,953	926,922	750,000	2,204,875	-	2,204,875
E & F. Equipment, Furniture and Int. Decoration	1,300,378	234,626	108,837	1,643,841	718,455	2,362,296
G. Contingencies	226,871	-	-	226,871	-	226,871
G' Shipping	-	30,000	-	30,000	-	30,000
H. Architects	135,880	75,000	-	210,880	-	210,880
I. Interventoria	205,017	32,062	-	237,079	-	237,079
J. Consultants	31,168	2,900	-	34,068	-	34,068
TOTAL	3,270,584	1,396,510	858,837	5,525,931	718,455	6,244,386
<u>Funds Available</u>						
Enabling funds	258,543					
RF Grant 69017 and W.K.K.F. Grant	2,500,000	1,157,715				6,244,386
RF Grant 71067	500,000					5,525,931
The Kresge Foundation			750,000			
Interest earned 1969	7,446	1,641				
1970	4,595	82,209				
1971		51,933				
Operating funds used for capital 1969-1971 and other		103,012	108,837			
TOTAL				5,525,931		

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 M.

(10/2/72)

Total Cost Estimate
 Funds Available

Additional Capital Requirement.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL (CIAT)
 Total Cost, Original Budget and Funds Spent (May, 1972)

<u>Table III</u> <u>Budget Item</u>	<u>Total Cost</u> Est. May. (1972)	<u>Original Budget</u>		<u>R.E. Funds</u> Allocated & spent Al. #		<u>W.K.K.F.</u> Funds Spent
		R. F.	WKKF			
A. Site Development	258,432	184,000	-	#1 109,000 #15 20,000 #2 25,000 <u>154,000</u>	-	
B. Utilities	644,217	527,000	90,000	#6 72,000	45,411	
C. Landscaping	35,668	10,000	5,000	#1 10,000	273	
D. Buildings	2,204,875	777,953	750,189	#6 155,222 #13 162,020 #14 <u>220,233</u> 537,480	325,000	
E. & F. Equipment, Furniture & Interior Decoration	2,362,296	1,053,440	234,626	#3 67,480 #8 17,500 #9 56,033 #10 80,000 #11 <u>30,000</u> 251,063	214,911	
G. Shipping & Contingencies	494,522	50,000	-	-	-	
H. Architects	210,880	130,000	75,000	#4 122,187	75,000	
I. Interventoria	237,079	-	-	-	62,062	
J. Consultants	<u>34,068</u>	<u>25,000</u>	<u>2,900</u>	#4 40,000	<u>2,900</u>	
TOTAL	6,482,037	2,757,393	1,157,715	1,186,730	725,557	
		GRAND TOTAL	3,915,08			

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL (CIAT)
Cash Flow Requirements

5-16 2

Table IV

	Original Budget (Dec.70)	Est. Totl. Cost (May/72)	Funds Available (May/72)	Addits. Req. (May/72)	Expected Rate of Dispersement of Add. Req.			
					2nd Quart 1972	3rd Quart 1972	4th Quart 1972	1st Quar 1973
<u>Capital Requirements</u>								
Site Development	184,000	258,432	258,432	-	-	-	-	-
Utilities	617,000	644,217	644,217	-	-	-	-	-
Landscaping	15,000	35,668	15,000	20,668	-	-	10,000	10,668
Buildings	1,528,142	2,204,875	2,204,875	-	-	-	-	-
Sta. Operations	(150,222)	(187,713)	(187,713)	-	-	-	-	-
Field Buildings	(267,250)	(402,761)	(402,761)	-	-	-	-	-
Main Center	(1,110,670)	(1,614,401)	(1,614,401)	-	-	-	-	-
Equip, Fur, & Int. Dec.	1,288,066	2,362,296	1,102,548	1,259,748	250,000	350,017	400,000	259,731
Ship. & Contigencies	50,000	494,522	75,000	419,522	-	100,000	250,000	69,522
Architects	205,000	210,880	210,880	-	-	-	-	-
Interventoria	-	237,079	237,079	-	-	-	-	-
Consultants	27,900	34,068	27,900	6,168	-	6,168	-	-
TOTAL	3,915,108	6,482,037	4,775,931	1,706,106	250,000	456,185	660,000	339,921
<u>Funds Available</u>								
Rockefeller Foundation		3,270,584						
W.K. Kellogg Foundation		1,396,510						
Other		108,837						
TOTAL		4,775,931						
Additional Requirements		1,706,106						
TOTAL COST		6,482,037						

CENTRO INTERNACIONAL DE AGRICULTURA TROPICALSummary Table

ble V

	Budget (May/72)	Spent (May/72)	% Com- p'td.	Est. Total Cost (May/72)	Expected Variance	Recommended Allocation of Total funds to be spent by quarters			
						2nd. Qtr. 1972	3rd Qtr. 1972	4th Qtrs. 1972	1st. Qtr. 1973
<u>Capital Requirements</u>									
Development	258,432	154,000	50	258,432	-	50,000	40,000	14,432	-
Utilities	644,217	117,411	30	644,217	-	272,589	172,000	82,217	-
Landscaping	15,000	5,273	20	35,668	20,668	-	-	15,000	15,395
Buildings	2,204,875	862,480		2,204,875	-	500,000	400,000	442,395	-
Sta. Operations	(187,713)	(187,713)	100	(187,713)	-	-	-	-	-
Field Buildings	(402,761)	(162,020)	75	(402,761)	-	-	-	-	-
Main Center	(1,614,401)	(512,747)	30	(1,614,401)	-	-	-	-	-
Equip. Furn. & Int. Dec.	1,102,548	857,582	30	2,362,296	1,259,748	500,000	325,268	419,715	259,731
Equip. & Contingencies	75,000	-		494,522	419,522	-	125,000	250,000	119,522
Architects	210,880	205,000	90	210,880	-	5,880	-	-	-
Interventoria	237,079	62,062	40	237,079	-	75,000	-	50,000	50,017
Consultants	<u>27,900</u>	<u>27,900</u>	80	<u>34,068</u>	<u>6,168</u>	<u>-</u>	<u>6,168</u>	<u>-</u>	<u>-</u>
TOTAL	4,775,931	2,291,708		6,482,037	1,706,106	1,403,469	1,068,436	1,273,759	444,665
<u>Funds Available</u>									
Rockefeller Foundations		3,270,584							
W.K. Kellogg Foundation		1,396,510							
Other		<u>108,837</u>							
TOTAL		4,775,931							
Additional Requirements		<u>1,706,106</u>							
TOTAL COST		<u>6,482,037</u>							
		=====							



Consultative Group on International
Agricultural Research

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-584

June 13, 1972

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

Dear Harold:

Thank you for sending me information dated June 2 on the IDB. Al Wolf certainly has tried every way to help the International centers but apparently the internal situation in the IDB prevents direct support. It would seem that perhaps the IDB system needs to be modernized.

I appreciate your keeping us informed.

Best regards.

Sincerely yours,


U. J. Grant
Director General

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COMMUNICATIONS SECTION

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Director General
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The Rockefeller Foundation

111 WEST 50th STREET, NEW YORK, N. Y. 10020

AGRICULTURAL SCIENCES

CABLE: ROCKFOUND, NEW YORK
TELEPHONE: COLUMBUS 5-8100

June 12, 1972

Dear Harold:

John is at home sick today, so I will try to answer the questions in your letter that came this morning.

As far as I have been able to determine, there were no written agreements between the Rockefeller Foundation and the Ford Foundation or between the Rockefeller Foundation and the Kellogg Foundation with respect to their providing capital development funds for CIMMYT, CIAT and IITA. As you are aware, the Ford Foundation provided the capital funds for IRRI. As the plans for the development of CIMMYT, CIAT and IITA took shape in the late 60's, the top officers of the Ford and Rockefeller Foundations came to a verbal understanding that the RF would take the responsibility of providing or helping to raise the funds needed for the initial phases of development of CIMMYT and CIAT, and that the Ford Foundation would do the same for IITA. A bit later the Kellogg Foundation decided that it would provide funds for operations and capital development of CIAT. In 1969 the Kellogg Foundation made a grant of \$1,157,715 for CIAT's capital development. In addition, the Kellogg Foundation has provided annual support for operations since CIAT began.

The Rockefeller Foundation has provided a total of \$3,258,543 for CIAT's capital development, as you will note from the attached summary sheet. This summary is right up to date, and was made last week after telephone conversations with Dr. Grant and after the Kresge Foundation made its recent grant to CIAT for development purposes. You will note from this summary sheet that CIAT still needs approximately \$700,000 to complete its equipment requirements. In my conversations with Jerry last week he stated that he plans to present this need to the Consultative Group at its meeting the first week in August. He will undoubtedly soon be sending you a copy of this summary sheet

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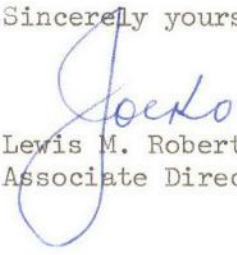
FEDERAL BUREAU OF INVESTIGATION
U.S. DEPARTMENT OF JUSTICE

June 12, 1972

and a narrative to justify his presentation of a request for this amount for equipment to the Consultative Group.

It was good to see you here last week. I hope you will drop by to see us whenever you are in New York and have the time.

Sincerely yours,



Lewis M. Roberts
Associate Director

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

Enclosure

LMR:cs

CC: Dr. U. J. Grant
Dr. Russell Mawby
Dr. Norman Collins

P.S. On February 18, 1969, the Executive Committee of CIAT agreed that \$3.5 million would be required to build and equip the headquarters facilities at Palmira, in addition to an earlier enabling grant from the Rockefeller Foundation of \$250,000. Of the \$3.5 million estimated to be required, the Kellogg Foundation expressed willingness to provide approximately \$1 million. The Chairman of the CIAT Board then wrote to the Rockefeller Foundation requesting \$2.5 million for the headquarters facilities plus \$500,000 for equipment of the Turipana station of ICA on the north coast. The Rockefeller Foundation appropriated these funds in April, 1969, and provided an additional \$500,000 last year.

June 6, 1972

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL (CIAT)
Recommended Capital Budget Revision (May 1972)

<u>Budget Item</u>	<u>R.F.</u>	<u>W.K.K.F.</u>	<u>Other</u>	<u>Total Revised Budget</u>	<u>To be Identified</u>	<u>Total Cost Est. (May, 1972)</u>
A. Site Development	258,432	-	-	258,432	-	258,432
B. Utilities	554,217	90,000	-	644,217	-	644,217
C. Landscaping	30,668	5,000	-	35,668	-	35,668
D. Buildings	527,953	926,922	750,000*	2,204,875	-	2,204,875
E&F Equipment, Furniture and Int. Decoration	1,288,337	234,626	120,878	1,643,841	718,455	2,362,296
G. Contingencies	226,871	-	-	226,871	-	226,871
G.1 Shipping	-	30,000	-	30,000	-	30,000
H. Architects	135,880	75,000	-	210,880	-	210,880
I. Interventoria	205,017	32,062	-	237,079	-	237,079
J. Consultants	<u>31,168</u>	<u>2,900</u>	<u>-</u>	<u>34,068</u>	<u>-</u>	<u>34,068</u>
TOTAL	3,258,543	1,396,510	870,878	5,525,931	718,455	6,244,386
<u>Funds Available</u>						
Enabling funds	258,543					
RF Grant 69017	2,500,000					
W.K.K.F. Grant		1,157,715				
RF Grant 71067	500,000					
K. Sage Foundation grant*			750,000*			
Operating funds used for capital 1969-71 and Other, including interest on RF and W.K.K.F. grants 1969-71		238,795	120,878			
TOTAL				<u>5,525,931</u>		
						Total Cost Estimate 6,244,386
						Funds Available <u>5,525,931</u>
						Additional Capital Req. <u>718,455</u>



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-575

June 12, 1972

Dr. James M. Fransen
Senior Research Officer
Agriculture Projects Department
World Bank
1818 H. Street N. W.
Washington, D. C. 20433

Dear Jim:

Thank you for your letter of 5 June concerning our capital budget and other matters. We have been assured a grant of \$750,000 from the Kresge Foundation which I have been told is payable as soon as the requested documentation is in their hands. This was sent on May 29.

I have given Harold Graves considerable information over the phone and have sent him a letter explaining the situation (copy enclosed). Anything you can do to help us find additional funds will be most appreciated. I hope it will be possible for you to continue giving personal attention to CIAT.

Sincerely yours,


U. J. Grant
Director General

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Original to: *Agrie Proj*
Date: *6/16/72* Communications
Section

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OFFICE OF THE ATTORNEY GENERAL

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cc: 91

June 9, 1972

Dear John:

Many thanks to you and Jocko for an interesting and informative meeting on the subject of the CIAT capital budget in your offices the other morning. Let me pursue this subject one step further, by asking what documentation you have that would touch on the subject of commitments to finance CIAT's capital installations.

The original proposal, prepared by Jocko and Lowell Hardin, and dated October 1966, says (p. VIII) "costs of the institute are estimated as follows....capital costs for buildings and equipment of between \$4 and \$5 million." The document further proposes "that the Rockefeller and Ford Foundations share equally the capital and operating costs."

This particular part of the proposal, however, evidently was not accepted, since later it seems to be clearly understood that the Rockefeller Foundation and the Kellogg Foundation were to provide the CIAT buildings and equipment, at a cost estimated in 1969 at \$4.5 million. In between 1966 and 1969, there must have been agreements between Rockefeller and Ford, and between Rockefeller and Kellogg, stating some understanding with respect to capital costs. Would it be possible for me to have copies of these?

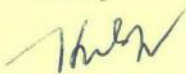
Finally, it appears that by May 1972, the Rockefeller Foundation had provided approximately \$3 million for the capital costs of CIAT. This figure, I know, will be increased as a result of the recent changes following on the Kresge grant; and I presume that I will be able to find the new figure in the corrected tabulation of the capital budget you will be sending me to replace the one I took away from your office the other day. If not, please let me know what the new figure is.

Sincerely,

Harold Graves

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

HG:ap



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CC: 91

Files

June 7, 1972

Harold Graves

Centro Internacional de Agricultura Tropical (CIAT):
Capital Budget

Jerry Grant telephoned this morning, in response to my letter of June 1, to discuss the changes that had taken place in his capital budget since the time of his Board meeting.

He made the following points:

(a) He understood, and was sympathetic with, the reason for John Pine's saying that the Rockefeller Foundation had fulfilled its commitment with respect to CIAT. His own feeling, however, was that Rockefeller had not fulfilled its commitment. (He would not want to be quoted on this.)

(b) There was nothing in writing between Rockefeller and the Colombian Government, nor between Rockefeller and CIAT, committing Rockefeller to any specified sum or level of performance. The Foundation simply indicated its willingness to consider the CIAT budget on an annual basis.

(c) As the result of the new Kresge Foundation grant and of the consequent changes in the use of Rockefeller funds (see my memorandum of June 6), the amount remaining to be found for CIAT's capital installation was \$718,000. This was needed entirely for equipment.

(d) This was essentially a completion item. It did not basically represent any expansion of the original plan. (But see (2) below.)

I asked Grant to explain the difference between the estimated cost of the so-called original Capital Investment Plan, approved by the CIAT Board in 1970, and the capital costs of CIAT as they now appeared. The 1970 figure was \$3.9 million; and the 1972 figure, including the money yet to be found, is about \$6.2 million (or \$6.4 million, depending on how certain transportation costs are allocated and paid for).

Grant said that the difference in cost could be explained primarily by three items: (1) Construction costs are about \$750,000 more than estimated, because of inaccurate original estimates and rising prices. (2) Expenditures for equipment are expected to be about \$1 million more than had been estimated. About half the \$1 million is accounted for by

Files -- Centro Internacional de Agricultura Tropical (CIAT):
Capital Budget

June 7, 1972

new equipment orders, placed after the scientific staff began coming aboard, and the other half represents rising prices. (3) Most of the remaining difference is accounted for by transportation costs. These amount to several hundred thousand dollars ("nearly a million") and they were not included in the original estimates at all.

For the purposes of TAC and the Consultative Group, it seems possible that under (2), about \$500,000 of the remaining item for equipment might be considered a new item of expenditure, since it appears not to have been planned, in effect, until after the CIAT Board had approved the Capital Plan in the summer of 1970.

cc: Mr. Demuth
Mr. Franzen

Trust

HG:ap

ROUTING SLIP				Date 12 1975	
INCOMING MAIL					
Mr. Adler	D630		Mr. Paijmans		D1032
Mr. Aldewereld	A1226		Mr. Rayfield		N434
Mr. Alter	A837		Sir Denis Rickett		A1230
Mr. Baum	C303		Mr. Ripman		C303
Mr. Benjenk	A712		Mr. Rotberg		A1042
Mr. Blaxall	D628		Mr. Stevenson		D532
Mr. Broches	A813		Mr. Twining		N635
Mr. Cargill	A613		Mr. Votaw		A613
Mr. Chadenet	C303		Mr. Wiese		A837
Mr. V.C. Chang	H702		Mr. Williams		B1210
Mr. Chaufournier	C702		Mr. Wright		A1136
Mr. Cheek	C702		Mr. Koper		
Mr. Chenery	A1221				
Mr. Wm. Clark	D928				
Mr. Clarke	D1029		3 file		
Mr. Cope	B1210				
Mr. Demuth	D1128		3 Central File		
Mr. D.A. de Silva	N635		CGIAR -		
Mr. Diamond	D829		CIAT		
Mr. El Emary	A1143				
Mr. Fontein	C602				
Mr. Fowler	A1219				
Mr. Gabriel	H700				
Mr. Goodman	C602				
Mr. Goreux	N235				
Mr. Graves	D1122				
Mr. Gutierrez	A1136				
Mr. Hartwich	A712				
Mr. Hayes	D429				
Mr. Henderson	D529				
Mr. Hittmair	A1042				
Mr. Hoffman	D1123				
Mr. Husain	A1013				
Mr. Knapp	A1230				
Mr. Lejeune	A1013				
Mr. Lerdaud	D432				
Mr. McNamara	A1230				
Mr. Mendels	A1219				
Mr. Muller	N436				
Mr. Nurick	A802				



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Consultative Group on International
Agricultural Research

DIR-539

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June 6, 1972

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

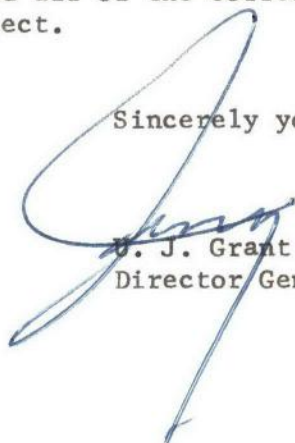
Dear Harold:

Thank you for your two letters of June 1 concerning the possible additional support to CIAT.

The whole offer with the Dutch Government was quite informal and apparently came about as a result of a direct and effective work on the part of David Bell, Frosty Hill, Lowell Hardin and Sterling Wortman. I had considerable contact with the Honorable Ambassador Varekamp in Bogota but he was only relaying information from his government.

You will find enclosed all of the correspondence that we have pertinent to the subject.

Sincerely yours,



W. J. Grant
Director General

UJG.caa
encls.

SECTION
ST. JOHN ST. 15
13 15 70N 15 15
15 15 70N 15 15

RECEIVED

1972 JUN 12 AM 11:12
COMMUNICATIONS
SECTION

TO: SAC, [illegible]

FROM: DIRECTOR, FBI

RE: [illegible]

Reference is made to the report...

on the [illegible] of the [illegible]...

It is noted that...

the [illegible] in [illegible] and [illegible] information... I was contacted by [illegible] and [illegible]... [illegible] and [illegible]... [illegible] and [illegible]...

Very truly yours,

[illegible signature]

cc: [illegible]

[illegible]

[illegible]

[illegible]

018-238

252

UNITED STATES DEPARTMENT OF JUSTICE

FEDERAL BUREAU OF INVESTIGATION



[illegible]



92a

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-548

June 6, 1972

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

Dear Harold:

This is in further reference to your letters of June 1. I have just talked with Jocko Roberts by telephone. He informed me that you had been in The Rockefeller Foundation office this morning, and I gathered that you were working hard for CIAT. Your action on our behalf is most appreciated.

I will try to explain, as briefly as possible, the status of our capital budget development. The Executive Committee at the March meeting insisted that we eliminate Phase II from our capital budget considerations. I was reluctant to accept this decision, primarily because our programs are developing more rapidly than we are identifying additional capital funds.

In any case, I accepted the Executive Committee's decisions and eliminated all of the so-called Phase II from our capital budget. In other words, the capital budget as presented in the enclosed table will complete what we originally set out to accomplish.

I discussed this budget in detail with Jim Fransen, and he can fill you in on many of the details. However, I will try to summarize. We showed \$1,706,106 to be identified. The Kresge Foundation has furnished \$750,000 of this. Dr. R. G. Mawby and Dr. John Pino both talked with Mr. William Baldwin of The Kresge Foundation and obtained his verbal permission to comingle the Kresge funds with those of the Rockefeller and W. K. Kellogg foundations. Mr. Baldwin said that he would pay the entire \$750,000 grant to the CIAT account as soon as we had furnished him with the required documentation. Namely:

1. Letter from the U.S. Internal Revenue Service declaring CIAT as being an exempt organization under Section 501-c-3 of the Internal Revenue Code.

1015 7000 13 JUN 20 1972

RECEIVED

1972 JUN 13 AM 9:37

COMMUNICATIONS SECTION

MEMORANDUM FOR:

TO: DIRECTOR, FBI (100-441100) FROM: SAC, NEW YORK (100-100000) SUBJECT: [Illegible]

Re New York airtel to Bureau dated 6/12/72. The New York Office is currently conducting an investigation of the activities of the [Illegible] in the New York area. It is requested that you advise the Bureau of any developments in this matter.

The New York Office is currently conducting an investigation of the activities of the [Illegible] in the New York area. It is requested that you advise the Bureau of any developments in this matter.

The New York Office is currently conducting an investigation of the activities of the [Illegible] in the New York area. It is requested that you advise the Bureau of any developments in this matter.

The New York Office is currently conducting an investigation of the activities of the [Illegible] in the New York area. It is requested that you advise the Bureau of any developments in this matter.

Very truly yours,
[Illegible Signature]
Special Agent in Charge

[Illegible]

[Illegible]

СЕРВИС ИНФОРМАЦИОННО-ДЕКОДИРОВАНИЯ



Управление по связям с общественностью
Служба информации и связи с общественностью

100-441100
100-100000
100-100000
100-100000

Mr. Harold Graves

DIR-548

2. The identification of the additional \$48,503 required to finish the Communication Services Unit.

3. That the contract prices were within the limits of the budget.

This documentation has been furnished to Mr. Baldwin.

If we subtract \$750,000 from \$1,706,106, there is a balance to be identified of \$956,106. Assuming that The Rockefeller Foundation will agree to the comingling of funds and will allow The Kresge Foundation funds to be used for buildings and The Rockefeller Foundation funds previously budgeted for that purpose to be used for equipment, the budget can be reduced further by \$237,651. This is because The Rockefeller Foundation pays shipping charges from another budget and does not charge it to funds made available to the grantee. Thus, we are now showing \$718,455 dollars to be identified, i.e. \$956,106 less \$237,651.

Enclosed, for your information, is the budget as revised on June 6. If The Rockefeller Foundation, the W. K. Kellogg Foundation and The Kresge Foundation all agree to the assumptions and procedures outlined above, we have yet to identify \$718,455 of the new total budget of \$6,244,386.

It is obvious that the ground rules which govern our planning and activities become a bit complicated when we deal with three different organizations, each with its own modus-operandi. But, CIAT's program is important, and we must develop it.

We appreciate your help and that of your colleagues.

Sincerely yours,


U. J. Grant
Director General

UJG.caa
encls.

Saludos!

A23
CS

OFFICE MEMORANDUM

TO: Files

FROM: Harold Graves *HGN*

SUBJECT: Centro Internacional de Agricultura Tropical (CIAT)

DATE: June 6, 1972

Dr. John Pino, Dr. Lewis ("Jocko") Roberts and I talked this morning at the Rockefeller Foundation about the capital budget of CIAT. At CIAT's recent Board meeting, that budget had been set out at roughly \$1.7 million.

Since then, the Kresge Foundation had made CIAT a new grant of \$750,000. The terms were relatively liberal, embracing any cost associated with the construction of buildings. The Kresge grant had made it possible for the Rockefeller Foundation to switch part of the balance of its current grant to CIAT to other capital items. In addition, out of this balance and out of other funds entirely, the Foundation was arranging to pick up some \$400,000 of the costs of transporting equipment to Cali.

The net effect of these changes is to leave CIAT with one remaining capital requirement: some \$700,000 for equipment. A table showing the changes (and still subject to minor revisions) is attached. I told Pino that some language to explain this item would be needed (for consideration by TAC). My guess is that it consists partly of price rises in the original equipment list, partly of additions made to the list as the scientific staff came aboard at CIAT and got down to work.

Rockefeller felt, Pino said, that it had fulfilled its original commitment to CIAT. That did not mean, however, that the Foundation was not perfectly willing to consider further support for the capital expenditures of the Institute.

Attachment

750,000
926,932
1676932

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL (CIAT)
Recommended Capital Budget Revision (May 1972)

22040
1676932
427992

Table II

Budget Item	R.F.	W.K.K.F.	Other	Total Revised Budget	To be identified	Total Cost Est. (May, 1972)
A. Site Development	258,432	-	-	258,432	-	258,432
B. Utilities	554,217	90,000	-	644,217	-	644,217
C. Landscaping	30,668 10,000	5,000	-	15,000	20,668	35,668
D. Buildings	527,933 1,277,933	926,922	750,000*	2,204,875	-	2,204,875
E&F Equipment, Furniture and Int. Decoration	1315445 1,759,000	234,626	103,837	1,102,548	703580 1,259,748	2,362,296
G. Shipping & Contingencies	(166812) 271812 15,000	-	-	75,000	425,582	494,522
H. Architects	135,880	75,000	-	210,880	-	210,880
I. Interventoria	175,017	62,062	-	237,079	-	237,079
J. Consultants	31168 25,000	2,900	-	27,900	6,168	34,068
TOTAL	3,270,584	1,396,510	103,837	4,775,931	1,706,106	6,482,037
Funds Available						
Enabling funds	258,543					
RF Grant 69017 and WKKF Grant	2,500,000	1,157,715				
RF Grant 71067	500,000					
Interest earned 1969	7,446	1,641				
1970	4,595	82,209				
1971		51,933				
Operating funds used for capital 1969-1971 and Other		103,012	103,837			
TOTAL				4,775,931		

Total Cost Estimate
Funds Available
Additional Capital Req.

926914
1277953
2204875

* KP

92a

Mr. Muller

June 2, 1972

Harold Graves

Terms of Reference for Mr. Holland's Visit to CIAT

I am most grateful to you for your agreement to make Mr. Holland of your staff available to advise the International Center for Tropical Agriculture (CIAT) at Cali, Colombia, concerning the formulation of accounting and computer systems for CIAT.

It is expected that this assignment will take approximately six working days to perform. I suggest that the terms of reference should instruct Mr. Holland to

- (a) discuss with the management of CIAT their accounting and financial information requirements;
- (b) become sufficiently familiar with their current accounting procedures and practices in order to assess proposals for automating the research centers' accounting system;
- (c) meet with the two consulting firms concerned (Price Waterhouse and Arthur Anderson) to review their proposals;
- (d) advise CIAT concerning the purposes that may be served through accounting systems and the gathering of financial data, and concerning the use of computer systems in serving these purposes;
- (e) and prepare a brief report on his return to the Bank.

cc: Mr. Ruddy
Mr. Holland
Mr. Fransen


HG:ap

7000 1 17 72 611/115

HC 26
Jky

JUN 2 4 37 PM 1972

cc: Mr. Tolson
Mr. Mohr
Mr. Bishop

- (a) and include a brief report on the results of the...
- (b) ...
- (c) ...
- (d) ...
- (e) ...

It is expected that the information will be...

of assistance and cooperation for CIVIL...

... CIVIL ...

...

...

...

International Group on International
Agricultural Research

Consultative Group on International
Agricultural Research

Consultative Group on International
Agricultural Research

June 1, 1972

✓92a
cc:91

Dear Jerry:

This is in response to your letter of May 13 to Jim Fransen concerning the CIAT capital budget. To gain a better understanding of it, we already were in the process of taking up this subject with John Pino, and the information you sent is enlightening and helpful.

What we are trying to learn in the Consultative Group Secretariat is: (1) to what extent (in dollars) can it be considered the purpose of the present capital budget to complete CIAT as planned; and (2) to what extent (in dollars) is the capital budget composed of additions to the original plan? To the extent that the budget is concerned with (1) it might be argued that the Rockefeller Foundation has a major responsibility for funding it; and this is rather implied by your recent grant (congratulations) from Kresge, as one of the original partners in the enterprise. For the moment, though, we are not arguing, but are trying to get the facts in hand.

I hope you will be able to deal quickly with a related matter. Could you let me know how much of the new Kresge grant can be applied to the \$1,706,106 which, as of May 1, you had yet to find for your capital budget? In other words, how much is still to be found, from Rockefeller or wherever?

Sincerely yours,

Harold Graves
Executive Secretary

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

H. Graves
cc: Mr. Evans/Mr. Fransen

HG:ap

JUN 5 1972 611035

HC:ab

CC: MR. Evans/MR. Evans

JUN 2 2 05 PM 1972

COLOMBIA
CIVIL
UNIVERSITY UNIT 131
UNIVERSITY VETERAN 81-13
UNIVERSITY OF COLOMBIA
OFFICE OF THE DIRECTOR
DIRECTOR GENERAL
DR. N. J. Evans

EXERCISES RESEARCH
INSTITUTE

RESEARCH UNIT

Following is a summary of the work done by the unit during the period from June 1, 1971 to June 30, 1972. The unit was organized in June 1971 and has since that time been engaged in a study of the role of the university in the development of the nation.

The work of the unit has been organized into three main areas: (1) the role of the university in the development of the nation; (2) the role of the university in the development of the university; and (3) the role of the university in the development of the university. The unit has conducted a number of studies in each of these areas and has published a number of papers and reports.

The unit has also conducted a number of seminars and workshops for faculty and students. These activities have been designed to provide a forum for the discussion of the issues raised in the unit's research.

Best regards,

JUN 1 1972

cc: d
250

Agricultural Research
Consultative Group on International

Consultative Group on International

✓ 92a
cc: 91

June 1, 1972

Dear Jerry:

Officials in a donor government, who prefer to remain anonymous for the time being, are willing to make grants to CIAT on about the same scale as the Dutch, over the years 1973 and 1974. The reason for anonymity, I gather, is that recommendations and proposals are being prepared which have yet to be seen and considered by higher authority. There seems to be little doubt that they will be approved.

In any case, we have indicated that such action would be most welcome, and have made available your draft 1973 Program and Budget, explaining that it is a draft and will be replaced by a later text. While we have little information so far, we have asked whether the grants are to be unrestricted, and are under the impression that they will be available for any purpose endorsed by the Technical Advisory Committee of the Consultative Group.

In the meantime, it would be very helpful to keep this kettle boiling. Is there a written agreement between CIAT and the Netherlands Government? If so, could I have a copy to give this prospective new donor for information? I would appreciate a quick response.

Sincerely,

Harold Graves
Executive Secretary

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

cc: Mr, Evans/Mr. Fransen

Handwritten initials
HG:ap

700
S. M. 6/11/72

JUN 2 2 06 PM 1972

HC:ub
[Handwritten initials]

CC: MR. BARNES/MR. BARNES

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EXHIBIT SECRETARY
HARRY STONE

SECRETARY

DO NOT FOR INFORMATION: I would appreciate a letter reference.
CONCERNING: If we could I would like to have this information
position. In order to assist in the process CIVIL and the
in the meantime, it would be best to keep this

Committee of the Administrative Group.
I will be available for any information and will be
available to be interviewed and will be available for
I will be available for information and will be
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These items to be in the form of a letter and will be
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available for information and will be available for
information and will be available for information

Best regards

June 1, 1972

[Handwritten signature]
Administrative Research
Consultative Group on International

DECLASSIFIED

DEC 02 2015

WBG ARCHIVES

Consultative Group on International
Agricultural Research

Files

CONFIDENTIAL

Harold Graves

May 30, 1972

D20
✓ cc: G2a
cc: G3a
cc: G1

Swiss Contribution to Agricultural Research Centers, 1973-1974

Mr. Saladin of the Swiss Embassy paid a visit to the Bank this afternoon. He brought information, on a personal and confidential basis, that the Swiss Administration, while it had not yet taken final action, was contemplating a contribution to international agricultural research of 1 million francs in each of the years 1973 and 1974. The intention, he thought, was to divide this equally between CIAT and ICRISAT.

I told him this was most welcome news, but that we would not, for the time being, divulge it either to the Institutes in question or to other members of the Consultative Group.

Mr. Saladin said he believed that the Swiss grants would be without restrictions. In that case, I said, ICRISAT might particularly like to apply the funds to its capital costs; and CIAT, which also had some capital items to complete, might possibly also do the same.

Mr. Saladin already had received a copy of the paper presented to the Bank Board on grants to international agricultural research centers. On the occasion of this visit, he received a copy of the minutes of the first ICRISAT subcommittee meeting, a copy of Ralph Cummings's progress report of April 18, and a promise that he would receive the minutes of the most recent ICRISAT Subcommittee meeting and a copy of CIAT's current draft report.

cc: Mr. Demuth

Handwritten signature
HMG:ap

Central Files -- CGIAR - Switzerland
X-ref - CIAT
- ICRISAT

ROUTING SLIP

Date

June 2

NAME

ROOM NO.

~~Mr. Harold Brown~~

Central File

CGIAN.

CIAT.

To Handle

Appropriate Disposition

Approval

Comment

Full Report

Information

Initial

Note and File

Note and Return

Prepare Reply

Per Our Conversation

Recommendation

Signature

Send On

REMARKS

We spoke.

From

Jim Hansen



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Consultative Group on International
Agricultural Research

42a

DIR-519

May 26, 1972

Dr. James M. Fransen
Senior Research Officer
Agriculture Projects Department *Projects Dept. Correspondence*
World Bank
1818 H. Street N. W.
Washington, D. C. 20433

ANS'D BY _____

DATE _____

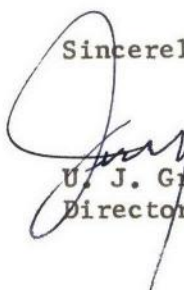
Dear Jim:

Thanks for your note. We did enjoy having you very much. I hope that the information we gave you is complete and we can count on your support in getting our needs met through the Consultative Group.

I would appreciate your talking with Harold Graves about representation from the bank group to CIAT so that we can get established and get representation that will be continuous. This will be most advantageous for the Consultative Group and for CIAT.

With best regards.

Sincerely yours,


U. J. Grant
Director General

UJG.caa

SECTION
COMMUNICATIONS

185700-1 6N1S: #1

RECEIVED

CIAT
A23

~~Mr. Kappo~~ OFFICE MEMORANDUM

TO: Mr. Harold Graves

DATE: May 25, 1972

FROM: Mervin E. Muller



SUBJECT: Technical Assistance to CIAT

I am pleased to let you know that Mr. Holland of this department can be made available for up to a week to provide assistance as you requested to CIAT.

I trust that you will provide this department with the necessary terms of reference so that Mr. Holland can prepare for the trip and write a back to office report upon his return.

Please call me if you have any questions.

S/R 162
cc: Mr. Holland

Consultative Group on International
Agricultural Research

VG 2a
cc: 91

May 24, 1972

Files

Harold Graves

John Pino and I talked on the telephone on May 22 about the capital budget of CIAT. I said it would be helpful, for the purposes of TAC and the Consultative Group, to know whether and to what extent this capital budget might be a completion item for which the Rockefeller Foundation could be considered to have particular responsibility. Dr. Pino agreed to get the background facts together as a basis for examining this question. He would be ready to discuss the matter during the week of May 29.

In the meantime, he indicated that the difficulty was to know where the cut-off point was between completion of the CIAT installation and later capital additions not contemplated in the original planning.

cc: Mr. Demuth
Mr. Franzen

1m

HG:sc

Consultative Group on International
Agricultural Research

✓ 92a
cc: 91

23 May, 1972

Files

Harold Graves

Consultative Group on International Agricultural Research --- CIAT

In a telephone conversation this morning, John Pino of the Rockefeller Foundation told me that the trustees of the Kresge Foundation have approved a grant of \$750,000 to be applied to the capital budget of CIAT.

HG:sc

cc: Mr. Demuth
Mr. Fransen
Mr. Kaps

longh

Consultative Group on International
Agricultural Research

92a

May 22, 1972

Mr. Muller

Harold Graves

Technical Assistance to CIAT

You probably have noticed that the Bank has become chairman of a Consultative Group on International Agricultural Research, composed of 27 governments and organizations interested in giving financial support to international agricultural research Centers. One of these Centers, to give you an example, is the International Rice Research Institute, which was responsible for the development of new high-yielding varieties of rice which were part of the so-called "Green Revolution."

In assuming the chairmanship of the Consultative Group, the Bank also has taken over some of the activities that were previously carried out by the Ford and Rockefeller Foundations, which were responsible for founding most of the international agricultural research Centers now in existence. One of these activities is to assist the Centers in developing appropriate budgetary and accounting practices, in which nearly all of them need to make considerable improvement.

The Programming and Budgeting Department of the Bank has kindly agreed to make personnel available from time to time for assistance to the Centers in this regard, and Michael Ruddy of that Department already has begun working with several of the Centers. Among other things, we discover that some of the Centers are running into problems having to do with the proper use of computers.

An immediate case in point is the Centro Internacional de Agricultura Tropical in Cali, Colombia. This Center has a computer service which at the present time is not yielding satisfactory results; and at the same time, the Center is contemplating changes in accounting practices which need to be translated into the computer system. It would be of great help if we could have the assistance of someone in your Department to visit and counsel CIAT for several days in the first part of June. Mr. Ruddy already has discussed the matter with Mr. Holland of your Department, and Mr. Holland no doubt has an idea of what kind of help is needed.

HG:ap

lvn

248

Consultative Group on International
Agricultural Research

92a

May 22, 1972

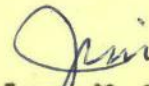
Dr. U.J. Grant
Centro Internacional de Agricultura
Tropical
Apartado Aereo 6713
Cali, Colombia
South America

Dear Jerry:

As you requested, I spoke with Harold Graves concerning the number of copies of the CIAT 1973 Program and Budget Report to be sent to the Secretariat of the Consultative Group. He suggests that it be done in the most convenient way for you. Say, for example, if you send him one or two copies of the Report his office would then duplicate it and send copies to concerned organizations and governments. For myself, I would appreciate receiving a personal copy for my own perusal.

Best personal regards.

Sincerely yours,



James M. Fransen
Senior Research Officer
Agriculture Projects Department

JMFransen :ma

cc: Mr. Graves
Mr. Kaps



Consultative Group on International
Agricultural Research

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

Telephones:
Administration: Ibadan 23741, 23742-23745
Library & Hostel) 23570
Bodija Estate) 24639

Cables: TROPFOUND, IKEJA

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

18 May 1972

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

cc:F. F. Hill
Lowell S. Hardin

Dear Mr. Graves:

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

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

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

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

RECEIVED

-Dr. Caesar-

Original to: *Mr. Hill*
Date: *5/20/72* Communications Section

Harold Graves
May 1972
Page 2.

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

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

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

Sincerely yours,



H. R. Albrecht
Director

ar



NS
PSP

signature

CABLES: CINATROP
CALI - COLOMBIA

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Consultative Group on International
Agricultural Research

GR9

No.151
May 17, 1972

Dr. James Fransen
Agricultural Project Department
International Bank for Reconstruction &
Development
1818 H Street
N.W., Washington, D.C. 20433

Dear Jim:

We appreciate the time you have taken to evaluate our programs, and thank you for your advice and support. Certainly we want to tap all of the available professional expertise in planning and implementing our programs.

Find attached a listing of projects and sub-projects for our Beef and Swine programs. These were prepared over two years ago, and now need to be revised. However even though revised projects will be available shortly, I'm sending these to you now so you have something in hand. Revised projects will be sent you as soon as available.

With best regards.

Sincerely,
Ned

NED S RAUN
Director, Animal Science

NSR/mtc

cc: Dr. U.J. Grant

Original to: *Agic. Serv.*
Date: *5/22/72* Communications
Section

CFR
JUN 12 2 27 PM 1972

Department of the Interior
Bureau of Land Management

1972



PPP

Agriculture

APARTADO AEREO 67-13
CABLES: CINATROP
CALI - COLOMBIA

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Consultative Group on International
Agricultural Research

929

TC-238-72
May 16, 1972

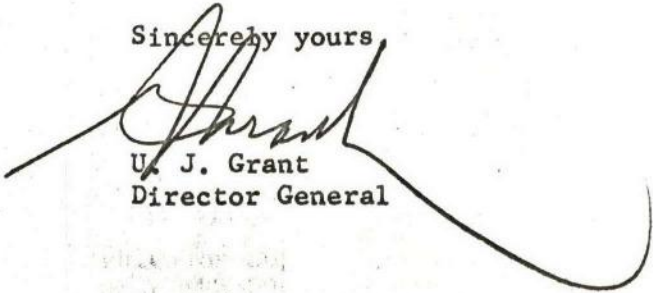
Mr. James Fransen
Agriculture Projects Department
International Bank for Reconstruction
& Development
1818 H Street, N. W.
Washington, D. C. 20433

Dear James:

Please find enclosed a copy of the budget tables as approved by the Board of Trustees at its annual meeting held at the Hotel Intercontinental on May 11 and 12, 1972.

These new tables replace the ones handed in to you during the meeting. Please destroy the original tables given to you at the Board meeting since they have been revised.

Sincerely yours,



U. J. Grant
Director General

UJG:cee
Encl.

Original to: *Agric Proj.*
Date: *5/22/72* Communications
Section

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GENERAL FILES
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Director, Group on International
Security Affairs

Dear Mr. [Name]:

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INTERNATIONAL DEVELOPMENT ASSOCIATION

ROUTING SLIP

Date

APR 10 1972

INCOMING MAIL

Mr. Adler	D630		Mr. Paijmans	D1018
Mr. Aldewereld	A1226		Mr. Rayfield	G1053
Mr. Alter	A837		Sir Denis Rickett	A1230
Mr. Baum	C303		Mr. Ripman	C303
Mr. Benjenk	A712		Mr. Rotberg	A1042
Mr. Blaxall	D628		Mr. Stevenson	D532
Mr. Broches	A813		Mr. Twining	D1029
Mr. Cargill	A613		Mr. Votaw	A613
Mr. Chadenet	C303		Mr. Wiese	A837
Mr. V.C. Chang	H702		Mr. Williams	B1210
Mr. Chauffournier	C702		Mr. Wright	A1136
Mr. Cheek	C702	1 Mr. Kiper		
Mr. Chenery	A1221	2 Mr. [unclear]		
r. Wm. Clark	D928			
Mr. Clarke	D1022			
Mr. Cope	B1210	✓	Central File	
Mr. Demuth	D1128			
Mr. D.A. de Silva	D1029		Consultation	
Mr. Diamond	D829		Group on	
Mr. El Emary	A1143		International	
Mr. Fontein	C602		Agriculture	
Mr. Fowler	A1219		Research =	
Mr. Gabriel	H700		<u>CIT</u>	
Mr. Goodman	C602			
Mr. Goreux	H314			
Mr. Graves	D1122			
Mr. Gutierrez	A1136			
Mr. Hartwich	A712			
Mr. Hayes	D429			
Mr. Henderson	D529			
Mr. Hittmair	A1042			
Mr. Hoffman	D1123			
Mr. Husain	A1013			
Mr. Knapp	A1230			
Mr. Lejeune	A1013			
Mr. Lerdau				
Mr. McNamara	A1230			
Mr. Mendels	A1219			
Mr. Muller	G1053			
Mr. Nurick	A802			



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Consultative Group on International
Agricultural Research

DIR-466

92a

May 13, 1972

Dr. James Fransen
Agricultural Projects Department
International Bank for Reconstruction
& Development
1818 H. Street, N. W.
Washington, D. C.

Dear Jim:

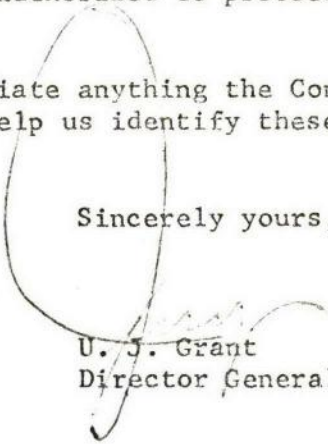
I am pleased to transmit herewith a copy of the capital budget as approved by the CIAT Board. The general strategy is the following:

1. Finish the construction of the buildings.
2. Finish the construction of the utilities.
3. Finish the site development.
4. Pay the architects and interventoria fees.
5. To utilize the additional funds available for equipment, landscaping, shipping and contingencies.

This leaves \$1,706,106 to be identified. The Chairman and the Director General were authorized to proceed to try to find these funds.

We would most appreciate anything the Consultative Group and/or the Bank could to help us identify these funds.

Sincerely yours,


U. J. Grant
Director General

UJG.caa
encl.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

General Objectives

The Centro Internacional de Agricultura Tropical (CIAT) has been established to help accelerate the agricultural and economic development of the lowland tropics. Through cooperative and collaborative programs with international, regional and national agencies, it seeks to increase agricultural productivity and production so as to improve the diets and welfare of people, concentrating initially on Latin America.

The means for accomplishing these overall ends are research and training activities within a framework of a system approach. Thus, CIAT's research programs are developing production systems for the six commodities of its concern, incorporating both technical as well as socio-economic aspects. Training programs reflect this integrated approach with the objectives of producing production-oriented research workers and competent production specialists.

Capital Fund Development

The idea of CIAT was first proposed in a document prepared by Dr. Lewis M. Roberts, The Rockefeller Foundation, and Dr. Lowell S. Hardin, The Ford Foundation, in October 1966. They estimated that the costs of constructing and building such a center, with a proposed senior staff of 30 and a junior staff of 37, would be between 4 and 5 million dollars. Soon after, the W. K. Kellogg Foundation expressed an interest in participating in such a development, and the Rockefeller Foundation was authorized to initiate negotiations with the Government of Colombia.

Subsequent events were as follows:

1967	October - December	Act of Foundation, Formal Agreement with the Colombian Government, Recognition of CIAT's Legal Status, and Presidential Decree.
1968	May December February	Allocation of enabling funds by the Rockefeller Foundation (\$258,543).
	February	Government of Colombia initiates process of acquiring land for proposed site of the Center, near Palmira.
	June	Board of Trustees approved CIAT's document, "Proposed Program, Staff and Budget," less work on dairy cattle, at its first meeting, and authorized CIAT's Director to develop and seek support for a capital development program.
1969	January - October	Use of land for permanent site granted to CIAT.
	May	CIAT's Director presented a master capital development plan to Board of Trustees, along with preliminary architectural drawings and financial estimates (\$6,214.705).

Additional Capital Requirements

Beginning in September, 1971, the senior staff of CIAT, consisting of 23 regular staff members, and 11 others on special and terminal appointments, critically reviewed the status of the capital program, taking into account construction completed, equipment and furniture on hand, and that deemed necessary to carry out the specific programs of CIAT to which they were assigned. Equipment lists, some of these developed as early as 1967-68, were reviewed, taking into account changes in models and specifications, as well as increases in prices. At the same time, special committees reviewed the lists to eliminate duplications and to consolidate functional requirements so that these could be met with minimum investments in laboratory, field, and office equipment.

One of the most important factors that appeared from this review was the constantly rising price of building materials in the Cali area. Between June, 1969, and June, 1971, the prices of construction materials increased in the amounts indicated: Steel, 13.6 per cent; sand, 18.4 per cent; cement, 31.7 per cent, brick, 44.9 per cent, and wood, 19.5 per cent. (Reference: Revista del Banco de la República, August 1971). Similarly, labor costs have increased steadily, given the active commercial and industrial building programs in Cali.

The original price estimates for equipment and furniture were made in 1968-69 without anticipating the unforeseen delays in getting access to the land and arriving at a final decision on the architectural plan. In the ensuing period, costs have risen sharply, and in some instances, the original equipment is no longer available and has been replaced by more expensive items or models. Following are some typical examples of the rise in equipment prices between 1968-69 and 1971:

<u>Item</u>	<u>1968-69</u>	<u>1971</u>
47-inch hood and base	\$ 764	\$ 1,390
International centrifuge	975	1,295
Kjeldahl, macro	2,100	2,833
Gas chromatograph	5,000	10,000
Amino acid analyzer	20,000	25,000
National greenhouse E	7,800	12,597
B & L Dynazoom Microscope	745	928
Coli-Parmer Fiberglass glove box	1,160	1,595
Coli Parmer constant temp. bath	415	620
Beekman DDD spectrophrophptometer	3,570	4,800
Executive Desk, Colombian made	200	250
Executive Chair, Colombian made	130	210

At the time the original lists were prepared, most of the professional staff had not been identified or employed. Hence, in some instances, the lists of equipment needed to have been reviewed, revised, and complemented as positions have been filled and the personnel actually responsible for carrying out the work have been able to revise the lists of needed equipment.

Consequently, an overall revision of the capital budget required for completion of the approved plan resulted in a total of \$1,706,106, yet to be identified.

In summary, funds available by sources are as follows:

Rockefeller Foundation	\$ 3,270,584
W. K. Kellogg Foundation	1,396,510
Other	<u>108,837</u>
Total Available Funds	\$ 4,775,931
Additional Capital Required	<u>\$ 1,706,106</u>

The following tables provide more detailed analyses of these figures.

Table I shows the original budget of \$3,915, 108 (12-31-70), the cost estimate of \$6,482,037 of May, 1972, and the available funding of \$4,775,931 as of December 31, 1971.

Table II shows the recommended revision of the capital budget taking into account the available \$4,775,931 and the additional funds of \$1,706,106, yet to be identified. This analysis reflects assignment of first priority to site development and completion of the buildings and utilities, after paying the architects and part of the interventoria fees. Thus, the major deficits are in equipment and furniture and the costs of shipping this material to Colombia.

Table III reports the Rockefeller Foundation and W. K. Kellogg Foundation funds spent to date. The Funds Spent columns do not include all funds committed for building and utilities contracts now in progress.

Table IV shows the cash flow requirement schedule, by quarters, for the additional funds necessary to complete the plan. There is an urgent need to place furniture and equipment orders now before prices rise again and to provide sufficient time for fabrication and delivery so that these can be installed on schedule.

Table V shows a summary of capital funding, percentage of work completed to this time, and the allocation of total funding over the next year.

Commitments. As of May 1, 1972 all of the funds allotted to Site Development, Utilities and Buildings have been committed. Contracts have been signed and work is in progress. Unless some unforeseen circumstances arise, no variance to these prices is expected.

Most of the architects fees have been paid, except for the architectural direction (10% of the total) being afforded during construction, and that is being paid monthly.

7.

The funds for equipment and shipping are urgently needed because contracts for laboratory benches and other move-in equipment must be contracted, built and shipped by the first quarter of 1973. If this is to be accomplished, contracts must be let early in the third quarter of 1972.

No funds have been nor will be committed until officially made available to CIAT, without specific approval of the Board and the donor.

Central Files

Program for
Trustees meeting,
May 11-12, 1972.

INTERNATIONAL ACTIVITIES OF CIAT:

NOTES AND COMMENTS

Consultative Group on International
Agricultural Research

G2a

The Centro Internacional de Agricultura Tropical is charged with effecting changes in agriculture in an extensive geographic region and over a broad range of commodities and farming systems. Its success as an international center will be measured by the extent to which change is realized. To be successful, CIAT must enlist the cooperation and participation of many agencies and individuals throughout the tropics. The projects and actions directed to this end are here called "international activities."

While essentially everything carried out at CIAT has a major degree of international implication, some projects are undertaken with this as the foremost or sole aim. These have come to be called "outreach" activities. Other CIAT undertakings are directed first towards the accumulation of a body of knowledge about various commodities and their production. This is referred to as "core" research. Such research is done with the goal of subsequently using the developed body of knowledge to influence production throughout the region. That is, the "core" output would channel into "outreach" and thus would have its impact on agricultural production and the rural economy generally.

In practice, core and outreach activities are hard to separate. Experience has shown that the view of an international center turning out new materials and ideas and national programs adapting and applying them is not realistic. Even when the international center has been able to concentrate on one crop, as at IRRI, and where it has been successful in developing new technology, the impact it can have through its influence on the programs of national centers can quickly overtake or surpass that arising from its direct research output. This in no way suggests that the core program needs less emphasis. Without a strong technical base, constantly being renewed from his own program, the international adviser or consultant has rather little to offer. If he is current and active in his field, he can offer much more than just his own research results

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LETTERS AND COMMENTS

LETTERS TO THE EDITOR

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for he can provide invaluable guidance to others seeking to develop the same field.

With these things in mind, CIAT intends to seek involvement in international programs just as rapidly as possible and to a degree commensurate with the development of its own research. Some of these programs will have as their primary goal helping a national agency to make use of data arising at CIAT and to attack local problems. An example would be the introduction and use of CIAT-and IRRI-developed rices in various countries of Central and South America. This may be further amplified in the near future by the introduction of CIAT-developed rice varieties in temperate South America. Some of the programs which are contemplated will go much further and will involve CIAT in assisting national agencies to develop their own research and extension capability. An agreement now being considered with the Government of Guatemala could be an example of this type of participation. A draft memorandum of agreement is attached. If this agreement is concluded, CIAT would assist the national group to organize its own program of adaptive research and development.

A third type of CIAT involvement in other places seems indicated now or in the near future. Specifically, CIAT should consider: (1) dispersing the core research with some research being done outside of Colombia, and (2) bringing Latin America research agencies directly into the core program.

To repeat, we are speaking here of that work done towards building a body of information about a particular commodity or agricultural system. The conditions necessary to do this are not available at CIAT's Palmira center. Thus, CIAT has extensive activities at Carimagua and Turipaná in Colombia. Good arguments could be made to develop similar activities in Ecuador and Venezuela, for example. CIAT Board approval and appropriate approval in collaborating agencies would, of course, be required. Geographically there could be advantages in access, particularly to lowland areas in Ecuador.

There would be further advantages, and more important ones, in that the technology would be developed under a wider range of environmental conditions.

The desirability of inviting others to collaborate in core research activities stems particularly from the fact that CIAT can establish only relatively small teams to work on each of the commodities and hence can not expect to amass the level of information on a particular crop that IRRI or CIMMYT can. The research needs of some of the commodities CIAT is working on are no less extensive than those for rice, corn or wheat, but CIAT at present can field only much smaller teams to work on them.

There are several ways of achieving the necessary minimum level of core research manpower. It is clear that CIAT will have to add scientists on its own staff as the work progresses. Another procedure would be for CIAT actively to seek involvement of other centers in the necessary research.

As a first step toward the development of cooperative research projects elsewhere, whether of the core or the outreach type, it would be extremely helpful to have a source of funding for modest projects with specific objectives. Outside of Colombia funding is available only if special projects of a rather complex and formal nature are developed. Yet many fruitful projects could be developed if flexible funding were available. IRRI was able to enter into some 35 small cooperative projects during its first six years because of the availability of funds for cooperative studies in other countries. The projects concerned had limited but clearly defined objectives. They were developed in essentially every research area at IRRI. Specific resources were called for from both parties. When these things were defined, the project could be undertaken with no more than appropriate approval from research officers in the collaborating organizations.

It would be preferable for CIAT not be a grant-making agency in cooperative research projects, but rather to be a copetitioner in soliciting funds for the work. Perhaps one of CIAT's donor agencies, or a combination of them, could establish a fund where cooperative studies of CIAT and another

agency could obtain financial backing for specific projects. This would permit gradual development of working relationships which could in time result in more comprehensive international undertakings between CIAT and national groups.

Funds for cooperative work in other countries are already available for Cassava and Swine through funds provided by IDRC. What is needed now is a more general funding base, plus concurrence of the CIAT Board, for an active program by the CIAT Staff and Administration in seeking specific areas of collaboration.

May 8, 1972

DRAFT MEMORANDUM OF AGREEMENT

The Centro Internacional de Agricultura Tropical (CIAT) wishes to cooperate to the extent possible with the Instituto de Ciencias y Tecnología Agrícola (ICTA) in the development of its program for increasing agricultural productivity in Guatemala. The ICTA program is viewed as a highly dynamic one and it is not possible to outline in any detail the ways in which CIAT might become involved. The following points are, however, intended as guidelines within which such collaboration would be developed.

1. Participation of CIAT in the development of the ICTA program would be based upon the availability of funds from interested agencies and it would require that CIAT enter into appropriate contracts with these agencies. Each such contract would be highly specific regarding objectives, funding and methods or operations. These agreements, prepared jointly with ICTA staff, would thus serve to make specific the actions mentioned in this memorandum.
2. Through contracts with various funding agencies and/or the Government of Guatemala, CIAT would undertake to do various of the following:
 - a) Post in Guatemala technically qualified persons to assist in the development of the ICTA program. These would include a person to serve as director general adjunto and another to serve as director técnico adjunto.
 - b) Provide consultancies of CIAT staff and arrange consultancies from other agencies.
 - c) Arrange training programs for Guatemala scientists at CIAT and elsewhere.
 - d) Assist in selection and procurement of technical equipment and supplies required for those research projects in which CIAT participates with particular reference to those which must be obtained abroad.
 - e) Assist in the development of training programs within Guatemala.

3. CIAT would work with the director of ICTA in determining the specifics of each of these inputs and in finding sources of funds for those mutually agreed upon. Regarding posting of scientists to Guatemala, CIAT would nominate candidates and the director of ICTA would confirm them before they are posted. Similarly, training candidates would be selected jointly.

4. It would not be the intent of CIAT to limit the freedom of action of ICTA to obtain additional inputs through other technical centers or agencies. It would, however, be essential that participation in a particular commodity program be carried out on a fully coordinated basis. It would be agreed therefore that CIAT would be the prime contractor for technical assistance on those commodities for which it assumed responsibility, and would act as ICTA's agent in securing the desired manpower inputs from abroad for those commodities so long as a particular agreement remained in force.

5. ICTA would obtain exemption from taxes and duties for foreign staff and otherwise to facilitate their being posted to Guatemala.

6. ICTA would be expected likewise to provide various other support facilities to CIAT personnel in Guatemala such as office space, secretarial help, etc. but the specific nature of these would be described in each contract or agreement.

Second Draft
April 10, 1972

MINUTES OF MEETING
EXECUTIVE COMMITTEE - BOARD OF TRUSTEES - CIAT

March 2 and 3, 1972

The Executive Committee, Board of Trustees, CIAT, convened at 8:40 a.m., March 2, 1972, at the Headquarters of CIAT, near Palmira, Colombia.

Members Present: Jorge Ortiz Méndez, Lowell S. Hardin, Lewis M. Roberts, and U. J. Grant.

Others Present: Armando Samper, Board member; Francis C. Byrnes, secretary, Harold Graves, secretary for the Consultative Group; and N. S. Raun, Eduardo Alvarez-Luna and Luis Gonzalez.

Grant opened the meeting, reporting that Chairman Francisco de Sola would not be able to attend and suggested that the ExCom elect a temporary chairman. Samper was elected to serve.

Minutes of the previous meeting were read and approved, and after a brief discussion, the tentative agenda was revised so as to permit discussion of program and administrative developments before attending to the program and budget proposals for 1973.

REPORT OF THE DIRECTOR GENERAL

Grant reviewed the progress of the commodity programs during the 1971, stressing that this had been a transitional year. During this time, five members had left the staff, 10 new ones added, and another three since January 1, 1972, including the Deputy Director General.

This report triggered a discussion of CIAT as an international organization and how through its reports and other activities CIAT might reflect the nature and scope of its international program. In so doing, however, it was suggested that it focus on the problems and progress which concern CIAT rather than stressing CIAT's activities and CIAT as an organization.

Graves pointed out that as the support base for CIAT grows, reporting requirements will change with respect to both text and accounting information.

PROGRAM REVIEW COMMITTEE

Samper summarized the work of the recent Program Review Committee, stressing some of the administrative and operational issues which the committee raised. At the

conclusion of the report, Roberts expressed appreciation to the committee for its work, and Hardin suggested that the focus on issues, as emerged in the oral report, was good and not as evident in the written document. He requested that the committee prepare a summary of the issues for presentation to the full board in May.

Commenting on the earlier review of the CIAT program by the Technical Advisory Committee of the Consultative Group, Graves indicated that the TAC perceived CIAT as being primarily concerned with beef and had raised the issue of breadth vs. depth in programs. He suggested that from time to time CIAT provide for an external review of its activities to supplement the work of its own Program Review Committee.

DISCUSSION OF CIAT PROGRAMS

As a prelude to a review of CIAT's programs, Hardin led a discussion aimed at reviewing or restating CIAT's objectives and criteria. In this, three principal objectives were outlined: (1) To increase calories; (2) to improve quality of food, and (3) to improve quality of life, in a technical sense, through expanded income opportunities.

The relevant criteria were outlined as follows:

1. Is the program international? Multi-national? Transferable?
2. What is the relative need? What are the capacities of existing and developing institutions?
3. Food products vs. non-food (crops vs. livestock)?
4. What is the relative emphasis on the less advantaged? Is the focus on subsistence, small, or commercial?
5. Does the work contribute to an international network of agricultural science?
6. What funding is likely to be available, and on what terms?

Within such a framework, the goals are achieved through research, training, and outreach programs, the latter representing the "demand pull" by national institutions through special projects.

The foregoing laid the base for detailed discussion of each of CIAT's programs, the highlights being as follows:

Cassava: (The action of the Board in August 1971 was to approve the proposed level of program expenditure for 1972 (\$526,684) without commitment to the level of activity for

1973 and beyond.) There was a general feeling that the general lack of information about the crop, as confirmed by the conference, would indicate a rather slow and careful development of a research program, as opposed to moving too rapidly on several cassava issues simultaneously.

Alvarez-Luna reported on the recent program review conference and described the research work presently underway. Questions were raised as to the need for a more adequate published report on the conference than the staff notes presently available; on how much of CIAT's resources should go into a cassava program and in relation to what schedule or priority, and a clarification of the specific objectives of the program, i. e., production and productivity for human food, as animal feed, or as an industrial product (or some combination of these). McClung proposed that work at the present pace for 4 to 5 years would probably be necessary. Until the joint CIAT-Canadian group meets to outline the program for cassava and swine, the ExCom agreed with the position of the Board at its meeting in August, 1971.

Food Legumes: Stressing that food legumes had been a concern of CIAT from its inception, Roberts questioned whether it should delay further in moving ahead with a limited thrust, particularly on field beans. This action was recommended by the Review Committee. After discussion, the ExCom directed the preparation of a letter for the Chairman to send to the chairman of the Technical Advisory Committee before its next meeting. This letter would reiterate CIAT's interest in food legumes, indicate the present scope of its program and the decision to concentrate on field beans, and direct attention to the project proposal prepared in 1971. (The letter was subsequently prepared, reviewed and approved).

Corn: Responding to questions about the coordination between CIAT and CIMMYT, Grant reported that it had been agreed with CIMMYT that CIAT would serve as the coordinating center for the Andean zone. In addition, he outlined the three important research problems on which CIAT was in a position to contribute: Breeding to eliminate daylength sensitivity, development of a flint type high lysine corn, and reduction in the height of tropical corn. In addition, through its animal programs and cooperative work with ICA and the Universidad del Valle, CIAT is able to test the biological value of CIMMYT materials. Committee members recommended CIAT study further the issue as to what extent, if any, CIAT with its limited maize staff, should undertake basic research problems.

Rice: Noting that the Review Committee had commented upon CIAT's rice activities as being well-oriented as an outreach of IRRI, the ExCom recommended that the discussed need for basic work on upland rice in such areas as NE Brazil be reviewed with IRRI. Drs. McClung and Jennings will do this in April.

Swine: Report on the swine program and review of the budget generated questions as to the overall scope, objectives, and size of the program, with particular reference to the Canadian support for the swine and cassava programs. As with the cassava, the ExCom indicated that the forthcoming review meeting with the Canadians should help CIAT to prepare and present for board consideration a more sharply focused swine program.

Beef: Raun responded to questions raised relating to the orientation and scope of the animal health work as well as the perception of a "scattered" program involving different programs at various geographic locations. Discussion served to identify several issues for further deliberation. These included the following: (1) Should grass-legume work be emphasized to a greater extent because of the over-riding importance of nutrition? (2) To what extent might it be desirable and feasible to conduct some of the core activities in Venezuela or Ecuador? (3) How might the beef efforts be related to small operation farming systems? (4) What is meant by a beef production system?

Agricultural Production Systems: McClung indicated that the full-time of small group, perhaps an agricultural economist and an agronomist, with some additional part-time help from a biometrician with system analysis experience, would probably be needed to develop a productive approach in this area. The ExCom recommended continued attention to the matter and proposed CIAT consider a small conference of interested persons to clarify objectives, terms, and related matters. If the nature of the program can be crystallized, one possibility for the immediate future is to use a budgeted but unfilled senior staff vacancy in Training and Communication for the appointing of a program leader. Several CIAT staff members will visit IITA in April for the purpose of exchanging ideas on agricultural systems programs.

The ExCom recessed for the day at 5:40 p.m.

Friday, March 3, 1972

The committee convened at 8:30 a.m. at CIAT Headquarters.

REPORT ON ADMINISTRATIVE MATTERS

Grant reviewed the process by which CIAT reviewed and adjusted salaries for its local employees, and suggested the need to seek other ways of helping the personnel, i. e., housing, health, and savings. Other matters reported upon was the hiring of a comptroller, establishing of new shipping arrangements, and the development of a policy with ICA whereby non-professional employees working on CIAT projects on an ICA base are employed by ICA.

On the matter as to whether junior professional employees should be employed on a term or continuing basis, the consensus was that (a) a certain amount of turnover was healthy and to be encouraged; (b) any such persons employed from outside the country should clearly be on a term basis, and (c) extremely promising young professionals should be encouraged and facilitated to acquire advanced degrees so that they may qualify for senior positions in CIAT or national organizations.

STATUS OF BUDGETS

1971: Noting that all of the carryover of funds in the 1971 budget was reported as restricted funds, the ExCom questioned the advisability of continuing such practice in future years, and suggested, to preserve credibility with all donor agencies, that future carryovers be distributed to all donors in proportion to their levels of support.

1972: Revision of the 1972 budget within the limits of the increase in estimated or anticipated earned income, \$21,000, was approved; the new core total for 1972 thus becoming approximately \$2,850,000.

1973: Presentation of the proposed budget for 1973 raised specific issues relating to program levels, particularly in cassava and swine. It was requested that, prior to submitting the revised budget to the Board in May, the following actions take place:

1. Review the cassava and swine programs in April with the Canadians and determine a definite level of operation and associated support, given the questions already raised.
2. Clarify, to the extent possible, the direction of the Agricultural Production System program with the expectation of identifying leadership by the end of the year.
3. Include a \$100,000 item to provide for a rotating supplies account.
4. Clarify further what is core program vs. special projects, with particular attention to the latter terminology for outreach activities.
5. Incorporate funds into the core budget to cover the basic support necessary for direct program-related conferences and symposia.
6. Account for self-sustaining activities.
7. Include an item for inauguration of the new facilities.
8. An accompanying narrative will set forth clearly why the 1973 budget is greater in program and manpower requirements, and will be supported with appropriate backup tables.

Noting that 1973 is the final year of support under the original grant from the W. K. Kellogg Foundation, the ExCom recommended that management discuss with the Foundation directly the possibilities of future support. Considering that Training and Communication activities have now grown to a level substantially beyond that projected in the original 5-year support plan, an increased level of support, beginning with 1973, will be discussed. This was suggested taking into account that a significant amount of funds from the original grant will not be spent, at present levels, by the end of 1973.

REVIEW OF CAPITAL BUDGET

The document prepared by CIAT was reviewed and Grant indicated that \$1,523,894 was needed to complete Phase I, i. e., the construction and equipment program originally undertaken. Subject to the concurrence of the Board chairman, the ExCom approved the revised capital budget for phase I on behalf of the Board and authorized the Director General to seek the additional funds (\$1,523,894) immediately.

It was recommended that the Phase II program be submitted to the Board for consideration in May, but that the Director General, having been previously authorized to seek funds for the purchase of an airplane, should continue to do so.

OUTREACH ACTIVITIES

The importance of developing effective outreach programs was stressed. The following specific possibilities were discussed and CIAT encouraged to explore the prospects:

- a. An upland rice project in Brazil. This would require considerable increase in support and would necessitate close coordination with IRRI. (Discussions following the meeting indicated a possible Ford Foundation interest in such a project.)
- b. The present developments in Guatemala leading to the possible establishment of an agricultural research center were reviewed. AID, the Rockefeller Foundation, and the government of Guatemala are all interested, and CIAT management will investigate the outreach opportunities which such a development may offer.
- c. Cooperation with other institutions throughout Latin America, as recommended by the Program Review Committee, was endorsed.

POLICIES REGARDING STAFF TEACHING ASSIGNMENTS

Grant requested the guidance of the ExCom with respect to policies regarding participation of senior and junior professional staff in academic instructional programs of various universities in Colombia. While there has been cooperative exchange of

personnel among CIAT and the various institutions on short courses and various training programs, the issue here related to acceptance of responsibility for established academic courses.

Ortiz Mendez recommended that such cooperation is desirable, in principle, but that a request from an institution should have the approval of the students, professors, and the dean.

Another guiding principle discussed was the extent to which CIAT was willing to make the time of a professional available for such work and the complications this might pose for his regular work, particularly with respect to travel. However, it was recognized that when such courses were taught in the evening, CIAT could not dictate how a professional might choose to spend his time.

Finally, the ExCom expressed the opinion that this was primarily a matter of management and authorized the Director General to establish a policy to guide the senior and junior staff, bearing in mind the various principles discussed.

CONSIDERATION OF BOARD MEMBERS

Noting that the terms of two members, Uribe and Sherlock, will expire with the next meeting of the Board, the ExCom recommended to the Nominating Committee the following considerations:

1. Replace Uribe with a person from outside Colombia, there presently being five Colombians on the board.
2. Nominate Sherlock for a second term.
3. Recommend the nomination of Roberto Meirelles de Miranda as first choice of a Board member from Brazil, and Rubens Araujo Dias as a second choice.
4. Recommend the nomination of Fabian Portilla, Ecuador, to replace Uribe.

It was further recommended that the Director General check with the relevant Canadian interests about the possibility of naming a Canadian to the board and to determine when such action would be most appropriate.

Hardin said that this would be his last meeting as the Ford Foundation representative to the Board and that his replacement would most likely be Norman Collins.

He expressed his regret but that the pressures of his work, including being involved in various ways in the work of all four international centers, did not permit the time necessary to concentrate on the work of CIAT.

The ExCom expressed its regrets for the loss of a founder and supporter and invited Hardin to participate in the affairs of the Board at such times and places as his schedule permits.

INAUGURAL OR DEDICATION CEREMONIES

Taking into account the present schedule of construction, as well as the times of the year when crops are in their best condition on the CIAT farm, the ExCom suggested that management plan the dedication for the period October-November, 1973, with October 12, Columbus Day and a holiday in Latin America, being a tentative target date.

Byrnes reviewed the earlier criteria developed for screening topics proposed for an international conference in connection with the dedication, and CIAT management was requested to prepare an inaugural proposal, and budget, for the Board meeting in May. One of the topics proposed for consideration was a conference, involving national leadership, on the subject of the tropics---what these involve, the problems, the potentials, the programs underway, and related possibilities.

NEW ACCOUNTING PROCEDURES

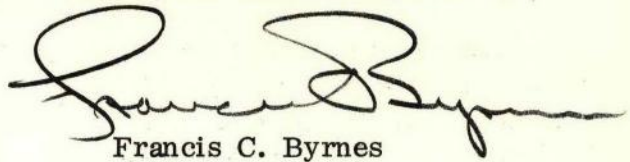
Grant and Gonzalez reported on the development of new accounting procedures, acknowledging the assistance of the Ford Foundation, in this effort, and indicated that effective management of these new systems required inputs of personnel and equipment not originally envisioned in CIAT plans. It was agreed that the procedures were necessary now and would become even more so with the growth of CIAT and the expansion in the support base.

INTERNATIONAL CENTERS' WEEK

Graves expressed his appreciation for being invited to participate in the work of the ExCom and commented briefly on the forthcoming International Centers' Week, July 29-August 4. He stressed that the various international centers must work in such ways as to avoid the perception by the Consultative Group that the governing boards are not just figureheads for management. By his own participation in this meeting, he was both impressed and encouraged by the active role in which the Board takes in CIAT.

FINAL COMMENTS

In the closing moments, Samper expressed his regrets that de Sola had not been able to be present and his appreciation for the presence of Graves and the active cooperation of all board members and staff in making the meeting productive. Grant invited Graves to return at a convenient date when there would be time for him to visit the fields and operating stations and witness first-hand the work of CIAT. Finally, the ExCom members thanked Samper for his excellent performance as acting chairman. There being no further business, the meeting adjourned at 5:10 p.m.

A handwritten signature in black ink, appearing to read "Francis C. Byrnes". The signature is fluid and cursive, with a large initial "F" and "B".

Francis C. Byrnes
Secretary-Treasurer, CIAT

/ovd.

Prepared for
Trustees' Meeting
May 11-12, 1972

The Issue of Number of Latin Americans on CIAT Senior Staff

May 8, 1972

Composition of the senior staff of CIAT in terms of nationality has been recognized as an important issue from the initiation of plans to organize CIAT. Earlier, the Board of Trustees instructed the Director General to seek the most competent persons for the various posts regardless of nationality, and to avoid robbing national organizations. This has been the governing criterion in staffing since 1969.

More recently, the question of numbers of Latin Americans on the staff in relation to the numbers of other nationalities, particularly North Americans, has been raised by the Program Review Committee and various Board members. There is an implicit assumption, unquestionably valid, that the mission of CIAT in Latin America might be more effectively accomplished, more rapidly, and more efficiently by increasing the numbers of Latin Americans on the senior staff. The basic questions still remain, however; How many Latin Americans? In what proportion? In what positions? At what compromises to CIAT programs, or, more importantly, to the national programs of Latin American countries?

No one has yet described the "ideal" staff member for an international institute nor the "ideal" composition of staff nationalities or other characteristics. The experiences at IRRI, CIMMYT and CIAT would seem to indicate that the following characteristics are extremely important:

1. Each staff member is unquestionably competent in the field in which he is employed to work.
2. Each staff member is already experienced in how to work effectively internationally or is highly motivated to learn how to do so. Moreover, he is committed to a long-term assignment.
3. Some mixture of backgrounds, personalities and nationalities is better than a homogeneous group, given comparable levels of competency.
4. Staff members are willing to travel extensively with the attendant absences from home and family.

5. Staff members are willing to work as a multi-disciplinary team, subordinating particular personal interests so as to tackle the problems limiting production and productivity.
6. Staff members are oriented and dedicated to solving problems and stimulating development rather than advancing themselves in professional prestige and stature through publications and participation in professional society affairs.
7. Staff members derive their security from their professional competence and the challenges presented rather than the comfort of established governmental or university posts with programmed tenure and advancement.

Criteria such as these have operated consciously and semi-consciously in the recruiting, interviewing, and selection of the present members of the CIAT staff.

The present staffing composition is:

<u>Type of Appointment</u>	<u>North Americans</u>	<u>Latin Americans</u>	<u>European Australians</u>	<u>Asians Africans</u>
Permanent	11	7	5	0
Temporary	6	2	2	0

Given the criteria outlined above, and taking into account that particular attention has been given to recruiting Latin Americans, the record is both promising and revealing.

Recognizing that a higher percentage of Latin Americans on the senior staff is desirable for many reasons, the CIAT management believes that maximizing the numbers of Latin Americans should be regarded as a long-term goal, perhaps over the next 4-5 years. To over-emphasize the point now could seriously disrupt the rapport being developed with national institutions and interfere with the developing programs of those institutions.

Overall, there is a great shortage of highly qualified personnel with the background of education, skills, knowledge and motivation necessary to perform effectively at CIAT. The situation is not limited to Latin America, but it is particularly acute in this area at this time.

Most of the known qualified individuals in Latin America are already employed by national or regional organizations and doing work complementary to the CIAT mission. Most of those in advanced level training programs are obliged to return to their countries and work in organizations for prescribed periods of time.

Generally, the individual an organization is willing to release is not the kind of a person CIAT wants. Conversely, once a man has reached a certain professional level in his own country, he has purchased or built a house, his children are in school, and there is a built-in reluctance to consider long-term employment outside of the country. This tendency may be stronger in Latin America than in some of the other developing areas of the world.

On specific occasions, CIAT has offered positions to Latin Americans, and in one case, waited for more than a year for the candidate to report, only to receive a last minute declination of the appointment.

If CIAT management and Board are agreed that increasing the percentage of Latin Americans on the senior staff is desirable, then we need to consider what is an appropriate percentage and in what period of time this is to be realized. Assuming a goal of 50 to 60 percent within 4 to 5 years, then we believe it can be readily achieved through the following steps:

1. Discussing frankly with national institutions the staffing problem and winning their cooperation for the "loan" of certain staff members for periods of time, definite or indefinite. In this, the CIAT board can be extremely instrumental in helping to identify candidates and in negotiating their availability.

2. Identifying young, relatively unattached, young professionals through visitations and training programs and sponsoring their advanced education with the expectation that some of these will be moved into positions upon graduation.

This program is already underway, with young scientists in graduate training at University of California, Cornell University, Purdue University, the ICA Graduate School, and the Graduate School at Chapingo. We already have three Colombians, whom we sponsored in the Chapingo masters program two years ago, working on

our staff. We hope to continue the advanced development of these men. In addition, we expect to identify and work with an increasing number of other prospects by providing opportunities for young Latin Americans to do their dissertation research with CIAT.

3. Recognizing that the heavy proportion of North Americans in the beginning was because of the Rockefeller Foundation staff on loan to CIAT. This was one way of getting organized and underway quickly. Over time, some of these will leave for reassignment by the Foundation and can be replaced by Latin Americans, assuming there are qualified candidates available. In the past 18 months, for instance, four North Americans have resigned. One was replaced by a British citizen, one by a North American (after many months of trying to find a Latin American), and candidates are being sought for the other two positions.

4. Studying how coming to work for CIAT may be made more attractive for Latin Americans. If there are reasons why some Latin Americans have failed to respond favorably to our employment offers, we should learn what these are. With the passage of time, CIAT will become better known throughout Latin America and, we would expect, be perceived by more and more Latin American scientists as a desirable if not privileged place in which to work. CIAT has yet to make its mark in several of the commodity fields, but as it begins to do so, the recruiting problems may change.

5. By exploring the possibilities for joint appointments or cooperative staffing with certain Latin American institutions. In this way, a scientist could contribute to CIAT while not losing his tenure and status in his own institution.

6. Finally, by lowering the North American percentage with the appointment, where appropriate, of qualified scientists from Asia or Africa, particularly in those programs in which CIAT will be expected to contribute significantly to developments in those continents. At the same time, opportunities may arise for Latin Americans to participate in the programs of institutions in those continents.

In conclusion, we must not lower our sights in the selection of quality in the CIAT professional staff. This issue must remain independent of the issue of nationality. We shall continue to seek young, vigorous, competent and highly motivated individuals. This, we believe, is what will assure us of achieving CIAT's mission.

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

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OUTGOING WIRE

TO: GRANT
CINATROP
CALI

DATE: MAY 4, 1972

CLASS OF
SERVICE: LT

COUNTRY: COLOMBIA

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TEXT:
Cable No.:

REURCAB MOST GRATEFUL YOU HAVE SOMEONE MAKE RESERVATIONS FOR ME
HOTEL INTERCONTINENTAL CALI FOR SIX NIGHTS BEGINNING LATE
AFTERNOON ARRIVAL SUNDAY MAY 7 STOP PLEASED YOUR SUGGESTION
YOU WILL ARRANGE BEST POSSIBLE SCHEDULE AND WOULD APPRECIATE
MESSAGE BE LEFT FOR ME AT INTERCONTINENTAL ADVISING WHO WHEN
AND WHERE TO MEET MONDAY MAY 8

REGARDS
FRANSEN
INTBAFRAD

DELIVERED

COMMUNICATIONS
MAY 4 5 28 PM 1972

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME JAMES M. FRANSEN

DEPT. AGRICULTURE PROJECTS

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

REFERENCE: JMFransen/lb

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(IMPORTANT: See Secretaries Guide for preparing form)

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Consultative Group on International
Agricultural Research

Central Isles
Ecuador Agric. Research

G2a

May 3, 1972

Ing. Fabian Portilla R.
Director General
Instituto Nacional de Investigaciones
Agropecuarias
Apartado No. 2600
Quito, Ecuador

Dear Fabian:

Further to my letter of April 19 in reply to yours of April 3, other commitments make it necessary for me to decline with regrets your kind invitation to attend the INIAP meeting in Guayaquil. I will, however, be attending the CIAT meetings in Colombia and will hope to discuss your proposal with Colin McClung. Moreover, I would very much appreciate your keeping me informed of progress with your proposed project.

Best personal regards and I look forward with much pleasure to visiting with you sometime soon in Ecuador.

Sincerely yours,

James Fransen
Senior Research Officer
Agriculture Projects Department

JMFransen:ma

Red

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Consultative Group on International
Agricultural Research

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WELCOME YOUR VISIT STOP SEVERAL STAFF TRAVELING AND PREPARING FOR
BOARD MEETING STOP WILL ARRANGE BEST POSSIBLE SCHEDULE

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FRANSEN INTBARAD WASHINGTONUSA

WELCOME YOUR VISIT STOP SEVERAL STAFF TRAVELING AND PREPARING FOR
BOARD MEETING STOP WILL ARRANGE BEST POSSIBLE SCHEDULE

GRANT CINTROP

OUTGOING WIRE

TO: GRANT
CINATROP
CALI

DATE: MAY 1, 1972

Consultative Group on International
Agricultural Research

CLASS OF
SERVICE: LT

G2a

14

COUNTRY: COLOMBIA

TEXT:
Cable No.:

MANY THANKS INVITATION BYRNES SENT DARNELL AND ME ATTEND CIAT ANNUAL
BOARD MEETING STOP DARNELL GRATEFUL INVITATION BUT UNABLE ATTEND STOP
ALSO ACKNOWLEDGE RECEIPT URLET AND CIAT PROGRAM AND BUDGET 1973 STOP
CONSULTATIVE GROUP HAS REQUESTED ME BECOME MORE FAMILIAR CIAT CROP
AND LIVESTOCK RESEARCH PROGRAMS STOP COULD ARRIVE CALI LATE MAY 7
OR EARLY MAY 8 FOLLOWING POSSIBLE ATTENDANCE CIMMYT EXECUTIVE
COMMITTEE MEETING AND VISIT RESEARCH PROGRAMS PRIOR CIAT ANNUAL
MEETINGS STOP MOST GRATEFUL YOU ADVISE CONVENIENCE ~~ARRIVAL~~ STOP
WILL CONFIRM DATE AND TIME ARRIVAL ONCE ITINERARY FINALIZED

PROPOSED VISIT

REGARDS
FRANSEN
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME JAMES M. FRANSEN

DEPT. AGRICULTURE PROJECTS

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

REFERENCE: J.M.Fransen/lb

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *R*

April 19, 1972

Ing. Fabian Portilla R.
Director General
Instituto Nacional de Investigaciones
Agropecuarias
Apartado No. 2600
Quito, ECUADOR

Re. Oficio No. - XI - 772

Dear Fabian:

Many thanks for your kind invitation to attend a meeting in Guayaquil on May 15 and 16 and to collaborate in the planning of INIAP's Production Services. I note with interest that Drs. McClung, Byrnes and Anderson of CIAT will be in attendance.

Once we have completed the current review of our travel commitments for the next three month period, I will advise whether it will be possible for me to accept your invitation.

Best personal regards,

Sincerely yours,

James M. Fransen
Senior Research Officer
Agriculture Projects Department

J.Fransen/lb



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

~~J. M. K...~~
~~J. M. K...~~

A23.

TC-204-72
April 19, 1972

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

Behind late

Dear Harold:

I am pleased to transmit herewith the CIAT "Proposed Program and Budget 1973." Included is a description of the work we plan to do in 1973 and the budget necessary to carry out this work.

This document also contains a revised 1972 budget in accordance with the discussions of the Executive Committee held on March 2 and 3, 1972.

I look forward to seeing you at the meeting in May.

Sincerely,

U. J. Grant
Director General

UJG:cee
Encl.

cc Dr. F. C. Byrnes

Mr. Graves

Preliminary Draft

MINUTES OF MEETING

EXECUTIVE COMMITTEE - BOARD OF TRUSTEES - CIAT

March 2 and 3, 1972

The Executive Committee, Board of Trustees, CIAT, convened at 8:40 a.m., March 2, 1972, at the Headquarters of CIAT, near Palmira, Colombia.

Members Present: Jorge Ortiz Méndez, Lowell S. Hardin, Lewis M. Roberts, and U. J. Grant.

Others Present: Armando Samper, board member; Francis C. Byrnes, secretary, Harold Graves, secretary for the Consultative Group; and N. S. Raun, Eduardo Alvarez-Luna and Luis González.

Grant opened the meeting, reporting that Chairman Francisco de Sola would not be able to attend and suggested that the ExCom elect a temporary chairman. Samper was elected to serve.

Minutes of the previous meeting were read and approved, and after a brief discussion, the tentative agenda was revised so as to permit discussion of program and administrative developments before attending to the program and budget proposals for 1973.

REPORT OF THE DIRECTOR GENERAL

Grant reviewed the progress of the commodity programs during the 1971, stressing that this had been a transitional year. During this time, five members had left the staff, 10 new ones added, and another three since January 1, 1972, including the Deputy Director General.

This report triggered a discussion of CIAT as an international organization and how through its reports and other activities CIAT might reflect the nature and scope of its international program. In so doing, however, it was suggested that it focus on the problems and progress which concern CIAT rather than stressing CIAT's activities and CIAT as an organization.

Graves pointed out that as the support base for CIAT grows, reporting requirements will change with respect to both text and accounting information.

PROGRAM REVIEW COMMITTEE

Samper summarized the work of the recent Program Review Committee,

stressing some of the administrative and operational issues which the committee raised. At the conclusion of the report, Roberts expressed appreciation to the committee for its work, and Hardin suggested that the focus on issues, as emerged in the oral report, was good and not as evident in the written document. He requested that the committee prepare a summary of the issues for presentation to the full board in May.

Commenting on the earlier review of the CIAT program by the Technical Advisory Committee of the Consultative Group, Graves indicated that the TAC perceived CIAT as being primarily concerned with beef and had raised the issue of breadth vs. depth in programs. He suggested that from time to time CIAT provide for an external review of its activities to supplement the work of its own Program Review Committee.

DISCUSSION OF CIAT PROGRAMS

The foregoing laid the base for detailed discussion of each of CIAT's programs, the highlights being as follows:

Cassava: Alvarez-Luna reported on the recent program review conference and described the research work presently underway. Questions were raised as to the need for a more adequate published report on the conference than the staff notes presently available; on how much of CIAT's resources should go into a cassava program and in relation to what schedule or priority, and a clarification of the specific objectives of the program. McClung proposed that work at the present pace for 4 to 5 years would probably be necessary. Until the joint CIAT-Canadian group meets to outline the program for cassava and swine, the ExCom agreed with the position of the Board at its meeting in August, 1971.

Food Legumes: Stressing that food legumes had been a concern of CIAT from its inception, Roberts questioned whether it should delay further in moving ahead with a limited thrust, particularly on field beans. After discussion, the ExCom directed the preparation of a letter for the Chairman to send to the chairman of the Technical Advisory Committee before its next meeting. This letter would reiterate CIAT's interest in food legumes, indicate the present scope of its program and the decision to concentrate on field beans, and direct attention to the project proposal prepared in 1971. (The letter was subsequently prepared, reviewed and approved).

Corn: Responding to questions about the coordination between CIAT and CIMMYT, Grant reported that it had been agreed with CIMMYT that CIAT would serve as the coordinating center for the Andean zone. In addition, he outlined the three important problems on which CIAT was in a position to contribute: Breeding to eliminate daylength sensitivity, development of a flint type high lysine corn, and reduction in the height of tropical corn. In addition, through its animal programs and cooperative work with ICA and the Universidad del Valle, CIAT is able to test the biological value of CIMMYT materials.

Beef: Raun responded to questions raised relating to the orientation and scope of the animal health work, as well as the perception of a "scattered" program involving different programs at various geographic locations.

Agricultural Production Systems: McClung indicated that the full-time of small group, perhaps an agricultural economist and an agronomist, with some additional part-time help from a biometrician with system analysis experience, would probably be needed to develop a productive approach in this area. The ExCom recommended continued attention to the matter and proposed CIAT consider a small conference of interested persons to clarify objectives, terms, and related matters.

The ExCom recessed for the day at 5:40 p.m.

Friday, March 3, 1972

The committee convened at 8:30 a.m. at CIAT Headquarters

REPORT ON ADMINISTRATIVE MATTERS

Grant reviewed the process by which CIAT reviewed and adjusted salaries for its local employees, and suggested the need to seek other ways of helping the personnel, i.e., housing, health, and savings. Other matters reported upon was the hiring of a comptroller, establishing of new shipping arrangements, and the development of a policy with ICA whereby non-professional employees working on CIAT projects on an ICA base are employed by ICA.

On the matter as to whether junior professional employees should be employed on a term or continuing basis, the consensus was that (a) a certain amount of turnover was healthy and to be encouraged; (b) any such persons employed from outside the country should clearly be on a term basis, and (c) extremely promising young professionals should be encouraged and facilitated to acquire advanced degrees so that they may qualify for senior positions in CIAT or national organizations.

STATUS OF BUDGETS

1971: Noting that all of the carryover of funds in the 1971 budget was reported as restricted funds, the ExCom questioned the advisability of continuing such practice in future years, and suggested, to preserve credibility with all donor agencies, that future carryovers be distributed to all donors in proportion to their levels of support.

1972: Revision of the 1972 budget within the limits of the increase in estimated or anticipated earned income, \$21,000, was approved; the new core total for 1972 thus becoming approximately \$2,850,000.

1973: Presentation of the proposed budget for 1973 raised specific issues relating to program levels, particularly in cassava and swine. It was requested

that, prior to submitting the revised budget to the Board in May, the following actions take place:

1. Review the cassava and swine programs in April with the Canadians and determine a definite level of operation and associated reports.
2. Clarify, to the extent possible, the direction of the Agricultural Production System program with the expectation of identifying leadership by the end of the year.
3. Include a \$100,000 item to provide for a rotating supplies account.
4. Clarify further what is core program vs. special projects.
5. Incorporate a special project component into the core budget.
6. Account for self-sustaining activities.
7. Include an item for inauguration of the new facilities.
8. An accompanying narrative will set forth clearly why the 1973 budget is greater in program and manpower requirements, and will be supported with appropriate backup tables.

Noting that 1973 is the final year of support under the original grant from the W. K. Kellogg Foundation, the ExCom recommended that management discuss with the Foundation directly the possibilities of future support. Considering that Training and Communication activities have now grown to a level substantially beyond that projected in the original 5-year support plan, an increased level of support, beginning with 1973, will be discussed. This was suggested taking into account that a significant amount of funds from the original grant will not be spent, at present levels, by the end of 1973.

REVIEW OF CAPITAL BUDGET

The document prepared by CIAT was reviewed and Grant indicated that \$1,523,894 was needed to complete Phase I, i.e., the construction and equipment program originally undertaken. Subject to the concurrence of the Board chairman, the ExCom approved the revised capital budget for phase I on behalf of the Board and authorized the Director General to seek the additional funds (\$1,523,894) immediately.

It was recommended that the Phase II program be submitted to the Board for consideration in May, but that the Director General, having been previously authorized to seek funds for the purchase of an airplane, should continue to do so.

OUTREACH ACTIVITIES

The importance of developing effective outreach programs was stressed. The following specific possibilities were discussed and CIAT encouraged to explore the prospects:

- a. An upland rice project in Brazil. This would require considerable increase in support and would necessitate close coordination with IRRI. (Discussions following the meeting indicated a possible Ford Foundation interest in such a project.)
- b. The present developments in Guatemala leading to the possible establishment of an agricultural research center were reviewed. AID, the Rockefeller Foundation, and the government of Guatemala are all interested, and CIAT management will investigate the outreach opportunities which such a development may offer.
- c. Cooperation with other institutions throughout Latin America, as recommended by the Program Review Committee, was endorsed.

POLICIES REGARDING STAFF TEACHING ASSIGNMENTS

Grant requested the guidance of the ExCom with respect to policies regarding participation of senior and junior professional staff in academic instructional programs of various universities in Colombia. While there has been cooperative exchange of personnel among CIAT and the various institutions on short courses and various training programs, the issue here related to acceptance of responsibility for established academic courses.

Ortiz Mendez recommended that such cooperation is desirable, in principle, but that a request from an institution should have the approval of the students, professors, and the dean.

Another guiding principle discussed was the extent to which CIAT was willing to make the time of a professional available for such work and the complications this might pose for his regular work, particularly with respect to travel. However, it was recognized that when such courses were taught in the evening, CIAT could not dictate how a professional might choose to spend his time.

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The ExCom expressed its regrets for the loss of a founder and supporter and invited Hardin to participate in the affairs of the Board at such times and places as his schedule permits.

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Taking into account the present schedule of construction, as well as the times of the year when crops are in their best condition on the CIAT farm, the ExCom suggested that management plan the dedication for the period October-November, 1973, with October 12, Columbus Day and a holiday in Latin America, being a tentative target date.

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Grant and Gonzalez reported on the development of new accounting procedures, acknowledging the assistance of the Ford Foundation, in this effort, and indicated that effective management of these new systems required inputs of personnel and equipment not originally envisioned in CIAT plans. It was

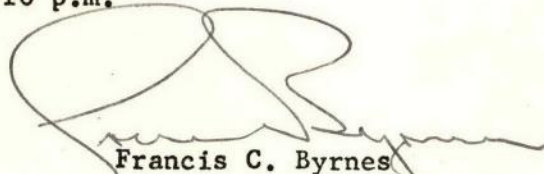
agreed that the procedures were necessary now and would become even more so with the growth of CIAT and the expansion in the support base.

INTERNATIONAL CENTERS' WEEK

Graves expressed his appreciation for being invited to participate in the work of the ExCom and commented briefly on the forthcoming International Centers' Week, July 29-August 4. He stressed that the various international centers must work in such ways as to avoid the perception by the Consultative Group that the governing boards are not just figureheads for management. By his own participation in this meeting, he was both impressed and encouraged by the active role in which the Board takes in CIAT.

FINAL COMMENTS

In the closing moments, Samper expressed his regrets that de Sola had not been able to be present and his appreciation for the presence of Graves and the active cooperation of all board members and staff in making the meeting productive. Grant invited Graves to return at a convenient date when there would be time for him to visit the fields and operating stations and witness first-hand the work of CIAT. Finally, the ExCom members thanked Samper for his excellent performance as acting chairman. There being no further business, the meeting adjourned at 5:10 p.m.



Francis C. Byrnes
Secretary-Treasurer, CIAT

cee.

Second Draft

April 10, 1972

MINUTES OF MEETING

EXECUTIVE COMMITTEE - BOARD OF TRUSTEES - CIAT

March 2 and 3, 1972

The Executive Committee, Board of Trustees, CIAT, convened at 8:40 a.m., March 2, 1972, at the Headquarters of CIAT, near Palmira, Colombia.

Members Present: Jorge Ortiz Méndez, Lowell S. Hardin, Lewis M. Roberts, and U. J. Grant.

Others Present: Armando Samper, board member; Francis C. Byrnes, secretary; Harold Graves, secretary for the Consultative Group; and N. S. Raun, Eduardo Alvarez-Luna and Luis González.

Grant opened the meeting, reporting that Chairman Francisco de Sola would not be able to attend and suggested that the ExCom elect a temporary chairman. Samper was elected to serve.

Minutes of the previous meeting were read and approved, and after a brief discussion, the tentative agenda was revised so as to permit discussion of program and administrative developments before attending to the program and budget proposals for 1973.

REPORT OF THE DIRECTOR GENERAL

Grant reviewed the progress of the commodity programs during the 1971, stressing that this had been a transitional year. During this time, five members had left the staff, 10 new ones added, and another three since January 1, 1972, including the Deputy Director General.

This report triggered a discussion of CIAT as an international organization and how through its reports and other activities CIAT might reflect the nature and scope of its international program. In so doing, however, it was suggested that it focus on the problems and progress which concern CIAT rather than stressing CIAT's activities and CIAT as an organization.

Graves pointed out that as the support base for CIAT grows, reporting requirements will change with respect to both text and accounting information.

PROGRAM REVIEW COMMITTEE

Samper summarized the work of the recent Program Review Committee.

stressing some of the administrative and operational issues which the committee raised. At the conclusion of the report, Roberts expressed appreciation to the committee for its work, and Hardin suggested that the focus on issues, as emerged in the oral report, was good and not as evident in the written document. He requested that the committee prepare a summary of the issues for presentation to the full board in May.

Commenting on the earlier review of the CIAT program by the Technical Advisory Committee of the Consultative Group, Graves indicated that the TAC perceived CIAT as being primarily concerned with beef and had raised the issue of breadth vs. depth in programs. He suggested that from time to time CIAT provide for an external review of its activities to supplement the work of its own Program Review Committee.

DISCUSSION OF CIAT PROGRAMS

As a prelude to a review of CIAT's programs, Hardin led a discussion aimed at reviewing or restating CIAT's objectives and criteria. In this, three principal objectives were outlined: (1) To increase calories; (2) to improve quality of food, and (3) to improve quality of life, in a technical sense, through expanded income opportunities.

The relevant criteria were outlined as follows:

1. Is the program international? Multi-national? Transferable?
2. What is the relative need? What are the capacities of existing and developing institutions?
3. Food products vs. non-food (crops vs. livestock)?
4. What is the relative emphasis on the less advantaged? Is the focus on subsistence, small, or commercial?
5. Does the work contribute to an international network of agricultural science?
6. What funding is likely to be available, and on what terms?

Within such a framework, the goals are achieved through research, training, and outreach programs, the latter representing the "demand pull" by national institutions through special projects.

The foregoing laid the base for detailed discussion of each of CIAT's programs, the highlights being as follows:

Cassava: (The action of the Board in August 1971 was to approve the proposed level of program expenditure for 1972 (\$526,684) without commitment to the level of activity for 1973 and beyond.) There was a general

feeling that the general lack of information about the crop, as confirmed by the conference, would indicate a rather slow and careful development of a research program, as opposed to moving too rapidly on several cassava issues simultaneously.

Alvarez-Luna reported on the recent program review conference and described the research work presently underway. Questions were raised as to the need for a more adequate published report on the conference than the staff notes presently available; on how much of CIAT's resources should go into a cassava program and in relation to what schedule or priority, and a clarification of the specific objectives of the program, i.e. production and productivity for human food, as animal feed, or as an industrial product (or some combination of these). McClung proposed that work at the present pace for 4 to 5 years would probably be necessary. Until the joint CIAT-Canadian group meets to outline the program for cassava and swine, the ExCom agreed with the position of the Board at its meeting in August, 1971.

Food Legumes: Stressing that food legumes had been a concern of CIAT from its inception, Roberts questioned whether it should delay further in moving ahead with a limited thrust, particularly on field beans. This action was recommended by the Review Committee. After discussion, the ExCom directed the preparation of a letter for the Chairman to send to the chairman of the Technical Advisory Committee before its next meeting. This letter would reiterate CIAT's interest in food legumes, indicate the present scope of its program and the decision to concentrate on field beans, and direct attention to the project proposal prepared in 1971. (The letter was subsequently prepared, reviewed and approved).

Corn: Responding to questions about the coordination between CIAT and CIMMYT, Grant reported that it had been agreed with CIMMYT that CIAT would serve as the coordinating center for the Andean zone. In addition, he outlined the three important research problems on which CIAT was in a position to contribute: Breeding to eliminate daylength sensitivity, development of a flint type high lysine corn, and reduction in the height of tropical corn. In addition, through its animal programs and cooperative work with ICA and the Universidad del Valle, CIAT is able to test the biological value of CIMMYT materials. Committee members recommended CIAT study further the issue as to what extent, if any, CIAT with its limited maize staff, should undertake basic research problems.

Rice: Noting that the Review Committee had commented upon CIAT's rice activities as being well-oriented as an outreach of IRRI, the ExCom recommended that the discussed need for basic work on upland rice in such areas as NE Brazil be reviewed with IRRI. Drs. McClung and Jennings will do this in April.

Swine: Report on the swine program and review of the budget generated questions as to the overall scope, objectives, and size of the program, with particular reference to the Canadian support for the swine and cassava pro-

grams. As with the cassava, the ExCom indicated that the forthcoming review meeting with the Canadians should help CIAT to prepare and present for board consideration a more sharply focussed swine program.

Beef: Raun responded to questions raised relating to the orientation and scope of the animal health work, as well as the perception of a "scattered" program involving different programs at various geographic locations. Discussion served to identify several issues for further deliberation. These included the following: (1) Should grass-legume work be emphasized to a greater extent because of the over-riding importance of nutrition? (2) To what extent might it be desirable and feasible to conduct some of the core activities in Venezuela or Ecuador? (3) How might the beef efforts be related to small operation farming systems? (4) What is meant by a beef production system?

Agricultural Production Systems: McClung indicated that the full-time of small group, perhaps an agricultural economist and an agronomist, with some additional part-time help from a biometrician with system analysis experience, would probably be needed to develop a productive approach in this area. The ExCom recommended continued attention to the matter and proposed CIAT consider a small conference of interested persons to clarify objectives, terms, and related matters. If the nature of the program can be crystallized, one possibility for the immediate future is to use a budgeted but unfilled senior staff vacancy in Training and Communication for the appointing of a program leader. Several CIAT staff members will visit IITA in April for the purpose of exchanging ideas on agricultural systems programs.

The ExCom recessed for the day at 5:40 p.m.

Friday, March 3, 1972

The committee convened at 8:30 a.m. at CIAT Headquarters

REPORT ON ADMINISTRATIVE MATTERS

Grant reviewed the process by which CIAT reviewed and adjusted salaries for its local employees, and suggested the need to seek other ways of helping the personnel, i.e., housing, health, and savings. Other matters reported upon was the hiring of a comptroller, establishing of new shipping arrangements, and the development of a policy with ICA whereby non-professional employees working on CIAT projects on an ICA base are employed by ICA.

On the matter as to whether junior professional employees should be employed on a term or continuing basis, the concensus was that (a) a certain amount of turnover was healthy and to be encouraged; (b) any such persons employed from outside the country should clearly be on a term basis, and (c) extremely promising young professionals should be encouraged and facilitated to acquire advanced degrees so that they may qualify for senior positions in CIAT or national organizations.

STATUS OF BUDGETS

1971: Noting that all of the carryover of funds in the 1971 budget was reported as restricted funds, the ExCom questioned the advisability of continuing such practice in future years, and suggested, to preserve credibility with all donor agencies, that future carryovers be distributed to all donors in proportion to their levels of support.

1972: Revision of the 1972 budget within the limits of the increase in estimated or anticipated earned income, \$21,000, was approved; the new core total for 1972 thus becoming approximately \$2,850,000.

1973: Presentation of the proposed budget for 1973 raised specific issues relating to program levels, particularly in cassava and swine. It was requested that, prior to submitting the revised budget to the Board in May, the following actions take place:

1. Review the cassava and swine programs in April with the Canadians and determine a definite level of operation and associated support, given the questions already raised.
2. Clarify, to the extent possible, the direction of the Agricultural Production System program with the expectation of identifying leadership by the end of the year.
3. Include a \$100,000 item to provide for a rotating supplies account.
4. Clarify further what is core program vs. special projects, with particular attention to the latter terminology for outreach activities.
5. Incorporate funds into the core budget to cover the basic support necessary for direct program-related conferences and symposia.
6. Account for self-sustaining activities.
7. Include an item for inauguration of the new facilities.
8. An accompanying narrative will set forth clearly why the 1973 budget is greater in program and manpower requirements, and will be supported with appropriate backup tables.

Noting that 1973 is the final year of support under the original grant from the W. K. Kellogg Foundation, the ExCom recommended that management discuss with the Foundation directly the possibilities of future support. Considering that Training and Communication activities have now grown to a level substantially beyond that projected in the original 5-year support plan, an increased level of support, beginning with 1973, will be discussed. This was suggested taking into account that a significant amount of funds from the original grant will not be spent, at present levels, by the end of 1973.

REVIEW OF CAPITAL BUDGET

The document prepared by CIAT was reviewed and Grant indicated that \$1,523,894 was needed to complete Phase I, i.e., the construction and equipment program originally undertaken. Subject to the concurrence of the Board chairman, the ExCom approved the revised capital budget for phase I on behalf of the Board and authorized the Director General to seek the additional funds (\$1,523,894) immediately.

It was recommended that the Phase II program be submitted to the Board for consideration in May, but that the Director General, having been previously authorized to seek funds for the purchase of an airplane, should continue to do so.

OUTREACH ACTIVITIES

The importance of developing effective outreach programs was stressed. The following specific possibilities were discussed and CIAT encouraged to explore the prospects:

- a. An upland rice project in Brazil. This would require considerable increase in support and would necessitate close coordination with IRRI. (Discussions following the meeting indicated a possible Ford Foundation interest in such a project.)
- b. The present developments in Guatemala leading to the possible establishment of an agricultural research center were reviewed. AID, the Rockefeller Foundation, and the government of Guatemala are all interested, and CIAT management will investigate the outreach opportunities which such a development may offer.
- c. Cooperation with other institutions throughout Latin America, as recommended by the Program Review Committee, was endorsed.

POLICIES REGARDING STAFF TEACHING ASSIGNMENTS

Grant requested the guidance of the ExCom with respect to policies regarding participation of senior and junior professional staff in academic instructional programs of various universities in Colombia. While there has been cooperative exchange of personnel among CIAT and the various institutions on short courses and various training programs, the issue here related to acceptance of responsibility for established academic courses.

Ortiz Méndez recommended that such cooperation is desirable, in principle, but that a request from an institution should have the approval of the students, professors, and the dean.

Another guiding principle discussed was the extent to which CIAT was willing to make the time of a professional available for such work and the complications this might pose for his regular work, particularly with respect to travel. However, it was recognized that when such courses were

taught in the evening, CIAT could not dictate how a professional might choose to spend his time.

Finally, the ExCom expressed the opinion that this was primarily a matter of management and authorized the Director General to establish a policy to guide the senior and junior staff, bearing in mind the various principles discussed.

CONSIDERATION OF BOARD MEMBERS

Noting that the terms of two members, Uribe and Sherlock, will expire with the next meeting of the Board, the ExCom recommended to the Nominating Committee the following considerations:

1. Replace Uribe with a person from outside Colombia, there presently being five Colombians on the board.
2. Nominate Sherlock for a second term.
3. Recommend the nomination of Roberto Meirelles de Miranda as first choice of a Board member from Brazil, and Rubens Araujo Dias as a second choice.
4. Recommend the nomination of Fabian Portilla, Ecuador, to replace Uribe.

It was further recommended that the Director General check with the relevant Canadian interests about the possibility of naming a Canadian to the board and to determine when such action would be most appropriate.

Hardin said that this would be his last meeting as the Ford Foundation representative to the Board and that his replacement would most likely be Norman Collins. He expressed his regret but that the pressures of his work, including being involved in various ways in the work of all four international centers, did not permit the time necessary to concentrate on the work of CIAT.

The ExCom expressed its regrets for the loss of a founder and supporter and invited Hardin to participate in the affairs of the Board at such times and places as his schedule permits.

INAUGURAL OR DEDICATION CEREMONIES

Taking into account the present schedule of construction, as well as the times of the year when crops are in their best condition on the CIAT farm, the ExCom suggested that management plan the dedication for the period October-November, 1973, with October 12, Columbus Day and a holiday in Latin America, being a tentative target date.

Byrnes reviewed the earlier criteria developed for screening topics

proposed for an international conference in connection with the dedication, and CIAT management was requested to prepare an inaugural proposal, and budget, for the Board meeting in May. One of the topics proposed for consideration was a conference, involving national leadership, on the subject of the tropics---what these involve, the problems, the potentials, the programs underway, and related possibilities.

NEW ACCOUNTING PROCEDURES

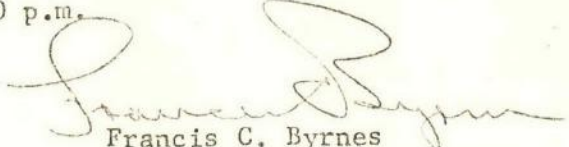
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INTERNATIONAL CENTERS' WEEK

Graves expressed his appreciation for being invited to participate in the work of the ExCom and commented briefly on the forthcoming International Centers' Week, July 29-August 4. He stressed that the various international centers must work in such ways as to avoid the perception by the Consultative Group that the governing boards are not just figureheads for management. By his own participation in this meeting, he was both impressed and encouraged by the active role in which the Board takes in CIAT.

FINAL COMMENTS

In the closing moments, Samper expressed his regrets that de Sola had not been able to be present and his appreciation for the presence of Graves and the active cooperation of all board members and staff in making the meeting productive. Grant invited Graves to return at a convenient date when there would be time for him to visit the fields and operating stations and witness first-hand the work of CIAT. Finally, the ExCom members thanked Samper for his excellent performance as acting chairman. There being no further business, the meeting adjourned at 5:10 p.m.


Francis C. Byrnes
Secretary-Treasurer, CIAT

cee.



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

MEMORANDUM

TC-164-72

TO: Members of Executive Committee, Board of Trustees, CIAT, and
Mr. H. Graves

SUBJECT: Revised Draft of Minutes of Meeting, March 2 and 3


DATE: April 10, 1972

Gentlemen:

Inasmuch as several of you requested that the secretary detail to a greater extent the discussions leading to the identifying of issues discussed at the recent meeting, March 2 and 3, I have proceeded to do so. The revised, expanded set of minutes are enclosed, and are identified as Second Draft, April 10, 1972.

Your comments and suggestions are invited.

Sincerely,


Francis C. Byrnes
Secretary-Treasurer, CIAT

FCB:cee

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

~~L. A. Rojas~~
2. M. [unclear]

MEMORANDUM

TC-154-72

TO: Members of Board of Trustees, CIAT, and Designated Representatives and Observers

SUBJECT: Dates for Annual Meeting, Board of Trustees

DATE: April 5, 1972

Gentlemen:

Chairman Francisco de Sola has requested that I again bring to your attention the dates for the annual meeting of the Board of Trustees, CIAT.

In accord with the previous announcement, the dates are as follows:

Executive Committee, Wednesday, May 10, beginning at 8:30 a.m.

Board of Trustees, Thursday and Friday, May 11 and 12, beginning at 8 a.m.

All meetings will be held in the Hotel Intercontinental Cali, and your room reservations will be at the same hotel.

If you have not already done so, we would appreciate being advised of the date, flight number, and hour of your arrival. Because of the uncertainty of schedules from Bogotá in the early morning, we recommend you plan your travel so as to arrive Cali the evening before your meeting begins.

We are looking forward to seeing you in May.

Sincerely,

Francis C. Byrnes
Secretary-Treasurer, CIAT

FCB:cee

COMUNICACIONES
12:50:33 10 LN S. P.

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1972 APR 10 PM 2:46

COMMUNICATIONS SECTION

[Handwritten signature]

ECB:066

We are looking forward to seeing you in May.

Meeting details:

You have been asked to attend the meeting before you. The date of the meeting is now being fixed in the early morning. We recommend the date of the meeting and hope of your arrival. Because of the nature of the work you are doing we would appreciate being advised of your arrangements as early as possible.

All meetings will be held in the hotel International City, and you will be invited to attend the meeting.

at 8 a.m.

Board of Directors, Thursday and Friday, May 11 and 12, beginning

Executive Committee, Wednesday, May 10, beginning at 8:30 a.m.

In accord with the previous announcement, the dates are as follows:

CIVIL

Attention the date for the annual meeting of the Board of Directors, Executive Committee and staff is being requested that I advise you to your

conclusion:

DATE: April 2, 1972

SUBJECT: Dates for annual meeting, Board of Directors

TO: Directors and Observers

Members of Board of Directors, CIVIL, and Designated Repre-

IC-128-13

M E M O R A N D U M



Int'l Agric Research GZA

INIAP

INSTITUTO NACIONAL DE INVESTIGACIONES AGROPECUARIAS
ADMINISTRACION CENTRAL

QUITO - ECUADOR
APARTADO N° 2600
CABLE: INIAP

Oficio No. - XI - 772
Quito, 3 de Abril de 1972

From: Dept. Correspondence
AND BY J. Fransen
DATE April 19, 1972

Señor Don
James Fransen
International Bank for Reconstruction
1818 H. Street N.W.
Washington, D.C. 20433

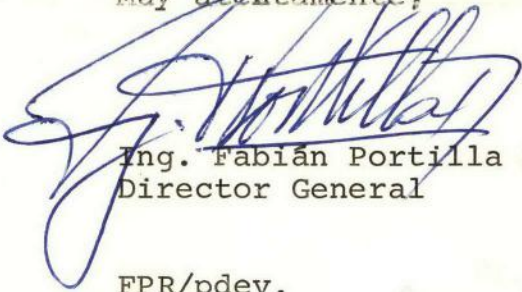
De mis consideraciones:

Este Instituto, se encuentra muy interesado en planificar el Servicio de Producción que facilite, por medio de un asesoramiento especializado a los agricultores, la práctica de los resultados de las investigaciones.

Estamos procurando una Reunión de Técnicos -en Guayaquil, los días 15 y 16 de Mayo- que puedan colaborar con nosotros en la planificación de este Servicio de Producción en INIAP. Contaremos con la presencia de los doctores Colin Mc Clung, Frances Byrnes y Per Anderson.

Por la experiencia que usted tiene, así como por sus conocimientos respecto al Ecuador, a INIAP, estaríamos muy agradecidos, si se sirve acompañarnos para planificar el Servicio de Producción de INIAP, en las fechas antes mencionadas.

Muy atentamente,


Ing. Fabián Portilla R.
Director General

FPR/pdev.

c.c. Subdirector General
Subdirector Regional
Sr. Jack Dee Traywick.

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MAY 8 11 32 AM 1972

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COMMUNICATIONS
SECTION

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UNITED STATES DEPARTMENT OF JUSTICE



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Consultative Group on International
Agricultural Research

92a

MEMORANDUM

TC-172-72

TO: Members of Board of Trustees, CIAT, and Representatives
and Observers

SUBJECT: Tentative Agenda for Annual Meeting, May 11 and 12, 1972

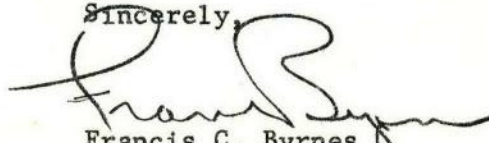
DATE: April 12, 1972

Gentlemen:

Enclosed for your information is a copy of the Tentative Agenda for the Annual Meeting of the Board of Trustees, CIAT. You are invited to send your comments and suggestions. A revised tentative agenda will be submitted for your review the morning of May 11.

We are looking forward to seeing you in May.

Sincerely,



Francis C. Byrnes
Secretary-Treasurer, CIAT

FCB:cee

Encl.

Tentative Agenda
ANNUAL MEETING, BOARD OF TRUSTEES, CIAT
Hotel Intercontinental Cali

Thursday, May 11

- 0800 Call to order
Introduction of guests and observers
Minutes of August, 1971, meeting
Review of Agenda
Report of Director General
Report of Executive Committee
Report of Program Review Committee
Discussion of above reports
- 1200 Lunch
- 1330 Commodity Programs: Reports and Discussion
Beef, Swine, Cassava, Rice, Maize, Food Legumes, Agricultural
Production Systems
- General Operational and Policy Issues
CIAT Outreach Program
Increasing Number of Latin Americans on Senior Staff
Other issues
- 1900 Reception and Dinner

Friday, May 12

- 0730 Departure for CIAT Farm
- 0815 Tour of research farm and construction site
- 0915 Departure for Cali
- 1015 Financial Report
Revised Budget for 1972
Proposed Budget for 1973
Review of Capital Budget Requirements
- 1200 Lunch
- 1330 Inaugural Program and Activities
Reports and Comments of Observers
Other Business
- 1500 Closed Session of Board
Election of New Board Members
Review of Board Committees and Membership
Date for Next Annual Meeting
Other Business

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1972 APR 19 AM 11:53

COMMUNICATIONS SECTION

TO: SAC, NEW YORK

FROM: SAC, NEW YORK

SUBJECT: [Illegible]

[Illegible text follows, appearing to be a list of items or a report summary.]

[Illegible text at the bottom of the page, possibly a signature or reference.]



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Consultative Group on International
Agricultural Research

92a.

DIR-311

March 28, 1972

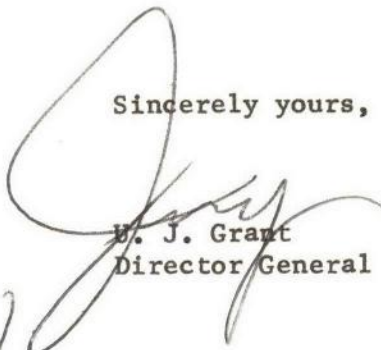
Mr. Harold Graves
Executive Secretary
Consultative Group on
International Agricultural Research
International Bank for Reconstruction and Development
1818 H. Street, N. W.
Washington, D. C. 20433

Dear Harold:

Thank you for your letter of March 6 which I had not answered previously because I have been away on a trip to Guatemala and Europe for the past two weeks. It was indeed a pleasure to have you visit our executive committee meeting. We did appreciate your taking the time to be here personally and see something of CIAT's operations. I hope you can return soon.

With best regards.

Sincerely yours,



E. J. Grant
Director General

UJG.caa

P.S. Hope you can
come to the May Board
meeting. J.

Consultative Group on International
Agricultural Research

92a

March 6, 1972

Dear Jerry:

Just a note to say how instructive I found the meeting of the CIAT Executive Committee and how much I appreciated the privilege of being allowed to attend it. It was one of the most intensive cram courses I ever took, and one of the most enjoyable.

Sincerely,

Harold Graves

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

HG:ap

Hubb

Consultative Group on Int'l Agric
Research G2A

APARTADO AEREO 67-13

CABLES: CINATROP

CALI - COLOMBIA



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-227

March 6, 1972

Sir John Crawford
Vice-Chancellor's Residence
24 Balmain Crascent
Acton, A. C. T. 2601
Australia

Dear Sir John:

Meeting at Cali, Colombia, March 2 and 3, the Executive Committee of the Board of Trustees, Centro Internacional de Agricultura Tropical, requested that I advise the Technical Advisory Committee of the continuing interests of CIAT in food legumes and to describe the objectives and scope of the work presently underway and projected for the immediate future.

Because of the importance of food legumes in the diet of the peoples of many countries, as well as the need for on-the-farm sources of protein supplements for animal rations, CIAT has, for the past three years, undertaken exploratory work with various food legumes as a part of its approved core program.

From its inception, CIAT has been concerned with means of increasing the quantity and quality of proteins available for direct human consumption, as well as those necessary to increase economically the production of animal proteins. This is a direct underlying concern of CIAT's work in beef, swine and Opaque-2 corn, and a factor recognized in its work with rice and cassava.

Upon the direction of the Board, the staff prepared and submitted to the Technical Advisory Committee last year, a proposal for a full commodity thrust in field beans (Phaseolus vulgaris), and a supplemental proposal for additional work in soybeans. The Board recognizes and understands the complexities of the food legume problem world-wide and appreciates the difficult task which the TAC faces.

Pending further decisions by the Technical Advisory Committee, the Executive Committee of the CIAT Board, in consultation with the CIAT management and staff, has decided to sharpen the focus and to concentrate the food legume work of CIAT for the immediate future on efforts to identify and, if possible, find solutions to the factors responsible for low yields of Phaseolus vulgaris, particularly at the lower elevations in the tropics.

Over time, CIAT expects to devote increased attention to the development of total agricultural production systems for specific environments and it is difficult to envision the exclusion of one or more food legumes from such systems. Therefore, CIAT will need access to improved food legume varieties and cultural practices related thereto whether these originate at CIAT or at such other international or national centers as may be working on these problems.

We trust that this clarification of the position of the CIAT Executive Committee, as well as that of the CIAT management and staff, along with the proposals previously prepared, will facilitate your group in assessing a possible future role for CIAT in international food legume development plans.

Sincerely,

Francisco De Sola
Chairman
Board of Trustees

cc: Dr. David Hopper
Mr. Harold Graves
Dr. Peter Oram
Enc.

IAR - G2a

OUTGOING WIRE

TO: **BYRNES
CINATROP
CALI**

DATE: **FEBRUARY 23, 1972**

CLASS OF
SERVICE: **FULL RATE**

G2a

COUNTRY: **COLOMBIA**

HH

TEXT:
Cable No.:

**GRATEFULLY ACCEPT CHAIRMAN DESOLA'S INVITATION ATTEND EXECUTIVE
COMMITTEE MEETING. ARRIVING CALI AVIANCA FLIGHT 119 FEBRUARY 29**

~~XXXXXXXX~~

REGARDS

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

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

DEPT. **Development Services**

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

REFERENCE:

HG:ap

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SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE

DATE

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DEPT

DEVELOPMENT RELATES

NAME

HELOLD N. CLAES, JR.

FEB 23 3 55 PM 1972

ADDRESS

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COMMUNICATIONS

SEALS

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KEYS

COMMITTEE MEETING: VARIOUS CIVIL RIGHTS MATTERS TO BE REVIEWED

RELEVANT TO ALL CIVIL RIGHTS MATTERS, IN PARTICULAR THE EXECUTIVE

TYPE NO.

TEXT

COMMITTEE

COLOMBIA

SERVICE

UNIT FILE

CLASS OF

CIVIL

RIGHTS

TO

REVIEW

DATE

FEBRUARY 23, 1972

OUTGOING WIRE

ASSOCIATION

INTERNATIONAL LABOR UNION

REGISTRATION AND DEVELOPMENT

FOR THE INTERNATIONAL UNION

CONSTITUTION

INTERNATIONAL UNION

Handwritten number 250



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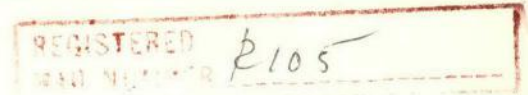
APARTADO AEREO 67-13

APARTADO NAL. 737

CALI - COLOMBIA

CABLES: CINATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL



MEMORANDUM

TC-056-72

TO: Members of Board of Trustees, and Designated Representatives and Observers

SUBJECT: Dates for Annual Meeting, Board of Trustees, CIAT

DATE: February 8, 1972

Gentlemen:

After polling the members of the Board of Trustees, as requested by Chairman Francisco de Sola, it appears that the proposed dates will be convenient for most of the board members involved. Consequently, the annual meeting dates will be as follows:

- May 10 Executive Committee (de Sola, Hardin, Roberts, Ortiz Méndez, Grant, and such others as the chairman may invite)
- May 11-12 Meeting of Total Board, plus designated representatives and observers. As usual, the Board may choose to meet in closed session for part of the final day.

We recommend that you plan your travel so as to arrive Cali no later than the evening preceding the date your meeting begins. Reservations will be made for all at the new Hotel Intercontinental Cali, and we would appreciate being advised of your arrival date, flight number, and time.

Board members who normally travel to these meetings on tickets furnished by CIAT will receive their ticket authorizations through their local Pan American World Airways ticket agent. As in the past, this is an authorization to issue tickets equivalent to the cash value of a round-trip, first class ticket from your originating point to Cali. Your method of travel, date of travel, and itinerary is at your discretion. We would appreciate being advised of any instance in which the local PanAm ticketing agent tries to advise you otherwise. They are there to assist with your ticketing not to dictate your routing or carrier.

If you have any questions or suggestions, please let me know.

72 FEB 15 1957

It has been my pleasure to acknowledge the receipt of your letter of the 11th of February 1957.

The Board of Directors of the International Bank for Reconstruction and Development has considered your proposal for the appointment of a representative of the Government of the United States to the Board of Directors. The Board has decided to accept your nomination and to appoint you as a representative of the Government of the United States to the Board of Directors for a term of three years, beginning on the 1st of January 1958.

You will receive from the Board of Directors a copy of the Charter of the Bank and a copy of the Board's decision. You will also receive from the Board of Directors a copy of the letter of appointment which will be signed by the President of the Bank.

Yours faithfully,

to meet in closed session for part of the year 1957. The Board of Directors has decided to accept your nomination and to appoint you as a representative of the Government of the United States to the Board of Directors for a term of three years, beginning on the 1st of January 1958.

Yours faithfully,

Chairman of the Board of Directors

The Board of Directors of the International Bank for Reconstruction and Development has decided to accept your nomination and to appoint you as a representative of the Government of the United States to the Board of Directors for a term of three years, beginning on the 1st of January 1958.

Sincerely,

DATE: February 8, 1957

SUBJECT: Request for appointment to Board of Directors, CIVIL

and Associate
Members of Board of Directors, and designated representatives

IC-029-35


MEMORANDUM



02168 - 0507

The agenda for the Annual Meeting and other details will be forwarded following the meeting of the Executive Committee at Cali on March 2 and 3.

Sincerely,



Francis C. Byrnes
Secretary-Treasurer

cc Mr. Guillermo Vargas, PanAm, Cali
Mr. Arnaldo Fajardo, Wagon Lits/Cook, Cali
Mr. Jacques DuWelz, Hotel Intercontinental, Cali

For your information, this memorandum will be distributed to the following persons:

BOARD MEMBERS

Francisco de Sola, Moisés Behar Alcahe, Jorge Arias de Greif, U. J. Grant, Lowell S. Hardin, Hernán Jaramillo Ocampo, Luis Marcano, Jorge Ortiz Méndez, Lewis M. Roberts, Julián Rodríguez Adame, Armando Samper Gnecco, Edgardo Seoane, Philip Sherlock, Rodrigo Uribe Echavarría.

OFFICIAL REPRESENTATIVES

Louis G. Sleeper, AID, Washington; José Irineu Cabral, BID, Washington; H. G. Dion, CIDA, Ottawa, Canada.

OBSERVERS

Russell G. Mawby, W. K. Kellogg Foundation, Chicago; J. Emilio Araujo, IICA, San José, Costa Rica; Barry Nestel, IDRC, Guelph, Ontario, Canada; Harold Graves, International Bank for Reconstruction and Development, Washington; William Gamble, Ford Foundation, Bogotá, Colombia; Howard Harper, AID, Bogotá, Colombia; George F. Darnell, International Bank for Reconstruction and Development, Washington; James Fransen, International Bank for Reconstruction and Development, Washington; J. H. Hulse, IDRC, Ottawa, Canada; Omer J. Kelley, AID, Washington; Richard Dye, Ford Foundation, Lima, Perú

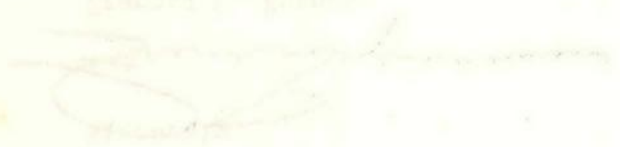
CONFIDENTIAL

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CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

42a

DIR-084

February 4, 1972

Mr. William J. Turnier
Cravath, Swaine & Moore
One Chase Manhattan Plaza
New York, N. Y. 10005

Dear Mr. Turnier:

Please find enclosed a copy of our balance sheets and statements of receipts and expenditures covering the period from CIAT's inception of operations to December 31, 1968.

I hope this information is satisfactory for your purposes. If you require further information please let me know.

Sincerely yours,

U. J. Grant
Director General

UJG.caa
encls.

EXHIBIT B.

7.)

	<u>1968 + 1969</u>		<u>1970</u>	
<u>CAPITAL GRANTS</u>				
ROCKEFELLER FOUNDATION		670,987 ✓		769,328
W.K. KELLOGG FOUNDATION		1,215,698 ✓		45,029
U.S. AID		—		18,717
INCOME FROM INTEREST		9,088		99,936
		<u>1,895,773</u>		<u>933,010</u>
SUB-TOTAL		1,895,773		933,010
<u>OPERATING GRANTS</u>				
FORD FOUNDATION	<u>1968</u>	—	<u>1969</u>	<u>1970</u>
ROCKEFELLER FOUNDATION		64,236	500,000 ✓	500,000
W.K. KELLOGG FOUNDATION		82,000	522,363 *	553,351 *
U.S. AID		—	133,032 ✓	182,469
INTEREST + FARM PRODUCT SALES		—	38,668	240,109
		<u>146,236</u>	<u>1,194,063</u>	<u>345,23</u>
SUB-TOTAL		146,236	1,194,063	1,510,452
TOTAL		<u>146,236</u>	<u>3,089,836</u>	<u>2,443,462</u>
IN KIND AID:				
ICA-COLOMBIA Land, Office, lab. space.		20,000	50,000	65,000
GOVT. OF COLOMBIA		17,000	1,000 +	1,000 +
* SUPPORT FOR CIAT RE-STAFF (Salaries)			247,554	* 301,051

+ Plus Value of taxes + duties of which payment CIAT is exempted.

PRICE WATERHOUSE & CO.

APARTADO AEREO 180
CALI-COLOMBIA

May 13, 1969

To the Board of Trustees of
Centro Internacional de Agricultura
Tropical (CIAT)

In our opinion, the accompanying statement presents fairly the cash receipts and disbursements of Centro Internacional de Agricultura Tropical (CIAT), Cali, Colombia for the five months ended December 31, 1968 and the cash balance at that date. Our examination of this statement was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

Price Waterhouse & Co.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL (CIAT)
CALI, COLOMBIA

STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
FOR THE FIVE MONTHS ENDED DECEMBER 31, 1968
AND CASH BALANCE AT THAT DATE

(Expressed in U.S. dollars)

Receipts:-

Cash grants from:

The W.K. Kellogg Foundation, Battle Creek,
including U\$191,015 applicable to 1969
budget

273,015

The Rockefeller Foundation, New York

64,236

Total receipts

337,251

Disbursements (Note 1):

Training

1,527.

Salaries, wages, social benefits and fees
for services (Note 3)

5,004.

Local purchases of furniture, fixtures and
equipment

5,979.

Rent

1,628.

Travel

768.

Maintenance and repairs of vehicles

822.

Agricultural supplies, fertilizers and
chemicals

1,838.

Freight and miscellaneous import expenses

1,080.

Office supplies

499.

Telephone and telegraph

320.

Payments to The Rockefeller Foundation,
New York for purchases and other dis-
bursements

30,000.

Miscellaneous (petty cash disbursements,
subscriptions, electricity, water, fares,
parking, postage, bank commissions, etc.)

1,728.

Total disbursements

51,193

Cash balance at December 31, 1968 (Notes 1 and 2)

286,058

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL (CIAT)
CALI, COLOMBIA
NOTES TO STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
AND CASH BALANCE
DECEMBER 31, 1968

(Expressed in U.S. dollars)

NOTE 1:

All foreign exchange transactions are controlled by the Colombian government and, accordingly, all foreign exchange received in Colombia must be sold through official channels. The following exchange rates were used to translate Colombian pesos (P) to U.S. dollars (U\$S):

	<u>P/U\$S1</u>	
Peso bank balances	16.88	Year-end exchange rate
Disbursements made in pesos	16.58	Average rate of exchange applicable to sale of related dollars

NOTE 2:

The cash balance at December 31, 1968 comprised the following:-

Cash in banks:

The Chase Manhattan Bank, New York (U.S. dollar account)	276,631
Banco de Bogotá, Cali (local currency, account - P147,516)	8,739
Banco de Bogotá, Palmira (local currency account, in the name of Dr. Peter R. Jennings, for expenses of rice program - P11,621)	688
	<u>286,058</u>

NOTE 3:

The salaries of the director and expatriate staff are not paid locally and, accordingly, are not included in the accompanying statement.

NOTE 4:

The accounts of CIAT are maintained on the basis of cash receipts and disbursements and, accordingly, an estimated liability for local employees' severance compensation of U\$S110 (P1,856) and miscellaneous accounts payable of U\$S425 (P7,165) were not recorded as of December 31, 1968.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

Schedule 1

Statement of Cash Receipts during the Years 1968 and 1969
(U. S. Dollars)

YEAR	O P E R A T I N G				C A P I T A L		
	W. K. KELLOGG FOUNDATION	ROCKEFELLER FOUNDATION	FORD FOUNDATION	TOTAL	W.K. KELLOGG FOUNDATION	ROCKEFELLER FOUNDATION	TOTAL
1968 VIII-8	82.000.00			82.000.00			
X-18		64.236.00		64.236.00		**151.012.57	151.012.57
XII-24	191.015.00			191.015.00			
1969 I-9		2.909.17		2.909.17			
I-30		253.800.00		253.800.00		***38.500.00	38.500.00
II-21		16.100.00		16.100.00			
III-31						97.000.00	97.000.00
IV-4			261.000.00	261.000.00			
VI-23			139.000.00	139.000.00			
IX-17			100.000.00	100.000.00			
XI-30						373.667.00	373.667.00
XII-30					1.157.715.00		1.157.715.00
XII-31						277.62	277.62
XII-		*249.554.00		249.554.00			
	<u>273.015.00</u>	<u>586.599.17</u>	<u>500.000.00</u>	<u>1.359.614.17</u>	<u>1.157.715.00</u>	<u>660.457.19</u>	<u>1.818.172.19</u>

* Salaries and Perquisites Senior Staff (New York)

** Equipment received from RF 68038

*** Livestock Purchase Fund

THE INTERNATIONAL RICE RESEARCH INSTITUTE

P H I L I P P I N E S

FINANCIAL REPORT

DECEMBER 31, 1970

IN U. S. DOLLARS

SYCIP, GORRES, VELAYO & CO.
CERTIFIED PUBLIC ACCOUNTANTS



THE SGV GROUP
PHILIPPINES
—
TAIWAN, REPUBLIC OF CHINA
—
THAILAND
—
INDONESIA
—
MALAYSIA
—
SINGAPORE
—
VIETNAM

SYCIP, GORRES, VELAYO & CO.

CERTIFIED PUBLIC ACCOUNTANTS

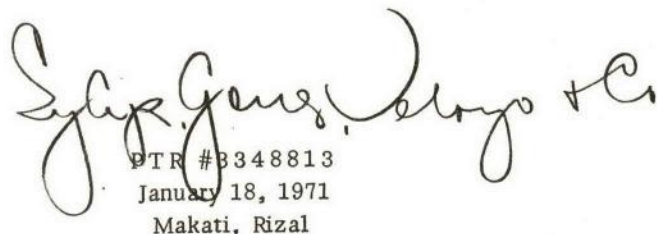
P. O. BOX 589, MANILA
PHILIPPINES

CABLES: CERTIFIED
—
TEL. 89-30-II
—
ADDRESS
6760 AYALA AVENUE
MAKATI, RIZAL
PHILIPPINES
—
BRANCH OFFICES:
CEBU
DAVAO
BACOLOD
ILOILO
ILIGAN

Board of Trustees
The International Rice Research Institute
Philippines

We have examined the balance sheet of The International Rice Research Institute as at December 31, 1970. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, with the explanation stated in Note 6 to the balance sheet, the accompanying balance sheet presents fairly the financial position of The International Rice Research Institute at December 31, 1970 in conformity with generally accepted accounting principles applied on a basis consistent with those of the preceding years, after restatement of the balance sheets for those years as mentioned in Notes 6 and 9.


PTR #3348813
January 18, 1971
Makati, Rizal

July 31, 1971

THE INTERNATIONAL RICE RESEARCH INSTITUTE
BALANCE SHEET
DECEMBER 31, 1970
(With Comparative Figures for 1969, 1968, 1967 and 1966)

	1970	1969	1968	1967	1966
<u>A S S E T S</u>					
Cash and purchasing deposit accounts	\$ 828,728.88	\$ 240,057.57	\$ 949,877.71	\$ 583,168.88	\$1,095,262.52
Amounts due on research contracts (Note 5)	135,896.09	355,990.23	185,400.59	117,270.77	41,999.72
Advances and other receivables	143,590.28	121,044.33	102,243.79	76,380.20	34,952.74
Prepaid expenses	152,201.68	-	-	-	-
Fixed assets (Note 6)	-	-	-	-	-
Other assets	129,646.49	66,032.73	67,208.99	42,080.34	26,306.15
	<u>\$1,390,063.42</u>	<u>\$ 783,124.86</u>	<u>\$1,304,731.08</u>	<u>\$ 818,900.19</u>	<u>\$1,198,521.13</u>
<u>LIABILITIES AND FUND BALANCES</u>					
Accounts payable and accrued expenses (Note 9)	\$ 203,919.07	\$ 123,006.71	\$ 274,923.81	\$ 107,019.19	\$ 142,882.58
Fund balances:					
Unexpended grant balances (Notes 2, 3 and 4)	1,150,984.16	652,243.12	1,040,852.60	686,285.76	1,036,068.76
Self-sustaining operations	35,160.19	7,875.03	(11,045.33)	25,595.24	19,569.79
	<u>\$1,390,063.42</u>	<u>\$ 783,124.86</u>	<u>\$1,304,731.08</u>	<u>\$ 818,900.19</u>	<u>\$1,198,521.13</u>

See accompanying Notes to Balance Sheet.

THE INTERNATIONAL RICE RESEARCH INSTITUTE
NOTES TO BALANCE SHEET
DECEMBER 31, 1970

1. ORGANIZATION AND PURPOSE

The Institute was established in 1960 under the laws of the Republic of the Philippines as a non-stock, philanthropic and non-profit organization. Its principal purpose is to conduct basic rice research on the rice plant and applied research on all phases of rice production, management, distribution and utilization with the view of attaining nutritive and economic advantage or benefit for the people of Asia and other major rice-growing areas.

The Institute is principally supported by the Rockefeller and Ford Foundations in cooperation with the Republic of the Philippines. The land used as site for its research activities and on which the research center is built is leased from the University of the Philippines at a nominal rent. If the existence of the Institute is terminated for any reason, all its physical plant, equipment and other assets shall become property of the College of Agriculture of the University of the Philippines.

2. OPERATING GRANTS

The Institute has received operating grants from both The Ford Foundation and The Rockefeller Foundation. Grants already released to the Institute as at December 31, 1970 were as follows:

	The Ford Foundation Cash Grants	The Rockefeller Foundation			Total Operating Grants
		Cash Grants	Technical and Scientific Services	Total	
1965	\$ 633,600	\$ 390,000	\$ 245,000	\$ 635,000	\$1,268,600
1966	690,000	390,000	300,000	690,000	1,380,000
1967	695,875	426,875	297,000	723,875	1,419,750
1968	772,275	472,275	300,000	772,275	1,544,550
1969	890,000	642,000	248,000	890,000	1,780,000
1970	750,000	494,000	256,000	750,000	1,500,000
1971	210,000	503,000	-	503,000	713,000
Total	<u>\$4,641,750</u>	<u>\$3,318,150</u>	<u>\$1,646,000</u>	<u>\$4,964,150</u>	<u>\$9,605,900</u>

The operating cash grants for 1971 represent partial releases from a total grant of \$1,500,000. The Ford Foundation is committed to contribute \$750,000 in the form of cash and The Rockefeller Foundation is committed to contribute \$750,000 in the form of cash, technical and scientific services.

The cash grants from The Ford Foundation are part of a total grant of \$5,181,750 which was approved to cover the operating and capital expenditures of the Institute over a period of seven years starting 1965.

On April 9, 1970, the U. S. Agency for International Development approved a grant amounting to \$1,100,000 to cover the reimbursement of operating and capital expenditures incurred by the Institute. This grant shall expire on April 9, 1972. As at December 31, 1970, reimbursements totalling \$174,410 have been received by the Institute.

3. PARTIAL RELEASES FROM OTHER GRANTS

As at December 31, 1970, the Institute has received the following partial releases from other grants:

- a) \$518,360 from The Ford Foundation grant of \$552,000 to support rice research in Ceylon;
- b) \$358,724 from The Ford Foundation grants totalling \$582,027 to accelerate rice improvement in East Pakistan;
- c) \$390,000 from The Ford Foundation grants totalling \$600,000 to support rice research in West Pakistan;
- d) \$64,250 from The Ford Foundation grant of \$257,000 to assist and further develop the rice research program of the Government of the Republic of Indonesia;
- e) \$129,005 from The Rockefeller Foundation grant of \$182,500 to support the Institute's accelerated research and training program on cropping systems for tropical areas; and
- f) \$15,000 from The Rockefeller Foundation grant of \$123,300 to support a joint Ph. D. training program between the Institute and the Indian Agriculture Research Institute.

4. FUNDS RECEIVED FOR THE ACCOUNT OF THE UNIVERSITY OF THE PHILIPPINES

In accordance with the terms of the grants of The Rockefeller Foundation to the University of the Philippines, the Institute has been assigned to administer portions of the funds from the following grants:

- a) RF-63053 for \$300,000 or as much thereof as may be necessary, appropriated toward the cost of construction of an international center in Diliman and six faculty houses;
- b) RF-63030 for \$1,000,000 or as much thereof as may be necessary, appropriated for such projects as may in the judgment of the officers of the University contribute to its further development; and

- c) RF-66023 for \$900,000 appropriated for the University Development Program at the University of the Philippines.

Out of the above-mentioned grants, released allocations amounting to \$395,480 were administered by the Institute as follows:

RF-63053	\$193,500
RF-63030	51,000
RF-66023	<u>150,980</u>
Total	<u>\$395,480</u>

5. CONTRACTS WITH THE U.S. GOVERNMENT

- a) In accordance with the provisions of certain contracts entered into with certain agencies of the U.S. Government, the Institute agreed to undertake the following:

- 1) Conduct a research on farm and equipment power requirements for production of rice and associated food products in the Far East and South Asia. The amount of \$360,000 shall be spent by the Institute in pursuance of this research, which shall be reimbursed quarterly or at other agreed interval, by the Agency for International Development.

As at December 31, 1970, the Institute incurred expenditures amounting to \$334,571 of which \$316,168 was reimbursed.

- 2) Establish a cooperative project to accelerate the rice research program and provide for advanced in-service training of scientific personnel in India. The amount of \$654,325 shall be spent by the Institute in pursuance of this research project which shall be reimbursed by the Agency for International Development.

As at December 31, 1970, the Institute incurred expenditures totalling \$300,332 of which \$258,112 was reimbursed.

- 3) Conduct another research until May 1972 or later by mutual agreement to screen rice varieties as to their amino-acid content. The Institute shall spend \$223,840 in the pursuance of this research which shall be reimbursed by the National Institutes of Health every month for the allowable costs incurred.

As at December 31, 1970, the Institute incurred expenditures totalling \$157,892 of which \$143,649 was reimbursed.

- 4) Expand the Institute's training and consultation services in connection with its investigations relating to rice growing in the Far East, South Asia, Latin America and African regions. On a cost-reimbursement basis, the Agency for International Development has made available the amount of \$400,000 in the furtherance of this project. As at December 31, 1970 the Institute has fully used this amount.
- 5) Expedite the mechanization of rice at grass roots levels by providing suitable agricultural machines to the tropical farmers through commercial channels. The amount of \$390,755 has been made available to the Institute by the Agency for International Development pursuant to the said objective. This undertaking is estimated to be completed by January 1972.

As at December 31, 1970, the Institute incurred expenditures amounting to \$126,607 of which \$66,443 was reimbursed.

6. FIXED ASSETS

In 1970 the Institute adopted the practice followed by many non-profit organizations of charging off the cost of fixed assets acquired as expenditures of the grant to which they pertain. At December 31, 1970 accumulated expenditures for fixed assets amounted to \$8,630,202 of which \$146,127 was incurred in 1970. The breakdown of these expenditures for 1970 and 1969 is as follows:

	<u>1970</u>	<u>1969</u>
Research center:		
Buildings	\$3,239,759	\$3,224,189
Site development	806,718	805,311
Staff houses	1,758,146	1,748,134
Machinery and equipment	1,071,594	1,031,314
Furniture and fixtures	1,042,767	1,005,033
Library items	422,196	413,733
Transportation equipment	289,022	256,361
	<u>\$8,630,202</u>	<u>\$8,484,075</u>
Total		

In 1969 the Institute prepared a balance sheet for the first time and included among its assets the cost of fixed assets expenditures totalling \$8,484,075. It also adopted the policy of not providing for depreciation of its fixed assets.

The balance sheet for 1969 was restated to conform to the fixed asset policy adopted in 1970 which treats the cost of fixed assets acquired as expenditures of the grant to which they pertain.

7. RETIREMENT SAVINGS PLANS

- a) In 1970 the Institute terminated the contributory retirement savings plan which it administered in behalf of its professional and administrative staff members. A new retirement savings plan was established in behalf of its professional and administrative staff members wherein the Institute is committed to contribute to the plan a certain percentage of their monthly salary. Under the new plan, contribution by the staff member is optional. Payments shall be made to staff members when they resign or leave the Institute for any other reason.
- b) In 1970 the Institute agreed to revise the terms of the retirement savings plan it administers in behalf of its permanent employees. Under the revised terms, contributions of members to the plan is optional. The contribution of the Institute was increased by a certain percentage of the monthly salaries of the members of the plan. Payments to any member under the plan shall be made when they resign or leave the Institute for any other reason.

8. TRANSLATION OF LOCAL CURRENCY

Philippine pesos were translated to U.S. dollars on the basis of the current average rates of exchange of the dollar receipts of the Institute.

9. COMPARATIVE FIGURES

Prior to 1969, the Institute kept its records (and prepared its financial statements) on the cash basis without giving recognition to accrued items. In 1969 the Institute adopted the accrual basis for reporting its financial statements. For comparative purposes, the figures for 1968, 1967 and 1966 were restated to include the estimated amounts of accrued items chargeable against grant balances.

10. OTHER MATTER

As at December 31, 1970, the Institute has earmarked approximately \$300,000 for operating and capital expenditures chargeable against the grants.



Consultative Group on International
Agricultural Research

Central Files

APARTADO AÉREO 67-13
APARTADO NAL. 737
CALI - COLOMBIA
CABLES: CINATROP

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

DIR-086

G 2a)

February 4, 1972

Mr. Richard Demuth
International Bank for
Reconstruction and Development
Washington, D. C. 20433

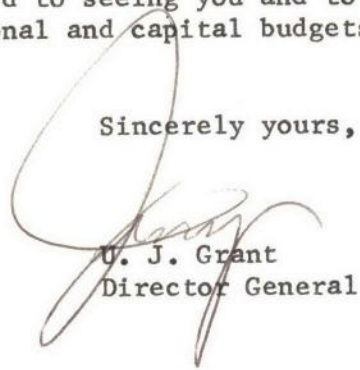
Dear Dick:

I expect to be in Washington on February 14, 15 and 16. I hope to have appointments with several individuals in AID, BIRD and BID. During the time I am there I hope to have the opportunity to spend a few minutes with you if you are available. I phoned Mr. Dave Peacock and asked him to alert you on my visit. I hope he was able to contact you.

I will call you upon arrival in Washington. In the meantime if your schedule is tight and you would wish to inform Mr. Peacock's office, I would hope that they might be willing to make a provisional schedule for me.

I look forward to seeing you and to have the opportunity to discuss operational and capital budgets as well as CIAT's programs with you.

Sincerely yours,



U. J. Grant
Director General

UJG.caa

MAY 12 10 13 AM 1972

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DEPARTMENT OF JUSTICE
F. B. I.

ST. LOUIS, MISSOURI

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TO DIRECTOR, FBI (100-442610) FROM ST. LOUIS (100-100000) 5P

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THE FORD FOUNDATION
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NEW YORK, NEW YORK 10017

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INTERNATIONAL DIVISION
OFFICE OF THE VICE PRESIDENT

IAR (2)
and crossreference

February 4, 1972 cc G 2a

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

Dear Jerry,

This is an attempt to respond to your request for comments concerning how relationships between the International Centers and the Consultative Group, TAC and individual donors may evolve.

Clearly these relationships will be developed by the Institutes and the Consultative Group. Hence, as you indicate, it is important that the Institutes think through how they would like to work and discuss these matters directly with Messrs. Demuth, Graves and others.

From what I sense is evolving my guess is that a senario something like the following may develop.

January - February. Each Center will likely conduct its own internal program review, probably in closed session for its own staff. Or it may include both Institute staff and members of that Institute's Board.

February - March - April. The Institutes will probably hold during this period individual external program reviews. Such reviews may cover the total program of the Center or they may focus on sub-program A in year one, sub-program B in year two, etc. Periodically, perhaps once in five to seven years, in depth review, planning and outlook exercises will probably be held by each of the Institutes. My guess is that these would be somewhat in the model of the IRRI rice outlook and planning exercise for the 1970s perhaps with a somewhat larger input from non-institute scientists. Terms of reference for the external reviews both annual and in depth would presumably be worked out by the Institutes and the Consultative Groups along with TAC. How the review committee was identified, appointed and paid would have to be determined. The Consultative Group might name the review committee from a list of nominees put forward by the Institute. Costs might be borne by the

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Dr. U. J. Grant

February 4, 1972

Institute itself. TAC might have one of its members serve on the review committee. I would suppose that the review committee would prefer to work at least a portion of its time in closed session. On the other hand the need to host observers who represent individual donors is great. Therefore if the external review could be conducted in such a fashion that substantial opportunity existed for observers to come to know the Institutes and their programs, this might conserve Institute staff time. Most donors will seek means whereby they are satisfied that their support is well and appropriately used. To obviate the necessity of hosting multiple review and visiting teams, the Institutes may wish to set a week to ten days for visitors, observers and review activities during which time senior staff members are in residence for this purpose. My presumption is that the external review team would file its report with Institute management and staff as well as with TAC/CG and individual donors.

March - April - May. Probably the TAC group will meet in Rome during this period. Normally, as I understand it, established Institutes will not be invited to this meeting.

During the same March - to May period the Institutes will probably hold meetings of their executive or executive-finance committees of their Boards. The purpose would be to clear the agenda and evolve general policy recommendations for the Board. Observers would not be invited to this meeting with the probable exception of Mr. Graves as Secretary of the Consultative Group.

May - June. During this period I presume that the Institutes will hold their annual meetings of their full Boards. The agenda would normally include the receiving of the Annual Report, careful review of plans and programs for the coming year and adoption of program - budget presentations for the next accounting period. While the Boards might and probably would hold closed sessions, the meetings would be open to observers (present or potential donors).

July - August. During this period the combined meetings formerly called International Centers' Week will presumably be held in Washington. The Consultative Group would, as I understand it, receive the recommendations of TAC as well as reports and presentations from the management of the Centers. The Consultative Group would act on TAC's recommendations and the Centers' requests and presumably take a provisional stance with respect to levels of support to be approved for the coming year. This would be the principal occasion at which the Institutes made their oral and visual program - budget presentations.

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Dr. U. J. Grant

February 4, 1972

October. The Consultative Group would meet again at which time individual members hopefully would make firm pledges with respect to next year's support of the individual Institutes. Only members of the Consultative Group would be present.

November - December. Assuming that the Consultative Group members reached their decisions and were able to report them firmly at the October meeting, the individual Institutes would negotiate their individual grants from the donors during the November - December period with a target of having the grant completed and initial payment in hand by January 1.

You will recognize that the foregoing may depart significantly from the scenario that Messrs. Demuth and Graves have in mind. Certainly mechanics of achieving the above timetable remain to be worked out. And when the Institutes and the Consultative Group have visited further, a substantially different scenario may be evolved. Because the above deals with a subject of general interest to the Institutes copies of this letter are going to your colleagues.

Sincerely yours,



Lowell S. Hardin

cc. Messrs. Demuth/Evans
Messrs. Pino/Wortman

P. S.

Let us return to the February - March external reviews. It could well be that two groups of external reviewers will visit each institute. Group A would handle the program (research, training, outreach) considerations. Presumably these would be scientist - educators. Group B would conduct an Administrative-financial review. Presumably they would speak to financial management and record keeping, validity of planned budgets within the context of the program. This would begin to sound like a great deal of review and evaluation. There may be better answers. But I anticipate that the C.G. and donors will seek independent certification on financial (budget details and CPA audit) as well as programmatic matters.

LSH

~~Int'l. Agric. Research~~

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URWA HL COBX G31

CALICOL 31/29 4 1340 February 4, 1972

Distribution

Mr. Graves

LT

GRAVES INTBAFRAD WASHINGTONDC

CHARIMAN DECIDED THIS FIRST PROGRAM REVIEW SHOULD BE
AND INTERNAL ONE AND LIMITED TO BOARD MEMBERS AND CIAT
STAFF PLEASE EXPLAIN TO FRANSEN REGARDS

GRANT/CINATROP

24423 1BRD

1st Agricultural Res. G2

OUTGOING WIRE

TO: **U. J. GRANT
CINATROP
CALI**

DATE: **FEBRUARY 3, 1972**

CLASS OF SERVICE: **FULL RATE**

COUNTRY: **COLOMBIA**

HH

TEXT:
Cable No.:

LOOKING FORWARD TO SEEING YOU HERE FEBRUARY 14 AND AT THAT TIME HOPE TO DISCUSS KIND INVITATION TO ATTEND EXECUTIVE COMMITTEE MEETING NEXT MONTH. MEANTIME HOPE IT WOULD BE CONVENIENT FOR JAMES FRANSEN TO ATTEND YOUR PROGRAM REVIEW MEETINGS NEXT WEEK ON BEHALF OF CONSULTATIVE GROUP. IF HIS ATTENDANCE INCONVENIENT PLEASE CABLE ME. OTHERWISE HE INTENDS TO ARRIVE CALI EVENING OF FEBRUARY 8. WOULD APPRECIATE YOUR CHECKING TO SEE WHETHER INTERCONTINENTAL HOTEL HAS BOOKING FOR HIM.

REGARDS

HAROLD GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

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

DEPT. **Development Services**

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

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FEB 3 6 55 PM 1972

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COMMUNICATIONS SECTION

CC: MR. STANLEY

AUTHORIZED BY:

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FEB 3 5 26 PM 1972

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HENRY J. STANLEY JR.

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CHECKING TO SEE WHETHER INTERCOMMITTEE HOTEL HAS BOOKING FOR HIM.
 INTENDS TO VISIT COTT CAMPUS OF FEBRUARY 8. WOULD APPRECIATE YOUR
 COOPERATION IN HIS ATTENDANCE INTERCOMMITTEE PLEASE ADVISE ME OTHERWISE HE
 TO ATTEND YOUR BUSINESS MEETINGS NEXT WEEK ON BEHALF OF CONSTITUTIONAL
 NEXT MONTH. WOULD BE COMING FOR YOURS ADVISE
 WOULD TO DISCUSS KIND INVITATION TO ATTEND EXECUTIVE COMMITTEE MEETING
 BOOKING FORWARD TO SEEING FOR ME FEBRUARY 14 AND AT THAT TIME

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TO: DE SOLA
CINATROP
CALI

DATE: JANUARY 15, 1972

CLASS OF
SERVICE: LT

ITT

COUNTRY: COLOMBIA

TEXT:
Cable No.:

APPRECIATE YOUR LETTER CONCERNING REVIEW OF CIAT BEEF CATTLE PROGRAM.
IT ARRIVED HERE ONLY JANUARY TWELVE SO NOT ABLE MEET YOUR DEADLINE FOR FORMAL
COMMENT BUT UNDERSTAND BANK STAFF ALREADY CONSULTED INFORMALLY. WOULD NOT
WISH TO DELAY YOUR ARRANGEMENTS AND BELIEVE YOU SHOULD PROCEED. HOWEVER
TOGETHER WITH CHAIRMAN OF TAC WILL QUICKLY CONSIDER WHETHER WE WISH TO
PROPOSE ANY ADDITIONS TO REVIEW TEAM AND IF SO WILL INFORM YOU BY JANUARY
TWENTY FIVE. REGARDS

DEMUTH

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Development Services

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

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MAY 15 7 00 AM '70

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PROPOSED AND ADDITIONS TO BEARER LEAD AND IT IS SO WITH THEORETICAL AND PRACTICAL
 TOGETHER WITH CONTINUITY OF THE WITH OBJECTS CONSIDER WHETHER WE WISH TO
 WISH TO DERIVE YOUR ADVANCEMENTS AND BELIEVE YOU SHOULD PROCEED. HOWEVER
 COMMENT FOR UNDERSTANDING BANK GIVEN WHEREBY CONSISTED INFORMATION. WOULD NOT
 IT APPEARED HERE ONLY UNUSUAL EMERGENCY SO NOT WOULD WERE YOUR DEVELOPING FOR FORMER
 APPROPRIATE YOUR FELLOW CONCERNING BEARER OR CIVIL BANK CIVILIZATION PROGRAM.

ORDER NO:
TEXT:

COMMITTEE: COGNITIVE

TO: CIVIL
CIVILIZATION
DE BORG

SERVICE: FI
CLASS OF: FI
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