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F - I TAC Correspondence 1975/77
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MINISTRANT, MINISTRANT

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LONDON, ENGLAND

WBG ARCHIVES

CONFIDENTIAL FOR CUNNINGHAM, LETTER FROM ODM MARCH 21, 1975, ON
TAC CANDIDATES SUGGESTS POSNETTE PLANT PATHOLOGIST AND D.S.
THORNTON AGRICULTURAL ECONOMIST. SINCE TAC WILL LOSE BOTH TEN
HOUTEN AND HOPPER BOTH DISCIPLINES ARE OF INTEREST TO
COSPONSORS IN SELECTING CANDIDATES FOR RECOMMENDATION TO CGIAR.
GRATEFUL YOUR CONFIDENTIAL CONSIDERED VIEWS ALPHA WHETHER
POSNETTE DESPITE SPECIALIZATION ON CACAO AND FRUIT BROAD
ENOUGH FOR TAC BETA THORNTON (ABOUT WHOM WE HAVE NO REPEAT
NO INFORMATION) COMPARED WITH OTHER ECONOMIST SUGGESTIONS.
GRATEFUL YOU PHONE SOONEST. WASHINGTON RETURNS STANDARD
TIME OCTOBER 30. THANKS. LEJEUNE

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CUNNINGHAM, MINISTRANT

CITY/COUNTRY

LONDON, ENGLAND

MESSAGE
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FURTHER MY TELEX 28 OCTOBER. JON C. ZADOKS, DUTCH PLANT

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PATHOLOGIST, OF AGRICULTURAL UNIVERSITY HAS BEEN HIGHLY

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RECOMMENDED TO CUMMINGS WHO DOES NOT KNOW HIM. IF YOU

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KNOW HIM WOULD APPRECIATE YOUR VIEWS ON HIM AS WELL AS OTHERS

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MENTIONED MY EARLIER TELEX. REGARDS LEJEUNE

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M.L. Lejeune:ia

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Michael L. Lejeune

DEPARTMENT:

CGIAR Secretariat

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**CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE**

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

812 Rosemont Avenue
Raleigh, N. C. 27607

October 27, 1977

←
Dr. John Coulter
Consultative Group on
International Agricultural Research
1818-H Street, N. W.
Washington, D. C. 20433

Dear John:

As indicated in our recent telephone conversation, I am enclosing herewith, CV's for Dr. Gerald Ion Trant and Donald Ralph Campbell. As I had indicated to you, Dave Hopper gives Dr. Trant a very positive recommendation for membership on the Technical Advisory Committee.

I have received your Bio-Data statement on Dr. Adrian Frank Posnette.

Very truly yours,

Ralph W. Cummings
Ralph W. Cummings
Chairman, TAC

RWC:nl

Enclosure

756

CAMPBELL, Donald Ralph
President and Vice-Chancellor,
University of Manitoba,
Winnipeg.

(C.V. overleaf.)

70

TRANT, Gerald Ion

Assistant Deputy Minister (Economics)

Agriculture Canada.

Ottawa.

TRANT, GERALD ION, b Toronto, Ont, Oct 11, 28; m 52; c 3. AGRICULTURAL ECONOMICS. Educ: Ont Agr Col, BSA, 51; Mich State, MS, 54, PhD, 59. Prof Exp: Asst econ, Ont Agr Col, 51-53; lectr agr econ, Mich State, 55-57; assoc prof prod econ & farm mgt, Ont Agr Col, 58-62; prof in charge prod sect, Dept Agr Econ, Univ Guelph, 62-66; vis prof, head dept econ & dean div social & econ sci, Univ Valle, 66-71; DIR GEN, ECON BR, CAN DEPT AGR, 72- Concurrent Pos: Head agr econ dept, CIAT, 66-71. Publ: Co-auth, Note on time opportunity costs in broiler production, Vol IX, No 2, auth, Research and economic development, Vol X, No 1, co-auth, Commentary on a suggested trade policy for developing agricultural nations, Vol X, No 1 & auth, Recent Canadian dairy price policies, Vol XL, No 1, Can J Agr Econ; co-auth, Comments on determining the optimum replacement pattern J Farm Econ, 11/61; Agricultural development and policy in Columbia, Int Studies in Econ, 8/68. Add: Economics Branch, Agriculture Canada, Ottawa, Ont K1A 0C5, Can.

American Men + Women of Science,
Social + Behavioral Sciences, 197

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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

FROM: The Secretariat

October 26, 1977

Quinquennial Reviews of the
Programs of the Centers

1. During the course of the September CGIAR meeting, the discussion on the CIP Quinquennial Review led to some general questions about the Review process and the breadth and depth of the reviews conducted by the panels mounted by the Technical Advisory Committee.
2. As Dr. Cummings, the TAC Chairman, said during the September meeting, now that four quinquennial reviews have been completed and a fifth is underway, TAC itself proposes to consider the quinquennial review process and what improvements can be made in it. As these reviews are carried out for the benefit of the Group, he invited members of the CG to give TAC their comments and suggestions.
3. Because of the interest shown in this subject, the Chairman of the Group undertook to put it on the agenda of the November CG meeting. A discussion at that time, which will be attended by Dr. Cummings, will give him the opportunity to learn the views of the members and take them into account in TAC's own deliberations.
4. In preparation for TAC's own discussion, the TAC Secretariat has prepared a note, a copy of which is attached, which provides background on quinquennial reviews, addresses many of the points raised during the discussion at Centers Week and indicates possible action. The TAC Secretariat intends to elaborate its note before putting it to TAC for its next meeting, but meanwhile members of the Group should find it a useful basis for the preliminary discussion in November.
5. The basic issue addressed by the Group in September and in the attached paper relates to the primary objective and focus on the quinquennial reviews themselves. At the September meeting opinion was divided between those who felt the reviews should continue to concentrate essentially on the scientific quality of a center's research program and those who felt the emphasis should be on the broader aspects of research -- the objectives, strategies and balance of the research program.

Distribution:

- CG Members
- TAC Secretariat
- TAC Members
- Center Directors

Genesis of Periodic Reviews

6. The concept of a quinquennial review had its genesis in the 1973 report of the Subcommittee on Review Procedures (the Bell Subcommittee), which said that the Group required, among other things, a periodic "independent external assessment of the overall scientific quality and effectiveness of each center, and of the continuing need for its work".

7. The Bell Subcommittee recommended that TAC be charged with arranging for such an external assessment no less than every five years. It suggested several ways in which such a review could be conducted. From these, TAC chose the now familiar procedure of selecting a panel of experts who, acting as a team, make a field trip to the center (and to selected outreach activities), discuss the center's programs fully with the management of the center and the leaders of its programs, and render a report to TAC. The panel is guided by standard terms of reference, the most recent of which are those prepared for the review of IITA (see Annex I to the attached note of the TAC Secretariat). TAC reviews the panel's report and forwards it to the Group with its comments, which have customarily been given orally by TAC's chairman at the meeting of the Group which considers the report.

Emphasis of Reviews

8. Both the report of the Bell Subcommittee and TAC's quinquennial review terms of reference make clear that a principal purpose of the review is to make an external assessment of the scientific quality of the program of the center, but both also expect the review panel to examine the center's objectives in the light of its mandate, its strategy for achieving the objectives and the balance of the programs in pursuing that strategy. Neither, however, gives clear guidance on whether the emphasis of the panel's assessment should be on scientific quality or on the broader questions of objectives, strategy and balance. During the September discussion members of the Group seemed to agree that the four panels which had reported so far had addressed themselves primarily to an assessment of scientific quality and only secondarily to the broader questions, but they differed on what the respective weight to be given to these two aspects should be. At the November meeting the members may wish to express their views on this question of emphasis.

Forward Planning

9. A related point is the requirement for a review of the future plans of a center. The need for such a review is implicit in the report of the Bell Subcommittee and somewhat more explicit in the terms of reference for quinquennial reviews. The CGIAR Review Committee, moreover, particularly drew attention to the need "to evaluate future plans, including the explicit review of center proposals to continue projects of long standing" and recommended that the centers develop a longer-term perspective, which would be reviewed by TAC (see Annex II to the attached TAC Secretariat note). In most cases, however, the quinquennial review panels have been hampered in carrying out this task for lack of explicit forward planning by the centers reviewed, though CIAT's preparations for its review marked a clear step forward. In adopting the recommendations of the Bell Subcommittee and the CGIAR Review

Committee, the Group is already on record as to the need for forward planning by the centers and the periodic review of their plans, a responsibility placed on TAC. Comments on this point would be particularly useful as they would provide some guidance not only to TAC but to the centers who, despite the recommendations of the Review Committee, may not be clear as to the importance the Group attaches to forward planning.

Balance Among Centers

10. It is evident from the September discussion that members of the Group are also concerned about the balance among the programs of the different centers, and whether the resources devoted to their respective research activities are appropriate. These are questions discussed at some length in the 1977 "Integrative Report". While they are important, and both TAC and the Secretariat propose to give them early attention, it would be difficult for an individual quinquennial review panel to undertake to answer them. The findings of a review panel about a particular center would be a useful input to consideration of these broader questions, but an individual review panel could hardly become well enough informed about the system as a whole and the issues involved to make recommendations on inter-center balance and the allocation of resources among centers.

Conduct of Reviews

11. The particular emphasis given to reviews will affect their conduct. The Bell Subcommittee suggested various ways in which reviews could be conducted (including participation in a center's own reviews) and TAC may wish to consider whether the particular way it has selected adequately meets all purposes. The standard terms of reference for review panels may need recasting to reflect the outcome of discussions on emphasis. The manning of panels also may need revision. The note from the TAC Secretariat makes the point that an assessment of a center's strategy, balance between programs and future programs calls for experts well grounded in research management as distinct from the scientists selected because of their knowledge of the state of science in particular disciplines.

12. During the discussion in September the point was made that questions on strategy, balance and future planning were policy matters which were very much the concern of the board of trustees of a center as well as its management. This raises the more general question of what, in conducting a review, should be the appropriate relationship between TAC (and the review mission mounted by it) and a center's board.

13. A review has two audiences -- the Group and the center itself. On scientific quality, for example, the Group may wish TAC's assurance that the center's standards are high without having a report in depth on its individual programs even though the deeper treatment might be very useful to the center's scientists. Policy matters such as strategy, balance, and forward planning may, on the other hand, be of particular concern to the Group. TAC will wish to consider what is the optimal way in which to carry out a review which will satisfy the needs of both the Group and the center itself and which will serve

to supplement or be a substitute for the external reviews which a center would itself be mounting. To deal with the separate audiences perhaps a report in two parts -- one addressing scientific quality and the other policy and organizational questions -- would be a useful innovation. But, however the report is organized, it should discuss frankly any questions, issues and shortcomings of significance to the Group on the one hand and the board and management of the center on the other.

Summary

14. In accepting the findings of the Bell Subcommittee on Review Procedures the Group recognized the need for a periodic independent external assessment of the overall scientific quality and effectiveness of each center it supports and of the continuing need for its work. With four such reviews accomplished and one underway, this is an appropriate time to review whether the assessments as conducted meet the Group's needs. TAC will undertake this review but has asked for the views of the members of the Group. A discussion of this subject during the November meeting of the Group will provide TAC with the Group's comments and suggestions on the broader questions involved.

Conduct of Reviews

11. The particular emphasis given to reviews will affect their conduct. The Bell Subcommittee suggested various ways in which reviews could be conducted (including participation by a center's own reviewers) and TAC will consider whether the particular way it has selected adequately meets its purpose. The standard terms of reference for review panels may need revision to reflect the outcome of discussions on emphasis. The meaning of "also may need revision" The note from the TAC Secretariat makes the point that an assessment of a center's strategy, balance between programs and basic programs can be expected well grounded in research management as directed from the scientists selected because of their knowledge of the state of affairs in particular disciplines.

12. During the discussion in September the point was raised that questions on strategy, balance and future planning were being raised with the board. This raises the more general question of what relationship should be maintained between TAC and the center's board.

13. A review has two audiences -- the Group and the center itself. For example, the Group may wish TAC's assessment of a center's activities are helpful in having a report to help in the center's program even though the deeper treatment might be more useful to the center's scientists. Policy matters such as strategy, balance, and financial matters, on the other hand, are of particular concern to the Group. It will be considered what is the optimal way in which to carry out a review which satisfies the needs of both the Group and the center itself and which will

NOTE BY THE TAC SECRETARIAT ON THE QUINQUENNIAL
REVIEW PROCESS

1. Introduction

One of the originally stated objectives of the CGIAR is "to review the financial and other requirements of those international and regional research activities which the Group considers of high priority and to consider the provision of finance for those activities, etc.". In this task it was to be assisted by its Technical Advisory Committee which was given a mandate to "advise the Consultative Group on the effectiveness of specific existing international research programmes".

During the first year of operations of the CGIAR (1971 - 72) this review task was undertaken by regular officers of the World Bank and FAO who submitted reports on three of the then existing four centres to the Centers Week/CGIAR meeting in July 1972. The reports did not follow a standard format and **Center Directors** TAC and CGIAR members felt that some form of standardized review was required, at least for the annual budgetary reviews of **centers'** programmes and probably over the long-term as well.

To this end the Secretariat prepared a discussion paper for the November 1972 meeting of the Consultative Group. This made suggestions on procedures for handling both annual programme and budget reviews and periodic reviews. The Group decided that its members should participate more directly in the establishment of a review process and that both they and TAC should consult with **Center** Directors on the composition and role of review panels. The CGIAR

finally resolved to implement the proposals of its Secretariat to establish a review team of two to conduct the annual reviews, on a one year's trial basis. Following this period the Group again indicated that it was not totally satisfied and in mid-1973 set up its own Review Subcommittee under the Chairmanship of Mr. David Bell of the Ford Foundation.

Objectives and Scope of the Review Process

The Bell Subcommittee Report was first presented to the CGIAR meeting in November 1973. Following a number of revisions, which reflected the discussions at that meeting, the final report was accepted with the recognition that the review procedures proposed would probably require revision after a year or two of experience.

The Report stated the objectives of **centers** reviews as follows:

"Requirements

1. With respect to the current and prospective work of each agricultural Center (or CG-endorsed activity), the members of the CG need:

a. Accurate, current information on the programs of the Center, in a form which permits non-scientists to understand the objectives and significance of the programs, the progress that has been achieved and is anticipated, and the costs of each program;

b. Assurance from reliable external reviewers that the scientific and technical aspects of the Centers' work, both current and prospective, are soundly based; and

c. Assurance from reliable external reviewers that funds made available to the Center are being used for the purposes intended and with reasonable efficiency, that its future^{1/} budget proposals are a prudent financial expression of well-planned programs, and that current and projected^{1/} expenditure patterns reflect the stated program priorities.

2. With respect to the system of Centers to which the CG contributed financial support (the word system is used here to mean the Centers as a group and their relations to each other and to the national agricultural programs which they serve), the members of the CG need, in addition to material concerning each Center, analytical information placing the present and proposed work of each Center in context of the system as a whole, setting forth forward estimates of financial requirements and availabilities, and identifying issues and alternatives for consideration."

Following the Terms of Reference of this Subcommittee, these objectives spell out the total requirements of the CGIAR and include that information sought annually on behalf of the donors.

The specific recommendations of the Subcommittee with regard to the continuing monitoring of programme changes at the IARCs and the periodic reviews required, were as follows:

1. "The CG needs an independent assessment of any major change proposed in the research program of any Center, in the year in which the change is proposed."

^{1/} Secretariat underlining.

2. "The CG looks to the TAC to provide recommendations on such a proposal, and the TAC's review can normally be accomplished by assigning one or more of its members or consultants to visit the Center, quite possibly in conjunction with some stage of the Center's own consideration of the proposal. If a more elaborate review process is desired by the TAC, that can be laid on to fit the circumstances of a particular case.

"We recommend that the TAC establish a regular procedure for reviewing major changes proposed by any Center in its annual program budget, this procedure to include advance notification by the Center to TAC, visits (if necessary) to the Center on TAC's behalf, and any other steps deemed necessary by TAC to permit it to make sound recommendations to the CG."

3. "The CG also needs periodic independent external assessments of the overall scientific quality and effectiveness of each Center, and of the continuing need for its work, with special emphasis on the need to ensure that activities are not continued longer than necessary, and that activities of lower priority are replaced by those of higher priority. Such assessments are not appropriate on an annual basis, but should be scheduled no less frequently than every five years. Such assessments are equally needed by the Centers themselves, and it is the practice of the Centers to organize them (sometimes separately for major segments of the research

program, rather than for a Center as a whole). The CG looks to the TAC to assure that such periodic external assessments are made; it would seem feasible for the TAC to meet its responsibilities in most cases by (1) assuring itself that the Center's own assessment process is adequate, and (2) participating in the Center's assessment process by mutual agreement with the Center's Director. If the TAC considers it necessary, it can lay on a special assessment process separate from that organized by the Center for its own purposes.

"We recommend that (1) the TAC and the Centers develop an agreed forward schedule and agreed standards and methods for conducting such periodic external scientific assessments; (2) the TAC adopt a regular procedure for participating in such assessments, reviewing their results, making any independent assessments it may consider necessary, and reporting its judgments to the CG.

"We recognize that meeting these requirements will place increased demands on the TAC in terms of professional talent, time, and resources."

The comments which follow are restricted to the requirements of this working paper on the Quinquennial Review process as there now appears to be general satisfaction with the current style of both the annual programme reviews, which have gradually improved over the years and now give somewhat greater emphasis to technical aspects of programming, and the annual 'overview' in the form of the 'Integrative Paper'.

The Terms of Reference for Quinquennial Reviews (Annex I) were subsequently elaborated by the TAC at its 8th Meeting in July 1974, in consultation with the Center Directors and on the basis of the Subcommittee Report. TAC and the Directors recognized the potential value of the reviews to the Centres themselves in the forward planning of their programmes and in ensuring the validity of the research priorities recognized by their Boards vis a vis the priorities as seen by TAC and endorsed by the CGIAR.

The finalized Terms of Reference were believed to be sufficiently broad to cover the totality of the IARC system and yet, at the same time, sufficiently concise to avoid equivocation in interpretation. They include reference to the needs of the recipients of the results of the IARCs work and the need to assess the impact of the Centre under review on national research and production in the cooperating countries.

2. The Review Process

Details of the organization of the Review Teams and the scheduling of reviews were also discussed in some detail with the Center Directors at the 8th Meeting of TAC. There was general agreement with the Bell Subcommittee proposal that the reviews should be conducted not less frequently than quinquennially; that the teams should be composed of both TAC members and outside consultants; that the Center Boards and Directors would be invited to submit names of candidates to be included in the team and there would be full consultation with the center so as to arrive at a final composition of the team acceptable to both the center and TAC. It was also recognized that the review teams would need to be composed of both subject matter specialists and generalists, the latter being more concerned with Administration, management, etc., than the true research programme, and it was agreed that the TAC Secretariat should provide the Secretariat of the Review Teams.

Regarding the timing of the Quinquennial Reviews the Centre Directors were unanimous that these should be handled independently of any other review process such as the annual 'in-house' reviews or the periodic donors reviews. Even though this might place an additional burden on the staff, in terms of preparation, the objectives of the several types of review were felt to be sufficiently diverse to warrant their separate handling.

The firm hope was expressed that once the review process became satisfactorily established the donor members of the CGIAR would be prepared to accept the Quinquennial Review Reports in lieu of any special review of their own, thus freeing the Centres from a plethora of reviews.

The duration of missions was also discussed and although many participants in the meeting felt that one month would be required, especially in view of the need to examine outreach programmes, doubts were expressed that the calibre of people anticipated as constituting the Teams would be able to free themselves from other duties for more than 3 weeks at a time.

The report of this TAC meeting, including the proposals for the conduct of Quinquennial Reviews, was subsequently endorsed by the CGIAR.

3. Implementation

The selection of teams has followed the criteria laid down with the Centres Directors, mutual agreement' having been reached in each case without any pressure from either party to the arrangements.

Local programmes have been efficiently handled by the Centre concerned whilst travel, per diem and honoraria have been handled by the TAC Secretariat.

The schedule arrived at with the Centre Directors in July 1974 has been fairly closely followed. Review Missions visited IRRI in November/December 1975, CIMMYT in March/April 1976, CIP in November/December 1976, CIAT in March/April 1977, and IITA in October/November 1977. In the cases of IRRI, CIP and IITA, outreach activities were visited immediately prior to the headquarters (and in the case of IITA one visit was made several months in advance to ensure crops being in the ground), and in the case of CIMMYT both during and subsequent to the headquarters visit.

In view of the diversity of commodities and systems covered by the research of the Centres, each individual review to date has been assisted by the compilation of specific questions to augment its Terms of Reference. These have been compiled from TAC discussions, indications of donors special requirements, wishes of the Centres themselves for outside examination of particular aspects. Wherever possible, the views of the recipients (or at least their representatives) in the producer countries have been sought in addition — normally during the reviews of outreach activities.

Subsequent to the first two reviews at IRRI and CIMMYT, the CGIAR Review Committee endorsed the major role of TAC in reviewing both new initiatives and ongoing programmes of the Centres, regardless of source of funds. The Quinquennial Review process was referred to in the following comments of the Review Committee:

"The quinquennial reviews initiated this past year show much promise. With experience it may be appropriate to sharpen the definitions of the purpose of the reviews. The reviews should be concerned with three principal tasks: (1) to evaluate the scientific quality of current programs, (2) to comment on the scope and balance of current programs, and (3) to evaluate future plans including the explicit review of center proposals to continue projects of long standing. Clearly, the onus should be on centers to justify continuance. This latter function of reviewing future plans is particularly important for TAC and the CGIAR. The quinquennial reviews should be planned well in advance, giving the PAC time to establish a high quality review committee which can be briefed well in advance and allow centers time to carefully develop their long-range future plans. The reviews should be analytic and probing in their treatment of programs, particularly regarding the relative distribution of efforts within center programs. A concise summary of the report should be prepared for the CGIAR. To date, reviews have tended to focus on current programs and generally have recommended more of everything. In addition to these main areas of investigation, common to all centers, specific questions for review could be posed by TAC, the CGIAR, or individual donors."^{2/}

Recommendations 5 through 10, 15 and 18 of the Review Committee Report (see Annex II), reflect the views of that Committee, with respect to review of a center's total programme, its programme balance, its cooperative programmes, etc., and constitute a sound set of additional guidelines for Quinquennial Review teams. Specific questions, common to several centres, are already coming under review through the already adopted 'stripe review' process.

Despite the care which has been taken by the TAC, by the Centres themselves, and by the review teams and their leaders to ensure that the requirements outlined above and augmented as described, have been properly met, the Co-Sponsors and Secretariats have been made aware of a certain sense of dissatisfaction with the results of the reviews to date. This has not been caused by any overt criticism of review reports nor by difficulties or opposition on the part of the TAC or CGIAR over their adoption. Perhaps indeed the opposite would be true. A generally non-committal acceptance is perhaps more responsible for the dissatisfaction than outright opposition would be.

^{2/} Report of the Review Committee, page 97.

That reviewers have had some difficulty in coming to grips with certain problem issues can be ascribed to two main causes: over defensiveness on the part of centre leadership and over-identification with disciplinary colleagues in the centre on the part of team membership. The fact that most reviewers have, to date, warmly praised the scientific programmes of the Centres should not be regarded as a failure to exercise a critical function (as some have expressed it) — indeed it would be surprising, and a matter for real disappointment, were the teams to find anything but the highest level of scientific competence at the IARCs.

The shortcoming of most of the reports to date which has been singled out from the stated requirements of reviews (see para. ii of TORs) is their lack of proper comment on the future plans and programmes of the centres, the balance of those programmes and their relevance to the needs of the developing countries.

Such comment, however, presupposes the provision to the Team, by the Centre under review, of a properly constructed and reasoned forward plan. Such a plan must, of necessity, include an indication of the criteria employed in the allocation of priorities within the anticipated level of financing, as between research programmes, research and training, headquarters and off-campus work, etc. It should also provide the reviewers with the Centres' own thinking with regard to necessary changes in those allocations in the event of a short-fall in funding from the anticipated levels. The defense of such a forward programme should, ideally, form a major part of the dialogue between Centre staffs and review teams rather than the detailed defense of individual aspects of single disciplinary programmes which has formed the substance of much of the review teams discussions to date.

Whilst the provision of briefing materials by the Centres reviewed has varied in approach and substance, no Centre has yet completely responded to the firm request of the TAC Secretariat to provide such a forward programme. Neither has any Centre explained to the full satisfaction of review teams its own interpretation of its mandate in terms explicative of its 'global' responsibilities; its outreach priorities; its research and training balance (including off-campus training); its need to conduct its own production factor or 'input' research and its needs for 'basic' research (both on and off-campus), or in cooperation with other institutions on a contract basis, etc.

It may therefore be desirable for TAC to re-examine the current terms of reference applied to Quinquennial Reviews with a view to giving greater emphasis to certain aspects of the review process outlined above than they do at present under paragraph (ii):

- "(ii) the relevance, scope, content and objectives of the present and planned^{1/} programmes of research at the Centre in relation to a) the Centre's mandate and its current interpretation thereof; and its strategy and procedures for carrying out that mandate; and b) the immediate and long-term^{1/} needs for increased food supplies globally, and to advise on the future^{1/} composition and balance of the programme of research."

It will be seen (cf. Annex I) that this clause — which really forms the basis of the review process, is not, in fact, given any greater prominence at present than the other clauses which should probably be subordinate to it.

4. Can the Review Process be Improved?

Focus

It is suggested immediately above that one of the fundamental improvements which may be possible in the review process would depend on the willingness of the IARCs to provide the type of documentation/information essential to a thorough evaluation of a centre's future plans and programmes. Other improvements have been suggested by Centres personnel, by Review Team members, by donors, by the CGIAR Review Team and by the Chairmen and Secretariats involved in the review 1/ Secretariat underlining.

process. Assuming then the acceptance of the IARCs to meet the more detailed requirements outlined above, and of the TAC to sharpen up the Terms of Reference appropriately, the other possible improvements might be grouped under the headings of 'organizational' and 'operational' improvements.

Timing

The organization of reviews was, from the outset, recognized as a continuing task of the TAC Secretariat, aided by the members of TAC itself, the CGIAR and the Co-Sponsors in the suggestion of names of potential team members to augment those proposed by the Boards and Directors of the Centres themselves. Preliminary approaches to potential members have usually been made some 6-9 months in advance of the mission; failure to obtain the services of one or two 'first choices' would suggest that a year in advance would not be over long. The calibre of person required to absent himself from regular duties for a three-week period automatically ensures a pretty well booked diary. It might be remarked here that experience to date also suggests that, ~~in~~ as suspected when the review schedule was originally prepared, three weeks, including outreach visits, is just about the maximum time most participants could spare away from their regular occupations.

Length

It is suggested that the optimum length of the reviews be borne in mind when considering the optimum size of the team. More people can cover more ground in a given time, especially if the tasks are divided as has been the practice to date, between team members, but there have been some suggestions that the in-depth coverage of disciplinary work could be avoided, and left to centres own 'in-house' and periodic external (donors) reviews. A further proposal which has been made to save man-hours on the review process is for the Secretariat and/or Team Leader

to attend the Centre Review Committee, or to meet members thereof along with the Director, prior to the review. The purpose would be to obtain answers to a number of more routine questions well in advance, thus permitting better briefing of the teams and even perhaps preliminary drafting of some parts of the report. The usefulness of this approach has been suggested following experience on the CIP and CIAT reviews when prior meetings with the Director General led to the early answering of some specific questions and the removal of some misunderstandings or mis-apprehensions.

Size of Team

Whether, in fact, it is desirable to attempt to reduce the size of teams to the 5-6 originally foreseen or less, is open to question. In general the participants in past reviews appear to believe that a team of up to 8-10 people can satisfactorily be handled in discussion and is more or less essential, given the desire to cover in depth the multiple activities of a centre. However, if as suggested above, the details of scientific programmes are left to the Centres' own reviews, then a smaller team could be employed to treat, in greater depth than hitherto, those more fundamental questions of the centres' long-term objectives and programme balance.

This would meet some of the criticisms levelled at the reviews held to date by some donors who feel that more fundamental questions have been lost in the treatment in detail of scientific questions.

The response of the Centres themselves to date has been encouraging. As agreed at the outset (see para.), Review Teams' Chairmen have invariably passed to the Director, prior to the end of the Mission, the preliminary findings of the Team. In some instances it has been found that immediate remedial action could be taken on verbal recommendations and criticisms. In these

cases reference has not appeared in the reports, as agreed earlier with Centre Directors. In some cases the most critical of the Teams findings have been handled in this way. This has meant that Programmes and Budgets have been adjusted concurrently with the finalization of the review reports. A consequence has been that some readers have felt the reports to 'lack teeth'. This latter criticism, however, should not be taken too seriously as the purpose of the reviews is, by definition, to be constructively and not destructively critical.

The foregoing comments are based on a relatively few public and private discussions with review team members, in TAC, the Co-Sponsors and CGIAR meetings, and clearly do not present a complete or balanced picture of all the various reactions to the Quinquennial Reviews to date. To obtain such an impression it is suggested that TAC be requested to undertake an examination of its review activities to date, and to advise the CGIAR as to whether the objectives expressed by the CGIAR Review Committee are being met. Basically these are as follows:

- (1) the quality of the science in the research programme;
- (2) the balance between the disciplines in a given commodity programme, e.g. virology vs. nematology;
- (3) the balance between commodities or research areas in a centre, e.g., is the balance between farming systems and commodities or cassava and beans right?;
- (4) the balance between research and training; and
- (5) the balance between core and special project or cooperative activity.

The first of these objectives has formed the backbone of review reports to date, and is supported by scientists participating in the reviews as an essential part of the review process, requiring competent scientific experience on each mission. The second to fifth objectives, which several interested parties would like to see given more attention (believing that excellence in the first may be assumed) have not received as much attention although they have been, in the opinion of teams, adequately treated. All these points have been clearly set out in the lists of questions prepared for reviews.

A smaller team of experienced research managers could no doubt give greater and in-depth attention to these latter objectives, but without the detailed analysis of programmes undertaken by the scientists on a team it seems doubtful that the proper questions would come to light. Compromise has been suggested - the adoption of the latter course, with special scientific attention to one or two important scientific programmes of the Centre could be advocated, depending on the specific scientific problem confronting a given centre.

Discussion of the review process has become even more complicated by the introduction into discussions of yet another objective, or need, which is clearly not appropriate for a Quinquennial Review to examine. This relates to the 'between centre' balance of programmes. Such issues are believed to be within the competence of the TAC/CGIAR Priorities Paper and it is suggested that further discussion of this issue await the revision, about to be undertaken by TAC, of the priorities statement.

October 25, 1977

QUINQUENNIAL REVIEW TERMS OF REFERENCE

The following terms of reference have been agreed for the quinquennial review of IITA. They are virtually the same as terms of reference used in previous reviews.

Terms of Reference

The major objective of such missions has been defined by TAC in agreement with the Directors of the International Centres as follows:

"on behalf of the Consultative Group, to assess the quality and value of the scientific programmes of the Centres in order to assure the Consultative Group members that the operations being funded are being carried out in line with declared policies and to the full international standard expected."

It is hoped that the review will inter alia assist the International Centres themselves in planning their programmes and ensuring the validity of the research priorities recognized by the Boards of the Centres.

In pursuance of the main objective, defined above, the Mission is requested to give particular attention to the following aspects of the work of the Centre:

- (i) the results of past research and training programmes at the Centre and the use to which the results have been (or are planned to be) put;
- (ii) the relevance, scope, content and objectives of the present and planned programmes of research at the Centre in relation to (a) the Centre's mandate and its current interpretation thereof; and its strategy and procedures for carrying out that mandate, and (b) the immediate and long-term needs for increased food supplies globally, and to advise on the future composition and balance of the programme of research;
- (iii) the current conference and training programmes being undertaken or planned by the Centre and the factors affecting the use of trainees by the recipient countries once their training has been completed;

- (iv) the effectiveness of the work conducted under the information service and outreach programmes of the Center, and its impact on recipient countries;
- (v) the expenditures of the Centre in relation to the quantity, nature and quality of its research and training programmes;
- (vi) the adequacy of the resources available to implement the programmes of research and training recommended above;
- (vii) the constraints which may be hindering the achievement of the objectives, and possible means of reducing or eliminating such constraints;
- (viii) the effectiveness of coordination of activities at the Centre, both in respect of internal consistency and balance of programme elements, and in particular with reference to its linkages with other national and international organizations; and
- (ix) any other specific question which concerned members of the CGIAR may request TAC to examine.

On the basis of its review, the Mission will report to the Chairman of TAC its views on the need for any changes in the basic objectives or orientation of the Centre's programme elements, and on means of improving the efficiency of operations, and will make proposals for overcoming any constraints identified under item (vii). While the Mission should feel free to make any observations or recommendations it wishes, it must be clearly understood that the Mission cannot commit the sponsoring organizations, viz., the CGIAR/TAC.

RECOMMENDATIONS FROM THE REPORT OF THE REVIEW COMMITTEE
OF THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

Recommendation 5: We recommend that all projects undertaken by a center be regarded as components of its total integrated program regardless of sources of funds and that the entire program be subject to the review procedure as outlined in this report (pp. 75-76).

Recommendation 6: We recommend that each center develop an objective set of criteria for program choice and periodically reassess the balance of its program with respect to: (1) research and technology development, (2) training, (3) cooperation with national programs and advanced research institutions, and (4) communication and exchange of information between center scientists and others in related fields (pp. 76-79).

Recommendation 7: We recommend that centers continue to develop and strengthen their cooperation with national programs, insofar as this is essential to accomplish their research mandate. Beyond this centers should remain alert and responsive to additional opportunities for cooperation to the extent that extra-core funds are available, that these activities do not compromise or distort the central research mission of the center and that they are within the centers' capacity to staff and manage (pp. 79-84).

Recommendation 8: We recommend that all support to a center other than that provided through the CGIAR be classified as extra-core funding. Further, we recommend that these funds be used to supplement activities supported by core funds and/or to finance activities that the center may wish to undertake primarily to benefit a particular country (pp. 84-86).

Recommendation 9: We recommend that any proposal for a new project to be supported by extra-core funds should be forwarded by the center to TAC for review when (1) there is a question as to whether the purpose of the activity lies within the center's mandate, (2) acceptance has implications for future core support, (3) the proposed activity might put undue additional strain on center management, or (4) the extra-core funding is particularly large (pp. 84-86).

Recommendation 10: We recommend that all centers develop more effective forward research program planning procedures and include as advisors international scientists with competence in the appropriate areas (pp. 88-89).

Recommendation 15: We recommend continuation of the TAC quinquennial reviews for evaluation of scientific quality, scope, and balance of current programs, and to evaluate future plans, including explicit review of center proposals to continue projects of long standing. We also recommend that the TAC give greater emphasis to periodic, across center analysis of particular topics (stripe analysis) (pp. 90-93).

Recommendation 18: We recommend that the desired size and indicative plan proposals from centers be reviewed by TAC. TAC should make appropriate recommendations to the CGIAR, after the discussion of any proposed adjustments with the centers. The CGIAR approved plans would then form the guidelines for the preparation of the center's next biennial budget. Until this process is in operation, centers should recognize that proposals for budget increases will be reviewed very carefully in the spirit of our recommended period of consolidation (pp. 98-100).

October 26, 1977

BY FAO POUCH

Mr. Brian Webster
Technical Advisory Committee, CGIAR
Food and Agriculture Organization
of the United Nations
Via delle Terme di Caracalla
Rome 00100, Italy

Dear Brian:

npatt

Attached is a copy of a luncheon form for a luncheon held by TAC on September 9, 1977 during Centers Week in Washington.

I would appreciate your arranging to send a check for \$370.50, payable to the International Bank for Reconstruction and Development.

We missed you during Centers Week.

Regards,

Sincerely,

Carlos B. Gavino

Attachment

CG
CBGavino:evl/File F1

Oct. 20 77

INCOMING TELEX From Sydney

Copy sent to files

F-1

sd

Distribution: Mr. Lejeune

ATTENTION LEJEUNE.

WOULD BE GRATEFUL TO RECEIVE ANY COMMENT YOU OR YOUR COLLEAGUES

HAVE ON THE LETTER FROM DR BLOOD TO ME LEFT WITH YOUR OFFICE

DURING MY VISIT WASHINGTON.

1977 OCT 20 AM 8:57
RECORDS AND
COMMUNICATIONS

REGARDS CRAWFORD

19.10.77

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ROME, ITALY

MESSAGE
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5

SECRETARIAT QUINQUENNIAL REVIEW PAPER AS ANNEX TO BRIEF

6

ISSUES PAPER, SAY TWO PAGES, WHICH WOULD DRAW **OUT** HIGH LIGHTS

7

AND PROVIDE BASIS FOR CG DISCUSSION WHICH WOULD PROVIDE TAC

8

WITH CG VIEWS TO TAKE INTO ACCOUNT IN MAKING ITS OWN REVIEW.

9

PROMISED TO PHONE HIM WEDNESDAY TO GIVE OUTLINE OF ISSUES

10

PAPER, BUT UNABLE REACH HIM. PLEASE TELL HIM PAPER STILL

11

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PLANS AND HENCE NECESSITY FOR CENTERS TO HAVE SUCH PLANS

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CONSIDERATION OF PRIORITIES RATHER THAN INDIVIDUAL PANELS.

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THANKS LEJEUNE

18

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**END
OF
TEXT**

22

NOT TO BE TRANSMITTED

SUBJECT:

Files:F-L

DRAFTED BY:

MLejeune:ia

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

Michael Lejeune

DEPARTMENT:

CGIAR Secretariat

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OCTOBER 17, 1977
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MINISTER, FOODS AND AGRICULTURE

ROME, ITALY

SPONSOR TO MARKER AND AGREED WITH HIM WE WOULD USE TAC
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 CONSIDERATION OF PRIORITIES RATHER THAN EMOTIONAL PANELS.

THANKS LELAND

STAFF
 OCT 20 3 32 PM 1977
[Handwritten signature]

File # 1

F-1

Mr. Michael L. Lejeune

October 19, 1977

John K. Coulter

JK

Appointments to TAC

Dr. Cummings called me to say that he had had a letter from David Hopper stating that he was resigning from the TAC. He suggested Gerry Trant, an Assistant Deputy Minister of Agriculture in the Canadian Government as a nomination whom he would support strongly. He would also support Dr. Campbell, President of the University of Manitoba.

I suggested to Dr. Cummings that hitherto we had sought to break the nationality "chain" and that if none of the British economists were suitable, we should think about a British plant pathologist, and I have suggested Posnette and sent his CV to Cummings.

JKCoulter:apm

File F-1

Mr. Michael L. Lejeune

October 18, 1977

JohnK. Coulter

The Hopper Replacement on TAC

You will remember that in our discussion with Dr. Cummings, it was left that he and I would try and come up with further names. The double constraint that the potential member must be British and must be an economist poses a serious problem. Of the economists proposed, it seems that Dexter is the strongest candidate, but he has had little developing country experience. This is becoming an important point in the developed country representation.

We have:

Cummings --	Extensive experience working in developed countries.
Oslage --	Some contact but no extensive experience.
Ishikura --	Some contact but a very intermittent contributor to discussions.
Evans --	Some contact but no extensive experience.
Thomsen --	Contacts, but I believe that he has not had extensive experience working in developing countries.
Canus --	Extensive experience but will be off in a year.

I believe that in Evans and Oslage we have good scientists and presumably, in Thomsen, a good economist, but it would be useful to make a decision on whether we should seek developing country experience in developed country representatives. If that is desirable, then we might go for someone like Swynnerton or Webster from the U. K. and replace Canus next year with an economist, choosing from perhaps one of several countries. However, Cummings seems to think that a plant pathologist is highly desirable, in which case neither Swynnerton nor Webster could fill the role. Unfortunately, like many other aspects of the Group, we have no particular guidelines about this.

I suggest that we ask the Co-Sponsors at the November meeting whether they wish to appoint a British economist, in which case Dexter seems the choice. If they are prepared to delay the appointment of an economist for one year, then I would suggest Swynnerton, Webster or Melville as general agriculturists / research management or Posnette or Hirst as plant pathologists / research management.

JKCoulter:apm
File F-1

F-1

October 18, 1977

Dear Sir John:

I refer to your correspondence with Dr. P. R. B. Blood about the training program for CIP's entomologist.

It seems to me that the training for Valencia in Australia and his replacement at CIP by an Australian post-graduate student offers a two-way trade of mutual advantage.

As regards financial arrangements, no actual costs are stated, but they would represent only a small proportion of Australia's 1978 contribution to CIP. However, the ADAB appears to have additional funds for consultancies, as it sponsored Blood's visit to CIP, so perhaps this source could be tapped for additional consultancy visits.

I think that any activity which will broaden the training base of staff at the IARCs beyond the traditional ones of North America and Europe is to be encouraged.

With best regards,

Yours sincerely,


John K. Coulter

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

JKCoulter:apm
File F-1

~~Mr. Lyman,~~ ✓

Oct 14/77

It seems to me that Blood's proposal makes sense. I don't know how much money is involved but I would have thought that it could come out of the Austelhai contribution & CIP.

On the proposal is stated it would appear an excellent use of CIP's resources.

jac.

Please write and tell 'tamfor' so and make clear we don't expect any increase in CIP's budget. It comes out of where they have or become a spec proj specially funded.

ROUTING SLIP

DATE:

10/10/77

NAME

ROOM NO.

Mr Crawford.

APPROPRIATE DISPOSITION

NOTE AND RETURN

APPROVAL

NOTE AND SEND ON

CLEARANCE

PER OUR CONVERSATION

COMMENT

PER YOUR REQUEST

FOR ACTION

PREPARE REPLY

INFORMATION

RECOMMENDATION

INITIAL

SIGNATURE

NOTE AND FILE

URGENT

REMARKS:

I spoke to Crawford and told him I had no background on this and would have to await your return. He agreed.

Blot seems to be asking for Crawford's support for his proposal. Crawford seems to be asking for ours. I don't see why we need to be drawn into it, but if it's a good idea and

FROM: Cyo wants to do it

ROOM NO.:

EXTENSION:

perhaps we can be helpful by commenting favorably on it.

Mike

I would
appreciate any
advice you or
your colleagues may
care to offer.

J.S.B.

29/9

32 Melbourne Avenue
Deakin
Canberra, A.C.T. 2600
Australia
(Written in Washington, D.C.)

Dr. P. R. B. Blood
University of Queensland
St. Lucia, Queensland
Australia 4067

Dear Dr. Blood:

Your correspondence has been sent on to me here but I am afraid I cannot do anything about it until I return to Canberra. I will get in touch with you as soon as possible after the 14th of October. I will be showing the correspondence to the Secretariat of the Consultative Group seeking their opinion on the proposals you make.

Kind regards,

Yours sincerely,

J. G. Crawford



University of Queensland

DEPARTMENT OF AGRICULTURE
ST. LUCIA, QUEENSLAND, AUSTRALIA, 4067

8 September 1977



Sir John Crawford,
Chancellor,
The Australian National University,
PO Box 4,
CANBERRA ACT 2600

Dear Sir John,

I hesitate writing to you at this particular time realising how involved you must be with your recent commission re the IAC. However, through your long contact with the ADAB and your involvement with Australian agricultural assistance to developing countries, you were the logical choice I could turn to for advice.

The International Potato Center (CIP) recently had occasion to be reviewed by the TAC Committee of the CGIAR and, amongst other recommendations, the TAC suggested that the Entomology Program of CIP be overhauled in light of some of the deficiencies which became apparent upon close scrutiny by the visiting experts. I had previously visited CIP in mid 1976 on my way to Brazil and spent a week or so giving assistance to the CIP entomologist, Luis Valencia. Upon completion of the TAC Quinquennial Report I was asked by CIP to both evaluate the TAC report and, at the same time, suggest research guidelines that Valencia could follow for the next few years. I managed to obtain leave of absence of two weeks from my appointment as Visiting Professor at John Hopkins and completed the consultancy in May this year.

I am in full agreement with the criticisms made by the TAC; in particular, their recommendation that Valencia be trained for a PhD. This current situation at CIP, however, is that they foresee no increase in entomology establishment within the next few years.

As a consequence of the above I propose that Valencia comes to the University of Queensland for a year to initiate his PhD studies by way of taking advanced courses. He would then return to Peru for several years to pursue his research activities and then return to Australia for an additional eight months for completion of studies and writing up his thesis. To fill the gap created by Valencia's absence I propose that an Australian post-graduate student be exchanged at the same time to work with the world collection of potato germ plasm at CIP. In this way we (Australia) would be training a future leader in potato research in Latin America and, at the same time, an Australian student could obtain invaluable experience working at the world HQ of potato research.

CIP is prepared to continue and upgrade the salary of Valencia while in Australia but the Australian Government would be expected to offer a student stipend for the Australian exchangee while in Peru plus the fares for the exchangee and Valencia plus, if it could be managed, fares for myself to visit Peru to supervise both Valencia's and the Australian student's programs.

I believe such a proposal is in Australia's best interests. Not only would we be assisting a scandalously undernourished population in the best of Australian agricultural traditions but we would benefit from having access to the germ plasm bank which should lead to the production of insect-resistant and tropically adapted material for future use in Australia (especially sub-tropical Australia).

I have had the opportunity of visiting a number of the CGIAR associated centers throughout the world but I am most impressed with the work carried out by CIP. Rather than investing funds into physical plant they opt for programs which are likely to quickly flow on to the people themselves.

I would be most grateful if you could see your way clear in supporting this proposal and advising me as to the best channels to direct the proposal to. I include a copy of a letter send to me by the CIP Director of Research.

Thanking you in anticipation.

With best wishes,
Yours sincerely,



P.R.B. Blood,
Senior Lecturer in Applied Ecology -
Dept of Entomology
Chief Investigator,
Integrated Pest Management Unit -
Dept of Agriculture

Encl.



THE INTERNATIONAL POTATO CENTER

Address:
Apartado 6989
Lima - Perú
Cables: CIPAPA - Lima
Telephone: 854283 - 854364

L-094-R-CIP

July 12, 1977

Dr. P.R.B. Blood
Department of Geography and
Environmental Engineering
The John Hopkins University
Charles and 34th Streets
Baltimore, Maryland 21218
U. S. A.

Dear Dr. Blood:

During your recent consultancy sponsored by ADAB to review CIP's Entomology Program, you will recall discussing the possibility of graduate training for Ing. Luis Valencia at the University of Queensland. In support of Ing. Valencia as a candidate for Ph.D. training I would like to bring to your attention the following:

1. He has an established capacity to carry out innovative, problem-oriented research coupled with persistence and the ability to work.
2. He has six years research experience following the degree Ingeniero Agrónomo. While his experience has been primarily with potatoes, his research interests have ranged through practical insecticide use, the field evaluation of pheromones, to inventorying potato insect pests and their predators and parasites in Peru.
3. Through your visits to CIP you have established a favourable rapport with Ing. Valencia. I understand that a research project has been identified which is of mutual interest to CIP and Australia.

..//

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

L-094-R-CIP

2nd page

4. In support of a project on potato tuber moth, access to CIP's germ plasm for insect resistant material adapted to tropical conditions would be of mutual benefit.
5. The TAC Quinquennial Report urged Ph.D. training for Ing. Valencia. It was implied, however, that a replacement would have to be found in his absence.

Your current consultancy position would enable you to gauge and guide the most effective course for Valencia's training. The specialized unit with which you are associated and which is funded by the Australian Government for research and training would provide the candidate with an ideal research environment.

CIP is very appreciative of your continuing interest in its Entomology Program. The possibility of an exchange arrangement which would permit Ing. Valencia to study for the Ph.D. degree would be a most worthwhile contribution.

Sincerely yours,



O. T. Page
Director of Research

OTP/cem

cc.: Dr. R. L. Sawyer
Dr. R. Rowe

64145 WORLDBANK

27157 MINAG DK

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~~Mr. Lejeune~~

RECORDS AND COMMUNICATIONS

Mr. Lejeune

INTBAFRAD, WASHINGTON

ATT: MR. MICHAEL LEJEUNE,
EXECUTIVE SECRETARY, CGIAR.

I SHOULD BE PLEASED TO SERVE AS A MEMBER OF THE TECHNICAL
ADVISORY COMMITTEE IF OFFERED APPORINTMENT.

REGARDS.

C. THOMSEN.

*Mr. Constan
Mr. Jansen*

E. KLINDT ANDERSEN/FAO,,
COPENHAGEN, OCTOBER 13. 1977,
SENT BY LONE SOERENSEN.

Ⓢ

64145 WORLDBANK

27157 MINAG DK

OFFICE MEMORANDUM

TO: Files

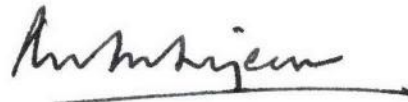
DATE: October 13, 1977

FROM: Michael L. Lejeune

SUBJECT: Agro-Forestry

1. Doug Daniels called to find out what the situation on associate status for Agro-Forestry was likely to be. I told him that we would have a policy paper for the Group in November and that no action would be taken by the Group on individual cases at that time. Depending on the outcome at the November CG meeting, the Agro-Forestry "application" might proceed to consideration by TAC early in the new year, but that was by no means certain.

2. He said this looked as if there would be no action on Agro-Forestry until May at the earliest and October if there was no May CG meeting. I replied that that would be the case unless some way of taking decisions between meetings were devised. However, it was quite possible that TAC action might get taken sooner.



cc: Messrs. Ritchie
Coulter
Hayman

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Distribution:

Mr. Lejeune

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COMMUNICATIONS

Copy sent to files

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cc: Mr. Coulter

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M.L.LEJEUNE
INTBAFRAD
WASHINGTON=

FAO/G5890 FOR CUMMINGS INFO LEJEUNE POUCHING TODAY NOTES ON QUIN-
QUENNIAL REVIEWS AAA TO YOU FOR DISCUSSION 14 NOVEMBER AND ELA-
BORATION FOR 18TH TAC MEETING BBB TO LEJEUNE AS INPUT FOR DOCU-
MENT ON SAME AT PARIS CGIAR MEETING STOP EYE RECOMMEND NOT TO
RUSH FULL SCALE DISCUSSION BY CG PRIOR GIVING TAC OPPORTUNITY
INDEPTH EXAMINATION STOP SUGGEST CG MEETING PARIS RECEIVE PROGRESS
REPORT COMMA LISTS ISSUES AND GIVE GUIDANCE FOR TAC DELIBERATIONS
REGARDS=

MAHLER FOODAGRI ROME+

@

INTBAFRA WASH DC
64286 FOODAGRIT

OFFICE MEMORANDUM

TO: Files

DATE: October 10, 1977

FROM: Michael L. Lejeune

Signature of Michael L. Lejeune

SUBJECT: TAC Secretariat - Telephone Conversation

1. Mahler telephoned me Friday, October 7 and the following points were discussed:

- (a) A paper on quinquennial review process. He asked whether the quinquennial review process would be on the agenda of the November meeting of the CG. I told him that we tentatively planned to have it. He said that he had a paper on this subject which he was about to finish and he would send it to Washington (probably by hand) October 11 or 12. He asked whether the CG had requested a discussion on this topic. I told him there had not been a specific request, but as a result of the discussion on the CIP review, we felt it would be useful to have further discussion with a paper as background. Mahler did not seem to object to this, but did say that a number of the criticisms and suggestions which had been made during Centers Week would, in fact, have been taken into account in the CIAT quinquennial report and therefore, in effect, they may be dealt with in the process of discussing the CIAT report. (Question: What did Mr. Baum promise the CG on this subject?).
- (b) Time of Co-Sponsors Meeting. The McDougal lecture, which is the kick-off for the FAO conference, takes place on Monday morning, November 14. According to Mahler, this is usually a very interesting affair and he proposes to arrange for the Co-Sponsors to attend. Because of this he proposes that the Co-Sponsors meeting take place in the afternoon, say 3:00-5:00, or preferably from 2:30-4:30. I told him I thought this would be all right provided it would be possible for Mr. Baum and others to get to Paris that evening. (Mahler undertook to check the airline schedules before finalizing the time for the Co-Sponsors meeting.) I told him there was, however, a possible problem in that Mr. Baum might wish to see the Italian Minister of Research and we did not yet know when that might be done or what priorities Mr. Baum might give to it in comparison to the McDougal lecture. I undertook to cable our views on the Co-Sponsors meeting time to him on Monday.

October 10, 1977

- (c) Verbatim Record. He asked us to send him the verbatim record of Centers Week discussions, particularly the presentations of the Center Directors and the deliberations of the CG itself. (I believe we customarily give each of the Co-Sponsors a copy of the verbatim record, and also the TAC Secretariat. In any event, Mahler has had access to a copy in the past whether it be the TAC Secretariat's or FAO's, and he would like to have it again this year.)
- (d) Paper on "Associated Status". I said I understood that Brian Webster was going to make an input on this subject to our paper. Mahler said "no", the only input from the TAC Secretariat is the work done by Arlidge which he already had.
- (e) ISNAR Task Force. I told him there would not now be a meeting of the Task Force in November, but the initial meeting would take place on January 18, 19 and possibly 20, probably in Washington. I asked him to ascertain whether Bommer would be available on these dates. He is to let me know by Monday or Tuesday.
- (f) IITA Quinquennial Review. I said that John Coulter was not yet back from his present mission. He was planning to participate in the IITA review. Mahler said the review would get under way in Ibadan on October 23 and would continue until November 5. I said that Coulter was very much needed to help on the work program of the ISNAR Task Force and this might affect his participation in the IITA review, but this was something I had to discuss with Mr. Demuth and John Coulter when John got back. Mahler said that Camus would be in Rome Wednesday, October 12 to button up arrangements for the IITA review, and Mahler would like to know by then whether Coulter would participate, whether he would arrive late or would have to leave early. They were, at present, counting on Coulter to help on that part of the review report dealing with organization and administration. If he was not going to be able to do it, they would have to assign it to someone else. I said I would try to get Mahler a message on Tuesday night, but it would be tight.

cc: Messrs. Ritchie
Coulter o/r
Hayman

MLLejeune:ia
Files:F-1

F-1

Class of Service: LT / RCA Date: OCTOBER 7, 1977
Telex No.: _____ Originators Ext: 3592

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CITY/COUNTRY
MESSAGE NO.:
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CSIRO PLANT INDUSTRY
CANBERRA, AUSTRALIA

DECLASSIFIED
MAR 22 2016
WBG ARCHIVES

CONFIDENTIAL FOR EVANS. THANKS URCAB ON TAC. TAC MEMBERS
PRESENTLY RECEIVE ONE HUNDRED FIFTY DOLLARS A DAY AS
HONORARIUM AND FIFTY DOLLARS PER DIEM TO COVER SUBSISTENCE
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TICKETS. TAC MEMBERS ARE EXPECTED TO DECLARE ANY EXTERNAL
INTEREST THEY MAY HAVE IN MATTERS UNDER REVIEW OR
CONSIDERATION BY TAC. PROVIDED YOUR CONNECTION WITH IRRI AND
CAMBRIDGE IS FULLY DECLARED WE WOULD ASSUME NO PROBLEM.
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BY CGIAR WHICH IS LIKELY TO BE LATE NOVEMBER. WOULD ACTION BY
CSIRO EXECUTIVE TAKE PLACE IN ADVANCE OR AFTER RECEIVING
OFFICIAL OFFER QUERY REGARDS LEJEUNE

NOT TO BE TRANSMITTED

SUBJECT: Files:F-1
CLEARANCES AND COPY DISTRIBUTION:
cc: Mr. Coulter o/r

DRAFTED BY:
MLLejeune:ia
AUTHORIZED BY (Name and Signature):
Michael L. Lejeune
DEPARTMENT:
CGIAR Secretariat
SECTION BELOW FOR USE OF CABLE SECTION
CHECKED FOR DISPATCH

OCTOBER 7, 1977
1977

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DECLASSIFIED

MAR 23 2018

WBG ARCHIVE

COING PLANT INDUSTRY

DANKHERRA, AUSTRIAN

CONFIDENTIAL FOR EVANG. THANKS EXCERPT ON THE THE MEMBERS

MEMBERSHIP RECEIVE ONE HUNDRED FIFTY DOLLARS A DAY AS

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BY ONE WHO IS LIKELY TO BE A MEMBER. WHILE REVIEW BY

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COMMUNICATIONS

OCT 7 5 58 PM 1977

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COING Secretariat

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Class of Service: TELEX Date: OCTOBER 7, 1977
Telex No.: 953313150 Originators Ext: 3592

12

10

0 START
HERE

1 TO

NEKBY, INTBAFRAD

CITY/COUNTRY

NEW DELHI, INDIA

MESSAGE
NO.:

1125

4

THANKS YOUR VERY **INFORMATIVE** AND HELPFUL MESSAGE ON KALKAT.

5

NOW LOOKS UNLIKELY WE SHALL NEED HIM ON THIS OCCASION BUT

6

HE IS SO OBVIOUSLY HIGHLY QUALIFIED WE SHALL KEEP HIM IN MIND

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FOR FUTURE SIMILAR JOBS. REGARDS LEJEUNE

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END
OF
TEXT

NOT TO BE TRANSMITTED

SUBJECT:

Files: F-1

CLEARANCES AND COPY DISTRIBUTION:

DRAFTED BY:

MLlejeune:ia

AUTHORIZED BY (Name and Signature):

Michael L. Lejeune
Michael L. Lejeune

DEPARTMENT:

CGIAR Secretariat

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

OFFICE MEMORANDUM

TO: Files

DATE: October 7, 1977

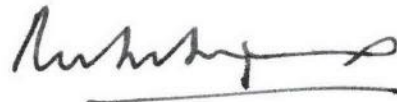
FROM: Michael L. Lejeune

SUBJECT: TAC - Dr. Keith Dexter

1. I spoke to Mr. Owen Price about Dr. Dexter as a candidate for TAC. Price said that Dexter was a good practical agricultural economist who also knows the problems of organization and administration. He is at present the head of extension for England and Wales, and, therefore, knows a lot on how to get technology adopted by small farmers, (Price pointed out that there are plenty of subsistence farmers in the UK, and those at the bottom of the heap are not all that different from the small farmer in many of the developing countries).

2. Dexter's knowledge and experience of the developing world is however, limited. To some extent, the Bank has used people from Dexter's department on missions concerned with extension, so the department, and therefore possibly Dexter himself, has gained some experience.

3. In sum, Price considers Dexter a sound practical agricultural economist who is articulate, has a good mind and is a good "committee man".



cc: Mr. Coulter o/r

MLLejeune:ia
Files:F-1

OFFICE MEMORANDUM

TO: Files

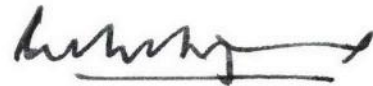
DATE: October 7, 1977

FROM: Michael L. Lejeune

SUBJECT: TAC - Professor Ashton

Owen Price told me that EMENA had made use of Professor Ashton, Chairman of Agricultural Economics at Newcastle University, from time to time. I checked with David Haynes who says that Ashton is of higher calibre than Belshaw; that they have used him a number of times and found that he writes a good report. On the other hand, he is no diplomat, and while his ideas are good, they tend to be rather fixed. In some cases, for example on land reform, he has been thought by Benjenk to be too optimistic about the extent and pace of change which could be achieved.

If we want to go any further, I feel we should make other checks.



cc: Messrs. Ritchie o/r
Coulter o/r
Hayman

MLLejeune:ia
Files:F-1

Mr. John K. Coulter o/r

October 4, 1977

Michael L. Lejeune (signed) Michael L. Lejeune

TAC Membership

1. It was, according to my notes, agreed at the first Co-Sponsors Meeting -

- (a) That to even out the turnover so as to have only 3 or 4 new members each year, Camus even though he had already served more than 4 years, would be extended to December 1978 and both Madamba and Idris would be offered second appointments of one year (i.e. to December 1978) rather than 2.
- (b) That Thomsen and Evans would be offered two-year appointments ending December 1979.

Accordingly, cables have gone to Thomsen and Evans asking if they are available. I understand Camus is willing to serve another year, but this should be confirmed with him direct. We should also ask Madamba and Idris if they are willing to serve another year. (Our letter for doing this might refer to the rules which permit variations in length of term for continuity or other good reason. We must be careful not to imply that this one-year term would be followed by another term -- one-year or two-year.)

2. The Co-Sponsors also agreed that the next vacancy should be filled by a UK national and by an agricultural economist (vice Hopper).

3. At the second meeting agreement was quickly reached on Josling to fill the vacancy created by Hopper's impending resignation, but this did not sit well with Cunningham who asked to be able to submit alternatives. He sent in Dexter, Belshaw and Carruthers (correspondence attached). In telephone conversations with Cunningham I said our problem was that we had lost -- or were losing -- Crawford, Ruttan and Hopper -- a formidable trio of agricultural economists -- and so far were gaining only Thomsen. He responded that Dexter was of the same caliber as Crawford and Hopper but lacked experience of the developing countries; Belshaw and Carruthers had developing country experience but were not of the same caliber. (Clearly, he thinks Dexter more appropriate than Josling, who also appears to lack developing country experience). Cunningham went on to say that the best candidate was in ODM and therefore could not be put forward. It was not clear to me whether he meant he was too busy to serve or had a conflict of interest, but since he did not mention his name, I did not pursue the question.

4. Subsequently, Bommer (through Mahler) suggested Peter Stutley, and it may well be he that Cunningham was referring to. Do you think Stutley would make a good TAC member? Is there a conflict of interest?

5. Mahler suggested Baldwin. Do you know him? What is your opinion?

6. It may be that we should change our plans and go either for a very good UK national even if not an agricultural economist (Haskell?) or for an economist who is not British (Vyas?). What do you think.

MLejeune:ia
Files:F-1



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - F-1- Technical Advisory Committee [TAC] - 1975/1977 - Correspondence - Volume 5		Barcode No. 1759688		
Document Date April 10, 1977	Document Type Cable			
Correspondents / Participants To: Michael Lejeune, Executive Secretary, CGIAR From: L. Evans, CSIRO Plant Industry, Canberra				
Subject / Title Acceptance to serve as member of TAC.				
Exception(s) Information Provided by Member Countries or Third Parties in Confidence				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td>Withdrawn by Shiri Alon</td><td>Date 23-Mar-16</td></tr></table>	Withdrawn by Shiri Alon	Date 23-Mar-16
Withdrawn by Shiri Alon	Date 23-Mar-16			

OFFICE MEMORANDUM

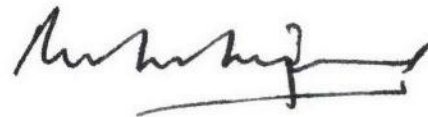
TO: Files

DATE: October 3, 1977

FROM: Michael L. Lejeune

SUBJECT: TAC Membership

1. Mahler called September 30 to say that Bommer suggests we consider for TAC the British agricultural economist at ODM, Peter Stutley.
2. He also said he and Webster suggest we consider Kenneth Baldwin. (Yudelman believes Baldwin was an advisor in Zambia and did some work on mechanization. He thinks David Turnham might know something about him.)
3. Mahler also said that he questioned whether an agricultural economist was so necessary and if not, we might consider Peter Haskell, a plant protection expert, chairman of the OECD Group on pest control, whose cv. we should have on file.



MLLejeune:ia

cc: Messrs. Coulter o/r
Hayman
Ritchie o/r
Gavino

Files:F-1



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - F-1- Technical Advisory Committee [TAC] - 1975/1977 - Correspondence - Volume 5		Barcode No. 1759688		
Document Date September 27, 1977	Document Type Memorandum			
Correspondents / Participants To: Mr. Robert Jones From: Daniel G. Ritchie				
Subject / Title Contribution of the Bank to TAC for 1977				
Exception(s) Financial Information (iv)				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td>Withdrawn by Shiri Alon</td><td>Date 23-Mar-16</td></tr></table>	Withdrawn by Shiri Alon	Date 23-Mar-16
Withdrawn by Shiri Alon	Date 23-Mar-16			

3/29/9

CGIAR [FI]



Ministry of Agriculture,
Fisheries and Food

Great Westminster House,
Horseferry Road,
London SW1P 2AE

RECVD

CG Secretariat

Telephone 01-216 7465
Telex 21271

Date: 10-4-77

Distr: MLL

DGR

JKC

AJH

CBG

Keith Dexter FHD
Director General

Dr R K Cunningham
Ministry of Overseas Development
Eland House
Stag Place
London SW1E 5DH

27 September 1977

Dear Bob,

Thank you for your letter of 23 September about being appointed to the Technical Advisory Committee of the Consultative Group on International Agricultural Research. I am pleased that you have put my name forward and I hope there will be no problems within the Department if I am asked to do this work.

I enclose a cv rather longer than the "Who's Who" excerpt. If you would like something more detailed than this I shall be pleased to provide it. Incidentally, Dr C F W Price of the World Bank is an old professional and personal colleague who could be contacted if the Washington authorities are looking for an "inside" appraisal of my past activities.

I should welcome an opportunity to discuss all this further with you and Sir Charles Pereira over lunch some time. I am asking my office to see what can be arranged.

Yours sincerely,
Keith Dexter

KEITH DEXTER

440098 WORLDBANK

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(Telex NO.)

1977 SEP 22 AM 7:24

Distribution:

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RECORDS AND
COMMUNICATIONS

Mr. Lejeune

TO INTBAFRAD WASHINGTON

MODEV 75 22SEP LEJEUNE FROM CUNNINGHAM NOMINATIONS FOR TAC.
AS REQUESTED AM DISPATCHING CV'S OF THREE AGRICULTURAL ECONOMIST
CANDIDATES TO BE CONSIDERED BY CO-SPONSORS. THEY ARE: K DEXTER,
DIRECTOR GENERAL ADAS MAFF; DGR BELSHAW EX-UNIVERSITY OF EAST
AFRICA NOW UNIVERSITY OF EAST ANGLIA; ID CARRUTHERS WYE
COLLEGE LONDON UNIVERSITY.
PLEASE INFORM YUDELMAN AND TAC CHAIRMAN

MINISTRANT LDN

PERF 0830Z 22SEP77 NL

440098 WORLDBANK



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - F-1- Technical Advisory Committee [TAC] - 1975/1977 - Correspondence - Volume 5		Barcode No. 1759688		
Document Date September 22, 1977	Document Type Letter			
Correspondents / Participants To: Michael L. Lejeune, executive Secretary, CGIAR Secretariat From: R.K. Cunningham, Ministry of Overseas Development				
Subject / Title Nominations for TAC				
Exception(s) Information Provided by Member Countries or Third Parties in Confidence				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.		
		<table border="1"><tr><td>Withdrawn by Shiri Alon</td><td>Date 23-Mar-16</td></tr></table>	Withdrawn by Shiri Alon	Date 23-Mar-16
Withdrawn by Shiri Alon	Date 23-Mar-16			

440098 WORLDBANK

INCOMING TELEX From London

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263907 ODMLDN G

cc: sent to
DR, PH, CG, J.C. m.h.

(Telex NO.)

Distribution: Files

Mr. Lejeune

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1977 SEPT 22 AM 7:24

RECORDS AND
COMMUNICATIONS

FM ODM LONDON

TO INTBAFRAD WASHINGTON

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AS REQUESTED AM DISPATCHING CV'S OF THREE AGRICULTURAL ECONOMIST
CANDIDATES TO BE CONSIDERED BY CO-SPONSORS. THEY ARE: K DEXTER,
DIRECTOR GENERAL ADAS MAFF; DGR BELSHAW EX-UNIVERSITY OF EAST
AFRICA NOW UNIVERSITY OF EAST ANGLIA; ID CARRUTHERS WYE
COLLEGE LONDON UNIVERSITY.
PLEASE INFORM YUDELMAN AND TAC CHAIRMAN

Geographer

MINISTRANT LDN

Vern Young

PERF 0830Z 22SEP77 NL

440098 WORLDBANK

F-1

Our Ref: 16.1



Ministry of Agriculture Fisheries
and Food

10 Whitehall Place
London
SW1A 2HH

answered w/r/d 3. Nov. 1977

Warren C Baum Esq
Chairman CGIAR
1818 H Street NW
Washington DC 20433
USA

20 September 1977

Dear Mr Baum

I am glad that we had the opportunity for a chat last Sunday; I was very concerned about the attitude which the Directors were ascribing to the Co-Sponsors on the subject of the Quinquennial Reviews.

After brief discussions with both Bill Mashler and yourself I believe, from long experience with TAC and from the Reviews of both IRRI and CIAT, that I can see the problem which is causing you both concern. It is not, as I first thought, that the Review Panels are being given the wrong remits. It is that the questions to which you are seeking answers are not those which can be expected from scientific visiting panels to separate Institutes.

The Quinquennial Reviews are doing, I believe, conscientiously and well, what the Bell Committee recommended and the Consultative Group accepted that they should do. They are doing an international "scientific audit", a check that each Centre is following the general policy laid down by the CG on the advice of TAC, that the scientific standards are good enough and that the programmes are valid scientific approaches to the problems selected. As an integral part of the task, the Panels are visiting the countries where the main "outreach" impact is expected and are appraising both the problems of the national research organisations and the input from the Centres.

All this is good and very necessary, but the assessments are limited to the current remit of the Centres. The much wider questions to which I believe the Co-Sponsors are still seeking answers, are as to whether the Board of Trustees have rightly interpreted the objectives and whether the system of International Centres is the best way to achieve the target of increased food output in the poorer LDCs.

These are questions for separate enquiry, not to be confused with the periodic appraisals of efficiency and orientation. The Co-Sponsors are really seeking answers to questions which can only be answered by overviews of the CGIAR system. The first such review did not suggest any major changes. I do not believe that major changes are as yet necessary. This is basically because the Centres are doing an essential job rather better than most national organisations, albeit under an intensive pressure of inspection which exceeds that for any other group of agricultural researchers which I have yet encountered.

Although the Co-Sponsors are rightly concerned because the costs have been rising rapidly, the total is still very small indeed in relation

Ministry of Agriculture Fisheries
and Food

10 Whitehall Place
London
SW1A 2HH



Our Ref: 16.1

Received 16/9 2 Nov 1977

Warren C Baum Esq
Chairman CGIAR
1818 H Street NW
Washington DC 20433
USA

20 September 1977

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Although the Co-Sponsors are rightly concerned because the costs have been rising rapidly, the total is still very small indeed in relation

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to the tasks and to the budgets of the national organisations. The total is as yet small even by the modest standards of the UK where the budget to improve the agricultural production for only 56 million people on a small island is \$120m for R & D, apart from advisory and control activities. The recent Review of the CGIAR system pointed out the weaknesses of financial uncertainty and I still believe that this is the major problem of the whole system. The scientific adjustments are, in comparison, only matters of fine-tuning.

There is, however, a major problem which I shall be discussing with John Crawford, David Hopper and others at the National Academy meeting next week at Chicago University under Professor Schultz's chairmanship. This is the extent to which it is realistic to constrain scientific research into a device to achieve social redistribution of wealth. This is introducing artificial strains and the results, although, perhaps, politically popular, could lead to a massive waste of research resources. Any improvement which scientists can devise in the technologies of crops, livestock, soils, or pastures will be put to better use by the more enterprising and more able among the farming community. To try to limit the operations of research to those improvements which help only the poor farmer is to introduce a totally artificial constraint.

CIAT policy floundered badly in its first few years under this constraint. Fortunately the Board of Trustees themselves became aware of the lack of focus of the "small farming systems" approach, and they held a series of internal reviews, assisted by external consultants, which led to very necessary and very drastic changes, including the replacement of the Director and of several senior staff.

We were pleasantly surprised to find that the Trustees had resolved the major uncertainties and that the new Director had succeeded in giving a sense of cohesion and purpose to a reconstructed staff. Had we made the Review 3 or 4 years earlier our report would perforce have been severely adverse, but in 1977 we stated the facts as we found them, and I believe that CGIAR should be glad that their substantial investment in CIAT is now being well directed.

Since these observations arise from a personal discussion I am copying this letter only to Bill Mashler, who expressed similar concern, and to Ralph Cummings.

With kind regards

Yours sincerely

CHARLES PEREIRA

Central Files / F-101/2, Zylene

circulation
→ c P's
→ memo...

OFFICE MEMORANDUM

TO: Mr. Bernard Chadenet

DATE: September 20, 1977

FROM: J. Burke Knapp *JBK*

SUBJECT: Dr. Saburo Okita

I had a brief encounter last week with Dr. Saburo Okita (see card attached which gives his new address), who told me the following:

1. After resigning from his position as Head of the Japanese Overseas Economic Cooperation Fund he ran for Parliament but was defeated.
2. This will be his last fling at political life and he is going back to his position as Chairman of the Japan Economic Research Center.
3. He hopes that the Center can work more and more closely with the World Bank staff.
4. He also hopes that occasions might arise when he, personally, can take on special assignments from the Bank. He referred to the Bank's relationships with Sir John Crawford as a possible precedent.

I told Dr. Okita that I was delighted to know of his possible availability and that I would pass this word among my colleagues at the Bank.

Attach.

- cc: ✓ Mr. Baum
 Mr. Chenery
 Mr. Wm. Clark
 Mr. Husain

DR. SABURO OKITA

大 来 佐 武 郎

CHAIRMAN

THE JAPAN ECONOMIC RESEARCH CENTER

(社) 日本経済研究センター会長

NIKKEI BLDG.
1-9-5, OHTEMACHI
CHIYODA-KU, TOKYO

TEL. (03) 270-7376

Files S/F-1 ✓
cc

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

September 19, 1977

Return address:
812 Rosemont Avenue
Raleigh, North Carolina 27607

Mr. Andrew Hayman
Consultative Group on International
Agricultural Research
1818 "H" Street
Washington, D. C. 20433

Dear Andrew:

I am returning herewith the draft summary of the two co-sponsors meetings held in Washington. I find these in good order. I have made a few minor notes interlined which I would suggest you might recheck. My impression was that the TAC meetings had been budgeted at approximately \$60,000 instead of \$70,000. In the reference to the Australian contribution, I was not entirely clear as to whether they were prepared to commit themselves for both years of the biennium or only for 1978 at this time. I hope that your record is correct, but suggest that you may wish to check it with Mike Lejeune or Dan Ritchie.

The other point relates to the candidate provisionally selected to succeed Dr. Hopper on the TAC. Discussions subsequent to the meeting suggested that we may need to get additional information before finalizing this decision. In view of this, I would suggest that the decision be indicated as provisional.

With best regards,

Ralph W. Cummings
Ralph W. Cummings
Chairman, TAC

RWC:nj

Enclosure

OFFICE MEMORANDUM

F-1
yellow

TO: Files

DATE: September 16, 1977

FROM: John K. Coulter

SUBJECT: Quinquennial Reviews

There has been a lot of discussion and some criticism of these reviews during the past week.

Some interesting divergences of opinion have emerged. Basically, the reviews can cover four areas:

- (1) the quality of the science in the research program;
- (2) the balance between the disciplines in the commodity, e.g., is enough attention being paid to virology or nematology of a particular crop;
- (3) the balance between commodities or research areas in a center, e.g., is the balance between farming systems and commodities right? Is there enough work on cassava versus beans?
- (4) Is the balance between centers of the right order.

A number of speakers have suggested that one can take it for granted that the quality of the scientific research is up to international standards (whatever that means) and that therefore the team should not attempt to review this in depth. The center directors, Sir John Crawford and Treitz have advocated this view. Interestingly enough it is the scientists who have been on review missions (Cunningham, Pereira) who support the opposite view, that the quality of the science should be reviewed; a consequence of this is that one needs scientists to cover most of the disciplines.

Objective 4 is clearly beyond the scope of any TAC mission. It is a policy decision and no review mission should be asked to look at it, although it was suggested that the CIP review do so. Some of the commentators seem to feel that only objective 3 is important for the reviews. If this were taken as the main objective, then only a few scientists, but of an entirely different background, would be needed.

I have suggested to Sir John Crawford that perhaps a compromise would be helpful. One or two scientists would be included to look at very specific areas, e.g., a virologist for IITA, a plant physiologist for ICRISAT to look at the work on drought tolerance and that there should be consideration of the balance between programs within the institute. However, I feel that this would certainly be a difficult undertaking.

cc: Messrs. Lejeune, Ritchie, Hayman, Gavino
File F-1

OFFICE MEMORANDUM

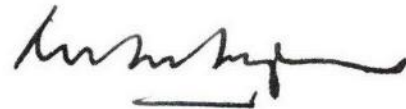
TO: Files

DATE: September 8, 1977

FROM: Michael L. Lejeune

SUBJECT: TAC Appointments

1. In speaking to Mr. Koffsky of IFPRI on another matter, he raised with me the question of his candidacy for TAC membership.
2. I went over with him the salient points about TAC membership.
 - (a) Six from the developed countries and six from the developing.
 - (b) The prospect that two (Ruttan and ten Houten) and possibly three (Camus) would have to be replaced from the developed countries.
 - (c) With Cummings replacing Crawford there were now two Americans out of the seven members from developed countries. So there was a question of whether it would be appropriate to select another American, thus perpetuating an unduly heavy American representation.
3. Koffsky would be interested in serving on TAC but he appreciated that the chances of being selected are slim, given the nationality problem.



cc: Mr. Coulter
Mr. Ritchie

MLLejeune:ia
Files:F-1

✓ F-1/S

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

FROM: The Secretariat

September 7, 1977

CGIAR Co-Sponsors' Meeting
September 8, 1977

Further to our memorandum of August 9, we attach CVs of the following, who have been proposed as possible future members of TAC:

Prof. Boulter
Prof. Bunting
Dr. Dillon
Dr. Gavan
Dr. Koffsky
Dr. McClymont
Dr. Petit
Dr. Pinstруп-Andersen
Prof. Scaramuzzi

CVs of Messrs. Riley, Cartwright and Tribe have not yet been received, but will be forwarded as soon as available.

We also attach an updated list of suggestions, which includes a few names in addition to those previously circulated.

Attachments

Distribution:

Messrs. Baum, Bommer, Mashler, Yudelman, Cummings, Lejeune, Mahler, Ritchie, Arlidge, Coulter, Fransen, and Hayman

TAC Candidates Suggested to CGIAR Members
(Excluding past TAC members)

<u>Name</u>	<u>Age</u>	<u>Nationality</u>	<u>Discipline</u>	<u>Suggested by</u>
Aberg, Dr. Ewert	66	Swedish	Geneticist	Sweden
Alvarez-Luna, Dr. Eduardo	50	Mexican	Agricultural Scientist	IBRD, FAO
Aslyng, Dr. M. C.	61	Danish	Soil Scientist/Plant Production	Denmark
Bishop, Dr. A. A.	63	American	Land & Water Specialist	UNDP
Boulter, Prof. Donald	51	British	Botanist	UK
Bunting, Prof. Arthur Hugh	60	British	Plant Scientist	UK
Buringh, Dr. P.	58	Dutch	Soil Scientist	Netherlands
Cartwright, Dr. T. C.			Animal Geneticist	ILCA
Chakrabandhu, Prince	67	Thai	Agronomist	Thailand
Chandler, Dr. Robert	67	American	Agronomist	US
Cong, Dr. Lung T.	44	Vietnamese	Soil Scientist	US
Cunha, Dr. Tony	60	American	Animal Scientist	US
Dagg, Dr. Matthew	46	British	Soil Physicist	US, Ford Foundation
de Wit, Dr. C. T.	52	Dutch	Plant Ecologist	Netherlands
Dillon, Dr. John Louis	46	Australian	Agricultural Economist	FAO
Elgabaly, Dr. M. M.	63	Egyptian	Soil Scientist	Rockefeller Foundation
Evans, Dr. L. T.	50	Australian	Plant Physiologist	Australia
Gavan, Dr. James Dominic	43	British	Economist	UNDP
Greenland, Dr. Dennis G.		British	Soil Scientist	UK, Ford Foundation
Hardan, Dr. Adnan	40	Iraqi	Soils/Water Management	IBRD
Harsovi, Dr. Joseph	50	Lebanese	Plant Scientist	US
Henderson, Dr. W. M.		British	Veterinary Scientist	UK
Horsfall, Dr. James G.	71	American	Plant Pathologist	UNDP
Huhn, Dr. J. E.	51	German	Veterinary Scientist	Germany
Hwan, Dr. Kim In	56	Korean	Plant Breeder	US
Ishizuka, Dr. Yoshiaki	69	Japanese	Soil Scientist	Japan
Jensen, Dr. James H.	70	American	Plant Pathologist	UNDP
Koffsky, Dr. Nathan	66	American	Agricultural Economist	US
Lamprecht, Dr. H.	57	Swiss	Forestry Specialist	Germany
Loosli, Dr. John	67	American	Animal Scientist	US
Majisu, Dr. B. N.	39	Kenyan	Plant Breeder	Sweden
McCalla, Dr. Alexander F.	39	Canadian	Agricultural Economist	Ford Foundation
McClymont, Dr. Gordon Lee	57	Australian	Animal Scientist	FAO
McWilliam, Dr. J.	49	Australian	Agronomist	Ford Foundation
Melville, Dr. A. R.		British	Entomologist	UK
Mengesha, Dr. Melak	41	Ethiopian	Plant Breeder	Sweden
Menon, Dr. M. N.	57	Indian	Veterinary Scientist	UK

<u>Name</u>	<u>Age</u>	<u>Nationality</u>	<u>Discipline</u>	<u>Suggested by</u>
Moseman, Dr. A. H.	62	American	Plant Breeding/Research Management	IBRD
Mughogho, Dr. Lewis	38	Malawi	Plant Pathologist	US
Norman, Prof. M. J. T.	53	British	Agronomist	Australia
Odhiambo, Dr. Thomas	45	Kenyan	Entomologist	US
Ohkawa, Dr. Kazushi	67	Japanese	Agricultural Economist	Rockefeller Foundation
Okigbo, Prof. B. N.	47	Nigerian	Agronomist	Nigeria
Oyenuga, Dr. Victor	59	Nigerian	Animal Scientist	US
Petit, Dr. Michel	41	French	Agricultural Economist	Ford Foundation
Pinstrup-Andersen, Dr. Per	38	Danish	Agricultural Economist	UNDP
Posnette, Dr. A. F.	62	British	Plant Pathologist	UK
Raditapole, Dr. N. N.			Veterinary Scientist	UK
Rao, Dr. N. G. P.	49	Indian	Plant Breeder	Sir John Crawford
Riley, Prof. R.		British	Plant Breeder	UK
Samper, Dr. Armando	56	Colombian	Agricultural Economist	Ford Foundation
Scaramuzzi, Prof. Franco	51	Italian	Agronomist	FAO
Scarascia-Mugnozza, Prof. G. T.	49	Italian	Cytogenetics/Plant Breeding	FAO
Skerjvold, Prof. H.	59	Norwegian	Animal Breeding Specialist	Norway
Smith, Prof. Ray	57	American	Entomologist	FAO
Steppler, Dr. H. A.	58	Canadian	Agronomist	Ford Foundation
Strand, Dr. Lars	52	Norwegian	Forestry Specialist	Norway
Thomsen, Prof. Carl C.	58	Danish	Agricultural Economist	Denmark
Thornton, Dr. D. S.		British	Agricultural Economist	UK
Tongyai, Dr. M. R.	61	Thai	Entomologist	Thailand
Tribe, Dr. Derek		Australian	Animal Scientist	Ford Foundation
Umali, Dr. D.	about 54	Filipino	Genetics/Administration	IBRD
Vaadia, Dr. Yoash	45	Israeli	Plant Biologist	US
Valdes, Dr. Alberto	41	Chilean	Agricultural Economist	Ford Foundation
Webster, Dr. Cyril C.	66	British	Agronomist	UK
Wittwer, Dr. Sylvan H.	59	American	Horticulturist	UNDP, Ford Foundation
Wortman, Dr. Sterling	53	American	Plant Breeding/Research Management	IBRD

248423 WORLDBANK

Aug. 31 77

INCOMING TELEX From Rabat

Central Files
7-1

F-1 sd

ATTENTION COULTER, CGIAR SECRETARIAT.

Distribution: Mr. Coulter

THANK YOU YOUR EXCELLENT LETTER AUGUST 22. WOULD YOU
KINDLY GIVE TO WARREN BAUM WITH MY WARM COMMENDATION OF IT.
HAVE LONG FELT BOTH CHAIRMAN CG AND CHAIRMAN TAC SHOULD
MEET DIRECTORS AND STRESS THE IMPORTANCE OF REVIEWS AS
SUGGESTED YOUR PENULTIMATE PARAGRAPH. LOOK FORWARD
FURTHER TALK IN WASHINGTON.

7-1

REGARDS CRAWFORD

31.8.77

e

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SOPAC AA62694M

1977 AUG 31 AM 7:55
RECORDS AND
COMMUNICATIONS

F-1

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

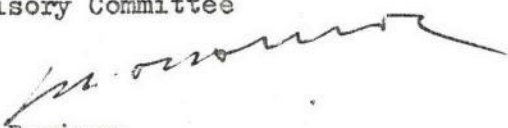
Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

h

PR 3/11.1 Gen.

August 26, 1977

TO: Members of the Technical Advisory Committee

FROM: The Executive Secretary, TAC 

SUBJECT: Participants in Quinquennial Reviews

It has been customary for TAC members to suggest names of potential participants in the Quinquennial Reviews to be considered along with those proposed by the Centres concerned and other interested parties. As part of the preparations for the Quinquennial Reviews of WARDA and ICRISAT, I would be grateful for suggestions for the membership of the Review Teams. It would be helpful if your proposals could be made available to me during the forthcoming 17th Meeting of TAC, so that they would then be reviewed by the Chairman in consultation with the Centre Directors and Team Leaders concerned during International Centers Week.

u

F-1

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

PR 3/22.2

August 26, 1977

TO: Members of the Technical Advisory Committee

FROM: The Executive Secretary, TAC *M. ...*

SUBJECT: Report of the TAC Vegetable Research Project
Formulation Mission

I am issuing the attached Corrigendum to the above Report, document number DDD/TAC:IAR/77/2 RESTRICTED, at the request of Dr. J. J. Hardon, Research Coordinator, Ministry of Agriculture, Wageningen, The Netherlands.

cc: Co-Sponsors of the CGIAR
CGIAR Secretariat
Dr. Hardon

Report of the TAC Vegetable Research

Project Formulation Mission

CORRIGENDUM
=====

Please amend paragraph 2 on page 37 of the above report to read as follows:

"The mission explained the background of the proposed vegetable project and also gave an account of the tours in Africa and South/Southeast Asia. All the Dutch officials showed keen interest in the project. Dr. Hardon was in general agreement with the concepts of the vegetable project and agreed to recommend to the Dutch Ministry of Agriculture to help the project in any way possible. A request for bilateral assistance from Sri Lanka should be directed to the Ministry of Development Cooperation. Since Sri Lanka is among the special target countries of the Dutch Assistance Programme, such a request would meet sympathetic consideration."

August 1977

F1

Food and Agriculture Organization of the United Nations

Liaison Office for North America



Telephone: Area Code 202
Director: 634-6200
Administration: 634-6180
Economics: 634-6306
Fellowships: 634-6126
Information: 634-6215

1776 F Street, Northwest
Washington, D. C. 20437

CABLE: FOODAGRI WASHINGTON

PR-3.2 To avoid a delay in the delivery of your
correspondence, please quote our reference
and date of this letter in your reply.

25 August 1977

Dear Mike,

Further to the consultations I have just completed at FAO Headquarters on TAC membership, I would request your Secretariat to add the following names to the current list of potential candidates:

- Dr. E. Alvarez Luna, Agronomist (Mexico) ✓
- Dr. J. Dillon, Agricultural Economist (Australia) ✓
- Dr. G. L. McClymont, Animal Scientist (Australia) ✓
- Prof. F. Scaramuzzi, Agronomist (Italy) ✓

... The curricula vitae of these candidates are attached.

We also support the inclusion in the list of Dr. L. T. Evans, Plant Physiologist (Australia), and Prof. Dr. C. Thomsen, Agricultural Economist (Denmark), whose curricula vitae were circulated by your Secretariat.

As to the selection of candidates to fill the forthcoming vacancies on TAC, FAO proposals will be presented at the meeting of the Co-Sponsors.

Yours sincerely,

D. C. Kimmel
North American Representative

Mr. Michael L. Lejeune
Executive Secretary, CGIAR
1818 H Street, N. W.
Washington, D. C. 20433

August 22, 1977

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

Dear Sir John:

Bill MacNally said that you were writing a note on the TAC Quinquennial reviews and that you would be interested in my comments.

I have now attended the CIMMYT, CIP and CIAT reviews and I enclose copies of my back-to-office reports and also a copy of a note to Vernon Ruttan on the subject of the reviews. My back-to-office reports give only one side of the picture, but they attempt to bring out some of the issues that were discussed amongst the panel members, but did not necessarily show up in the final report.

There are several points about these reviews which seem worth discussing. These include:

A. The Time Factor

Two weeks is a very short time to visit the facilities of a center, which may include several days on visits to outstations, to meet all the center scientists, to draft a report and to put together agreed conclusions before the mission departs. These problems are accentuated by the fact that the missions are composed of several different nationalities, some of whom are not fluent in English and who therefore find discussions and writing in the language, over a period of two weeks, very tiring. The long travel involved by some mission members before arriving at the center is another factor contributing to the strain. Furthermore, some of the members of the mission may not be too familiar with the center or the system, so they need to do a lot of background reading. These considerations emphasize the need to select both the Chairman and the members of the mission very carefully, a task made more difficult by the need to have a spread of scientists from different parts of the world.

Nevertheless, in spite of all these problems, I have been extremely impressed by the amount of work put in by both mission members and the TAC Secretariat. It is a 16-hour a day operation for the whole of the two weeks!

B. Centers Reaction to Quinquennial Reviews

Although the reaction varies from center to center, I think that the centers have not welcomed the review missions with completely open arms. Of course the welcome varies from center to center. I found that CIMMYT was perhaps the least welcoming and CIAT the most. Sawyer took strong exception to the report of Hirst on the CIP mission and even suggested that he be "blackballed" from future CG activities, a questionable suggestion since Hirst was undoubtedly an outstanding member of that mission.

I think that this lukewarm welcome is reflected in the kinds of documentation that the centers provide for the review missions. In my opinion neither CIMMYT nor CIP presented adequately prepared documents to the review panel; CIAT did better. I wonder if this stems from the way in which center managements deal with their Boards. I have the impression that they tend to give their Boards and the program committees a lot of diverse documentation, but not enough time to thoroughly digest it; perhaps they feel that the same treatment is justified for the Quinquennial reviews. I find this attitude to documentation very different from what I experienced in UK research organizations, for example. There, the review (a 6-year one) was treated very seriously indeed and the scientists and heads of departments spent a great deal of time preparing their forward research programs for submission to the review committee.

Another possible problem may arise from the fact that the scientists on the panel may have different yardsticks for judging the quality of scientific research from those of the center scientists. CIMMYT and CIP, in particular, emphasized that their measure of success was the application of their technology by the farmers in the LDCs. They felt that they should be judged on this and not on the quality of their scientific work. As part of this philosophy some of the centers publish rather little in the scientific journals. Thus the visiting panel member has little information on the scientific aspects of the research program, a contrast to the situation in most research institutes where the scientific work and the scientists, are well known through published papers.

The fact that there are a number of prima donnas amongst the scientists at the centers does not make the task of the review panels any easier and there is undoubtedly an apprehension amongst the centers that any adverse comments will affect donor contributions. The centers react to this by trying to exclude prospective panel members whom they think might be hostile and press for panel members whom they think will be sympathetic.

I do not know whether the fact that the review is paid for by the center budget has anything to do with these rather negative attitudes, but I expect that it might play some role.

C. Priorities and Program Balance

It is very difficult for the review mission to develop any really well-informed opinion on the balance of programs, either within the center or

August 22, 1977

within the system. For example, in the review of CIAT, a knowledge of IITA's cassava research program would obviously have helped the panels' discussion on cassava research at CIAT. The same remark would apply to the CIMMYT-IITA relationships for maize and that for CIMMYT-ICARDA on barley and durum wheat. I think that the panel members also found it difficult to make any judgment on the balance of programs within a center. At CIAT, for example, I do not recall any discussions on the balance between beef, beans and cassava programs.

Obviously, it is very easy to outline the problems encountered by the reviews, but very difficult to suggest practical mechanisms for improving them. However, we should perhaps ask the question -- what can centers and the TAC Secretariat do to improve the efficiency of the reviews. There is no doubt that a more cooperative attitude on the part of the centers would be useful, but I think we can only expect that this will improve over time.

I think it would help if the center, perhaps aided by the TAC Secretariat, could put together a well laid out briefing document to be given to the panel members well in advance of their visit. This document might contain an historical section, i.e., an analysis of the growth and achievements of the center giving lists of publications which each specialist could then consult. The briefing document would also provide the proposals for the research program over the next 5 years, including a discussion of the problems, especially the technical ones which the center foresaw in reaching its objectives. In a commodity in which two or more centers were involved in research, it would be useful to have a joint statement from the centers involved, setting out how they work together and where the two research programs interacted and what problems were being encountered.

Perhaps the selection of mission members could be improved. I gather that directors sometimes put considerable pressure on the TAC Secretariat to select or reject certain scientists. If the director had to face the full TAC and justify his selection or rejection of individuals, he might be more objective. Perhaps one way around this would be to have a panel of, say, 50 scientists, whose names and CVs would be distributed to directors and who would then meet the Committee to see if there were good reasons whether any should be omitted from this list. Once there is an agreed panel, then the TAC Secretariat would have the authority to select from within this panel for balance and availability.

I do not see any way in which to increase the time available for report writing. Obviously it is essential to have an agreed draft ready before the members disperse to the ends of the earth. Having adequate typing facilities provided by the center makes a great difference. Both CIMMYT and CIAT performed very well in this respect and I think that the problems at CIP were beyond their control.

Sir John Crawford

- 4 -

August 22, 1977

Another aspect which might be examined is that of visits to the outreach programs. Each review mission has spent a considerable amount of time and money on these. Whilst I agree that they form a significant part of the centers' activities, I wonder what a mission can really do in the space of a 2-3 day visit and what its objectives should be. Is it to comment on the caliber of the center staff working in the country? Is it the quality of the actual research or the appropriateness to the country's problems? Is it the reaction of the host country to the center's presence? -- or, of course, a combination of any or all of these. My impression, gained from talking to mission members who have participated in these visits, was that they personally had learned a lot about the countries they had visited and about the problems that the centers were encountering in trying to transfer their technology, but I wonder if they really had the time to study critically what the centers were doing, and how it might be improved. In short, I wonder if the time spent in these country visits could not be better spent at the centers and another way found to assess the value of the outreach programs.

Finally, the report itself. I wonder if the centers are not unduly alarmed about constructive criticism. I think that donors may feel that the review has not been well done unless the weaknesses as well as the strengths of the center and the system have been highlighted. I would have thought that it was in everyone's interests, not least the centers, to have Group discussion on the problems and difficulties. Perhaps an assurance by the Chairman of the Group and the Chairman of TAC, that this approach is essential and that it will strengthen rather than weaken donor support, might make the criticisms slightly more palatable.

I look forward to seeing you in September. I am enclosing a copy of the integrative report and the supporting statistics. Bill MacNally did an excellent job for us.

With best regards,

Yours sincerely,

John K. Coulter

Enclosures

JK Coulter:apm
File F-1

D-8
cc F-1

August 12, 1977

Dr. Lowell S. Hardin
International Division
Office of the Vice President
The Ford Foundation
320 East 43rd Street
New York, New York 10017

Dear Dr. Hardin:

In Michael Lejeune's absence, I am writing to thank you for your letter of July 25th, received yesterday. We much appreciate your suggestions for membership of the Technical Advisory Committee, and will pass them on for consideration. Most are included on a list we have already circulated, and we will add the new names to an updated version.

With best wishes,

Yours sincerely,

AJH

Andrew J. Hayman
Program Officer

AHayman:evl/Files D8 and F1

Yellow

H-8/F-1

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

August 12, 1977

TO: Members of TAC
FROM: The Secretariat
SUBJECT: An International Service for
National Agricultural Research

1. So that you may receive it as soon as possible, we send you herewith at the request of the TAC Secretariat a paper on "An International Service for National Agricultural Research." Also enclosed are copies of Dr. Treitz' letter of June 1, 1977 to the Chairman of the Consultative Group (excluding the attachment), and of the Chairman's reply. *Aug 12, 1977 (H-8)*

2. This matter is for consideration under Agenda Item 6 of the 17th meeting of TAC. *July 11, 1977 (H-8)*

Enclosures

cc: TAC Secretariat



F-1

DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 11, 1977

RECVD
CG Secretariat
Date: 8/11/77
Distr: MLL
DGR
JKC
AH
CBG

Mr. Michael Lejeune
Executive Secretary
Consultative Group on International
Agricultural Research
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20006

Dear Mike:

I should like to nominate Mr. Nathan Koffsky, currently interim director of IFPRI, as a candidate for the Technical Advisory Committee of the CGIAR. As you know, Nat will be stepping aside as John Mellor assumes the post of director of IFPRI, September 1. I think his background and wide experience would make him an extremely valuable member of TAC.

He has agreed to serve if he were chosen.

Sincerely,

Dale Hathaway

Dale E. Hathaway
Assistant Secretary

Talked to D.H. ~ telephone -
agreed to add Koffsky to
list. No additional action
needed.

D.H. 8/11

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F-1

Aug. 10 1977

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COMMUNICATIONS
SECTION

Mr. Lejeune
Mr. Ritchie

FAOG 4377 FOR LEJEUNE/RITCHIE RE MY EARLIER TELEPHONE REQUEST
GRATEFUL FOLLOWING DOCUMENTS BE SENT ASAP DIRECT TO TAC
CHAIRMAN MEMBERS SECRETARIAT AND COSPONSORS BY YOUR SECRETARIAT
PRIMO PROPOSAL ESTABLISH INTERNATIONAL SERVICE FOR NATIONAL
AGRICULTURAL RESEARCH SECUNDO YOUR SECRETARIAT NOTE ON ICIPE
TERTIO FOUR PAPERS ON TRAINING BY ORAM DRILON HERNANDEZ
AND SWANSON STOP AM DESPATCHING CONCURRENTLY AGENDA AND OTHER
DOCUMENTS 17TH TAC MEETING REGARDS

MAHLER

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61181 FOODAGRI (Telex Nr.)

From:Rome

CGIAR SECRETARIAT

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FAO/B28774 REYRLET 30/6 IBPGR HAS NO NOMINATIONS FOR TAC

MEMBERSHIP=

WILLIAMS +

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Mr.Lejeune

F-1 Jc/cc



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MLL

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

F-1

y _____
July 29, 1977

PR 3/10.17
PR 3/11.1 CIP

TO: Members of the Technical Advisory Committee
Members of the Quinquennial Review Mission to CIP
Members of the Consultative Group on International
Agricultural Research

FROM: The Executive Secretary, TAC

SUBJECT: Report of the TAC Quinquennial Review Mission to the International
Potato Center (CIP)

I have pleasure in submitting herewith a copy of the Report of the TAC Quinquennial Review Mission to the International Potato Center (CIP). This Report will be discussed at the forthcoming meeting of the Consultative Group on International Agricultural Research to be held in Washington, D. C. from September 15 - 16, 1977.

The views of TAC are presented in the Reports of the 15th and 16th Meetings and will be summarized by the Chairman of TAC at this meeting.



MINISTRY OF OVERSEAS DEVELOPMENT
Eland House Stag Place London SW1E 5DH

Telephone 01-834 2377 ext 1357

✓ F-1/D-21

D Ritchie Esq
Consultative Group on International
Agricultural Research
1818 H Street N W
WASHINGTON D C 20433
United States of America

Your reference

Our reference NRR 236/222/02

Date 28 July 1977

Law Dan,

SUGGESTIONS FOR MEMBERS OF THE TECHNICAL ADVISORY COMMITTEE

Thank you for your letter of 30 June.

2. I have three names to suggest. These are Professor A M Bunting CMG, Professor of Agricultural Development Overseas at Reading University, Professor R Riley FRS, currently Director of the Plant Breeding Institute, Cambridge, and Professor D Boulter, Professor of Botany, University of Durham.

3. Not wishing to miss your deadline, I submit all three names now although their C V's are not immediately available to us. However, Professor Riley will, of course, already be well known to you in his capacity as a member of the Advisory Committee of IRRI. We are taking steps to obtain C V's for Professor Boulter and Professor Bunting and I will send them to you as soon as possible. In the meantime, I trust that the absence of such documentation will not prejudice their chances of being considered for service on the TAG.

John Whitelegg

J E WHITELEGG
Natural Resources Research Department

REC'D	
CG Secretariat	
Date:	8/4/77
Distr:	✓ MILL
	DGR
	✓ JKC
	AJH
	CBG



28 July 1977

To: Mr. Michael L. Lejeune
Executive Secretary
CGIAR, 1818 H St., N.W.
Washington, D.C. 20433

From: ~~D.C. Kimmel~~
North American Representative

att.

Please find attached copy of a cable
from Rome for your information.

REC'D [red stamp]

CG Secretariat [red stamp]

Date: 8/1/77 [red stamp]

Distr: MLI [red stamp]

~~DGR~~ [red stamp]

~~JKC~~ [red stamp]

AJH [red stamp]

~~CGG~~ [red stamp]

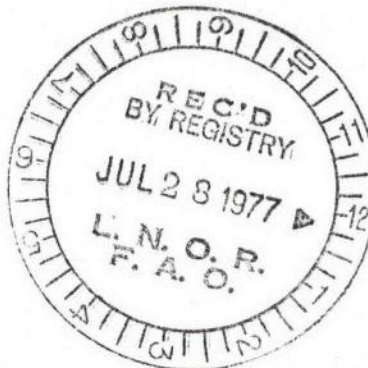
FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS
Liaison Office for North America
1776 F Street, Northwest
Washington, D.C. 20437

F-1

JD FOR KIMMEL REURTEL 22/7 RENEWAL TAC MEMBERSHIP AWAITING DG
AND YRIARTS RETURN 1/8 AND CUMMINGS VISIT ROME 3-5/8 TO MAKE NEW
CANDIDATE PROPOSALS IF ANY BESIDES THOSE SUGGESTED LAST YEAR
STOP PLEASE INFORM LEJEUNE ACCORDINGLY ;
REGARDS DEMEREDIEU ;

*Sent to Mr Lejeune
28/7/77
JK*

ORIG: KIMMEL
CC: REGISTRY (2)
C.F.





Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - F-1- Technical Advisory Committee [TAC] - 1975/1977 - Correspondence - Volume 5		Barcode No. 1759688		
Document Date N/A	Document Type Telex			
Correspondents / Participants To: Michael L. Lejeune, CGIAR From: Kaj Repsdorph, Under-Secretary of State				
Subject / Title Candidature of Professor Carl Thomsen for membership of TAC				
Exception(s) Personal Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.		
		<table border="1"><tr><td>Withdrawn by Shiri Alon</td><td>Date 23-Mar-16</td></tr></table>	Withdrawn by Shiri Alon	Date 23-Mar-16
Withdrawn by Shiri Alon	Date 23-Mar-16			

D-8
✓ CG F-1

RECVD	8/4/77
CG Secretariat	<input type="checkbox"/>
Date:	7/25/77
Distr:	MLL
	DGR
	JKC
1.	AJH
	CBG

THE FORD FOUNDATION
320 EAST 43RD STREET
NEW YORK, NEW YORK 10017

INTERNATIONAL DIVISION
OFFICE OF THE VICE PRESIDENT

July 25, 1977

Mr. Michael Lejeune
CGIAR Secretariat
World Bank
1818 H Street N.W.
Washington, D. C. 20433

Dear Mike:

Responding to your memorandum of June 30, 1977 we suggest the following individuals as persons who might be considered for membership on the Technical Advisory Committee of the CGIAR. For the most part, you likely have curriculum vitae on them already. We attach copies for those persons for whom we have c. v.'s.

In alphabetical order, the individuals are:

✓ Matthew Dagg, Ford Foundation, 55 Lodi Estate, New Delhi, India 110 003. Dr. Dagg is presently a member of the CIAT Board. As reflected in his attached c. v., his scientific base is broad (physics and meteorology) and his experience in agricultural research, especially in Africa, is substantial.

✓ Dr. Dennis Greenland, now back in the UK, formerly Deputy Director General of IITA. Dr. Greenland is certainly a top authority on tropical agriculture and one whose understanding of what we call farming systems might be especially valuable to TAC.

✓ Dr. Alex McCalla, University of California, Davis. Dr. McCalla is well-known to you and to the CGIAR through his work on the staff for the Special Committee of the CG.

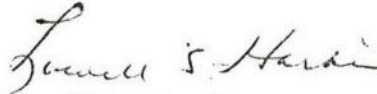
✓ Dr. Michel Petit, Ecole Nationale Superieure des Sciences Agronomiques Appliquees, 26 Boulevard Docteur Petitjean, Boite Postale 588, 21 016 Dijon, France. Dr. Petit, as his attached c. v. shows, is an agricultural economist. He has just completed two years on the staff of the Ford Foundation in India where he worked with our agriculturally related programs there.

Dr. Armando Samper, Colombia. Dr. Samper was formerly chairman of the board of CIAT and prior to that time worked throughout Latin America with FAO and with the Inter-American Institute of Tropical Agriculture. He, too, is an economist by training.

✓ Dr. Derek Tribe, Faculty of Agriculture, University of Melbourne, Parkville, Victoria, Australia 3052. Shorter run, Dr. Tribe is, as we all know, acting director of ILCA. He knows the CG system well having been essentially a part of it over the last several years. If an opening for an animal scientist occurs, Dr. Tribe may be among those to be considered.

✓ Dr. Sylvan H. Wittwer, Assistant Dean, College of Agriculture and Natural Resources, and Director of the Experiment Station, Michigan State University, East Lansing, Michigan. Dr. Wittwer is an agronomist who has been active with the National Academy of Sciences (recent Food and Nutrition Report). He has an excellent grasp of agricultural science, is already well acquainted with most of the centers and has a degree of imagination that might be useful to TAC.

Sincerely yours,



Lowell S. Hardin

LSH:cf
Attachments



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - F-1- Technical Advisory Committee [TAC] - 1975/1977 - Correspondence - Volume 5		Barcode No. 1759688		
Document Date July 22, 1977	Document Type Letter and resumes			
Correspondents / Participants To: Michael L. Lejeune, CGIAR From: H. Marsall, Acting First Assistant Secretary, Australian Development Assistance Bureau				
Subject / Title Nominations of Dr. L.T. Evans, Professor M.J.T. Norman for membership of the TAC (resumes attached)				
Exception(s) Information Provided by Member Countries or Third Parties in Confidence				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"> <tr> <td>Withdrawn by Shiri Alon</td> <td>Date 23-Mar-16</td> </tr> </table>	Withdrawn by Shiri Alon	Date 23-Mar-16
Withdrawn by Shiri Alon	Date 23-Mar-16			

FI

F-1

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

Return Address:

P. O. Box 5428
N. C. State University
Raleigh, N. C. 27607

u

Seen
Mr. Warren C. Baum, Chairman
Consultative Group on International
Agricultural Research
1818 H St., N.W.
Washington, D. C. 20433

~~Mr. Ritchie~~
~~Mr. Carlson~~
~~Mr. Maguire~~

Dear Warren:

This is to acknowledge receipt of your letter of July 11, 1977 enclosing the copy of the letter from Dr. Werner Treitz concerning technical assistance for strengthening national agricultural research and related programs. We are placing this as a major item on the agenda for the 17th TAC meeting so that it can be discussed and we can bring some reactions of TAC on the subject to the CGIAR meeting. Meanwhile, I anticipate having some discussions with Harold Graves, Werner Treitz and others on the subject before the date of the Washington meetings. Any further documentation which we can place before TAC members in advance would be most welcome and helpful.

This subject has engaged TAC's attention for some time and has, as you know, been considered a very important matter. Unfortunately, definitive actions and recommendations for handling it have not been commensurate with its recognized importance. I hope that we shall be able to advance our thinking on the subject very substantially by the time the September meetings have been concluded.

Very truly yours,

Ralph W. Cummings
Ralph W. Cummings
Chairman, TAC

cc: P. J. Mahler

INCOMING MAIL UNIT
JUL 15 1977
RECEIVED

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 2797

Return Address:

P. O. Box 5428
N. C. State University
Raleigh, N. C. 27607

~~Mr. [unclear]~~
~~Mr. [unclear]~~
~~Mr. [unclear]~~

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

Dear Warren:

This is to acknowledge receipt of your letter of July 11, 1977 enclosing the copy of the letter from Dr. Werner Tretz concerning technical assistance for strengthening national agricultural research and related programs. We are placing this as a major item on the agenda for the 17th TAC meeting so that it can be discussed and we can bring some reactions of TAC on the subject to the CGIAR meeting. Meanwhile, I anticipate having some discussions with Harold Graves, Werner Tretz and others on the subject before the date of the Washington meetings. Any further documentation which we can place before TAC members in advance would be most welcome and helpful.

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Very truly yours,

Ralph W. Cummings
Ralph W. Cummings
Chairman, TAC

cc: P. J. Mahler

RECEIVED
1977 JUL 21 PM 5:09
INCOMING MAIL UNIT

July 18, 1977

BY FAO POUCH

Mr. Brian Webster
Deputy Executive Secretary
Technical Advisory Committee, CGIAR
Food and Agriculture Organization of the UN
Via delle Terme di Caracalla
Rome 00100, Italy

Dear Brian:

As per your request to Dan Ritchie, attached is the table showing estimated financial contributions to the various centers for 1977.

Sincerely yours,

Carlos B. Gavino

Attachment

CB
CBGavino:evl/File F1

File 7-1

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

Return Address:

P. O. Box 5428
N. C. State University
Raleigh, N. C. 27607

July 16, 1977

Dr. John K. Coulter, Scientific Adviser
Consultative Group on International Agricultural Research
1818 H Street
Washington, D. C. 20433

Dear John:

I wish to thank you very much for your letter of July 7, enclosing the copy of the "Joint Proposal for Integrated Surveys of the Present and Potential Role of the Vegetable Industry in Nine Asian Countries." I took advantage of Dr. Moomaw's presence at the meetings in Cali of discussing this with him. I have subsequently obtained copies of this report and of the latest annual report of the AVRDC and have furnished copies to each member of the TAC subcommittee for study prior to their meeting in Washington.

With best regards.

Sincerely,

Ralph W. Cummings

Ralph W. Cummings
Chairman, TAC

F-1

~~DR~~
Gene
~~CG~~

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

PR 3/10 Memb.

July 15, 1977

F-1

TO: All TAC Members
FROM: *for* Executive Secretary, TAC *Brunschweiler*
SUBJECT: Change of Addresses

Please note the following change of addresses:

Dr. Ralph W. Cummings
Chairman
Technical Advisory Committee
N.C. State University
P.O. Box 5428
Raleigh, N.C. 27607
USA

Dr. Hussein Idris
Coordinator
Cotton Development International
c/o Division for Global and Inter-
Regional Projects
United Nations Development Programme
New York, N.Y. 10019
USA.

cc: Center Directors
Co-sponsors
CG Secretariat

Mr. Warren C. Baum

July 14, 1977

Michael L. Lejeune

Dr. Cummings's Itinerary

Attached for your information is a copy of Dr. Cummings's itinerary for his upcoming journey. The Indian leg, apart from a visit to ICRISAT, is devoted to learning more about the Indian program for water buffalo. I believe Cummings hopes to convince himself that there is enough going on at the national level (in India and elsewhere) as to make an international effort unnecessary.

Attachment

Files:F-1

F-1

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

JUL 13 1977

Return Address:

P. O. Box 5428
N. C. State University
Raleigh, N. C. 27607

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

Dear Mike:

As indicated in our telephone conversation this morning, I am enclosing a copy of my itinerary for the period July 18 through August 14, 1977.

Very truly yours,

Ralph W. Cummings
Ralph W. Cummings
Chairman, TAC

Enclosure

PROPOSED ITINERARY - R. W. CUMMINGS

July 18 0806 Lv. Raleigh - EAL 584
 ⁰⁹¹⁰ 1855 Ar. New York

July 19 1845 Lv. New York - PA 190
July 20 0910 Ar. Monrovia

 July 20-22 - Visit to WARDA

July 23 0920 Lv. Monrovia - WT 960
 1355 Ar. Lagos
 Open Lv. Lagos
 " Ar. Ibadan

July 24-28 - IITA

July 29 0850 Lv. Ibadan - WT 432
 0920 Ar. Lagos
 1450 Lv. Lagos - PA 184
 2150 Ar. Nairobi

July 30 - August 2 - Nairobi - ICIPE
 - ILRAD

August 2 2330 Lv. Nairobi KQ 214
August 3 0525 Ar. Rome

August 3-5 - Rome - With TAC Secretariat

August 6 1100 Lv. Rome - TW 845
 1425 Ar. New York
 1900 Lv. New York (JFK) - EAL 393
 2024 Ar. Raleigh-Durham

SUPPLEMENTARY ITINERARY

Ralph W. Cummings

August 5-14, 1977

- August 5 - 1815 Lv. Rome BA 850
6 - 0500 Ar. Delhi
Consultations with ICAR and National Dairy Development Officials
7 - Delhi to Karnal (National Dairy Research Institute) and return
8 - 0625 Lv. Delhi Indian Airlines 124
- 1055 Ar. Ahmedabad - Proceed to Anand by road
9)
10) Visit with Khaira Cooperative Dairy Project - Anand and Vicinity
11 - 0740 Lv. Ahmedabad Indian Airlines 104
- 0840 Ar. Bombay
Visit Airey Colony Milk Project and Bombay Milk Scheme
- 1730 Lv. Bombay Indian Airlines 119
- 1850 Ar. Hyderabad
12)
13) ICRISAT, Hyderabad
13 - 1930 Lv. Hyderabad Indian Airlines 120
- 2050 Ar. Bombay
14 - 0125 Lv. Bombay AZ 761
- 0615 Ar. Rome
- 1100 Lv. Rome TW 845
- 1425 Ar. New York
- 1900 Lv. New York EAL 393
- 2024 Ar. Raleigh

Mr. Michael L. Lejeune

July 13, 1977

John K. Coulter *JCC*

TAC Budget

The summary of contributions to TAC reveals an interesting story but not a full one as it does not show the application of funds. For example, the 1975 application was estimated as follows:

	<u>US\$</u>
Personal Services	45,000 ^{1/}
Travel on official business	210,000
Contractual Services	25,000
Miscellaneous General Expenses	<u>5,000</u>
Total	285,000.

1/ Includes \$25,000 for fulltime assistant to Sir John Crawford and \$20,000 for interpreter and secretarial assistance.

By contrast, the figure for Personal Services in the 1978-79 budget is approximately \$256,000 p.a. The explanation is, of course, that in the earlier years FAO carried the cost of the Secretariat staff. The original agreement states "IBRD has agreed to pay for the Personal Services and travel costs of the Secretary of the Consultative Group and FAO has agreed to pay for the Personal Services and travel costs of the Secretary of TAC."

The position in 1975, 76 and 77 is set out in my memo of June 14, 1976 (attached). *June 14*

I presume that it is too late now to remind FAO of their initial undertaking. However, I would suggest that we ask FAO to provide the additional P-5 post now under request.

As far as additional funds are concerned, I think that Mahler's solution (b), additional funds from Australia is out; anyway, it would have to come out of allocations from centers. I do not favor his (c). The co-sponsors persuaded the donors to join the system and they undertook to provide the "management" of the system. The co-sponsors, including TAC, have been responsible for encouraging the growth of the system and I think that they should not shed their responsibility for providing funds for "managing" it. It seems to me that the best way of assuring long-term funding for the TAC Secretariat is by the co-sponsors themselves.

Mr. Michael L. Lejeune

- 2 -

July 13, 1977

I have the same concern about the funding of the Center reviews. Both Mahler and Mashler have argued that these are done for the benefit of the donors and that therefore the donors, to a center, should pay. I think that this is wrong, in principle, for it gives the centers the feeling that they should have a strong say in the conduct and outcome of the review. Furthermore, I do not think that the donors should be burdened with the costs of this "management" task. The larger ones at least are quite capable of mounting their own reviews of a center. I suspect that a center would pay very much more attention to these, too; after all, the donor controls the funds.

I would suggest that more information is needed about the item "TAC working groups and evaluation missions and other travel miscellaneous."

Attachment

cc: Mr. Ritchie

JKCoulter:apm

File F-1

H-8

cc F-1

July 11, 1977

Dr. Ralph W. Cummings
Chairman
Technical Advisory Committee
812 Rosemont Avenue
Raleigh, North Carolina

Dear Dr. Cummings:

As you know, and as we have discussed, there is great interest among many of the donors in the Group in considering establishing an international service with the task and purpose of strengthening national agricultural research in developing countries. A number of donors believe that such a service is needed and would appropriately fit within the CGIAR system. Representatives of some of the CGIAR donors met informally in Munich this year to discuss the idea. Dr. Treitz, who was chairman of this Munich meeting, has now written me giving the consensus of that meeting and requesting that the matter be put on the agenda of a Consultative Group meeting this year. I enclose a copy of his letter.

Dr. Treitz has informed me that a specific proposal for such a service is being drafted for consideration. He expects it to be ready before the end of July.

In connection with its consideration of this proposal, and before taking definitive action, I believe it is important that the Group should have the benefit of TAC's advice. On the basis of Dr. Treitz's letter and the draft proposal, which I will send you as soon as it is received, could you please arrange for TAC to consider this matter?

Yours sincerely,

Warren C. Baum
Chairman

Enclosure

cc: Mr. Mahler

MLLejeune:ia
Files:H-8/F-1

F-1
ce H-8

VIA FAO POUCH

July 11, 1977

Mr. Philippe Jean Mahler
Executive Secretary
Technical Advisory Committee, CGIAR
Food and Agriculture Organization of
the United Nations
Via delle Terme di Caracalla
Rome 00100, Italy

Dear Philippe:

I enclose, for your information and action, a copy of the letter Mr. Baum has sent to Dr. Cummings officially placing before TAC the proposal for an international service for the purpose of strengthening national agricultural research in developing countries.

I have not yet seen a draft of the "prospectus" which is being prepared by Harold Graves, but I understand that he expects to have a first rough draft in a week and a final draft by the end of July. I will send you and Dr. Cummings copies of both drafts as soon as they are given to us.

I hope you had a good leave.

Very best wishes,

Sincerely,

(signed) Michael L. Lejeune

Michael L. Lejeune
Executive Secretary

Enclosure

MLLejeune:ia
Files:F-1/H-8

H-8

cc F-1

July 11, 1977

Dr. Werner Treitz
Federal Ministry for Economic Cooperation
53 Bonn 12
Karl-Marx-Str. 4-6
Postfach 120322, Bonn
Federal Republic of Germany

Dear Dr. Treitz:

Thank you for your letter of June 1, 1977, reporting on the informal meeting of representatives of donor agencies held in Munich in April to discuss the establishment of an international service for the purpose of strengthening national agricultural research in developing countries. You asked, on behalf of those who attended this meeting, that this matter be placed on the agenda of one of the meetings of the Consultative Group on International Agricultural Research in 1977.

As we discussed when you were here in Washington, I shall be glad to put this matter before the Group. To that end, I have forwarded your letter to the Chairman and Executive Secretary of the Technical Advisory Committee so that TAC may address itself to this question as soon as possible. I understand a specific proposal for the kind of institution discussed at Munich is being prepared, and as soon as this is received I shall send it to TAC for their review and recommendation.

TAC will be meeting in the week of September 7, and I would expect they will be able to include this subject in their agenda, and that the Chairman of TAC will be able to report at the Consultative Group meeting in the following week the outcome of their deliberation. We shall reserve a place on the Consultative Group's agenda for this purpose.

Yours sincerely,

Warren C. Baum
Chairman

MLLejeune:ia
Files:H-8/F-1

✓ F-1
cc H-2

July 7, 1977


Dear Ralph:

AVRDC sent me a copy of the attached "Joint Proposal for Integrated Surveys of the Present and Potential Role of the Vegetable Industry in nine Asian Countries."

This looks a very interesting proposal which seems to link up closely with the TAC discussions on vegetable research. I found Appendices II and III rather interesting. Post-harvest technology is obviously regarded as extremely important; also the ranking of tomato as the most important for all countries in the region. Only Taiwan seems concerned with soy bean research and potatoes raise considerable fervour in Bangladesh!

With best regards,

Sincerely yours,


John K. Coulter
Scientific Adviser

Attachment

Dr. Ralph W. Cummings
812 Rosemont Avenue
Raleigh, North Carolina 27607

JKCoulter:apm

File F-1

X H-2

✓ F-1
cc G-1

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

F-1
G-1

PR 3/3 Gen.

July 4, 1977

Dear John:

.....

As promised by Philippe, I am submitting herewith a few comments on individual paragraphs of the draft Integrative Paper. I hope they may prove constructive and that you won't take amiss my suggestions of paternalism. Being so frequently accused of it myself perhaps I am hypersensitive!

We shall look forward very much to having the next draft.

Best personal regards,

Yours sincerely,



B. N. Webster
Deputy Executive Secretary

Dr. John C. Coulter
Scientific Adviser
Consultative Group on International
Agricultural Research
1818 H Street, N.W.
Washington, D. C. 20433

To file

DRAFT INTEGRATIVE PAPER

Specific Comments by Paragraph

Para. No.

- 2 "Apparent" to whom? The interlude will remain unless CGIAR supports the new initiatives. Anyway, the Review Committee cautioned only against 'major' initiatives.
- 3 Not "in the food deficit regions", but globally.
- 4 "Common agreement" evolved" - yet the CGIAR adopted the Priorities Paper. "Resource constraints will be important" - when? We have 'cried wolf' on this for 5 years!
- 7 Quote more sources ✓
- 9 "... no reason to expect yield increases." This is a non-sequitur. Better management alone can go a long way to achieving increases. *eliminated*
- 12 "Subsidy" - this is paternal! *neatly articulated* *etc.* *eliminated*
- 16 Line 3 - This is a good argument for the Group donors to put more into application and extension (in order to justify and ensure the profitability of their large investment in research) linked with but not through, their activities with CGIAR. ✓
- 24 "Farming Systems" not "agricultural systems". *eliminated*
- 25 Single out ILRAD's breakthrough? *Not necessary*
- 27/28 Confuses effect with means and strategy. Use 'fortuitious' rather than 'breakthrough research'? *This is what we can call it*
- 29 Supposition? or is there evidence? *eliminated*

Para. No.

32 Maybe - but much work has been done on disease resistance in DCs.
 33 - "not possible (for whom?) to decide"?
 - "cassava bacterial blight" rather than 'mosaic'.
 - refer Part IV, not III.

Disease
eliminated

34/35 Use 'collaborating' not 'client countries' - this is again paternalistic.

Amended

37 IRRI is also concerned with better (optimum) use of irrigation.

38 Wrong. Many centres now do 'core' research in 'off-campus' situations (cf. CIP, IRRI, CIMMYT).

39 Line 3 - Jargon!

- last line. No. It is IRRI's 'Constraints' not 'Consequences' programme that does this analysis.

43 Presupposes current growth will continue through 1980. Is this so?

Yes

46 Last line. This (growth alone!) is not a valid criterion for success!!

eliminated

48 Training has increased in absolute terms. The fact that it has not increased relatively may indicate (probably does) that a suitable (and maximum/optimum) research-training balance has been reached in the system. (I believe this is so.)

not necessary so

not "most".

Yes, but still relatively rare

is becoming more common

Been deleted

Suggest replace "same" by "exactly identical"

am

elmer

85 Last two lines. Only this on animals? DNA transfer technique?

86 Line 4. Evidence for this?

90 Table IV. Totals and means would make it easier to read.

95 Line 6 - 'pests' rather than 'diseases'.

96 Is 'dis-benefit' a word? I doubt it!

elmer

- Last line insert "biological research alone".

97 Will ICARDA have a substantial programme in 1978?

*it purpose
succ.*

104 Delete "the rather vague" as this is gratuitously critical.

elmer

114 Last sentence -- delete. Or, rewrite to put responsibility for guidance on TAG.

117/123 This section is rather subjective and not fully substantiated in the main arguments addressed.

???

128 Have "ad hoc" decisions been taken in the system? My recollection is that on nearly all issues TAC recommendations have been pretty thorough. IFDC and AVRC certainly came about through ad-hocery and opportunism!

*what does he mean?
they haven't 'come about'*

132 Definitions of basic research are wrong (cf. Pierre Auger).

*sub
ice eq. m.*

134 I doubt very much if "new biotypes resulted" - they were always present but not selected for by earlier varieties!

were they?

138 Add 'IITA' to 'CIAT' on cassava work.

but necessary

*This is not
definitive*

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

Yellow
F-1

FROM: The Secretariat

June 30, 1977

Suggestions for Members of the Technical Advisory Committee

1. A member of the Technical Advisory Committee (TAC) is appointed for a term of two years. He may be appointed to a second two-year term. To preserve continuity, or for other good reason, a second term may, in special circumstances, be extended. Two present members -- Messrs. Ruttan and Camus -- will complete their second terms December 31, 1977. Six others will complete two-year terms on that date.
2. In accordance with past practice, the Co-sponsors will make recommendations to the Group for filling vacancies in the membership of TAC. They plan to submit their recommendations for appointments to terms starting January 1, 1978, well before the end of this year.
3. In January 1975, and again in August 1976, members of the Group were asked to submit names of candidates for possible service on TAC. Responses were received from many members and the Secretariat now has on hand information on over 50 candidates.
4. All the names previously submitted remain under active consideration and will constitute the main source of new recommendations. However, the Co-sponsors would welcome additional suggestions to supplement this source. Their aim continues to be to propose to the Group only persons whose qualifications and experience make them the best possible candidates for service on TAC. At the same time, the aim is to maintain within TAC's membership an appropriate balance of disciplines and experience. On both previous occasions those responding suggested candidates from a number of different countries; this proved to be very useful.
5. As in the past, a candidate should be not only thoroughly grounded in his own discipline, but should have demonstrated a capacity for broad scientific judgment. A knowledge of problems of the developing countries would also be highly desirable.
6. Each suggestion should be accompanied by a curriculum vitae. It would be preferable for candidates not to be approached at this time about possible appointment to TAC. Each candidate recommended by the Co-sponsors will be asked whether he is free to serve before his name is put forward to the Group for consideration.

/...

7. The next meeting of the Co-sponsors at which candidates for TAC will be considered will be in early September. To be considered at this next meeting suggestions from CG members and Center Directors should be provided to the CG Secretariat, together with curricula vitae, by July 31.

Distribution:

CG Members
Center Directors

Mr. Warren C. Baum

June 28, 1977

Michael L. Lejeune (signed) Michael L. Lejeune

Circular on TAC Candidates

The attached circular is very similar to the one we circulated last year. Previously, we have circulated only to CC members. After checking with Cummings, I think it would be useful to circulate it to Center Directors as well. They are in a good position to know good candidates and it would be good for their morale to consult them. There is some risk that they might suggest persons whose expertise would be too specialized or who would be biased toward the Center's specialty, but I doubt this presents any greater problem than the candidates put forward by donors.

We considered also circularizing TAC members. Cummings saw no objection, but it might be invidious, particularly in the case of members who might not be invited to serve a second term. Consequently, I recommend against it.

Do you have any comments?

Attachment

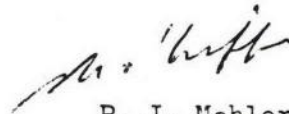
MLejeune:ia
Files:F-1

arrange such consultations earlier this year as this may have enabled TAC and its Secretariat to identify better the scope of its possible contributions. For this year you may wish TAC to comment on the Integrative Report at its next meeting in September so as to provide an opportunity for Dr. Cummings to convey TAC's views at the CG meeting.

I hope that you will find the attached comments helpful and constructive and that next year the TAC Secretariat will be able to make a more substantive contribution.

With best personal regards,

Yours sincerely,



P. J. Mahler
Executive Secretary

TAC SECRETARIAT COMMENTS ON THE DRAFT INTEGRATIVE REPORT

General Comments

(i) Scope and Length of the Report. The paper is probably twice as long as needed to gain and hold the attention of the CGIAR members. To a large extent, it paraphrases and updates the CGIAR Review Committee Report and therefore could be profitably reduced by the removal of the information and ideas already presented last year, in particular those related to the history and description of the system.

(ii) Objectivity. The paper contains a number of value judgements on contentious issues, many of which are based on assumptions, over-simplifications, paternalistic attitudes, or incomplete information without alternative arguments or solutions being presented. This is illustrated by the all too frequent use of such phrases as 'it is apparent - obvious - all too clear - undoubtedly - of course - may, etc.'. Moreover, some of the problems mentioned in the paper were discussed last year by the CGIAR Review Committee and recommendations were adopted by the CGIAR. CG members may feel that this "re-opens the debate" on several issues and calls for more drastic recommendations, for example, on the subject of consolidation and centralized planning.

(iii) The Focus on 'External Boundary' Problems. The main emphasis of the integrative paper is placed on three issues (para. 150) which are mostly related to the present and future external limits of the system. It could be argued that the main role of the integrative paper is not only to assess whether "the aggregate of centre requirements appeared to exceed the likely support from the donors" (para. 151) but also to consider other aspects of integration, for example, the internal boundaries and the cooperation between the existing components of the system or the differences in research strategies of the centres.

(iv) The Role of TAC. There is almost no mention of TAC in the document besides a reference to the priorities paper and the role of TAC in proposing new initiatives. A careful review of TAC documents and reports, including the Quinquennial Review Reports, would show that a number of policy guidelines have been suggested by TAC on most of the issues raised in the paper. This seems to be ignored. Similarly, there is no mention of the role which TAC could play in clarifying further some of the questions raised in the report.

(v) The Consolidation of the System. This issue has been unduly emphasized throughout the whole paper. Recommendations made last year were to delay further new major initiatives, while recognizing the need for TAC to continue considering additional requirements for international research. So far TAC has been extremely cautious and conservative in this regard and it is not clear whether TAC will recommend any new initiative this year to the Group or even to bilateral funding. As to the other proposals, the role of a Secretariat paper may be simply to take note of additional interests and commitments by CG members. It is possible that a great number of CG donors wish to maintain the large degree of freedom which the present system provides and are not yet ready for a more centralized process for priority setting and planning.

Comments on Specific Chapters

Section I, 'Introduction' of the paper, from the outset, indicates a very conservative and restrictive tone to the paper. Assumptions are made regarding the historical development of the CG and TAC activities which may not be correct and which, in paragraphs 3 and 4, should certainly be questioned. For example, contrary to what is stated in para. 4, TAC did provide explicit guidance in several documents and reports on such activities as factor-oriented research, non-food crops, basic research, etc.

Section II. Sources are not given for all the statements made. The discussion of research in LDCs is confined to a consideration of trends in yield, production, and investment in research. Many other factors and problems are disregarded. The relevance of the whole section, as presented now, might be questioned. It should either be deleted or be considerably expanded for a more balanced presentation of research in the LDCs. In the latter case, however, it would probably be a duplication of what was presented last year by the Review Committee.

Section III forms the bulk of the paper as is the section which could be greatly reduced. It raises some interesting issues, however, on the centres programmes and their mandates but again suffers through attempting to steer the reader to a prejudged conclusion rather than simply stating the issues squarely as matters requiring the decision of the Group. The graphs and tables in general are excellent but in some cases open to interpretations different from those made in the paper.

Section IV, being more factual and based on budgetary projections, is perhaps the best part of the paper and it should probably be retained, more or less unchanged, although some small corrections may be detailed paragraph-wise. For example, in the last paragraph of this section (114) there is a suggestion that the Group "may wish to consider new activities and their relative priorities". It is assumed that, as before, TAC as the advisory body of the Group will be requested to undertake this re-examination, which is already planned by TAC itself.

Section V. Paragraphs 154, 156 and 158 suggest a number of actions aiming at clarifying several issues and providing the CG with a basis for policy guidance. The role which TAC should play in this regard as the advisory body of the CG should be mentioned.

June 17, 1977

Dear Ralph:

Here, finally, is a draft outline of the paper for TAC/CG on the question of an international agricultural research service. I'm to be in New York on the 20th to discuss it with Colin McClung, Al Moseman and possibly, but not certainly, Sterling Wortman. There are quite likely to be changes and amplifications out of that meeting, so that I expect to send you a new outline next week. If you had the time and inclination to comment on that second draft, I'd be grateful to have your reaction.

Sincerely yours,

Harold Graves

Dr. Ralph W. Cummings
 Chairman
 Technical Advisory Committee
 812 Rosemont Avenue
 Raleigh, North Carolina 27607

Attachment

HNGraves:ia *Hrln*
 Files:F-1

JUN 23 1977

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

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Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

F-1

Return Address:

P. O. Box 5428
N. C. State University
Raleigh, N. C. 27607

June 21, 1977

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

Dear Mike:

I had indicated in our earlier conversations that I would attempt to comment on the draft paper you had prepared on "Lines of Action for the CGIAR and Implications for the Secretariat". I have studied the paper carefully and my general comments are quite commendatory and supportive. You have done a thoughtful job in projecting some of the tasks and issues to which we must address ourselves. These are further elaborated in the draft integrative paper now under preparation.

One of the challenges we face is that of accomplishing the tasks before us without imposing unnecessary bureaucracy on the Centers, giving them the necessary support and encouragement to maintain flexibility of response, creativity of approach, and innovativeness, within reasonable and manageable cost limitations.

We also need to give thought very soon to the best ways of functionally integrating the work of the TAC and CGIAR secretariats. Zane Arlidge's transfer to the Washington FAO office should be of some help. I am now convinced that, with the tasks ahead, we will need another senior staff member in the TAC secretariat to enable this group to take care of the required routine tasks and also do the necessary staff work and preparation required to enable us to properly address the major policy issues to which we must inevitably address ourselves.

On the questions of resource management, I agree that attention will be needed by the CGIAR secretariat to explore growth potential from all reasonable sources. Possible increases from present donors and new major contributors will obviously require constant attention. I hope that your contacts with additional philanthropic foundations may prove fruitful, although these often have a tendency to look on their contributions as short-term stimulants rather than as components of sustained programs.

Mr. Michael Lejeune
Page 2
June 21, 1977

We will need to consider longer term stability in support. I am not highly optimistic about the probable continuing support from private enterprise nor of church-related institutions but would not wish to discourage preliminary exploration in these directions. As for beneficiary countries, I feel that their first attention might be directed toward building up their internal strengths to use the system and its contributions. Only a few of them would in the near future be sufficiently advanced to make substantial external contributions. I note, however, that this approach is being proposed for Cotton Development International.

We do not at present have a satisfactory basis for considering the allocation of resources within the system when and if overall resources should become a constraint. This is both a program and a budget issue, as are most of the problems we have to tackle. I would like to see us do some staff work on this before we raise it up too prominently for general discussion.

Some of the policy issues you raise in your paper are already coming forward on the agenda for CGIAR meetings. I feel sure that the training and farming system issues will require a considerable amount of follow-up. The means or procedures for supporting the strengthening of national agricultural research and extension programs and for accelerating the transfer of technology is being brought to the forefront following the April Munich conference of representatives from some of the major donor organizations.

I shall not attempt to comment on each of the topics in your paper. The fact that I do not comment on any item does not mean that I think it is of lesser importance. I shall keep the paper before me and shall look forward to continued discussions. I think it does provide a very highly useful framework for such discussions.

Sincerely yours,


Ralph W. Cummings
Chairman, TAC

OFFICE MEMORANDUM

TO: Messrs. Lejeune, Yudelman and Fransen

DATE: June 14, 1976

FROM: John K. Coulter *mc*SUBJECT: TAC Budget

In Table 1, I have summarized the budget proposals for 1977 (projected), 1976 (revised) and 1975 (actual expenditures). I would draw attention to the following points:

1. Expenditure on TAC Review Missions. The IRRI review mission cost \$38,871, whilst the center's donors increased its budget by \$54,000 to cover the cost of the mission. The CIMMYT review mission cost \$38,052 for which its donors provided \$50,000. The CIP review will take place in December 1976, and its donors have increased its budget by \$50,000 to cover the expenses of the review. Assuming that the CIP review will cost about the same as those of IRRI and CIMMYT, there will be savings of the order of \$39,000 over 1975/76 on these three missions. Under the present arrangements, these savings are added to the TAC Secretariat income, but it would appear that, as the centers' own donors provided the additional funds to the centers' budgets, any savings should accrue to the centers and be carried over to the following year in the normal manner. In the meanwhile, the TAC budget should identify these surpluses.

2. Personal Services. The cost of these is projected to more than double, from \$98,390 in 1975 to \$201,120 in 1977. A factor presumably contributing to this increase is a change in the method of funding the Secretariat of TAC; this change as understood from the budget is set out below.

Posts Funded by FAO Regular Program and TAC

1975		1976		1977	
FAO	TAC	FAO	TAC	FAO	TAC
P ₅	D ₂		D ₂ (.2 M.Y.)		D ₁
G ₅	P ₄		D ₁ (.8 M.Y.)		P ₅
G ₄	P ₃ (unfilled) (position)	P ₅ (1 M.Y.)	P ₅ (.3 M.Y.)		P ₄
	G ₃		P ₄ (1 M.Y.)		G ₅
			G ₅ (.5 M.Y.)		G ₄
		G ₄ (1 M.Y.)	G ₄ (.3 M.Y.)		G ₃
			G ₃ (1 M.Y.)		

June 14, 1976

This shows that in 1977, in contrast to former years, when the FAO regular program supplied three staff, the whole of the costs of the TAC Secretariat will be carried on the TAC budget. The Chairman of TAC has cabled to say that he does not agree with the TAC budget proposals for 1977. He states that additional meeting(s) will be necessary, and that an increase in the travel budget will, therefore, be needed. Present proposals show this at \$250,000 against \$333,000 in 1976 and \$267,000 in 1975.

3. The 1977 budget has been constructed by taking the expected income and allocating it amongst the activities. For example, the costing of evaluation missions to centers has not been based on the expenditure on the two missions already undertaken. Past costs show that meetings of the TAC, held in Rome are considerably less expensive than those held at the Centers, but the 1977 meetings have not been costed on the proposed locations of the meetings.

Table 1 TAC Budgets 1975-76-77

<u>Activities</u>	<u>Expenditure</u>		
	<u>1975 (actual)</u>	<u>1975 (revised)</u>	<u>1977 (projected)</u>
Personal Services	98,390(1)	164,500	201,120
Travel(a)	267,228(1)	333,000	250,000
Contractual Services	30,558	65,000	40,000
Miscellaneous	11,837(1)	11,600	13,880
General Expenses	-----	-----	-----
Total	408,013	573,900	505,000

(1) Includes commitments of \$81,542 to be paid in 1976, the major item in which is \$77,472 for travel.

(a) The item "travel" covers honorarium and per diem of TAC members and others on TAC Study Missions.

<u>Income</u>			
IBRD	85,000	85,000	85,000
UNDP	85,000	85,000	85,000
FAO	85,000	85,000	85,000
Australia	150,000	150,000	150,000
IRRI(2)	54,000	---	---
CIMMYT(2)	---	50,000	---
CIP(2)	---	50,000	---
Centre 4(2)	---	---	50,000
Centre 5(2)	---	---	50,000
Total	459,000(3)	505,000	505,000

(2) This represents the contribution of centers donors to the centers' budget to cover the cost of review missions.

(3) The contributions for 1975 have resulted in a carry over of \$50,987 to 1976.

Class of Service: **TELEX** Date: **MAY 24, 1977**

Telex No.: **6118L** Originators Ext: **5914**

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FOODAGRI

CITY/
COUNTRY

ROME, ITALY

MESSAGE
NO.:

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MAHLER, CABLED GAMBLE TODAY TEXT READ IN PART QUOTE BARRINGER'S

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CABLE TO HAYMAN TODAY UNFORTUNATELY STILL GARBLED. HOWEVER SEE

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SEEMS CLEAR THAT IITA DOES NOT MAKE PROVISION IN 1977 BUDGET

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FOR TAC REVIEW WHICH IT SHOULD HAVE DONE. PLEASE URGENTLY

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CLARIFY WITH MAHLER AMOUNT REQUIRED UNQUOTE. REGARDS LEJEUNE

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END
OF
TEXT

G-2
CF-1

NOT TO BE TRANSMITTED

SUBJECT:

Files:G-2 / F-1

DRAFTED BY:

Andrew Hayman:ia

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

Michael L. Lejeune

DEPARTMENT:

CGIAR Secretariat

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

NOTE TO: Mr. Michael L. Lejeune

May 19, 1977

FROM: A. Hayman *AH*

SUBJECT: Telephone Conversation with Mahler

I called Mahler today. He had the following points:

1. His plans for arriving at CIAT are not yet firm. He may get there the evening of Saturday 28th, or midday Sunday 29th.
2. He and Webster expect to be mostly occupied with TAC matters on arrival.
3. They are staying out at CIAT, not in town.
4. He is optimistic about completing most or all Program Commentary drafts prior to leaving for Cali.
5. He and Webster plan to spend about four days in Washington after Cali. Webster might be able to stay a bit longer if necessary.
6. He thought the ILCA Commentary put a slightly too negative emphasis on TAC's conclusions.
7. We will talk again on Tuesday to finalize travel plans, etc.

cc: Messrs. Ritchie and Coulter

AHayman:evl/File F-1

OFFICE MEMORANDUM

TO: Files

DATE: May 16, 1977

FROM: Michael L. Lejeune

SUBJECT: IADS - Conversation with Dr. Cummings, May 16, 1977

1. Dr. Cummings telephoned me this morning to talk about procedure for handling TAC's consideration of the IADS proposal. This followed on telephone conversations I had last week on the same subject with both Cummings and Mahler and a telegram which Cummings had received from Mahler on Saturday, May 14.
2. Cummings is aware that the donors who met in Munich are eager to press ahead with a proposal for a new CGIAR institute to provide technical assistance to strengthen national research, and that they would wish the CG to act on this at either its September meeting or the probable subsequent November meeting. Cummings is also aware that Mr. Baum and the Secretariat (and others including Lowell Hardin) feel it would be inappropriate and disadvantageous to bypass TAC in bringing the matter to the CG, and consequently, that the proposal should be put to TAC for consideration as soon as it is ready.
3. Mahler had suggested to Cummings several alternative ways of handling the matter in TAC, one of which was to appoint at the June meeting of TAC a subcommittee to review and make recommendations on the IADS proposal in time for these to be considered at the September TAC meeting immediately preceding the Centers Week meeting. TAC would then be able to decide whether to make a positive recommendation at the September CG meeting or whether further study was necessary. Mahler envisaged that there might be a need for further study which would carry the matter over to the TAC February meeting (there being no further meeting in the autumn), but Cummings, on the other hand, was very much aware that such a long delay would not sit well with the interested donors.
4. The scenario which is now shaping up is as follows:
 - (a) Treitz will address a letter to the Chairman of the CG requesting him to put the proposal on the agenda of the CG meeting. When I spoke to Treitz in Cali last week, he told me that he and John Pino were going to draft this letter at the close of the CIAT meeting. It should, therefore, arrive almost anytime now.
 - (b) There will be a meeting of the IADS Board on May 23 and 24 in New York. This will be attended by Treitz, Cummings and Camus, all of whom are members of the IADS Board. (Each of them will have to consider the implications of being a member of the IADS Board at a time when TAC and the CGIAR are being asked to consider action which fundamentally affects the IADS. Cummings told me this morning that his term on the IADS Board expires at the close of the upcoming Board meeting, and he intends not to accept reappointment. So far, however, he has not made this known to Wortman or anyone else.)

- (c) Treitz, possibly accompanied by Wortman, will come to Washington to meet with Mr. Baum and me on Wednesday, May 25 to discuss the future course on the proposal in the light of the Munich meeting and the IADS meeting. Cummings will be in New York on that day. He can be reached at the Ford Foundation in the morning, but has a physical examination in the afternoon. He will be back in Raleigh on the 26th and 27th. I told Cummings that Mr. Baum could be expected to take the position with Treitz and Wortman that the proposal should be considered by TAC before the CG was asked to take a decision, and that adequate time should be permitted for the proposal to be examined thoroughly in all its aspects.
- (d) The proponents of the proposal will put together a "prospectus" which should be ready in time to be delivered to TAC and the CG so that each could act as appropriate in September.
- (e) TAC would probably put the proposal on its June agenda as an information item. Cummings asked who should speak to it. I suggested that having been at the IADS Board meeting he would himself know as much about it as **anyone**. If at that point he was no longer a member of the IADS Board, and since this was purely an information item, there would be no harm in his doing it. (In previous conversations I had with both Cummings and Mahler, the question had arisen whether anyone from IADS should be invited to go to Cali to speak to this item. Cummings did not raise this idea again this morning, but it is, of course, a possible way of going about it.)
- (f) The prospectus would be provided to the TAC subcommittee in time for it to report to the full committee in the week of September.
- (g) TAC would consider the proposal at its September meeting.
- (h) The proposal would come before the CG at its September meeting, but in exactly what form and in what way would be decided in the light of events. The TAC Chairman would certainly report on TAC's consideration of it. If his recommendation is positive, time could be provided for the CG to consider it either as a special item or under "other business".

May 16, 1977

5. Dr. Cummings asked us to keep him currently informed of developments, and I agreed to do so. We should also bear in mind the need to keep the TAC Secretariat informed.

Arthur H. James

cc: Messrs. Baum
Ritchie
Coulter
Hayman
Gavino

Files:F-1/H-8

OFFICE MEMORANDUM

TO: Files

DATE: May 16, 1977

FROM: Michael L. Lejeune

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May 16, 1977

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Arthur H. James

cc: Messrs. Baum
Ritchie
Coulter
Hayman
Gavino

Files:F-1/H-8

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

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Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

May 16, 1977

Logged May 25 10:30 PM
JCL
Central files
File 7-1

PR 3/11.1 General

Dear Mike:

I refer to your letter on the question of the need to afford members of the CGIAR the opportunity to comment and make suggestions on the terms of reference and the questions to be asked by teams conducting the quinquennial reviews of the IARCs.

This matter was also raised by Mr. Mashler in a letter dated 29 March but, as you know, due to my absence from the office for several weeks on the CIAT QR Mission I was only able to reply on my return a few days ago. I am now enclosing a copy of Mr. Mashler's letter and of my reply, and of a letter on the same subject to Dr. Cummings which I hope will clarify this matter and avoid any future misunderstanding.

Sincerely yours,

P. J. Mahler
P. J. Mahler
Executive Secretary

Enclosures (3)

Mr. Michael L. Lejeune
Executive Secretary
C.G.I.A.R.
1818 H Street, N.W.
Washington, D.C. 20433
U.S.A.

cc: Cummings (Raleigh)
 Lejeune (W'ton)
 Webster/Arlidge (TAC)
 File

Central Files File 3.1

May 13, 1977

PR 3/11.1 Gen.
 Your Ref: PRO/301/CGIAR TAC

Dear Mr. Mashler:

I received your letter of 29 March just before my departure for the CIAT Quinquennial Review. I very much regret that time was probably too short for you to formulate questions for consideration by the review as I could have referred them to Sir Charles Pereira, Leader of the Review Team. Two CG members did so, and their questions were covered by the review.

The terms of reference of the quinquennial reviews are of a standard nature and it has been found preferable to add a list of specific questions to be addressed by each particular review team. As far as CIAT is concerned, the list of questions was discussed and reviewed by Sir Charles Pereira, Dr. Nickel and myself in London on 24 January and could not, therefore, be circulated prior to the 15th TAC Meeting. At this TAC meeting, it was confirmed that CGIAR members should feel free to formulate questions for consideration by the review teams and are invited to do so.

.... As to the IITA review, I am enclosing herein copy of the progress report to be considered by the next TAC meeting in Cali which I hope you will be able to attend. An invitation to CGIAR members to formulate comments and questions is reiterated in the last sentence of this document. Moreover, in Section IV, paragraph (ix), I have proposed that an addition be made to the terms of reference to this effect, so as to avoid any further misunderstanding.

With these provisions, I do not consider it necessary for the TAC Secretariat to write a formal note, as you suggested, inviting members of the CGIAR to comment and raise questions on the activities organized by their own advisory body. It has always been my understanding that they are entitled to do so at any time, and on any of the activities of TAC. I would actually welcome them to do so for the quinquennial reviews, as it may lead to the centres being spared from having to undergo frequent parallel reviews by the individual donors. In this context, I would appreciate your views on the special projects financed by UNDP and on the possibility of future quinquennial review teams receiving copies of the documentation on ongoing and future UNDP projects associated with the International Centres, so as to enable fuller coverage of these activities by the quinquennial reviews.

With best personal regards,

Yours sincerely,

Mr. Wm. T. Mashler
 Senior Director
 Division for Global and Inter-
 Regional Projects
 United Nations Development Programme
 New York, N.Y. 10017
 USA

P. J. Mahler
 Executive Secretary

UNITED NATIONS
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

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

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: PRO/301/CGIAR/TAC

29 March 1977

Dear Mr. Mahler,

As in the past, it has again come to my attention that this time the terms of reference for the quinquennial review mission to CIAT were not circulated for comment by members of the CGIAR. I received the draft terms of reference under the cover of a memorandum issued by you on 3 March as one of the documents which were tabled in open session "at the fifteenth meeting of TAC" and "could not be distributed in advance of the sessions".

I would like to repeat once again that the quinquennial review missions cannot be considered as being esoteric exercises but were designed by the CGIAR to serve as a review to guide the Centres and the donors in their work and decisions. That being the case, I fail to see why the TAC, which is the technical advisory arm of the CGIAR, cannot circulate terms of reference in respect of these missions, the timing of which is known well ahead of their being fielded, to the member donors of the CGIAR for their comments. As I pointed out previously, individual donors may use the quinquennial review as a means of having the mission look into certain substantive aspects of the work of a Centre which may not be covered by the rather broad and general terms of reference. To some, including us, the quinquennial review mission serves as a means of establishing accountability for our involvement with them. I would therefore appreciate it if in future a formal note be addressed to all donors along the lines I have set out above, well ahead of the time of the fielding of review missions. I hope you will not take this letter as a rebuke or anything of the kind, but merely as a reminder that we consider the quinquennial review missions to be an important tool in assessing the work we are financing and for that reason would like to have a chance to ask questions. I am sure that this matter can be easily and without undue burdens be dealt with in future.

With best personal regards,

Yours sincerely,

William T. Mashler
William T. Mashler
Senior Director

Division for Global and Interregional Projects

DDD/TAC	
Rec'd: -5 APR 1977	
Referred to:	INITI/DATE
BNU	
RJM/OT	1/2/75

WHEN REPLYING
PLEASE QUOTE PR 3/11/1
GCA
Mr. P. Mahler
Technical Advisory Committee
Food and Agriculture Organization of the United Nations
Via delle Terme di Caracalla
00100 Rome, Italy

PJM:mcj 13.5.77

cc: Lejeune (W'ton)
Webster/Arlidge (TAC)
Mahler (chrono.)
Files (2)

*File 7-1
Central
files*

May 13, 1977

PR 3/10.16
PR 3/11.1 Gen.

Dear Dr. Cummings:

I hope that you have by now received the documentation for the 16th TAC Meeting which I have been busy finalizing and despatching since my return from CIAT. I trust you have also received Sir Charles Pereira's letter enclosing the draft report of the CIAT Quinquennial Review which was handcarried by Dr. Coulter back to Washington.

In your letter of 26 April you have drawn my attention to the need to give members of the CGIAR the opportunity to comment and make suggestions on the terms of reference and the questions to be asked by the teams conducting the quinquennial reviews. As you know, this matter was discussed at the last TAC meeting (page 25, para. 177) and the CIAT donor members of the CGIAR were invited to send their comments and questions to Sir Charles and myself. Two CGIAR members actually replied.

As far as the Quinquennial Review of IITA is concerned, the necessary provisions have been made in the progress report being submitted to the next meeting (document no. DDD/TAG:IAR/77/15) whereby comments and questions are invited from CGIAR members. This progress report is being distributed to all members of the CGIAR as usual.

.... I attach herewith a copy of Mr. Mashler's letter to me and of my reply on the same subject.

Sincerely yours,

P. J. Mahler
Executive Secretary

Dr. R. W. Cummings
Chairman
Technical Advisory Committee
812 Rosemont Avenue
Raleigh, N.C. 27607
USA

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100 Rome, Italy
Cables: FOODAGRI ROME - Telex: 61181 FOODAGRI
Telephone: 5797

*Logged May 17
APR
F-1
=*

Return Address:

812 Rosemont Ave.
Raleigh, N. C. 27607

May 12, 1977

MAY 17 1977

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

Dear Mike:

I have received a copy of Philippe Mahler's telegram of May 2 to you concerning the current status of programme commentaries and plans for their finalization. In this he suggests his and Webster's visit to Washington during the week following the 16th TAC meeting in Cali, if agreeable to you and myself. As indicated in our telephone conversation yesterday, I would certainly approve. While I could arrange to be in Washington at that time, I understood from our conversation that you do not think this really necessary. In this case, I shall probably stay over a few extra days at CIAT and take this opportunity to get better acquainted with the Institute and its program and staff.

With best regards,

Sincerely yours,

Ralph W. Cummings

Ralph W. Cummings
Chairman, TAC

cc: P. J. Mahler

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F-1
cc W-2

VIA FAO POUCH

May 11, 1977

Mr. Philippe Jean Mahler
Executive Secretary
Technical Advisory Committee, CGIAR
Food and Agriculture Organization of
the United Nations
Via delle Terme di Caracalla
Rome 00100, Italy

Dear Philippe:

When I was in Rome I discussed with Juan Felipe Yriart and Brian Webster the proposal to have a discussion on training during Centers Week. I also discussed with them the suggestion that Dieter Bommer be invited to act as moderator for the discussion. As I am sure you know, he has agreed to do so.

This is a very large subject, but we propose to confine the discussion to the training needed to strengthen national research programs and those parts of the extension services making direct use of the technology produced by the international centers and the national programs. We shall leave aside the training needed to strengthen national programs in other aspects of production, such as credit, marketing, land reform, etc. We would try to keep it fairly tightly related to training for research and the application of the research findings.

Even so, it will be a large subject and it obviously is not possible to do more than stir up some thinking on the subject in the course of one afternoon. If the discussion goes as we expect, the members of the Group will see that there is a need for some careful study and examination of the various problems and issues, and this leads, naturally, to their requesting further work, most of which will, presumably, be done under TAC's aegis.

As I explained to Brian we are commissioning four very short papers to serve as background and to give some focus to the discussion. They are not meant by any means to be definitive, but only to provide enough information so that people who may not be expert in the subject can begin to understand what is involved.

Mr. Philippe Jean Mahler

- 2 -

May 11, 1977

For your information I enclose a copy of the letter I wrote to Dieter Bommer broadly setting out what we have in mind for the discussion. I also enclose a copy of a letter I have written to Fernando Fernandez at CIAT which covers much the same ground.

I would very much appreciate having your comments and ideas, particularly as I can foresee that the discussion may well stimulate requests which are likely to come your way for some serious studies on the subject.

Best wishes,

Yours sincerely,

(signed) Michael L. Lejeune

Michael L. Lejeune
Executive Secretary

Attachments

MLLejeune:ia
Files:F-1/W-2

F-1
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Class of Service: TELEX

Date: MAY 6, 1977

Telex No.: 61181

Originators Ext: 359

0 START
HERE

MAHLER

1 TO

FOODAGRI

CITY/
COUNTRY

ROME, ITALY

MESSAGE
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THANKSURTELEX RE STATUS PROGRAM COMMENTARIES. VERY MUCH
WELCOME SUGGESTION YOU AND WEBSTER COME WASHINGTON FOLLOWING
TAC MEETING. THANKS ALSO COPY YOUR MEMORANDUM APRIL 26 TO
TAC ON 16TH MEETING. BELIEVE IT IS PROBABLY MERELY QUESTION
OF DRAFTING BUT AM CONCERNED SENTENCE IN PARAGRAPH 5 READING
QUOTE MAIN PURPOSE OF MEETING IS FOR COMMITTEE TO CONSIDER
1978 PROGRAMMES AND BUDGETS OF CENTRES ALONG WITH DRAFT
SECRETARIAT COMMENTARIES UNQUOTE MAY GIVE NEW TAC MEMBERS AN
INACCURATE IMPRESSION OF TAC'S FUNCTION IN REVIEWING ANNUALLY
THE PROGRAMS OF CENTERS. MY UNDERSTANDING IS THAT WHILE TAC
WILL BE REVIEWING IN DETAIL PROGRAMS OF THOSE CENTERS WHICH
HAVE UNDERGONE A QUINQUENNIAL REVIEW IT WILL BE CONSIDERING
ONLY SIGNIFICANT INNOVATIONS OR CHANGES IN THE PROGRAMS OF
OTHER CENTERS. ALSO THAT WHILE CENTER BUDGETS ARE PROVIDED
AS NECESSARY BACKGROUND INFORMATION, TAC IS NOT EXPECTED TO
REVIEW BUDGETS IN DETAIL, THIS BEING A SECRETARIAT FUNCTION.
SECRETARIAT COMMENTARIES IN EARLY DRAFT ARE BEING PROVIDED TO

END
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SUBJECT: *NA S S Dept 1033*

DRAFTED BY:

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

DEPARTMENT:

SECTION BELOW FOR USE OF CABLE SECTION
CHECKED FOR DISPATCH

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MAY 7 1977

1977

NAME
ADDRESS
CITY, STATE

THANK YOU FOR YOUR LETTER OF APRIL TWENTY SEVEN WHICH
CONTAINS SUGGESTIONS FOR THE REVISION OF THE
PACIFIC COAST REGIONAL WATER RESOURCES PLAN. WE
APPRECIATE YOUR COMMENTS AND WILL BE REVIEWING
THEM CAREFULLY. YOUR SUGGESTIONS WILL BE
CONSIDERED IN THE REVISION OF THE PLAN.
YOUR LETTER WAS RECEIVED ON APRIL TWENTY SEVEN
AND WE ARE CURRENTLY REVIEWING IT.
YOUR COMMENTS ARE BEING REVIEWED AND WE
WILL BE CONTACTING YOU AGAIN IN THE
FUTURE.
YOUR LETTER WAS RECEIVED ON APRIL TWENTY SEVEN
AND WE ARE CURRENTLY REVIEWING IT.
YOUR COMMENTS ARE BEING REVIEWED AND WE
WILL BE CONTACTING YOU AGAIN IN THE
FUTURE.

COMMUNICATIONS SECTION
MAY 7 2 06 PM 1977

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Class of Service: _____

Date: _____

Telex No.: _____

Originators Ext: _____

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0 START
HERE
1 TO
CITY/
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MESSAGE
NO.:

TAC AS AN AID TO THEIR CONSIDERATION OF CENTER PROGRAMS BUT
ARE NOT THEMSELVES TO BE ACTED UPON BY TAC. EYE AM SURE
YOU AGREE WITH THIS BUT WORDING OF PARAGRAPH 5 AND
OCCASIONAL REFERENCES IN AGENDA TO CENTER BUDGETS AS WELL AS
CENTER PROGRAMS CAN PERHAPS GIVE AN IMPRECISE IMPRESSION.
LOOK FORWARD TO SEEING YOU REGARDS LEJEUNE

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END
OF
TEXT

NOT TO BE TRANSMITTED

SUBJECT:

Files:F-1

DRAFTED BY:

MLLejeune:ia

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

Michael L. Lejeune *Michael L. Lejeune*

DEPARTMENT:

CGIAR Secretariat

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH *[Signature]*

ARE NOT MEMBERS TO BE ADDED TO THE LIST OF MEMBERS WHO
 YOU AGREE WITH THE TERMS OF PARAGRAPH 2 AND
 OCCASIONAL MEMBERS IN ORDER TO OBTAIN MEMBERSHIP AS WELL AS
 CENTER PROGRAMS CAN BECOME MEMBERS IN THE FOLLOWING CATEGORIES
 LOOK FORWARD TO HEARING YOU REARER LISTINGS

COMMUNICATIONS
 SECTION
 MAY 7 2 06 PM 1977

DISPATCHED

Mr. Michael L. Lejeune, CGIAR Secretariat

May 2, 1977

Daniel Ritchie, CGIAR Secretariat

DR

TAC Secretariat 1978 Program Commentaries

1. We are unlikely to receive any more program commentaries from the TAC Secretariat before mid-May at the earliest.
2. To date we have received draft commentaries on the Genes Board and IITA, and reports (drafted for other purposes) on ICARDA and ILCA. We are incorporating these in our draft Secretariat commentaries to be sent to Center Directors next week.
3. Seven program commentaries are still to be received: CIAT, CIMMYT, CIP, ICRISAT, ILRAD, IRRI and WARDA. I talked with Brian Webster April 28 who says he has been tied up with the second draft of the CIP Quinquennial Review, and will be leaving for Tanzania on May 10 (in connection with the IITA Review).
4. He will try to do as many of his five commentaries as possible next week. Arlidge will be working on some aspects as well. Mahler will be back from CIAT May 2 but must prepare for the end May TAC meeting and begin drafting the CIAT Quinquennial Review Report. It isn't possible to see how he can prepare his drafts (on CIAT and CIMMYT) before mid-May.
5. Brian has promised to pouch whatever commentaries are ready when he leaves for Tanzania. Frankly, I believe we will be lucky if we receive half of the remaining program commentaries before the TAC-Center Directors meeting on May 30.
6. There are two clear implications. First, we will have to integrate our commentaries only after the TAC meeting. It may involve sending the combined draft versions back to the Centers for comment. We had hoped to avoid this. Second, it is clear that the TAC Secretariat is understaffed for the effort. Arlidge's proposed transfer will only accentuate the problem.
7. We should discuss staffing of the TAC Secretariat at the next Co-sponsors' meeting.

c.c. Messrs. Coulter, Hayman, Gavino

DanielRitchie/ms/F1

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INCOMING TEX

Copy sent to files

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440098 WORLDBANK

DISTRIBUTION

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64287 FOODAGRI
(Telex No.)

FROM: FAO, ROME

Mr. Lejeune 977 MAY -2 PM 1:45

FAOG2422 FOR LEJEUNE FURTHER TELEPHONE CONVERSATION RITCHIE/WEBSTER
 CURRENT STATUS PROGRAMME COMMENTARIES AS FOLLOWS AAA CIP CIAT
 ILCA DRAFT REPORTS TAC MISSIONS ALREADY AVAILABLE TO YOU AND EYE
 AWAITING FURTHER TAC DISCUSSION BBB ILRAD ICARDA NO DOCUMENTS
 YET RECEIVED BUT NO PROGRAMME ISSUES IDENTIFIED AT ILRAD STOP FOR
 ICARDA REFER MY NOTES AND CUMMINGS COMMENTS CCC IBPGR ITTA WARDA
 DETAILED NOTES ON PROGRAMMES AVAILABLE STOP SUMMARIES TO BE
 AVAILABLE AT 16TH TAC DDD CIMMYT ICRISAT IRRI PROGRAMME COMMENTARIES
 ALSO AVAILABLE 16TH TAC EEE IF AGREEABLE TO CUMKINGS AND YOURSELF
 EYE AND WEBSTER COULD VISIT WASHINGTON ASSIST FINALIZATION OF
 COMMENTARIES IN WEEK FOLLOWING TAC MEETING REGARDS

MAHLER +

7C

440098 WORLDBANK.....

TECHNICAL ADVISORY COMMITTEE

Central Files
3-1

Age	Member	Discipline	Nationality	1973	1974	1975	1976	1977	1978	1979	Remarks
65	Dr. R. W. Cummings	Soil Scientist?	American					X	X	X	Appointed Jan. 1/77 for 3-year term ending Dec. 31/79.
43	Dr. A. Abou Khaled	Irrigation Specialist?	Lebanese					X	X		Appointed Jan. 1/77 for 2-year term ending Dec. 31/78.
45	Dr. A. Blumenschein	Plant Breeder	Brazilian				X	X			Appointed Jan. 1/76 for 2-year term ending Dec. 31/77.
56	Dr. G. Camus	Plant Physiologist	French		X	X	X	X			Second 2-year term to Dec. 31/77. Appointment ended Dec. 75. Appointed again Jan. 1/77 for 2-year term ending Dec. 31/78.
50	Dr. D. W. Hopper	Economist	Canadian	X	X	X		X	X		Appointed Jan. 1/76 for 2-year term ending Dec. 31/77.
52	Dr. H. Idris	Agronomist	Sudanese					X	X		Appointed Jan. 1/77 for 2-year term ending Dec. 31/78.
60	Dr. H. Ishikura	Entomologist	Japanese					X	X		Appointed Jan. 1/76 for 2-year term ending Dec. 31/77.
60	Dr. A. B. Joshi	Geneticist?	Indian					X	X		Appointed Jan. 1/77 for 2-year term ending Dec. 31/78.
41	Dr. J. Madamba	Animal Scientist	Filipino				X	X			Appointed Jan. 1/76 for 2-year term ending Dec. 31/77.
53	Dr. H. Oslage	Animal Scientist	German				X	X			Appointed Jan. 1/76 for 2-year term ending Dec. 31/77.
52	Dr. V. W. Ruttan	Economist	American	X	X	X	X	X			Reappointed until Dec. 31/77.
43	Dr. T. A. Taylor	Entomologist	Nigerian				X	X			Appointed Jan. 1/76 for 2-year term ending Dec. 31/77.
65	Dr. J. G. ten Houten	Plant Pathologist	Dutch				X	X			Appointed through Dec. 77 to fill vacancy arising from Dr. Bommer's resignation.

CGIAR Secretariat
April 26, 1977