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1972/74
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Correspondence 72/74-04

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DEC. 31, 1973

FOR FURTHER CORRESPONDENCE PLEASE SEE

VOL. IV

RECORDS MANAGEMENT SECTION

THIS FILE IS CLOSED AS OF _____

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RECORDS MANAGEMENT SECTION

92f

December 27, 1973

Dear Al:

Here is the document on the International Potato Center I mentioned on the telephone yesterday. It was prepared as a kind of test run, to suggest to this Center the kind of presentation it might make to the Consultative Group in 1975.

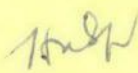
The text is a draft presentation of the program and budget for 1974, with which you are now concerned. While there are blanks in it, it is accurate, I think, as far as it goes.

Sincerely yours,

Harold Graves

Enclosure

Mr. Alfred Wolf
Program Adviser to the President
Inter-American Development Bank
808-17th Street, N. W.
Washington, D. C. 20577



HGraves:apm

OFFICE MEMORANDUM

yellow 624

TO: Mr. Baum, Mr. Yudelman
FROM: Harold Graves *HG*
SUBJECT: Center Reviews in 1974

DATE: December 20, 1973

This memorandum presents a possible schedule for reviews of the scientific programs of the international agricultural research centers. You will remember that we start on the principle of making the greatest possible use of the reviews being scheduled by the centers themselves, in order to interrupt their work as little as possible. The center directors, in their consideration of this matter at the time of International Centers Week last summer, thought that scientific reviews could best take place concurrently with their own internal reviews (either at staff level or the level of a trustees' program committee), or at the time of program presentations prepared by the centers specifically for donors.

On that basis, a possible schedule for scientific reviews is as follows:

January 14-18 --	CIP: In-house review with Program Committee of the Board of Trustees
January 31-Feb. 6 --	IRRI: Program Review by Trustees
February 18-22 --	IITA: Combined staff and external panel review
March 25-29 --	CIMMYT: Presentation week for donors
May 6-11--	CIAT: Presentation week for donors
May ? --	ICRISAT: (Time suggested by ICRISAT Chairman; ICRISAT so far has no 1974 calendar of events).

I assume that there will be no scientific reviews of ILRAD or ILCA until 1975, when the specific programs of these two centers have been developed.

We need to decide how many individuals we will wish to conduct the scientific review of each center, and to select these reviewers. Of our two reviewers in 1973, George Dion took the view that there should be two reviewers per center (as well as the view that there should be no scientific reviews at all); as between one and two, Jim Evans had no strong preference. Our fiscal 1974 budget is based on a complement of two reviewers for four centers (we were thinking of CIAT, CIMMYT, IITA and IRRI) and one reviewer for two centers (CIP and ICRISAT).

Another factor bearing on the number of reviewers is the number of centers to be visited by each individual. Our experience in 1973 indicates that it is a mistake to ask a reviewer to visit more than one center per month; on a more crowded schedule, the reports do not get written in time.

If we apply a one-a-month limit, then we would need at least three individuals to do reviews. Apart from the possibility of coopting some donor talent, we need also to know whether it is Sir John's intention for TAC members to engage in center reviews. I would hope that at least one reviewer -- perhaps Mr. Pickering -- would come from the Agriculture and Rural Development Department. In addition, Jim Evans presumably would be available. He would like to do a Western Hemisphere center, and there would be an advantage in asking him to do IITA or IRRI (although they are too close together for him to do them both), since he visited these centers in 1973. Depending on other availabilities, I would suggest we ask him to take his choice between IITA and IRRI, to do CIMMYT, and to take his choice between CIAT and ICRISAT (the latter of which he also visited in 1973).

For 1974, at least, I think we should not link the visit of the budget reviewer with those of the scientific reviewer. By the time the scientific reviews begin, we already will have had a close look at the centers from the standpoint of budget, as a result of our visits to the centers on the subject of the format of their program and budget presentations. Our present intention is to receive these presentations from the centers in draft beginning in March, and to decide on the basis of these drafts whether another budget visit is necessary or whether additional information needed can be obtained by correspondence.

cc: Sir John Crawford
Mr. Darrell
Mr. Fransen

Mr. Buddy Lewis

HGraves:apm

92f

December 19, 1973

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

Dear Herb;

Following our last conversation in your office on December 10, I thought it would be helpful to summarize the timetable and procedures for the 1974 Center reviews we talked about then. The suggestions are based on the Bell Subcommittee paper of November 20, which emphasizes that this is a year of experimenting to find the most practicable and acceptable procedures.

The next step is for me to let you have some sample pages which we wrote up after our visit to IITA, indicating a way in which the Center's program and budget presentation might be made. You will recall receiving our similar tentative efforts on CIP, trying to develop the narrative portion in a way which relates the program description to the budget tables by appropriate work units, in a more effective way than we have done in the past. On this, I'll be writing you separately in a few days' time.

Your internal review is the next step, beginning on February 17, and I understand that you are agreeable to Jim Evans or some other reviewer being present at the meetings. On the basis of the review, and of your 1973 audit which is being completed in February, we hope to receive from you what the Bell paper calls "a draft preliminary" program and budget paper for 1975 which all Centers are asked to provide to the Secretariat before March 31, 1974.

As promptly as possible, we would let you have our comments on your draft paper, focussing on presentation and any issues regarding cost estimates, without commenting on scientific aspects. The draft paper would of course be very helpful to Jim Evans, or to whoever is the scientific reviewer, in writing his report for TAC and the CG before Centers' Week.

December 19, 1973

For the scientific part of the review paper, we would not expect the reviewer to have to visit IITA again after the February sessions, but I think it might be useful for Bill Lewis to visit you in the April/May period before the Trustees meeting on May 27 so as to complete the budget section of the draft review document.

The review paper would be sent to you in early June for comment. We hope that it will be short, avoiding repetition of the program presentation in your own report. Following the receipt of your comments, the review paper would be sent to CG members by July 1, either in a form which fully took your comments into account, or, as the Bell paper provides, with a note from you as needed.

I would expect you to mail your report directly to CG members, and will send a mailing list for this purpose.

With many thanks to you and Helen for your help and hospitality,

Sincerely,

Harold Graves

cc: Mr. Darnell, AGP
Mr. Mirza, Lagos
True Mr. E. P. Wright, WA I
Mr. Ruddy/Mr. Lewis
HGraves:apm

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION


A10
92f

OUTGOING WIRE

TO: GRANT
CINATROP
CALI

DATE: DECEMBER 19, 1973

CLASS OF
SERVICE:

Ltkey 

COUNTRY: COLOMBIA

TEXT:
Cable No.:

THANKS YOUR CABLE DECEMBER EIGHTEEN STOP PLAN TO ARRIVE WITH CHEEK
AND LEWIS ON WEDNESDAY EVENING JANUARY SIXTEEN BY AVIANCA 055. WOULD HOPE
WE COULD EXTEND WORK INTO SATURDAY IF NECESSARY AND PLAN TO DEPART SUNDAY.
PLEASE ADVISE BEST ACCOMMODATION ARRANGEMENTS REGARDS

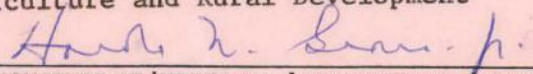
GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture and Rural Development

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: BCheek/HGraves/apm

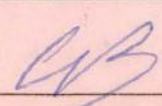
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cc: Mr. Lewis

For Use By Communications Section

Checked for Dispatch: 

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BCP00K/HCTHAGS/ABW

REFERENCE:

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SIGNATURE

DEPT:

AGRICULTURE and rural development

NAME:

HAROLD H. CHAVES, Jr.

AUTHORIZED BY:

DEC 19 9 31 PM 1973

Mr. Lewis

COMMUNICATIONS
SECTION

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CHAVES

URGENT URGENT BEST ACCOMMODATION RECOMMENDATIONS RECORDS

WE COULD EXTEND WORK INTO EVENING IF NECESSARY AND HAVE TO DEPART EARLY.

AND REMIND ON MONDAY EVENING JANUARY SIXTEEN BY AIRMAIL 022. MONTH MORE

THANKS FOR YOUR COPY DECEMBER EIGHTEEN 2105 HAVE TO VISIT WITH CHIEF

Copy No:

TEXT:

COPYING:

COPIES

COPY
STANDARD
COPY

10:

SERVICE
CLASS OF

DATE: DECEMBER 18, 1973

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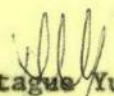
December 19, 1973

Mr. H.G. Dion
Agricultural Adviser
Canadian International
Development Agency
122 Bank Street
Ottawa, Canada
K1A 0G4

Dear George,

Thank you for your letter of November 27 and its many admonitions regarding the relationship between the Secretariat of the Consultative Group and the International Research Centers. I note that you say that the Consultative Group has been amused to see the successive attempts of the three sponsors to establish some domination of the system of centers. If the Consultative Group has been amused then it has been amused for the wrong reasons, the Bank has never presumed to have the authority to dominate the centers, rather we have been concerned about ensuring that the Consultative Group is satisfied that the system is working as well as can be expected, and that we as the Secretariat of the Consultative Group are performing our functions as efficiently as we can. You have made your views very clear about the role of the Bank in dealing with the centers. You have also registered CIDA's approval of the contents of Dave Bell's review. I presume then that you see no contradictions between Bell's review and what you understand to be the Bank's role in implementing this review. We for our part will be following the procedures outlined in the review as best we can.

Yours sincerely,


Montague Yudelman
Director
Agriculture & Rural Development Department

cc: Mr. H. Graves/Mr. B. Cheek

MYudelman:lkt

WU1002 CUW929

INCOMING CABLE

LOG 90

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CALICOL 18 18 1456

DECEMBER 18, 1973

[HAROLD GRAVES]

INTBAFRAD

WASHINGTONDC

Dec 19 8 33 AM

SECTION

Distribution: Mr. Graves

Agriculture & Rural Dev.

SUGGEST JANUARI 17 18 FOR YOUR VISIT TO CIAT PLEASE

CONFIRM EARLIEST CONVENIENCE

GRANT CINATROP

COL 17 18

92f

December 17, 1973

Dear Lowell:

I thought you might be kind enough to look at, and comment on, the attached paper. It is a sample of a program and budget presentation prepared at CIP with the help of Dick Sawyer. As you can see, it is really a sample, and does not purport to be accurate or complete in all details.

Do you think it is the kind of thing that would be helpful to the non-scientific people working in donor offices? What sorts of changes, deletions and additions would you suggest?

Sincerely yours,

Harold Graves

Enclosure

Dr. Lowell Hardin
Program Adviser, Agriculture
The Ford Foundation
320 East 43rd Street
New York
New York 10017

Identical letter sent to Dr. John Pino

70/11 HG:mcj

92f

December 17, 1973

Dear Hal:

Here is the draft program and budget paper we did at CIP. The purpose was to give Dick Sawyer, for his consideration, a sample of the kind of presentation we thought the Consultative Group would like to see; it does not purport to be finished or accurate.

After you have had a chance to glance at this, please telephone me so that we can talk about the possibility of a visit to CIMMYT.

Sincerely,

Harold Graves

Enclosure

Mr. Haldore Hanson
Director General
CIMMYT
Londres 40
Mexico 6, D. F.

HG:mcj

mcj

92f

OUTGOING WIRE

TO: CUMMINGS
CRISAT
SECUNDERABAD

DATE: DECEMBER 17, 1973

CLASS OF
SERVICE: ~~TELEX~~

F. Pak
Pca

COUNTRY: INDIA

TEXT:
Cable No.:

RECEIVED
1973 DEC 22 PM 5:54
COMMUNICATIONS SECTION

WOULD BE GRATEFUL IF YOU WOULD QUICKLY SEND SCHEDULE OF
YOUR PROGRAM REVIEWS AND BOARD MEETINGS AS PER MY LETTER OCTOBER

24. REGARDS

GRAVES

DISPATCHED

1973 DEC 12 PM 4:51
COMMUNICATIONS SECTION

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Harold N. Graves, Jr.

DEPT.

Agriculture & Rural Development

SIGNATURE

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REFERENCE:

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CORPORATION

INTERNATIONAL FINANCE

FOR

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TO:

CUMINGS

CRIST

SECUNDERABAD

COUNTRY:

INDIA

TEXT:

Cable No.:

DATE:

DECEMBER 17, 1973

CLASS OF

SERVICE:

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1973 DEC 15 5 13 PM 2
COMMUNICATIONS
NOTES

YOUR PROGRAM REVIEWS AND BOARD MEETINGS AS PER MY LETTER OCTOBER
WOULD BE GRATEFUL IF YOU WOULD QUICKLY SEND SCHEDULE OF

GRAVES

DISPATCHED

1973 DEC 15 PM 4: 21

COMMUNICATIONS
SECTION

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AUTHORIZED BY:

NAME

Harold N. Graves, Jr.

DEPT.

Agriculture & Rural Development

SIGNATURE

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Foreign and Commonwealth Office
OVERSEAS DEVELOPMENT ADMINISTRATION
Eland House Stag Place London SW1

Telephone 01 - 828 4366 ext

C1

Executive Secretary
Executive Secretariat
Consultative Group on International
Agricultural Research
1818 H Street N W
Washington DC 20433
USA

Your reference

Our reference NRA 204/210/02

Date 14 December 1973

Dear Harold,

With reference to your letter of November 30 1973 enclosing a Summary of Proceedings of the Consultative Group Meeting held on November 1st and 2nd 1973 I submit the following comments:

Paragraph 6. You will recall that the signing ceremony in connection with the establishment of the initial fund for ILRAD was sprung on us for the first time on the morning of the day on which the signing took place. I raised this issue in discussion with you and I believe you told me that the UK had not been included because its contributions would not start until April 1974, i.e. the beginning of our financial year. At the same time I think that you stated that the UK would be recorded nevertheless as an initial donor. I raise this issue because we would have liked to see mention made of this latter fact even though we were not involved in signing the document on that day.

Paragraph 33 (c) I would like to see added to this item after the semi-colon cereals and perishable food crops.

(f) Neither Dr Cunningham nor I recall that there was reference to fertiliser problems under this item and we feel that this would not be a very good example in any case. We would like to see this sentence confined to the first line ending with the words "developed countries".

Paragraph 44. I would like to suggest an addition at the end of this paragraph as follows: "arrangements proposed by TAC and supported by the CG."

Paragraph 47. I suggest in line 3 of this paragraph the following change: "..... the Secretariat should aim to prepare each year an integrative paper/against the background of technical appraisal would project the combined requirements etc."

Otherwise I am very satisfied with the record.

Yours sincerely

Ralph

A R Melville

All best wishes for Christmas + 1974.

RECEIVED

V B METCALLE

RECEIVED

Yours sincerely

1975 DEC 20 PM 9:12
10/12/75

Otherwise I am very satisfied with the record.

would protect the combined requirements etc."

International Labor Office the responsibility of technical secretariat
change: "..... the Secretariat should aim to be able each year in
February 1976. I suggest in line 2 of this paragraph the following

the CC."

Paragraph 22 follows: "arrangements proposed by LAC and endorsed by
February 1976. I would like to suggest in addition at the end of this

"delegated committee".

to see this sentence continued to the first line ending with the words
this would not be a very good example in any case. We would like
reference to technical programs under this item and we feel that
(i) neither Dr Cunningham nor I recall that there was

semi-annual reports and biennial reports food crops.

Paragraph 22 (c) I would like to see added to this item after the

the document on that day.

made of this letter last even though we were not involved in signing
donor. I raise this issue because we would have liked to see mention
you stated that the UK would be recorded nevertheless as an initial
the beginning of our financial year. At the same time I think that
because the contributions would not start until April 1976, i.e.
with you and I believe you told me that the UK had not been included
which the signing took place. I raised this issue in discussion
was arising on us for the first time on the morning of the day on
connection with the establishment of the initial fund for IRAD
Paragraph 2. You will recall that the signing ceremony in

on November 1st and 2nd 1973 I submit the following comments:

a summary of proceedings of the consultative group meeting held
with reference to your letter of November 20 1973 enclosing

Don Hughes

NAV
Washington DC 20543
1975 H Street NW
Administrative Research
Consultative Group on International
Executive Secretariat
Executive Secretary

Date 17 December 1973
Our reference NAV 507/510/05
Your reference

Telephone 01 - 838 4388 ext



Elm House 222 Place London SW1
OVERSEAS DEVELOPMENT ADMINISTRATION
Foreign and Commonwealth Office

C1

UNITED NATIONS
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

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

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: PRO/301/CGIAR
GLO/71/013

13 December 1973

Dear Harold,

This is just to confirm what I verbally mentioned to Miss Jones last week over the telephone, concerning the Summary of Proceedings of the CGIAR of 1 and 2 November.

I would suggest that paragraph 66 on page 13 be amended to reflect UNDP's readiness to adjust its budgetary allocations in 1974 within its total five-year earmarkings to accommodate ICRISAT in the event a larger amount than had been foreseen by ICRISAT was required. You will recall that I made this statement in line with my earlier remarks during the ICRISAT Sub-committee meeting on the afternoon of 31 October, when it emerged that there was a tight situation developing with regard to the capital programme of ICRISAT.

It also seems that UNDP was inadvertently omitted from the list of participants which forms Annex I of the proceedings.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Mashler', written over the typed name.

William T. Mashler
Director

Division for Global and Interregional Projects

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

1973 DEC 18 AM 9:31

EMBASSY OF ISRAEL
WASHINGTON, D.C. 20008



שגרירות ישראל
ושינגטון

21

December 10, 1973

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

Dear Mr. Graves,

This will acknowledge with thanks receipt of the
Summary Proceedings of the November 1-2, 1973
Meetings.

I shall be much obliged if you send me 6 English
copies and 3 French for distribution to F.A.O.
members from Southern and Eastern Europe.

Sent by
Dec 17.

Sincerely,

Gideon Cohen
Agricultural Counselor

1973 DEC 14 AM 7:51

INCOMING CABLE

RECEIVED

Log. 207

92f

1973 DEC -7 PM 3: 21

COMMUNICATIONS
SECTION

ITT30/DEC 7 1973 VIA ITT WORLD COMM

AWA319 VIA ITT CTC413 OMW425 LWB224 MA1216

UINY CO NGLS 020

LAGOS 20 7 1400

December 7, 1973

INTBAFRAD

WASHDC

ONE FOR YUDELMAN

COPY RUDDY LEWIS AND SELF GOING IITA IBADAN FRIDAY MORNING

[GRAVES] ARRIVING SATURDAY REGARDS

CHEEK

Distribution:

Agri. & Rural Dev.

Mr. Ruddy

Mr. Lewis' Office

Mr. Cheek's Office

Mr. Graves' Office

⊕

440098 IBRD UI

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

C1

ASSISTANT
ADMINISTRATOR

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

Dear Harold:

In response to your communication of November 30, 1973, I have the following suggestions on the Summary of Proceedings of the Consultative Group meeting:

1. Page 3, paragraph 14. Revise the last sentence to read:
"Group members may wish to proceed on a bilateral basis with grants for certain genetic centers and programs in which they have a particular interest; in due course the Board would make specific recommendations for Group support." ✓
2. Page 5, line 4. Perhaps substitution of "complementary" for "of value" would be more in keeping with Sir John's intent. ✓
3. Page 9, paragraph 43, last line. Insert phrase ", working with the Centers," after "Committee." ✓
4. Page 11, paragraph 56. Line 3 - insert "annual" after "for"; 5th line - substitute "U.S. dollar contribution" for "U.S. contribution." ✓
And, in paragraph 56 continued on page 12; change last sentence to read: "He added that AID dollar contributions plus contributions that might be made through the U.S.-financed Special Progress Trust Fund of the Inter-American Development Bank, beginning in 1975, would not exceed 25 percent of the overall CGIAR budget." ✓

5. Page 13, paragraph 68. The last period should be changed to a comma and the following phrase added:

"..., and that FAO should give further consideration to means of strengthening this communication role."

6. Annex 8 - CGIAR Allocations, 1974. Since the WARDA program was approved for Consultative Group support (see page 5, paragraph 20), it should be listed in the table along with the amount required. Hopefully funds will be forthcoming to permit CGIAR funding during 1974.

Sincerely yours,

Joel Bernstein

~~Be sure check is sent to participants~~
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

CI
November 30, 1973
~~7 8 9~~

TO: Members of the Consultative Group
FROM: Executive Secretariat
SUBJECT: Summary of Proceedings of Consultative Group Meeting
November 1-2, 1973

1. Attached is a draft Summary of Proceedings of the Consultative Group Meeting which was held in Washington on November 1 and 2, 1973.

2. Copies of the draft Summary in French and Spanish will be distributed shortly.

3. Members wishing to make amendments in the Summary are asked to have them in the hands of the Executive Secretary not later than December 31, 1973.

4. Part of the documentation, namely Annexes 3-6 on Genetic Resources, INTSOY, Brochure and UNCTAD, is not enclosed with this draft as these same papers were among the agenda papers circulated in October. They will, however, be included in the final Summary of Proceedings when it is issued in January 1974.

Attachment

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

CONSULTATIVE GROUP MEETING

November 1 and 2, 1973
Washington, D.C.

Summary of Proceedings

1. A meeting of the Consultative Group on International Agricultural Research was held on November 1 and 2, 1973, at IBRD headquarters in Washington, D.C. The Chairman, Mr. Richard H. Demuth, presided.
2. The meeting was attended by 25 members; the African Development Bank, the Asian Development Bank, the Kellogg Foundation and the Commission of the European Communities were unable to attend. The Chairman of the Technical Advisory Committee (TAC) also attended. A list of participants is attached as Annex 1.

Adoption of Agenda (Agenda Item 1)

3. The Agenda as adopted by the meeting is attached as Annex 2.

CIAT Financial Requirements (Agenda Item 2a)

4. Dr. Wortman of the Rockefeller Foundation reported on the review of the 1974 financial requirements of CIAT which he and his colleague, Dr. McClung, had undertaken at the request of the Group. Following the review, CIAT's Board of Trustees had approved a capital budget of \$994,000, comprising proposed expenditures of \$794,000 at headquarters and \$200,000 for field activities at Carimagua in support of the beef program. The Board had also slightly increased the Center's core budget, to a total figure of \$4.4 million. The Rockefeller Foundation supported the revised requests, and the Consultative Group accepted the budget as submitted.

African Livestock Research: ILRAD (Agenda Item 2b)

5. On behalf of the Rockefeller Foundation, which is serving as the Group's Executing Agency for the establishment of the proposed International Laboratory for Research on Animal Diseases (ILRAD), Dr. Pino reported that substantial progress was being made in establishing the Laboratory: A Memorandum of Agreement between the host Government of Kenya and the Executing

Agency for the establishment of ILRAD had been signed; 10 Trustees out of a 12-man Board, including the Director-General, had been chosen^{1/}; and the first meeting of the Board of Trustees would take place in Nairobi on November 26 and 27. It was expected that Dr. Sadun, the Director-General-designate, would begin work in Nairobi at the end of December, and that experimental work could be started promptly in the provisional facilities that existed on the site to be occupied by the Laboratory.

6. The Executive Secretary announced that the Memorandum of Understanding establishing a fund for the initial stage of ILRAD would be signed later in the day by representatives of Germany, the International Development Association of the World Bank Group, the International Development Research Centre (IDRC), the Netherlands, the United Nations Development Programme and the United States.

African Livestock Research: ILCA (Agenda Item 2b continued)

7. The Chairman noted that two organizations were sharing the role of executing agency for the Consultative Group in the establishment of the proposed International Livestock Center for Africa (ILCA) in Ethiopia: IDRC and the World Bank. Mr. Evans, representing the Bank in this matter, reported that substantial agreement had been reached with the Government of Ethiopia on the establishment of ILCA. Seven Trustees^{2/} had been selected by the African Livestock Subcommittee during International Centers Week; they had met informally in London just before this meeting of the Consultative Group and had asked one of their number, Dr. Pagot, to act as Project Development Officer pending the signature of the Memorandum of Agreement with the Government of Ethiopia and the promulgation of a charter legally establishing ILCA.

8. Mr. Hulse of IDRC added that his Board of Governors had made \$150,000 available for the initial stage of ILCA. IDRC also stood ready to arrange and finance a working group on information systems preparatory to ILCA's establishment of a documentation service on African livestock research.

Genetic Resources (Agenda Item 2c)

9. The Consultative Group discussed the report of its Subcommittee on Genetic Resources, which had met in Rome at the beginning of October. A copy of the report is attached as Annex 3. This report was introduced

^{1/} Dr. Elvio H. Sadun, Director-designate of ILRAD; Dr. James Mburu; Dr. I. E. Muriithi; Professor Dirk Zwart; Professor Eugen Weiss; Dr. John A. Pino; Mr. Myer Cohen; Professor Sir Alexander Robertson; Dr. Howard C. Goodman; Dr. S. Toure.

^{2/} Dr. R. E. Hodgson; Professor K. E. Knutsson; Mr. M. Mensah; Dr. J. Pagot; Mr. D. J. Pratt; Dr. W. Schaeffer-Kehnert; Professor D. E. Tribe.

by Dr. G. de Bakker of the Netherlands, who had been designated as Rapporteur for the Subcommittee. The Subcommittee recommended the establishment of an International Board for Plant Genetic Resources to support and coordinate the creation of a network of plant genes collections. The program was designed to help conserve characteristics which might be of value in breeding plants with higher yields, better food value or greater resistance to pests and diseases. To the extent possible, the Board would utilize existing international, regional and national research institutes for the establishment, maintenance and utilization of the necessary genetic resource collections.

10. The Board would consist of 14 members. Thirteen would be selected by the Consultative Group or its Subcommittee on Genetic Resources; at least six would be scientists and at least four would be nationals of developing countries. In addition, there would be one non-voting member of the Board appointed by FAO. The Board would select a chairman in consultation with the Director General of FAO; the Chairman might be one of the members of the Board or from outside. The Board, although established within the framework of the Consultative Group, would operate in close cooperation with FAO where it would have its headquarters and which would provide the Board's Secretariat.

11. The Subcommittee also recommended that a central fund be established, with a minimum initial target of \$300,000 for the first year, to finance both the expenses of the Board itself and some of the activities it decided to sponsor. The fund would be administered by an international agency under the direction of the Board.

12. Dr. Yriart, Assistant Director General of FAO, expressed the support of his organization for the proposals put forward by the Subcommittee. He assured the Group that the International Board for Plant Genetic Resources, if and when established, would have the full cooperation of FAO.

13. In discussion there was agreement that the Board should make an annual report to TAC and to the Consultative Group at International Centers Week. Subject to this addition, the report of the Subcommittee was adopted.

14. Dr. de Bakker stated that the next step would be for the Subcommittee to select the Board on the basis of lists of candidates to be prepared by Professor Bunting, U.K. delegate to the Subcommittee, and himself, in consultation with the Rockefeller Foundation and FAO. The Subcommittee would meet in Rome on February 7-8, 1974, to select the initial Board members. Pending establishment of the Board, Consultative Group members could well proceed on a bilateral basis with grants for certain genetic centers and programs which had already been discussed; in due course the Board would make further recommendations.

INTSOY (Agenda Item 2d)

15. The Group discussed a Secretariat paper proposing that an International Soybean Resource Base (INTSOY) be established at the University of Illinois. A copy of the paper is attached as Annex 4.

16. The Chairman called attention to two important questions: Would the arrangements, if approved, be used by donor countries? Would the Group members provide the revolving fund of \$300,000 called for in the proposal? Donors appeared to feel that they would have difficulty in using a resource base in another developed country, in the manner proposed, as part of their bilateral programs, even though there would be no allocation from Consultative Group or other non-U.S. funds for the basic research work done in the United States.

17. Given the importance of increased soybean research in developing countries and the reservations expressed on the INTSOY proposal, there was some discussion of alternative ways for fostering collaborative research -- for example, a subcommittee of the Consultative Group entering into contracts for outreach programs or TAC reviewing each specific outreach contract. The meeting accepted the Chairman's proposal that the Secretariat should explore the views of donors who had doubts regarding the proposal and should consider further how to overcome them. It should then refer to TAC its findings, including any revisions in the proposal, so that TAC might help devise a new mechanism which might be more acceptable to donors. The Chairman of the Group and the Chairman of TAC joined in emphasizing the importance of finding a solution to the problem of principle raised by the INTSOY proposal if developing countries were in fact to make the most effective use of developed country experience in their own national research programs.

WARDA (Agenda Item 2e)

18. The Chairman said that he hoped discussion in the Consultative Group would clarify at least two issues concerning the recommendation that the Group support the W-1 (rice trials) program of the West African Rice Development Association (WARDA). One was whether there were enough members of the Group willing to give financial support to the program to carry it forward at the proposed level; so far, the Group Secretariat had not received any indication of such support, perhaps because of the shortness of time available for consideration of the matter. The second issue was whether the exchange of letters between the Chairman of the Consultative Group and the Secretary of WARDA satisfied the Group that the scientific management and technical guidance for the program would be adequate.

19. A number of delegates spoke in favor of accepting the WARDA program for support by members of the Consultative Group; they pointed out that the Association had succeeded in establishing an innovative form of cooperation among anglophone and francophone countries for research on an important crop.

The Chairman of TAC said that he accepted the letter from the Secretary of WARDA as reasonably meeting the conditions that TAC had suggested concerning the management of the program. He believed that the work to be undertaken by WARDA would be of value to the rice research of the International Rice Research Institute (IRRI) and of the International Institute of Tropical Agriculture (IITA). He thought the innovative cooperative pattern of the undertaking, which would substitute a coordinated program under first-class direction for a number of individual programs of lesser quality, was worthy of support.

20. On a show of hands, the program was approved for Consultative Group support.

Brochure (Agenda Item 3)

21. Mr. Mashler of UNDP presented a brief memorandum, prepared by the secretariats of UNDP, FAO and the World Bank, proposing editorial specifications for a brochure describing both the international agricultural research activities supported by the Consultative Group and the Group itself. The memorandum is attached as Annex 5.

22. Members of the Group generally expressed support for the publication of the brochure, on the grounds that such a publication would be useful in mobilizing support in developed countries for Group-sponsored activities, and in explaining to developing countries what help is available to them from such activities. There was a strong consensus that the brochure should be descriptive, and should avoid interpretative judgments of a possibly controversial nature: the brochure, should not, for instance, make statements about the impact of the "green revolution" on which donor countries might find it difficult to agree. Comment from some members of the Group emphasized that, while the format of the brochure should not be ostentatious, the production nevertheless should be well done.

23. The secretariats of UNDP, FAO and the Bank were asked to carry the project forward. They would work in cooperation with editors provided by the Rockefeller and Ford Foundations, who would be asked to prepare the text, taking into account the comments made at this meeting of the Consultative Group. A draft of the brochure would be circulated to the Group for comment before its final appearance as a Group publication.

Data Requirements of the Consultative Group (Agenda Item 4)

24. In discussions on the TAC priorities paper at International Centers Week, it had been agreed that the three co-sponsors of the Consultative Group -- FAO, UNDP and the World Bank -- should explore ways and means of improving information on various aspects of agricultural research, notably on the flow of donor resources to agricultural research in developing countries, on trends in the level of the research programs in developing countries, and on appraisals of the costs and benefits of agricultural research.

25. The Group discussed papers on these subjects commissioned by the Bank, and considered a proposal from the co-sponsors that a working committee be established to explore the matter further and report to International Centers Week in the summer of 1974.

26. The Bank representative referred to two papers circulated to the Group, one by Mr. Evenson and the other by Messrs. Dalrymple and Jones. After citing the results elaborated in the papers, he pointed out the difficulties in the way of obtaining further information. There had been little analytical work done; and the proposal to seek out further relevant information raised the question of the cost of such work as against its potential benefit. Any working committee would have first to decide whether the costs were worthwhile, given that field work would have to be undertaken to obtain information on expenditures, the assessments of benefits and costs, etc. Depending on the outcome of a review of this question, the committee would then have to recommend an approach for securing useful and relevant information.

27. Members were impressed by the high rate of return on agricultural research reported in the papers and also by the importance of improving information as a basis for policy decisions on further Consultative Group expenditures. There was therefore general support for the establishment of a working committee to undertake the dual role described by the Bank representative. The Chairman invited other members of the Group to participate in the work of the committee, if they so wished.

28. One representative pointed to the data on declining support from donors to less developed countries for agricultural research, which was only in part to be explained in terms of the increased research capacity of the developing countries as their national cadres had become more highly trained. He suggested that Consultative Group members should consider increasing their help for national research capacities.

29. Another representative proposed that the Consultative Group should sponsor a seminar, as it did on socio-economic research, to examine ways of improving outreach programs, particularly of the international centers, but also from the point of view of general agricultural research needs in the less developed countries. The Chairman of TAC said that the next meeting* of TAC in February 1974 would further examine the question of outreach and of national research activities, and of the relationship of the work programs of the international centers thereto. He pointed out that the centers had to strike a delicate balance, within their limited resources, between increasing outreach activities and maintaining their basic research efforts. It was agreed that the question of a seminar or other means of discussing the most effective approach to outreach problems should be considered by the co-sponsors in the light of the next TAC session and that proposals would then be put to the Consultative Group members.

TAC Priorities Paper (Agenda Item 5)

30. The Consultative Group resumed its discussion of priorities for international agricultural research on the basis of a revised TAC paper circulated in September following the review of an earlier draft by both TAC and the Consultative Group at International Centers Week in July/August.

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31. The Chairman of TAC spoke to the revisions in the paper, pointing out that the paper would be further discussed during the February 1974 TAC meeting. He did not propose to draft such a paper each year but would like to see the paper revised in the light of the present discussion and then made available to a wider group of officials and experts concerned with agricultural problems. ✓

32. The Consultative Group agreed that the paper should be circulated more widely after the February TAC meeting in both developed and developing countries, for example, through the FAO regional meetings, and through the representatives of developing countries who were members of the Consultative Group. The paper would be useful to a large number of officials in donor countries and should be kept up to date though not on an annual basis. ✓

33. The TAC Chairman said that the paper now included revised sections, notably on the following:

a. the impact of increased demand for feed grains in developed countries on the supply and price of cereals and soybeans for developing countries;

b. the nutritional quality of food products, a subject which would be further studied at the February TAC meeting;

c. the importance of storage problems;

d. the choice between ^{the use} ~~forestry development~~ and the availability of arable land for agricultural purposes; ✓

e. problems of small farms, including intermediate technology and institutions to make it easier for small farmers to adopt improved practices;

f. use of the experience of institutions in developed countries, for example, with reference to fertilizer and other input problems in tropical countries;

g. policy with respect to research on legumes; and

h. the role of national research and how to establish better coordination between the international centers and national institutions so as to strengthen national research capacities. ~~This subject, too, would be on the TAC February agenda.~~

34. The Chairman of TAC reiterated the priority accorded by TAC to research on food products, ~~though at the same time~~ FAO had contracted for a study by the Commonwealth Bureau and the Tropical Products Institute in London on non-food products which TAC would consider next year; it would also consider specific research proposals for non-food products on an ad hoc basis, as outlined in its August statement to the Consultative Group. ✓

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35. The Chairman of TAC referred to the close relationship between the determination of priorities for the Consultative Group and the financial limitations on Consultative Group activities. Such limits would affect the priorities within Centers and in the undertaking of new activities by the Group. The possibility of curtailment of programs would also have to be envisaged. The Chairman also emphasized the need for the scientists to operate within a framework of certainty with respect to the financial resources available to them over a reasonable period of time. He hoped that, on the basis of the discussion of medium-term planning and financial allocations later in the meeting, TAC would receive some guidance for its February 1974 meeting with respect to the financial framework within which to recommend priority actions (i.e., new undertakings and/or expansions or curtailments of existing programs) for Consultative Group consideration, so that the best choices for research activities over the next few years could be made.

Letter from the Secretary-General of UNCTAD (Agenda Item 5a)

36. The Chairman directed the attention of the meeting to an exchange of correspondence with Mr. Perez-Guerrero, the Secretary-General of the United Nations Conference on Trade and Development (UNCTAD). This correspondence is attached as Annex 6.

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37. In the exchange, the Chairman had communicated to the Secretary-General the views of the Consultative Group on an UNCTAD resolution asking the Group to consider enlarging its concerns to include non-food crops (e.g., natural fibers) whose competitiveness in world markets is being threatened by substitutes and synthetic products. The Chairman had informed the Secretary-General that the Group had adopted the recommendations made in this matter by its Technical Advisory Committee: food crops would continue to have over-riding priority in the work of TAC and the Group, but TAC nevertheless would be willing to consider well-prepared proposals concerning non-food crops. The Secretary-General's reply, among other things, suggested that the Consultative Group might consider establishing another technical committee to advise it on non-food crops.

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38. In the ensuing discussion, the position already stated in the Chairman's letter was left basically unmodified. It was observed that differing institutional and funding arrangements were likely to be appropriate for research on different non-food commodities; the World Bank, for its part, already was cooperating with UNDP in formulating a proposal for jute and was cooperating with FAO and UNDP in studies of the research needs of cotton. It was certainly not foreclosed that proposals for non-food commodities, and particularly for cotton, would come back to the Group; but research on food commodities remained the Group's highest priority. There was no support for the proposal that the Group establish a separate technical committee to advise it on non-food commodities.

39. It was agreed that the Chairman would communicate these views to the Secretary-General of UNCTAD, and would send him a copy of the draft paper of the Chairman of TAC on priorities in international agricultural research. A copy of the Chairman's letter of November 16, 1973, is attached as Annex 7.

Report on Review Procedures (Agenda Item 6)

40. The report of the Subcommittee established by the Group to recommend procedures for the review of the international agricultural research activities financed by the Group was introduced by Mr. Bell, who had served as Chairman of the Subcommittee. He regarded the report as reasonably self-explanatory, but wished to underline two or three points considered particularly significant by the Subcommittee.

41. The Subcommittee had taken as an important objective the establishment of a system of information and review which would put the least possible burden on the Centers and would avoid interfering with the management of the Centers by their own Trustees and Directors. Second, the suggestions made by the Subcommittee were novel and necessarily experimental; after a year's experience, the recommended procedures could doubtless be improved. Third, the Subcommittee recognized that its proposals would place a considerable additional burden on the staff of the Consultative Group and on the members of TAC. These two organizations would have to have additional resources of manpower and finance, and time would be needed to develop the necessary procedures and gather the necessary talent.

42. Extended discussion took place of the recommendation of the draft report that the Group Secretariat should assess the "financial management" of the Centers. It was agreed by Mr. Bell and others that this term was too narrow. What was wanted from the Secretariat, in essence, was an annual examination of the relation of expenditures to stated program goals, together with (a) judgments about whether proposed costs were reasonable and (b) identification of issues posed by budget and program proposals. One member recommended that the proposed annual review by the Secretariat also be a medium through which a Center itself could raise issues with the Group.

43. The Group, members agreed, would look to TAC for judgments on program content. Members would expect advice from TAC on new program proposals and on any significant change of emphasis in existing programs. They would also expect TAC to take steps to assure that the whole program of a Center would be reviewed from time to time (every three to five years, say), and that the Committee would draw up a forward schedule of such reviews.

44. Mr. Bell believed that, in large part, TAC would be able to depend on the external reviews arranged by Center Directors and Boards of Trustees. TAC certainly might wish to participate in such reviews, but rarely would find it necessary to conduct a completely independent review of its own; care would be taken not to minimize the role of Trustees and Directors. While TAC's role in periodic program reviews would be established in consultation with the Director of the Center concerned, the Chairman of TAC felt that the Director should not have the right to veto arrangements proposed by TAC.

45. The Chairman of TAC ^{added} that, for his own part, he accepted the Subcommittee report. It was such an important matter, however, that it would have to be discussed by the members of TAC. He would place it before them with full sympathy for the objectives and proposals, and felt confident that they would accept it; but any discussion of the matter in the meantime would have to recognize that TAC had yet to consider the role assigned to it.

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46. The activities foreseen for TAC, he remarked, would put additional strain on its finances. In due course, he would prepare a revised budget for consideration by the three co-sponsors (FAO, UNDP and the World Bank). The more active role proposed for TAC, he observed, also would create a need for closer cooperation and a more frequent exchange of information between TAC and the Group Secretariat.

47. The Group ended its discussion of the Subcommittee report with a consideration of the recommendation of the report that the Secretariat should aim to prepare each year an integrative paper which would project the combined requirements of ongoing and proposed programs for some years to come, would analyze these requirements from various points of view (e.g., distinguishing between real program increases and cost increases due to inflation), and would at the same time estimate the availability of finance for the years in question. It was agreed that such a paper would be essential for planning by the Consultative Group, in particular as a means to assure continuity of support for activities already launched and as a basis on which to judge what further activities should be taken up.

48. The Chairman of the Consultative Group observed that the figure for financial availabilities would be a global figure not attributing amounts to individual donors. It would be derived from Secretariat conversations with each source of finance, conducted with the understanding that individual estimates would not be divulged without permission and that only the total would be published ~~within the Group~~. He thought that any donor, however, should be entitled to ask the Secretariat what figure had been assigned to it within the global total and to indicate a judgment about whether the figure was too low or too high.

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49. A suggestion was considered but not adopted that, in the integrative paper, the Secretariat should recommend specific budget levels of individual Center programs for acceptance by the Group. It was objected that such recommendations might present the Group with two budgets for each Center, which would be unacceptable, and that the donors, not the Secretariat, should make decisions about levels of support. It was agreed that it would be sufficient, at least for the time being, for the Secretariat to identify issues of overlapping programs, of unusually rapid budget increases, and the like.

50. The Group accepted Mr. Bell's proposal that he circulate a somewhat revised version of the Subcommittee report in the near future, after consulting the members of the Subcommittee on the revisions proposed.

Indications of Financial Support: 1974 (Agenda Item 7)

51. Donors indicated intentions, subject in some cases to parliamentary or other approvals, of making grants amounting to some \$32.8 million for Group-endorsed activities in 1974. Apart from these

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expressions of intent, the representative of the Inter-American Development Bank (IDB) indicated that the management of his organization was preparing to recommend to its Board of Directors that some \$2 million equivalent be made available for the core budgets of Centers in the Western Hemisphere out of repayments made to the Bank's Social Progress Trust Fund. This was in addition to another \$2 million which might be made available from the same source for outreach programs and special projects and to support national agricultural research centers. A final decision, he said, might be expected in about a month.

52. For the time being, no member indicated new support for the WARDA W-1 program for 1974. The Chairman indicated that the Secretariat would explore whether emergency funds might be found to carry the W-1 program forward until members had had adequate time to consider the question of longer-term support.

53. A tabulation of intentions for 1974, augmented by information received by the Secretariat since the Consultative Group meeting, appears as Annex 8.

Indications of Financing for 1975 (Agenda Item 7 continued)

54. During the Consultative Group meeting, statements by 13 of the 20 donors regarding 1975 indicated that, as against estimated requirements of some \$44 million, an amount of at least \$37 million would be available, with the possibility that increases not yet indicated by donors may serve to narrow the \$7 million gap. In most cases, amounts were subject to legislative or other approvals. In few cases were donors in a position to give specific indications of intention with respect to individual centers, though representatives often indicated the donors' preference for the patterns of support that had been developed over the last few years.

55. The representatives of the Ford and Rockefeller Foundations indicated that the support of their organizations for the international agricultural research centers, and especially the four original centers (CIMMYT, CIAT, IRRI and IITA), would continue. Both indicated that their organizations wished to be flexible with respect to individual grants, determining amounts in the light of overall needs and availabilities within the Consultative Group framework, as for example with Rockefeller's participation in ILRAD and the ~~genetic~~ network in 1974. The Ford representative said that it would continue to be the policy of his Foundation to make individual grants up to a total of \$3 million; the Rockefeller representative indicated a similar level of contribution from his organization.

56. The representative of the United States did not specify amounts for particular centers, but he indicated that, beginning with 1975, the U.S. Government would ~~adopt the policy of raising its ceiling for contributions from seven million dollars to \$13 million~~, provided, as before, that the U.S. contribution in any one year was no more than 25 per cent of requirements for each program financed and that other donors supplied the

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remaining 75 per cent. He added that contributions that might be made through the U.S.-financed Special Progress Trust Fund of the Inter-American Development Bank, beginning in 1975, would be counted as a credit against the U.S. 25 per cent.

57. The representative of Canada indicated his Government's continued support for the Consultative Group program. He referred specifically to a \$3.7 million program of support for ICRISAT for 1974-77 of which some \$800,000 was expected to be used in 1975. He also specified a \$400,000 contribution for ILRAD as part of a \$1.8 million program over four years.

58. The representative of the IBRD said that his agency hoped to provide support equivalent to at least 10 per cent of Consultative Group requirements, as was the case in 1973 and 1974.

59. Without specifying a total amount for 1975, the representative of Germany indicated that his Government would want to maintain the real value of its contribution and would also hope to contribute to additional activities.

60. The United Kingdom representative said that his Government's contribution would, in principle, be at least £900,000, as it was part of a three-year program at that level for 1974-76. The allocation of funds among Consultative Group activities could be expected to be similar to that for 1974.

61. For Sweden, the representative said that the Government's contribution would be at least equal to that of 1974; it would again focus on ICRISAT, CIP and ILCA, and would include support for genetic resources.

62. The representative of Norway stated his Government's contribution as equivalent to \$730,000 for 1975. The Government would give priority to ICRISAT, but otherwise regarded the funds as being flexibly available to meet requirements of the CG.

63. The Netherlands representative said that his Government expected to contribute at least as much as in 1974, with a continuing interest in IITA, CIAT and CIP, and with attention to the new programs for African livestock and genetic resources.

64. The representative of Switzerland said that his Government would contribute \$300,000, including \$160,000 for ICRISAT and \$70,000 each for CIAT and CIP.

65. The representative of Denmark said that his Government's contribution would be \$250,000, the bulk of it for CIP but with an allocation for ILCA.

66. The UNDP representative referred to his organization's three-year (1974-76) program in support of CIMMYT's maize project and the five-year program (1973-77) for ICRISAT's sorghum and millet work. Of the \$2.5 million for CIMMYT, some \$700,000 was expected to be required in 1975; of the \$3.75 million for ICRISAT, some \$800,000 might be required in 1975. The UNDP would also hope to support the genetic resources program.

Role of Representatives of Developing Areas (Agenda Item 8)

67. Mr. Del Aguila, one of the two representatives of the Latin America region, had asked the Chairman for discussion at the Consultative Group meeting of the role of representatives of the developing areas, and had particularly referred to their possible role in liaison activities with respect to national research institutes.

68. Members observed that the representatives of the developing areas could play a very useful role by conveying information on the activities of the Group and of the centers, including the availability of outreach services, to national governments and agencies in their regions. By keeping officials fully informed, they could promote better understanding and cooperation and more effective use of the centers. It was suggested that the Secretariat should help the representatives make available the Consultative Group materials on a broader basis to member governments.

69. Participants agreed with the Chairman's suggestion that the subject should be further discussed at a subsequent meeting of the Group.

Other (Agenda Item 9)

Terms of TAC Members

70. The Chairman pointed out that TAC members were appointed for three years beginning on July 1 in the year of their election. They therefore retired on June 30, three years later, just before International Centers Week and in the midst of carrying out the work program which TAC had begun at its winter meeting. It had been suggested that it would be more effective for the term of TAC members to start on January 1 and run through December 31 three years later, so that retirements did not prevent the members from following through the International Centers Week and its outcome in their last year. The Chairman proposed that, in order to put this new system into effect, the present term of each TAC member should be extended by six months. This proposal was approved by the Group.

African Drought

71. The representative of the UNDP called members' attention to the relief efforts being made on behalf of the Sahelian countries. He asked that the international centers be alerted to respond to any requests from these countries for assistance in terms of genetic or varietal research.

Press Release (Agenda Item 10)

72. As in previous years, it was agreed to delegate the authority to issue a press release to the Chairman. The text of the release is attached as Annex 9.

Date of Next Meeting (Agenda Item 11)

73. It was agreed that the next International Centers Week would be held beginning on July 29, 1974, and that the next meeting of the Consultative Group would be held in the course of that week.

Retirement of Chairman

74. Mr. David Bell, Vice President of the Ford Foundation, spoke on behalf of the members of the Consultative Group to express the warm appreciation and high respect which all members had for the work of Mr. Demuth as Chairman of the Group since its inception in 1971. He referred to the quality of leadership given by the Chairman and then presented him with a scroll honoring Mr. Demuth's services and signed by the representatives of the member countries and agencies.

CONSULTATIVE GROUP MEETING

November 1 and 2, 1973
Washington, D. C.

LIST OF PARTICIPANTS

Australia

Mr. S. A. McLeod, Executive Director for Australia, IBRD
Mr. I. Sliper, Technical Assistant to the Executive Director for
Australia, IBRD
Mr. M. W. Hughes, First Secretary, Embassy of Australia, Washington, D.C.
Mr. R. Kareba, Embassy of Australia, Washington, D. C.

Belgium

Dr. Charles Populer, Representative of the Administration Generale de la
Cooperation au Developpement

Canada

Mr. Ian Robertson, Director, United Nations Programmes Division, Canadian
International Development Agency
Dr. H. G. Dion, Technical Adviser (Agriculture), Canadian International
Development Agency

Denmark

Mr. Bjorn Olsen, DANIDA, Ministry of Foreign Affairs
Mr. F. H. Mortensen, Financial Secretary, Royal Danish Embassy, Washington, D.C.

Food and Agriculture Organization of the United Nations

Mr. J. F. Yriart, Assistant Director-General, Development Department
Mr. B. N. Webster, Research Development Centre

Ford Foundation

Dr. David Bell, Vice President
Dr. Lowell S. Hardin, Program Adviser, Agriculture
Dr. Norman Collins, Program Adviser, Latin America and the Caribbean
Dr. F. F. Hill

France

Mr. J. C. Rouher, Technical Assistant to the Executive Director for
France, IBRD

Germany

Dr. W. Treitz, Ministry of Economic Cooperation
Dr. W. Hermkes, Ministry of Agriculture

Inter-American Development Bank

Mr. A. Wolf, Program Adviser to the President
Mr. J. Munoz-Vasquez, Chief, Division of Analysis of Agricultural
Development Projects
Mr. M. Herman, Chief, Training Division
Mr. C. Pierce, Consultant

International Bank for Reconstruction and Development

Mr. Warren C. Baum, Vice President, Projects Staff
Mr. M. Yudelman, Director, Agriculture Department
Mr. M. Ruddy, Programming and Budgeting Department
Mr. J. Fransen, Agriculture Department
Mr. W. Lewis, Programming and Budgeting Department

International Development Research Centre (IDRC)

Mr. J. H. Hulse, Program Director, Agriculture, Food and Nutrition Department
Mr. D. Daniels, Research Assistant, Agriculture, Food and Nutrition Department

Japan

Mr. K. Shiotani, Ministry of Foreign Affairs
Mr. N. Kenmochi, Technical Assistant to the Executive Director for
Japan, IBRD
Mr. N. Akao, First Secretary, Embassy of Japan, Washington, D. C.

Netherlands

Dr. G. de Bakker, Director, Agriculture Research, Ministry of Agriculture
Baron R. H. de Vos van Steenwijk, Financial Attache, Embassy of the
Netherlands, Washington, D. C.
Mr. W. Dijkstra, First Secretary (Agriculture), Embassy of the Netherlands,
Washington, D. C.

Norway

Mr. Per Oelberg, Embassy of Norway, Washington, D. C.

Rockefeller Foundation

Dr. S. Wortman, Vice President
Dr. John A. Pino, Director for Agricultural Sciences
Dr. Colin McClung, Associate Director, Agricultural Sciences

Sweden

Mr. A. Willen, Royal Ministry for Foreign Affairs
Mr. R. Beijer, Swedish International Development Agency
Mr. C. O. Janer, Agricultural Attache, Embassy of Sweden, Washington, D.C.

Switzerland

Dr. Josef von Ah, Swiss Office for Agricultural Research

United Kingdom

Mr. A. R. Melville, Chief Natural Resources Adviser, Overseas Development Administration
Dr. Robert K. Cunningham, Agricultural Research Adviser, Overseas Development Administration

UNDP - Mashler

United States

Dr. Joel Bernstein, Assistant Administrator, Technical Assistance Bureau, Agency for International Development
Dr. Omer Kelley, Director, Office of Agriculture, Agency for International Development
Mr. Guy Baird, Office of Agriculture, Agency for International Development
Mr. John L. Cooper, Senior Agricultural Advisor, Office of Development Services, Africa Bureau, Agency for International Development

Representing Africa Region

Mr. B. O. E. Amon, Agricultural Research Council of Nigeria

Representing Latin American Region

Mr. J. A. Del Aguila, Agricultural Counselor, Embassy of Argentina, Washington, D. C.
Mr. C. R. Mourao, Second Secretary, Embassy of Brazil, Washington, D.C.

Representing Southern and Eastern Europe Region

Mr. Gideon Cohen, Agricultural Attache, Embassy of Israel, Washington, D. C.
Mr. Octavian Ichim, Economic Officer, Romanian Trade Office, New York

Technical Advisory Committee

Sir John Crawford, Chairman
Mr. Peter A. Oram, Secretary

Consultative Group Secretariat

Mr. Harold Graves, Executive Secretary
Mr. Bruce M. Cheek, Deputy Executive Secretary

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

October 16, 1973

CONSULTATIVE GROUP MEETING

November 1-2, 1973
IBRD Board Room

PROVISIONAL AGENDA

1. Adoption of the agenda
2. Progress reports
 - a. CIAT capital requirements
(Document distributed by Group Secretariat, September 25, 1973)
(Document CG 73/2a)
 - b. African livestock projects
 - c. Genetic resources
(Document being distributed by TAC Secretariat)
 - d. INTSOY
(Document CG 73/2d)
 - e. WARDA
(Documents CG 73/2e.1 and CG 73/2e.2)
3. Preparation and publication of brochure
(Document CG 73/3)
4. Data requirements of Consultative Group
(Documents CG 73/4, CG 73/4.1 and CG 73/4.2)
5. TAC priorities paper
(Document distributed by Group Secretariat, October 8, 1973)
 - a. UNCTAD letter
(Documents CG 73/5a.1 and CG 73/5a.2)
6. Report of the Bell Subcommittee
(Document distributed by Group Secretariat, October 5, 1973)
 - a. Center review procedures (pp. 1-6)
 - b. Projection of medium-term global financial requirements; and
identification of program and financial issues (p. 7)
7. Indication of financial support of Group-endorsed activities,
1974 and 1975
8. Role of representatives of developing areas^{a/}
(Document CG 73/8)
9. Other
10. Press release
11. Date and place of next meeting

^{a/} Introduced at the request of a Latin American regional representative.

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 - INTBAF:AD

November 16, 1973

Dr. Manuel Perez-Guerrero
Secretary-General
United Nations Conference on Trade
and Development
Palais des Nations
1211 Geneva 10
Switzerland

Dear Dr. Perez-Guerrero:

This is in response to your undated letter (TD 343 received in the World Bank on October 26, 1973) addressed to Mr. Richard H. Demuth as Chairman of the Consultative Group on International Agricultural Research, concerning problems of research on non-food commodities, notably jute and cotton.

At a meeting on November 1-2, 1973, the Consultative Group, to which your letter had been circulated, again considered these matters in the context of its discussion of a revised draft of the paper prepared by the Chairman of the Technical Advisory Committee on priorities for international support for agricultural research. I enclose for your information a copy of that paper.

There was general support for the reiterated view of the Chairman of the TAC that food crops should continue to have an overriding priority in the work of the TAC and the Consultative Group. While there was no disposition to question the importance for many developing countries of research on problems affecting non-food commodities, it was observed that different institutional and funding arrangements were likely to be appropriate for research on different non-food commodities. There was no support for the suggestion that the Consultative Group establish a separate technical committee to advise it on non-food commodities. It was also noted that there are ongoing studies of the institutional and resource requirements for improved research and related activities on jute and cotton in which the Bank, FAO and the UNDP are cooperating. Several of the major contributors to the international research program were clearly concerned to avoid any dilution of CGIAR's concentration on organizing international support for research primarily directed to food crops in view of the overwhelming importance to the world as a whole of accelerating the growth in food production over the next few decades.

Sincerely,



Warren C. Baum
Chairman

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

	CGIAR ALLOCATIONS, 1974 (\$ million)										Unallo- cated
	Total	CIAT	CIMMYT	CIP	ICRISAT	IITA	IRRI	ILRAD	ILCA	Genes	
Australia	.100						.100				
Belgium	.380					.330			.050		
Canada	4.565 ^{a/}	.750	.545	.320	1.800 ^{a/}	.750		.400			
Denmark	.400		.150	[.200]					[.050]		
Ford	3.000	.750	.750			.750	.750				
France	.100								.100		
Germany	2.980 ^{b/}		.200	.150 ^{b/}	.485	.730		.405	.405	.040	.565
IDRC	1.025	.100	.050	*	.275	*	.350	.100	.150		*
Japan	[.280]						[.280]				
Kellogg	.290	.290									
Netherlands	.530	.125		.180		.125		.050		.050	
Norway	.455				[.200]						.255
Rockefeller	3.100	.750	.750	.150		.550	.700	.100		.100	
Sweden	1.665			.220	1.250				.110	.085	
Switzerland	.290	.070		.070	.150						
U. K.	2.145	.060	.010	.120	.365	.610	.460	.245	.095	[.060]	.120
UNDP	1.450		.700		.650			.050	.050		
U. S.	6.800 ^{c/}	.950	1.350	.550	1.000	1.500	1.100	[.290]	[.060]		
World Bank	3.200										3.200
Available	32.755	3.845	4.505	1.960	6.175	5.345	3.740	1.640 ^{d/}	1.070 ^{e/}	.335	4.140
Required		5.490	5.550	2.250	5.600	6.420	4.750	-	-	-	
Net		-1.645 ^{f/}	-1.045 ^{f/}	-.290 ^{f/}	+5.75	-1.075	-1.010	-	-	-	

Figures in [] are Secretariat estimates. * Indicates an expression of interest with no indication of amount.

a/ Includes \$800,000 available in 1973. **** Amount dependent on IDRC decisions with report to CIP and IITA.*

b/ DM 1 = \$0.405. Includes \$150,000 of bilateral funds applicable to core programs.

c/ In addition, USAID is making \$200,000 available to ILCA and ILRAD in 1973.

d/ In addition to \$465,000 allocated in 1973.

e/ In addition to \$245,000 allocated in 1973.

f/ IDB considering possible contribution to the three Latin American Centers.

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

1818 H STREET, N.W., WASHINGTON D. C. 20433 TELEPHONE: EXECUTIVE 3-6360

November 13, 1973

Subject: November meeting of the Consultative Group on International Agricultural Research

The member governments and organizations of the Consultative Group on International Agricultural Research have indicated an intention to make approximately \$33 million available in 1974 to finance international research programs aimed at raising the quantity and quality of food production in developing countries throughout the world. The sum marks a continuing advance in the support given by the international community to agricultural research in developing countries; it is a third more than the members of the Group made available for 1973 and twice as much as was provided in 1972, the first full year of the Group's operation.

The Consultative Group operates under the co-sponsorship of the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, and the World Bank Group. The financing for next year was indicated in statements by members of the Group at a meeting held in Washington, D.C., on November 1 and 2. In addition to representatives from countries and organizations providing finance, delegations from the developing regions of the world also were in attendance.

Among members of the Group intending to give aid, subject in some cases to legislative or other approvals, are Australia, Belgium, Canada, Denmark, the Ford Foundation, France, Germany, the International Development Research Centre, Japan, the Kellogg Foundation, the Netherlands, Norway, the Rockefeller Foundation, Sweden, Switzerland, the United Kingdom, the United Nations Development Programme, the United States and the World Bank Group.

Most of the funds to be provided will support the ongoing work at six international agricultural research centers. These are: the International Rice Research Institute (IRRI), situated in the Philippines; the International Wheat and Maize Improvement Center (CIMMYT), in Mexico; the International Center of Tropical Agriculture (CIAT), in Colombia; the International Institute of Tropical Agriculture (IITA), in Nigeria; the International Potato Center (CIP), in Peru;

/more

and the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), in India. Each of these centers is carrying out research on crops, and in some cases on farming systems, of foremost importance in wide areas of the world.

The Consultative Group also agreed to give its financial support to new undertakings relating to African Livestock and to the conservation of plant gene materials. Several members of the Group announced their intention of contributing to an initial fund for the establishment of the International Laboratory for Research on Animal Diseases which is to be located in Nairobi, Kenya. The objective of the Laboratory will be to develop methods of immunizing cattle against two major diseases, East Coast Fever and Trypanosomiasis, the latter being a disease carried by the tsetse fly throughout large areas of tropical Africa. Members also pledged support for a similar fund for the establishment of an International Livestock Center for Africa, which is to have its headquarters in Addis Ababa, Ethiopia. This Center will study methods of improving livestock production, especially production systems and will work closely with national livestock research programs in tropical Africa. The organization of both institutions will be completed in the coming months and both will be operational in 1974.

The Consultative Group also approved the establishment of an International Board for Plant Genetics Resources designed to support and coordinate the creation of a network of plant gene collections in order to conserve characteristics which may be of value in breeding plants with higher yields, better food value or greater resistance to pests and diseases. The Board, although established within the framework of the Consultative Group, would operate in particularly close cooperation with FAO, where it would have its headquarters, and which would provide the Board Secretariat. To the extent possible, the Board would utilize existing international, regional, and national genetic resource centers and research institutes for the establishment, maintenance and utilization of the necessary genetic resource collections.

In addition, the Group endorsed in principle a coordinated program of rice trials to be carried out by the West African Rice Development Association (WARDA), and instructed the Group's Secretariat to explore the availability of funds for that program.

In formulating the decisions concerning the programs of existing centers and on new undertakings, the Group had the advice of its Technical Advisory Committee (TAC), consisting of thirteen distinguished experts drawn from both the less developed and the developed countries. The TAC had reported in detail to the Consultative Group in Washington in July and August 1973. The next meeting of the Consultative Group itself will be in the summer of 1974.



Canadian International
Development Agency

Agence canadienne de
développement international

~~BAC~~
~~HG~~
~~4~~
D12
cc: 924

November 27, 1973

Dr. Monty Yudelman
Director
Agricultural Department
International Bank for
Reconstruction and Development
1818 H. Street N.W.
Washington, D.C. 20433, U.S.A.

Your file Votre référence

Our file Notre référence

Dear Monty:

I have just read David Bell's new draft of the CG Review Procedures, and with a few editorial changes, have registered CIDA's approval of its contents.

This has reminded me of some of your comments at the November meeting, with which I would have liked to take issue in public, but resisted! These concerned the extent to which the Bank Secretariat would involve itself in value judgements while pursuing "the annual reviews of the financial statements and program/budget proposals of each Centre." If I remember your words well enough you suggested that the Bank Secretariat would not limit themselves to "advice and technical assistance intended to help the Centres improve their processes for programming and budgeting" but would as necessary involve themselves in program content and appraisal.

This is, of course, the prime issue -- and the Review Procedures Sub-Committee, and the CG reject the idea of Secretariat appraisal of the program.

You raised the point in public that the Bank Directors could not be expected to grant funds to a Centre without an appraisal of that Centre. This we can all agree with, since it is the position that any donor can properly take. How that donor, the Bank or any other, makes that appraisal, is that donor's business -- however, simply because the Bank does it, does not make it CG business, and many of us would be very disturbed if such appraisals, or reports containing such appraisals were circulated to the CG. Even opinions volunteered about car pools and similar matters, on the basis of a short visit, would arouse real opposition from some of us at least!

The CG has been amused to see the successive attempts of the three sponsors to establish some domination over the system of Centres -- FAO's attempt was rejected in various ways, although it has to be rejected from time to time still -- UNDP never really got anywhere with its try and has obviously joined in wholeheartedly as one of the family, and the recent manoeuvres by the Bank, involving program appraisal teams, etc. has been watched with

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

.... /2

a great deal of interest, but not much sympathy. I think you would be wise to make sure your intentions are not misunderstood, in this regard.

Incidentally, my grapevine tells me that Jim Evans is probably no longer an acceptable candidate for any of the sensitive CG positions that I have heard his name mentioned for. I would hope that the rumor I heard that he would be suggested for the TAC Chairmanship is only a rumor.

I don't expect you to agree with my opinions above, but I wouldn't want a friend to walk into a trap without knowing it's there. We can argue about it next time we meet.

Best regards

Yours sincerely,

A handwritten signature in cursive script, appearing to read "George".

H.G. Dion
Agricultural Adviser

OUTGOING WIRE

TO: ALBRECHT
TROPFOUND
IKEJA

DATE: NOVEMBER 23, 1973

CLASS OF
SERVICE: LT

RCA

COUNTRY: NIGERIA

TEXT:
Cable No.:

APPRECIATE YOUR REPLY [GRAVES CABLE RE PROPOSED VISIT IITA CONCERNING
FORMAT OF NARRATIVE SECTION OF CENTERS ANNUAL PROGRAM AND BUDGET PAPER] STOP
HAVE WRITTEN YOU NOVEMBER 21 RE SUBSTANCE VISIT STOP ONE IMPORTANT ASPECT
IS TO DISCUSS APPROPRIATE PROGRAM WORK UNITS INTO WHICH TO DIVIDE CENTERS
ANNUAL ACTIVITIES STOP HAROLD GRAVES AND WIFE LEFT WEDNESDAY FOR ETHIOPIA
AND KENYA AND WILL CONTINUE TO NIGERIA, ARRIVING ETHIOPIAN AIRLINES FLIGHT 781
IKEJA AT FIVE OCLOCK AFTERNOON THURSDAY DECEMBER SIX STOP THEY WOULD
APPRECIATE YOUR HELP IN ACCOMMODATION AT IITA IKEJA REST HOUSE OR AT AIRPORT
HOTEL STOP WILLIAM LEWIS OF PROGRAM AND BUDGETING AND MYSELF ARRIVE IKEJA
WEDNESDAY NIGHT WTS LONDON FLIGHT STOP FOURSOME PLANS FLYING TO IBADAN
EARLY FRIDAY MORNING WITH THE GRAVES STAYING UNTIL LATE MONDAY MORNING
DECEMBER TEN FLIGHT BACK TO IKEJA STOP LEWIS AND SELF PLAN LEAVE IBADAN
EARLY TUESDAY MORNING STOP WOULD APPRECIATE YOUR HELP IN RESERVING TWO
SINGLES IKEJA HOTEL WEDNESDAY AND THURSDAY NIGHTS DECEMBER FIVE AND SIX STOP
HAVE REQUESTED RESERVATIONS IBADAN PREMIER HOTEL THROUGH BANK TRAVEL OFFICE
FOR ALL FOUR FOR BALANCE VISIT REGARDS

CHEEK

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. Agriculture and Rural Development

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: BCheek:apm

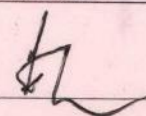
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cc: Mr. Yudelma/Mr. Darnell
Mr. Ruddy/Mr. Lewis
Mr. Povey

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: 

INCOMING CABLE

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Nov 22 5 51 PM 1973
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SECTION

Distribution: AGRIC. & RURAL DEV.

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INTBAFRAD

WASHINGTONDC

GRAVES DECEMBER 6/8 OK FOR VISIT STOP PLEASE SUPPLY

PARTICULARS SO WE CAN PREPARE

ALBRECHT

⊕

COMMUNICATIONS NOTE: MR. CHERK TELEPHONED DURING HOLIDAY.

INTBAFRAD WSH

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

92f

November 21, 1973

Dear Dr. Albrecht:

I am writing you just after Harold Graves has left for Ethiopia and Kenya and, hopefully, for IITA. We are awaiting your reply regarding the convenience of a visit by Harold, Bill Lewis of Programming and Budgeting and myself to discuss the preparation of IITA's annual program and budget paper in line with the recent Consultative Group discussions of center presentations and review procedures, as outlined in Harold's cable to you of November 19.

The three of us have just been to CIP and have drafted a "mock-up" which came out of discussions with Dick Sawyer and his staff. It is meant in an informal way to give some understanding of how we see the format of the narrative of a center's annual program and budget paper. We have sent the draft to Dick Sawyer for comment and we thought it would be useful for you to see it in advance of a visit by us. We recognize, of course, that IITA is a much larger and more diverse operation and we look forward to discussing these matters with you and your colleagues.

We now have the revised center review procedures paper of the Bell Subcommittee which is being circulated in final draft following the November 1-2 discussion. Your copy is enclosed.

I hope to see you soon, with best wishes,

Sincerely,



Bruce M. Cheek

Enclosures

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

cc: Mr. Ruddy/Mr. Lewis
BMC:mcj

924

November 21, 1973

Dear Dick:

Harold has just left for Africa and will be back on December 11. Bill Lewis and I expect to join him in IITA in early December. Before leaving, Harold put together and gave his seal to the enclosed draft "mock-up" which came out of our discussions with you. As you know, this draft is meant in an informal way to give you some understanding of how we see the format of the narrative section of your annual program and budget paper, taking into account the recent CG discussions of center presentations and review procedures. On this latter point, the revised draft Bell Subcommittee paper is also enclosed for final comment. We would welcome your comments on the CIP draft which would help us both with respect to our understanding of CIP and in our general approach to the annual report question. Meanwhile, we are sending the draft to Dr. Albrecht and will discuss it with him as a "model".

We all enjoyed our short visit to CIP and would like to thank you for the time you spent with us, together with Mr. French and Mr. Gill, and for your hospitality. I feel I now have some grasp of the Center's objectives and operations and of the way you are directing it. It was good too to meet Norma and Ricardito.

My best wishes to you all,

Sincerely,



Bruce M. Cheek

Enclosures

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

cc: Mr. Ruddy/Mr. Lewis

BMC:mcj

924

OUTGOING WIRE

TO: ALBRECHT
TROPFOUND
IKEJA

DATE: NOVEMBER 19, 1973

CLASS OF
SERVICE: LT

RCA

COUNTRY: NIGERIA

TEXT:
Cable No.:

WOULD APPRECIATE OPPORTUNITY FOR THREE-MAN TEAM TO VISIT IITA
FROM DECEMBER SIX TO DECEMBER EIGHT. PURPOSE WOULD BE TO WORK OUT
WITH YOU A FURTHER DEVELOPMENT OF THE FORMAT OF THE NARRATIVE SECTION
OF YOUR ANNUAL PROGRAM AND BUDGET PAPER IN LINE WITH RECENT CONSULTATIVE
GROUP DISCUSSION OF CENTER PRESENTATIONS AND REVIEW PROCEDURES. TEAM
WOULD BE MYSELF BRUCE CHEEK AND RUDDY OR ONE OF HIS GROUP. MRS. GRAVES
WOULD ACCOMPANY. PLEASE ADVISE. REGARDS.

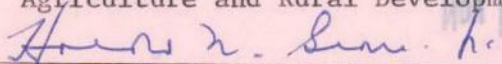
GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Agriculture and Rural Development

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

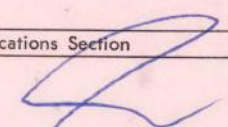
REFERENCE: HGraves:apm

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(IMPORTANT: See Secretaries Guide for preparing form)

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cc: C2

SecM73-674

FROM: The Secretary

November 12, 1973

Address by Dr. Haldore Hanson, Director-General,
International Maize and Wheat Improvement Center,
to International Centers Week, July 1973.

Attached, for information, is the speech given by Dr. Haldore Hanson, Director-General, International Maize and Wheat Improvement Center (CIMMYT), at the International Centers Week held by the Consultative Group for International Agricultural Research in the Bank during the period July 30 - August 3, 1973.

The speech not only reports on the work of this major international center in 1973 and its program for the coming year, but also refers to the world-wide problem of implementing the "Green Revolution" in the context of large increases in population.

Dr. Hanson's address is also being circulated by the United Nations Development Programme through its regional offices.

Distribution:

Executive Directors and Alternates
President
Senior Vice President, Operations
Vice Presidents Bank, and Officers of IFC
Directors and Department Heads, Bank and IFC

Statement of Haldore Hanson, Director General of CIMMYT
(International Maize and Wheat Improvement Center)
to the Consultative Group on International Agricultural Research
at the World Bank, July 30, 1973

Mr. Chairman,
Members of the Consultative Group
and of the Technical Advisory Committee:

In CIMMYT's allotted time I propose to cover four things.

First, I will talk about population growth as it affects food requirements.

Second, I will give CIMMYT's point of view on what happened to world food production in the past year; what explains the drop?

Third, I will summarize the highlights of recent CIMMYT activities.

Fourth, I will speak of some of the issues of programming that we have been discussing at CIMMYT.

Population growth

My colleague, Norman Borlaug, suggests that it was probably neolithic woman, not neolithic man, who discovered agriculture. His reasoning goes like this. It must have been a woman who gathered wild grain, berries, and roots. The woman who did these things was very close to nature, and she must have hit upon the idea that cultivating plants would be easier than finding them wild. Perhaps it came to her on a day when her husband, the hunter, equipped only with a rock and a club, failed to bring home any meat.

At any rate, the domestication of cereal grains took place about 9,000 or 10,000 years ago. It happened independently for rice in eastern Asia, for wheat in western Asia, for sorghum in Africa, and for maize in Mexico. At least four different women must have gotten the same idea. They were all illiterate, in those days but very intelligent.

When agriculture began, demographers now believe the world contained about 10 million people. From that point onward, world population began to grow, aided by more reliable food supply. In fact the population slowly doubled and then more rapidly redoubled and more recently it has been rising, as you know, at a very steep rate.

For example, at the time of Christ it is now estimated there were about 250 million people in the world. This population doubled in the next 16 centuries, reaching 500 million people about the year 1650. The next doubling of population required only two centuries, and thus we find one billion people in the world by 1850. The next doubling took 80 years, and there were two billion people by 1930.

Today world population stands at 3.8 billion and continues to grow at 2% a year. At this rate we shall double the human race again in 38 years, or a little beyond 2000 A.D. Developing countries have an average growth rate of 2.5%, and they will double in 25 years or less.

So here is a measuring stick for our discussion about food. We ask ourselves: Can the world double its food production in 38 years? And can the developing countries double their food production in 25 years or less?

In the agricultural centers we speak of our work on new technology as a way to buy time, as a holding operation to give the world the opportunity to adjust downward its population growth rate. But we really should ask ourselves: are there possibilities of falling birth rates in the next two or three decades?

The answer depends upon which demographer you listen to. CIMMYT does not employ a demographer but we try to keep informed on what demographers are thinking.

Recently I read an appraisal of population growth by a demographer whose information and judgment impressed me as well-informed, well-balanced, and cautiously optimistic. This was a statement by Dr. Dudley Kirk of Stanford University. Like all careful demographers, he added many qualifying phrases. I do not have time to quote his statement at length, but at the risk of over-simplifying, I shall summarize the five reasons which Dr. Kirk gave for his hopes about falling birth rates in developing countries.

First, birth rates were already falling in the 1960s in developing countries. Of the developing countries listed by the UN as having "virtually complete" registration of births, Dr. Kirk says 42 of the 47 countries reported a reduction of birth rates between the early 1960s and the late 1960s.

Second, when a decline in birth rate begins in a developing country, Dr. Kirk says it moves down faster -- more than twice as fast -- compared to the past experience in Europe and North America. The higher the rates, the faster they seem to fall.

Third, Dr. Kirk says the climate of opinion today is more favorable towards birth control than it was at the time the population rates dropped in Europe and North America.

Fourth, there is better technology for birth control today, and much research is going on for still better technology.

Finally, growing prosperity tends to be correlated with falling birth rates, not only in advanced countries but also in the developing countries.

Having stated his reasons for hope, Dr. Kirk then re-emphasized the extreme difficulty of the population problem.

No amount of new agricultural technology, Dr. Kirk believes, can long stay ahead of a 2-1/2 percent growth rate in developing countries. In the long perspective, zero population growth is necessary. Any non-stop growth rate, no matter how small, will lead to disaster.

Moreover, Dr. Kirk believes that in the near term -- say until 1990, there will continue to be great difficulties in achieving a rapid adjustment of population growth. There can be no real success in dropping growth rates toward zero before the end of the century.

This judgment is enough to permit us in this meeting to formulate a framework for our discussions.

We can assume that world population will double once more, to more than 7 billion people, before population growth can be brought into equilibrium, or even near it.

We can assume that present foodcrop land of the world must produce twice as much food, on the same land, within the next three decades. In developing countries, the demand will come faster. Those countries must double their food production within 20 or 25 years.

There will probably be continuing food problems beyond the end of the century. If the world cannot bring its population growth to a halt within three decades, there must be other kinds of research, which I shall call "radical research", starting now to meet the further food requirement beyond 2000 A.D.

Those are the marching orders at the international centers as we see it, subject of course to the financial support of the Consultative Group members.

Food Production in 1972-73

Now let me speak about what happened to food production during the past year.

Food production in the developing countries declined in 1972 for the first time since 1966. Per capita food production in the developing countries dropped to the lowest level since 1965. This was a significant deviation from the trend. Per capita food production in developing countries had been rising for almost 20 years, in fact since the year 1954, with a gain of 1/2 percent to 1.0 percent a year above population growth. That means that for almost twenty years the improvement in agriculture was slightly better than the rise in population. In 1972 food production failed to keep pace with population growth.

The price of wheat on the world market rose 70% in the past year. Rice virtually disappeared from the world market, because there was no more rice in storage.

No doubt you have read about the shortage of railroad cars in North America, and the shortage of world ocean shipping, to move so much grain.

Some writers in the world press became very unkind in their comments on agriculture and agriculturalists. They said the green revolution was a myth, and a lie, and a slogan that had died. They said there never had been any change in the technology of food production, but only a period of favorable weather in the 1960s.

I think the Centers represented here owe to the Consultative Group their own interpretation of what happened in 1972, and I shall offer the ideas we hold at CIMMYT.

Droughts occurred last year in the wheat growing seasons of the Soviet Union, of China, and of Australia. Droughts occurred in the rice growing monsoon season of south and southeast Asia; and there was a drought disaster in Africa, just south of the Sahara, where sorghum is grown.

These separate weather developments caused a chain reaction in world food trade. The Soviet Union, as you know, bought almost 30 million tons of foodgrain in the world market, which was one step in the escalation of prices. China followed by purchasing over 4 million tons. Then India entered the market for over two million tons. India would not have found this necessary if it had not already sent two million tons of grain to Bangladesh, and later found it necessary to replace that grain for India's home consumption. Other rice growing countries of Asia also suffered, especially the Philippines from floods and Indonesia from a poor monsoon.

These areas of weather difficulty were partially offset by the very good 1972 wheat harvests in India, Pakistan, and Morocco.

Altogether, world grain production fell only 4% last year, from 1,106 million tons in 1971, to 1,064 million tons in 1972. But that small change of 4% was enough to cause the violent response in prices, in shipping, in foreign exchange expenditures, and in human suffering.

Obviously the green revolution has not solved the weather cycle. We have no present technology to save a crop when it receives less than its biological requirement in moisture.

The only palliative we know for major weather fluctuations is grain storage from year to year. In recent years grain storage has been provided mainly by three grain surplus countries: the United States, Canada, and Australia. All three of these countries have recently been reducing their storage surplus. There are about 10 other countries which have stored lesser amounts for sale. I was glad to receive from the head of the FAO, Dr. Boerma, a copy of a speech he made a few months ago to the OECD in Paris (Organization for European Cooperation and Development) in which Dr. Boerma advocated a new plan for grain storage; it would involve a larger number of countries including developing countries.

Eventually scientists should also help to level out the weather cycle by developing more widely adapted plants which show more stable yields under variations in temperature and rainfall. I shall discuss this in a moment, but it is not an immediate solution.

Before we leave the subject of 1972, we need to put in perspective the phrase "green revolution" which has been so much abused in the press. The term is not precise. It is emotional. It is overused. Some people assume the term promises more results than the revolution has so far achieved.

Still, like many popular phrases in the press, this one is probably here to stay, and therefore we ought to remove some of the imprecision by stating what we understand the term "green revolution" to mean.

At CIMMYT the green revolution is not a miracle which began with a few bagsful of seed. Seed proved to be part of a process, but only one part, and the process is still evolving. We now see the nature of this revolution more clearly than we did five years ago.

First, the green revolution involves new seeds capable of producing higher yields. These seeds give higher yields because they have genetic qualities which respond to higher fertility and higher moisture, and thus produce more grain. The new varieties generally have shorter straw in order to prevent lodging (or falling over), and the shorter plant also results in more of the dry matter of the plant being converted into grain. That is one element in the revolution.

Second, the green revolution involves a "package of agronomic practices." These include the recommended date, rate, and depth of seeding; the amount of fertilizer to be used and when to apply it; the methods of weed control; and other elements. These agronomic practices are location-specific; that is, they must be formulated on a local basis which requires training of local scientists in all grower countries. If the new seeds which are capable of higher yields are managed in the old ways, they will produce no better than the traditional varieties of seed. Thus the new seed and the new package of practices must go together.

Third, the green revolution involves new government services and new government policies. These include technical advice to farmers; the supply of needed inputs, especially fertilizer, irrigation, and pesticides at reasonable prices; credit for purchasing the new inputs; price policies on grains, and arrangements to ensure purchase and storage of bigger crops. These new government services and policies require that a government be committed to increasing its food production, or the revolution will not take place.

Fourth, the green revolution involves a continuous process of research and testing. It is not a one-time event or a single technique. It is a process continuously being modified. Change is made necessary by new pathogens of disease; by new planting and harvest dates. Every new program creates its own problems, which then require solution.

Finally, the green revolution in the tropics and sub-tropics is not an isolated event, but a continuation of the scientific process in agriculture which began in Europe and North America more than 100 years ago. Scientific methods of the temperate zone are now being adapted to the tropics and sub-tropics, and the first results in the warmer countries are remarkable, but not miraculous, certainly no more miraculous than those achieved in the past 100 years in Europe, North America, Australia and Japan.

If anyone writes in the press that the green revolution is a myth and a lie, he must be prepared to say that the process of agricultural improvement in the industrialized countries is also a myth and a lie, since we are extending the same process to the warmer regions of the world.

The green revolution is very much alive and moving forward, despite the adverse weather patterns of 1972. Having said this, we need to be very careful that we do not promise too much, too soon. There is still only a precarious balance between population growth and rising food production, and a precarious balance may be the best we can hope for during the next two or three decades.

CIMMYT had several experiences with wheat which illustrate why we must be cautious in our forecasts.

When Mexican semi-dwarf wheats first began to spread in Asia in 1966, Mexican wheats turned out to be well suited to the Gangetic plain of India and the Indus plain of Pakistan. Those areas had temperature patterns similar to northwest Mexico where the original Mexican wheats were selected. They had irrigation. They had similar races of rust. They had governments prepared to arrange adequate inputs and to ensure procurement of bigger crops. In short, they met the conditions for a revolution, and the new Mexican varieties took off. Within 7 years the Mexican wheats covered almost half the wheat lands of India and Pakistan. They helped to double the national wheat harvest. They raised national average yields per acre by 50%. The world has not seen any other crop, or region, or time period where such a rapid change has occurred in a national food supply.

But if we look at other countries, the results were not always so successful. These same Mexican wheats went into Turkey, North Africa, Brazil, and Argentina, areas which are afflicted at times by a fungus disease called septoria. Mexico does not have septoria, and the Mexican wheats were not originally bred to withstand a septoria attack. The yields of Mexican wheats were not so good in septoria areas. In fact, Brazil suffered a disastrous attack of septoria in 1972 and lost half its national crop, a disaster affecting a million tons of food grains. CIMMYT is working on the problem of septoria, by cooperating with the countries which suffer from the disease. But this is an unfinished task.

Another problem of wheat is caused by a type of stripe rust prevalent in the Andean region of South America, where wheat is an important crop. This type of stripe rust is not found in Mexico, and the original Mexican wheats contained little or no resistance to the Andean strain of the disease. Last year I visited Ecuador and was told by local scientists that Mexican wheats are not suited to the Andean region, and the wheat breeders in Mexico must still learn how to control the kind of stripe rust found in South America. Here is another unfinished job.

Obviously the first high yielding varieties were suited to some areas not to others and the favorable publicity was largely based on the sub-
sequent of India and Pakistan and the difficulties were only at a later
stage reported in the press.

Now to conclude this discussion about the green revolution and the
year 1972.

(1) CIMMYT believes that new technology of wheat and maize should
enable all developing countries now growing those two crops to double
their yields on present land, but so far, this doubling of yields has
occurred on less than 10% of the wheat and maize lands.

(2) For the other 90% of wheat and maize lands, we believe it is
possible to double the yields within the next 20 or 25 years, and thus
to meet the deadline set by population growth. Our assumption is con-
tingent upon full collaboration of the governments involved.

(3) This same doubling of yields will be needed for all the major
food crops in the world, and thus, a target is set for the rice work at
IRRI, for the sorghum work at ICRISAT, for the cassava work at CIAT and
IITA, for the potato work at CIP.

This is an assignment common to all of us

Current developments at CIMMYT

Next let me turn to current developments at CIMMYT.

The word CIMMYT, as most of you know, is the acronym for our name in
Spanish. The 6 letters of CIMMYT stand for Centro Internacional de
Mejoramiento de Maiz y Trigo, or in English, the International Maize and
Wheat Improvement Center.

CIMMYT was a relatively mature organization when it adopted its
present name in 1966 and undertook an international mandate. CIMMYT's
predecessor organization began as a national crop research organization
in 1943, staffed jointly by the Government of Mexico and the Rockefeller
Foundation. CIMMYT thus represents a continuation of 30 years of straight
line research on maize and wheat.

During 30 years we have learned that truly remarkable changes can be
introduced into a species of food crop within 10 to 15 breeding cycles; in
Mexico that means in 5 to 8 years. But we cannot see the changes each
year. Breeding for change is a continuous process. It stands to reason,
therefore, that work of this sort requires continuous financing over a
period of years to achieve results.

Developments at CIMMYT during the past year are presented to this meet-
ing in several documents. I will describe the documents and suggest to you
who do not have them that you may ask copies from the Secretariat.

First, there is a white-covered booklet called "CIMMYT Annual Report 1972." This is a publication written by scientists for scientists. This is primarily a communication from maize and wheat scientists in Mexico to collaborating scientists in Asia, Africa, and Latin America. Copies are available here.

Next, there is a grey-covered booklet entitled "CIMMYT Program Reviews 1972-73." Laymen will find this document written in their language. The binder contains three separate appraisals of our programs. One is by the CIMMYT staff, raising questions about their own activities. One is by a Committee of the CIMMYT Trustees. It raises nine issues about CIMMYT work which is recommends should have further discussion. A third paper is by one CIMMYT Trustee, Dr. Sterling Wortman of the Rockefeller Foundation, who made his own field observations. Many of you received a copy of this booklet by mail from Mexico.

In addition, another grey-covered booklet is entitled "CIMMYT 1974 Budget Request." This paper contains our budget tables that will be discussed this week. It also gives a 10-page program summary of what has been going on in the past 12 months and what is projected for the years ahead.

Finally, you should have a white-covered paper distributed by the Secretariat, which is new to most of us at this meeting. It is called "Progress Review of CIMMYT" and was prepared by two authors representing the Consultative Group, George Dion of Canada and Andrew Urquhart of the World Bank staff who came to CIMMYT for one week, participated in program discussions there and then wrote their own report. We at CIMMYT found their ideas perceptive and independent.

I will assume that many of you have read these documents, and others plan to do so, and I will not try to summarize the full content of them. Instead, I propose to cite three or four of our activities and leave other topics for the question period.

Winter-spring wheat crosses

I will start with a comment on the program for crossing winter wheat with spring wheat. Breeders have long recognized the advantages of combining the best characteristics of winter wheat and spring wheat, but the process has been difficult because the two types of wheat grow in different climates. Winter wheats are considered superior in cold hardiness, in drought resistance, and in resistance to septoria disease. I mentioned earlier that Brazil suffered a disaster in its wheat crop this past year because of septoria and Brazil is incapable of crossing winter wheat with spring wheat because you can't grow winter wheat in Brazil. Clearly here is one example where an international center can offer a service that a government can't do for itself.

Spring wheats have better rust resistance and better milling quality. Therefore, a marriage of the two should produce progeny that are more valuable for both climates.

In 1968 CIMMYT began a 3-way collaboration, involving winter wheat breeders in the northwest United States, in Turkey and in Mexico. Crosses are now made at all three locations, and the progeny are exchanged and tested during early generations. The earliest of these crosses are now at the F-4 or F-5 stage; that is, the fourth or fifth generation.

In 1973 we received reports from progeny tests in both Turkey and Lebanon, indicating that the advanced generations of the crossing program had survived a winter kill and a drought which had destroyed traditional varieties of spring wheat. Here was solid support for the belief of some of our scientists at CIMMYT that winter-spring wheat crosses are likely to provide the most promising approach to drought tolerance for spring wheat growers of the world. This work will continue and we must await much wider information before seed will be available to growers.

Triticale

I will now turn to another CIMMYT program -- triticale.

The major food grains eaten by the human race were domesticated about 10,000 years ago, as I mentioned earlier. Scientific man has made some improvements in those early wild plants, but from neolithic times until today, no man has succeeded in developing a new species, a man-made plant that proved commercially successful. Such an event is now taking place, with the plant called triticale.

Triticale is derived from crossing wheat and rye, after which the chromosomes of the first generation hybrid are doubled by treatment with a chemical, to produce a partially fertile new "species." The word triticale combines the Latin words for wheat and rye.

The first natural occurrence of triticale was reported in Europe in the 1880s. The chemical for treating the chromosomes was not discovered until 1936. Several European scientists such as Muntzing in Sweden and Sanchez-Monge in Spain have spent a professional lifetime trying to produce an important commercial crop from this species, but they have been frustrated by biological barriers, such as partial sterility, shrivelled grain, low yield, poor agronomic type, and narrow adaptation of the crop to various climates.

CIMMYT became active in this work nine years ago, through cooperation with the University of Manitoba in Canada. The triticale plant has now been dwarfed. Fertility has been restored by accidental mutation in Mexico. During 1973 some of the newer lines now have plump grain with test weight of 60 points per bushel, which is the accepted standard for wheat. Some lines of triticale are more cold hardy and more drought resistant than wheat, and these two characteristics undoubtedly come from the rye parent.

Protein in triticale is proving remarkable. The better lines have 2% more total protein than any wheat, and the lysine content of some triticale lines is significantly higher than in wheats when grown under the same conditions.

The best new triticales, now in the final stage of performance testing, yield essentially the same as the best Mexican bread wheats. These yields have been verified this year in reports from Ethiopia, Kenya, India, Pakistan, Lebanon, and Canada. It now seems certain that triticale can compete with wheat, barley and oats under certain climatic conditions. Triticale can be used for bread, tortillas, and chapatis. Triticale may become important for feed grain and for winter forage. It is safe to predict that triticale will add to the world's food potential before the end of the 1970s.

CIMMYT's work on triticale is financed by the Canadian Government, through restricted core grants from CIDA-IDRC.

Barley

CIMMYT's barley program, you will recall, began only in 1972. Today it is in its third breeding cycle. Over 5,000 crosses have been made in these three seasons from CIMMYT's germ plasm collection which has 4,000 items of various barleys. Segregants of these crosses are already revealing important germ plasm for better plant type, better disease resistance, and better protein.

A gene in barley called hi-proly was discovered in 1969 by the Swedish scientists Munck, Karlsson and Hagberg. This simple recessive gene raises the protein content of barley and increases one of the amino acids, lysine. The hi-proly gene provides a reliable mechanism to improve protein in barley. CIMMYT is using this gene throughout its barley program.

It is too early to talk about results, but our first international test nurseries for barley are being grown in 1973 in 20 countries of the low rainfall areas of North Africa, Asia, Eastern Europe, and the Andean region of South America. These are the areas where people grow barley rather than wheat, because barley does better under moisture stress. The Bible, you remember, speaks of barley cakes in the Jordan River valley.

Short tropical maize with better protein

Last year CIMMYT reported to this meeting on the problems of tropical maize which is too tall, and is being shortened by CIMMYT to reduce lodging (or falling over). This research has gone through two more cropping cycles since we last met. The plant is still becoming shorter at the rate of 10 centimeters per cycle. We have now taken more than one meter off the height and reduced the elevation of the ear on the stalk by about the same amount. As you would expect, lodging has substantially disappeared in these particular plants.

This improved tropical plant is undergoing maximum yield trials in Mexico in the summer of 1973 and we hope to have interesting new data on yield by the end of the year. The tall tropical plant has traditionally been grown at 25-30,000 plants per hectare. The new shorter plants are now being tested at 75,000 to more than 100,000 plants per hectare. In other words, the shorter plants will grow at double the population, or even more, and thus produce more ears per hectare.

I told you last year about the improved protein work in maize, based on the mutant gene called opaque-2. At Centers Week one year ago, there were only four bushels in the world of seed for a new maize combining improved protein and hard endosperm. The hard endosperm is the preferred type that is eaten by most of the people who are direct consumers of maize. Now there are many tons of seed for this new maize in each of 16 countries of Asia, Africa, and Latin America. The new maize has undergone additional laboratory feeding trials with mice, rats, chicks, pigs, and human babies, and all trials have verified that this new maize has retained its high nutritional value.

This new maize is now in agronomic tests in the 16 countries, preparatory to trials in farmers' fields.

Following closely behind this first maize population with hard endosperm and improved protein, CIMMYT has five more experimental populations, each believed to have the same nutritional value, and each will be ready for international testing later in 1973.

The United Nations Development Programme is financing the work on improved protein in maize. Their support is listed under our core restricted grants.

Other Current Developments

Before concluding this review of current developments at CIMMYT, I shall make brief reference to a number of other activities.

CIMMYT's training programs in applied research provide experience in Mexico this past year to over 80 men and women from 35 countries. This was our largest training program to date. Doctoral fellows serving at CIMMYT now total 10, and they also are the largest number to date. These fellows continue to offer one of the best recruiting sources for new employees, not only for CIMMYT but also for other centers. Former doctoral fellows at CIMMYT are now serving on the staffs of IRRI, the Asian Vegetable Center, and the Arid Lands Agricultural Development Program in Lebanon, as well as in CIMMYT.

In outreach activities, CIMMYT staff spent over 1200 man days on consulting work with more than 60 governments of Asia, Africa, and Latin America during the last year. We believe CIMMYT has fulfilled the wish, expressed by the Chairman of TAC last year, that CIMMYT should continue its strong emphasis on outreach activities.

In economic studies, our chief economist is more than half finished with a review of the experiences which farmers are having with new wheat and corn technology in eight countries of Asia, Africa, and Latin America. Those of you who have been attending the economic seminar, at the end of last week, have already had a more detailed review of these studies than we will have time for here. We hope from these studies to gain a better basis for future programming decisions at CIMMYT.

I mentioned last year that CIMMYT planned to hold a review of administration with the help of an external panel. This was done, in December 1972, with a 3-man panel chaired by Mr. Jose Drilon, the Under Secretary of Agriculture in the Philippines. The Panel drafted a report which contained over 80 suggestions, some of which have already been carried out, and some are still under study. It was a productive experience. I also would say it was very time-consuming.

Copies of the administrative report are available here from the Secretariat.

So much for the highlights of CIMMYT activities.

Budget 1974

A grey-covered document which I mentioned earlier contains the CIMMYT budget request for 1974. I will not try to repeat the dollar estimates here. There are no new programs in that booklet. There is no increase in the number of professional scientists. The operating cost of our core operating budget will rise by 4%, which is less than the inflation rate in Mexico. This low increase is possible only because we are completing in 1973 the 7-year experiment with Plan Puebla, which has been supported in part by the Rockefeller Foundation.

The largest capital item in the budget for next year is a request for working capital sufficient to cover 40 days of CIMMYT core activities. The size of this item was worked out jointly by the Consultative Group Secretariat, and the Directors of all the centers. We believe our difficulties with cash flow from the core donors in the past year justifies this capital request.

Program Issues

I have reserved a few minutes at the end of this statement to say something about the program issues that have come up in our program reviews of the past year.

In our "in-house review" the professional staff of CIMMYT spent approximately two weeks looking at research plots and asking questions of each other. Out of this discussion we distilled about 30 issues which are reported to you in that document.

Subsequently our Trustees' Program Committee, headed by Dr. Guy Camus of France, reviewed the staff report, made its own field observations, and identified nine issues on which they felt further discussion should be held.

We have time now to talk about only two of these issues, and I have chosen two which I regard as quite interesting, but also quite complicated.

The first may be posed as a question: Should CIMMYT give more attention to intermediate level technology, which will help the farmer who is unable to follow all the recommendations for high yield; in other words, the farmer who uses less fertilizer, less plant population, less weed control, and tries to reduce his risks.

This question was presented to CIMMYT during the past year by several members of the Consultative Group.

The answer must be given in several parts.

Our experience at CIMMYT indicates that widely adapted varieties of maize and wheat are superior in yield, both at optimum levels of inputs and at intermediate levels. In other words, these so-called high yielding varieties are efficient in utilizing available fertilizer and moisture, whatever the level of input. We test these experimental populations at all levels of inputs. And the farmer who uses them can choose his own level of inputs and risk.

Another part of the answer is this. CIMMYT aims to develop widely adapted varieties of maize and wheat. This means we are testing experimental materials in over 60 countries each year, to identify those which carry tolerance to both heat and cold, to excess moisture and to moisture stress, to all types of diseases and insects in the various agro-climates in which we are working. CIMMYT breeders are unable to quantify what they learn from year to year about wide adaptation, but each new breeding generation incorporates the plants which prove to be best adapted over a wide range of climatic conditions.

We believe that these widely adapted materials will be of benefit to all classes of farmers, but especially to the farmer who wants to reduce his input costs and his risks. These future varieties which are well adapted should have greater stability of yield than any varieties in use today.

One other part of this answer is worth mentioning. The farmer who wants lower input costs is generally a man in a region of variable rainfall, where droughts frequently occur. This farmer is therefore interested in drought tolerant varieties.

CIMMYT is working on drought through several approaches. These include:

- drought escape, by length of maturity
- drought tolerance, by root structure
- drought tolerance from disease and insect resistance
- drought tolerance, from plant architecture
- drought escape, by substitution of crop.

It is not possible to go into details on each of these programs here, but you will find further information about them in your documents.

To sum up: Our answer to the question is that CIMMYT is doing whatever we know how to do on behalf of the farmer who wants intermediate technology.

Radical Research

The other issue I have chosen to discuss is that of "radical research" on new food sources.

This issue arose during our CIMMYT in-house review, and the term "radical research" is an arbitrary one which will become clear as I report on the discussion.

CIMMYT staff asked themselves: For how many years could present types of research on maize and wheat enable the growers of these commodities to stay ahead of population growth. Our answer is: for 15 or 20 years, definitely we can; for 30 years, probably we can. Beyond that, there is no assurance.

Like the demographer Dudley Kirk whom I quoted earlier, we doubt that today's crops and today's research methods can stay ahead of world population growth if growth continues beyond the end of the century.

What happens then?

CIMMYT scientists agreed that more radical methods of research are needed.

What are examples? Some people speak of hydroponics, or mariculture, or food from waste products, or food from inorganic materials, or micro-organic protein, and so on. These potential food sources all have the advantage that they do not depend upon present cropland. They are supplemental. CIMMYT claims no expertise in any of these types of work, but they do deserve attention by others.

There are some fields of radical research to which CIMMYT might be able to contribute. CIMMYT has worked on branched ears of wheat, and we could resume that work. CIMMYT has worked on the wide cross, triticale, and we could work in future on other wide crosses either between two cereals, or between one cereal and one species of grass.

These are high risk research fields. By that I mean there will be many false starts and no predictable timetable.

It is the judgment of the CIMMYT scientific staff that CIMMYT should continue to devote at least 95% of its time and budget to the conventional research programs in which we are now engaged. And not more than 5% of our time or budget should be spent on these "radical" fields, that we are talking about here.

Our Trustees took up this issue, as you will see in your documents. The Trustees asked that the CIMMYT staff formulate a detailed report on alternative types of "radical research" and alternative "centers of excellence" where this type of work might be done. With this information in hand, our Trustees could make inquiries about what other institutions are prepared to do to supplement the work of the international centers.

I cannot leave this subject of radical research without telling one anecdote.

Two months ago I visited a greenhouse at CIMMYT and found on the shelves two rows of glass test tubes, each tube containing one sickly looking plant growing in a colored fluid. I asked what was going on. A scientist said one row of test tubes contained crosses between wheat and barley, the other contained crosses between wheat and oats. But, he said, don't take this seriously. We have been experimenting with different fluids and the growing medium, and the plants continue to die. All of these will probably be dead by the end of the week.

Last Saturday, which was two months later, I went into the same greenhouse. Some of those plants are still growing. They are now transferred to soil, and some are now one meter high. This time the scientist said, "It looks very promising, but don't talk about this in Washington. We ought to have a second generation of plants germinated from the F-1 seed before we say anything to the donors."

Those of you who know the characteristics of cereals will immediately recognize the payoff potential of this type of work. Barley is far more drought resistant than wheat: it has a better root structure. Obviously, if you could transfer the drought tolerance of barley into a wheat cross you are achieving something quite important. Oats have the best protein quantity and quality of any of the cereals. If these two characteristics could be combined in a new wide cross with wheat, we may have a super grain ready by 2000 A.D.

It is possibilities like this that keep CIMMYT staff working overtime.

This completes my presentation, but I would like to restate the points I have made.

First: Present world population growth requires that the world food supply be doubled in a period of about three decades, and somewhat sooner in the developing countries. CIMMYT is confident that this is possible for maize and wheat.

Second: CIMMYT interprets the downturn of food production in 1972 to be a temporary deviation from the trend. We believe that food production will continue to expand in precarious balance with population growth. Any major weather change can disrupt this balance for a period of one or two years.

Third: The highlights of CIMMYT activities during the past year included significant gains in the program for winter wheat and spring wheat crosses; also for triticale, for barley, and for tropical maize. There are many developments I didn't speak of and I hope they will arise in the question period.

Fourth: CIMMYT has reported many program issues for the information of this meeting of the Consultative Group. Two of these issues I have mentioned concern intermediate level technology, and radical research on new food sources.

Looking ahead to 1974, Mr. Chairman, if the Consultative Group finds it possible to finance the program which CIMMYT has presented in our documents, I am confident we shall report to you, one year from now, a list of accomplishments at least as successful as we found in this year's program.

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NAME Harold N. Graves, Jr.

DEPT. Agriculture and Rural Development

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(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

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OFFICE MEMORANDUM

Yellow 92F

TO: Mr. Baum and Mr. Yudelman

FROM: Harold Graves

SUBJECT: Review Procedures: Phase I

DATE: November 6, 1973

In a number of staff discussions involving Mr. Darnell, Mr. Fransen and Mr. Ruddy, I think we have reached a consensus about a desirable first step to be taken in following up the report of the Bell Committee on Center review procedures.

As the first step, we would propose to work out with each of the six senior centers a format for their annual program and budget presentations. We think that the format can be simple and the presentation brief. (12-15 text pages at most.)

Our intention would be to leave the tabular material pretty much as it now is, along the lines developed by Mr. Ruddy and set out in the budget document agreed at the meeting of Center directors at Bellagio last February. Our effort would be to link the narrative more closely with the tabulations, so that we would achieve the objective we failed to reach in 1973, of relating the program to expenditures.

Our proposal to the Centers would be that the narrative should consist of a presentation of each significant and distinguishable element of Center activity -- probably somewhere between nine and 15 for each Center. The activities would consist of both research and administrative elements: for instance, the Office of the Director General would constitute one element; research on legumes would constitute another; training would constitute still another.

While the program description of course would differ from one activity to another, it would consist in most cases of the following:

- (a) the purpose and objectives of the activity;
- (b) the methods or techniques employed;
- (c) the staffing of the activity: i.e., the number and level of scientists or administrators directing and assisting in the activity, and the number of man-years estimated for the program year;
- (d) the specific actions to be undertaken in the program year (with numbers given for any of these that may be quantified usefully); the progress or results hoped for; and the time horizon toward which the work is being done;
- (e) the possible benefits to be realized in the realm of agricultural production; and
- (f) the expenditures associated with the activity in question.

A number of Centers are reasonably close to having presentations of this kind; and the Directors of three Centers to whom I have had an opportunity to speak (CIMMYT, CIP and ICRISAT) think this a feasible and useful way in which to proceed. Besides relating expenditures to programs within each Center, it would produce documents which (a) would be susceptible to review, (b) would facilitate cross-comparison of activities and expenditures within the network of Centers, and (c) would provide the basic material for the kind of integrative analysis of center programs and budgets that the Consultative Group is asking for.

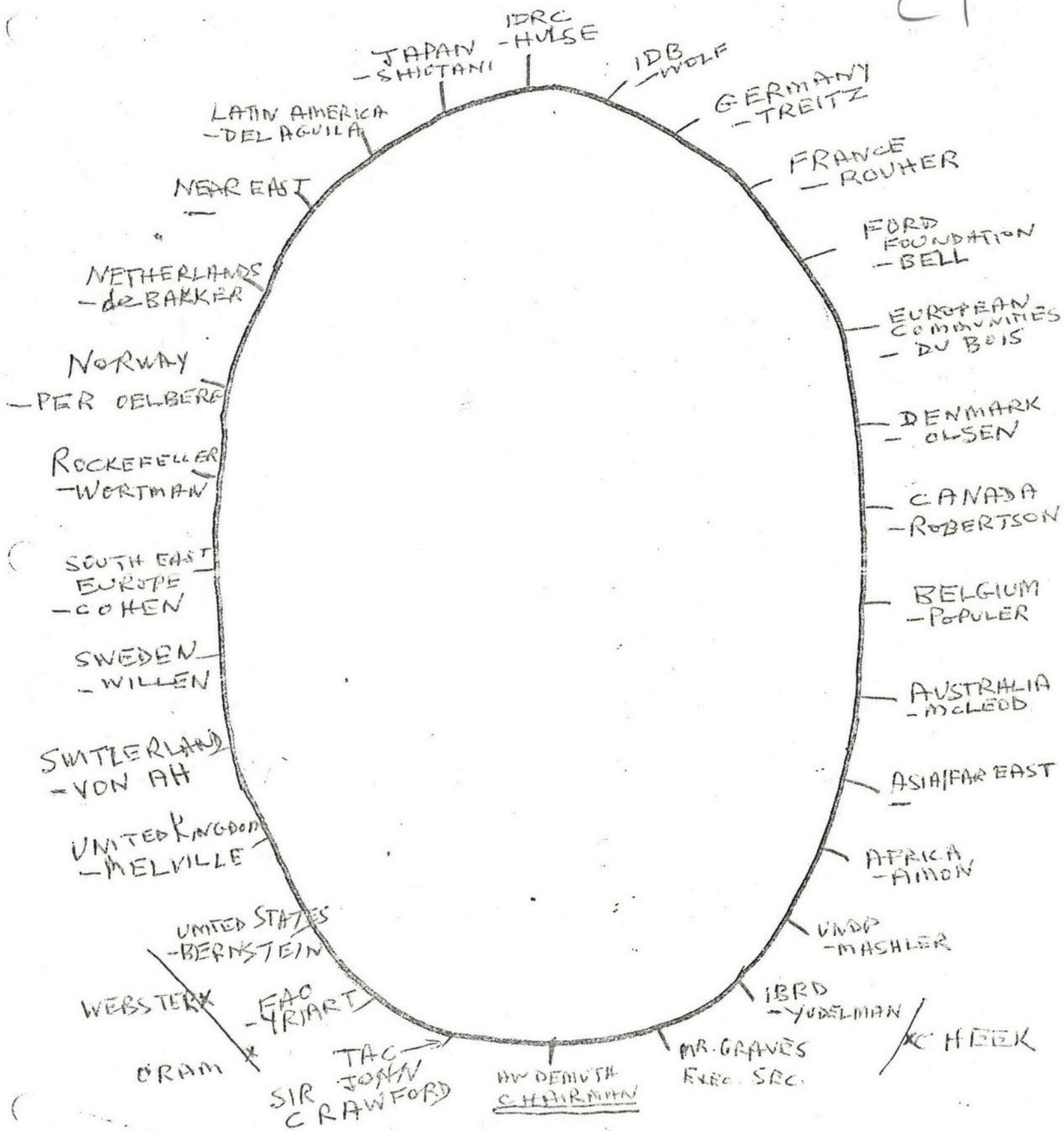
I propose that the Secretariat organize visits to each of the six senior Centers between now and March 1 (earlier, if possible) and, working with the staff, actually prepare a rough draft of the 1974 program and budget presentations of the Centers. Such a draft necessarily would be incomplete in some respects; but the essential framework of the narrative should be complete. The preparation of such a draft now would considerably facilitate the reviews of Center activities and proposals which are to take place in the period March-May 1974.

I propose that this preparatory work be done by myself, Mr. Cheek (in the case of the three Centers for which he has particular responsibility), and by a member of the P & B staff. It would also be helpful, although at this stage not indispensable, to have an agricultural professional in the group, to insure that the activities identified are appropriate from a functional point of view, and in connection with drawing up terms of reference for the spring review teams, however they may be composed.

Time already is rather short, so that I propose that this work should commence quickly. CIP would be ready to receive a team at any time in November -- as early as the week of November 12. November/December would be a convenient period in which to visit IITA, since there are other matters to be dealt with at that time at ILRAD and ILCA. CIMMYT could be done in December, IRRI and ICRISAT in January, and CIAT -- the most difficult case -- in February, after some of that Center's internal housekeeping problems have been solved.

HG:mcj

CI



ARAB REPUBLIC OF EGYPT
COMMERCIAL OFFICE
2215 WYOMING AVENUE, N. W.
WASHINGTON, D. C. 20008

November 1, 1973

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

Dear Mr. Graves:

re: Meeting -World Bank -November 1-2

We regret that we are unable to attend the meeting at the World Bank on the above-mentioned dates, owing to the prevailing circumstances in the Middle East.

However, we would be most grateful if you would kindly forward to us the minutes and related documents, and dates of further meetings which we look forward to attending.

Please accept our sincere apologies for notifying you at such a late date, and our best wishes for the success of the meeting.

Sincerely yours,

A. S. El-Nahal

A. Shoukry El-Nahal
Minister-Economic

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1973 NOV -5 AM 10:15

COMMUNICATIONS
SECTION

Minister-Commerce
U.S. DEPARTMENT OF COMMERCE

Sincerely yours,

of the meeting.
You are sure to be there, and our best wishes for the success
Please accept our sincere apologies for not being
able to attend the meeting which we took delight in attending.
Kindly inform us of the minutes and related documents, and
however, we would be most interested if you would
briefly inform us of the progress in the future.
We are sure that you are able to attend the meeting.

cc: Meeting - World Bank - November 1-3

Best of luck.

Washington, D.C. 20003
1212 N. Street, NE
U.S. Department of Commerce
Commercial Office
Washington, D.C.
U.S. Department of Commerce

November 1, 1973

WASHINGTON, D.C. 20003
3312 MAONING AVENUE, N.W.
COMMERCIAL OFFICE
U.S. DEPARTMENT OF COMMERCE



*The Senior Vice President, Operations
Mr. J. Burke Knapp
takes pleasure in inviting Participants
in the Meeting of the
Consultative Group on International Agricultural Research
to attend a reception in honor of its
Retiring Chairman
Mr. Richard H. Demuth
on Thursday, November 1, 1973
from 6-8 p.m.*

*Gallery
Second Floor - 'E' Building
World Bank*

924

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

ASSISTANT
ADMINISTRATOR

October 30, 1973

MEMORANDUM

TO: Dr. Harold N. Graves
Executive Secretary, CGIAR
International Bank for Reconstruction
and Development
1818 H Street, N. W.
Washington, D. C. 20433

FROM: Joel Bernstein *JB*
Assistant Administrator for Technical Assistance

SUBJECT: Report of CG Subcommittee on Center Review Procedures
(Memo from David E. Bell dated October 5, 1973)

In general this report seems to adequately reflect the views of the Subcommittee. We have a few suggested revisions to clarify points that we believe are intended and supported by the Subcommittee.

1. Page 2, para. 1 (ii) -- Annual reports do and should include information about Center outreach program which is important to donors. Thus we would revise the statement to read:
"(ii) adequate annual reports on its research, training and outreach activities..."
2. Page 5, para. 3, last two lines -- We believe that the most important point in relating program to expenditures is not explicitly stated and should be. This appears inadvertent as there was full oral agreement previously on the substance. We suggest recasting the last two lines with two additions, as follows:

"...and for the future assessing the relationship of the proposed distribution of expenditures to stated program goals and priorities and distinguishing real program increases from cost increases resulting from salary changes, inflation and currency revaluations. Discussion of real program increases should distinguish new program components from expansion of existing programs."
3. Page 6, first two lines -- A slight wording change is suggested to remove an undesirable ambiguity, which could be used later to limit the cost analysis undesirably. We recommend:

"... the extent to which proposed budget costs are reasonable..."

4. Page 6, (3) under "we recommend..." -- It seems desirable to make explicit the Subcommittee agreement that the CG Secretariat should discuss its draft report with the Center while there is time for the Center to consider any revisions based thereon prior to submission of its final program/budget proposal to CG. Thus the following version is suggested:

"...; and (3) the Secretariat of the CG conduct annual reviews of the financial reports and program/budget proposals of each Center. The Secretariat reports should be discussed in draft form with Center Directors while the Center is continuing to review and revise its own draft proposed program and budget submission. When the Centers have finalized such submissions, the Secretariat should then complete its reports which would be circulated to CG members in advance of Centers Week, along with the Director's comments."

Beyond this, we would have preferred to have the Report deal more explicitly with the problem of establishing stable forward planning levels for on-going Center programs -- a major concern discussed in the last three CG meetings. However, we shall make a separate statement to the CG on how we see this problem and what needs to be done about it, and hope that this will stimulate some action. I hope to get this statement to you by the end of the day today, or early tomorrow, so that you could have it typed for distribution at the CG meeting. This should help clarify what is being suggested and why, and save discussion time.

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30 OCT 73

DIRECTOR

AGRICULTURAL PROJECTS DEPARTMENT

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COMMUNICATIONS
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~~HG~~
(Mr. Check
has a copy)
Distribution
Mr. Yudelman
Mr. Graves
Mr. Check

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RESEARCH MEETING 1-2 NOVEMBER IN WASHINGTON STOP DUE PRESSURE
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a copy*

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INTBAFRAD WASHINGTON

Distribution:

Mr. Graves

ATTENTION MR. HAROLD GRAVES.

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to D.C.
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RE YOURLET OCTOBER 16 EDF WILL BE REPRESENTED MEETING
1 AND 2 NOVEMBER CONSULTATIVE GROUP BY OUR DELEGATION IN
WASHINGTON STOP WILL APPRECIATE TO RECEIVE IN BRUSSELS OFFICIAL
REPORT OF THIS MEETING STOP REGARDS.

C.J. VAN DER VAEREN

COMEURFED.

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ROYAL
SWEDISH EMBASSY

Washington, D.C., October 29, 1973

Mr. Harold Grives,
Executive Secretary
Consultative Group on International
Agriculture Research
1818 H Street, N.W.
WASHINGTON, D.C. 20433

Dear Mr. Grives,

Hereby I wish to inform you that Messrs. Arnold Willén
and Rolf Beijer, Stockholm, will participate in the
meeting of the Consultative Group November 1-2, 1973,
as well as Mr. Carl-Olof Janér from the Embassy.

Yours sincerely

Magnus Nordbäck

Magnus Nordbäck
First Secretary of Embassy

COMMUNICATIONS
SECTION

C/

October 24, 1973

Mr. A. A. Neylan

Briefing for Sir John Crawford

We have discussed most of the points on the provisional agenda of the CGIAR meeting of November 1-2, and I would just summarize some of the matters as follows:

Genetic Resources. We expect the document from the TAC Secretariat by Monday. Mr. Demuth thinks the subcommittee will need to meet at the time of the TAC meeting in Rome on February 4. Mr. de Bakker will present the subject to the CG meeting, and Dr. Yr'art will be invited to comment.

INTSOY. Demuth feels there are two questions -- whether the donors will make use of the INTSOY for outreach work and whether they will provide the \$300,000 working fund. He regards the financial question as the first one to be clarified.

WARDA. Here again there are two questions. One is are we satisfied with the scientific management arrangements in Diouf's letter. The other is will there be financial support for the program. Again the second point seems to be the significant one at this stage. Demuth has written to Diouf concerning the question of support and expressing reservations on his coming here on November 1, but I believe Diouf will, in any event, be here.

TAC Priorities. Demuth is expecting Sir John to open the subject with particular reference to any changes in the draft since International Centers Week and to his ideas on the regularity of reviewing the paper within the TAC mechanism.

UNCTAD. The Bank is clarifying its own position this week for the sake of the CG meeting and for other operational purposes. We hope to have Monty Yudelman launch the discussion on the basis of a Bank position which has still to be finalized in consultation with the regional offices, notably Asia which has the jute question in mind.

The Bell Subcommittee. This paper raises the two very important questions of the degree of inspection of the centers which we should have and secondly the medium-term financial requirements, for example, along the lines given in the TAC priorities paper. If center review procedures are to be intensified, then this will according to the draft document circulated increase the burden on the TAC Secretariat and indeed on the members of TAC most probably. It is proposed to add a senior scientific official to the staff of the CG Secretariat as part of the review procedure mechanism so as to help maintain standards.

On the role of representatives of developing areas, the letter from Del Aguila takes us back to the earliest days of discussions including the idea of TAC having expert panels to review priorities for its work, the experts being drawn from developing countries at least to some extent. There is also the question of whether the representatives should be scientific types or representatives more generally of administrative and development problems in the countries concerned.

Some non-agenda points are as follows:

PAG -- Peter Oram has just had a letter from the Protein Advisory Group inquiring about possibilities of collaboration between PAG and TAC.

IITA Vegetable Unit. UNDP and IITA are discussing the possibilities of such a unit as a basis for submitting a proposal to the TAC.

Middle East Institute -- you should have Mashler's memo to Graves of

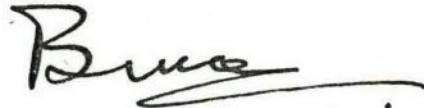
October 8.

Socio-Economic Seminar -- there is the final report of October 16.

Nutrition -- on September 5, Harold Graves circulated Joel Bernstein's note to the Center directors and the TAC members. Presumably the matter will be taken up at the February TAC. No action is intended on November 1.

Trypanosomiasis. We have left this subject off the agenda allowing it to be a matter for bilateral action and the proposed Rockefeller seminar at Bellagio next year.

CIAT mandate. I gather there is some feeling that the CIAT mandate is perhaps over-extended and needs to be clarified, taking into account the beef and bean seminars of 1973 and 1974 and the outreach program including Brazil which is contemplated for CIAT. This subject comes up in the TAC February agenda concerning proteins and legumes in Latin America, but I am not sure how the whole subject should be handled.

A handwritten signature in dark ink, appearing to read "Bruce", with a long horizontal flourish extending to the right.

Bruce M. Cheek

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FROM ROME

Distribution: Mr. Cheek

CHEEK

REURTEL 19/10 GENETIC RESOURCES AND TAC REPORTS DISPATCHED DIRECT
MEMBERS CGIAR AND TAC 18/19 OCTOBER STOP 50 COPIES GENETIC
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OCTOBER 19, 1973

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Distribution: Mr. Graves

GRAVES INTBAFRAD

WASHINGTON

ARCN/CONF20 X GRATEFUL RESERVE ACCOMODATION WATERGATE HOTEL

FOR AMON X ARRIVING OCTOBER THIRTY CONSULTATIVE

GROUP MEETING X

AMON AGRESCON IBADAN

DATE AS RECEIVED

Confirmed.
✓ Oct 23, MCG

Content his only



MINISTRY OF AGRICULTURE AND COOPERATIVES
Rajadamnern Ave., Bangkok
THAILAND

No. AC 0205/ 4172

C1

October 19 , B.E. 2516(1973)

Dear Sir,

I refer to your letter of 14 September 1973 informing us about the next meeting of the Consultative Group on International Agricultural Research which will be held at the World Bank in Washington, D.C., on Thursday and Friday, November 1 - 2, 1973.

Since Dr. Siribongse Boon-Long will have to attend the FAO Conference in Rome, he will not be able to attend the Consultative Group meeting in November. However, he has advised FAO to call on Dr. Drilon of the Philippines to attend as the representative of Asia and the Far East as per photo copy of the letter enclosed.

Please accept my best wishes for the successful meeting.

Sincerely,

Thalerng Thamrong-Nawasawat
Deputy Under-Secretary of State
for Agriculture and Cooperatives

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

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

COMMUNICATIONS
SECTION

For Agriculture and Cooperatives
Deputy Under-Secretary of State
Thailand Bangkok

Sincerely,

Please accept my best wishes for the successful meeting.

As you saw the last part of the letter enclosed.
Dr. Dillon of the Philippines to attend as the representative of
Group meeting in November. However, he has advised EAO to call on
Conference in Rome, he will not be able to attend the Consultative
since Dr. Dillon's book-long will have to attend the EAO

Washington, D.C. on Thursday and Friday, November 1 - 2, 1953.
Agricultural Research which will be held at the World Bank in
about the next meeting of the Consultative Group on International
I refer to your letter of 14 September 1953 informing me

Dear Sir,

Oxford 10, B.E. 5210 (1953)

no. AC 05021 H133



THAIWIND
Bangkok
MINISTRY OF AGRICULTURE AND COOPERATIVES

No. AC 0205/200

Ministry of Agriculture
and Cooperatives
Bangkok

September , 1973

Dr. Dean M. Umali
ADG and Regional Representative
FAO
Maliwan Mansion
Pra Atit Road
Bangkok

Dear Dr. Umali,

I would inform you that two new representatives to the Consultative Group for the International Agricultural Research will be elected by Member Countries in the Asia and the Far East Region at the forthcoming FAO Conference.

These representatives are in fact, resource persons. They inform the CG how useful they consider the findings made available by the international research centers in increasing agricultural production with medium input at low risk. The poor people in developing countries would thereby earn a better income and enjoying better living at the same time alleviating the world food shortage.

In order to have good representations, I would recommend that you consider inviting Member Countries of the Region to send nominations complete with the biodata of the scientists concerned and have these nominations circulated among Member Countries at the Conference.

The two successful candidates will serve for two years as representatives of our region and will attend two meetings a year in Washington, DC, at the expense of the candidates' own Government.

I would also invite the Philippine representative to take turn representing our region at the next CG meeting to be held during November 1-2, 1973. The representative of Thailand may not be able to attend.

Yours sincerely,

~~Siribongse~~ Boon-Long
Inspector-General

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Distribution: Mr. Cheek

October 16, 1973

EXECUTIVE SECRETARY
INTBAFRAD WASHINGTONDC

SNR133/S5/460 X MR AMON WILL REPRESENT NIGERIA AT NEXT MEETING OF
THE GROUP X REGRET I CANNOT ATTEND IN PERSON
BUKAR SHAI B PERMSEARCH

COL SNR133/S5/460 X X

BC

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FEDERAL MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

PERMANENT SECRETARY'S OFFICE DIVISION

LAGOS

SECRET



557
P.M.B. No. 12613

Telegrams PERMSEARCH

Telephone 24186

Ref. No. SNR.133/S.5/461

Date 16th October, 1973.

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

DECLASSIFIED

JAN 22 2020

WBG ARCHIVES

Dear Mr. Demuth,

I have today sent a cable to the Executive Secretary of the Consultative Group informing him that Mr. B.O.E. Amon, the Secretary of the Agricultural Research Council of Nigeria will represent Nigeria at the next meeting as he did during the Centres Week. I would have very much liked to attend but this is not possible because we are preparing for the FAO Biennial Conference which will be held in Rome early in November 1973. I am very sorry about this. I must say I enjoyed the two meetings of the Group which I attended in the past and I hope I will have the opportunity to attend other meetings in the future.

With best regards.

Yours sincerely,

(Dr. Bukar Shaib),
Permanent Secretary.

SECRET

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Distribution

Mr. Cheek

~~Mr. Graves~~

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FOR CHEEK AAA RETEL 15/10 CONFIRM AGREEMENT GIVEN DEMUTH
PRESENT PAPER CGIAR BELIEVE DOLLARS 300,000 ADEQUATE REVOLVING
FUND BBB FAO REPRESENTATION CGIAR 1-2/11 YRIART ADG DEVELOPMENT
DEPARTMENT WEBSTER RESEARCH DEVELOPMENT CENTRE STOP ORAM AS
SECRETARY TAC STOP GRATEFUL ARRANGE ACCOMODATION ORAM WATERGATE
31/10-2/11 INCLUSIVE AND WEBSTER ROGER SMITH 31/10-1/11 STOP
REGARDS;

ORAM ROME "

Mr. J. Burke Knapp

October 12, 1973

Harold Graves

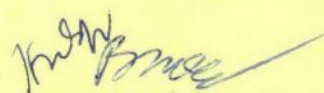
Reception for Mr. Demuth

The Bank staff listed below might be invited to the November 1 reception which you are giving for Mr. Demuth when he retires from the Chairmanship of the Consultative Group on International Agricultural Research. In addition, there would be 70 to 90 Consultative Group guests.

The names from the Bank are:

Messrs. Baum
William Clark
Hoffman
John Adler
Ruddy
Yudelman
Darnell
Fransen
Neylan
Barco
Mapa
Sen

Is this list acceptable? Are there others whom you would like to invite?


BMC/HG:mcj

UNITED NATIONS
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

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

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

C1

REFERENCE: PRO 301 AGR

11 October 1973

Dear Mr. Graves,

I wish to inform you that Mr. William T. Mashler, Director of the Division for Global and Interregional Projects, has been designated as the representative of the United Nations Development Programme to the meeting of the Consultative Group on International Agricultural Research on 1 and 2 November 1973.

Yours sincerely,

I. G. Patel

I.G. Patel
Deputy Administrator

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

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COMMUNICATIONS
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Message No. 10033
1973 OCT 15 PM 1:47
UNIVERSITY OF TORONTO
COMMUNICATIONS SECTION
INTERNATIONAL
RESEARCH CENTER

Re: 10033
10033

10033

on 1 and 3 November 1973.
Meeting of the Communications Group on International Communications
the representatives of the United Nations Development Programme for the
Discussion for Social and Intellectual Progress has been designated as
1. After so many years that Mr. William L. Meagher, Director of the
Dept. of Science

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DEVELOPMENT PROGRAMME
UNITED NATIONS

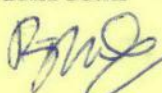


PROGRAMME DE DEVELOPPEMENT
DES NATIONS UNIES

Mr. William C. Hauenstein

October 10, 1973

Bruce M. Cheek



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

On November 1 and 2 we are holding the next set of meetings of the Consultative Group on International Agricultural Research and wish to ask your help by delegating one member of your office to assist participants with their travel arrangements. The meetings will be held in the Bank Board Room (A 1100) on both days.

On previous occasions, Mr. Paul Ferre has helped us in these meetings, and if possible we would wish him to be designated once again.

BMC:mcj

924

October 5, 1973

Dear Lowell:

Many thanks for your note of September 27 (I am looking at the copy you gave me in New York on October 3; the original has not arrived yet) about the draft Report on Center Review Procedures. I think it is an excellent piece of work.

We have sent out the draft Report today. I would be rather surprised if there were any considerable volume of incoming comment. (For one thing, time is fairly short.) If there were considerable comment, I would of course be glad to work with you on October 31 to prepare a summary. I would hope that could be done in the morning, in order to leave open the possibility of an afternoon meeting on the ICRISAT capital fund.

Chapters 2 and 3 on New Zealand: On a recent visit to London, Monte Yudelman found that ODA are putting pressure on New Zealand to join the Consultative Group; and Warren Baum, during the Bank's recent Annual Meeting in Nairobi, discussed the possibility of membership with New Zealand representatives. It looks as if something may very well happen yet.

Sincerely,

Harold Graves

Dr. Lowell S. Hardin
Program Adviser, Agriculture
The Ford Foundation
320 East 43rd Street
New York
New York 10017

Handwritten signature

HGraves:apm

The Rockefeller Foundation

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

STERLING WORTMAN
VICE-PRESIDENT

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

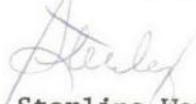
October 3, 1973

Dear Harold:

The Rockefeller Foundation expects to be represented at the meeting of the Consultative Group in November. We expect our representatives will be myself, Dr. Pino, and Dr. Colin McClung.

With best regards.

Sincerely yours,


Sterling Wortman

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

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WASHINGTON, D. C. 20535
1818 H STREET, N.W.
ADMINISTRATIVE SERVICES
COMMUNITARIAN CLUB ON INTERNATIONAL
EXECUTIVE SOCIETY
MR. HAROLD GIBBS

COMMUNICATIONS
SECTION

SECRETARY GENERAL

SECRETARY GENERAL

Dear Mr. Gibbs:

Reference

Our representatives will be present at the meeting of the Administrative Club in November. We expect the Rockefeller Foundation expects to be represented

Very truly,

October 3, 1973

VICE-PRESIDENT
ADMINISTRATIVE CLUB

ADMINISTRATIVE CLUB
1818 H STREET, N.W.
WASHINGTON, D.C. 20535

111 WEST 20TH STREET, NEW YORK, N.Y. 10011
THE ROCKEFELLER FOUNDATION

51

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

INTERNATIONAL DIVISION
OFFICE OF THE VICE PRESIDENT

October 2, 1973

Mr. Harold Graves
International Bank for
Reconstruction & Development
1818 H Street, N.W.
Washington, D. C. 20433

Dear Harold:

Representing the Ford Foundation at the next meeting of the
Consultative Group November 1 and 2, 1973 will be Messrs. David E.
Bell, F. F. Hill and Lowell Hardin.

Sincerely yours,


Lowell S. Hardin

LSH:el

cc: Mr. D. E. Bell
Mr. F. F. Hill

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COMMUNICATIONS
SECTION

TO : SAC, NEW YORK

FROM : SAC, NEW YORK

SUBJECT: [illegible]

RE: [illegible]

On 10/4/73, [illegible] advised that [illegible] had been contacted by [illegible] who stated that [illegible] was currently in the New York area and was being held in custody by the New York City Police Department.

Enclosed for the New York City Police Department are two copies of a letterhead memorandum dated and captioned as above.

A copy of this letterhead memorandum is being furnished to the New York City Police Department for their information and action. A copy of this letterhead memorandum is also being furnished to the New York City Police Department for their information and action.

Very truly yours,

Enclosure

COMMISSION
DES COMMUNAUTÉS EUROPÉENNES

Direction générale
du développement et de la coopération

Direction des Programmes
et Projets du F.E.D.

Service Spécialisé
des Synthèses sectorielles
et de la Coordination des aides

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Bruxelles

- 2. X. 1973

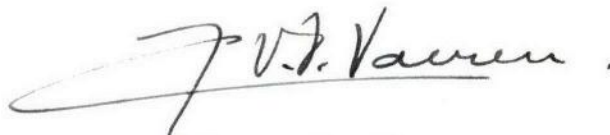
The Executive Secretary
Consultative Group on
International Agricultural Research
1818 H. Street
Washington DC 20433

Dear Sir,

Thank you for your invitation to attend the next meeting
of the Consultative Group which will be held in Washington on
November 1 - 2, 1973.

We should appreciate to receive the proposed agenda before
being able to let you know about the Commission's participation.

Yours very sincerely,


C.J. van der Vaeren

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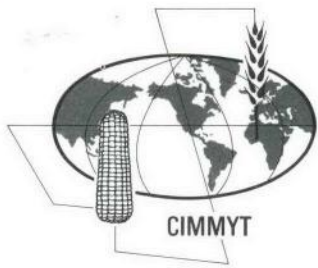
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CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

October 1, 1973

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

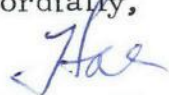
Dear Harold:

Robert Osler says that you asked by telephone for a copy of my notes on the meeting of September 14 which discussed CG program and administrative reviews.

I enclose a copy of the report I sent to the Directors.

I prefer that you not circulate this, because I do not know whether the suggestions I have made in Appendix 2 are agreeable to the other centers.

Cordially,


Haldore Hanson
Director General

HH/mph

Attachment: Memo of September 18 to Directors.

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OCT 10 1973

RECEIVED

RECEIVED

1973 OCT 10 AM 9:09

COMMUNICATIONS
SECTION

Attachment: Memo of September 18 to Directors.
HH/wbr

Director General
Haitian Bureau

Congress

suggestions I have made in Appendix 3 are submitted to the other centers.
I prefer that you not circulate this, because I do not know whether the

I enclose a copy of the report I sent to the Directors.

Administrative Matters.

On the morning of September 14 which was passed CC B. Orlan and
Robert Ojeda says that you asked by telephone for a copy of my notes.

Dear Harold:

Washington, D. C. 20433

1818 H Street N. W.

Administrative Research

Conservative Group on International

Executive Secretary

Mr. Harold Orlan

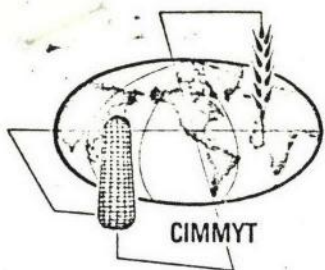
October 1, 1973

CONFIDENTIAL
FOR THE USE OF THE
OFFICE OF THE DIRECTOR

INTERNATIONAL UNION FOR THE UNITED NATIONS STATES

CENTRO INTERNACIONAL DE INVESTIGACIONES DE PAZ Y JUSTICIA





CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

1 July 1973

CIMMYT PROPOSED BUDGET 1974

The budget request in this booklet was prepared by the CIMMYT staff for presentation to the Consultative Group on International Agricultural Research. This budget has been reviewed and approved by the CIMMYT Trustees at a meeting in Mexico, April 8-10, 1973.

Virgilio Barco
Chairman
CIMMYT International
Board of Trustees

Haldore Hanson
Director General

CIMMYT's 1974 BUDGET PROPOSAL

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Section 1. Summary.

For 1974, CIMMYT has budgeted \$ 5,903,000 to fund its proposed core operations and capital plans. Of this total, it is anticipated that \$ 1,752,000 is already funded from restricted grants and earned income.

Therefore, CIMMYT is soliciting from the Consultative Group \$ 4,151,000 of new funds for 1974. This compares to \$ 4,785,000 approved by the Consultative Group for 1973. The reduction of \$ 634,000 is due primarily to a decrease in the 1974 Capital requirements.

The contrast between 1974 and the two previous years is summarized in the following table:

<u>Item</u>	<u>Actual Expenditure 1972</u>	<u>1973 Estimated Expenditure</u>	<u>1974 Proposal</u>
<u>Total requirements</u>			
1. Operating Budget, Core Unrestricted	3,320,000	3,935,000	4,108,000
2. Operating Budget, Core Restricted	764,000	1,338,000	1,385,000
3. Capital development	<u>975,000</u>	<u>1,198,000</u>	<u>410,000</u>
4. Sub - Total	5,059,000	6,471,000	5,903,000
<u>Funds already provided</u>			
5. Earned income	322,000	348,000	367,000
6. Core restricted grants	<u>764,000</u>	<u>1,338,000</u>	<u>1,385,000</u>
7. Sub - Total	1,086,000	1,686,000	1,752,000
<u>Additional core and capital funds required from Consultative Group</u>			
(Item 4 minus item 7)	3,973,000	4,785,000	4,151,000

In justification of this budget, CIMMYT management has prepared the program information in this document.

Section 2. Program Narrative.

The following pages will summarize some of CIMMYT's principal developments in 1973, and identify some program thrusts for 1974.

Short tropical maize.

In June 1973, CIMMYT maize breeders harvested the 12th. breeding cycle of a new short tropical maize which is expected to fit well in the humid tropics - that is, in areas like tropical West Africa, in monsoon Asia, and along the coastlines of tropical Latin America.

This new maize is important for a particular reason. Maize grows exceptionally tall in the humid tropics, often over 3.5 meters, and the ear sets high on the plant. The whole plant frequently lodges (falls over) before harvest. The weakness of the plant is even worse when nitrogen fertilizer is applied. It is a common sight to see a tall tropical maize crop flat on the ground at harvest.

In 1968 CIMMYT staff began selecting for shortness in a mixed population of tropical maize. The selection has continued, two generations a year for six years. Now, after 12 cycles, the height of the plant has been reduced by more than a meter and continues to be reduced by approximately 10 centimeters each cycle. The ear is now lower on the stalk. The length of maturity has also been reduced by 7 days. And there is very little lodging.

The shorter plant with fewer leaves can now be planted at greater densities, and this is where the payoff lies. Preliminary agronomy trials indicate that this new plant grows well with a plant population of 70-80,000 plants per hectare, compared to only 30 - 40,000 for the traditional taller plants. CIMMYT agronomists are now giving major attention to the optimum management practices for the new plant type, and to maximum yield trials.

CIMMYT nurseries containing these new short maize plants are now growing in local trials in most countries of southeast Asia, of tropical Africa, and of tropical Latin America.

This could provide an important increase of yields for the tropical world within the next few years.

Quality protein maize.

Mice, rats, chicks, swine, and human babies have all been subjected to feeding trials during 1973, testing the new hard-endosperm, high-lysine maize developed by CIMMYT and its collaborators. The feeding trials have confirmed that the hard endosperm (inner tissue) has retained the nutritional value of the opaque-2 gene, and the world now has a high lysine maize in a kernel type which most maize eaters prefer.

This development requires some background. Since 1964 scientists have known that a mutant type of corn, called opaque-2 because of its strange appearance, contained a very high nutritional value, approaching the food value of milk. Laboratory tests have shown that this special nutritional value is caused by a higher level of two amino acids, lysine and tryptophan, each of which is approximately doubled in the opaque - 2 maize, compared to traditional maize.

But there are problems in exploiting this mutant. First, there was the problem of transferring the mutant gene to a better plant type with higher yield. This was accomplished. But more difficult was the soft endosperm of the mutant, which caused it to deteriorate in storage; and the strange appearance which caused human eaters to reject the maize.

CIMMYT breeders set out in 1968 to change the soft endosperm, and strange appearance. By 1972 the first experimental line with hard endosperm and normal color was sent around the world for testing and multiplication. We are now in the second cycle of seed increase, and by the end of 1973 there will be many tons of seed available in 16 countries of Asia, Africa and Latin America.

In the laboratory, this new maize makes tortillas and arepas which are indistinguishable from standard maize. But there has not yet been opportunity for widespread feeding trials with human populations. That will come in 1974.

Also by 1974 CIMMYT will have five additional maize populations, each with hard endosperm and opaque - 2 gene. Among these populations will be differing kernel types to fit the demands of most of the world's maize growing areas.

UNDP is the donor for CIMMYT's work on quality protein maize. Early in 1973, UNDP and CIMMYT entered into a new contract providing \$ 2.3 million dollars for this work during the period 1973-76. CIMMYT is now broadening its activities with quality protein maize in Asia, Africa and Latin America, using nursery trials, seminars, international consulting, development of protein testing laboratories, and training of additional maize researchers for these developing countries.

Spring bread wheats.

Bread wheat research at CIMMYT gives first priority to the problem of yield stability, especially the problem of stabilizing resistance to diseases.

The history of the 20th Century has been marked by repeated epidemics of various diseases in wheat growing countries, including those in Asia, Africa, and Latin America.

Wheat varieties which have achieved wide use generally carry single-gene resistance to some specific races of rust, or some groups of races. But this resistance tends to break down when a variety achieves success, and is grown over a very large area. In India for example, the first Mexican wheats introduced into Asia in the 1960s are now becoming susceptible to the three rusts.

CIMMYT scientists are working upon this problem from two approaches.

(1) We search for wider or "horizontal" resistance. When a variety of wheat is found to be resistant to rusts in many countries of the world, the CIMMYT breeders transfer that resistance into the most successful wheat varieties at CIMMYT. Gradually the resistance of these varieties is being broadened.

(2) CIMMYT is developing "multi-line varieties". The multi-line is a kind of genetic soup containing many different types of disease resistance. A multi-line can be compared to a "composite" in maize breeding. No new race of rust is likely to attack all the elements in a multi-line in a single year. Thus the multi-line provides an early warning system when a part of the mixture is breaking down and the susceptible line or lines can be removed.

These breeding approaches are highly technical. They are described in more scientific terms in CIMMYT publications.

Half or more of the 4,000 bread wheat crosses made at CIMMYT this year will be aimed at furthering this research on disease resistance, and yield stability. The 600 wheat nurseries which CIMMYT will send this year for growing in over 60 countries will provide some information usable in this search for wider resistance.

Achieving stability in wheat yields is a long, slow job.

Winter - spring wheat crosses.

Wheat breeders have long recognized the advantages of transferring the best characteristics of winter wheats into the springs, and vice versa. But the process is difficult because the two types require different climates.

Winter wheats are considered superior in cold hardiness, drought tolerance and resistance to septoria (a fungus disease). Spring wheats are recognized for their better resistance to rusts, and their better milling and baking quality. A marriage of the two would make both crops more valuable.

In 1968 CIMMYT began a cooperative program, involving breeders in three locations, -- in the Northwest U. S., in Turkey, and in Mexico. All three locations are making winter-spring wheat crosses, and exchanging their progeny for trials in the other two countries.

Reports from this program in 1973 indicate that some spring wheats derived from the early crosses are superior in drought resistance when tested in Turkey and Lebanon. Some have superior yield. There is a broadening of maturity range which will permit earlier planting, and thus the farmer can take advantage of moisture remaining from a previous rainy season.

It is the judgment of CIMMYT scientists that this winter x spring crossing program offers the most promising approach to increasing drought tolerance in spring wheat varieties.

A three-way linkage in this program will continue between CIMMYT, Oregon State University, and Turkey. Any results on winter wheats which prove useful in Turkey will be passed on to other winter wheat areas such as Iran, Afghanistan, and Korea.

Durum wheat.

Durum wheat, which produces the world's pasta (macaroni for example) and the Arab couscous, is a very important crop in the developing countries of North Africa, the Near East, India and Argentina. Durums provide the principal diet for several tens of millions of people. Previous research on this crop has been conducted largely in industrialized countries of the temperate zone, and their varieties were not adapted to the tropical and sub-tropical regions.

During the period 1968-73 CIMMYT scientists in Mexico developed a strong durum breeding program. The plant has been dwarfed to provide stronger straw. Resistance was introduced to diseases common in Mexico. Yield levels were raised to equal those of bread wheat.

In 1973 major attention is shifting to the Mediterranean region, involving strong collaboration with the national cereal breeding programs of Algeria, Tunisia, and Turkey. Here the breeding targets for durum wheat include resistance to septoria disease (not common in Mexico), to stem rust (different from Mexico), to winter cold tolerance (for the high plateaus of Algeria and Turkey) and for industrial quality of grain acceptable to the import market of southern Europe.

The director of the CIMMYT durum program and of the CIMMYT industrial laboratory both spent several months in the spring of 1973 studying the problems of the Mediterranean and Near East Region, in order to shape the next stage of the durum program.

Triticale.

CIMMYT's work on the manmade cereal, triticale, is conducted in collaboration with the University of Manitoba, Canada, and with a number of national breeding programs in Asia, Africa, and Latin America. The work is financed by the Government of Canada (CIDA and IDRC).

When CIMMYT became involved in 1965, there were three major defects in this experimental cereal: (1) a high degree of sterility, (2) a high degree of grain shrivelling, and (3) plants which were too tall and easily lodged.

By 1968 the fertility problem was overcome at CIMMYT by a fortuitous cross with a bread wheat parent. By 1971 dwarfing was introduced from both wheat and rye parents. By 1973 a large number of segregates have been found with plump grain but the shrivelling characteristic still requires considerable work to introduce the plump grain into the general breeding program.

During the past year, more breeding materials have been drawn from the winter ryes, which provide better head type, improved drought tolerance, and greater cold tolerance.

Some superiorities of triticale over wheat and rye are beginning to appear in the international trials. Indian scientists reported that triticale on trial in hill areas there outproduced bread wheats under drought stress. In Ethiopia yields of triticale much exceeded bread wheats in some yield trials.

Commercial production of triticale has already begun on a limited scale.

In Canada, some triticale is being produced for the distilling industry. Farmers in the southern U.S. are using triticale for winter forage and grain feed production.

The CIMMYT nurseries for triticale will be grown at 80 locations, worldwide, in 1973.

Looking to the future, CIMMYT scientists foresee that triticale may serve as a cereal crop and a forage crop in areas which are either too cold or too dry for other commercial cereals.

Barley for human food.

Barley is the principal cereal grain consumed by some millions of people living in areas of low rainfall and short growing season (that is, areas of North Africa, the Near East, eastern Europe, and in higher altitudes of South America). Barley sustains some of the world's poorest people in some of the most marginal agricultural areas.

Scientists in the past have done little work on barley except as an animal feed and a raw material for the brewing industry.

CIMMYT's present barley research began in 1972 and is now in its third breeding cycle. More than 1000 crosses have been made each cycle from a germ plasm collection of 5000 varieties. CIMMYT's approach aims to develop hulless barley with strong straw, greater drought and disease resistance, and higher protein quality. Some breeding materials have already been identified which strengthen each of these characteristics.

In 1973 a collection of barley varieties, known as the "International Barley Observation Nursery" was distributed by CIMMYT to 20 locations, world-wide, to obtain information on genetic sources of resistance to the major diseases. Also in 1973, CIMMYT distributed a nursery of F₂'s (2nd generation breeding materials) for testing in 21 national barley programs.

The barley program has made a good start in its first year and is expected to produce new varieties of superior agronomic type and superior nutritional value within the next few years.

Cold tolerant sorghum.

The Government of Canada provided CIMMYT in 1972 with a two year grant of \$ 70,000 to continue CIMMYT's limited research on cold-tolerant sorghum. CIMMYT believes that this cereal may be better adapted than maize to some of the drier regions with elevations above 2,000 meters in Latin America. Sorghum is more drought resistant.

CIMMYT continues to make progress with this crop. Sorghum germplasm from the East African highlands of Ethiopia and Kenya has been combined with grain sorghum types from Texas in the U. S. to make populations that are now setting seed satisfactorily at El Batán, Mexico (2,250 meters), at Poza Rica, Mexico (50 meters) and as far north as Hudson Bay in Canada. Sorghum has not previously been grown at these high elevations or latitudes of the Western Hemisphere.

This sorghum work in Mexico will be integrated with that of the new institute ICRISAT, in India, when that center makes arrangements to conduct high altitude research.

Plan Puebla, and farmer adoption studies.

CIMMYT is completing in 1973 its 7-year study of small farmers who are adopting new maize technology in Puebla State, Mexico. A terminal report, summarizing results, will be issued in the last half of 1973.

At the same time, the CIMMYT Economic Studies Unit has been asked by the Trustees to review the experience of eight countries in spreading the use of new technology for wheat and maize. Specifically, these reviews aim to answer the question: what has happened to different classes of farmers during the introduction of new technology? This survey is focused on the following eight countries:

For maize:

Mexico
El Salvador
Colombia
Kenya

For wheat:

India
Iran
Turkey
Tunisia

An economist from CIMMYT will present some preliminary findings to the Economic and Social Science symposium at Centers Week, July 27-28, 1973, and a fuller report is expected in the first half of 1974.

International outreach.

CIMMYT's assistance to national wheat and maize programs can be measured in several ways:

(1) CIMMYT's scientific staff in Mexico has spent over 1,200 man-days consulting with more than 60 Governments of Asia, Africa, and Latin America during 1972-73. These consultants discuss current production problems, and bring back to Mexico new guidelines for CIMMYT's research program.

(2) CIMMYT's international nursery trials which contain seed of experimental wheat and maize, were grown in 85 different countries, at 1,038 sites, in 1972. This level of activity is expected to continue in 1973 and 1974.

(3) In 1973 CIMMYT has assigned 20 of its staff on a residential basis, outside Mexico, to collaborate with national wheat and maize production programs in the following countries (number of assigned CIMMYT staff in parenthesis):

For wheat:

Turkey (2)
Tunisia (4)
Algeria (4)
Morocco (2)

For maize:

Pakistan (2)
Nepal (1)
Egypt (1)
Zaire (3)
Colombia (1)

CIMMYT has received special donor grants to support each of these outreach projects. The donors include Ford and Rockefeller Foundations, USAID, and the Government of Zaire.

Judged by the number of requests from Governments, which CIMMYT is now examining, there will be further increase in outreach projects in 1974.

Training.

CIMMYT's in-service training program in Mexico for young scientists and production specialists has expanded each year for the past three years, as follows:

- 1970 -- 42 trainees from 18 countries.
- 1971 -- 67 trainees from 20 countries.
- 1972 -- 82 trainees from 35 countries.

Each trainee participates in the CIMMYT program in Mexico for 8-9 months. Pressure from governments to accept a larger number of trainees continues to grow. Nearly all fellowships for in-service training at CIMMYT are provided by special grants contributed by: Inter-American Development Bank, FAO, UNDP, Canadian and U. S. Governments, the Ford and Rockefeller Foundations and the Government of Zaire.

Other specialized types of training raised the total of CIMMYT fellows in 1972 to 131, and this number appears likely to be exceeded in 1973 and 1974.

CIMMYT has made a special effort to increase its predoctoral and postdoctoral fellows and visiting scientists to at least 15 a year. These fellows work at CIMMYT as part of the regular research staff and some of them carry away an immediate leadership capability for the national wheat and maize programs, outside Mexico.

International symposia.

A symposium at CIMMYT generally takes the form of a one-week gathering of a world-wide network of scientists who collaborate with CIMMYT and thus constitute another form of outreach.

Symposia recently held, or now scheduled, cover the following topics:

<u>Date</u>	<u>Topic</u>	<u>Participants</u>
December 1972	Opaque-2 maize progress.	80 from 20 countries
January 1973	Wheat, triticale, and barley strategy.	160 from 30 countries
October 1973	Triticale progress.	80 from 20 countries
January 1974	Maize strategy.	80 from 20 countries

Some symposia are financed by special grants to CIMMYT, and some are included in core budget. For example, the Opaque-2 maize symposium was financed by USAID and UNDP. The triticale symposium will be financed by the Government of Canada. CIMMYT core budget has or will provide all financing for the two strategy symposia on wheat and maize.

Program review at CIMMYT.

The years 1972 and 1973 have been a period of program review at CIMMYT.

In April 1972 CIMMYT invited an external review panel, consisting of three scientists and one economist, to review the CIMMYT programs and advise on improvements. A valuable report from this panel was distributed at Centers Week, 1972.

During September - December 1972 the CIMMYT senior staff held a series of seminars in their own research plots and laboratories, and produced their own report on what changes they believe are needed in CIMMYT programs. This report will be distributed to Center's Week, 1973.

A Program Committee of CIMMYT Trustees also reviewed the CIMMYT program, and produced its own report for the Annual Trustees Meeting in April 1973. This report will be distributed at Center's Week, 1973.

Still another review of CIMMYT activities was conducted by two visitors from the Consultative Group Secretariat, who spent a 10-day period at CIMMYT in April 1973. Their report will also be distributed at Center's Week, 1973.

The amount of time devoted to these reviews by the CIMMYT scientific staff has been excessive, partly because of the learning process. It should be possible to organize reviews of program in subsequent years with a minimum of demand upon the time of the researchers.

Review of administration at CIMMYT.

In December 1972 CIMMYT invited a 3-man external panel to review CIMMYT's administration. Mr. José Drilon, Under Secretary of Agriculture in the Philippines and formerly executive officer of IRRI, served as chairman of the panel.

One panel member concentrated on personnel matters, including salaries and benefits, job classification, annual performance appraisal, and personnel records.

Another concentrated on financial matters, including accounting systems, cash flow, auditor's report, and safeguarding bank accounts and cash.

A third member specialized in General Services, such as travel service, procurement service, food and housing services, building and grounds maintenance, vehicle repairs, and so on.

A detailed report containing some 80 recommendations was presented by the Panel and studied by the CIMMYT Trustees. CIMMYT management is still in process of reviewing the recommendations and introducing the changes.

Anyone interested in studying this Administrative Review may receive copies of the documents from the Director General's office of CIMMYT.

CIMMYT's physical plant in Mexico.

CIMMYT's new headquarters complex, 50 kilometers northeast of Mexico City was occupied in July 1971. During the first two years of use, the facilities proved to be both functional and attractive.

The six experiment stations where CIMMYT conducts its research in Mexico, at different elevations and in different agro-climates, were only partly developed in 1971. But by the end of 1973, however, these stations will be virtually complete in their development of fencing, land levelling, supplemental irrigation, and workshop buildings.

To date, the Rockefeller Foundation and the Consultative Group have invested about \$ 7.0 millions in CIMMYT's physical plant in Mexico, and the remaining capital requirements over the next four years (1974-77) are presently estimated at about \$ 1,000,000.

Section 3. Explanation of 1974 Budget.

Increases in Operating Budget, 1974.

CIMMYT is requesting no new programs in 1974, and there is no increase of major magnitude in any existing program.

CIMMYT management proposes a budget of \$4,108,000 for Operations in 1974, compared to \$3,935,000 in 1973. The net increase is \$173,000 or 4.4%.

The increase involves 3 factors:

(1) Inflation and merit salary increases have been running about 7% in recent years. Using 1973 as a base this requires an increase of approximately:	275,000
(2) Addition of 14 supporting staff (Note Table 6) budgeted at:	36,000
(3) Decrease in costs due to completion of CIMMYT's management of Plan Puebla, and related activities estimated at:	(138,000)
Total:	<u>173,000</u>

If Plan Puebla activities in item (3) had continued with increases as noted in item 1 above, the 1974 projected overall increase would be 7.9%.

Personnel changes, 1974.

No increase is proposed in CIMMYT's senior staff for 1974.

Total senior staff positions (Grades I - IV) will remain at 51, the same as 1973. This included 39 under core unrestricted budgets and 12 under core restricted grants (grants with restricted time periods).

Supporting staff will increase in 1974 by a net total of 14. This arises from a variety of circumstances listed below:

Supporting Technical Staff Increases

- 1 Technician in winter wheat program
- 1 Ayudante (helper) in winter wheat program
- 1 Ayudante (helper) in maize agronomy
- 4 Laborers in Experiment Stations

Supporting Office and Maintenance Staff

- 1 Secretary in wheat program
- 1 Secretary in information services
- 1 Craftsman in motor pool
- 1 Craftsman in Building and Grounds
- 3 Laborers in Buildings and Grounds
- 7

In addition there are anticipated transfers of positions which balance each other.

Capital Development, 1974. (Table 5)

CIMMYT's capital development program for the period 1966 through 1978 has been estimated to cost \$8.0 millions, and those original plans are nearing completion.

In 1974 CIMMYT is asking \$410,000 for capital costs. Approximately \$150,000 of this budget would be spent for buildings and equipment. Another \$250,000 is for added working capital, to help meet cash flow problems. The request for added working funds has been worked out jointly between all of the Centers, and the Consultative group Secretariat.

Details on the capital budget are given in Table 5.

One Issue in this Budget: Inflation.

The most important issue in this budget proposal can be stated as a question: How should CIMMYT budget for inflation in its core program in Mexico?

The 1974 budget proposal contains an average of 7% increase over 1973 to cover merit salary increases and inflation. Similar budget increases in 1971 and 1972 permitted CIMMYT to maintain its buying power in program activities.

However, in the last quarter of 1972 and the first quarter of 1973, published economic data in Mexico suggest an annual inflation rate of 15-18%. If this rate of inflation continues through 1973 and into 1974, CIMMYT's budget for 1974 would be inadequate. CIMMYT's buying power would be reduced by about 10%.

CIMMYT Trustees believe the CIMMYT program cannot sustain a reduction of this magnitude without injuring the national maize and wheat programs with which CIMMYT works. The Trustees have determined that if the current rate of inflation continues through 1973 and into 1974, the Trustees will ask CIMMYT Management to postpone whatever program elements can be postponed, and the Trustees will then authorize CIMMYT to use its working funds to fill the gap.

If this becomes necessary, CIMMYT would request additional working capital in a subsequent year.

Section 4. Budget Tables.

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CIMMYT 1974 BUDGET

TABLE 1

TABLE 1 Summary of Costs by Program and Activity, 1970-1977

(US \$ Thousands)

MAJOR ACTIVITIES	Actual			1973 Budget		1974 Budget	Projected		
	1970 Core	1971 Core	1972 Core	Original a/ Core	Revised b/ Core		1975 Core	1976 Core	1977 Core
1. Research									
Wheat	778	614	728	784	782	831			
Maize	455	461	482	606	573	627			
Plan Puebla & Related Activities	193	155	171	198	192	67			
Economics	-	-	78	213	189	208			
Total	1,426	1,230	1,459	1,801	1,736	1,733			
2. Conferences & Training Activities									
Wheat Training c/	-	72	122	209	211	258			
Maize Training c/	-	20	58	187	190	213			
Symposia	-	-	-	20	80	21			
Total	-	92	180	416	421	492			
3. Library & Information Services									
Library	-	12	20	22	39	42			
Information Services	171	136	187	213	220	230			
Total	171	148	207	235	259	272			
4. Support Operations									
a. Service Activities									
Buildings & Grounds	-	53	115	136	132	141			
Common Laboratory Services	-	80	70	82	94	100			
Experiment Station Operations	248	304	469	413	431	455			
Motor Pool	15	28	102	124	127	111			
General Office Services	15	26	58	63	60	66			
Total	278	491	814	818	844	873			
b. General Administration									
Board of Trustees	11	14	13	20	17	20			
Office of Director General	203	266	293	265	263	282			
Accounting	75	104	131	139	161	170			
Purchasing	5	15	40	37	31	33			
Executive Office	38	49	53	52	48	52			
Mexico City Office	-	14	21	32	30	30			
Travel Office	4	4	7	7	8	10			
Total	336	466	558	552	558	597			
5. General Operations									
Communications (Telephone & Cable)	10	19	23	35	24	31			
Office Occupancy (Rent)	26	18	5	6	6	6			
General Supplies	14	30	35	36	41	47			
Insurance	2	2	13	16	20	25			
Electricity	3	19	26	35	26	32			
Total	55	88	102	128	117	141			
6. All Other									
Provisions for future price changes d/	-	-	-	-	-	-	288	308	329
TOTAL CORE	2,266	2,515	3,320	3,950	3,935	4,108	4,396	4,704	5,033

a/ 1973 Budget based on level of funds approved by the Consultative Group, November 1972.

b/ 1973 working budget approved by CIMMYT Trustees Executive and Finance Committee, April 1973.

c/ Training funds shown here cover costs of training staff, and certain other training costs at Headquarters, but most fellowships are obtained from restricted or special grants, and are not shown here. In rounded figures, CIMMYT budgets half the total cost of training in the core budget (shown here) and half in restricted and special grants.

d/ For the years 1975, 1976 and 1977, CIMMYT has budgeted price increases at the rate of 7% a year, but does not show any new programs unless they are already committed by donors. The Consultative Group Secretariat requested this procedure. This does not imply that CIMMYT expects its program to remain static.

CIMMYT 1974 BUDGET

TABLE 2 Summary of Manyears and Costs by Organizational Unit, 1970 - 1977

By Organizational Unit	(US \$ Thousands)															
	Actual				1973 Budget								Projected			
	1970		1971		1972		Original b/		Revised c/		1974		1975		1976	
	Man- Years	Cost	Man- Years	Cost	Man- Years	Cost	Man- Years	Cost	Man- Years	Cost	Man- Years	Cost	Man- Years	Cost	Man- Years	Cost
1. Program Units																
Wheat	8.2	778	9.4	686	11.9	850	13.7	1,013	13.7	1,013	15	1,089				
Maize	5.0	455	7.3	481	8.0	540	14.0	793	14.0	763	16	861				
Plan Puebla & Related Activities	2.0	193	2.0	155	2.0	171	2.0	198	2.0	192	1	67				
Economics	-	-	-	-	1.0	78	2.0	213	2.0	189	3	208				
Total Operating	15.2	1,426	18.7	1,322	22.9	1,639	31.7	2,217	31.7	2,157	35	2,225	35		35	35
2. Support Units																
a. Service Operations:																
Buildings & Grounds	1.0	-	1.0	53	1.0	115	1.0	136	1.0	132	1	141				
Common Lab Services	-	-	2.0	80	1.1	70	1.5	82	1.5	94	2	100				
Experiment Station Op.	1.0	248	1.0	304	1.0	469	1.0	413	1.0	431	1	455				
Motor Pool	-	15	1.0	23	1.0	102	1.0	124	1.0	127	1	111				
Information Services	2.8	171	2.3	136	3.0	187	4.5	213	4.5	220	5	230				
General Office Services	-	15	-	26	-	58	-	63	-	60	-	66				
Library	-	-	-	12	-	20	-	22	-	39	-	42				
Total	4.8	449	7.3	639	7.1	1,021	9.0	1,053	9.0	1,103	10	1,145	10		10	10
b. General Administration																
Board of Trustees	-	11	-	14	-	13	-	20	-	17	-	20				
Office of Dir. General	3.0	203	3.0	266	3.0	293	3.5	265	3.5	263	4	282				
Accounting	2.2	75	3.0	104	3.5	131	4.0	139	4.0	161	4	170				
Purchasing	-	5	1.0	15	1.0	40	1.0	37	1.0	31	1	33				
Executive Office	1.0	38	1.0	49	1.0	53	1.0	52	1.0	48	1	52				
Mexico City Office	-	-	0.5	14	1.0	21	1.0	32	1.0	30	1	30				
Travel Office	-	4	-	4	-	7	-	7	-	8	-	10				
Total	6.2	336	8.5	466	9.5	558	10.5	552	10.5	558	11	597	11		11	11
3. General Operations																
Communications (Telephone & Cable)	-	10	-	19	-	23	-	35	-	24	-	31				
Office Occupancy (Rent)	-	26	-	18	-	5	-	6	-	6	-	6				
General Supplies	-	14	-	30	-	35	-	36	-	41	-	47				
Insurance	-	2	-	2	-	13	-	16	-	20	-	25				
Electricity	-	3	-	19	-	26	-	35	-	26	-	32				
Total	-	55	-	88	-	102	-	128	-	117	-	141				
Provision for Future Price Changes d/													288		308	329
Total Core	26.2	2,266	34.5	2,515	39.5	3,320	51.2	3,950	51.2	3,935	56	4,108	56	4,396	56	5,033
By Object of Expenditure																
Personal Service Costs	1,353		1,436		1,784		2,174		2,142		2,301					
Travel	137		129		173		225		202		214					
Direct Trainee Costs	129		100		122		279		283		299					
Field & Lab Expenses	348		378		584		492		626		631					
Office Related Expenses	100		178		219		301		245		270					
Vehicle Costs	127		177		324		250		199		165					
General Program Expenses	72		117		114		229		238		228					
Provision for Price Changes d/													288		308	329
TOTAL CORE	26.2	2,266	34.5	2,515	39.5	3,320	51.2	3,950	51.2	3,935	56	4,108	56	4,396	56	5,033

a/ Includes only actual manyears of principal and professional support staff (CIMMYT Grades I - V only). See Table 6 for complete CIMMYT staffing pattern as approved by CIMMYT Trustees.

b/ 1973 Budget based on level of funds approved by the Consultative Group, November 1972.

c/ 1973 working budgets as approved by CIMMYT Trustees Executive and Finance Committee, April 1973.

d/ For the years 1975, 1976 and 1977, CIMMYT has budgeted price increases at the rate of 7% per year, but does not show any new programs unless they are already committed by donors. The Consultative Group Secretariat requested this procedure. This does not imply that CIMMYT expects its program to remain static.

CIMMYT 1974 BUDGET

TABLE 3

TABLE 3 Summary of Sources and Application of Funds, 1970 - 1977

(U. S. \$ Thousands)

Sources of Funds	Actual			1973 Budget		Budget	Projected		
	1970	1971	1972	Original a/	Revised b/	Proposed	1975	1976	1977
				1973	1973	1974			
1. Core Operations and Capital.									
a. Unrestricted									
1) Rockefeller Foundation	781	740	750	---	750				
2) Ford Foundation	750	750	1,033	---	750				
3) U. S. A. I. D.	625	769	1,090	---	1,500				
4) I.B.R.D. Group	---	---	1,000	---	1,000				
5) Denmark	---	---	100	---	---				
6) West Germany	---	---	---	---	276				
7) Others c/	---	---	---	---	509				
8) Total Donors	2,156	2,259	3,973	4,881	4,785	4,151	4,448	4,478	4,603
9) Earned Income	110	256	322	252	348	367	393	421	450
10) Total Unrestricted	2,266	2,515	4,295	5,133	5,133	4,518	4,841	4,899	5,053
b. Restricted									
1) Rockefeller Foundation	197	207	86	118	111	---	---	---	---
2) U.N.D.P.	84	262	752	665	452	772	790	813	---
3) C.I.D.A./I.D.R.C.	---	209	136	283	509	580	526	280	---
4) Miscellaneous	---	---	---	---	30	33	35	37	---
5) Total Donors	281	678	974	1,066	1,102	1,135	1,101	880	959
6) Unexpended Balance from previous year	18	(22)	26	---	236	250	250	250	250
7) Total Restricted	299	656	1,000	1,066	1,338	1,385	1,351	1,130	1,209
c. Gross Core Operations and Capital Funds Required d/									
	2,565	3,171	5,295	6,199	6,471	5,903	6,192	6,029	6,262
1) Less Unexpended Restricted Core Balances	(18)	22	(26)	---	(236)	---	---	---	---
2) Less Earned Income	(110)	(256)	(322)	(252)	(348)	(367)	(393)	(421)	(450)
d. Net Core Operating and Capital Funds Required from CG e/									
	2,437	2,937	4,947	5,947	5,887	5,536	5,799	5,608	5,812
e. Net Capital Funds Required f/									
	---	---	975	1,183	1,198	410	445	195	20
2. Special Projects									
a.									
1) Rockefeller Foundation	2,828	1,509	174	---	98				
2) Ford Foundation	116	815	457	---	916				
3) U.S.A.I.D.	66	203	118	---	234				
4) Other	33	183	481	---	225				
b. Total Donors	3,043	2,710	1,230	---	1,473	1,556	1,679	1,811	1,952
c. Unexpended Balances	123	646	371	---	168	200	200	200	200
d. Total Special Projects	3,166	3,356	1,601	1,740	1,641	1,756	1,879	2,011	2,152
3. Total Gross Funds Required g/									
	5,731	6,527	6,896	7,939	8,112	7,659	8,071	8,040	8,414
4. Less Funds Available h/									
	251	880	719	252	752	817	843	871	900
5. Net Funds Required i/									
	5,480	5,647	6,177	7,687	7,360	6,842	7,228	7,169	7,514
Application of Funds									
6. Core Operations									
	2,587	3,145	4,084	4,766	5,023	5,243	5,497	5,584	5,992
7. a) Capital Actual Expenditures									
	---	---	975	1,183	1,092	160	445	195	20
b) Working Capital j/									
Sub - Total	2,587	3,145	5,059	5,949	6,221	5,653	5,942	5,779	6,012
8. Special Projects									
	2,520	2,985	1,433	1,565	1,441	1,556	1,679	1,811	1,952
9. Unexpended Balances									
a. Restricted Funds	(22)	26	236	250	250	250	250	250	250
b. Special Projects	646	371	168	175	200	200	200	200	200
Sub - Total	624	397	404	425	450	450	450	450	450
Total Application of Funds									
	5,731	6,527	6,896	7,939	8,112	7,659	8,071	8,040	8,414

a/ 1973 Budget based on level of funds approved by the Consultative Group, November 1972.

b/ 1973 working budget approved by CIMMYT Trustees Executive and Finance Committee, April 1973.

c/ West Germany and the World Bank Group indicated that their payments to CIMMYT in the second half of 1973 would cover this gap of \$ 509,000 but as of July 1, 1973, the proportion from each donor was not settled. CIMMYT's budget proposal for 1974 is based upon the premise that the 1973 program will be financed in full.

d/ Gross Core and Capital Funds Required = 1(a) 10 + 1 (b) 7.

e/ Net Core and Capital Funds Required from CG = 1 (c) minus (1(c) 1 + 1(c) 2).

f/ In 1970 and 1971 Capital Grants were received as special grants and are included in 2(a) 1; from 1972 onwards, total unrestricted funds received or requested from donors (line 1(a) 8) includes funds for core operations and capital. Figures in this line are included for information only. See Table 5 for greater detail.

g/ Total Gross Funds Required = 1(c) + 2 (d).

h/ Less Funds Available = 1(a) 9 + 1 (b) 6 + 2 (c).

i/ Net Funds Required = Line 3 minus 4.

j/ Funds approved by the CIMMYT Trustees to meet the two problems of (a) cash advances for program purposes and (b) cash flow problems with donors.

CIMMYT 1974 BUDGET

TABLE 4

TABLE 4 End of year, Summary Financial Data, 1970-1973

	(US \$ Thousands)			
	End of 1970	End of 1971	End of 1972	Estimated December 1973
Current Assets				
Cash	260	442	632	600
Receivable from Donors	-	171	105	100
Other Receivables	886	200	350	350
Inventories	-	-	40	50
Prepaid Expenses	-	-	1	1
Working Capital	90	93	94	200
Revolving Fund - Auxiliary Services	-	-	15	30
Total Current Assets	1,236	906	1,237	1,331
Fixed Assets ^{1/}				
Land	-	-	-	-
Furnishings & Office Equipment	-	-	499	499
Buildings	-	-	647	700
Vehicles	-	-	3,275	3,600
	-	-	504	525
Total Fixed Assets	-	-	4,925	5,324
TOTAL ASSETS	1,236	906	6,162	6,655
Liabilities				
Current Liabilities	522	415	723	651
Total Liabilities	522	415	723	651
Unexpended Funds and Capital Balances				
Capital Balances:				
Working Capital	90	93	94	200
Revolving Fund - Auxiliary Services	-	-	15	30
Property & Equipment ^{1/}	-	-	4,925	5,324
Unexpended Grants:				
Restricted	(22)	26	205	250
Special Projects	646	372	200	200
Total	714	491	5,439	6,004
TOTAL LIABILITIES AND CAPITAL BALANCES	1,236	906	6,162	6,655
Sources of Funds				
Operating Core - Unrestricted	2,266	2,515	3,320	3,935
Operating Core - Restricted	299	656	1,000	1,338
Operating Special Projects	3,166	3,356	1,601	1,641
Working Capital - Core Unrestricted	76	90	93	94
Income - Auxiliary Services	-	-	54	110
Capital - Other	-	-	975	1,198
Total	5,807	6,617	7,043	8,316
Application of Funds				
Operating Core - Unrestricted	2,266	2,515	3,320	3,935
Operating Core - Restricted	321	630	764	1,088
Operating Special Projects	2,520	2,985	1,433	1,441
Expenses - Auxiliary Services	-	-	39	80
Working Capital - Core Unrestricted	76	90	93	200
Capital - Other	-	-	975	1,092
Total	5,183	6,220	6,624	7,836
UNEXPENDED BALANCES (Special & Restricted Programs)	624	397	404	450
Auxiliary Services	-	-	15	30
Memo Items				
Many years of Staff:				
Core Program	26.1	34.5	39.5	51.2
Special and Restricted Programs	16.9	21.9	32.2	34.0
Total	43.0	56.4	71.7	85.2

^{1/} Fixed Assets were capitalized beginning in 1972.

TABLE 5

CIMMYT 1974 BUDGET

TABLE 5 CIMMYT CAPITAL DEVELOPMENT, 1972-1977

Category	1972 Budget	1972 Actual Expenditures	1973 Estimated	1974 Requested	1975 Plan	1976 Plan	1977 Plan
1. Land Purchase	220	228	26 <u>1</u> /	-	-	-	-
2. Land Devel.	180	164	289 <u>2</u> /	12 <u>9</u> /	-	-	-
3. Field and Lab. Equipment	315	336	145 <u>3</u> /	115 <u>10</u> /	20 <u>13</u> /	95 <u>15</u> /	20 <u>17</u> /
4. Construction of Buildings	142	129	476 <u>4</u> /	33 <u>11</u> /	425 <u>14</u> /	100 <u>16</u> /	-
5. Roads, utilities & Furnishings	85	81	51 <u>5</u> /	-	-	-	-
6. Additional Program vehicles	13	37	80 <u>6</u> /	-	-	-	-
7. Library Acquisitions	-	-	25 <u>7</u> /	-	-	-	-
8. Additions to Working Capital	-	-	106 <u>8</u> /	250 <u>12</u> /	-	-	-
Total:	955	975	1198	410	445	195	20

Footnotes to Table 5.

1/ Land Purchase, 1973 -\$26,000. This item is for 13 hectares of land at Tlaltizapán, CIMMYT's intermediate elevation maize station (1,000 meters). At present, CIMMYT controls 48 hectares at this station, including 32 hectares which are croppable. All CIMMYT maize breeding between germ plasm from widely differing climatic zones is conducted here, and the present campaign to broaden the germ plasm pool for high lysine maize has been limited by lack of land at this elevation. As far as CIMMYT Management can now foresee, this purchase of land will complete CIMMYT's present requirements. The Mexican Government has already procured four pieces of research land for CIMMYT and it does not appear politically feasible for the Government to procure this private farmland at Tlaltizapán.

2/ Completion of irrigation systems and land levelling at five stations, 1973-\$289,000. These stations cannot be used for year-round cropping until the irrigation systems are completed.

	<u>Land Levelling & Shaping</u>	<u>Irrigation Systems</u>
El Batán	53,800	20,000
Toluca	48,000	59,000
Poza Rica	28,000	6,800
Tlaltizapán	53,800	19,800
	<hr/>	<hr/>
	183,600	105,600
	TOTAL:	289,200

3/ Field and Laboratory Equipment, 1973 - \$145,000.

Experiment Stations	107,585
Maize	5,000
Wheat	6,500
General Service Laboratories	4,300
General Administration	21,840
	<hr/>
TOTAL:	145,225

4/ Construction of Buildings, 1973-\$ 476,000.

Experiment Stations:

El Batán	35,000
Toluca	86,000

Footnotes to Table 5. (continued)

4/

Poza Rica	50,000
Tlaltizapan	78,000

General Administration:

Apartments for Visiting Scientists and Fellows (8 x \$16,000)	128,000
Trainee Recreation Area	56,570
Paving Around Workshop	4,000
Entrance Control Building	4,000
Sidewalk Paving	1,600
Six-bedroom Guest House Addition	18,000

<u>Machinery Building at CIANO (INIA Station)</u>	14,400
---	--------

TOTAL	475,570
-------	---------

5/ Roads, Utilities, Furnishings, 1973 - \$ 51,000

New Electrical System and Remodeling of Warehouse	12,000
Interconnecting of Three Irrigation Wells	1,840
Distilled Water System of Greenhouse	3,200
Paving of Entrance Road From Highway	22,400
Preparation of Exhibits	12,000

TOTAL	51,440
-------	--------

6/ Additional Program Vehicles, 1973 - \$ 80,000

1 Chevelle Sedan (Economics)	5,245
8 Datsun Sedans (Post Doctorals & Visiting Scientists)	20,800
2 Chevrolet Pickups (Wheat)	8,960
1 Datsun Pickup (Experiment Stations)	2,385
1 Extended Cab Pickup (Wheat)	5,300
1 7-ton Truck (Experiment Stations)	11,500
1 12-Passenger Carryall (Maize)	6,160
1 44-Passenger Bus (Administration)	19,215

TOTAL:	79,565
--------	--------

Footnotes to Table 5. (continued)

7/ Library, 1973 - \$ 25,000

Library Equipment and Furnishings	4,700
Books, Publications, etc.	<u>20,300</u>

Total: 25,000

8/ Additional Working Capital, 1973-\$106,000. CIMMYT Board of Trustees at its June, 1972 meeting authorized the inclusion of \$ 200,000 in its 1973 budget for working capital. Since \$ 94,000 in working capital was available from previous years, the additional need is \$ 106,000. Such working funds are needed to provide advances of funds for staff travel, experiment station operations, and petty cash, and to meet cash flow problems caused by delayed payments of donors.

9/ Land Development, 1974, \$12,000. Land development costs for 12 hectares of Ejidal land at El Batán, assuming arrangements are completed by Government of Mexico to make it available to CIMMYT.

10/ Field and Laboratory Equipment, 1974, \$ 115,000. \$ 20,000 for two growth cabinets and \$ 95,000 for field equipment for Experiment Stations.

(Growth cabinets are used to synchronize pollen production and the growing of embryos in "wide cross" research).

11/ Construction of Buildings, 1974, \$ 33,000.

1. Experiment Station Superintendent House at El Batán	20,000
2. Lecture room for Trainees at Poza Rica	8,000
3. Visitors Facility - Additional Maize and Wheat Exhibits at El Batán	<u>5,000</u>

Total: 33,000

12/ Addition to Working Capital, 1974, \$ 250,000. Actual cash transfers from donors frequently lag substantially behind commitments. In addition, advances of funds for program purposes frequently exceed \$ 250,000 at CIMMYT. In order to deal with this problem, the Directors of the International Centers have recommended that the 1974 budget proposals include a one-time provision for working capital equal to 40 days average cash requirements. For CIMMYT this equals:

$$40 / 365 \text{ of } \$ 4,108,000 = \$ 450,192$$

Since provision was made to include a \$ 200,000 item for this purpose in 1973, only the balance (\$ 250,000) is included in this budget.

Footnotes to Table 5. (continued)

13/ Field and Laboratory Equipment, 1975, \$20,000. One growth cabinet (see footnote 10) and small field and laboratory equipment.

14/ Construction of Buildings, 1975, \$425,000. Includes:

- | | |
|--|---------|
| 1. Experiment Station Superintendent House at Toluca | 20,000 |
| 2. Insect mass-rearing facility | 100,000 |
| 3. Visitors Facility - Additional Maize and Wheat Exhibits | 5,000 |
| 4. 25 dormitory rooms for Trainees at Tlaltizapán | 75,000 |
| 5. 25 dormitory rooms for Trainees at Poza Rica | 75,000 |
| 6. 50 dormitory rooms for Trainees at Toluca | 150,000 |

TOTAL: 425,000

15/ Field and Laboratory Equipment, 1976, \$95,000. Includes:

- | | |
|--|--------|
| 1. Additional Field and Laboratory Equipment | 20,000 |
| 2. Development of computer sub-terminal facility | 75,000 |

TOTAL: 95,000

16/ Construction of Building , 1976, \$100,000. Construction of building for visitors.

17/ Field and Laboratory Equipment, 1977, \$20,000. Additional field and laboratory equipment.

CIMMYT 1974 BUDGET**TABLE 6** CIMMYT STAFFING, ALL CATEGORIES, 1972-73-74

(Number of positions as approved by CIMMYT Trustees)

	1972		1973		1974	
	U 1/	R 2/	U 1/	R 2/	U 1/	R 2/
<u>Grades I - IV (In Mexico)</u>						
Grade I Directors	5	-	5	-	5	-
Grade II Professional	4	1	6 3/	1	6	1
Grade III Professional	13	2	13	2	13	2
Grade IV Professional	13	7	15 4/	9 5/	15	9
Sub - Totals	35	10	39	12	39	12
<u>Supporting Staff (all in Mexico)</u>						
1) <u>Technical personnel</u>						
a) Supporting scientists (Grade V)	8	6	9	6	9	7
b) Technicians	36	9	40	9	41	9
c) Ayudantes (helpers)	47	28	53	27	55	18
d) Labor	62	0	71	0	75	0
e) Sub - total	153	43	173	42 7/	180	34 7/
2) <u>Office and maintenance personnel</u>						
a) Supervisors (Grade V)	8	0	9	0	9	0
b) Office Staff	46	4	51	4	53	5
c) Craftsmen	14	0	18	0	20	0
d) Labor	45	0	52	0	55	0
e) Sub - total	113	4	130	4	137	5
Total, supporting grades	266	47	303 6/	46	317 6/	39
Total Core Staff	301	57	342	58	356	51
<u>Professional Staff Abroad</u> (Special Funds)	-	23	-	22	-	22
Grand Total	301	80	342	80	356	73

- 1/ U = Unrestricted Core Funds. Employment in these positions is indefinite as long as there is mutual satisfaction between CIMMYT and employee.
- 2/ R = Restricted Core Funds. These positions are for limited periods, consistent with each grant.
- 3/ Additional winter wheat breeder and maize associate director.
- 4/ One additional assistant training officer in wheat and one assistant economist.
- 5/ Additional assistant training officer in maize, plus additional pathologist in Triticale Program.
- 6/ The fourteen additional Unrestricted Core supporting staff are estimated to cost approximately \$ 36,000 U. S. Dollars.
- 7/ The reduction of 8 supporting technical personnel is solely related to the completion of the 7-year experimental Plan Puebla, and affiliated activities.

CIMMYT 1974 BUDGET

TABLE 7 CIMMYT CORE GRADES I-IV APPROVED POSITIONS, 1971-1974

(NAMES AS OF APRIL 1973)

Position	Name	1971	1972	1973	1974
<u>Administration</u>					
Director General	Hanson	X	X	X	X
Deputy Director, Resident Programs	Osler	X	X	X	X
Deputy Director, Outreach and Special Programs	Finlay	X	X	X	X
Deputy Director, Administration	Unfilled		X	X	X
Executive Officer	Madrid	X	X	X	X
Controller	Henrie	X	X	X	X
<u>Wheat</u>					
Director	Borlaug	X	X	X	X
Associate Director	Anderson	X	X	X	X
Agronomist / Physiologist	Fischer	X	X	X	X
Barley Breeder	E. Rodríguez	X	X	X	X
Bread Wheat Breeder	Campos V.	X	X	X	X
Bread Wheat Breeder	Rajaram	X	X	X	X
Winter Wheat Breeder	Unfilled			X ^{1/}	X
Durum Wheat Breeder	Quiñones	X	X	X	X
Triticale Breeder	Zillinsky	X ^{2/}	X ^{2/}	X ^{2/}	X ^{2/}
Triticale Associate Breeder	Kohli		X ^{2/}	X ^{2/}	X ^{2/}
Triticale Associate Agronomist	Unfilled		X ^{2/}	X ^{2/}	X ^{2/}
Triticale Embryo Culture Specialist	Unfilled		X ^{2/}	X ^{2/}	X ^{2/}
Triticale Nutritionist	Unfilled		X ^{2/}	X ^{2/}	X ^{2/}
Triticale Pathologist	Unfilled			X ^{1/ 2/}	X ^{2/}
Cereal Chemist	Amaya C.	X	X	X	X
Pathologist	Fuentes	X	X	X	X
Training Agronomist	Lindt	X	X	X	X
Assistant Training Agronomist	Unfilled			X ^{1/}	X
International Nurseries / Seed Officer	Alcalá	X	X	X	X
<u>Maize</u>					
Director	Sprague	X	X	X	X
Associate Director	Unfilled			X ^{1/}	X
Agronomist	Goldsworthy	X ^{3/}	X ^{3/}	X ^{3/}	X ^{3/}
Agronomist / Physiologist	Colegrove	X	X	X	X
Maize Breeder	Carballo Q.	X ^{3/}	X ^{3/}	X ^{3/}	X ^{3/}
Maize Breeder	Johnson	X	X	X	X
Maize Breeder	Villena D.	X	X	X	X
Maize Breeder	Vasal	X ^{3/}	X ^{3/}	X ^{3/}	X ^{3/}
Entomologist	Granados R.	X	X	X	X
Entomologist	Ortega C.	X	X	X	X
Geneticist	Gutiérrez G.	X ^{3/}	X ^{3/}	X ^{3/}	X ^{3/}
Pathologist	De León	X	X	X	X
Pathologist	Unfilled	X	X	X	X
Soils Specialist & Agronomist	Laird	X	X	X	X
Soils Specialist & Agronomist	Turrent F.	X ^{3/}	X ^{3/}	X ^{3/}	X ^{3/}
Coordinator, Plan Puebla Activities	Jiménez ^{4/}	X ^{3/}	X ^{3/}		
Training Agronomist	Violic	X	X	X	X
Assistant Training Agronomist	Unfilled			X ^{1/ 3/}	X ^{3/}
<u>Economics</u>					
Economist, In Charge	Winkelmann		X	X	X
Associate Economist	Unfilled		X	X	X
Associate Economist	Unfilled			X	X
<u>General Laboratory Services:</u>					
Biochemist, In Charge	Villegas M.	X	X	X	X
<u>Information Services</u>					
Information Specialist, In Charge	Martínez V.	X	X	X	X
English Editor	Bork	X	X	X	X
Spanish Editor	Unfilled	X	X	X	X
Visual Aids Specialist	Olmos B.	X	X	X	X
<u>Experiment Station Operations:</u>					
Agronomist, In Charge	Stewart	X	X	X	X
TOTALS:		39	46	51	51

^{1/} Additional positions in 1973.^{2/} Charged to Canadian Government, Triticale Grant.^{3/} Charged to UNDP Global I, Protein Quality Maize Grant.^{4/} Joint appointment with Chapingo Post Graduate College.

CIMMYT 1974 BUDGET**TABLE 8** Core Restricted Program Expenditures, 1970 - 1977

(US \$ Thousands)

<u>Donors</u>	<u>Program</u>	<u>Actual</u>			<u>Estimated</u>	<u>Projected</u>			
		1970	1971	1972	1973	1974	1975	1976	1977
<u>Rockefeller Foundation</u>	Plan Puebla	89	105	77	140	-	-	-	-
	Winter Wheat								
	(Oregon)	29	50	20	6	-	-	-	-
	Germplasm Conf.	3	4	-	-	-	-	-	-
	Protein Laboratory	44	17	-	-	-	-	-	-
	Bibliographies	6	5	-	-	-	-	-	-
	Inauguration	-	24	-	-	-	-	-	-
	Sub total - RF	171	205	97	146	-	-	-	-
<u>U. N. D. P.</u>	High Protein								
	Quality Maize	150	343	407	650	772	790	813	-
<u>CIDA/IDRC</u>	Triticale	-	82	260	476	546	526	280	-
	Sorghum	-	-	-	36	34	-	-	-
	Sub total CIDA/IDRC	-	82	260	512	580	526	280	-
<u>Miscellaneous Small Grants</u>		-			30	33	35	37	-
TOTAL		321	630	764	1,338	1,385 ^{1/}	1,351 ^{1/}	1,130 ^{1/}	1,209 ^{1/}

^{1/} Estimates for 1974-1976 are based entirely upon projects already underway in 1973, and already financed to 1976. No new projects are included. This budgeting procedure was requested by the Consultative Group Secretariat, and does not imply that CIMMYT expects its program to remain static. A 7 % increase over the preceding year, for price changes, has been incorporated in each estimate for the years 1974-1977.

CIMMYT 1974 BUDGETTABLE 9 Special Program Expenditures, 1970 - 1977

(US \$ Thousands)

(Donors shown in Parenthesis)

	Actual			Estimated	Projected			
	1970	1971	1972	1973	1974	1975	1976	1977
<u>Outreach</u>								
Wheat & Maize - Argentina (FF)	34	17	35	73				
Wheat & Maize - Pakistan (FF)	157	135	105	220				
Wheat - Turkey (RF)	16	46	73	105				
Wheat - North Africa (FF)	165	327	445	500				
Wheat - North Africa (USAID)	154	145	76	180				
Maize - Central America (RF)	5	13	-	-				
Maize - Egypt (FF)	6	31	26	35				
Maize - Zaire (GOZ)	-	26	233	250				
Maize - Nepal (USAID)	-	-	27	74				
Training - Chapingo, M.S. (RF)	18	29	19	-				
Training -(BID)	-	72	91	118				
Training -(Miscellaneous Donors)	44	78	119	30				
Construction - El Batán	1,555	1,626	24	-				
Development of Exp. Stations	231	276	21	-				
Sub Total	2,385	2,821	1,294	1,585				
<u>Other Special Grants</u>								
Potato - Pakistan (RF)	45	57	16	-				
Potato - International Potato Research (RF)	87	100	118	56				
Potato - State of Mexico (RF)	3	7	5	-				
Sub Total	135	164	139	56				
GRAND TOTAL	2,520	2,985	1,433	1,641	1,756 ^{1/}	1,879 ^{1/}	2,011 ^{1/}	2,152 ^{1/}

Abbreviations:

FF - Ford Foundation
 RF - Rockefeller Foundation
 USAID - U.S. Agency for International Development
 GOZ - Government of Zaire
 UNDP - United Nations Development Program
 BID - Banco Interamericano para el Desarrollo
 (Inter-American Development Bank)

^{1/} Since several grant renewals are contemplated during 1973 and 1974, no attempt has been made to list the 1974-1977 amounts by individual grants. It is anticipated that the total annual increase in cost, for projects already underway in 1973, will be approximately 7%. No new projects are included in these estimates. This budgeting procedure was requested by the Consultative Group Secretariat, and does not imply that CIMMYT expects its program to remain static.

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

INTERNATIONAL DIVISION
OFFICE OF THE VICE PRESIDENT

September 27, 1973

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

Dear Harold:

Attached is the revised draft report of the Sub-Committee on Review Procedures. We also append a draft letter which might be used (as modified in your office) in circulating the draft report.

We are grateful for the excellent arrangements which were made for the committee's meeting on September 14. And we certainly appreciate your handling the outgoing and incoming mail on this subject.

My thought, as I discussed with you on the telephone, would be that if you have any substantial volume of incoming comment, I will try to come to Washington a day earlier than the meetings start (say on October 31) to work through and summarize the written comments received. We can work this out later when we determine the level of written responses.

Sincerely yours,


Lowell S. Hardin

cc: Mr. D. Bell
LSH:cf
Attachments

W. K. KELLOGG FOUNDATION

NED C. FAHS
Program Director

September 26, 1973

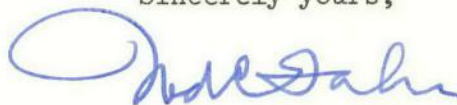
Mr. Harold Graves, Executive Secretary
Consultative Group on International
Agricultural Research
1818 H Street, N.W.
Washington, D.C. 20433

Dear Mr. Graves:

With reference to your memorandum of September 14,
this is to inform you that the Kellogg Foundation will
not be participating in the Consultative Group meeting
to be held on November 1-2. If desired, we could
probably arrange to be represented by one of the other
foundations.

We will be glad to see the provisional agenda and addi-
tional information about the meeting.

Sincerely yours,



NCF/baf

BC
AG C1
EF

C.J.
please
note

SECTION
COMMUNICATIONS

1013001-5 PM 5:58

RECEIVED

RECEIVED

1973 OCT -2 PM 2:26

COMMUNICATIONS
SECTION

10/2/73

[Handwritten signature]
Director, FBI

Re: Information from the meeting.
We will be glad to see the information sheets and addi-

tionary.
Enclosed please find the information as one of the officers
to be held on November 1-5. It is requested that you
not be disturbed in the confidential group meeting
this is to inform you that the Kettos Foundation will
with reference to your memorandum of September 17.

Best, Mr. Director:

Washington, D.C. 20535
1973 N Street, N.W.
Attn: Director
Confidential group on International
Mr. Kettos please, Executive Secretary

Problem Director
NED C. FAMS

September 25, 1973

M. K. KETTOSS FOUNDATION

[Handwritten signature]
C1

EMBASSY OF ISRAEL
WASHINGTON, D.C. 20008



1. Mr. Chack
2. Mr. Gravis
3. C.J.
שבירות ישראל
ושינגטון

CI

September 25, 1973

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

Mr. Gravis

Shohat.
9/28

Dear Sir,

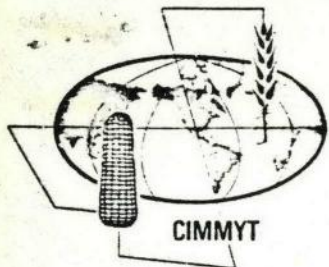
This in reply to your letter dated September 14, 73.

Please be advised that Israel will participate on behalf of Southern and Eastern Europe and that I shall attend the meetings on November 1 and 2, 1973.

I assume there will also be somebody from Romania attending as in the past.

Sincerely,

Gideon Cohen
Agricultural Counselor



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.

Apdo. Postal 6-641

Cable: CENCIMMYT

September 18, 1973

TO: AVRDC - Dr. Robert Chandler, Jr.
CIAT - Dr. U. J. Grant
CIP - Dr. Richard L. Sawyer
ICRISAT - Dr. Ralph W. Cummings
IITA - Dr. Herbert Albrecht
IRRI - Dr. Nyle C. Brady

FROM: Haldore Hanson

SUBJECT: Meeting of CG Sub-Committee on program and administrative reviews of centers, at IBRD, September 14, 1973.

The CG Sub-committee on Review Procedures met at IBRD September 14, 1973. There were about 20 at the meeting including:

Chairman, David Bell.

From donors:

FF - Hardin.

USAID - Bernstein and Baird.

UNDP - Mashler.

Netherlands - 1.

Canada - Robertson, Dion.

From IBRD staff, about 10, including Demuth, Baum, Evans, Yudelman, Ruddy, Urquhart, Fransen, Darnell, etc.

From TAC - Pereira.

From Centers - Hanson.

David Bell and Lowell Hardin had circulated in advance a very good draft report for the Sub-Committee, of which a copy is attached (Attachment 1).

The draft report received good support, except for a few issues discussed below. Bell said the FF will circulate a revised draft before the full CG meets in Washington in November. This revised report will be sent to all Center Directors.

Issues:

(1) Should the scientific programs of the Centers be reviewed annually, by the CG Secretariat, or at 5-year intervals by the TAC?

The consensus favored 3-5 year intervals, and review by TAC.

(2) Should the Centers be asked to submit their final budgets each year by March 31? Should the CG Secretariat make an annual budget review of all centers between April 1 and June 1?

Consensus was that the Centers could not have final budgets ready by March 31, because they need their completed accounts from the preceding year before they can make decisions on a forward year. Trustees meetings can be moved forward but that is also a factor of delay.

I suggested that CIMMYT can submit:

- (i) A "notional" budget about January 15 (based on a percentage increase in cost for operating programs), plus estimates for any new activities in operating programs, plus a breakdown of requested capital budget;
- (ii) A more detailed budget by April 15, which has Trustee's approval, but still is not final because most of our scientists are absent in the research stations or travelling abroad during March-April. Narrative section could accompany this budget.
- (iii) By June 1, a final budget, approved both by Trustees and Staff.

To utilize such a schedule, the review team representing CG Secretariat would need to visit the Center and make their review based upon a preliminary budget, write their report, and re-edit the report when they receive the final budget June 1.

Some donors felt they needed more time, but it appears to me that the best the donors can hope to get is the final reports of the review team by June 15 (i.e. 6 weeks before Centers Week).

Most Centers will find it necessary to move their Trustees meetings forward in order to conform to the new schedule. If this cannot be done in 1974, it will be necessary to revise the Trustees schedule in 1975.

I was asked whether the review schedule shown in the attached draft would add greatly to the burden of the Centers, and would require more staff.

I gave the opinion that most Centers, including CIMMYT, are understaffed for both program planning and budgeting, and if we have to add any staff, it will be caused by our present inadequacy, rather than by a new review procedure which is excessive.

"Objective" criteria for review of management.

I consider some of the opinions expressed in the reports of the review

teams in 1973 to be highly subjective, biased, and in some instances beyond the capability of the review teams to arrive at competent judgments in a visit of one week.

Nothing in the present Sub-Committee proposals are going to make such capricious opinions less likely.

I would favor the Directors compiling a list of the kinds of judgments which we think it might be possible for a review team to make, within a visit of one week, and which by their nature would discourage offhand opinions.

I offer such a list as Attachment 2 to this note, and suggest that each of you give me your amendments or additions.

I am not sure how this will be used, but ideally, it would be sent to the CG Secretariat in the name of the Directors, and we would suggest that the Secretariat include this list in the Terms of Reference of the review Teams.

In-depth commodity reviews every 3-5 years.

CIMMYT is working on an in-depth review of the maize program, to be held in Mexico January 21-25, 1974.

David Bell asked me to report to the Sub-Committee on how the plans were being formulated for this seminar, to be attended by perhaps 80 persons, including all of CIMMYT Headquarters and outreach maize staff, perhaps 10 specialists from the "client governments", perhaps 10 specialists from industrialized countries of North America, Europe, Japan, and Australia; perhaps 10 representatives from the donors, 5 from the Trustees, some from other Centers etc.

CIMMYT has never held such a prepared workshop on maize before. All the resource papers will be ready and mailed out 60 days before the gathering. All papers will be written by CIMMYT staff, and all the maize staff are collectively criticizing the papers. This is a major enterprise requiring almost one year of lead time, the first time we attempted it.

I was subjected to considerable questioning by the Sub-Committee on questions that CIMMYT is not yet able to answer including:

- (a) Is TAC jointly planning this seminar? (No.)
- (b) Who will be on the drafting committee and how will they be chosen?
(Don't know.)
- (c) Will TAC choose an independent panel to write a critique of this seminar? (TAC has not even been invited yet.)
- (d) How will you convert your panel report into a budget and staffing pattern? (Don't know. We haven't even gotten through the seminar yet.)

- (e) Will this be a Review of CIMMYT's Maize Program, or will it include CIAT and IITA maize programs? (Don't know.)

I recite all this to indicate that we have a great deal to learn about how TAC and we will work together to come up with a judgment on a maize program that the donors regard as an independent report.

I shall be contented in this first exercise if we come out with a CIMMYT-written report that expresses what CIMMYT would regard as a satisfactory program for the next 5 years. That is some progress.

TAC is welcome to participate, and appoint its own panel of experts if it wants to but we have not tried to anticipate their needs or wishes.

Final comment:

Before the Centers complete their first round of all these reviews, there will be plenty of ruffled feathers.

Among some of those attending the Sub-committee there are some who are far from humble in their views that they know how to run the centers better than the present Trustees and Management. There are some who think they can quantify the objectives of research, the way they quantify the cubic yards of concrete in a World Bank-financed dam, and can come up with cost/benefit ratios that will show (after a one-week visit) how they would increase some allocations of resources, and cut others.

Fortunately, that is not the consensus view. But some of those who believe they can measure "cost effectiveness" are the same persons who will be making the annual budget reviews.

So far, I think CIMMYT has learned enough from these discussions to justify the input of staff time. I hope that continues. We have a lot to learn about our own program and about good management.

HH/mph

Attachments 1 and 2.

Draft Report

Sub-Committee on Review Procedures
Consultative Group on International Agricultural Research

The terms of reference for this sub-committee, as stated by Chairman Demuth on August 2, 1973, were:

1. To examine and specify the review and information requirements of the Consultative Group;
2. To bring forward a report to the CG suggesting how these requirements should be met.

Requirements

1. With respect to the current and prospective work of each agricultural Center (IRRI, CIMMYT, etc.), the members of the CG need:
 - a. Accurate, current information on the programs of the Center, in forms which permit 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;
 - 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 the Center is being managed in a reasonable and responsible way, that funds made available are being used for the purposes intended and with reasonable efficiency, that its future budget proposals are a prudent financial expression of well-planned programs, and that current and projected expenditure patterns reflect the stated program priorities.

CG Secretariat

TAC

CG Secretariat

2. With respect to the system of Centers to which the CG contributes financial support (the word system is used here to mean the Centers as a group and their relations to each other), 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.

Recommendations for Meeting these Requirements

The sub-committee considers that it is important to meet these requirements in ways which will place the least possible burdens on the Centers and run the least possible risk of intruding on the responsibilities of their boards and management. Fortunately, in the sub-committee's view, many of the Centers' own requirements for information and review coincide with those of the CG, and we have designed our recommendations in ways which we believe will minimize the establishment of additional or separate reporting and review processes.

1. With regard to Requirement 1-a above, (accurate information on each Center's program) we believe CG requirements will be satisfied if each Center furnishes before Centers' Week three documents: (i) an adequate annual program-budget submission, (ii) adequate annual reports on its research and training, and (iii) an independent financial audit. It is our impression that each Center intends to follow these practices.

We recommend that the CG Secretariat consider the adequacy of the information provided in annual program-budget submissions and in annual published reports by each Center, and the annual independent audited accounts and suggest improvements (and offer continuing technical assistance) where warranted.

2. With regard to Requirement 1-b above, (external review of the scientific and technical soundness of each Center's program), we believe CG requirements are quite similar to those of each Center's board and management.

- a. 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 (as for example the proposal made by IRRI in the current year to embark on a substantial increase next year in its research on rain-fed rice). Before putting such a proposal forward in its annual program budget, a Center will necessarily have considered it carefully, including reviews by its senior staff, by its board of trustees, and quite possibly by external experts. 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, including 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.

- b. 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. 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 make such periodic external assessments on its behalf; 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 to the extent and in the manner the TAC thinks desirable. If the TAC wishes, 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, 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.

3. With regard to Requirement 1-c above, (external review of financial management and budget planning of each Center) the sub-committee feels on somewhat less secure ground, and believes that some experimentation will be necessary. It is clear that the CG needs the results of an external independent financial and budget review of each Center, each year (as long as budgeting and financing are handled by the CG on an annual basis). We think the logical locus of responsibility for making such a review is the Secretariat of the CG. The review should be based on all information available in annual reports, budgets, etc. It should focus on the relationship of program to expenditures, examining for the last completed year the extent to which actual manpower and costs of program components have differed from those budgeted, and for the future distinguishing real program increases from cost increases resulting from salary changes, inflation, and currency revaluations.

The review should reach judgments on the extent to which budget cost assumptions are reasonable and result in a tight but workable financial plan, and should identify weaknesses and issues concerning the budget which should be brought to the attention of the CG. It is clear that the better the annual programming and budgeting process of each Center is, the simpler and easier it will be to conduct a useful annual review on behalf of the CG. There is also a question of timing which leads the sub-committee to suggest that Center budgets should be made available at least in preliminary draft form each year no later than , March 31, so that reviews on behalf of the CG can be completed well in advance of Centers Week at the beginning of August.

We recommend that (1) the Centers be asked to submit preliminary draft budgets to the CG no later than March 31st; (2) the Secretariat of the CG conduct a continuing process of advice and technical assistance intended to help the Centers improve their processes for programming and budgeting; and (3) the Secretariat of the CG conduct annual reviews of the financial reports and budgets of each Center, with reports of such reviews, after discussion in draft form with Center Directors, circulated in advance of Centers' Week. The CG Secretariat should at the same time circulate the Center Directors' comments on the reviews of his institution.

4. With regard to Requirement 2 above (integrative analysis of the system of Centers), the sub-committee finds itself on even more uncertain ground. We think the need of the CG is unmistakable for a single analytical paper, prepared annually in advance of Centers' Week, which sets out the global financial requirements and availabilities for ongoing and proposed programs for some years to come, and identifies issues which the CG should address. We think it is clear that the paper should be prepared by the Secretariat of the CG, drawing on information and advice from Center submissions, TAC program reviews, Secretariat financial and budget reviews, and other sources. We consider that it will be necessary to move in this direction step by step; to begin with, for example, the paper may not be able to say much about future availabilities of financial resources. Moreover, progress in preparing such an analytical paper may be slow since it will place substantially increased demands on the Secretariat in terms of professional talent, time, and resources. The important first step is to recognize the need and place responsibility for meeting it.

We recommend that the Secretariat of the CG prepare each year in advance of Centers' Week, an integrative paper placing the programs and budgets of the several Centers in a single framework, projecting financial costs and availabilities, and identifying program and financial issues which should be addressed by the CG. We suggest that the paper be prepared in draft form for Centers' Week, and revised and brought up to date prior to the CG meeting in November.

(The sub-committee has noted the probability that in the future the CG will need periodically - perhaps every five years - an overall assessment of the usefulness, accomplishments, and deficiencies of the system of Centers in the context of the worldwide problems to which the Centers' work is addressed. Such an overall assessment should presumably be prepared by, or commissioned by, the TAC. In view of the more immediate needs addressed in the present report, and the amount of work needed to meet them, it seems best to defer for the time being consideration of this additional requirement.)

DRAFT
JFransen/db
October 11, 1973

TO: Mr. Montague Yudelman
FROM: James M. Fransen
SUBJECT: International Center Review Procedures

1. Subsequent to the September 14 meeting on the referenced subject, the Subcommittee Chairman issued a revised draft memorandum (Annex 1) which was circulated by the Secretariat for comments to members of the Consultative Group and TAC, and to Center Directors. The revised draft is not substantially different from the draft which provided the basis for the September 14 discussions.
2. Following the September 14 Subcommittee meeting and in your absence, George Darnell asked me to prepare, in consultation with Mike Ruddy, draft terms of reference, for discussion within the Bank, for the proposed annual external review of financial management and budget planning of each Center. During ensuing discussions, it became evident that there was lack of agreement within the Bank in respect of the proposed information and review cycle and perhaps among Consultative Group members. In particular, the purpose, scope, and procedure for the annual external program budget review was causing difficulty.
3. While some donors (Ford and USAID) view the program and budget review as an annual process designed to bring the views of independent appraisers to the Consultative Group each year that the Centers are operating efficiently in the use of funds and that used funds effectively achieve objectives, others (USAID and Canada) need an independent review for their respective governments for fund raising purposes. Some donors (e.g., FAO and U.K.) are not convinced that the annual review is of much value. The Bank's position on this issue is unclear. Ruddy believes that the review should focus on financial management

based on forward financial planning; others are more concerned with scientific program quality and overall Center management; one (Fransen) while not disagreeing, believes that the above is not consistent with the Subcommittee discussion and memorandum. He also believes this to be the most sensitive review in the minds of Center staff and argues that the timing may not be right to push for the review and purpose proposed by Ruddy (Annex 2). He suggests that the 1974 review be considered exploratory and confined more to cost efficiency and cost effectiveness (Annex 3), and that in later years more emphasis be given to forward financial planning. The review could be based on information provided by the Centers and could be a continuous process, not necessarily requiring a special review visit (Annex 4). Moreover, the entire issue of center responsibilities is raised, particularly the respective roles of management and boards in the planning process. He further suggests that the purpose should be to motivate (and assist) Centers to provide the kind of information that meets both Center and donor needs.

4. Could we discuss, please?

Draft - 24 September 73

Draft Report

Sub-Committee on Review Procedures
Consultative Group on International Agricultural Research

The terms of reference for this sub-committee, as stated by Chairman Demuth on August 2, 1973, were:

1. To examine and specify the review and information requirements of the Consultative Group;
2. To bring forward a report to the CG suggesting how these requirements should be met.

Requirements

1. With respect to the current and prospective work of each agricultural Center (IRRI, CIMMYT, etc.), the members of the CG need:
 - a. Accurate, current information on the programs of the Center, in forms which permit 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;
 - 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 the Center is being managed in a reasonable and responsible way, that funds made available are being used for the purposes intended and with reasonable efficiency, that its future budget proposals are a prudent financial expression of well-planned programs, and that current and projected expenditure patterns reflect the

Assessment!

2. With respect to the system of Centers to which the CG contributes financial support (the word system is used here to mean the Centers as a group and their relations to each other), 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.

Recommendations for Meeting these Requirements

The sub-committee considers that it is important to meet these requirements in ways which will place the least possible burdens on the Centers and run the least possible risk of intruding on the responsibilities of their boards and management. Fortunately, in the sub-committee's view, many of the Centers' own requirements for information and review coincide with those of the CG, and we have designed our recommendations in ways which we believe will minimize the establishment of additional or separate reporting and review processes.

1. With regard to Requirement 1-a above, (accurate information on each Center's program) we believe CG requirements will be satisfied if each Center furnishes before Centers' Week three documents:
(i) an adequate annual program-budget submission, (ii) adequate annual reports on its research and training, and (iii) an independent financial audit. It is our impression that each Center intends to follow these practices.

We recommend that the CG Secretariat consider the adequacy of the information provided in annual program-budget submissions and in annual published reports by each Center, and the annual independent audited accounts and suggest improvements (and offer continuing technical assistance) where warranted.

2. With regard to Requirement 1-b above, (external review of the scientific and technical soundness of each Center's program), we believe CG requirements are quite similar to those of each Center's board and management.

- a. 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 (as for example the proposal made by IRRI in the current year to embark on a substantial increase next year in its research on rain-fed rice). Before putting such a proposal forward in its annual program budget, a Center will necessarily have considered it carefully, including reviews by its senior staff, by its board of trustees, and quite possibly by external experts. 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.

Centers in Consultation with

We recommend that the [^]TAC establish a regular procedure for reviewing major changes proposed by any Center in its annual program budget, including 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.

- b. 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. 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 ^{for guidance on how} to make such periodic external assessments on its behalf; 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 to the extent and in the manner the TAC thinks desirable. If the TAC wishes, 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, 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.

3. With regard to Requirement 1-c above, (external review of financial management and budget planning of each Center) the sub-committee feels on somewhat less secure ground, and believes that some experimentation will be necessary. It is clear that the CG needs the results of an external independent financial and budget review of each Center, each year (as long as budgeting and financing are handled by the CG on an annual basis). We think the logical locus of responsibility for making such a review is the Secretariat of the CG. The review should be based on all information available in annual reports, budgets, etc. It should focus on the relationship of program to expenditures, examining for the last completed year the extent to which actual manpower and costs of program components have differed from those budgeted, and for the future distinguishing real program increases from cost increases resulting from salary changes, inflation, and currency revaluations.

Reasons!

The review should reach judgments on the extent to which budget cost assumptions are reasonable and result in a tight but workable financial plan, and should identify weaknesses and issues concerning the budget which should be brought to the attention of the CG. It is clear that the better the annual programming and budgeting process of each Center is, the simpler and easier it will be to conduct a useful annual review on behalf of the CG. There is also a question of timing which leads the sub-committee to suggest that Center budgets should be made available at least in preliminary draft form each year no later than , March 31, so that reviews on behalf of the CG can be completed well in advance of Centers Week at the beginning of August.

We recommend that (1) the Centers be asked to submit preliminary draft budgets to the CG no later than March 31st; (2) the Secretariat of the CG conduct a continuing process of advice and technical assistance intended to help the Centers improve their processes for programming and budgeting; and (3) the Secretariat of the CG conduct annual reviews of the financial reports and budgets of each Center, with reports of such reviews, after discussion in draft form with Center Directors, circulated in advance of Centers' Week. The CG Secretariat should at the same time circulate the Center Directors' comments on the reviews of his institution.

4. With regard to Requirement 2 above (integrative analysis of the system of Centers), the sub-committee finds itself on even more uncertain ground. We think the need of the CG is unmistakable for a single analytical paper, prepared annually in advance of Centers' Week, which sets out the global financial requirements and availabilities for ongoing and proposed programs for some years to come, and identifies issues which the CG should address. We think it is clear that the paper should be prepared by the Secretariat of the CG, drawing on information and advice from Center submissions, TAC program reviews, Secretariat financial and budget reviews, and other sources. We consider that it will be necessary to move in this direction step by step; to begin with, for example, the paper may not be able to say much about future availabilities of financial resources. Moreover, progress in preparing such an analytical paper may be slow since it will place substantially increased demands on the Secretariat in terms of professional talent, time, and resources. The important first step is to recognize the need and place responsibility for meeting it.

We recommend that the Secretariat of the CG prepare each year in advance of Centers' Week, an integrative paper placing the programs and budgets of the several Centers in a single framework, projecting financial costs and availabilities, and identifying program and financial issues which should be addressed by the CG. We suggest that the paper be prepared in draft form for Centers' Week, and revised and brought up to date prior to the CG meeting in November.

(The sub-committee has noted the probability that in the future the CG will need periodically - perhaps every five years - an overall assessment of the usefulness, accomplishments, and deficiencies of the system of Centers in the context of the worldwide problems to which the Centers' work is addressed. Such an overall assessment should presumably be prepared by, or commissioned by, the TAC. In view of the more immediate needs addressed in the present report, and the amount of work needed to meet them, it seems best to defer for the time being consideration of this additional requirement.)

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DRAFT
MERuddy:ss
October 1, 1973

Terms of Reference for 1975 Center Program Budget Reviews

1. The purpose of the mission is to provide the Consultative Group with an independent assessment of a Center's ^{financial} operations, both past and prospective. More specifically, it is to report on developments to date compared with earlier expectations (operational and cost); determine the adequacy of the program budget submission and the underlying planning process and identify issues that should be brought to the attention of the Center's management and/or the Consultative Group.
2. With respect to reporting on developments to date compared with earlier expectations, the mission will:
 - (a) State, for each major program or activity, the program goals, planned levels of effort and other resources for the last completed fiscal year; ?
 - (b) Contrast actual results and cost with the approved plan and budget, and determine specific reasons for variances;
 - (c) Identify and report particularly effective results or setbacks, and any significant change of emphasis or direction which went beyond the approved program and budget; / *organization*
 - (d) Identify specific problems or weaknesses in the Center's management system which may have contributed to operational setbacks or cost overruns (e.g. operational and financial planning, organization, control procedures, administrative support services, etc.);
 - (e) Analyze actual costs and distinguish between volume changes in inputs and price changes. To the extent possible explain manpower price changes in terms of maintenance of purchasing power, merit or tenure increases and currency realignments.

- (f) Review the Center's audit reports and discuss with the Director-General and with the independent auditors the extent to which the reports meet the requirements of the Consultative Group; ✓
- (g) Determine the extent to which the Center's accounting procedures enable it to properly associate expenditures with particular types of grants (e.g. core unrestricted, core restricted, capital and special projects) and between programs, support activities and general operating costs;
- (h) Review the Center's process of determining overhead and state the extent to which you feel all programs and projects bore a fair share of total overhead cost; |
- (i) Express an opinion on the degree to which the Center's policies and operating practices resulted in the efficient and prudent use of funds and enabled it to accomplish stated objectives. | ?

3. With respect to determining the adequacy of the program budget submission and underlying planning system, the mission will:

- (a) Determine from the Director-General:
 - (i) His understanding of the Center's basic rationale for each program (its expected results for the 4-year planning period, the level of effort and costs), the underlying rationale for the particular balance between various programs and activities; |
 - (ii) The process used by the Center in formulating its operational goals, defining its resource requirements and deciding on particular courses of action and levels of effort;

- (iii) Perceived external constraints (i.e. funds, manpower recruiting, absorbtive capacity, etc.) versus internal problems (weaknesses in the management systems, policies, personnel or organizational) over which he has some degree of control;
 - (iv) Major planning and budgeting assumptions underlying the program budget submission, including an indication of the level at which various program activities will stabilize;
 - (v) His sense of priorities for the Center's work and the specific operational problems he intends to address in the year ahead as well as over the longer-term.
- (b) Determine from each program leader:
- (i) The specific problems he is addressing in his plan of work and how he feels this work relates to the broader food and human problems of the Center's mandate;
 - (ii) The process used by him in formulating his objectives, work program and costs;
 - (iii) How, in the short and long-term, he plans to judge the effectiveness of his programs or activities and the efficiency of his operations; and
 - (iv) His sense of problems and/or constraints that impact on his effectiveness, and his notion of the time and level at which the program will stabilize

4. Determine the extent to which the annual budget submission represents a tight but workable financial plan and conforms, in terms of format and content, to requirements set out by the Consultative Group. More specifically, decide the extent to which the Center's budgeting procedures adequately:

- (a) Associates recurring expenditures with programs and program elements in a manner consistent with previous fiscal years (i.e. data for all fiscal years under report should be comparable);
 - (b) Distinguishes between real (volume) increases and price changes;
 - (c) Classifies various types of grants (e.g. core unrestricted, core restricted, capital and special budget);
 - (d) Reflects the allocation of overhead costs between programs, support activities and special projects;
 - (e) Classifies staff in accordance with established definitions;
 - (f) Brings into focus the relationship of programs to expenditures, the key reasons for changing costs and financial issues; and
 - (g) Treats capital plans (needs elaboration).
5. Contrast budget proposals for the current and future years with those provided in the last budget submission and explain major differences.
6. Identify specific weaknesses in the Center's planning and budgeting procedures and state major financial issues which should be brought to the Consultative Group's attention.
7. State the extent to which the Center's budget submission represents a prudent financial expression of well-planned programs for the coming year and the extent to which financial planning produces reliable indications of cost for future years.
8. Offer any comment on specific ways weaknesses might be corrected and how technical assistance might contribute to improvement.

CENTER PROGRAM BUDGET REVIEW
1975 Exploratory Cycle
Terms of Reference

1. It is proposed that the program budget review be a continuous process, not necessarily requiring special visits. Its purpose is to bring the views of independent appraisers to Center Management and the Consultative Group in respect of Center operating efficiency in the use of funds and whether used funds effectively achieve objectives. It is recognized that some donors may be more interested in the process for its value in fund raising than for its effect on Center management efficiency.
2. It is recognized that the entire process of the Center information and review cycle is still very much in an exploratory stage and, in particular, that the proposed annual external review of program budget is causing the most difficulty in reaching agreement on its need, purpose, scope, and the procedure to be followed. Moreover, it is recognized that this review is the most sensitive in the minds of Center staff. It is therefore understood that the 1974 cycle would be of an experimental nature and would be modified in light of findings and results. For the 1974 cycle, it is proposed that the review be of a restricted nature and confined to cost efficiency and cost effectiveness and that it be based on the information provided by Centers, partly through the provision of continuous technical assistance by the Secretariat. It would have as a secondary goal the establishment of ^a/sounder basis and relationships for initiating full scale forward financial planning during the 1975 cycle. It would also be an objective to strengthen Center responsibilities, particularly the respective roles of management and boards, in the planning process and Centers should be motivated (and assisted) to produce the kind of information most useful to them and to donors.

3. Summing up, the review should focus on the Center program budget submission. The team should comment on the proposal and indicate needs for coming year. The Team should keep in mind that the process is still in an exploratory phase -- attitude is changing -- the Team would also be guided by the fact that substantive comments on scientific program content and quality would be made by special external review panels (and by TAC).

4. Other considerations are:

Staffing

- (a) Flexible.
- (b) Currently - 2 -- analyst and biologist.
- (c) Later -- broad gauge biologist only.
- (d) The biologist is important to help us understand the program.

Duties

- (a) Analyst: Visit Center or ask Center to prepare -- forecast and actual for 1973 and for first quarter 1974; and forecast for 1975/76. (Develop format)
- (b) Senior Biologist
 - a) Asks questions but does not impose views.
 - b) Wrap-up meeting.
 - c) Describes changes in programs and gives reasons, but does not give overview.

Center Submission

- (a) Should be received and analyzed before visiting Center. Visit should only be made if there is sufficient reason.
- (b) Centers should present -- annual review report -- as part of annual program budget submission.

Program

- (a) Concentrate only on the changes in programs and the reasons, and not attempt to give an overview of the whole program.

Objectives

- (a) For Center management and Consultative Group.
- (b) Should not attempt to replace all other reports issued by the Center.
Instead, the Center should be encouraged to improve (and modify if necessary) the general overview and objectives of Center and programs in the narrative part of the program budget report -- in layman's terms.
- (c) Provided forward financial planning is improved, need for the review is questionable - or becomes supervision-type mission.

Flag Issues

1. Those requiring attention of Centers, Consultative Group, or TAC.

CENTER REVIEW PROCEDURES
(Summary of Subcommittee Paper)

INFORMATION AND REVIEW REQUIREMENTS

Subcommittee Recommendations on Requirements

1. Annual information on each Center's program is required.
2. External review of the scientific and technical soundness of each Center's program
 - (a) Annually for any proposed major change in the research program.
 - (b) Periodic assessment of the scientific quality and effectiveness of Center program.
 - (c) Periodic assessment of Center administrative effectiveness.
3. Annual review of financial management and budget planning of each Center.
 - (a) Subcommittee feels unsure on recommendation and believes some experimentation necessary.
4. Analysis of the system of Centers.
 - (a) Subcommittee feels even more unsure on recommendation but believes an important first step is to recognize the need and place responsibility for it.
 - (b) Annual integrative paper projecting global financial costs and availabilities and identifying program and financial issues.
 - (i) Forward financial planning.
 - (ii) Establishment of financial limits.
 - (c) Probability of periodic assessment of usefulness, accomplishments and deficiencies of the system of Centers was noted but no action was recommended for the present time.
 - (i) Evaluation of Center programs.

Suggested Additional Requirement

1. Annual internal program review by Center staff.

PROCEDURE TO MEET INFORMATION AND REVIEW REQUIREMENTS

Information and Center Review Cycle

1. Should be related to "biological cycles" of crops being researched. But some government donors wish more frequent reviews for "political cycles."
2. Key point is that the role of Center management and Boards in the planning process must not be eroded or downgraded. Instead, the goal should be to provide them with the needed technical assistance so that they can strengthen and improve their own capabilities and adequately provide required information in an acceptable form and content.

Reports by Centers to be Submitted to Secretariat (by March 31)

1. Annual program budget report.
 - (a) Program description in layman's terms.
 - (b) Includes phased projection of manpower and funding required for each program (and the Center) to reach the full development stage.
2. Annual research and training report.
3. Annual audited financial statement.
4. Full Forward Financial Planning Paper.
 - (a) Requirement is recognized, but time to initiate it was not made clear.

Center Reviews

1. Annual internal program review.
2. External program review.
 - (a) Prior to submission of annual program budget report if major program change is proposed.
 - (b) Periodical assessment by consultants of scientific quality and effectiveness of Center program.
3. Annual assessment of financial management and budget planning.
 - (a) Continue on experimental basis.

Additional Reports

1. Annual integrative paper projecting global financial requirements and identifying program and financial issues.

SECRETARIAT RESPONSIBILITIES

Center Reports

1. Provide continuous technical assistance in the preparation of and review the adequacy of the three Center reports which are to be submitted to the Secretariat and suggest improvements as appropriate.

Annual Review of Financial Management and Budget Planning

1. Centers submit draft program budget reports no later than March 31.
2. Secretariat provide continuous technical assistance to help improve Center programming and budgeting process.
3. Secretariat to undertake annual reviews of the financial reports and budgets.

Secretariat Reports

1. Annual integrative paper projecting global financial requirements and identifying program and financial issues for the system of Centers.

ROLE OF AGRICULTURE AND PROGRAMMING AND BUDGETING DEPARTMENTS

Agriculture

1. Backstop Secretariat on technical matters.
2. Provide research administration leadership for annual program budget review for 1974 experimental cycle?
3. Participate on "internal," "change in thrust" and "periodic external" review panels as appropriate -- more for our benefit than as contributor?
4. Comment on format and content of Center reports (annual program budget and annual research and training program reports) with intent of improving content and obtain "adequate" reports for purpose of Consultative Group (e.g. layman-type rather than highly technical program description in annual program budget report).

Programming and Budgeting

1. Continuous assistance to Centers for improvement of financial management and programming and budgeting process.
2. Provide financial analyst (financial management?) component of annual program budget review for 1974 experimental cycle?

Major Area of Unclear or Overlapping Roles

1. Annual external financial management and program budget review.

Major Problem

1. There appears to be some confusion in respect of the timing and purpose of the program budget review, including forward financial planning projections, appraisal of scientific programs, and evaluation of short-term management performance, both technical and financial. Moreover, it has not been fully agreed as to the completeness required and desirable for all reviews and, particularly, the thoroughness which should be sought in respect of the program budget review during the 1974 experimental cycle. The major problem, therefore, which requires prompt attention, is to more clearly define the purpose, scope and procedure to be followed for the 1974 annual program budget review. The Bank should reach prompt agreement on this issue and communicate its wishes to the Subcommittee Chairman. Alternatives which should be considered are:

- (a) Is there a need for a special formal visit and review during the March/June period, or should this be a continuous process, with visits to centers by Bank staff as required for purposes of providing technical assistance, resulting in the preparation of a brief paper at the Bank during the March/June period on the basis of information provided by the Centers and findings of previous visits. Visits during the March/June period would be for the purpose of obtaining clarification of issues and for reviewing the draft report. (I recommend we consider this approach.)
- (b) If a special mission is considered more appropriate, decision on the purpose and scope of the review to be undertaken as well as composition of the mission will be required. There

are several options as follows:

- (i) restricted purpose mission--focusing on cost efficiency/cost effectiveness of program and budget (as recommended by the Subcommittee).
 - (ii) As above, but including assessment of scientific programs and forming judgement opinions on program quality and effectiveness.
 - (iii) broader mission purpose--focusing on short-term management performance, financial or technical or both.
- (c) This is the most sensitive review in the view of Center staff. Therefore, a cautious approach is warranted. I suggest that for the 1974 review cycle that we be flexible with regard to formal reviews and that instead we try to use the continuous process method, with visits as required. I also suggest that we restrict the 1974 review to the purpose and objectives suggested by the Subcommittee in order to provide a sounder basis for expansion into a more ambitious financial management review process, perhaps for the 1975 ICW meetings. This would require that most of the assistance be provided to the Centers during 1974.
- (d) Following the above procedure, management performance would also be reviewed on a continuous rather than a one-shot basis. I suggest this would be the most appropriate.

Attachment 1.

Draft Report

Sub-Committee on Review Procedures

Consultative Group on International Agricultural Research

The terms of reference for this sub-committee, as stated by Chairman Demuth on August 2, 1973, were:

1. To examine and specify the review and information requirements of the Consultative Group;
2. To bring forward a report to the CG suggesting how these requirements should be met.

Requirements

1. With respect to the current and prospective work of each agricultural Center (IRRI, CIMMYT, etc.) the members of the CG need:

a) Accurate, current information on the programs of the Center, in forms which permit non-scientists to understand the objectives and significance of the programs, the progress that has been achieved, and the costs incurred;

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 the Center is being managed in a reasonable and responsible way, that funds made available are being used for the purposes intended and with reasonable efficiency, and that its future budget proposals are a prudent financial expression of well-planned programs.

2. With respect to the system of research Centers for which the CG has accepted responsibility, 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.

Recommendations for meeting these requirements

The sub-committee considers that it is important to meet these requirements in ways which will place the least possible burdens on the Centers and run the least possible risk of intruding into their management. Fortunately, in the sub-committee's view, many of the Centers' own requirements for information and review coincide with those of the CG, and we have designed our recommendations in ways which we believe will minimize the establishment of additional or separate reporting and review processes.

1. With regard to Requirement 1-a above, (accurate information on each Center's program), we believe CG requirements will be satisfied if each Center produces an adequate annual program-budget submission, publishes adequate annual reports on its research program, and invites and publishes an annual, independent financial audit. It is our impression that each Center intends to follow these practices.

We recommend that the CG Secretariat review the adequacy of annual program-budget submissions and of annual published reports by each Center, and suggest improvements (and offer technical assistance) where warranted.

2. With regard to Requirement 1-b above, (external review of the scientific and technical soundness of each Center's program), we believe CG requirements are quite similar to those of each Center's board and management.

a) 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 (as for example the proposal made by IRRI in the current year to embark on a substantial increase next year in its research on rain-fed rice). The Center will necessarily have considered such a proposal carefully before putting it forward in its annual program budget, including reviews by its senior staff, by its board of trustees, and quite possibly by external experts. The CG looks to the TAC to provide recommendations on such proposals, 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 any major changes proposed by any Center in its annual program budget, including 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.

b) The CG also needs the results of periodic independent external assessments of the overall scientific quality and effectiveness of each Center,

and of the continuing need for its work. Such assessments are not appropriate on an annual basis, but should be scheduled at perhaps five-year intervals. 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 for judgments on such matters, and it would seem feasible for the TAC to meet its responsibilities not by laying on a separate external assessment but by (1) assuring itself that the Center's assessment is adequate, and (2) participating in the assessment.

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, reaching judgments on their results, and reporting its judgments to the CG.

3. With regard to Requirement 1-c above, (external review of financial management and planning of each Center) the sub-committee feels on somewhat less secure ground, and believes that some experimentation will be necessary. It is clear that the CG needs the results of an external independent financial and budget review of each Center, each year (as long as budgeting and financing are handled by the CG on an annual basis). We think the logical locus of responsibility for making such a review is the Secretariat of the CG. The review should focus on the relationship of program to expenditures, examining for the past period the extent to which actual manpower and costs have differed

from those budgeted, and for the future distinguishing real program increases from cost increases resulting from salary changes, inflation, and currency revaluations. The review should reach judgments on the extent to which budget assumptions are reasonable and result in a tight but workable financial plan and should identify weaknesses and issues concerning the budget which should be brought to the attention of the CG. It is clear that the better the annual programming and budgeting process of each Center is, the simpler and easier it will be to conduct a useful annual review on behalf of the CG. There is also a question of timing which leads the sub-committee to suggest that Center budgets ought to be completed each year no later than March 31, so that reviews on behalf of the CG can be completed well in advance of Centers Week at the beginning of August.

We recommend that (1) the Centers be asked to submit annual budgets to the CG no later than March 31 st; (2) the Secretariat of the CG conduct a continuing process of advice and technical assistance intended to help the Centers improve their programming and budgeting processes; and (3) the Secretariat of the CG conduct annual review of the financial reports and budgets of each Center, with reports of such reviews circulated in advance of Centers Week.

4. With regard to Requirement 2 above (integrative analysis of the system of Centers), the sub-committee finds itself on even more uncertain ground. We think the need of the CG is unmistakable for a single analytical paper, prepared annually in advance of Centers Week, which sets out the global financial requirements and availabilities for ongoing and proposed programs for

some years to come, and identifies issues which the CG should address. We think it is clear that the paper should be prepared by the Secretariat of the CG, drawing on information and advice from Center submissions, TAC program reviews and other sources. We consider that it will be necessary to move in this direction step by step, since it will place substantially increased demands on the Secretariat in terms of professional talent, time, and resources. The important first step is to recognize the need and place responsibility for meeting it.

We recommend that the Secretariat of the CG prepare each year in advance of Centers Week, an integrative paper placing the programs and budgets of the several Centers in a single framework, projecting financial costs and availabilities, and identifying program and financial issues which should be addressed by the CG.

(The sub-committee has noted the probability that in the future the CG will need periodically - perhaps every five years - an overall assessment of the usefulness, accomplishments, and deficiencies of the system of Centers in the context of the world-wide problems to which the Centers' work is addressed. Such an overall assessment should presumably be prepared by, or commissioned by, the TAC. In view of the more immediate needs addressed in the present report, and the amount of work needed to meet them, it seems best to defer for the time being consideration of this additional requirement.)

Attachment 2.

List of inquiries on management which the CG review teams might be asked to incorporate in their reports during the 1974 review.

- (1) Comparison of actual expenditures in last completed fiscal year, with budget for same year.

Mission will be asked to present a 2-column table comparing actual expenditures will approved budget for the year ending the preceding December 31. Mission will discuss the deviations with the Center Management, and will also give comments of the Mission.

(Comment to Directors: This process should not become a straight jacket, freezing the program two years in advance. But this process will make centers more hesitant to shift funds to a purpose not discussed with the CG.)

- (2) Budget for current year (year in which review takes place).

Mission is asked to present a 2-column table comparing the budget presented by the center the previous Centers Week, and the budget now being used. Who approves the changes?

Mission may wish to comment on the changes.

This would cover both operating and capital budgets.

- (3) Budget for the year ahead (year which CG will review at the next Centers Week).

3.01 Mission will prepare a 3-column table comparing operating budget over a 3-year period: actual expenditures for last completed year, budget for current year, and requested budget for next year. Mission will discuss with the Management the requested increases, including program activities which increase, unit cost increases, inflation rate, salary increases etc.

3.02 Capital budget for year ahead. Mission will prepare brief table summarizing the Capital items, will discuss the justification for each, and will offer its opinion on the justification, and unit costs.

(Directors: Is there any way to make this less impressionistic?)

(4) Personnel inquiry.

4.01 Personnel numbers, increases, and costs.

Mission will prepare a 3-year summary (last year, present year, next year) summarizing numbers of personnel by category, and costs; will discuss increases with management; and offer its own comment.

4.02 Salary scale.

Mission will ask for a copy of the Center's salary scale, discuss it with Management, and offer its comments.

Mission may ask for the average cost per man-year of various classifications of workers, but the Directors do not believe it is appropriate for the Review Team to ask for the actual payroll by individual.

Mission may ask the Management how the Center determines that its current salary scales are competitive: that is, what organizations are regarded as comparable, for review purposes; and how often does the Center gather information to make a comparison? When was the last comparison made?

4.03 Benefits other than salary.

Mission may ask for a statement of perquisites, other than salary, for both senior international staff, and for local supporting staff, in enough detail to calculate the cost per man-year of these benefits.

Mission may comment on this information.

Mission may ask Center what steps it takes to compare its benefits to those of other organizations which the center regards as "comparable".

How do the benefits of the support staff compare to those of the host government?

4.04 Salary and wage increases, previous January 1.

Mission may ask to see a comparison by broad employee categories, of the total payroll for the preceding December, and the total

payroll for the preceding January, and to make calculations of the percentage increase in salaries/wages by group. (This example assumes that the annual merit increases take effect on January 1.)

Mission may offer comparisons to comparable increases in payroll of international agencies or scientific groups, or others which the Mission considers comparable.

(5) Organization of staff.

Mission will ask to see a Table of Organization of the senior professional staff and will comment on whether, in the Mission's judgment, the organization will produce the kind of staff results that are required for the program submitted to the CG.

(6) Budget format.

Mission will discuss the budget format employed by the Center, and will offer comments on the format of the budget submitted to CG.

(7) Process for annual program planning and budget planning.

Mission will discuss with Management the process of program planning and budget planning, and will comment in its report on the processes. (There must be no agreement that all centers must employ exactly the same planning processes. The important element here is whether the Mission believes that the processes used by each Center will produce well considered budgets.)

(8) Auditor's report.

Mission will attach a copy of the last previous auditor's report, and will comment whether the format of the auditor's report gives the standard information which the donors need to satisfy themselves on the proper management of their money.

(9) Rates of inflation, in host country and internationally.

Mission is asked to state the inflation rate used by the center in its budgeting; to give the Mission's own estimate of the inflation rates which affect the center, and to offer supporting evidence for the Mission's estimates.

The Mission might separate its comments on inflation into the following categories:

- (a) Cost of living for local supporting staff of the institute.
- (b) International staff of the institute.
- (c) Procurement costs for local goods and services used by the institute.
- (d) Imported goods and services, used by the institute.
- (e) Operating cost of outreach projects, by country.

The Mission should support its estimates by any or all of the following data, which may be requested in advance from the center:

- (i) What is the inflation rate in the host country, as published by the Central Bank, Ministry of Labor, or other government agency?
- (ii) Has the host government modified its minimum wage law, or current salary levels of civil servant salaries during the past year?
- (iii) Have local offices of UN agencies modified their wage scales in the past year?
- (iv) What inflation rate does the IBRD in Washington attribute to the host country? (To be supplied by the Mission.)
- (v) What evidence can the institute supply to the Mission on changes of costs in goods and services used by the institute, either for local goods or imported goods?
- (vi) What has been the record for changing currency exchange rates affecting the host country during the past few years?
- (vii) What inflation rate is the institute using for the future? On the basis of data for the past few years in the host country, can the Mission comment on the inflation rate used by the institute for its future budgeting?

- (10) Indirect costs (overhead rates charged on restricted and special grants).

Mission is asked to attach to its report a statement by the center on its approved formula for calculating indirect costs.

Mission will comment on whether it regards this formula as equitable to individual donors, and whether the formula attributes to restricted and special grants a fair share of the overheads.

Give a breakdown of all restricted and special grants, the agreed overhead rates for each, and the amount collected from donors the preceding year.

(11) Cash flow and working capital.

Mission is asked to put on record the following information from the Center Management, with the Mission's comments:

- (a) What is the amount of working capital of the center? Is it adequate?
- (b) For what kinds and amounts of advances does the center use this working capital during the year?
- (c) What has been the experience of this center with delayed payments from donors during the past two fiscal years? What has been the extent of the problem of cash flows?
- (d) If this center has found it necessary to resort to bank loans, what has been the experience?

(12) Earned income.

Mission should report the sources of miscellaneous income, and the amounts, and how well this function is managed?

Does this center invest its surplus funds at interest? If so, with what results.

How does the center sell its equipment no longer considered economic?

How does the center sell its surplus crops?

(13) Revolving funds (self - supporting activities).

Mission will list all revolving funds, with sufficient information to show whether they are in fact self-supporting or a burden upon the core budget.

For revolving fund on food and housing services, when were the rates last reviewed? Is the fund accumulating a surplus, or a deficit? Is this fund intended to accumulate a surplus to meet future equipment replacement costs?

Does Mission suggest any changes by the Trustees or Management in the handling of revolving funds?

(14) Personnel administration.

What is the management arrangement for personnel?

Is there a personnel manual? Is it adequate?

Has the Mission any other comments on personnel administration?

(15) Financial administration.

What is the chain of command for financial administration and is the staff adequate in numbers and experience?

What are the qualifications of the controller?

Does this staff produce the necessary financial records needed for internal controls, on a satisfactory time schedule?

(16) General services.

General services are so location specific and program specific that there is a hazard in asking a review team to comment on the basis of comparison to other centers.

In the 1973 comments of the review teams, there were personal opinions expressed that one center had too many vehicles, one had buildings which were overly plush, another had buildings that were very well maintained, etc. These are superficial.

Nevertheless, general services are an essential part of good management, and the Mission must be asked to offer some judgments, and it is our problem to suggest how these comments can be made as objective as possible.

Here are some:

Building and ground maintenance: does the Center have a preventive maintenance program for buildings, roads, furnishings? Can the Mission comment on the program.

Laboratory and utilities equipment maintenance: does the Center have a maintenance program for equipment? Does the Center have the capability to make its own repairs, or access to those who can? Is equipment out of operation for lack of repairs?

Vehicle replacement policy, and disposal practices: Mission will discuss and comment.

Vehicle assignment policy: Under what circumstances does the Center decide to assign a vehicle, and how does this compare to other Centers? What numbers of vehicles does this require, and for what purposes? (There can be no expectation of uniformity, but this question should provide sufficient information that the Mission will understand the relationship of the vehicle pool to the program and the personnel policies.)

Procurement services and practices: Mission will discuss and comment.

Capital city service office: several centers are located away from the capital city but maintain an office there (Mexico City, Bogota, Lagos, Manila). Has the Mission any questions on these offices?

Travel service office: Has the Mission any questions on staffing, practices, and costs?

Vehicle and farm machinery maintenance: Most centers have their own repair shops. Are there questions on the operation?

(17) Host government relations.

Has the Mission any questions ?

(18) Relations between this Center and other Centers.

Has the Mission any questions:

(19) Trustee relations.

This may seem an inappropriate topic for the review teams, but it is a very important topic in establishing the confidence of donors.

Questions which would be objective might be:

How many meetings of the full board and of its committees were held during the past year?

What is the process by which the Trustees review the program and budget? Are changes in program and budget during the year reviewed by the Trustees.

What briefing materials does the Management of the Center supply the Trustees during the year?

Is the roster of Trustees full, or are there vacancies?

(20) Circulation of program information by the Center to its clients.

Mission will summarize the reports of the Center, the information services, discuss the mailing lists with the Management, and offer its comments.

(If the Directors groan at this list of questions, I can assure them there are members of the IBRD staff who have far wider ideas for an annual review. It is necessary for us to suggest enough information that will enable the Review Team to answer the question: Does this Center have effective management?)

(Let me have amendments, additions, or substitutions.)

HH/mph

ROUTING SLIP				Date SEP 11 1973	
INCOMING MAIL					
	Mr. Adler	D630		Mr. Rayfield	N434
	Mr. Aldewereld	A1226		Mr. de la Renaudiere	C302
	Mr. Alter	A908		Sir Denis Rickett	A1230
	Mr. Baum	D729		Mr. Rotberg	A1042
	Mr. Bell	A1136		Mr. Stevenson	D532
	Mr. Benjenk	A712		Mr. Thalwitz	A210
	Mr. Blaxall	D628		Mr. Twining	N635
	Mr. Broches	A813		Mr. van der Tak	D732
	Mr. Cargill	A513		Mr. Votaw	C702
	Mr. Cauas	N234		Mr. Wapenhans	A707
	Mr. Chadenet	A201		Mr. Weiner	A500
	Mr. V. C. Chang	H702		Mr. Wiese	A837
	Mr. Chaufourrier	A313		Mr. Williams	B1210
	Mr. Chenery	A1221		Mr. Wright	A307
	Mr. Wm. Clark	D928			
	Mr. Clarke	D1029			
	<i>Mr. Clark D1122</i>				
	Mr. D.A. de Silva	N635			
	Mr. Diamond	A613			
	Mr. Fowler	A1219			
	Mr. Gabriel	H700			
	Mr. Goodman	C602			
	Mr. Goreux	N235			
	Mr. Graves	D1122			
	Mr. Gutierrez	B906			
	Mr. Hartwich	A413			
	Mr. Hayes	D429			
	Mr. Hittmair	A1042			
	Mr. Hoffman	D1123			
	Mr. Husain	C1001			
	Mr. Knapp	A1230			
	Mr. Kirmani	A1143			
	Mr. Knox	A911			
	Mr. Lejeune	A1013			
	Mr. McNamara	A1230			
	Mr. Mendels	A1219			
	Mr. Muller	N436			
	Mr. Nurick	A802			
	Mr. Paijmans	D1032			
From: Communications Section, Room C219, Extension 2023					

September 12, 1973
L.J.C. Evans

PROCEDURES FOR REVIEW OF CENTER PROGRAMS AND BUDGETS

1. UTILITY. Reviews should be useful to Center directors, trustees, TAC, Secretariat and donors (individually and collectively as CGIAR).

Most of the information, analysis, identification and discussion of issues should be needed as much by Center directors as by the other recipients of the reviews.

2. "DESCRIPTION" IN REVIEW REPORTS.

Without some description of programs in the review report it won't be easy for the reader to understand properly a program in relation to its cost.

A Center's annual report could contain a part written especially for the non-technical reader; at present most Center reports are intentionally written by scientists for scientists.

3. COST CONTROL

Costs can and should be reviewed externally and annually to check that resources have been/are being allocated for the purposes for which they were made available; and that performance is in line with estimates, e.g., in staff recruitment, construction, land development, number of plots planted, number of crosses made, etc.

4. COST EFFICIENCY

Costs can and should be reviewed externally and annually to check that resources are being prudently, not extravagantly, used, e.g., in relation to purchasing, staff payments and benefits, vehicle usage, etc. In time, some value may be got from cross-comparisons between centers.

5. COST BENEFIT

Costs can be related to expected possible benefits to a much greater extent than we have attempted in the past. In respect of each discreet research project costs can be quantified in terms of manpower required (senior scientists, junior scientists, support staff), laboratory space, equipment and materials, experimental plot requirements, and, very roughly, in terms of capital and current expenditures; benefits can be roughly quantified in terms of importance of crop in relation to area, population, usefulness as food, value on domestic and export markets. The approximate time scale needs to be given.

In most cases figures will be imprecise, margins of error will be great, and it won't be worth trying to produce a cost benefit ratio figure or a percentage return on investment. (Methodologies have been devised, e.g., by Evenson and others, which I suspect are more sophisticated than we need.) Even rough quantifications of the kind I suggest will be very useful in assessing the comparative attractions of alternative projects. We are usually wanting to choose between known alternatives rather than to assess whether a particular research project measures up to an arbitrary criterion (e.g., returns 20% + on the investment).

6. FREQUENCY OF REVIEWS

I assume there must be an external review of each Center's budget once a year. If this is so, I find it difficult to see how reviews of programs can be less frequent, since the important thing is to relate expenditures to programs. Every year there will be "issues" to be faced about whether to expand, contract or discontinue a particular program, or whether to start a new one. The "external program reviews" which most centers have are another matter and I assume they will continue at approximately three year intervals.

7. TIMING

I fear some centers are being asked to prepare their budgets too far ahead, too early in the calendar year, before last year's results have been audited or this year's trends are evident. I wouldn't be in favor of budget reviews earlier in the year than they take place now; in fact I'd prefer the procedure to be later if possible.

I wonder whether the timing problems could be eased by having "Centers Week" one month later, i.e., first week in September? There'd still be almost two months before the important CG meeting in early November.

8. BUDGETING

In view of the great improvements we have seen due to Mike Ruddy's and Andrew Urquhart's work, we can confidently expect more. It is particularly important to improve the medium and long term estimating for each project. Some research projects are expected to take several years before results are achieved; a one year's estimate is of very limited value.

9. COMPOSITION OF REVIEW TEAMS

The minimum should be two program reviewers and one budget reviewer.

There should be continuity between reviews by including in each team at least one man who has reviewed the center before; and preferably one new man who has not.

Each team should have at least one man who knows what form of report is needed and how to write it. We need consistency of presentation otherwise the reports will be difficult to digest.

The team selection should be by the Secretariat. The idea of inviting donors to nominate a technical representative from their government or a scientist from their country is superficially attractive but ought to be avoided. This is not the way to choose the best consultants; i.e., they'd be liable to be selected because of nationality or for official reasons, not because of merit. All Bank experience ought to warn us against this. We should look for the best men for the job and hire them as consultants ad hoc, owing allegiance only to the **Secretariat** and not to any national agency that nominates them.

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I am much attracted to Mike Ruddy's proposals:

- (i) A Center Program Paper: to be prepared by each center director. (An important way of involving him in the review.) An outline on terms of reference would have to be provided to ensure some uniformity of presentation.
- (ii) A Center Issues Paper: prepared by Secretariat with help of Bank staff; some consultant help would be needed.
- (iii) A Review Team Visit: after the Center had digested the issues paper.
- (iv) A Revised Center PP:
- (v) A Revised Issues Paper for Each Center: this is the only procedure which will ensure that trustees, donors and others focus on and respond to the issues as regards, e.g., program changes, budget increases, determination of priorities.

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September 11, 1973

Mr. Brian N. Webster
Assistant Secretary
Technical Advisory Committee
Food and Agriculture Organization
Via delle Terme di Caracalla
Rome 0100, Italy

Dear Brian:

It was good to have your letter of August 30. My thanks to you and Peter for reviewing so systematically the various points that had arisen out of the CG meetings on August 1-3. I did enjoy working with you both.

This letter is by way of an interim reply on some of the points that you mention.

(1) Minutes. When the Priorities Paper is finally cleared, we feel it should be circulated by the CG. In any event, we shall let you have our latest list of addresses.

(2) Genetic Resources. We look forward to the FAO background paper which we think you should circulate to the members of the Subcommittee. For reference, I am enclosing our copy of the list of Subcommittee members. No interpretation facilities will be required.

(3) INTSOY. We are glad to know that Dr. Contini may be available for discussions on how to set up the INTSOY relationship with the University of Illinois. We are at present drafting a piece on possible relations between the Bank and the INTSOY Subcommittee of the CG and between the Bank as executing agency and the University of Illinois, and will let you have it for discussions as soon as possible. Meanwhile, if you have any suggestions these would be most helpful.

(4) WARDA. We are now sending a letter to the Executive Secretary of WARDA reflecting the discussions at the CG meetings concerning the need to strengthen the scientific management. When we have had a response, we will be in a position to put something to the CG and then move to establishing some sort of steering committee along the lines you indicate. However, the next step is in the hands of Mr. Diouf.

(5) Data Request. Thank you for your comments on the four points raised by David Bell. We have talked to Monty Yudelman about this, and he is taking up the matter with people in the Bank and in the U.S. regarding availability of data. He will be in Rome about September 20, and will discuss the matter with you at that time as well. Quite apart from answering any particular points, we feel that what needs to be done between now and November is to set up a method of proceeding with the collection and assessment of data with regard to agricultural research and the developing countries; we begin with the question of what data are available and are needed.

(6) UNCTAD. I have sent you separately a copy of the letter of August 15 which Mr. Demuth as Chairman of the CG has written to UNCTAD. It takes into account the fact that TAC is awaiting the result of the 'over-view' being planned by FAO.

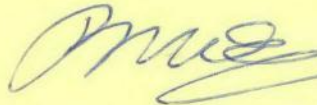
(7) Brazil. Jim Fransen is away at present but I will ask him to let us know what came of the discussions that were held at the Centers Week luncheon concerning work in Brazil. I am sorry we have not checked this out with you beforehand.

(8) Concerning the LDC representative at CGIAR meetings, we would appreciate it if you could check out the status of Morocco, which you mention in your letter, and secondly the timing for the transfer of the Lebanese membership to Egypt. You will recall we farewelled Dr. Basbous at the last meetings, but we would like to be sure that we are supposed to invite Egypt for the November sessions. Could you help us on this as well as on the Morocco question?

Once again, my thanks for all your suggestions, information and comments, and I will try and keep in touch with you as things progress here.

With best wishes,

Sincerely yours,



Bruce M. Cheek

Enclosure



BMC:mcj

FAO

Mr. J. F. Yriart
Assistant Director-General
Development Department
FAO
Via delle Terme di Caracalla
Rome 0100, Italy

GERMANY

Dr. Werner Treitz
Federal Ministry for Economic Cooperation
Friedrich Ebertstrasse, 114
Bonn
Federal Republic of Germany

NETHERLANDS

Dr. G. de Bakker
Director, Agriculture Research
Ministry of Agriculture
The Hague
Netherlands

ROCKEFELLER FOUNDATION

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

SWITZERLAND

Dr. Rolf Wilhelm
Director of Projects
Swiss Technical Cooperation of the
Federal Political Department
Berne, Switzerland

SWEDEN

Mr. Arnold Willen
Head of Section
Department of Development Cooperation
Royal Ministry for Foreign Affairs
Box 16121
S-103 23 Stockholm 16, Sweden

UNITED KINGDOM

Mr. W. A. C. Mathieson
Deputy Secretary
Overseas Development Administration
Eland House, Stag Place
London, SW1E 5DH, England

UNITED STATES

Mr. Omer Kelley
Director, Office of Agriculture
Bureau for Technical Assistance
Agency for International Development
Washington, D. C.
U.S.A.

UNDP

Mr. William T. Mashler
Director, Division for Global and Inter-
regional Projects
United Nations Development Programme
866 United Nations Plaza
New York, N.Y. 10017

TAC

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

Shaftesbury 2750

G Z F
The Old Post Cottage
Motcombe
Shaftesbury
Dorset
SP7 9NT

6th September

Dear Bruce,

Here, as promised, are some comments on aspects of "Center Review Procedures". They are intended really for you and Monty, but with wider distribution if you wish.

I liked the Ruddy / Varghaast Raper, but didn't think much of the Robertson / Dion effort.

As you know, I agreed with Halvone Hansen's proposals which he circulated at Center Week.

Kind regards,

Yours sincerely,

Jim Brown

OUTGOING WIRE

TO: ALL PERSONS ON THE ATTACHED LIST

DATE: SEPTEMBER 6, 1973

CLASS OF
SERVICE: LT OR TELEX

COUNTRY:

TEXT:
Cable No.:

WOULD APPRECIATE YOUR EXPEDITING RETURN OF AGREED TEXT YOUR
CENTERS WEEK SPEECH FOR INCLUSION WITH SUMMARY OF PROCEEDINGS WHICH
¹⁵
~~15~~ TO BE CIRCULATED SHORTLY. REGARDS

CHEEK
CGIAR

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Bruce M. Cheek

DEPT.

International Relations

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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MR

REFERENCE

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DEPT

INTERNATIONAL RELATIONS

SEP 6 3 40 PM 1973

NAME

BLISS M. CHASE

COMMUNICATIONS

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CHECK~~TO BE CIRCULATED SHORLY~~ RECORDS

12
 CHAIRMAN'S WEEK SPEECH FOR INCLUSION WITH SUMMARY OF PROCEEDINGS WHICH
 WOULD REPRESENTATIVE LONG EXERCISING BELONG OF VORREED TEXT LONG

Cable No.

TEXT

COUNTRY

 111
 SERVICE: FL OR TELE
 CLASS OF

TO: VIT PERSONS ON THE ATTACHED LIST

DATE: SEPTEMBER 6, 1973

OUTGOING WIRE

ASSOCIATION

INTERNATIONAL DEVELOPMENT

RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL BANK FOR

CORPORATION

INTERNATIONAL FINANCE

Form No. 11

C5

ALBRECHT
TROPFOUND
IKEJA
NIGERIA

Lt

CUMMINGS
CRISAT
SECUNDERABAD
INDIA

Lt

① GRANT
CINATROP
CALI
COLOMBIA

396-5769 TELEX

SAWYER
CIPAPA
LIMA
PERU

Lt

② BRADY
RICEFOUND
MANILA
PHILIPPINES

762-3375 TELEX

SEP 3 8 20 PM 1973

COMMUNICATIONS

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EMBASSY OF SWITZERLAND
SCHWEIZERISCHE BOTSCHAFT
AMBASSADE DE SUISSE

WASHINGTON D.C. 20008,
2900 Cathedral Avenue N.W.
Telephone 462-1811 /7

September 3, 1973

Ref.: 532.50.SD-mp

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

Gentlemen:

Referring to the meeting to be held next
November 1 and 2, on international agricultural
research, I take pleasure in informing you that
Switzerland shall be represented by Dr. Josef
von Ah, in charge of the Swiss Office for
agricultural research in Berne.

Sincerely yours,

A. Geiser
Counselor of Embassy

1973 SEP -6 PM 2:11
COMMUNICATIONS
SECTION

OFFICE MEMORANDUM

C1

TO: Files
FROM: Harold Graves *HG*
SUBJECT: CG Meeting Nov. 1-2: Possible Agenda Topics

DATE: August 29, 1973

On August 22, Bruce Cheek and I had lunch with Guy Baird of USAID, in order to discuss, at his request (made on behalf of Joel Bernstein) what topics might conceivably be included in the agenda of the Consultative Group meeting of next November 1 and 2. We compiled a list composed of the following:

1. Progress report on Livestock Centers (Secretariat or Pino/IDRC)
2. Capital needs of CIAT (Rockefeller report)
3. Genetic resources project (subcommittee report)
4. Status of WARDA
5. INTSOY proposal (World Bank report?)
6. Upper Volta Trypanosomiasis Project
7. Center review procedures (subcommittee report)
8. Consultative Group brochure (CG co-sponsors' report)
9. Data base (FAO-IBRD report)
10. Nutrition (Bernstein note)
11. TAC priorities
12. Medium-term financial framework of CG
13. Formal pledging, 1974; indications for 1975.

Since August 22, one other possible agenda item has been suggested. Peter Oram expresses the desire that the turn-over date of TAC membership be postponed from the present date (July 1) until a date after the November meeting. This would enable TAC to begin its year (with a winter meeting) and go through the two CG meetings of the year with the same membership. Approval of the CG presumably would be required to change the date on which the terms of TAC members expire.

cc: Mr. Demuth, Mr. Baum, Mr. Mashler, Mr. Oram and Mr. Yudelman

C2

August 21, 1973

Dear Ralph:

We are in the course of preparing the minutes of the meetings held during International Centers Week. As was the case last year, the texts of the program presentations made by the Center Directors will be appended to the minutes when they are circulated.

I would therefore like to clear with you the text which we should use for ICRISAT. Attached you will find the verbatim transcript of your speech. There are some pencil markings which indicate either some possible changes or some points where the text may need to be clarified. I should be grateful if you could let us have a revised text as soon as possible.

I am also attaching the verbatim on the discussion which followed your speech, as I thought this might be of interest to you and your staff.

We all enjoyed the discussions during International Centers Week and I would like to thank you for the contribution you made to the various sessions.

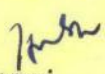
With best wishes,

Sincerely yours,

Harold Graves

Enclosure

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

b. 
BMC/HG:mcj

92f

OUTGOING WIRE

125354

TO: LOWELL HARDIN
FORD FOUNDATION
NEW YORK CITY
NEW YORK

DATE: AUGUST 21, 1973

CLASS OF *WU*
SERVICE: TELEX

COUNTRY: USA

TEXT:
Cable No.:

HERE IS ABRIDGED VERSION RUDDY LETTER TO YOU CONCERNING REVIEW
PROCEDURES --

I HAVE THE FOLLOWING SUGGESTIONS.

ON MEDIUM TERM PLANNING --

SOME

ALL CENTERS HAVE ~~SOME~~ FORM OF INTERNAL PLANNING PROCEDURES. IN
ONE FORM OR ANOTHER A PLANNING REVIEW SESSION IS HELD ANNUALLY BETWEEN
THE DIRECTOR GENERAL HIS DEPUTY AND THE SENIOR SCIENTIFIC STAFF. THE
FOCUS IS PRIMARILY TECHNICAL WITH ONLY A NOTIONAL TREATMENT OF COSTS
EXCEPT FOR THE COST TO BE INCURRED IN THE COMING BUDGET YEAR. [BUDGET
PRESENTATIONS ARE VERY WEAK IN SHOWING FUTURE COSTS OF CURRENT PROGRAMS.]

I HAVE THE IMPRESSION THAT ONLY IN A VERY LIMITED SENSE DO DIRECTORS
ATTEMPT TO RATIONALIZE THE INVESTMENT BALANCE BETWEEN RESEARCH, ITS
DISSEMINATION, TRAINING AND OTHER ACTIVITIES. RATHER, THEY ATTEMPT
TO ASSURE THEMSELVES THAT ACCOMPLISHMENTS WERE MADE IN THE CURRENT YEAR
AND TRY TO JUDGE WHETHER THE PROGRAM FOR THE COMING YEAR SHOULD CONTINUE (Cont.)

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Harold N. Graves, Jr.

DEPT.

International Relations

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

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TO: LOWELL HARDIN
FORD FOUNDATION
NEW YORK CITY
NEW YORK

DATE: AUGUST 21, 1973

CLASS OF
SERVICE: TELEX

COUNTRY: USA

TEXT:
Cable No.:

- PAGE TWO -

AT THE CURRENT LEVEL, BE marginally EXPANDED OR REDUCED.

I FEEL THE APPROACH SHOULD BE SLIGHTLY MORE FORMAL, MORE GOAL AND STRATEGY ORIENTED, MORE COMPLETE ON MANPOWER AND COST CONSIDERATIONS, AND MORE TRANSPARENT TO THE CONSULTATIVE GROUP AND OTHERS CONCERNED. I PROPOSE THAT DURING 1974 WE WORK DIRECTLY WITH ONE CENTER FOR THE PURPOSE OF DEVELOPING A SAMPLE MEDIUM-TERM PLANNING PROCEDURE. THE SYSTEM WOULD BE BASED ON A CENTER PROGRAM PAPER PREPARED ANNUALLY BY EACH CENTER. THE PAPER WOULD BE THE PRINCIPAL INSTRUMENT FOR STATING THE CENTER'S GOALS AND DEFINING ITS STRATEGY. IT WOULD HAVE FOUR MAJOR PURPOSES

(A) TO FURNISH THE DIRECTOR, HIS STAFF, THE CG SECRETARIAT AND ~~OTHER~~ OTHER REVIEWING AGENCIES WITH A COMPREHENSIVE AND PRECISE STATEMENT OF PROGRAM GOALS.

(B) TO PROVIDE A QUANTITATIVE FRAMEWORK FOR REVIEWING THE FOOD AND HUMAN PROBLEM BEING ADDRESSED BY SPECIFIC PROGRAMS.

(Cont.)

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. International Relations

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NEW YORK

DATE: AUGUST 21, 1973

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Cable No.:

- PAGE THREE -

(C) TO PROVIDE FOR EACH PROGRAM A CRITICAL ASSESSMENT OF DEVELOPMENTS TO DATE COMPARED WITH EARLIER EXPECTATIONS, AND SET OUT REVISED GOALS, APPROACHES AND FINANCIAL REQUIREMENTS FOR THE FUTURE.

(D) TO RECORD THE RATIONALE AND PROCESS BY WHICH INTERNAL DECISIONS ARE MADE ON THE RESEARCH SCOPE, MANPOWER AND FINANCIAL REQUIREMENTS OF EACH PROGRAM.

ON REVIEW PROCEDURES --

PROGRAM REVIEW -- ONCE A CENTER HAD COMPLETED ITS CENTER PROGRAM PAPER IT WOULD BE FORWARDED TO THE SECRETARIAT AND ALSO PERHAPS TAC. THE STAFF OF THE SECRETARIAT WITH ASSISTANCE FROM BANK STAFF AND POSSIBLY FROM OUTSIDE WOULD REVIEW THE PAPER IN SOME DETAIL. THE RESULT WOULD BE AN ISSUES PAPER RAISING SUBSTANTIVE ISSUES ON THE CENTER'S STRATEGY AND FINANCIAL MATTERS. THIS PAPER WOULD BE SENT TO THE CENTER DIRECTOR ALONG WITH ANY QUESTIONS ON WHICH THE SECRETARIAT REQUIRED FURTHER INFORMATION OR THOUGHT SOME CLARIFICATION NEEDED.

(Cont.)

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. International Relations

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FORD FOUNDATION
NEW YORK CITY
NEW YORK

DATE: AUGUST 21, 1973

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SERVICE: TELEX

COUNTRY: USA

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- PAGE FOUR -

AFTER THE DIRECTOR AND HIS STAFF HAVE HAD TIME TO STUDY THE ISSUES PAPER AND PREPARE ANSWERS TO THE QUESTIONS POSED, A VISIT WOULD BE ARRANGED BY THE REVIEW ~~XXXX~~ TEAM. THE TEAM WOULD REVIEW ALL RESEARCH AND RELATED ACTIVITIES AND THEIR FINANCIAL IMPLICATIONS AT THE CENTER WITH SPECIFIC FOCUS ON THE ISSUES IDENTIFIED IN THE ISSUES PAPER. ~~IN~~ ~~CASE~~ THE CULMINATION OF THE VISIT WOULD BE AGREEMENT ON A REVISED CENTER PROGRAM PAPER AND A MODIFIED AND PROBABLY ABBREVIATED ISSUES PAPER. THESE TWO DOCUMENTS WOULD BE DISTRIBUTED TO THE CONSULTATIVE GROUP.

ANNUAL BUDGET REVIEW - WITHOUT BASIC IMPROVEMENTS IN INTERNAL PLANNING PROCEDURES THERE IS A LIMIT TO WHAT CAN BE ACCOMPLISHED NEXT YEAR IN BUDGET REVIEWS. WE SHOULD CONCENTRATE ON TWO OBJECTIVES.

(Cont.)

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. International Relations

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TO: LOWELL HARDIN
FORD FOUNDATION
NEW YORK CITY
NEW YORK

DATE: AUGUST 21, 1973

CLASS OF
SERVICE: TELEX

COUNTRY: USA

TEXT:
Cable No.:

- PAGE FIVE -

(1) ON INDIVIDUAL CENTER REVIEWS WE SHOULD RESPOND DIRECTLY TO THE REQUEST OF THE CONSULTATIVE GROUP FOR ASSURANCE THAT FUNDS ARE BEING USED EFFICIENTLY AND FOR THE PURPOSES FOR WHICH THEY WERE APPROVED. THIS PAPER SHOULD BE MORE ANALYTICAL AND BE COMPLETED ON THE RELATIONSHIP OF PROGRAM TO EXPENDITURES. IT SHOULD STATE THE EXTENT TO WHICH EXPECTED ACTUAL MANPOWER AND COST WILL DIFFER FROM THE APPROVED BUDGET AND EXPLAIN REASONS GIVEN BY THE CENTERS. THE BUDGET FOR THE COMING YEAR SHOULD STATE THE EXTENT TO WHICH BUDGET ASSUMPTIONS ARE REASONABLE AND RESULT IN A TIGHT BUT WORKABLE FINANCIAL PLAN. IT SHOULD BE EXPLICIT ABOUT WEAKNESSES IN FINANCIAL PROJECTIONS. ON BALANCE IT SHOULD PROVIDE THE CONSULTATIVE GROUP WITH ASSURANCE THAT FUNDS ARE BEING MANAGED PRUDENTLY.

(2) WE SHOULD CONCENTRATE ON PREPARING AN ANALYTICAL BUDGET PAPER FOR THE CONSULTATIVE GROUP WHICH SETS OUT THE GLOBAL PROGRAM AND

(Cont.)

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. International Relations

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TO: LOWELL HARDIN
FORD FOUNDATION
NEW YORK CITY
NEW YORK

DATE: AUGUST 21, 1973

CLASS OF
SERVICE: TELEX

COUNTRY: USA

TEXT:
Cable No.:

- PAGE SIX -

FINANCIAL REQUIREMENTS FOR ONGOING AND PROPOSED OPERATIONS. THIS
PAPER SHOULD PROVIDE COMPARATIVE DATA ON PROGRAM THRUSTS, LEVELS
OF EFFORT AND FINANCIAL CHARACTERISTICS BETWEEN CENTERS.

ONE OF THE BIG DIFFICULTIES WE HAVE IS THE SHORT TIME AVAILABLE.
REPORTS ON THE BUDGET REVIEWS OF INDIVIDUAL CENTERS CAN PROBABLY BE
READY IN TIME FOR CENTERS WEEK. HOWEVER, THE ANALYTICAL BUDGET
PAPER OF (2) ABOVE WOULD CERTAINLY NOT BE READY. I SUGGEST IT SHOULD
BE PREPARED BY OCTOBER ONE FOR THE NOVEMBER GROUP MEETING.

RUDDY/GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Harold N. Graves, Jr.

DEPT.

International Relations

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(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

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August 21, 1973

Dear Jerry:

We are in the course of preparing the minutes of the meetings held during International Centers Week. As was the case last year, the texts of the program presentations made by the Center Directors will be appended to the minutes when they are circulated.

I would therefore like to clear with you the text which we should use for CIAT. Attached you will find the verbatim transcript of your speech. There are some pencil markings which indicate either some possible changes or some points where the text may need to be clarified. In this connection you might like to refer to the attached copy of your printed speech where we have again indicated some possible changes. I should be grateful if you could let us have a revised text as soon as possible.

I am also attaching the verbatim on the discussion which followed your speech, as I thought this might be of interest to you and your staff.

We all enjoyed the discussions during International Centers Week and I would like to thank you for the contribution you made to the various sessions.

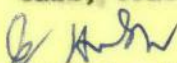
With best wishes,

Sincerely yours,

Harold Graves

Enclosure

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


BMC/HG:mcj

C2
August 21, 1973

Dear Dick:

We are in the course of preparing the minutes of the meetings held during International Centers Week. As was the case last year, the texts of the program presentations made by the Center Directors will be appended to the minutes when they are circulated.

I would therefore like to clear with you the texts which we should use for CIP. Attached you will find the verbatim transcript of your speech and of John Niederhauser's. There are some pencil markings which indicate either some possible changes or some points where the text may need to be clarified. I should be grateful if you could let us have a revised text as soon as possible.

I am also attaching the verbatim on the discussion which followed your speech, as I thought this might be of interest to you and your staff.

We all enjoyed the discussions during International Centers Week and I would like to thank you for the contribution you made to the various sessions.

With best wishes,

Sincerely yours,

Harold Graves

Enclosure

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

BMC/HG:mcj

Handwritten signature

August 20, 1973

Dear Lowell:

UNDP has now signified its intention of participating in the Consultative Group Subcommittee on Review Procedures. Documentation should be sent to William Mashler.

Sincerely,

Harold Graves

Dr. Lowell S. Hardin
Program Adviser, Agriculture
The Ford Foundation
320 East 43rd Street
New York
New York 10017

Lowell

HGraves:apm

INCOMING CABLE

Log. 13

C2

Aug 18 9 26 AM 1973

COMMUNICATIONS
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Distribution

Mr. Graves

GRAVES

INTBAFRAD

WASHINGTON DC

APPRECIATE SOONEST NAMES ADDRESSES PERSONS ATTENDING CENTERS

WEEK ALSO NAME, NEW CHAIRMAN CONSULTATIVE GROUP REGARDS

BYRNES CINATROP

C2
August 14, 1973

Dear Hal:

We are in the course of preparing the minutes of the meetings held during International Centers Week. As was the case last year, the texts of the program presentations made by the Center Directors will be appended to the minutes when they are circulated.

I would therefore like to clear with you the text which we should use for CIMMYT. Attached you will find the verbatim transcript of your speech. There are some pencil markings which indicate either some possible changes or some points where the text may need to be clarified. I should be grateful if you could let us have a revised text as soon as possible.

I am also attaching the verbatim on the discussion which followed your speech, as I thought this might be of interest to you and your staff.

We all enjoyed the discussions during International Centers Week and I would like to thank you for the contribution you made to the various sessions.


With best wishes,

Sincerely yours,

Harold Graves

Enclosure

Mr. Haldore Hanson
Director General
CIMMYT
Londres 40
Mexico 6, D. F.


BMC/HG:mcj

C2

August 14, 1973

Dear Dr. Brady:

We are in the course of preparing the minutes of the meetings held during International Centers Week. As was the case last year, the texts of the program presentations made by the Center Directors would be appended to the minutes when they are circulated.

I would therefore like to clear with you the text which we should use for IRRI. Attached you will find the verbatim of your speech. There are some pencil markings which indicate either some possible changes or some points where the text may need to be clarified. I should be grateful if you could let us have a revised text as soon as possible so that we can circulate the minutes well before the November 1 meetings of the Consultative Group.

I am also attaching the verbatim on the discussion which followed your speech as I thought this might be of interest to you and your staff.

We all enjoyed the discussions during International Centers Week and I would like to thank you for the contribution you made to the various sessions.

With best wishes,

Sincerely yours,

Harold Graves

Enclosure

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

BMC/HG:mcj

C2

August 14, 1973

Dear Sir John:

We are in the process of drafting the minutes and assembling the speeches which should be circulated to members of the Consultative Group following the meetings ending on August 3.

One thing we would like to do is to attach your final speech on priorities which you gave on August 2. I am enclosing a copy of the verbatim which was made of that speech, including a few penciled suggestions from Bruce Cheek on possible changes. I would very much appreciate your scanning the speech as soon as possible and returning an approved version to us so that we can issue the minutes of Centers Week well before the next round of CG meetings on November 1.

We are all very grateful to you for the major contribution you made to the success of the meetings, and we do recognize the extensive demands we made on you, to which you responded so effectively and with such good will.

With best wishes,

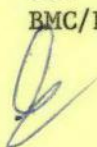
Sincerely yours,

Harold Graves

Enclosure

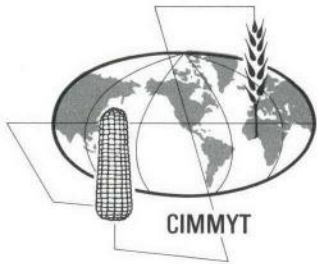
Sir John Crawford
32 Melbourne Avenue
Deakin
Canberra, A.C.T. 2600
Australia

cc: Mr. Neylan
BMC/HG:mcj



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Mr. Alter	A908	Sir Denis Rickett	A1230		
Mr. Baum	D729	Mr. Rotberg	A1042		
Mr. Bell	A1136	Mr. Stevenson	D532		
Mr. Benjenk	A712	Mr. Thalwitz	A210		
Mr. Blaxall	D628	Mr. Twining	N635		
Mr. Broches	A813	Mr. van der Tak	D732		
Mr. Cargill	A513	Mr. Votaw	C702		
Mr. Cauas	N234	Mr. Wapenhans	A707		
Mr. Chadenet	A201	Mr. Weiner	A500		
Mr. V. C. Chang	H702	Mr. Wiese	A837		
Mr. Chaufournier	A313	Mr. Williams	B1210		
Mr. Chenery	A1221	Mr. Wright	A307		
Mr. Wm. Clark	D928				
Mr. Clarke	D1029				
Mr. D.A. de Silva	N635				
Mr. Diamond	A613				
Mr. Fowler	A1219				
Mr. Gabriel	H700				
Mr. Goodman	C602				
Mr. Goreux	N235				
Mr. Graves	D1122				
Mr. Gutierrez	B906				
Mr. Hartwich	A413				
Mr. Hayes	D429				
Mr. Hittmair	A1042				
Mr. Hoffman	D1123				
Mr. Husain	C1001				
Mr. Knapp	A1230				
Mr. Kirmani	A1143				
Mr. Knox	A911				
Mr. Lejeune	A1013				
Mr. McNamara	A1230				
Mr. Mendels	A1219				
Mr. Muller	N436				
Mr. Nurick	A802				
Mr. Paijmans	D1032				

From: Communications Section, Room C219, Extension 2023



92f

CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

August 13, 1973

Mr. Harold Graves
Executive Secretary
Consultative Group on International
Agricultural Research
Washington, D. C. 20433

Dear Harold:

If you still have 20 copies of the Dion-Urquhart report on CIMMYT,
I would appreciate them for distribution to our Trustees.

Cordially,

Haldore Hanson
Director General

HH/mph

RECEIVED

1973 AUG 28 AM 10:28

COMMUNICATIONS
SECTION

Mr. Tolson

Mr. Tolson
Mr. DeLoach

Mr. Mohr

I would appreciate your forwarding to me a copy of the report of the investigation of the activities of the American Revolutionaries in the United States.

Very truly yours,

William F. Buckley, Jr.

Editorial Director

Conservative Group on International

Executive Secretary

Mr. Tolson

August 13, 1973

Mr. Tolson
Mr. DeLoach
Mr. Mohr



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAÍZ Y TRIGO

Mr. James Twining, Director, ASD

August 10, 1973

Harold Graves, Executive Secretary, CGIAR

International Centers Week: July 25 - August 3, 1973

The International Centers Week, sponsored by the Consultative Group on International Agricultural Research, concluded successfully last Friday. It involved an even more complex set of meetings than last year, and extended over ten days. In the process of planning for the sessions and in the actual execution of the program, we had very substantial and effective support from a broad range of your staff. The Consultative Group and its Secretariat deeply appreciate the help that was given; from among the 150 or more participants in the meeting, we heard many enthusiastic comments about the helpfulness and efficiency of the Bank staff.

Among those to whom we were particularly indebted are:

Mr. Nott and Mr. Rimpler on planning of space;

Mr. Moyens and the interpretation team headed by Miss Carmen Venturini (which worked under exceptionally difficult conditions);

Mr. Martin on simultaneous translation and audio arrangements;

Mr. Bucci and Mr. Moren for the dining room hospitality and coffee services;

Mr. Frande on the seating arrangements and place names;

Mr. Ferre on travel problems of participants; and

Mr. Redmond for the messenger arrangements at the larger meetings.

Finally, in their usual miraculous and indispensable way, Mr. Zollinhoffer and his staff coped with a substantial volume of printing and reproduction work both before and during the meetings, often at very short notice.

Handwritten initials
cc: Mr. R. A. Clarke
BMC/HG:mcj
Handwritten signature

92f

August 9, 1973

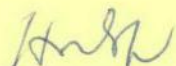
Dear George:

I've now signed the form asking that you be paid the remainder of your fee for the reviews you undertook for us at CIAT, CIMMYT and CIP; and, as you know, we are straightening out the matter of the \$500 travel advance which you did not use. You already had given us a claim for 10 days of work, and the requisition I have now signed is for an additional 23 days, beginning with March 28 and going through the last date on which, according to the information given us by CIDA, you were on leave without pay from CIDA. The amount of this second payment is \$3,680.

Sincerely,

Harold Graves

Dr. H. G. Dion
Agricultural Adviser
Canadian International Development Agency
Jackson Building
122 Bank Street
Ottawa 4, Ontario
Canada



HGraves:apm

August 8, 1973

CG AGENDA

1973 Allocations

1. Revision of over-all table.
2. Adjustment of IITA requirements in the light of recent and unexpected contributions from Belgium, Germany and the Netherlands.
3. Completion of German action on 1973 grants in lieu of 1972 contributions.
- * 4. Paper to World Bank Board on supplemental IDA grants for 1973.
5. Letter to Danes on final allocation for 1973.

Consultative Group - Centers Week

6. Draft informal summary of proceedings.

1974 Allocations

7. Preparation of over-all table (done).
8. Circulation of over-all table to major donors (sent to USAID, Ford, Rockefeller, Germany).
9. Circulation of donor statements of intention to Center directors (in progress).
10. Letter to Danes on allocations for 1974.
11. Letter to Norwegians on allocations for 1974.
12. Scheduling of pre-November meeting among major donors to suggest allocations among Centers.

Subcommittee on Genetic Resources

13. Notification of membership to Secretary (Oram, FAO - done).
14. Terms of reference? Documentation?

Subcommittee on Review Procedures

15. Notification of membership to Chairman (Ford Foundation - done).

16. Terms of reference? Documentation?
17. Inquiry to Centers on review calendars.

Consultation on CG Brochure

18. Communication from Secretariat to FAO and UNDP.
19. Inquiry to Centers on publications activities.

Socio-economic Seminar

20. Preparation of minutes (in progress).

African Livestock Subcommittee

21. Circulation of final Minutes of June 13 meeting to Subcommittee, Bank African offices.
22. French translation of June 13 Minutes (requested).
23. Drafting of Minutes of August 1-3 meeting.

ILRAD

24. Notification to individuals selected as Trustees (Zwart, Toure, Pino).
25. Notification to Kenya Government of selection of Chief of Veterinary Services as a Trustee.
26. Revision of Memorandum of Agreement with Government of Kenya.
27. Drafting and circulation to subscribers of Memorandum on ILRAD Initial Fund.
28. Timing and objectives of next Pino mission to Kenya? (First half of September.)

ILCA

29. Notification to individuals selected as Trustees.
30. Revision of Memorandum of Agreement with Government of Ethiopia.

31. Exchange of Letters with IDRC concerning responsibilities of Executing Agency.
- * 32. Notification to Bank Board of Bank's role as Executing Agency for ILCA.
33. Drafting and circulation of Initial Fund Agreement to subscribers.
34. Draft of ILCA Charter?
35. Further negotiations with Ethiopian Government?

WARDA

36. What now?

Synthetics

37. Communication to UNCTAD.

INTSOY

38. Organization of discussions with USAID, University of Illinois, TAC and CG Secretariats.

Miscellaneous

39. Letter to Shiotani on Japan and CG.
40. Follow-up on Trypanosomiasis project in Upper Volta.
41. Preparation of meeting on ICRISAT Capital Fund.
42. Closing of FY 73 accounts with Dion (done), Evans.

C 1

REFLECTIONS ON INTERNATIONAL CENTERS WEEK

1. Shortage of Funds

It is clear from the TAC priorities paper that calendar 1975 will be the first year in which we will face the classic economic problem of choice. The 1975 requirements can easily out-strip contributions; we have to stimulate contributions and curtail "requirements." This gives added importance to the center review procedures work which we are planning for September/October and to the Foundations' request for a 3/5 year plan by the Secretariat.

2. China

In the five hundred thousand words spoken in our meetings, I heard no mention of China in terms of agricultural requirements or research. TAC should at least be asked to give us a position with respect to Chinese agriculture. There is surely something we can learn, even if it is too soon to speak of linkages and outreach (in reverse)!

3. Brazil

There were many references to Brazil's agricultural needs, particularly in the Amazon and North-East, and to possibilities of linkages between the international centers and national research in Brazil. This problem must be approached more coherently in collaboration with the Agriculture Department and the regional projects and programs divisions.

4. National Research Efforts

There were requests from donors for more information on the absolute volume and trends in national research and on the effectiveness of aid in support of such research. TAC also stressed the dilemma of using center

resources for their own work or for linkage/outreach programs.

5. Intermediate Technology

There was important discussion in the center review meetings and in the socio-economic seminar on this subject, including local equipment production, technology adoption processes, minimum tillage techniques.

6. Farming Systems

Although the centers generally have a crop focus, there is now increased emphasis on cropping or farming systems for particular regions and for small farmers.

7. Rural Development

These magic words were seldom used although it is really the ultimate objective. The socio-economic seminar did come close to it in discussing obstacles to the adoption of new technologies. Also, in the expansion of outreach, training and linkage programs, extension work at the national level is clearly involved.

92f

August 8, 1973

Dear Lowell:

The roster of the Review Procedures Sub-Committee of the Consultative Group, apart from David Bell and yourself, appears to be as follows:

Haldore Hanson, CIMMYT

Dr. H. C. Pereira, TAC

Baron R. H. de Vos van Steenwijk, Netherlands

George Dion, Canada

Montague Yudelman, World Bank

Bruce Cheek, CG Secretariat.

I will not be in Washington at the time of the Sub-Committee meeting, but Bruce will do anything he can to make you comfortable. We will let you know about a meeting room in good time.

Sincerely,

Harold Graves

Dr. Lowell S. Hardin
Program Adviser, Agriculture
The Ford Foundation
320 East 43rd Street
New York
New York 10017

CC: Mr. Yudelman

HGraves:apm

HSW

Enclosed - Table of Aug 8
on Secretariat Estimates
copy of Table also to Pers,
Bard & Deenuth.

C2

August 8, 1973

Dear Peter:

I am sending you, under separate cover, the verbatim transcripts of the plenary sessions of the Consultative Group held on July 30 and 31, and of the Consultative Group meetings on August 1-3, 1973. I hope you find them useful.

Bruce Cheek will be sending to the Center directors edited versions of their speeches; after these versions have been approved, they will be included in the official minutes. In the meantime, there seemed to be a general feeling that it would be desirable to give wide circulation to Haldore Hanson's presentation. Do you have any ideas about how this might be done?

Sincerely,

Harold Graves

Mr. Peter A. Oram
Senior Agronomist
Policy Advisory Bureau
Food and Agriculture Organization
of the United Nations
Via delle Terme di Caracalla
Rome 00100
Italy

cc: Dr. J. F. Yriart, FAO

HGraves:apm

John

C2

August 8, 1973

Dear Bill:

I am sending you, under separate cover, the verbatim transcripts of the plenary sessions of the Consultative Group held on July 30 and 31, and of the Consultative Group meetings on August 1-3, 1973. I hope you find them useful.

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Sincerely,

Harold Graves

Mr. William T. Mashler
Director
Division for Global and
Inter-regional Projects
United Nations Development Programme
866 United Nations Plaza (Room 3512)
New York
New York 10017

cc: Mr. I. G. Patel, UNDP


HGraves:apm

C 2
cc: 62a

Mr. McNamara

July 30, 1973

Harold Graves

Your Dinner This Evening

You have met on previous occasions all but two of your guests this evening, I believe. The two exceptions may be Dr. Nyle Brady, formerly of Cornell University, who has just taken over the post of Director of the International Rice Research Institute, and Dr. Francisco de Sola, the Chairman of the Board of Trustees of the International Center for Tropical Agriculture (CIAT) near Cali, Colombia.

We are temporarily at an impasse with Dr. de Sola and the Director of CIAT, Jerry Grant, on an issue concerning CIAT's budget request for 1974. While it is certain to be resolved, you should know about it now.

The CIAT Board of Trustees has approved the Center's budget for running costs of \$4.4 million in 1974, but has not approved the Director's proposed capital budget (\$1.5 million). The Director and his Chairman take the position that the capital budget was approved in principle at various times in the past (most recently in the spring of 1972). This position is not accepted by some of the other Trustees, including those who represent Rockefeller, Ford and the Canadian International Development Agency (the U. S. has no representative). It is clear, actually, that the Board has never been given a detailed justification for this expenditure of capital, and that, in fact, this Center has no multi-year capital plan, although its management is proposing to ask the Consultative Group to finance \$4.5 million of capital expenditures in the period 1974-76.

Under the procedures followed in the Consultative Group, neither TAC nor the donors in the Group can consider CIAT's capital budget for 1974 until it represents a properly considered proposal from the Center's Board of Trustees. At our current meeting, Dr. de Sola and Dr. Grant are pressing TAC, various donors, and the Secretariat to change position on this question of procedure; but we are all, so far as I know, standing fast. (For that matter, CIAT's Charter from the Colombian Government and the Center's own bylaws require that its expenditures be approved annually by its Board of Trustees.)

As a result, the CIAT Board will have to consider this matter at a special meeting to be convened not later than October 12, when CIAT Trustees gather for the dedication of the Center's newly completed

Mr. McNamara

- 2 -

July 30, 1973

buildings. In fact, the meeting should be earlier, since members of the Consultative Group are expected to state firm pledges to the Centers at the next Consultative Group meeting, now intended for November 1, less than three weeks after the CIAT dedication.

cc: Mr. Demuth
Mr. Baum
Mr. Yudelman

Harkin

HGraves : apm

C2

Mr. Baum

July 30, 1973

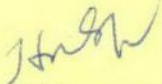
Harold Graves

International Centers Week Meeting

On Friday morning, August 3, donors in the Consultative Group are expected to state their intentions regarding financial support for international agricultural research in 1974. Dick Demuth thinks it would be a good idea if you were to make this statement on behalf of the Bank. (At past meetings, he has made it himself.)

In any event, the statement is a brief one, and I'm preparing a draft text for use by the Bank representative.

cc: Mr. Yudelman



HGraves:apm

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Mr. Graves

July 27, 1973

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FOR DELMUTH

CONSULTATIVE GROUP INTERNATIONAL AGRICULTURAL RESEARCH STOP
REGRET NATIONAL RESPONSIBILITIES HAVE SUDDENLY CHANGE MY PLANS
AND I FIND MYSELF UNABLE ATTEND THIS YEAR NATIONAL CENTER WEEK
STOP REGARDS

SECRETARY DRILON

COL INTBAFRAD DRILON



INTER-AMERICAN DEVELOPMENT BANK
WASHINGTON, D. C. 20577

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CABLE ADDRESS
INTAMBANC

July 26, 1973

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

Dear Mr. Graves:

The IDB delegation to the current meeting of the Consultative Group and the open sessions of TAC will be as follows:

<u>Principal</u>	<u>Alternate</u>
Alfred C. Wolf, Chief	Clarence M. Pierce
Jesús Muñoz Vásquez	César Cainelli
Mauricio Herman	José Soto Angli
Thomas F. Carroll	Jacques Kozub

Normally, both the principal and the alternate members of the delegation will not be at attendance at the same meeting. The attendance of the delegation by either the principal or alternate has been scheduled for both the plenary session of the Consultative Group and the open sessions of TAC. We are aware of the problem of space and have limited the attendance for any particular meeting to those members of the delegation who have a special interest in the subject matter under consideration.

You were informed previously by Mrs. Harretche of the Bank delegation to the Socio-Economic Seminar starting today. Mr. Thomas F. Carroll, the principal delegate, will be represented by Mr. Jacques Kozub for all of the meetings of that Seminar.

Best personal regards.

Alfred C. Wolf
Program Advisor to the President

Mr. McNamara

July 25, 1973

Harold Graves

July 30 Dinner

Below is a suggested seating plan for your Monday night dinner for the international agricultural research centers. Persons listed above the head of each table would be seated to the right, those below to the left.

Chandler (d) AVRDC	Hoffman	Brady (d) IRRI
Bernstein, USAID	Grant (d) CIAT	Graves
Cummings (d) ICRISAT	Sawyer (d) CIP	Segura (c) CIP
Patel, UNDP	Hill (c) IRRI, Ford	Wortman, Rockefeller
<u>McNAMARA</u>	<u>BAUM</u>	<u>DEMUTH</u>
Yriart, FAO	de Sola (c) CIAT	Hardin, Ford
Hopper, IDRC	Pino, Rockefeller	Albrecht (d) IITA
Barco (c) CIMMYT	Hanson (d) CIMMYT	Bentley (c) ICRISAT
Crawford, TAC		Yudelman.

(c) - Chairman of the Board
(d) - Director-General

AVRDC - Asian Vegetable Research and Development Center, Taiwan
CIAT - International Center of Tropical Agriculture, Colombia
CIMMYT - International Maize and Wheat Improvement Center, Mexico
CIP - International Potato Center, Peru
ICRISAT - International Crops Research Institute for the Semi-Arid Tropics, India
IRRI - International Rice Research Institute, Philippines
IITA - International Institute of Tropical Agriculture, Nigeria

cc: Mr. Hoffman, Mr. Baum, Mr. Demuth and Mr. Yudelman

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HGraves:apm

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JULY 25, 1973

LT

MR HAROLD GRAVES SECRETARY CONSULTATIVE GROUP 1818 H. STREET N.W.
IBRD WASHINGTONDC

DR HUQUE PAKISTAN DELEGATE REACHING TODAY PANAM FLIGHT 67 FROM
FRANKFURT LINDLY LEAVE INSTRUCTIONS ABOUT PLACE AND VENUE OF
MEETING

COMPLESAL

COL 1818 20433 67

C2

Mr. McNamara

July 24, 1973

Harold Graves

Dinner of July 30

We expect 26 persons, including yourself, at your Monday night dinner during International Centers Week. I assume that there will be three tables, as there were last year, and will propose a seating plan in the next day or two.

HGraves:apm

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FROM: PARIS

JULY 23 1973

Distribution:

Mr. Graves

Mr. Hoffman

FOR DEMUTH AMBASSADOR MARTIN DAC CHAIRMAN REGRETS NOT ABLE
ATTEND INTERNATIONAL CENTERS WEEK NOR ABLE SEND REPRESENTATIVE
STOP WE INTERESTED IN PROCEEDINGS BEST WISHES ANDRE VINCENT
DEVELOPECONOMIE

248423 IBRD UR

OCDE PARIS

SPECIAL DELIVERY

July 23, 1973

Mr. Ahmed Khalil
Minister Plenipotentiary
Egyptian Interest
2310 Decatur Place, N. W.
Washington, D. C. 20008

Dear Mr. Khalil:

I have just been informed that your Government and that of Pakistan were chosen by the membership of FAO to represent the region of the Near East in the Consultative Group on International Agricultural Research. I take pleasure in inviting your Government to be represented at International Centers Week which will be held at the headquarters of the International Bank for Reconstruction and Development in Washington, D. C. from July 30 to August 3, 1973.

As was the case last July, this set of meetings is being held in Washington under the auspices of the Consultative Group. As before, a meeting of the Group's Technical Advisory Committee will more or less coincide; indeed, the TAC meetings will begin on Wednesday, July 25. In addition, following a decision at our meetings last year, a seminar on socio-economic research needs in relation to the work of the agricultural research centers will be held on Friday, July 27 and Saturday, July 28.

International Centers Week is intended to provide for an exchange of views and information among Directors and officials of international agricultural research centers, representatives of governments and organizations which are members of the Consultative Group, and the members of TAC. Discussions will focus on the programs and budgets of the Centers and on the directions which international agricultural research might take in the future. It is expected that there will be opportunities for separate discussions -- between members of the Consultative Group and the officials of a particular center, for example -- about matters of mutual concern.

C2
cc: D23
d

Mr. Ahmed Khalil

- 2 -

July 23, 1973

Within the Consultative Group, a single place at the conference table is reserved for each of the developing regions. The two Governments representing each region are expected to decide between themselves how they will share the agenda and which of the two will speak to particular agenda items. You may therefore wish to confer beforehand on the agenda with the representative of Pakistan.

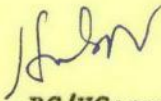
I am enclosing a schedule of events as a basis for planning your participation in this set of meetings sponsored by the Consultative Group.

With best wishes,

Sincerely yours,

Harold Graves
Executive Secretary

Enclosure



BC/HG:apm

July 23, 1973

Mr. Rimpler:

Attached is a memo and a requisition requesting the entrance signs for the Socio-Economic Seminar and International Centers Week. Would you please arrange to have the first set of signs in the 5 main lobbies of the Bank and Fund on the morning of Friday, July 27. These signs should be replaced by the second set of signs on the morning of Monday, July 30, and replaced with the third set of signs on Wednesday, August 1.

Thank you very much,



Bruce M. Cheek

Mr. Thomas D. Rimpler

July 23, 1973

Bruce M. Cheek 

Entrance Signs for International Centers Week

You kindly agreed to prepare entrance signs for International Centers Week, which will be held in the Bank and in the Fund from July 27 to August 3. We would need three sets of signs to be placed in the 5 entrances of the Bank and the Fund, their size should be 11" by 14".

The first set of signs should read:

Socio-Economic Seminar
July 27 and 28
IBRD Board Room
(Room A 1100 of the Bank)

The second set of signs should read:

International Centers Week
July 30 and 31
IMF Auditorium
(Room 484 of the Fund)

The third set of signs should read:

International Centers Week
August 1 to 3
IBRD Board Room
(Room A 1100 of the Bank)

BMC:mcj

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FROM: PARIS

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Distribution:

Mr. Graves

FOR DEMUTH AMBASSADOR MARTIN DAC CHAIRMAN REGRETS NOT ABLE
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STOP WE INTERESTED IN PROCEEDINGS BEST WISHES ANDRE VINCENT
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Distribution: Mr. Graves

July 23, 1973

ETAT

MR. HAROLD GRAVES, SECRETARY, CONSULTATIVE GROUP 1818 H ST. N.W.
WASHINGTONDC20433 (DELIVER IBRD WASHINGTON)

DR. HESHAMULHUQUE FROM PAKISTAN REACHING WASHINGTON

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INTERNATIONAL CROPS RESEARCH INSTITUTE
FOR THE SEMI-ARID TROPICS
(ICRISAT)

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Phones : 72091, 72628

Grams : CRISAT, SECUNDERABAD.

CITY OFFICE :

1-11-256, Begumpet,

Hyderabad-500016., A. P., India.

July 22, 1973

Mr. Robert McNamara
2412 Tray Place
Washington, D.C.

Dear Mr. McNamara :

I wish to accept, with pleasure,
your invitation to dinner at your home at
2412 Tray Place, Washington on Monday evening,
July 30, at 8:00 PM.

Sincerely yours,

Ralph W. Cummings



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CABLES: CINATROP

CALI - COLOMBIA

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July 21, 1973

Dear Dick:

Thank you for your invitation to participate in the International Centers Week. I look forward to meet you at the end of this month.

Sincerely yours,

U. J. Grant
Director General

Mr. R. Demuth
World Bank
1818 H. Street
Washington, D. C.

UJG.caa

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Washington, D. C.
1818 N. Street
Motel Bank
Mr. E. Demich

Director General
P. J. Gault

Sincerely yours,

at the end of this month.

International Centers Week. I look forward to meet you

Thank you for your invitation to participate in the

Best Dick:

July 27, 1973

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Mr. Geaves

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EXECUTIVE SECRETARY INTBAFRAD

WASHINGTONDC20433

16-39/73 FAIT STOP DOCTOR MS SWAMINATHAN DIRECTOR GENERAL ICAR
DEPUTED ATTEND MEETING TAC TO CONSULTATIVE GROUP INTERNATIONAL
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TWENTYFOURTH FLIGHT NA 403 AT 1900 HOURS

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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

CONSULTATIVE GROUP MEETING

August 1 - 3, 1973
IBRD Board Room

PROVISIONAL AGENDA

Wednesday, August 1
(2:30 - 5:30 p.m.)

1. Adoption of the Agenda
2. Reports on the status of ILRAD and ILCA (African Livestock)
3. Asian Vegetable Center
4. CG Position on UNCTAD Resolution on natural products
5. Budget format and issues
6. Center review procedures

Thursday, August 2
(9:30 a.m. - 1:00 p.m.; and
2:30 p.m. to 5:30 p.m., if needed)

(TAC and Center personnel invited)

7. Statement by Chairman of TAC on Center Programs for 1974
8. Discussion of Center Programs
9. Report by Chairman of TAC on status of other proposals under consideration
 - a. Conservation of genetic resources
 - b. Middle East Institute
 - c. Latin America - protein
 - d. Aquaculture
 - e. Other
10. TAC paper on priorities

- 2 -

Friday, August 3
(9:30 a.m. - 1:00 p.m.)

(TAC and Center personnel invited)

11. Matters introduced by Center Directors
12. Indication by Donors of Financial Support for Calendar
Years 1974 and 1975
13. Other Business
14. Time and place of next meeting.

July 20, 1973

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Distribution: Mr. Graves
Mr. McNamara

CRT EDMONTON ALTA 20

R S MCNAMARA WORLD BANK

WASHINGTON DC

BT

PLEASED TO ACCEPT YOUR DINNER INVITATION FOR JULY THIRTY

C F BENTLEY.

1117A EDT.


⊞

INTBAFRAD WSH

THE FORD FOUNDATION

Inter-Office Memorandum

TO: Mr. Harold Graves DATE: July 20, 1973

FROM: Lowell S. Hardin  COPY TO:

SUBJECT: Foundation Participation in the Socio-Economic Seminar
and International Centers Week

Responding for Mr. Bell, he plans to be present for the Consultative Group meetings Wednesday afternoon, August 1 through Friday noon, August 3.

Participating in the Seminar on the first two days of the Consultative Group meeting will be Drs. Norman Collins, Dale Hathaway and Werner Kiene from our group. As you have undoubtedly noted, Dr. Kiene assumed major responsibility in helping to prepare the Seminar materials. In fairness to him and to the respondents whose letters he has summarized, I have invited him to be present for the Seminar as a resource person.

Dr. Hill, in his IRRI and IITA roles, and I will be present for both the Seminar and the meetings the following week.

LSH:el

cc: Mr. David E. Bell
Ag. Group

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1973 JUL 24 AM 10:06

COMMUNICATIONS
SECTION

MR. GLOUB
cc: MR. DAVID E. BELL

THREE

for both the seminar and the meetings the following week.

Dr. Hill, in his FBI and ILA roles, and I will be present

present for the seminar as a resource person.

Since whose letters he has anticipated, I have invited him to be
present the seminar materials. In addition to him and to the respon-
sibly noted, Dr. Kline assumed major responsibility in regard to
Hartman and Walter Kline from our group. As you have indicated,
Committee Group meeting will be Dr. Norman Collins, Date

Participating in the seminar on the first two days of the

Friday noon, August 3.

Committee Group meetings Wednesday afternoon, August 1 through

Responding for Mr. Bell, he plans to be present for the

and International Centers Week

SUBJECT: Foundation Participation in the Socio-Economic Seminar

FROM: Thomas E. Nelson

COPY TO:

TO: Mr. Harold Glaser

DATE: July 20, 1973

Head Office Memorandum

THE FORD FOUNDATION

51

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JUL 21 8 50 AM 1973

COMMUNICATIONS
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JULY 20, 1973

Distribution:

Mr. Graves
Travel Office

HAROLD GRAVES

INTBAFRAD

WASHINGTONDC

PLEASE MAKE RESERVATION FOR SEGURA AT ROGER SMITH HOTEL
FOR JULY 29 TO AUGUST 4

SAWYER CIPAPA

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Confirmed
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July 23

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INCOMING CABLE

DATE AND TIME
OF CABLE: JULY 20, 1973

LOG NO.: 102/TELEX/20

TO: INTBAFRAD

FROM: ROME

ROUTING

ACTION COPY: MR. GRAVES
MR. MCNAMARA
INFORMATION
COPY:
DECODED BY:

TEXT:

MCNAMARA

GLADLY ACCEPT FOR 30TH. RE IRAN WILL SEEK SHORT APPOINTMENT TO REPORT
PROGRESS

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Distribution:

Mr. H. Graves
Mr. McNamara

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JULY 19, 1973

ROBERT MCNAMARA INTBAFRAD WASHINGTONDC

PLEASED TO ACCEPT YOUR INVITATION DINNER WITH MANY THANKS

REGARDS

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Distribution:

Mr. Graves

Mr. McNamara

July 19, 1973

LT

ROBERT MCNAMARA INTBAFRAD

WASHINGTON-DC-USA

DELIGHTED ACCEPT YOUR INVITATION DINNER MONDAY EVENING

JULY 30 REGARDS

CHANDLER

COL LT ROBERT MCNAMARA INTBAFRAD WASHINGTON-DC-USA

30

652
The
Kresge
Foundation

2401
W. Big Beaver Road
Troy
Michigan 48084
313-643-9630

William H. Baldwin
President and Trustee

CI

July 19, 1973

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

Dear Mr. Demuth:

We appreciate receiving your letter of June 26, 1973 inviting our participation at your forthcoming seminar and also for the supporting information which we subsequently received from Dr. Cheek. We are glad to have this information and to know of the activities of the Consultative Group.

While it would appear that the activities you have planned for International Centers Week will be most interesting, I am afraid that the press of business matters here will preclude our Foundation's participation.

We wish you every success with this conference and would be pleased to receive any summary material prepared following its conclusion. You, of course, are aware of our interest in CIAT; we would be particularly interested in receiving any material prepared for the CIAT presentation on July 31, 1973.

Sincerely,

William H. Baldwin

President

WHB/db

1973 JUL 24 PM 2:30



ASIAN DEVELOPMENT BANK
2330 Roxas Boulevard, Pasay City, Philippines
P. O. Box 789, Manila, Philippines

CI
Tels. 80-26-31, 80-72-51
Cable Address: ASIANBANK
Telex Nos. 7425071, 7222094 & 3587

18 July 1973

Executive Secretary
Consultative Group on International
Agricultural Research
1818 H St. NW
Washington DC 20433
U.S.A.

Dear Sir:

This is to acknowledge the receipt of your letter of 9 July 1973 with the Revised Schedule of Events regarding the International Centers Week and Socio-Economic Seminar which will be held from 25 July to 3 August 1973.

We do appreciate very much your invitation but we regret to inform you that, due to the great pressure of our operational activities during this period of the year, we will not be able to send our staff to attend the above activities. A cable conveying our regret has been sent to you on 2 July 1973.

However, we will highly appreciate if you could send us the documents arising from the Seminar for our reference.

Best wishes for the success of your undertaking.

Very sincerely yours,

for S. C. HSIEH *LS*
Director of Projects

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No. AC 0205/2824



MINISTRY OF AGRICULTURE AND COOPERATIVES
Rajadamnern Ave., Bangkok
THAILAND

July 18, B.E. 2516 (1973)

Dear Sir,

Reference is made to your letter dated June 26, 1973 inviting representation at International Centers Week to be held in Washington, D.C. from July 30 to August 3, 1973.

I have the pleasure to inform you that the Ministry of Agriculture and Cooperatives has designated Dr. Siribongse Boon-Long, Inspector-General, to attend the said meeting.

Yours sincerely,

Prida Karnasut
Under-Secretary of State
for Agriculture and Cooperatives

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

SECTION
COMMUNICATIONS

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1973 JUL 31 PM 2:03

COMMUNICATIONS
SECTION

USV.
Washington, D.C. 20522
1818 H. St., N.W.
Agricultural Research
Consultative Group on International
Crucifers
Mr. Richard H. Demler

for Agriculture and Cooperatives
Under-Secretary of State
Rita Kinnear

[Signature]
Yours sincerely,

Investor-General, to attend the said meeting.
agriculture and cooperatives are designated by. strengthen boom-ten.
I have the pleasure to inform you that the Ministry of Agr-

D.C. from July 30 to August 3, 1973.
representation of International Centers Week to be held in Washington.
Reference is made to your letter dated June 29, 1973 inviting

Best Sir,

July 18, B.E. 2516 (1973)

54
No. VC 050215834



15
THANVIND
Kajachinern Vae, Bangkok
MINISTRY OF AGRICULTURE AND COOPERATIVES

OUTGOING WIRE

CI

TO: ALL PERSONS ON THE ATTACHED LIST

DATE: JULY 17, 1973

CLASS OF
SERVICE: FULL RATE

COUNTRY:

TEXT:
Cable No.:

8 PM at my home 2412 Tracy Place, West DC

HOPE YOU CAN JOIN ME FOR DINNER MONDAY EVENING JULY 30 AT
BEGINNING OF INTERNATIONAL CENTERS WEEK. INVITING CENTER OFFICIALS
FOUNDATION REPRESENTATIVES AND A FEW OTHER PERSONS FOR INFORMAL
EVENING ~~DISCUSSING OPERATIONS CONSULTATIVE GROUP INTERNATIONAL~~
~~AGRICULTURAL RESEARCH AND IDEAS FOR FURTHER IMPROVEMENT.~~ PLEASE
LET ME KNOW WHETHER YOU CAN BE PRESENT.

[Signature]
ROBERT S. McNAMARA

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Robert S. McNamara

DEPT.

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

Office of the President (2)

HGraves:mcj

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(IMPORTANT: See Secretaries Guide for preparing form)

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GRANT
CINATROP
CALI
COLOMBIA

SEGURA
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C. F. BENTLEY
PROFESSOR OF SOIL SCIENCES
UNIVERSITY OF ALBERTA
EDMONTON, ALBERTA
CANADA

CUMMINGS
CRISAT
HYDERABAD
INDIA

ALBRECHT
TROPFOUND
IKEJA
NIGERIA

N. C. BRADY
c/o FRANK BRADY
MANASSA
COLORADO

CHANDLER
ASVEG
SHANHUA
TAIWAN
REPUBLIC OF CHINA

HOPPER
RECENTRE
OTTAWA
CANADA

CRAWFORD
C/O ORAM
FOODAGRI
ROME
ITALY

CI

Mr. Graves
has seen

ZCZC 248423 RCO49 PDF0455 RMD5361 SCN828 QK

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July 17, 1973

Distribution

Mr. Graves

ETATPRIORITE

HAROLD GRAVES INTBAFRAD

WASHINGTON/DC

JUL 17 5 37 PM 1973
COMMUNICATIONS
SECTION

RECEIVED

533 ATTENDING CENTERS MEETING STOP PLEASE CANCEL RESERVATION
WATERGATE HOTEL BECAUSE MY WIFE AND MYSELF HAVE MADE OTHER
HOUSING ARRANGEMENTS

MANUEL ELGUETA

O.K.
C.J.

COL ETATPRIORITE GRAVES INTBAFRAD 533

OFFICE MEMORANDUM

yellow file
cc
D17

TO: CGIAR Files

FROM: Harold Graves *HG*

SUBJECT: CGIAR, 1974: The Netherlands

DATE: July 17, 1973

On June 15, I called at the Dutch Foreign Ministry and discussed Consultative Group matters with Mr. Albers (who heads the section of the Ministry concerned with international technical assistance), Dr. DeBakker (a scientific consultant to the Ministry), and Mr. Dewilde (an assistant to Mr. Albers). I gave them a rather detailed account of what had happened in the African Livestock Subcommittee meeting in Paris two days earlier, summarized the topics and some of the issues to be discussed at International Centers Week, and gave Mr. Albers the draft schedule of the Week as it then existed. I also gave Mr. Albers a table of the 1974 budget requirements of the international centers.

A point of particular interest to this group was the cash-flow problem of the International Potato Center. Dr. DeBakker is a trustee of CIP, and not long before had for the first time attended a meeting of this Board. He reported that the Board had passed a resolution asking the Bank to provide CIP with cash on an interim basis pending the receipt of grants from donors.

This led to a discussion of Dutch disbursement procedures. Generally, the Dutch grant to a Center is not disbursed until an audited statement is received covering the grant of the preceding year. I pointed out that this would delay Dutch disbursements until well into the second quarter, since most of the centers were not audited until then. This impressed Mr. Albers, who volunteered to see whether Dutch disbursement procedures could be somewhat liberalized, to the extent that down payments on grants could be made at the beginning of the year, pending the receipt of audits for the previous year.

More generally, Mr. Albers explained that Dutch aid might frequently take the form of restricted core support, with Dutch assistance consisting in some part of providing Dutch personnel or equipment for the specified part of the core program.

Among pending proposals, Dr. DeBakker expressed a desire to know more about the genetic resources network. I said that I could only refer him to the TAC documentation; if it had not already reached him, it would be in his hands in a few days. He expressed concern at a rumor that he had heard, to the effect that the new proposal would put FAO in a managerial role. I said that I had not heard this rumor and doubted that it was true.

Dr. DeBakker said that the Dutch had also heard something about resistance on the part of environmentalists to the African livestock plans of the Consultative Group. I briefly summarized the meeting that Mr. Evans and I had had on this subject on the previous day with a representative of Mali.

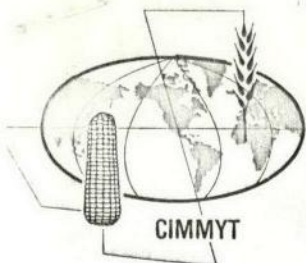
Dutch aid intended for 1972 had been hindered by the fact that the Dutch had had a caretaker government, whose powers were strictly circumscribed, for many months. Mr. Albers said that the 1972 grant for IITA, however, had now been cleared and paid over. A 1973 contribution was still to be made, and would be paid as soon as IITA had presented a financial report for 1972 and a budget prepared in a form requested by the Dutch (showing, I think, where the Dutch money was to be spent). With liberalization of disbursement procedures, the Dutch money for 1974 could move to IITA next January 1.

Mr. Albers did not say anything about Dutch allocations to specific Centers in 1972. (I think he would have told me if Dr. DeBakker, who lingered longer than expected, had not been present; but I felt that for some reason he did not want to disclose this information to Dr. DeBakker.) He displayed, however, a very cordial attitude toward the Centers and the Consultative Group.

The new Dutch Prime Minister, he said, was a very strong advocate of development assistance, and had approved the Ministry's 4-year plan for development assistance, including its general plans for agricultural research grants. This meant that Dutch assistance to the Centers in 1974 might rise by 20 per cent over 1973 (perhaps from around \$400,000 to around \$500,000).

cc: Mr. William Clark, Director, External Relations Dept.
Mr. Hoffman, Director, IRD
Mr. Carriere, Director, European Office
Mr. Baum, Vice President, Projects
Mr. Yudelman, Director, Agriculture Department

HGraves:apm



CENTRO INTERNACIONAL DE MEJORAMIENTO DE MAIZ Y TRIGO

INTERNATIONAL MAIZE AND WHEAT IMPROVEMENT CENTER

Londres 40, México 6, D. F.
Apdo. Postal 6-641
Cable: CENCIMMYT

July 16, 1973

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

Dear Harold:

Subject: George Dion report on CIMMYT, and the 1974 review.

George Dion is the best "external program auditor" I have encountered. He has taken our briefing material, sorted it out in his own way, added his own interpretation, and in some instances given a clearer interpretation than I have been able to do.

He also has a way of disarming those who are audited. He left no ruffled feathers.

I have now received the copy of Dion's report which you typed from his longhand manuscript, and another copy directly from George, which is typewritten. There are a number of errors in the manuscript copied in IBRD, but I assume you found them when you reviewed the typescript from Dion. The two most serious errors in your copy were:

Page 5, line 18, "which historically have not had much utilization". (Your copy reads "which historically had much utilization".)

Page 9, line 5, "after 10 breeding cycles". (Your copy reads 100 breeding cycles.)

Bob Osler read the manuscript and offered one suggestion. He feels that Dion has not fully explained the methods for testing segregating populations in the wheat program, and by narrowing the explanation, he feels there could be criticism of Borlaug by professional breeders. I enclose the revision which Osler proposes, which is found on pages 3-4 of the manuscript you typed at IBRD.



I do not regard this part of the George Dion manuscript as an "error" justifying an "errata". But if you reproduce more copies of the CIMMYT report for Centers Week distribution, I think Borlaug and his staff would appreciate the change.

I have given thought to procedures which would produce an even better program review and administrative review next year.

From CIMMYT's standpoint I would change nothing in George Dion's visit. Presentation week will be repeated next year, the last week in March, and I would hope that Dion or his counterpart for 1974 could again participate in Presentation Week.

I would hope that we could see the draft report 30 days before the distribution in Washington, and there would be time to exchange comments between the author(s) and CIMMYT by telephone.

I concur in a comment by George Dion, while at CIMMYT, that two professional agriculturalists could do a better job than one, partly because they would divide the work, and partly because they would check each other's judgment.

I am less clear how the administrative man can best perform his functions.

It is my impression that Urquhart gained little by sharing the visit with Dion, although I am sure they would wish to check each other's conclusions about administration.

Osler, Finlay, Borlaug, Sprague, and myself were all totally occupied during presentation week, and had no separate conversations with Urquhart. I believe he spent most of his time talking to the Controller, Bernard Henrie, who was not qualified to speak for the Director General's office. (Henrie is no longer with CIMMYT.) Urquhart left before Presentation Week was over, and I never did hear what conclusions he had reached, until we received his draft report on July 13.

Looking back, I think it would be better if the Management Consultant for CG came after the Trustees meeting. He could then receive an auditor's report which has been accepted by the Trustees. He could be given an approved budget. He could be given any Trustee action upon the overhead rate to be used for new restricted and special grants in the following year.

Mr. Harold Graves

July 16, 1973


-3-

I wonder if the Management Consultant doesn't need to send in advance a list of questions on which he wants CIMMYT to prepare data. For example, if the question of the inflation rate in Mexico is likely to arise in future visits, would it be well for the Consultant to request the official data of the Mexican Government on the current rate of inflation, to be gathered by CIMMYT and handed to the consultant on arrival. Other questions which might occur to the Consultant on reading our budget document might also be sent in advance, and supplemental information would be ready when he arrives.

You might get comments from Urquhart on what changes in procedure he would like to see occur in 1974.

I look forward to seeing the final CIMMYT report for 1973, and salute the Secretariat for having accomplished an awkward assignment with acceptable results all around.

Cordially,



Haldore Hanson
Director General

Enclosure.

cc. Mr. Andrew Urquhart, CG, Washington
Dr. George Dion, CIDA, Canada

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Mr. Graves

MR. HAROLD GRAVES IARCG INTBAFRAD

WASHINGTONDC

PLEASE RESERVE FROM 23 JULY TO 3 AUG IN WATERGATE YAMADA

July 16. C. J. Conrained

92f.

OUTGOING WIRE

TO: GONZALES
5769 CIAT
CALI

DATE: July 16, 1973
CLASS OF
SERVICE: TELEX

Wh

COUNTRY: COLOMBIA

TEXT:
Cable No.:

NOTICE NO EARNED INCOME SHOWN FOR 1973 ONWARDS
COULD YOU EXPLAIN

URQUHART

NOT TO BE TRANSMITTED

AUTHORIZED BY:
NAME John Blaxall *pp.*
DEPT. Programming and Budgeting
SIGNATURE *[Signature]*
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)
REFERENCE:

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SIGNATURE

DATE

1973 JUL 16

NAME

John Black

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COMMUNICATIONS SECTION

JUL 16 12 05 PM 1973

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1973 JUL 16

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ASSOCIATION

INTERNATIONAL DEVELOPMENT

RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL BANK FOR

COOPERATION

INTERNATIONAL FINANCE

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TO: **X**
NICKEL
TROPFOUND
IKEJA

DATE: JULY 16, 1973

CLASS OF
SERVICE: LT

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COUNTRY: NIGERIA

TEXT:
Cable No.:

REUR LETTER JUNE 30, RESERVATION CONFIRMED PARK CENTRAL

ARRIVAL JULY 27 DEPARTURE AUGUST 4.

REGARDS

CHEEK
CGIAR

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Bruce M. Cheek

DEPT.

International Relations

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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BMC:mcj

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(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch:

VO

OFFICE MEMORANDUM

YELLOW

TO: Mr. James Suit

DATE: July 16, 1973

C2

FROM: Bruce M. Cheek *fmk*SUBJECT: Arrangements for International Centers Week

1. I refer to our conversations regarding the Plenary Sessions of the Consultative Group on International Agricultural Research, which will be held on Monday, July 20, and Tuesday, July 31, and the Consultative Group meetings on August 1-3.

2. I have also discussed these matters as you know with Mr. Rimpler, and am contacting Mr. Martin regarding the facilities for 120 participants for microphones, interpreting kits, recordings, screens for slide projection, etc. I have already been in touch with Mr. Moyens regarding a team of simultaneous translators.

3. The facilities for the International Centers Week (July 25-August 3) will be the Bank Board Room and C 1006, as well as the Fund Auditorium, F 484. Only in this latter case are special seating arrangements required.

4. For the two days in which the Consultative Group is meeting in Plenary Session, we would like to use F 484 along the lines indicated in the attached floor plan, which is the one used last July/August. This would provide a top table for four and then ten pairs of tables down a center aisle, each table seating six participants, making a total of 120. A few individual chairs at the back would also be helpful for visitors, and two tables by the reception desk for the placing of documents would be a great advantage. We would also like to hold the F 484 arrangement for Thursday, August 2, in case the Bank Board Room is not available for the Consultative Group itself.

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

6. I understand you are already in touch with the Hargrove Company, who might also become involved in the equipment question.

Attachment

cc: Mr. Rimpler
Mr. Martin
BMC:mcj

BANQUE AFRICAINE DE DÉVELOPPEMENT
AFRICAN DEVELOPMENT BANK

ADRESSE TÉLÉGRAPHIQUE
AFDEV ABIDJAN
TÉLÉPHONE 256-60
TELEX 717



B. P. N° 1387 ABIDJAN
CÔTE D'IVOIRE

RÉFÉRENCE
DATE

ONG 6/28/60
13 July 1973

Mr. Richard H. Demuth
Consultative Group of International
Agricultural Research
1818 H St. N.W.
WASHINGTON D.C. 20433
U.S.A.

Dear Mr. Demuth,

I write with reference to your letter of 26 June 1973 in which you extended an invitation to the African Development Bank for participation at the International Centers Week due to take place from 30 July to 3 August 1973 at the IBRD HEADQUARTERS in Washington D.C.

We very much appreciate your invitation to this international forum which, I am sure, will provide a good opportunity for exchange of views and information among the participants. The Bank, however, is not able to send a representative due to previous commitments. Meanwhile, we will appreciate if you could make available to us the final report of the proceedings.

With best wishes,

Yours sincerely,

Louis Nègre
Vice President

ADB REGISTRY

In Reply please mention our reference
and date of this letter

COMMUN

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JUL 30 1973

1973 JUL 30 1013

RECEIVED

and date of this letter
in reply please mention our reference

ADB REGISTRY

973 JUL 30 AM 10:36

VICE President
COMMUNICATIONS GROUP

[Handwritten signature]

YOURS SINCERELY,

With best wishes,

final report of the proceedings.
appreciate if you could make arrangements to us the
to bilateral commitments. Meanwhile, we will
however, is not able to send a representative due
and information around the participants. The Bank
provides a good opportunity for exchange of views
this international forum which, I am sure, will
We very much appreciate your invitation to

HEADQUARTERS IN Washington D.C.
before from 30 July to 3 August 1973 at the IBRD
at the International Centers Week due to take
to the African Development Bank for participation
28 June 1973 in which you extended an invitation
I write with reference to your letter of

Dear Mr. Deming,

P.S.A.
WASHINGTON D.C. 20433
1818 H St. N.W.
ADMINISTRATIVE SERVICES
CONSULTATIVE GROUP OF INTERNATIONAL
MR. RICHARD H. DEMING

TELEX 212
TELEPHONE 222-80
AFRICAN DEVELOPMENT BANK
ADRESSE TELEGRAPHIQUE



DATE
REFERENCE

13 JUL 1973
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COTE D'IVOIRE
B P N° 1382 ABIDJAN

AFRICAN DEVELOPMENT BANK
BANQUE AFRICAINE DE DEVELOPPEMENT

9

Mr. Donald Fowler

July 13, 1973

Harold Graves

Space for Meetings of CGIAR

Following discussions with Mr. Jaime Martin, we have worked out a program for using the Board Room, C 1006 and D 1156 during International Centers Week. The meetings actually run, in various patterns, from July 25 to August 3.

It was particularly important to have the use of C 1006 because of its size, recording facilities and translation booth. Accordingly, we have obtained the cooperation of the regional offices who have agreed to cancel their use of C 1006 (and in one case the Board Room) so as to meet the needs of Centers Week.

The following is a list of the dates on which the regional offices have agreed to make other arrangements for their regular staff meetings:

<u>DATE</u>	<u>DEPARTMENT</u>	<u>NAME</u>	<u>TIME</u>	<u>ROOM</u>
July 25	Eastern Africa Dept.	Mr. Lejeune	9:30	C 1006
	L. America & Caribbean	Mr. Alter	11:00	C 1006
July 26	Asia Dept.	Mr. Diamond	9:30	C 1006
July 27	Europe and M.E.	Mr. Benjenk	9:30	C 1006
	L. America and Caribbean	Mr. Wiese	11:00	C 1006
August 1	Eastern Africa	Mr. Lejeune	9:30	C 1006
	L. America & Caribbean	Mr. Alter	11:30	C 1006
	Asia Projects	Mr. Weiner	2:30	Board

cc: Secretaries to Messrs. Lejeune, Alter, Diamond, Benjenk,
Wiese and Weiner.

B
BMC/HG:mcj

OFFICE MEMORANDUM

yellow
C2

TO: Mr. H. Marc Moyens
FROM: Bruce M. Cheek
SUBJECT: Simultaneous Translation Services for International Centers Week

DATE: July 13, 1973

I refer to our conversation of July 11 on the above subject. This note is to confirm my understanding that you are prepared to provide a team of six who will be responsible for simultaneous translation between English, French and Spanish as necessary. I am attaching a copy of our final draft schedule of events to indicate our program. The Technical Advisory Committee will require assistance in the three languages, as will the Plenary Sessions of the Consultative Group. The Consultative Group itself will be working only in English and French.

A particular problem occurs on Wednesday, August 1, when we shall really need two teams as follows: (a) the six person team to work in English, French and Spanish for TAC throughout the day; and (b) work in English and French by a team which in the morning would work with the African Livestock Subcommittee, and in the afternoon at the first meeting of the Consultative Group. The Consultative Group, working in French and English, continues throughout the Thursday and on Friday morning.

Regarding documentation, I am sending you separately as much as possible towards the objective of having six sets of all relevant papers. As more arrive from Rome and from the six centers, we will make them available to you.

BMC:mcj

TRANSLATION REQUIREMENTS

DATE	GROUP	LANGUAGES	ROOM
July 25 - 27	TAC	E,F,S	C 1006
July 28, p.m. only	TAC	E,F,S	C 1006
July 30	CG Plenary	E,F,S	IMF Auditorium
July 31	CG Plenary	E,F,S	IMF Auditorium
August 1, a.m. only	African Live- stock Sub.	E,F	Board Room
August 1, all day	TAC	E,F,S	C 1006
August 1, p.m. only	Con. Group	E,F	Board Room
August 2	Con. Group	E,F	IMF Auditorium
August 3, a.m. only	Con. Group	E,F	Board Room
August 3, p.m. only	TAC	E,F,S	C 1006

Mr. J. C. Nott

July 12, 1973

Bruce M. Cheek 

Messenger Service for International Centers Week

This is to request that a messenger be made available for International Centers Week. It is to take place from Wednesday, July 25, through Friday, August 3, including Saturday, July 28. On Friday, July 27, we will need two messengers for the morning, and on Wednesday, August 1, we will need two messengers for the whole day.

BMC:mcj

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

843-61181

TO: ORAM
FOODAGRI
ROME

DATE: JULY 12, 1973

CLASS OF
SERVICE: TELEX

WU1

COUNTRY: ITALY

TEXT:
Cable No.:

HOTEL RESERVATIONS CONFIRMED AT WATERGATE FOR ALL TAC MEMBERS
EXCLUDING CRAWFORD FROM JULY 24 TO AUGUST 3 INCLUSIVE. ORAM,
WEBSTER CONFIRMED FROM JULY 22 TO AUGUST 3 INCLUSIVE. SKILBECK
CONFIRMED FROM JULY 23 TO AUGUST 3 INCLUSIVE. NEYLAN MAKING CRAWFORD
RESERVATION.

REGARDS

CHEEK

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Bruce M. Cheek

DEPT. International Relations

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

BMC:mcj

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch:

DISPATCHED
RUC:WGT

JUL 12 4 07 PM 1973

COMMUNICATIONS
SECTION

C2
CC: D10
(a)

Files

July 11, 1973

Bruce M. Cheek *b*

International Centers Week -- Participation of Kresge Foundation

On Monday, July 9, Mr. Edward Taylor of the Kresge Foundation telephoned from Michigan with some questions arising from Mr. Demuth's letter of invitation of June 26 to the Kresge Foundation President, Mr. William Baldwin. He confirmed the interest of Kresge in participating in Centers Week, although he has still to finalize the matter with Mr. Baldwin. He asked for a copy of the agenda of the socio-economic seminar referred to in the letter; for the likely list of participants in the Consultative Group meetings; and for information on whether there would be any review meetings at CIAT later this year.

I told Mr. Taylor that the latest schedule of events was just being sent out and also sent him a copy of CIAT's own proposed program and budget for 1974, adding that the Consultative Group's own progress reviews would be circulated shortly. I know of no review sessions being held at CIAT later this year.

b
BMC:mcj

OFFICE MEMORANDUM

C 1

TO: Files

DATE: July 11, 1973

FROM: Bruce M. Cheek *B*

SUBJECT: International Centers Week -- Participation of Kresge Foundation

On Monday, July 9, Mr. Edward Taylor of the Kresge Foundation telephoned from Michigan with some questions arising from Mr. Demuth's letter of invitation of June 26 to the Kresge Foundation President, Mr. William Baldwin. He confirmed the interest of Kresge in participating in Centers Week, although he has still to finalize the matter with Mr. Baldwin. He asked for a copy of the agenda of the socio-economic seminar referred to in the letter; for the likely list of participants in the Consultative Group meetings; and for information on whether there would be any review meetings at CIAT later this year.

I told Mr. Taylor that the latest schedule of events was just being sent out and also sent him a copy of CIAT's own proposed program and budget for 1974, adding that the Consultative Group's own progress reviews would be circulated shortly. I know of no review sessions being held at CIAT later this year.

BMC:mcj

92f

July 10, 1973

Dear Hal:

Here is a copy of George Dion's report on CIMMYT, which we finally received on July 5. We will combine it with some observations of Andrew Urquhart's, which you already have seen in an earlier form, and do some minor editing on it.

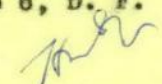
We hope to distribute it to the Consultative Group by the end of this week. If there are errors which you think important enough to correct, we would be glad to circulate an errata sheet or to have it available at Centers Week.

Sincerely,

Harold Graves

Enclosure

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


HGraves:apm

92f

July 10, 1973

Dear George:

Here is a typescript of your CIMMYT report which I thought you might like to see. I have also sent a copy to Haldore Hanson at his request.

We expect to get copies of two of Jim Evans's reports up from our print shop today or tomorrow, and will send you one of each. We will use the same style of headings and paragraphing for your reports, and also will do some minor editing on them as we did on Jim's.

Sincerely yours,

Harold Graves

Enclosure

Dr. H. G. Dion
Agricultural Adviser
Canadian International
Development Agency
Jackson Building
122 Bank Street
Ottawa 4, Ontario
Canada

HGraves:apm

HG



DEPARTMENT OF THE ARMY
WALTER REED ARMY INSTITUTE OF RESEARCH
WALTER REED ARMY MEDICAL CENTER
WASHINGTON, D.C. 20012

IN REPLY REFER TO
SGRD-UWF-C

9 July 1973

BC
H5
E3
C1

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

Dear Dr. Cheek:

On my return from Bellagio where I attended a conference on Trypanosomiasis sponsored by the Rockefeller Foundation, I found your letter inviting me to join in the Socio-Economic Seminar to be held in conjunction with Centers Week. Indeed, I appreciate very much your kind invitation and am looking forward to the supplementary material which you have indicated will be mailed to me shortly. Due to a series of previous commitments, I am not certain at this time whether or not I will be able to attend the Seminar on its entirety, but I welcome this opportunity of becoming acquainted with the people attending and the issues discussed in this Seminar of the Consultative Group on International Agricultural Research.

Thank you for your kind invitation. Best wishes and personal regards.

Sincerely yours,

Elvio H. Sadun

ELVIO H. SADUN, Sc.D., Lib. Doc.
Chief
Department of Medical Zoology

RECEIVED

RECEIVED

RECEIVED

1973 JUL 12 PM 12:04

Department of Medical Zoology
CMTEL
ETALO H. GARDNER, SC.D., MR. DSC.

Sincerely yours,

Thank you for your kind invitation. Best wishes and personal regards.

International Agricultural Research.
The issues discussed in this seminar of the Consultative Group on
this opportunity of becoming acquainted with the people attending and
I will be able to attend the seminar on its entirety, but I welcome
discrete commitments. I am not certain at this time whether or not
you have indicated will be willing to me shortly. Due to a series of
invitation and am looking forward to the subsequently material which
function with Central Week. Indeed, I appreciate very much your kind
invitation to join in the socio-economic seminar to be held in con-
sultation sponsored by the Rockefeller Foundation. I thank you for
on my return from Beijing where I attended a conference on develop-

Dear Dr. Creek:

Washington, D.C. 50133

1818 H Street, N.W.

International Research

Consultative Group on International

Deputy Executive Secretary

Dr. Bruce M. Creek

SCMO-TIME-C
IN WETA NEWS TO



WASHINGTON, D.C. 50015
WALTER REED ARMY MEDICAL CENTER
WALTER REED ARMY INSTITUTE OF RESEARCH
DEPARTMENT OF THE ARMY

9 JUL 1973

Handwritten signature and initials.

W. K. KELLOGG FOUNDATION

822
NED C. FAHS
Program Director

July 9, 1973

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

Dear Mr. Demuth:

Dr. Mawby appreciated receiving your letter of
June 26 and has asked me to represent the
Foundation at International Centers Week.

It will be a pleasure to be with you again for
the Week. I will attend the meetings beginning
on July 30.

Cordially,



NCF/do

Sent to all Center Directors (+ Dr Chandler) on July 9, 1973.

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

CI

As was the case last year, we plan to begin International Centers Week with a two-day Plenary Session of the Consultative Group in which the six Center Directors will present their reports. There will also be time set aside for discussion on each Center.

The detailed schedule for Monday and Tuesday, July 30 and 31, is attached. From it, you will see that we are reserving some two hours for the presentation and discussion of your Center.

Last year, the members of the CG heard a comprehensive review of the centers' work, and the composition of the CG has not changed significantly. This year, I would suggest that it would be helpful to shorten the presentations so as to have more of the two-hour period devoted to questions and comments. As a basis for this discussion, it would be good if your presentation could highlight the significant progress you have made since the last International Centers Week and the new program elements or trends which you are planning to emphasize in 1974.

If you have a prepared text as a basis for your presentation, it would give an immediate record which could be useful to CG members. We shall also have a slide projector available for your use.

I am looking forward to seeing you again, and to the discussion of the progress being made under your direction.

With best wishes,

Sincerely yours,

Harold Graves
Executive Secretary

Enclosure

July 30 - Monday

Morning Plenary Session

Chairman: Mr. R. H. Demuth
Chairman, Consultative
Group

IBRD
AUDITORIUM

9:30 - 9:45 a.m.

Opening Statement by the Chairman

9:45 - 10:45

CIMMYT Presentation

11:00 - 12:00

Discussion on CIMMYT

12:00 - 1:00 p.m.

IRRI Presentation

Afternoon Plenary Session

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

IBRD
AUDITORIUM

2:30 - 3:30 p.m.

Discussion on IRRI

3:45 - 4:45

IITA Presentation

4:45 - 5:45

Discussion on IITA

July 31 - Tuesday

Morning Plenary Session

Chairman: Mr. I.G. Patel
Deputy Administrator,
United Nations Development
Programme (UNDP)

IBRD
AUDITORIUM

9:30 - 10:30 a.m.

CIAT Presentation

10:30 - 11:30

Discussion on CIAT

11:45 - 1:00 p.m.

CIP Presentation

Afternoon Plenary Session

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

IBRD
AUDITORIUM

July 31 - Tuesday (Cont.)

2:30 - 3:30 p.m.

Discussion on CIP

3:45 - 4:45

ICRISAT Presentation

4:45 - 5:30

Discussion on ICRISAT

6:00 - 8:00

Reception by Consultative
Group Chairman

IBRD
PATIO

INTBAFRAD WSH

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INTBAFRAD WSH

JUL 10 1 23 PM 1973
COMMUNICATIONS
SECTION

Distribution

Mr. Graves

Informed
Travel Office
Shipment Section
July 10

OFFICE MEMORANDUM

yellow

C2

TO: Mr. James Twining, Director, Administration DATE: July 9, 1973

FROM: Harold Graves, Associate Director, IRD HGN

SUBJECT: Reception for International Centers Week

You may recall last year that Mr. Demuth gave a reception for the participants in the International Centers Week of the Consultative Group on International Agricultural Research. The wives of participants were also invited. He would like to repeat this event for the ICW which will be held in the week of July 30.

In this case, I will be giving the reception in Mr. Demuth's name. It will be between 6 and 8 p.m. on Tuesday, July 31, and about 150 persons will be invited. Once again, it would be good to have the reception on the Bank patio.

I should be grateful if you would let me know if these arrangements are satisfactory to you, and whether there are any points you would like to discuss.

The costs of the reception would be borne within the budget of the International Relations Department, on the account of the Secretariat of the Consultative Group on International Agricultural Research.

cc: Mr. Bucci
BMC/HG:mcj

92f

July 9, 1973

Dear George:

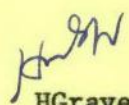
Thanks for your note of June 29. I'm told that the first payment has finally gone off to you, and I'm sorry that it was late. I've asked Bruce Cheek to send you forms on which to claim additional payments, and promise to handle them expeditiously once they are received.

We'll be distributing the progress reports as fast as we can get them typed this week.

Sincerely yours,

Harold Graves

Dr. H. G. Dion
Agricultural Adviser
Canadian International
Development Agency
Jackson Building
122 Bank Street
Ottawa 4, Ontario
Canada


HGraves:apm

92f

July 9, 1973

Dear George:

We were very glad to receive your draft on CIMMYT and the revisions you had made in the texts of the CIAT and CIP Progress Reviews. We are in the process of putting them together with the budget material for circulation to the donors. Thank you for the effort you have put into this assignment.

I understand from our Controller's Department that our initial payments have now been forwarded to you. I am enclosing a set of forms for you to use in filing your statement of what is still owing to you: one relates to the fees for consultant services and the other is for travel and incidental expenses.

With best wishes,

Sincerely yours,



Bruce M. Cheek
Deputy Executive Secretary

Enclosures

Dr. H. G. Dion
Technical Adviser
Canadian International Development
Agency
Jackson Building
122 Bank Street
Ottawa 4, Ontario
Canada



BMC:mcj

92f

July 6, 1973

Dear Jim:

This is just a note to ask if you would check your papers sent off to you last weekend. We think they may include the IITA budget summary tables which you and Andrew Urquhart were using. If so, could you mail them over to us for use in the International Centers Week presentations.

I trust all went well for you and the team in Addis.

With best wishes,

Sincerely yours,



Bruce M. Cheek
Deputy Executive Secretary

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

BMC:mcj

C2

LOG NO. 6

INCOMING CABLE

JUL 7 9 04 AM 1973
COMMUNICATIONS
SECTION

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UIWA HL PMQY 035

MEZONCITY RP 35 6 2219

Distribution

Mr. Graves

JULY 6, 1973.

LT

HARRY GRAVES

EXECUTIVE SECRETARY

CONSULTATIVE GROUP ON

INTERNATIONAL RESEARCH

INTGAFRAD WASHINGTONDC

FURTHER OUR CABLEGRAM JD DRILON JR WILL
ATTEND SOCIO ECONOMIC SEMINAR JULY TWENTY
SEVEN AND TWENTY EIGHT REGARDS

SECRETARY ARTURO R TANCO JR

C2

Mr. William C. Hauenstein

July 6, 1973

Bruce M. Cheek 

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

This is to confirm our telephone conversation of July 3 in which you kindly agreed to delegate one member of your office to assist participants with their travel arrangements on Monday, July 30, and Tuesday, July 31, from 10:45 to 11:45 a.m., and 3:15 to 4:15 p.m. on both days. I also understand that, during the remainder of that week, a member of your office would be available in the Travel Office.

Last year Mr. Paul Ferre assisted us in these meetings and if possible we would wish him to be designated once again.


BMC:mcj

UNITED NATIONS
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

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

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: PRO 301 AGR

6 July 1973

Dear Dick,

Subject: Consultative Group on International Agricultural Research -
TAC Meetings, Socio-Economic Seminar and International
Centres Week, Washington, D.C., 25 July-3 August 1973

In response to your letter of 26 June, concerning the above-cited subject, I am pleased to advise you that the UNDP permanent delegation will consist of Messrs. W.T. Mashler, Director, Division for Global and Interregional Projects, (leader), M. Gucovsky, Chief, Division "C", Regional Bureau for Latin America, and G. Havord, Senior Technical Adviser, Technical Advisory Division. There is also a real possibility that I would be able to attend the first two days of International Centres Week. You had said something about my chairing one of the sessions. Are you still interested in that?

In view of the keen and special interest on the part of the Regional Bureaux in selected items on the Draft Schedule of Events forwarded with your letter, it is possible that senior staff members of the Bureaux may be designated to attend some of these special events. I will communicate with you in the near future on this matter, and will provide you with the names and titles of such participants.

To facilitate our technical preparations for the meetings, I would appreciate receiving all pertinent documentation as soon as it becomes available. We are particularly interested in receiving at the earliest convenience the reports and documents regarding the following subjects:

- A. Research Needs for Protein Production in Latin America.
- B. Research Needs of the Near East and North Africa.
- C. Research on Tropical Fruits.
- D. Research on Agricultural Mechanization in West Africa.
- E. Research on Pest Control (FAO proposals).
- F. Consultative Group Position on UNCTAD Resolution.

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

JUL 1 1973

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1973 JUL 12 PM 12:03

UNITED NATIONS
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

-2-

Lastly, I assume that the sessions of the Consultative Group will be for the purpose of information and exchange of ideas, with the policy decisions to be taken at the formal meeting scheduled for the Fall of 1973.

Yours sincerely,

I. G. Patel

I. G. Patel
Deputy Administrator

JUL 19 1973

THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA
THE PHILIPPINES

CITY OFFICE:
MANILA HOTEL, MANILA
TEL. 49-81-67

CABLE ADDRESS:
RICEFOUND, MANILA

MAIL ADDRESS:
THE INTERNATIONAL RICE RESEARCH INSTITUTE
P. O. BOX 583
MANILA, PHILIPPINES

July 6, 1973

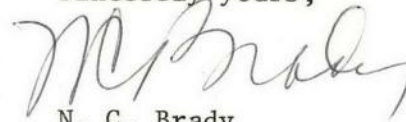
Mr. Harold Graves
Room D 1122
International Bank for Reconstruction
and Development
1818 H. Street, N. W.
Washington, DC 20433

Dear Mr. Graves:

The enclosed letter and a copy of the Proposal were sent to
all members of TAC with the exception of Sir John Crawford.

I am also enclosing a copy of my itinerary.

Sincerely yours,



N. C. Brady
Director

NCB/t

Enclosure

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COMMUNICATIONS
SECTION

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THE INTERNATIONAL RICE RESEARCH INSTITUTE

LOS BAÑOS, LAGUNA
THE PHILIPPINES

CITY OFFICE:
MANILA HOTEL, MANILA
TEL. 49-81-67

CABLE ADDRESS:
RICEFOUND, MANILA

MAIL ADDRESS:
THE INTERNATIONAL RICE RESEARCH INSTITUTE
P. O. BOX 583
MANILA, PHILIPPINES

July 5, 1973

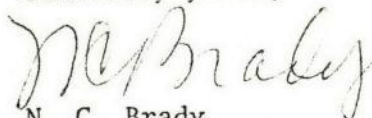
Dr. Luis Marcano
Presidente
Fundacion Shell
Apartado 809
Caracas
Venezuela

Dear Dr. Marcano:

Bruce M. Cheek, Deputy Executive Secretary of the Consultative Group on International Agricultural Research, has asked me to send directly to you and other members of TAC the enclosed proposal for a broadening of the mission of the International Rice Research Institute in the Philippines. The proposal envisages a marked expansion in cropping systems research at IRRI and the initiation of a cooperative network of research institutions concerned with cropping systems in which rice is grown. Presumably this proposal will be given consideration at the TAC-CG meetings in Washington later on this month.

The delay in getting this proposal to you is due to the time involved in my phasing out 26 years of service for Cornell University while trying to prepare for my new assignment as Director of IRRI. I am looking forward to discussing this proposal with you during the International Centers Week in Washington.

Sincerely yours,


N. C. Brady
Director

NCB/t

Enclosure

Itinerary for N.C. Brady

July 4 through August 10

July 4 - 12	Complete assignment at Cornell University
July 13 - 16	Enroute to Manassa, Colorado
July 16 - 25	Preparation for International Centers Week - can be reached % Frank Brady, Manassa, Colorado
July 26	Enroute to Washington, D.C.
<u>July 27 - Aug. 3</u>	Attending socio-economic meetings, International Centers Week - Washington, D.C.

Park Central Hotel
705 18th Street, N.W.
Washington, D.C. 20006

Aug. 4 - 5	Enroute Washington, D.C. to Tokyo
Aug. 6 - 7	Business in Tokyo

Palace Hotel
Tokyo, Japan

Aug. 8	Travel to Philippines
<u>Aug. 9</u>	On duty as Director, International Rice Research Institute

International Rice Research Institute
P.O. Box 1300, M.C.C.
Makati, Rizal
Philippines D-708

C2

OUTGOING WIRE

TO: SEGURA
~~CHAIRMAN OF BOARD~~
CIPAPA
LIMA

DATE: JULY 6, 1973

CLASS OF
SERVICE: LT *105 174*

COUNTRY: PERU

TEXT:
Cable No.:

WOULD APPRECIATE KNOWING BY RETURN CABLE WHETHER YOU ARE
PLANNING TO ATTEND ~~XXXX~~ INTERNATIONAL CENTERS WEEK BEGINNING
MONDAY, JULY 30. REGARDS

GRAVES
CONSULTATIVE GROUP ON INTERNATIONAL
AGRICULTURAL RESEARCH

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. International Relations

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

REFERENCE:

CLEARANCES AND COPY DISTRIBUTION:

Buc
BMC:mcj

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *[Signature]*

ORIGINAL (Hij Copy)

Checked for Dispatch

DISPATCHED

For use by Communications Section

REFERENCE:

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

DEPT

INTERNATIONAL RELATIONS

NAME

HAROLD W. CLEVELAND JR.

AUTHORIZED BY:

CLEVELANDS AND COPY DISTRIBUTION

JUL 5 7 53 PM 1973
BOSTON
COMMUNICATIONS

NOT TO BE TRANSMITTED

VERIFICATION REQUEST
 CONFIDENTIAL SOURCE ON INTERNATIONAL
 CLEVELAND

MONDAY, JULY 30, 1973 RECEIVED

ATTENTION TO WILLIAM BARK INTERNATIONAL CLEVELAND WEEK BEGINNING

MAYBE VERIFICATION REQUEST BY BELLONI SOURCE ANALYSIS FOR VIT

Serial No:

TEXT:

COMMITTEE:

BARK

FIRM
CLEVELAND

TO: SECURITY

SERVICE
CLASS OF

DATE: JULY 6, 1973

OUTGOING WIRE

ASSOCIATION

INTERNATIONAL DEPARTMENT

REGISTRATION AND DELEGATION

INTERNATIONAL BANK FOR

CORPORATION

INTERNATIONAL FINANCE

Mrs. Elizabeth Dvorscak

July 5, 1973

Bruce M. Cheek *l*

Invitation Cards for International Centers Week

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

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

l
Attachment
BMC:mcj

Mr. McNamara

July 5, 1973

Harold Graves

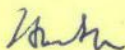
Your July 30 Dinner for International Centers Week

I attach for your revision and approval a draft list of guests for your dinner on Monday, July 30, for selected participants in International Centers Week of the Consultative Group on International Agricultural Research.

The list totals 24. If some of the 24 prove to be unable to attend, I would propose to substitute the principal representative of the United Kingdom, the principal representative of Germany and Mr. Al Wolf of the Inter-American Development Bank, in that order.

Attachment

HGraves:apm



cc: Mr. Demuth

PROPOSED LIST OF GUESTS FOR MR. McNAMARA'S DINNER

Monday, July 30, 1973

United Nations Development Programme

Mr. I. G. Patel, Deputy Administrator

FAO

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

TAC

Sir John Crawford

Rockefeller Foundation

Dr. Sterling Wortman, Vice President

Dr. John Pino

Ford Foundation

Mr. David Bell

Dr. Lowell Hardin

International Center for Tropical Agriculture (CIAT)

Dr. F. de Sola, Chairman of the Board

Dr. U. J. Grant, Director General

International Wheat and Maize Improvement Center (CIMMYT)

Dr. Virgilio Barco, Chairman of the Board

Mr. Haldore Hanson, Director General

International Potato Center (CIP)

Dr. Mariano Segura, Chairman of the Board

Dr. Richard Sawyer, Director General

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

Dr. C. F. Bentley, Chairman of the Board

Dr. R. W. Cummings, Director General

International Institute of Tropical Agriculture (IITA)

Dr. Herbert Albrecht, Director General

Dr. F. F. Hill, Vice Chairman of the Board

International Rice Research Institute (IRRI)

Dr. N. C. Brady, Director General

Asian Vegetable Center

Dr. Robert F. Chandler, Director General

International Development Research Centre

Dr. W. David Hopper

U. S. Agency for International Development

Dr. Joel Bernstein

World Bank

Mr. Richard H. Demuth

Mr. M. Yudelman

Mr. Harold Graves

INCOMING CABLE

Log. 28

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JUL 5 11 21 AM 1973

COMMUNICATIONS
SECTION

ZCZC 248423 RCO60 PDB1087 RML4004 UYS135 OMW525X C LWB164 MA1545
URWT CO NGLS 010
LAGOS 10 4 1926 - July 5, 1973

Distribution

Mr. Graves

INTBAFRAD
WASHINGTONDC

GRAVES
ROBINSON ATTENDING CONFERENCE AS IITA ECONOMIST
NICKEL

COL INTBAFRAD GRAVES

FEDERAL MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

943
PERMANENT SECRETARY'S OFFICE

C1
DIVISION

LAGOS

SECRET

P.M.B. No. 12613

Telegrams PERMSEARCH

Telephone 24186



Ref. No. SNR.133/S.5/452

Date 5th July, 1973.

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

DEPT. ASSIGNED

JAN 22 2020

WBG ARCHIVES

Dear Mr. Demuth,

Thank you very much for your letter of 26th June, 1973 inviting my Government to the International Centres Week at the end of the month. I am sorry that I will not be able to attend in person this year, but as I have indicated in my letter to Mr. Harold Graves, Nigeria will be represented by Mr. B. O. E. Amon, the Secretary of the Agricultural Research Council of Nigeria. The reason for my inability to attend is that I have to go with my Head of State to a meeting of the Lake Chad Basin Commission at Yaounde at the end of July.

I understood from the Director of IITA that you paid them a short visit earlier in the year. I am glad you were able to see the work going at IITA and I am sorry not to have been there to receive you, but I was not informed of your visit either by your office or by the IITA. ||

With best regards.

Yours sincerely,

(Dr. Bukar Shaib),
Permanent Secretary.

SECRET

DECLASSIFIED

RECEIVED

1973 JUL 13 AM 9:14

COMMUNICATIONS

SECRET

Permanent Secretary
(Dr. Baker Smith)

[Signature]

John A. Baker

With best regards.

of your letter dated 14 July 1973 of the ILLV.
to have been there to receive you, but I was not informed
were able to see the work being at ILLV and I am sorry not
from a short visit earlier in the year. I am glad you

I understand from the Director of ILLV that you have

end of July.

meeting of the Lake Chad Basin Commission at Yaounde at the
to attend is that I have to go with my head of state to a
research council of Nigeria. The reason for my inability
by Mr. B. O. E. Agha, the Secretary of the Agricultural
letter to Mr. Harold Glaser, Nigeria will be represented
attend in person this year, but as I have indicated in my
the end of the month. I am sorry that I will not be able to
inviting my government to the International Centre Week at
Thank you very much for your letter of 26 June, 1973

Best. Mr. Demuth

D.S.V.

Washington D.C. 20543

1818H Street N.W.

Agricultural Research

Consultative Group on International
Crustaceans

Mr. Michael H. Demuth

Telephone 54786

Teletype 661064000

F.M.B. No. 15613



SECRET

14308

Date 27 JUL 1973

Ref. No. 2545.2472.2472

BEHAVIORAL RESEARCH & SERVICE

DIAGNOSTIC

AND NATURAL RESOURCES
FEDERAL MINISTRY OF AGRICULTURE



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

July 5th., 1973

531

01

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

Dear Mr. Demuth:

Thank you very much for your letter dated June 26th inviting me to attend the International Centers Week to be held at the headquarters of the International Bank for Reconstruction and Development in Washington, D.C. from July 30 to August 3, 1973.

It is with pleasure that I accept your kind invitation, and thank you as well for sending me the draft of scheduled events.

Looking forward to the pleasure of greeting you once again,
I am,

Sincerely,



Francisco de Sola
Chairman
Board of Trustees

FdeS/elm
cc: Dr. U.J. Grant

1813 707 15 1415:03

RECEIVED

RECEIVED

1973 JUL 12 PM 12:03
cc: Dr. N. J. G. G. G.
F992/epu

Board of Trustees

Chairman

Francisco de Sola

Sincerely,

I am

looking forward to the pleasure of greeting you once again

you as well for sending me the draft of scheduled events.

It is with pleasure that I accept your kind invitation and thank

you in Washington, D.C. from July 30 to August 3, 1973.

quarters of the International Bank for Reconstruction and Development

me to attend the International Centers Week to be held at the head-

Thank you very much for your letter dated June 26th inviting

Dear Mr. Deming:

N. J. G.

Washington, D.C. 20483

1818 H Street, N.W.

Agricultural Research

Consultative Group on International

Chairman

Mr. Richard H. Deming

July 24, 1973

CENIBO INTERNACIONAL DE AGRICULTURA TROPICAL



CVT - COLOMBIA

CYBER - CINAIBOL

VALSAYDO YEMED 43-12

INCOMING CABLE

LOG 18

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HC

JUL 6 9 46 AM 1973
COMMUNICATIONS
SECTION

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IBADAN 22 5 0955

Distribution: Mr. H. Graves

July 5, 1973

LT

GRAVES INTBAFRAD

WASHINGTON

ARCH/CONF 20/10 REFERENCE SHAIBS LETTER OF FOURTH JUNE GRATEFUL
ARRANGE ACCOMODATION FOR AMON ARRIVING ^{Tues} TWENTYFOURTH JULY
AGRESCON IBADAN

COL 20/10

Reservation made for Watergate.

IN - July 24

OUT - ~~Aug 1~~ July 28

July 6, CJ

INCOMING TELEX

Log 111

JULY 5, 1973

FROM: ROME

CC: RHD

BCV ✓
45
C1
- ACTION
TAKEN
F. P. RY
V. B. RY

FOR GRAVES REURCAB 3/7 CONFIRM YRIART REPRESENTANTING FAO AT TAG
AND CENTRES WEEK STOP ACCEPTS INVITATION PRESIDE PLENARY SESSION
AFTERNOON 30 JULY STOP CONFIRM ACCOMMODATION REQUIRED SKILBECK
FROM NIGHT 23 JULY AND FOR ORAM WEBSTER FROM NIGHT 22 JULY REPEAT
22;

REGARDS ORAM "

Distribution:

Mr. H. Graves

JUL 5 12 10 PM 1973
COMMUNICATIONS
SECTION

RECEIVED

51

INTFRAD64145

THE ASIAN VEGETABLE RESEARCH AND DEVELOPMENT CENTER

CI

CABLE ADDRESS:
"ASVEG" SHANHUA

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

TELEPHONE:
064-37131

July 4, 1973.

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

Dear Mr. Demuth,

I appreciated receiving your letter of June 26, 1973 inviting the Asian Vegetable Research and Development Center to be represented at International Centers Week in Washington from July 30 to August 3, 1973. We are most happy to accept your invitation.

I shall be there, and as you know, I shall present a brief account of our Vegetable Research Center to the Consultative Group on Wednesday afternoon, August 1st.

It so happens that Dr. Edwin B. Oyer, the Associate Director of our Center will be on home leave in the States in late July and for most of August. Therefore, he will attend certain open sessions during the week.

The Chairman of our Board of Directors Dr. T. H. Shen also had planned a trip to the U. S. A. some months ago which would bring him to the Washington area at the time of International Centers Week. Therefore he, too, will be present at the sessions on Monday and Tuesday, July 30 and 31, and at the open session of the CG on Wednesday afternoon, August 1st.

I look forward with genuine pleasure to seeing you again later this month.

Sincerely yours,



Robert F. Chandler, Jr.
Director

c. c. Dr. T. H. Shen
Dr. E. B. Oyer

RFC/imt

RECEIVED

Dr. E. B. Oler
C. C. Dr. L. H. Shen
1973 JUL -9 AM 11:46

COMMUNICATIONS
SECTION

Director
Robert E. Chandler, Jr.

Sincerely yours,

Walter

I look forward with genuine pleasure to seeing you again later this

August 1st.

30 and 31, and at the open session of the CC on Wednesday afternoon.
I hope you will be present at the sessions on Monday and Tuesday, July
the Washington area at the time of International Centers Week. There-
planned a trip to the U. S. A. some months ago which would bring him to
The Chairman of our Board of Directors Dr. L. H. Shen also had

week.

of August. Therefore, he will attend certain open sessions during the
our Center will be on home leave in the States in late July and for most

It so happens that Dr. Edwin B. Oler, the Associate Director of

afternoon, August 1st.

of our Vegetable Research Center to the Consultative Group on Wednesday

I shall be there, and as you know, I shall present a brief account

1973. We are most happy to accept your invitation.

at International Centers Week in Washington from July 30 to August 3,

Asian Vegetable Research and Development Center to be represented

I appreciated receiving your letter of June 26, 1973 inviting the

Dear Mr. Demuth,

Washington, D. C. 20433

1818 H Street, N. W.

Agricultural Research

Consultative Group on International

Chairman

Mr. Richard H. Demuth

July 4, 1973.

ASIAN VEGETABLE RESEARCH AND DEVELOPMENT CENTER
CABLE ADDRESS:

TAIWAN, REPUBLIC OF CHINA
P. O. BOX 45, SHANINUA, TAINAN, TAI

064-31131
TELEPHONE

THE ASIAN VEGETABLE RESEARCH AND DEVELOPMENT CENTER

C2

OUTGOING WIRE

TO: ALBRECHT
TROPFOUND
IKEJA

DATE: JULY 3, 1973

CLASS OF
SERVICE: LT

RA

COUNTRY: NIGERIA

TEXT:
Cable No.: WOULD APPRECIATE YOUR CABLING WHETHER A TROPFOUND ECONOMIST WILL BE
ATTENDING SOCIO-ECONOMIC SEMINAR AND IF SO WHAT HIS NAME IS. REGARDS.

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. International Relations

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

REFERENCE:

HGraves:apm

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DATE

INTERNATIONAL RELATIONS

NAME

Walter H. Stevens, Jr.

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STAVES

MEMORANDUM FOR THE DIRECTOR, INTERNATIONAL RELATIONS DIVISION

SUBJECT: MONTGOMERY WELLSVILLE LOAN CREDITING MEMBERS V. DEVELOPING ECONOMIES

RE: MONTGOMERY WELLSVILLE LOAN CREDITING MEMBERS V. DEVELOPING ECONOMIES

COMMITTEE: MONTGOMERY

TO: DIRECTOR
DEVELOPMENT
ECONOMICS

SERVICE: IT
CLASS OF

DATE: JULY 3, 1973

OUTGOING WIRE

ASSOCIATION

RECONSTRUCTION AND DEVELOPMENT

CORPORATION

INTERNATIONAL DEVELOPMENT

INTERNATIONAL BANK FOR

INTERNATIONAL FINANCE

FORM NO. 10

5010-108-01

55



Director General, ICAR, &
Secretary to the Government of India,

Air Mail

547

CS file

Telegram : "AGRISEC"
Telephone : 382629

भारतीय कृषि अनुसन्धान परिषद

कृषि भवन, डा० राजेन्द्रप्रसाद रोड, नई दिल्ली।

INDIAN COUNCIL OF AGRICULTURAL RESEARCH
KRISHI BHAVAN, DR. RAJENDRA PRASAD ROAD, NEW DELHI-I

दिनांक July 3, 1973.

Dated

D.O.No.20(7)/73-DG/1668

Dear Mr. Demuth,

I thank you for your letter of June 26, 1973.
I hope to participate in the Technical Advisory Committee
meeting as well as the International Centres Week starting
on July 25, 1973. I shall look forward to meeting you
there.

With my best regards,

Yours sincerely,

N.S. Swaminathan

(M.S.Swaminathan)

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

1813 707 13 0010:01

RECEIVED

RECEIVED

1973 JUL 13 AM 10:01

COMMUNICATIONS

NSA
Washington, D.C. 20535
1818 24th N.M.
INFORMATIONAL AGENCIES REPORT
COMMITTEE ON
CRIMINAL
M.L. BOSTON H. DENNIS

(M.S. BOSTON H. DENNIS)

U.S. BOSTON H. DENNIS

LONG STATION

MITR WY REAF LEGAL

PREL.

ON JULY 3rd 1973. I HAVE LOOK FORWARD TO MEETING YOU
MEETING AS WELL AS THE INFORMATIONAL COMPLEX MEETINGS
I HOPE TO PARTICIPATE IN THE DESCRIBED AGENCIES COMMITTEE
I THANK YOU FOR YOUR LETTER OF JUNE 28th 1973.

DEAR M.L. DENNIS

D.O.M.O.30(1)\13-DE\1973

Secretary to the Government of India
Director General, ICAR, &



ATL 1811

Date

1973 3rd JULY

KRISHI BHAVAN, DR. RAJENDRA PRASAD KUMAR, NEW DELHI
INDIAN COUNCIL OF AGRICULTURAL RESEARCH

श्रीमान् श्री राजेन्द्र प्रसाद कुमार जी

भारतीय कृषि अनुसंधान परिषद्

Telephone: 383030

Telex: 146125C

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: ORAM
FOODAGRI
ROME

DATE: JULY 2, 1973

CLASS OF
SERVICE: TELEX 61181

COUNTRY: ITALY

TEXT:
Cable No.:

IS YRIART GOING TO REPRESENT FAO AT CENTERS WEEK QUERY IF SO WOULD GREATLY APPRECIATE YOUR INVITING HIM, ON BEHALF OF CHAIRMAN DEMUTH, TO PRESIDE OVER PLENARY SESSION ON THE AFTERNOON OF JULY THIRTY, WHEN PARTICIPANTS WOULD BE HEARING PRESENTATIONS AND ASKING QUESTIONS ABOUT PROGRAMS AND BUDGETS OF IRRI AND ITTA. GRATEFUL IF YOU EXPLAIN TO HIM THIS DOES NOT REQUIRE SUBSTANTIVE KNOWLEDGE OF CENTERS IN QUESTION. OTHER CHAIRMEN THESE CENTER PRESENTATION SESSIONS EXPECTED TO BE DEMUTH, I. G. PATEL AND SIR JOHN CRAWFORD. REGARDS.

GRAVES

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. International Relations

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

REFERENCE:

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DEPT

INTELLIGENCE DIVISION

NAME

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SERVICES

DEPT. I. C. BUREAU AND THE JOHN CARROLL. SERVICES.

OTHER CHAIRMAN THESE CHAIRMAN PRESENTATION SESSIONS EXPECTED TO BE

THIS DOES NOT REQUIRE SUBSTANTIAL KNOWLEDGE OF CHAIRMAN IN CHAIRMAN.

BROOKING AND BUCKING OF THE AND THE. CHAIRMAN IS NOT EXPECTED TO HIM

BROOKING WOULD BE HEARING PRESENTATIONS AND ASKING QUESTIONS ABOUT

BROOKING OVER BUREAU SESSION ON THE AFTERNOON OF THE CHAIRMAN. WHEN

CHAIRMAN WOULD BE HEARING HIM ON BUREAU OF CHAIRMAN BUREAU. TO

IS ACTUAL COMING TO REPRESENT TWO AT CHAIRMAN WEEK CHAIRMAN IS SO WOULD

Copy No:

TEXT:

COMMITTEE:

TEXT:

BUREAU
BROOKING
CHAIRMAN

TO:

SERVICES
CLASS OF

TEXT: 21181

DATE:

TEXT: 3 1913

ORIGINATING AGENCY

ASSOCIATION

INTERNATIONAL DEPARTMENT

RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL BANK FOR

COOPERATION

INTERNATIONAL FINANCE

(2-10)

Form No. 33

10

C2

OUTGOING WIRE

TO: INTBAFRAD
NEW DELHI

DATE: JULY 2, 1973

CLASS OF
SERVICE: TELEX

WU1

COUNTRY: INDIA

TEXT:
Cable No.:

338

WOULD GREATLY APPRECIATE YOUR CONVEYING FOLLOWING MESSAGE TO
DR. U. S. VYAS OF AGRICULTURAL PRICES COMMISSION IN MINISTRY OF
AGRICULTURE. QUOTE WORLD BANK INVITES YOUR PARTICIPATION AS PANELIST
AND PARTICIPANT AT JULY 27-28 SEMINAR AT BANK, SPONSORED BY CONSULTATIVE
GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH. MEMBERS YOUR PANEL ARE
SCHULTZ OF UNIVERSITY OF CHICAGO, OJALA OF FAO, MBILINYI OF TANZANIA,
SAMPER OF COLOMBIA AND YOURSELF. PANELISTS ASKED TO MAKE BRIEF COMMENTS
AND SUGGESTIONS UP TO ABOUT 10 MINUTES EACH REACTING TO A PAPER NOW
BEING DISTRIBUTED ADVANCING SUGGESTIONS ON WAYS TO ACCELERATE ECONOMIC
AND SOCIAL SCIENCE RESEARCH WORK THAT CAN HELP LDC EFFORTS TO IMPROVE
AGRICULTURE. PANELISTS WOULD THEN INTERACT WITH EACH OTHER AND REST
OF ATTENDEES.

EXPECT ABOUT 80 PARTICIPANTS FOR 3 HALF DAY SESSIONS STARTING
MORNING JULY 27. FIRST TWO SESSIONS DEAL WITH ECONOMIC AND OTHER

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Harold N. ~~XXX~~ Graves, Jr.

DEPT.

International Relations

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

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DATE

NAME

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MORNING JULY 31. FIRST TWO SESSIONS DEVT WITH ECONOMIC AND OTHER
EXPERT GROUPS 80 PARTICIPANTS FOR 3 HALF DAY SESSIONS STARTING
OF ATTENDEES.
AGRICULTURE. PARTICIPANTS WOULD THEN INTERACT WITH EACH OTHER AND WITH
AND SOCIAL SCIENCE RESEARCH WORK THAT CAN BEYOND THE EFFORTS TO IMPROVE
BEING DISSEMINATED ADVANCING SUGGESTIONS ON WAYS TO ACCELERATE ECONOMIC
AND SUGGESTIONS AS TO WAYS TO IMPROVE EACH BEYOND TO A FURTHER WORK
NUMBER OF COUNTRIES AND AGENCIES. PARTICIPANTS ASKED TO MAKE BETTER COMMENTS
SCHOOL OF BUSINESS OF CHICAGO. CITY OF NEW YORK. UNIVERSITY OF MICHIGAN
GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH. MEMBERS WOULD PARTICIPATE
AND PARTICIPANTS AT JULY 31-38 SEMINARS AT BANK. SPONSORED BY CONSTITUTIONAL
AGRICULTURE. GROUP WOULD BANK TRAILER WOULD PARTICIPATION AS PARTICIPANTS
DE. A. 2. WAYS OF AGRICULTURAL RESEARCH COMMISSION IN MINISTRY OF
WOULD SERVICE VARIOUSLY WOULD COMPARING FOLLOWING MESSAGE TO

338

Copy No:
TEXT

COPYING

TEXT

NEW DEPT

TO

INTERNAL

SERVICE DEPT
CLASS OF

DATE JULY 3 1973

MM

ONGOING WORK

ASSOCIATION

INTERNATIONAL DEVELOPMENT

RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL BANK FOR

COOPERATION

INTERNATIONAL FINANCE

OUTGOING WIRE

TO: INTBAFRAD

NEW DELHI

DATE: JULY 2, 1973

CLASS OF
SERVICE: TELEX

COUNTRY: INDIA

TEXT:
Cable No.:

PAGE TWO

SOCIAL SCIENCE ANALYSES AT THE INTERNATIONAL AGRICULTURAL RESEARCH
INSTITUTES SPONSORED BY THE CONSULTATIVE GROUP. THREE HOUR SESSION
YOUR PANEL INTENDED TO OPEN UP CONSIDERATION OF NEW INITIATIVES
THAT MIGHT BE CONSIDERED BY THE CONSULTATIVE GROUP FOR SUPPORTING
SOCIAL SCIENCE RESEARCH WORK ON AGRICULTURAL PROBLEMS THAT SHOULD
BE DONE OUTSIDE THE INTERNATIONAL CENTERS. NO EXPECTATION OF EXTENDED
DISCUSSION OF ALTERNATIVE ACTIONS THAT MIGHT BE PROPOSED.

WOULD BE GRATEFUL IF YOU COULD SHARE YOUR EXPERIENCE AND IDEAS
WITH US. IF SO, YOUR TRANSPORTATION AND EXPENSES DURING THE PERIOD
OF THE SEMINAR WILL BE REIMBURSED THROUGH THE CONSULTATIVE GROUP
SECRETARIAT. PLEASE LET WORLD BANK OFFICE NEW DELHI KNOW AS SOON
AS POSSIBLE WHETHER YOU CAN ATTEND. PROGRAM AND OTHER MATERIALS
BEING MAILED. PARTICIPANTS WILL BE DIRECTORS AND PRINCIPAL ECONOMISTS
OF THE INTERNATIONAL AGRICULTURAL RESEARCH INSTITUTES, CHAIRMAN OF
THEIR BOARDS, MEMBERS OF THE TECHNICAL ADVISORY COMMITTEE OF THE

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME

Harold N. Graves, Jr.

DEPT.

International Relations

SIGNATURE

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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DEPT

International Relations

NAME

HAROLD M. GRASS, JR.

AUTHORIZED BY

DISPATCHED

JUL 3 8 38 PM 1973

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SECTION

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THEIR BOARDS' MEMBERS OF THE TECHNICAL ADVISORY COMMITTEE OF THE
OF THE INTERNATIONAL AGRICULTURAL RESEARCH INSTITUTES' CHAIRMAN OF
BEING MAILED' PARTICIPANTS WILL BE DISCLOSED AND REINSTATE ECONOMISTS
AS POSSIBLE WHETHER FOR OWN VIEWS' PROBLEM AND OTHER MATTERS
SECRETARIAL' GRASS FEL WORLD BANK OFFICE NEW YORK KNOW AS ROOM
OF THE SENIOR WILL BE REINSTATE THROUGH THE CONSTITUTIONAL GROUP
WITH US' IS SO' LOOK REINSTATEMENT AND EXPENSES DURING THE PERIOD

WOULD BE SKILLFUL IS FOR COULD SHARE LOOK EXPERIENCE AND IDEAS
DISCUSSION OF VARIOUS VIEWS THAT MIGHT BE PROPOSED'
BE DONE OUTSIDE THE INTERNATIONAL CHAIRMAN' NO EXPECTATION OF EXTENDED
SOCIAL SCIENCE RESEARCH WORK ON VARIOUS RESEARCH THAT SHOULD
THAT MIGHT BE CONSIDERED BY THE CONSTITUTIONAL GROUP FOR REINSTATE
LOOK REINSTATE INTENDED TO OPEN UP CONSIDERATION OF NEW INITIATIVES
INSTITUTES SPONSORED BY THE CONSTITUTIONAL GROUP' THESE WORK SESSION
SOCIAL SCIENCE VIEWS AS THE INTERNATIONAL AGRICULTURAL RESEARCH

Copy to:

PAGE TWO

TEXT

COMMITTEE

INDIV

NEW YORK

SERVICE LETTER
CLASS OF

TO: INDIVIDUAL

DATE JUL 3 1973

OUTGOING WIRE

ASSOCIATION

INTERNATIONAL DEVELOPMENT

RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL BANK FOR

CORPORATION

INTERNATIONAL FINANCE

(2-10)

Form No. 33

OUTGOING WIRE

TO: INTBAFRAD

DATE: JULY 2, 1973

NEW DELHI

CLASS OF
SERVICE: TELEX

WVI

COUNTRY: INDIA

TEXT:
Cable No.:

PAGE THREE

~~XXXXXX~~

CONSULTATIVE GROUP, REPRESENTATIVES OF THE MEMBER ORGANIZATIONS
OF GROUP, AND INVITED EXPERTS.

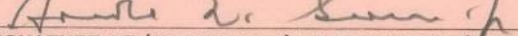
HAROLD GRAVES
INTERNATIONAL RELATIONS
DEPARTMENT
WORLD BANK
EXECUTIVE SECRETARY
CONSULTATIVE GROUP

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. International Relations

SIGNATURE 
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE:

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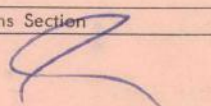
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COMMUNICATIONS

HG:mcj

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SIGNATURE

DATE

NAME

AUTHORIZED BY

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INTERNATIONAL RELATIONS

HELDON M. GILLES, JR.

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JUL 3 8 38 PM 1973

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NOT TO BE TRANSMITTED

CONSTITUTIONAL GROUP
EXECUTIVE SECRETARIAT
MORTD BANK
DEPARTMENT
INTERNATIONAL RELATIONS
HYROLD GILLES

OF GROUPS WHO TRAINED EXPERTS

CONSTITUTIONAL GROUPS REPRESENTATIVES OF THE MEMBER ORGANIZATIONS

MINUTE

Serial No:

TEXT

PAGE THREE

COMMITTEE

INDIA

MEM DEPT

SERVICE TELETYPE

CLASS OF

TO

INTERVIEW

DATE JUL 3 1973

OUTGOING MESSAGE

ASSOCIATION

INTERNATIONAL DEVELOPMENT

REGISTRATION AND DEVELOPMENT

INTERNATIONAL BANK FOR

CORPORATION

INTERNATIONAL FINANCE

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SECTION

Mr. Graves

John

EXECUTIVE SECRETARY

CONSULTATIVE GROUP INTERNATIONAL AGRICULTURAL RESEARCH

CAREOF DEVELOPMENT SERVICES DEPARTMENT

INTBAFRAD

WASHINGTONDC

REFERENCE INTERNATIONAL CENTERS WEEK AND SOCIOECONOMIC

SEMINAR END JULY STOP DUE TO OPERATIONAL PRESSURE

REGRET ADB SENIOR OFFICIAL INABILITY TO PARTICIPATE STOP

REQUEST CONFERENCE MATERIALS FOR STAFF REFERENCE STOP HOPE

TO BE ABLE PARTICIPATE CONSULTATIVE GROUP MEETING AT

YEAREND REGARDS

*- check
Fuel B*

→ H G.

HSIEH

DIRECTOR PROJECTS

ASIANBANK

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