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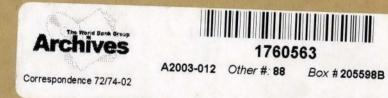


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1972/74 Vol. II



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222

December 31, 1974

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

Dear Herb:

Here are some news items for you:

(1) Milton Young was re-elected to the Senate from North Dakota.

(2) Monte Yudelman cheerfully accepts the message about not coming to the meeting of Center Directors.

(3) I'm just back in the office, after a spell in hospital with malaria (the gift, I am sure, of a mosquito who was patronizing the Paradise Club restaurant the same evening I went there).

I look forward to seeing you on your next visit to Washington. Since I may have vanished from the Bank by that time, let me give you my telephone number at home. It is 654-1694.

With many thanks to both the Albrechts for your hospitality.

Sincerely,

Harold Graves

HGraves:sdo'c

220

December 24, 1974

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

Dear Herb,

1. I am writing to you in your capacity as chairman of the meeting of Center Directors which is to take place in February.

2. The Co-sponsors of the Consultative Group (FAO, UNDP and the Bank) have been considering how the annual cycle of activity of the whole CGIAR system might be simplified and particularly how Centers Week, which has grown to be a rather unwieldy affair, might be streamlined. We reached some tentative conclusions at our meeting of Co-sponsors last month and I was asked to put them in shape for further consideration by all concerned. I have formulated some proposals which have been put to the UNDP and FAO for their consideration and comment and I am taking the liberty of giving them to you as well so you can consider them at your February meeting. I put them to you tentatively at this stage since I have not yet received the comments of the other Co-sponsors, but as soon as I hear from FAO and the UNDP I will confirm the proposals to you (with amendments should they be called for) on behalf of all three of us.

3.

- We have several objectives:
- (a) To streamline Centers Week, by improving the preparations for it and by reviewing and pruning the activities associated with it so as to provide more time to do well those things we retain.
- (b) To reschedule TAC meetings so as to have two per year (equally spaced), one of which would afford close exchange between Center Directors and TAC.
- (c) To provide for regular meetings of the Co-sponsors.
- (d) To schedule Centers Week slightly earlier in the summer so as to ensure good representation by not pressing too hard on the vacation season.

4. With respect to TAC, we propose that it meet twice a year -- in November in conjunction with the Consultative Group meeting and in May. It would, of course.

. . . .

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

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

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

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

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

(a) Early in the year (January/February) each Center would hold a review to establish the guidelines for its program in the following calendar year. Significant new initiatives would be notified to the CGIAR Secreariat. The Secretariat would be responsible for alerting TAC.

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

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

- (a) Have only four or five of the Centers make presentations at Centers Week this year.
- (b) Have TAC meet in February (as already fixed) and November, but not in July this year.
- (c) Possibly have a May meeting of TAC this year with all or some of the Center Directors present.
- (d) Receive from TAC, in time for distribution with the other documents for Centers Week, written comments and recommendation on any new proposals put forward by the Centers in their Program and Budget Papers which were of such significance for the Consultative Group as a whole as to warrant comment.
- (e) Focus the discussions of the Consultative Group at Centers Week as described in paragraph 6 above.

10. I would hope you could find time at your meeting in February to consider the foregoing proposals. We should be glad subsequently to receive comments from the Center Directors either collectively or individually. We would like to have

Dr. H. R. Albrecht

their views both on the proposed changes as a whole and on the feasibility of instituting some of them in 1975. If the Directors agree with the idea of making presentations at Centers Week every other year rather than each year, I think it would be appropriate for the Directors to decide among themselves which Centers are to make presentations and I would be glad to have, through you, their proposals for 1975. Perhaps priority should be given to newer Centers whose programs are now getting into full swing and to Centers with new directors.

11. Much of what is proposed affects TAC, so I am writing to Sir John Crawford and Peter Oram along the same lines as I am now writing to you. Should I have any reactions from them before your February meeting, I shall, of course, pass them on to you.

Very best wishes,

Sincerely yours,

Michael L. Lejeune Executive Director

MLLejeune:ph

cc: Center Directors

120

December 23, 1975

Dr. H. R. Albrecht International Institute of Tropical Agriculture PME 5320 Ibadan, Nigeria

Dear Herb:

During our visit in October it was suggested that I might attend your in-house review on February 24-28. It would be extremely useful for me to do so as one of my tasks will be to write the Secretariat paper on IITA. My present plans are therefore to arrive in Nigeria Saturday/Sunday February 22/23.

Mr. Amnon Mates who is taking over responsibility for working with the Secretariat on Program and Budgeting will probably visit the Institute for a day or two during my visit; we will give you full details nearer the date.

With our seasonal greetings.

Yours sincerely

John K. Coulter Scientific Advisor

JACOULTER: sdo'c

FEDERAL MINISTRY OF AGRICULTURE AND NATURAL RESOURCES

PERMANENT SECRETARY'S OFFICE DIVISION

LAGOS

P.M.B. No. 1261

Telegrams PERMSEARCH

Telephone 24186



Ref. No. SA.29/S.1/298

Date 12th December, 1974.

G-5

Dr. H. R. Albrecht, Director-General, Internations Institute of Tropical Agriculture, Cyo Road, P.M.B. 5320, Ibadan.

Dear Dr. Albrecht,

I wish to confirm the statement I made to the meeting of the Executive Committee at the end of last month that the Federal Government has decided to support the work of the International Centres by a contribution of half a million Nair for the 1975 financial year through the Consultative Group mach ery. Of this amount half i.e. W250,000 is allocated to HITA for the purpose of developing further Your cooperations and training to growned for Afri an countries and the ended werker young African Associate Scientists so that they an gain experience in research work and later return to their home countries.

As you know our financial year in Nigeria runs from April to March of the following year. The money will therefore not be available until after April 1975, after which time it will be deposited in any bank of your choice.

I am sending a copy of this letter to the Executive Secretary of the Consultative Group in Washington.

Yours sincerely.

at.)

(Dr. Bukar Shaib), Permanent Secretary.

Restricted, core

THE ROCKEFELLER FOUNDATION 111 West 50th Street New York, N. Y. 10020

December 4, 1974

Dear Herb:

I am glad to be able to inform you that the Trustees of The Rockefeller Foundation have authorized the officers to make available a total of \$550,000 to the International Institute of Tropical Agriculture (IITA) toward its basic operating costs during 1975. This amount, as in the past, will consist of one portion to be retained by the Foundation to cover the cost of salaries and salary-related perquisites for Rockefeller Foundation staff members assigned to IITA; \$440,900 which is available upon your request as a cash payment to your institute; and \$50,000 which will be held at the Foundation until October 1, 1975, for any final-quarter adjustment of staff costs and cash contribution. The appropriate portion of this \$50,000 will be paid to IITA sometime after October 1, 1975.

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

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

Very sincerely yours,

John A. Pino Director

Dr. Herbert R. Albrecht Director International Institute of Tropical Agriculture P. M. B. 5320 Ibadan, NIGERIA

cc: Mr. Michael Lejeune

JAP:pe

Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE

OUTGOING WIRE

TO: ALBRECHT TROPFOUND IKEJA

DATE: DECEMBER 2, 1974

CLASS OF SERVICE:

Ext. 3454

COUNTRY:

TEXT: NIGERIA

Cable No.:

MR. AMNON MATES FROM THE PROGRAMMING AND BUDGETING DEPARTMENT OF WORLD BANK PLANS TO ARRIVE DURING THE WEEK OF JANUARY 19-25 FOR A STAY OF ABOUT TWO DAYS TO DISCUSS FORTHCOMING 1976 BUDGET SUBMISSION AND TO BECOME ACQUAINTED WITH OPERATIONS OF IITA. PLEASE CONFIRM BY CABLE IF TIMING OF VISIT IS CONVENIENT. REGARDS

CHEEK

NOT TO BE TRANSMITTED			
AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:		
NAME Bruce M. Cheek COMMINICALION?			
DEPT. CGIAR Secretariat DEC 5 2 39 LN 13 M	AM4 BMC:mcj		
SIGNATURE SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	B		
REFERENCE:	For Use By Communications Section		
ORIGINAL (File Copy)	S.		
(IMPORTANT: See Secretaries Guide for preparing form)	Checked for Dispatch:		

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DECEMBER 2, 1974

MR. AMMON MARKS FROM THE PROGRAMMENT AND BUDGETING DEPARTMENT OF WHELD BANK PLANS TO ARRIVE DURING THE WERK OF JAMEARY 19-25 YOR A STAY OF ABOUT TWO HAVE TO DISCUSS VORTHCOMING 1976 BUDGET SUBMISSION AND TO BECOME ACCULATIVERD WITH OFREATIONS OF TITA. BLEASE CONFILM BY CARLE IF

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SECTION COMMUNICATIONS 1261 HJ 88 9 DEC 2 AND STRUCT ON A CGIAR Secretariat 3 DISPATCHED -

November 21, 1974

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

Dear Herb:

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

The Secretariat records your core and capital requirements for 1975, net of earned and special income, at \$7,115,000, for the purposes described in IITA's program and budget document for 1975. Against this total and for these purposes, the Secretariat records declared grants from donors as listed below (rounded to the nearest \$5,000, and at exchange rates of October 30):

Belgium	\$380,000	
Canada (C.I.D.A.)	850,000	
Ford	750,000	
Germany	1,085,000	(DM 2.8 million)
Netherlands	150,000	
Rockefeller	550,000	
United Kingdom	700,000	(L 300,000)
	\$ 4,465,000.	

In addition, while exact final amounts remain to be settled, the Secretariat believes that you can expect grants totaling \$2,130,000 from two other donors: The U. S. Agency for International Development is contemplating a grant of \$2,060,000; the United Nations Environment Programme in Nairobi, a new member of the Consultative Group, has expressed an interest in IITA, and the Secretariat estimates that \$70,000 or so may be available to IITA from that source. (A Secretariat representative will visit UNEP later this month, and will return with firmer -- and perhaps different -- figures which we will report to you.) Dr. H. R. Albrecht

Contributions from these two donors in the amounts indicated would raise the total of core and capital grants to IITA to \$6,595,000, leaving a balance of \$520,000 to be found. We believe that two other donors will make up this difference: Nigeria, another new member of the Consultative Group, has expressed an interest in IITA, and we think it would be reasonable to expect at least \$350,000 from this source. Finally, the management of the International Development Association (IDA) of the World Bank Group is prepared to recommend to the Association's Board of Directors that IDA make up whatever balance is left, assuming that the balance will not be more than \$500,000 and, depending on the UNEP and Nigerian contributions, may be less than \$200,000.

The funds from the Rockefeller Foundation and from USAID (on a quarterly basis) should be available on or soon after January 1, 1975. Funds from Canada, the Netherlands and the United Kingdom (the last on a trimester basis) should be available beginning in the month of April. Funds from Belgium are not expected to be transferable before June 1975. IDA's funds will be transferred as soon as it is reasonably clear what balancing item is needed to complete the financing of your budget. The Secretariat has no information about when the grants of other donors may be available.

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

In any case, the Secretariat is aware that new inflationary factors not previously taken into account by IITA may have a serious impact on the Institute's 1975 budget. The Secretariat therefore would like to be promptly informed of any changes in your estimates of your financial position.

Sincerely yours,

Harold Graves

Enclosure --- Variations from Planned Expenditures

HGraves : apm

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

INTERNATIONAL DIVISION OFFICE OF THE VICE PRESIDENT

November 19, 1974

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

Dear Harold:

At Herb Albrecht's request, I attach herewith descriptions of two important positions at IITA. If you and your colleagues are in a position to suggest names of individuals whom IITA might consider, I am certain that they would very much appreciate it. Please send your suggestions directly to Herb or if you prefer we would be glad to relay them.

Were possible candidates to be fluent in French, this would materially add to their effectiveness.

Thanking you for your help, I am

Sincerely yours,

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Lowell S. Hardin

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DIRECTOR OF OUTREACH --

The Director of Outreach is responsible for the conduct of IITA's cooperative projects with countries wishing to avail themselves of the Institute's expertise for the development of their own agricultural research, training and production programs. The arrangements are contractual, with financial support generally supplied by a governmental or international funding agency.

6 2d

The Director of Outreach represents IITA in negotiations establishing the projects, assists with planning, arranges for any necessary consultancy, recruits staff needed and oversees and expedites logistical support requirements. He remains the IITA liaison officer and provides governance during the course of the contract, is responsible for the production of all reports and financial statements required and assures that needed supplies and equipment are procured. The Director of Outreach, in concert with the Treasurer, exercises IITA's responsibility for budget control and with the Director for Administration establishes and negotiates terms of employment of personnel recruited for the Outreach Program. In company with the Assistant Director of Training, he is responsible for the design and conduct of any training activities arranged with supporting agencies and ministerial authorities of cooperating nations.

HEAD OF COMMUNICATIONS AND INFORMATION --

The Head of Communications and Information is responsible for editing and production of all IITA publications, such as annual and other reports, budget presentations, the newsletter, brochures. He is also responsible for editing of scientific contributions to journals and periodicals and for the preparation of articles for the press, radio and other mass media. The public relations efforts of the Institute are also handled by C. and I.

The Head of Communications and Information recruits, deploys and oversees the staff under his leadership. He is responsible for the operation of the print shop, artworks, photographic laboratory and the Institute's mailing lists. He is also responsible for budget development and management of funds for his unit. In conjunction with the Training Office he and his staff handle the communications and information phase of the IITA training program.

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RRGARDS ALBERECHT

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NOVEMBER 16 1974

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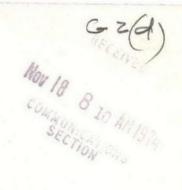
WUI NY 13 F

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Distribution: Mr. H. Braves /

INCOMING CABLE



22d

November 14, 1974

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

Dear Herb:

I should have written before now to thank you for your kind hospitality and for a most interesting visit to IITA. I greatly appreciated the opportunity, not only to learn about IITA per se, but also to see it as an example of what an international agricultural research center is.

You discussed with me privately the question of whether WARDA should be invited to attend the Center Directors' meeting next February, and I said I would write to you after the Consultative Group meeting to let you know of any considerations which you might wish to take into account.

The decision as to whom to invite to any particular meeting depends on the purpose and agenda of the meeting, and it seems to me that membership in the system of institutions supported by CGIAR is not alone sufficient reason to invite an institution to be represented at a particular meeting, if only because not all the institutions are of the same character. The Genes Board and CARIS are obviously different from the typical research center. Nevertheless, the fact of acceptance and support by the CGIAR does give an institution status and kinship with the rest. I would assume, for example, that all would be invited to Centers Week and that if a meeting of heads of institutions took place on the occasion of Centers Week, it would be natural to invite everyone present.

As confirmed at the recent CG meeting, WARDA has clearly been accepted by CGIAR and is to receive support from a substantial number of donors, so while it is true that its activities may not by typical of the traditional research centers, it is definitely part of the expanded system. Moreover, it is going to continue to have close relations with IITA, IRRI and a number of programs of governments with whom IITA, IRRI and perhaps others will also have relations.

The decision whether to invite WARDA to the February meeting must obviously be yours. While some of the items on your agenda may not be of concern to WARDA, others will be. Perhaps the agenda can be so arranged as to make it convenient for WARDA to be present for the items of common interest and excuse itself from the others. Harold Graves will be attending the WARDA meetings at IITA in about two weeks time. Perhaps you would find it useful to talk to him about it. My own feeling is that it would be harmful to smooth-working relations all round to appear to discriminate against WARDA.

Again, many thanks for a most interesting and enjoyable time. Please give my very best wishes to Helen.

Sincerely,

Michael L. Lejeune Executive Secretary

MLL:mcj

52d

November 13, 1974

Dr. Orville G. Bentley Office of the Dean College of Agriculture 101 Mumford Hall Urbana, Illinois 61801

Dear Dr. Bentley:

Thank you for your letter of November 7 to Mr. Lejeune. It was a pleasure to meet you at IITA and to hear something of the activities of INTSOY.

As you suggest, I shall write to Mr. Thompson for additional information on the program.

Sincerely,

John K. Coulter



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AE DIRECTORS WEETING HITA ALBRECHT INFORMED BRAEY CANNOT ATTERS FIRST BEEK FEBRUARY STOP BRADY HOLDING SECOND BEEK FOR CIPECTORS DEETING REGARDS

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CHEEK

NOT TO BE TRANSMITTED			
AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:		
NAME Bruce M. Cheek NOA 15 8 JJ WH 131	cc: Sir John Crawford, Canberra		
SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	BMC:mcj		
REFERENCE:	For Use By Communications Section		
ORIGINAL (File Copy) (IMPORTANT: See Secretaries Guide for preparing form)	Checked for Dispatch:		

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ORAM FOODAGRI ROME ITALY TTALY NO. 61181

Bruce M. Check

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TEXT: Cable No.:

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LT 61-HD

Sir Join Craviord; Canberra

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Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT



OUTGOING WIRE

TO: ALBRECHT TROPFOUND IKEJA

DATE: NOVEMBER 11, 1974

CLASS OF SERVICE:

LI

Ext. 3592

COUNTRY: NIGERIA

TEXT: Cable No.:

> GLAD TO INFORM YOU FOLLOWING RECENTLY CONCLUDED CONSULTATIVE GROUP MEETING THAT DONORS HAVE PLEDGED TO PROVIDE 7.115 MILLION US DOLLARS TO IITA IN 1975 FOR ITS CORE AND CAPITAL EXPENDITURES. LETTER FOLLOWING

> > REGARDS

LEJEUNE

NOT TO BE TRANSMITTED			
AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:		
NAME Michael L. Lejeune	CONNUM COOMS		
SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO			
REFERENCE:	For Use By Communications Section		
ORIGINAL (File Copy)	SC		
(IMPORTANT: See Secretaries Guide for preparing form	n) Checked for Dispatch:		

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INTERNATIONAL BASIC LOR BECORDER STROM AND DEVELOPMEN TREMOGRANCE DEVELOPMENT

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ATE NOVEMBER 11, 1974

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TEXT: Cable No.:

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RECARDS

DISPATCHED

SECTION COMMUNICATIONS

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Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

> ALBRECHT TROPFOUND IKEJA

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE

OUTGOING WIRE

DATE: NOVEMBER 11, 1974

CLASS OF SERVICE: LT Rig Ext. 3592

COUNTRY: NIGERIA

TO:

TEXT: Cable No.:

GRATEFUL RECEIVING YOUR CABLE RE DIRECTORS MEETING MOVED TO

FEBRUARY TEN TO THIRTEEN

REGARDS

CHEEK

NOT TO BE TRANSMITTED			
AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:		
NAME Bruce M. Cheek			
DEPT. CGIAR Secretariat	BACPmcj		
Signature of Individual Authoriz	For Use By Communications Section		
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DATE NOVEMBER 11, 1974 **TROFFOLMD** 55.92 NECKREAN GRATEFUL RECEIVER YOUR CALLE HE DIRECTORS HENTENC MOVED TO SECTION SECTION WEIHINE OI II NON Bruce M. Cheek **OBHOTAARIO** t on Sta OOTAR Secretariat qui

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November 8, 1974

Dear Herb:

Your letter of October 10 gave us the IITA request on the CGIAR brochure: 200 in English and 100 in French. We have forwarded your request to UNDP which is coordinating the work on the brochure. At the Consultative Group meeting last week, a small supply of the English version was circulated and it was also made available to all delegates in Rome to the World Food Conference earlier this week. Your copies should now be en route from New York, with about one month's delay on the French text.

You raise a good point on brochure circulation. The basic list is the CGIAR members, the centers, and the network of contacts of the UNDP and FAO. We are really relying on the centers and the FAO/UNDP distributions to reach the right markets in the various countries. We would therefore hope that you would draw on your contacts in the region with respect to government or research agencies or individuals who might make good use of a copy. Diplomatic missions are hopefully covered to some extent by the donors themselves. In short, you have a fairly free hand and not much chance of duplication, if you take into account the FAO/UNDP network.

Mike Lejeune has mentioned to me your discussion on circulation of center papers for Consultative Group members, particularly the trinity of program and budget; annual report; and audit, all of which come out in the April/June period. I did make some ad hoc changes in the circulation list with you when you first raised the matter. Right now, I merely wish to assure you that we shall clarify this question as we take your point-for example, only donors and the Secretariat need the annual audit, whereas there are different and larger markets for the two other center documents (quite apart from your own lists for newsletters, etc.). I appreciate your pointing up this problem; we agree with you in wanting to avoid both waste and confusion which gome from excessive circulations.

With best wishes,

Sincerely,

Bruce M. Cheek

Dr. H. R. Albrecht Director International Institute of Tropical Agriculture Oyo Road, P.M.B. 5320 Ibadan, Nigeria BMC/klw Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT INTERNATIONAL BANK FOR INTERNATIONAL FINANCE ASSOCIATION CORPORATION RECONSTRUCTION AND DEVELOPMENT OUTGOING WIRE Book of Two TO: DATE: NOVEMBER 7, 1974 ALBRECHT ORAM elex WUI CLASS OF TROPFOUND FOODAGRI SERVICE:Ext IKEJA ROME

THANKS YOUR OCTOBER LETTERS GIVING IITA PRELIMINARY CALENDAR OF EVENTS FOR

1975 STOP WISH TO BE SURE YOU AWARE THAT CHANGED DATE FOR CENTER DIRECTORS

MEETING MEANS THAT TAC IN ROME AND DIRECTORS AT IITA WILL MEET IN SAME WEEK

OF FEBRUARY THREE AND WOULD SUGGEST YOU ADVISE OTHER DIRECTORS OF IDENTICAL

andper

NIGERIA (LT)

TIMING

COUNTRY:

TEXT: Cable No.: RX

REGARDS

ITALY Telex No. 61181

CHEEK

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AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:		
NAME Bruce M. Cheek			
DEPT. CGIAR Secretariat			
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ORIGINAL (File Copy) (IMPORTANT: See Secretaries Guide for preparing form)	Checked for Dispatch:		

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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

1818 II Street, N.W., Washington, D. C. 20433, U.S.A. Awa Code 203 · Telephone - EXecutive 3 6300 · Calde Address - INTBAFRAD 640

2.0

Dear Mr. Pritchard:

T am writing to acknowledge and thank you for your letter of October 21 concerning budget and accounting procedures at the international centers. We particularly appreciate your action in having your comments and suggestions ready for John Coulter to bring back prior to both the meeting of the Consultative Group, where the subject was on the agenda, and to the CHMYT meeting for which Bill Lewis was glad to have your comments in advance.

We are now revising the budget and accounting paper of July 11, 197h partly in the light of your CTMMYT session which we are reviewing with Bill Lewis and with the benefit of the comments received from the centers.

With best wishes,

Sincerely,

Bruce M. Cheek

Mr. D. L. C. Pritchard OYO Road P.M.B. 5320 Ibadan, Nigeria

5201

November 6, 1974

Dear Herb,

Having got the C.G. Meeting off our hands, there is now time to settle back into the less arduous and more pleasant tasks; one of which is to write and thank you and Helen for your excellent hospitality during our visit. Even the weather was able to add to the enjoyment of the occasion, for it is seldom that one has such a combination of sunshine and the time to enjoy it.

The C. G. Meeting went well and we had no unpleasant surprises; I believe we are possibly in slightly better shape than we might have expected.

Please thank your staff members who were so helpful to us during our visit. Mike enjoyed meeting them all very much; needless to say I did too and I hope that I can attend the February meeting and have time for discussions with them.

With best regards,

Yours sincerely,

John K. Coulter

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

JKCoulter:ia

November 5, 1974

Dear Mr. Pichel:

Thank you for your letter of October 18 to Mr. Graves regarding the work of the International Board for Plant Genetic Resources.

The center directors will be meeting at IITA in Ibadan, Nigeria, on February 3-6.

Concerning documentation to be provided to members of the Consultative Group, the Annual Report and the Program and Budget Proposals for the coming year are indeed the appropriate documents. At the same time, it would be helpful if the Secretariat received a copy of the proceedings of the Board meetings. In general, I agree that they need not go to all members of the Consultative Group. However, for the First Meeting, we shall expect you, as agreed, to circulate the Report in lieu of a regular Annual Report. I think it would be most efficient if copies were sent directly from your office and, to help this process, I am enclosing a set of envelope addresses, each indicating the number of copies for the person or agency concerned. In addition, could you let us have some 20 copies for the Secretariat's use.

With best wishes,

Sincerely,

Bruce M. Cheek

Enclosure

Mr. R. J. Pichel Secretary, International Board for Plant Genetic Resources Food and Agriculture Organization Via delle Terme di Caracalla Rome Italy

cc: Mr. Demuth (with incoming) BMC:mcj INTERNATIONAL DEVILOPMENT

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FIMANCE CORPORATION

OFFICE MEMORANDUM

TO: Mr. Michael L. Lejeune

DATE: November 5, 1974

FROM:

J. K. Coulter

SUBJECT: Visit to International Institute of Tropical Agriculture (IITA) 17-22 October 1974

> During this familiarization visit, discussions were held with Dr. H. Albrecht (Director General), Dr. J. Moomaw (Director of Outreach), Dr. D. Greenland (Director of Research), Dr. B. Okigbo (Program Leader, Farming Systems Program), Dr. K. O. Rachie (Program Leader, Grain Legume Improvement Program), Dr. M. N. Harrison (Cereals Improvement Program), Mr. D. L. C. Pritchard (Treasurer) and Mr. D. Cooper (Farm Manager).

Programs

2. <u>Outreach Programs</u>. IITA is involved in outreach activities as contractor in the following countries in Africa:

- (a) Liberia. Rice breeder at Suakoko is an IBRD-financed rural development project with a rice component.
- (b) Nigeria. As part of the Accelerated Food Production Program, USAID has provided finance for IITA to place nine scientists in this program.
- (c) Sierre Leone. An agronomist, plant pathologist, and rice extension specialist are to be provided at the rice research station, Rokupr by a UNDP/FAO-financed project.
- (d) Tanzania. At Ilonga there is a USAID-financed program with IITA providing two staff and sub-contracting the provision of two more for the maize section of the program to CIMMYT.
- (e) Zaire. IITA staff helped in formulating the outreach program in maize but this is now staffed by CIMMYT and financed by the Government of Zaire. There is a proposal to supply a plant breeder, an agronomist and a plant pathologist for a cassava project, also financed by the Government of Zaire with IITA as the contractor.

3. Two other countries in Africa will probably be brought into the network fairly soon. These are Ghana, where CIMMYT has been negotiating a contract for a program on maize (without reference to IITA) and where the maize production specialists are to be trained at CIMMYT; and Cameroon where IITA has been negotiating a contract for work on maize in the Bamende highlands (without reference to CIMMYT). 4. These outreach programs have to be staffed by recruits on contract as IITA has a fixed period contract with each donor. CIMMYT, as the longer established institute, has the advantage in recruiting such staff as they have had more post-doctoral fellows from which they can make appointments.

5. The budget for these outreach programs approaches \$2 million but delays in recruitment have led to underspending.

6. <u>Issues</u>. Outreach programs have already led to demarcation problems with CIMMYT over maize. No problems have arisen with IRRI as they have delegated their outreach work on rice to IITA, but of course such problems have arisen with WARDA. ICRISAT will take over work on pigeon pea in Africa. On the other hand, IITA is considering work on root crops in South East Asia and on farming systems in South America. The issue to be resolved therefore concerns geographical jurisdiction versus commodity jurisdiction. Whilst the various centers have responsibility for the worldwide strategy on their respective crop(s), much of the outreach work is of a fairly applied nature and could probably be delegated to another institute. If IITA had jurisdiction for maize work in Africa, for example, training could be done more cheaply and in more typical environmental and social conditions than exist at CIMMYT.

7. A second and probably more important issue is the extent to which, and the stage at which, the institutes should become deeply involved in outreach programs. Here, a distinction has to be made between off-station testing programs which the institutes need to test their new materials in a range of ecological conditions and programs where IITA acts as contractor for a variety of financing agencies. In the latter, the projects involve not only provision of staff, but development of research station infrastructures, and equipment. This type of program provides opportunities, of course, for testing centers' materials but the major function is to carry out a program for bilateral or multilateral donors which they would otherwise have done themselves or sub-contracted to another agency.

8. Whilst the centers are probably in a better position to give high quality technical inputs, they are not in any better position to overcome the infrastructure and operational weaknesses, the cause of so many failures, than are the donor agencies themselves. Failure of projects because of these weaknesses can only bring disrepute on the centers. There is thus a case for a close examination of the strategy behind outreach programs. Although there are a number of requests for help in the countries of the region, these requests are often stimulated by the donors and if the institutes are being overloaded, the donors might reconsider their policy.

9. If IITA is to perform these functions adequately, then it probably needs a considerably enlarged core staff to provide not only the supervision but also a pool of scientists from which appointments can be made to various outreach programs. At the moment, having to recruit on contract, IITA has to compete with other agencies for scarce personnel. A possible alternative strategy would be for IITA to provide only key personnel in country projects; instead of staffing the whole project, the institute would supply an experienced team leader, around whom the project team could be built.

10. Farming Systems Program. A major feature of this program is the development of methods for managing soils in the humid tropics under a system of sustained, continuous cultivation. This could eventually replace the present system of extensive agriculture, using grass or bush fallow periods to regenerate the land. To develop such a system of soil management, systems of soil conservation, methods for control of weeds and soil-borne pests and diseases must be evolved and the fertility of the soil must be enhanced by the use of fertilizers and inclusion of legumes in the rotation. Such a program is inevitably long term for changes in soil conditions need to be monitored in order to obtain a proper understanding of changes in the soil under traditional systems and possible new systems of cultivation.

11. Intensified use of the soil and use of improved varieties will thus form the building blocks for more productive (on a unit area basis) systems. Methods for intensifying the use of the soil will depend on the land type and the climate, i.e., they are locale-dependent. Some repetition of the program at IITA in another environment is thus essential, hence the proposal for a sub-station in Eastern Nigeria. However, only parts of this very expensive program (40 per cent of IITA's budget) can be replicated at other sites.

12. To date the program has shown how zero tillage can greatly improve water receptivity of the soil and stop erosion; how the control of soil temperature by mulching can affect germination and how the water table varies according to slope in major topo-sequences.

13. Other work within the farming systems program includes investigations on weeds, nematodes, multiple cropping, screening of vegetable varieties, e.g., tomato, pepper, okra, collection of banana and plantain cultivars and evaluation of grasses and legumes; a program on agricultural economics is also included.

14. Issues. The farming systems program is a large one and has a diversity of aims and objectives, some capable of fairly rapid achievement, others of a very long term nature. Whilst the scientific work within the program is excellent, the likely impacts on production systems and the target groups of farmers have yet to be defined. The agricultural systems in West Africa have mostly a self-provisioning orientation which are unlikely to take up risky crops or high cost inputs for some considerable time. There is a need for clarification of the route which could be expected to be followed when farming systems move from the present form of land use to intensive land use with high cost inputs. Such a change is likely to be evolutionary with the use of new, i.e., pest and disease resistant, varieties leading the way. 15. Though there is obviously a good deal of local trading in foodstuffs, the larger proportion of the food produced is consumed by the family. Even a relatively small jump in yields would thus result in a relatively large increase in marketed surplus; for root crops which are expensive to transport and difficult to store, this will present problems.

16. The mandate of IITA includes work for the humid tropics outside Africa, and there is therefore a suggestion that the farming systems program should move soon into South America. The type of work to be undertaken and the wisdom of an early move needs careful examination for the mandate does not need to be executed simultaneously in all regions. Though some similarities -and many differences -- exist in the ecological problems of the humid tropical areas of Africa and South America, the social and economic differences are so great that the type and the timing of research requires careful examination. Furthermore, the relationship between farming systems programs proposed by IITA and those of CIAT, which has also strong interests in farming, requires careful examination.

17. Grain Legume Improvement Program. About 70 per cent of this program is devoted to cowpea, the major legume in the humid tropics in Africa. Fifteen per cent goes on soya bean, the remainder on a variety of beans and pigeon pea. With cowpea production, the major problems are pests and diseases, and the breeding program has evolved a variety which shows excellent promise of overcoming these pests and diseases. Yields in farmers' fields are very low, probably in the region of 200 kg/ha. so there is much room for improvement. Improving the growth of this crop would not only increase production but would also increase the nitrogen input into the soil. The soya bean program has shown that excellent yields can be obtained from varieties imported from the U. S. provided the plants are protected against pest attack. The institute has a large collection of pigeon pea varieties, including some dwarf varieties, some determinate and some indeterminate bearing.

18. Issues. IITA and AVRDC are the only Centers involved with soya bean, although the latter's involvement is mainly in the crop as a vegetable. IRRI includes soya bean in its multiple cropping program but has no breeding work on the plant. Recent work at the University of Illinois has shown that relatively simple preparation techniques can be used for cooking the bean, so its potential as a dietary supplement is considerable. Soya bean has an advantage over cowpea as a product for processing, and the demand for edible oil is increasing rapidly in West Africa.

19. It would seem therefore that a decision should be made in the fairly near future as to Center work on this crop. Prospects for intensifying the work either at IITA or in the INTSOY program, or both, deserve examination.

20. It is planned to transfer work on pigeon pea to ICRISAT, at some future date, as yet undecided. Clearly defined lines of communication will need to be established when this is being done.

21. Farm Management. A new farm manager has been appointed recently. Under the previous farm manager, hand labor was used for most of the operations and the farm has over a 100 laborers. With increasing cost of labor the new farm manager proposes to mechanize as many of the operations as possible. This will include alterations in the soil conservation and run-off control ditches, changes in the irrigation layout, the purchase of additonal machinery, the provision of additional office and storage space and the training of skilled mechanics and tractor drivers. Space for cleaning and storage of various seeds is at a premium, especially since the institution is expected to supply selected seeds for outreach programs.

22. The farm manager suggested that one of the initial problems on the farm had been that the research workers were on-site before the farm layout could be completed.

23. IITA has proposed a sub-station in Eastern Nigeria which would be typical of the humid tropics. Detailed budget proposals have not been prepared but obviously these will need to include provision for machinery, its repair and storage and adequate space for other farm management operations.

24. Budget Management. The Treasurer had various comments on the budgeting and financial system which the Center has adopted. He appeared unconvinced that the information which must now be included is being fully utilized by both the Center itself and the Secretariat. However, he will attend the P. S. Ross meeting at CIMMYT, so perhaps discussions with other centers' financial controllers will help convince him of the usefulness of the procedures.

At the same time the Treasurer explained to us various critical times in the preparation of budgets, auditors' reports, etc. It would appear that a note of these from each of the centers would be useful to us. Such a note would exclude not only a record of the critical dates but the times needed for preparation.

JKCoulter:apm

October 29, 1974

Mr. Lejeune

J. K. Coulter

Visit to Ford Foundation -- 24 October 1974

This was an informal discussion with Dr. F. F. Hill about the Centers system and about IRRI and IITA.

The Foundation would welcome discussions with us on any topic concerned with the Centers and it appears worthwhile to have their opinion on any major issues, since they are held in high regard by the Center Directors and are represented on some of the Boards.

After we have visited the Centers which are now operational, it may be worthwhile contacting the Foundations for a short meeting to discuss some of the issues that we encounter, perhaps about April, 1975.

JKCoulter:apm

22d

October 29, 1974

Dear Jim:

Enclosed please find our draft report on WARDA. Any comments on the report, particularly the technical aspects, would be most welcome.

I understand very well the feelings of yourself and Herb about WARDA, but I think that we must give them one more chance.

It was very pleasant to meet you and the family again and hopefully I will be able to visit in February.

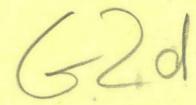
With best regards,

Yours sincerely,

John K. Coulter

Enclosure

Dr. James Moomaw International Institute of Tropical Agriculture Oyo Road, P.M.B. 5320 Ibadan Nigeria

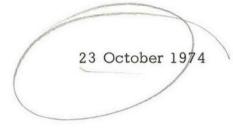


JKCoulter:apm





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



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

Dear Bruce:

Because several of our staff have been asked to participate in the USAID/TAB Soil and Water Management Workshop, 18-21 February 1975, we have decided to reschedule our In-House Review which would otherwise conflict.

The new dates of our In-House Review are 24-28 February 1975.

John Coulter is carrying with him the schedule of other IITA events as requested in your cable. We thoroughly enjoyed having him and Mike Lejeune with us this past weekend.

Sincerely yours,

H. R. Albrecht Director General

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

23 October 1974

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Sincerely yours,

H. R. Albrecht Director General

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

21st October 1974

6- 12

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

Dear Mr. Cheek;

I am submitting my comments on the memorandum of 11th July 1974 on the subject of budgeting and accounting procedures. I am making the comments as brief as possible as I am hoping that Mr. Coulter will hand-carry these on his return from IITA. The comments are as under quoting your paragraph numbers for reference.

SECTION I

- C.14 I am glad to note that replacement of capital assets and normal additions are to be treated as running expenses. This is in fact what we have done in our past budget presentations.
- C.19 We may have to include an item for working capital in our 1976 budget as we will not then have the cushion of unspent capital balances.
- D.22 I understand from Mr. Lejune that this suggestion has been modified.
 - D. 23B This is not so as far as IITA is concerned most of our donors specify core expenditure only.
 - D.28 If unspent balances are carried forward and treated in the same way as earned income this could cause complications, as certain donors' carried forward balances could not be used for capital programs. It would be better to agree that carried-over core surpluses could be used to offset core expenditures only in the following year.
 - E.29 IITA allocates expenditure to budget centers initially for control
 - & purposes. We then reanalyze this expenditure for the CG budget
 - E.30 statements. We would not wish to change our procedures as we might then lose our existing control over expenditure. Insurance and Security charges would be better classified under General Administration.

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21st October 1974

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

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21......

Kuddy Lewis

LAGOS/IKEJA OFFICE 39, S080 AROBIODU AVE. P.O.BOX 145 IKEJA TELEPHONE LAGOS 3:

F. Staffing

- 32-36 To obtain any kind of comparison of budgets it is essential that all centers agree on which staff are to be included in the man-year figures shown in the budget presentations. I do not think the staff nomenclatures proposed give the desired accuracy because technical staff may have different interpretations at each center. Perhaps the categories should be:
 - (a) principal or international staff,
 - (b) support staff, in its narrowest term, i.e. staff who could be either international or local but of the principal level,
 - (c) other staff to include research assistants, technical assistants and clerical assistants,
 - (d) daily-rated staff.

Only the man years of categories a and b above should be shown in the budget tables.

SECTION II

- 40. John Nickel has already indicated the impossibility of having the accounts closed and audited by 1st March. If this date is extended we will do our best to meet the 1st April deadline but this could mean that the budget tables might have to be altered to exclude the balance sheet if they are required by the 31st March.
- 51. This is a very tight timetable, especially as the final accounts have to be prepared within the same period. Perhaps we can discuss this at CIMMYT.

BUDGET TABLES, Annex 1

Table I

No comment.

Table II

Is it necessary to produce separate figures for Personnel, Purchasing and Accounts? These must differ depending upon the size of the institute and its geographic location. Afterall they are all General Administration items.

Table III

Section 5 would better be shown as an annex to this table. It does not seem to serve much purpose where it is and it tends to confiuse the table as a whole.

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Table IV

Provided the man years figures refer to principal staff this table presents no problems. I think the progression of this table into the current year and the budget year could be excluded as a first of figures are largely guesses anyway and cannot be audited.

Table V

As we do not account for staff man years budget table V is difficult to produce and its accuracy is doubtful. Does its value as a budget document justify the work involved in producing it?

ACCOUNTING TABLES, Annex 2

para 3(b)(ii) -

IITA records actual receipts against budgeted receipts and I think this is much more effective than the procedure suggested. Our audited statements do show amounts due from donors at the year-end.

(b) Revolving Funds -

I do not think the so called "self-sustaining" activities should be operated as revolving funds. The cost of housing scientists, housing guests and accommodating trainees is as much a part of training out cost activities as the salary of the training officer. Therefore they should be core expenditure and paid for each year by donors. Besides, my experience of revolving funds is that they do not revolve and invariably there is a loss for someone to cover eventually. Far better, therefore, to cover annual losses only by including these "self-sustaining" activities in the core budget for the year.

ANNUALLY

CAPITAL AND UNEXPENDED BALANCES

- (a) See my comments for para. 3(b)(ii) above.
- (d) (i & ii) This procedure should not be necessary if the accounting system is correctly set up; if it is, the balance or deficit on core operations and capital should appear automatically at the end of each month. The only closing entries required are the transfers to liability or surplus accounts for donors.

RULES FOR ASSIGNING COSTS

This paragraph seems to indicate that general operating costs should be allocated to programs throughout the year. For expenditure control purposes it is better to leave the expenditure by organizational units until the year-end and then do the distribution this paragraph envisages.

ACCOUNTING TABLES APPENDICES TO ANNEX 2

I am not happy about schedule 1 to table 2. IITA certainly does not attempt to allocate individual grants to programs and I think it will would

be a mistake to do so. Instead of this schedule perhaps a simple table showing donors' grants and any outstanding grants is preferable.

Schedule 3 to Table 2

This schedule is 0.K. provided the Analysis of Variances section is deleted. It will not be easy, and perhaps unwise, to allocate surpluses to individual donors. Besides, this schedule seems to conflict with the previous statement that unexpended core balances are carried forward and used in the same way as earned income in the following year.

Yours sincerely,

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D.L.C. Pritchard, Treasurer.

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

18 October 1974

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

Dear Bruce:

I have your schedule of Centers events issued 1 October 1974 and pause to make the following corrections and additions:

The IITA Executive Committee meets 28-30 November, 1974 - Not 4-6 November as stated.

International Centers Directors meet at IITA Ibadan 3-6 February 1975.

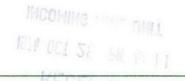
IITA In-house Review is scheduled for 17-21 February 1975.

Best Wishes.

Sincerely yours,

H. R. Albrecht Director General

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

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Director General

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

6-2

18 October 1974

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

Dear Bruce:

Right after I mailed you a couple of additions and a correction to the list of events your cable arrived asking for such information.

Repeating,

The dates of our Executive Committee meeting are: 28-30 November 1974 (the correction).

Meeting of International Centers Directors 3-6 February 1975.

IITA In-house Review, 17-21 February 1975.

Adding,

Africa-wide News Media Conference, 13-16 January 1975.

West African Agricultural Librarians and Documentalists, 20-22 January 1975.

IDRC Cowpea Utilization Conference, 5-9 May 1975.

Executive Committee, Trustees, 23-24 May 1975.

Board of Trustees, 26-28 May 1975.

As other events are scheduled, we'll advise.

Sincerely yours,

H. R. Albrecht Director General

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LAGOS/IKEJA OFFICE 89, SOBO AROBIODU AVE. P.O.BOX 145 IKEJA TELEPHONE : LAGOS 33931

October 10, 1974

Mr. John K. Coulter

Harold Graves

Terms of Reference -- Visit of Mr. J. K. Coulter to IITA, Nigeria, October 16-22, and to UNDP and Ford Foundation, New York, October 24

Accompanying Mr. Lejeune on a visit to IITA. Familiarization with the program, discussion of certain aspects of the program, particularly farming systems.

UNDP Headquarters, New York -- for informal discussions with Dr. Gordon Havord on the WARDA research program.

Ford Foundation - tentative informal meeting with Dr. F. F. Hill on center research programs.

fre



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

10 October 1974

GZd

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

Dear Bruce:

I respond herewith to the several communications received from CGIAR.

First of all, thanks to you and Harold for so kindly sending us two copies of the book reporting on the work of the World Bank economic mission to Nigeria. These are welcome additions to our library and we are most grateful.

I've discussed the memo on our requirements for copies of the Consultative Group brochure with Walt Rockwood and we would like to suggest the following be supplied to IITA:

200 copies of the English version 100 copies of the French no copies of the Spanish

If the numbers requested seem too high due to distribution undertaken in Africa by yourselves or sponsors, please make such deductions as you would consider appropriate. We would appreciate hearing your plans concerning distribution to libraries, ministries, universities, diplomatic missions, etc., since we don't want to contribute to duplications.

Lastly, all is in order for the arrival of Messrs. Lejune and Coulter. It will be a pleasure acquainting them with our people and our program. Helen and I are planning to have a dinner for them in our home Sunday night, 20 October, which will also be attended by Dr. Orville Bentley, Dean of Agriculture, University of Illinois.

The dates of the next meeting of the Centers Directors are 4-7 February 1975. The meeting will be held at IITA. I noted this item was missed on the last schedule of events and since the minutes of the meeting seem to be somewhat delayed in their preparation, thought you'd like to have these dates for your record.

LAGOS/IKEJA OFFICE 89, SOBO AROBIODU AVE. P.O.BOX 145 IKEJA TELEPHONE : LAGOS 33931

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

10 October 1974

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LAGOS/IKEJA ORFICE 89, SOBO AROBIODU AVE. P.O.BOX 145 IKEJA TELEPHONE LAGOS 33%

Mr. Bruce M. Cheek 10 October 1974 -- page 2.

With best wishes, I am

Sincerely yours,

H. R. Albrecht Director General

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ALBRECHT

Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR **RECONSTRUCTION AND DEVELOPMENT**



OUTGOING WIRE

TO: ALBRECHT TROPFOUND IKEJA

DATE:	SEPTEMBER 30, 1974
CLASS OF	TELEX OR LT (Ext. 2765)
SERVICE:	THEAT ON LIV (Ext. 2765)

COUNTRY: NIGERIA

TEXT:

Cable No .: AS YOU KNOW EYE SHALL SHORTLY SUCCEED GRAVES AS EXECUTIVE SECRETARY OF CGIAR STOP WOULD LIKE TO MAKE EARLY VISIT IITA STOP SHALL BE IN LONDON FOR INFORMAL MEETING EUROPEAN CGIAR MEMBERS AND PLAN TO CONTINUE ON TO IITA IF CONVENIENT TO YOU STOP WOULD PLAN ARRIVE LAGOS OCTOBER EIGHTEEN FLIGHT BR355 AT 0705 HOURS AND DEPART MORNING OF OCTOBER TWENTY TWO STOP MAYBE ACCOMPANIED BY JOHN COULTER SCIENTIFIC ADVISER STOP PLEASE ADVISE WHETHER THIS TIMING CONVENIENT REGARDS

> LEJEUNE WORLD BANK

NOT TO BE TRANSMITTED			
AUTHORIZED	D BY:	CLEARANCES AND COPY DISTRIBUTION:	
NAME	Michael L. Lejeune	MLLejeune:ia	
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INTERNATIONAL OPPEROPMENT ASSOCIATION

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OUTGOING WIRE

ALBRECHT TROPPOUND INSJA

DATE SEPTEMBER 30, 1975 NSS OF RVICE TELEVER IN (Ext. 2765)

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> LISJEUNE WORLD PANE

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22d

September 17, 1974

Dear Herb:

In 1971 the Bank sent an economic mission to Nigeria to make an in-depth review of long-term development prospects. This was of course before the full appreciation of Nigeria's potential in the petroleum sector. Nevertheless, the study, which was prepared under the leadership of Wouter Tims, is a very interesting assessment of Nigeria's economic sector.

Harold and I thought that you and the staff at IITA would like to have ready access to this report and I am therefore sending you under separate cover two copies for IITA's library.

With best wishes,

Sincerely,

Bruce M. Cheek

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

cc: Mr. Tims BMC:mcj





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

16 September 1974

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

cc:D.L.C. Pritchard

Dear Mr. Cheek:

Dr. Albrecht has asked me to comment on the memorandum of 11 July 1974 on the subject of Budgeting and Accounting Procedures and Practices of International Agricultural Research Centers, seeking comments on the new draft paper on this subject, ICW/74/3.

It is noted that the Executive Secretariat wished to have comments on this draft by 25 September. In order to achieve this deadline I am taking the liberty of commenting on only that portion through page 11 of the draft. The remainder, which refers to standard budget tables, is a subject on which our treasurer is much better qualified to comment and on which he has well-formed opinions. By copy of this letter I am asking him to send his comments on that portion of the draft as soon as possible after his return from leave.

With reference to pages one through eleven of ICW/74/3, I wish first of all to congratulate the Executive Secretariat on an excellent document which represents a major step forward in the progressively more successful attempts to standardize terminology and format in the reporting and budget presentations of the various centers. We are in agreement with most recommendations put forward in this draft and they follow very closely what we have already been doing over the past several years. There are a few comments and suggestions on specific points which I would like to make and will describe below. In addition, as I have pointed out above, you can expect comments on the budget tables from our treasurer at a future date.

Para 14. This is a very helpful clarification on the matter of capital assets and I am particularly pleased to note that nominal addition to capital assets such as vehicle replacements can now be considered as part of the running expenses of the core budget rather than capital items. However, Paras 14 through 20 appear to be silent on two other important and marginal capital assets, i.e. those purchased for upgrading present equipment and those required to provide for expansion of programs. When a new piece of equipment, i.e. some new electronic device which

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Mr. Bruce M. Cheek - page 2.

will determine lysine content, comes onto the market it might be extremely desirable to purchase it and this would be an important component of the ongoing protein quality work. We would like to include such a new capital aspect as a budgeted item in the running expenses of the core budget. A phased expansion of the operations of various research programs from a small beginning when the scientist first arrives to a fully fledged operation is included in the core budget as an expansion of staff and supplies and expenses. However as the workload in the laboratory expands to meet the needs of such a developing program, an additional balance might be needed or as the number of acres in experiments resulting from the expansion of existing programs increases, a new tractor may need to be added. These are examples of addition of capital assets resulting not from new programs or major new capital developments, but integral parts of normal activities covered within the core budget. Such items of equipment should be clearly listed as equipment, but we would like to see them as part of the core budget rather than pulled out and added to major capital developments as a separate capital item.

- Para 22. The question of what represents a substantial change in the distribution of expenditures in a year for which grants have already been approved, has been discussed further at International Centers Week. I hope it is now understood that directors and their boards are considered to have considerable flexibility in responding to changing needs and opportunities within the year provided that these do not involve new initiatives or long-term commitments which would affect future budgets yet unapproved.
- Para 28. We are pleased to note that within the necessary restrictions of amounts of grants free of limitations regarding carryover of additional funds, it will be possible to carryover from one year to another unexpended balances and consider these as earned income in the following year thereby reducing the amounts required by CG donors. I believe it is necessary to point out, however, that such carryover cannot be budgeted in advance. That is, as we prepare the 1976 budget we are still hopeful that we have budgeted accurately for 1975 and that therefore there will be no carryover into 1976.
- Para 33 and Para 36. I have already expressed verbally and in writing to the Secretariat my objection to the separating out of clerical staff in the classification of staff in the various centers. The categories from clerk to administrative assistant cover such a broad range of pay grades in our center and are mixed in with support staff in other categories in the budgeting procedure that separating them out for purposes of preparing Table 5 has been quite a tedious and not entirely accurate process in our case. It can, of course, be done more easily if we know we must do it

Mr. Bruce M. Cheek - page 3.

in advance. However, before doing so in the 1976 budget exercise I hope the Secretariat can, as I believe was indicated in Washington, review the value of knowing which of the support staff are clerical. If there are good arguments for this as opposed to, for instance, knowing which of them are drivers or which are mechanics, we can reluctantly revise our budgeting procedures to provide for this separation.

- Para 40. I believe the Centers Directors have already indicated the impossibility of having auditors reports completed by 1 March and believe the Secretariat has agreed to 1 April as a deadline. We'll try our best to meet this.
- Para 42. The matter of annual reports is one on which the various centers have been experimenting with for some time. It appears that most centers are producing quite detailed scientific reports which will be useful to their scientific colleagues. These reports which are generally quite voluminous and expensive to print and mail do not meet the criteria set forth in Para 42 that they be, "written to be understood by persons who are not themselves agricultural research scientists." For this reason centers have, with varying degrees of success, prepared special annual reports which represent more popular summaries of achievement in the research and training programs. This may be a highly desirable document for other purposes as well and various centers may wish to continue to produce them. However, to produce them specially for the CG presents two important and practical problems. One is timing. An annual report based on the calendar year cannot be written until the results of that calendar year have been collected and compiled. Thus, the detailed scientific reports can at best be done early in a calendar year. It is only after this detailed scientific report has been written that an accurate popular version can be written which is based on it. To have such a report completed and distributed in time for International Centers Week presents serious logistical difficulties. The other problem obviously, is cost.

I believe a summary sufficient to meet the needs of the members of the Consultative Group can be included in the annual program and budget document, possibly by some expansion of the section referred to in Para 47-C of the document. A single document which sets forth the overall objectives of the Institute, summarizes recent achievements, elucidates research strategies for the years ahead and presents a summary of financial requirements to pursue these strategies appears to me to be a very well integrated document. A popular summary of research achievements during the past year in my opinion could be included and indeed would be more useful as a part of this overall presentation. Mr. Bruce M. Cheek - page 4.

With best regards.

Yours sincerely,

John L. Nickel Deputy Director General

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Mr. Bruce M. Cheek - page 4.

With best regards.

Yours sincerely,

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1974 SEP 26 PH 4: 29

VICATIONS TION RECENCED

John L. Nickel Deputy Director General

32d

September 4, 1974

Dear Herb:

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

We often have trouble in the case of the U. K. and of IDRC in distinguishing correctly between special-project and other grants, and it may be that you should look at the case of these two donors with special care. IDRC, for instance, believes that its support of GLIP is in the special-project category (as indicated on page 148 of the transcript sent to you on August 15), and for that reason IDRC support for that program is not included in the table I am sending; but this may not be a proper reading of the facts. The conversion rate used for sterling in the table, incidentally, is £1 equals \$2.30.

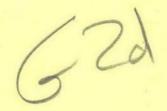
Sincerely,

Harold Graves

Enclosure

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

HGraves: apm



August 23, 1974

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

Dear Herb:

The purpose of this note is to renew the invitation for you to comment on the Secretariat draft paper, "Budgeting and Accounting Procedures and Practices of International Agricultural Research Centers," which was circulated under a memorandum of July 11. I'd appreciate having comments by September 25, so that we might have a chance of circulating an agreed text before the next meeting of the Consultative Group. A copy of the draft paper is attached.

Let me mention the following points for your consideration:

(1) There was some dissatisfaction among the centers about paragraph 22, on page 4, and the Secretariat withdrew this particular paragraph from the draft budgeting paper. The same subject matter was discussed by the Consultative Group on August 1, and there seemed to be some sentiment then that something resembling paragraph 22 should be understood to be a part of the accepted procedures, but perhaps not so categorically stated. Nyle Brady, speaking for the center directors, expressed a parallel view to the Consultative Group in a paper prepared for presentation on August 2. I would be grateful for any suggestions about how the paragraph might be re-drafted to make it acceptable from your point of view.

(2) The Secretariat would like to modify the provision of paragraph 19 concerning working capital. This subject, as you may remember, also was treated in the draft integrative paper and discussed by the Consultative Group. We suggest that the working capital fund be reduced, in the ordinary case, from 40 to 30 days' cash requirements, but that it be left open to any center, in its annual budget presentation, to justify a

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40-day fund if the circunstances of the center seem to require. The justification would include a demonstration that, because of the expected phasing of fund arrivals, cash available could be expected to fall below 30 days' requirements. (I am aware that IITA has not asked for a working capital fund).

(3) In paragraph 40, it is agreed that the date for the completion of the auditors' report should be May 1, not March 1.

(4) In paragraph 44, in the last sentence, after the words "additions to" the Secretariat would like to add the words "or deletions from."

Sincerely,

Harold Graves

Enclosure

Hugh

HGraves: apm

Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO:

CARRIERE INTBAFRAD PARIS DATE: JULY 18, 1974

CLASS OF SERVICE: TELEX 3454

COUNTRY:

FRANCE

TEXT: Cable No.:

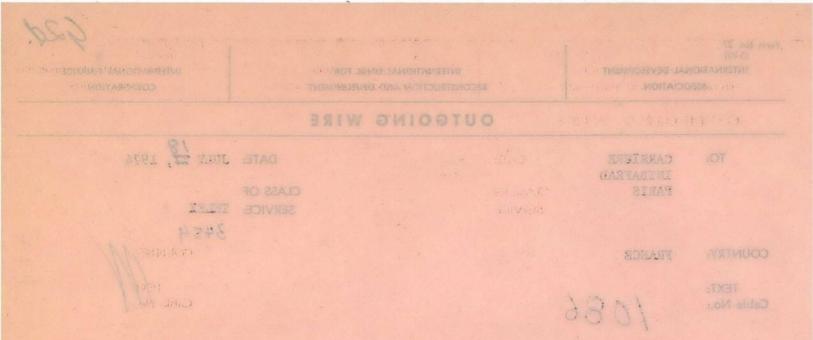
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WOULD APPRECIATE YOUR CONTACTING FOURNIER OF ORSTOM RE HIS FORTHCOMING VISIT TO WASHINGTON AS MEMBER IITA SEARCH COMMITTEE. WISH TO CLARIFY HIS HOTEL RESERVATIONS AT PARK CENTRAL JULY 26 TO JULY 28. MANY XKN THANKS

REGARDS

CHEEK

NOT TO BE TRANSMITTED		
AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:	
NAME Bruce M. Cheek	BMC:mcj	
DEPT. Agriculture & Rural Development		
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)		
REFERENCE:	For Use By Communications Section	
ORIGINAL (File Copy)		
(IMPORTANT: See Secretaries Guide for preparing form)	Checked for Dispatch:	



WOULD APPRECIATE YOUR CONTACTING FORTNITER OF ORSTON , HE HIS FORTHCOMING VISIT TO WASHINGTON AS MEMBER 11TA SEARCH CONSTITUTE. VISH TO CLARIFY HIS HOTEL RESERVATIONS AT PARK CENTRAL JULY 26 TO JULY 28, MANY REM THANKS





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

16 August, 1974

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

Dear Harold,

When in Washington I mentioned that the institutes included in the survey of management accounting and reporting practices and computing capabilities would send representatives to a meeting to be held late in October (or thereabout) for the purposes of discussing implications of the report submitted by P.S. Ross & Partners, Ottowa. The study was supported by IDRC.

The meeting, which will be held at CIMMYT, will offer an opportunity to discuss budget construction, format and related matters, all in the light of CG requirements. It would be most helpful, therefore, if your office could be represented; Bill Lewis would be a suggestion. I hope this can be arranged for the meeting provides a good opportunity for him to meet with all major fiscal officers of the centers. More details will be sent as plans are finalized.

I imagine you have a copy of the Ross Partners report. A number of copies were placed on the table during the meeting. If not, one can be obtained by writing:

> Robert V. Brouillard P.S. Ross & Partners 90 Iparks Street Ottowa KIP 5B4 Canada

Hope you're well and happy following the hubbub of Centers Week. Look forward to your reply.

Sincerely yours, H.R. Albrecht Director General

LAGOS/IKEJA OFFICE 89, SOBO AROBIODU AVE. P.O.BOX 145 IKEJA TELEPHONE : LAGOS 33931

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July 12, 1974

Mr. Baum

Harold Graves

IRRI

I should report that I was in error about the man-power figures in IRRI, and that the 1975 proposals do not, after all, carry the institute outside any of the boundaries proposed in Nyle Brady's 1973 presentation to the Consultative Group. The Secretariat paper will be amended accordingly.

HNG/els

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SECTION

Distribution:

Mr. Graves Agricultural & Rural Dev.

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July 12, 1974

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INCOMING

INTBAFRAD WASHINGTONDC

ATTN HAROLD GRAVES SECRETARY OF CONSULTATIVE GROUP DR FOURNIER MEMBER SEARCH COMMITEE IITA WOULD BE GRATEFUL FOR BOOKING HIM SINGLE ROOM PARK CENTRAL HOTEL FROM JULY FRIDAY 26 TO SUNDAY 28 STOP THANKS FOR CABLE CONFIRMATION

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Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

TO:

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

ALBRECHT TROPFOUND IKEJA

NIGERIA

DATE:

JULY 12, 1974

CLASS OF SERVICE:

TELEX OR LT Ext. 3454

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TEXT: Cable No.:

COUNTRY:

GREATLY APPRECIATED YOUR PROMPT DETAILED RESPONSE TO DRAFT SECRETARIAT PAPER AND ALSO RECEIPT FINAL 1975 PROPOSAL STOP FINAL VERSION BEING SENT TO CENTERS WEEK PARTICIPANTS OVER WEEKEND INCLUDING YOU AT BOTH NEW YORK AND PENNSYLVANIA ADDRESSES

REGARDS

CHEEK

NOT TO BE TRANSMITTED			
AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:		
NAME Bruce M. Cheek DEPT. SIGNATURE & Rural Development (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	BMC:mcj		
REFERENCE:	For Use By Communications Section		
ORIGINAL (File Copy) (IMPORTANT: See Secretaries Guide for preparing form)	Checked for Dispatch: Se		

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JULY 12, 1974

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TREER OR LT Ext. 3454

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TEXT: Cable No.:

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GREATLY APPRECIATED YOUR PROMPT DETAILED RESPONSE TO DRAFT SECRETARIAT PAPER AND ALSO RECEIPT FINAL 1975 PROPOSAL STOP FINAL VERSION BRING SEMT TO CENTERS WHER PARTICIPANTS OVER WEEKEND INCLUDING YOU AT BOTH NEW YORK AND PENNSYLVANIA ADDRESSES

REGARDS.

CHEEK

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		NAME Bruce M. Cheek	
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	Streeted for Del Service Services	ORIGINAL (File Copy)	

RECEIVED 15 JUL 1974

Sir John G-5

ITA

July 9, 1974

Mr. L. J. C. Evans The Old Post Cettage Motcombe Sheftesbury Dorset England

Dear Jim:

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

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

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

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

Sincerely yours.

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

ce: VSir John Creatord Peter Gram

BMC/els

NTA

July 8, 1974

IITA - Evans' comments on first Secretariat draft

para 5: comes down to same thing as "abolishing deputy director general". & 16 & 18

para 10: the "flexibility" in budget use also irks Jim, I see. &11,12

para 20(3): he apparently also favors some outreach charge to core, but really of the INTSOY-proposed type, with the funds being

recouped from special project overhead charges.

para 20(4): the substation - he still feels it to be an unrealistic proposal for 1975; his paper says he felt the proposal was not yet fully worked out--now we have pp.51-2 in the final budget which gives some details - but I can't see how to judge whether they can do it in 18 months from now. Presumably TAC can tell!

In short, Jim's comments highlight the four principal

points which concern me.

West Sul usto,

TAC BAIEF IITA

The Old Post Cottage, Motcombe, Shaftesbury, Dorset, SP7 9NT. England.

26 June, 1974.

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

Dear Bruce,

Here are some comments on your draft Secretariat Review on IITA, which arrived while I was away. I don't comment much on budget matters since they were, as you will recall, excluded from my own review.

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para 38. Perhaps Albrecht or Nickel may comment on this paragraph. They are concerned about it, I know.

I hope these comments may be of some use.

Kind regards,

Yours sincerely,

G2d

July 3, 1974

Dear Bukar Shaib:

Thank you for your inquiry about possible successors to Herbert Albrecht. Speaking personally and only for myself, I hope the Search Committee will give the fullest possible consideration to the candidacy of John Nickel. He knows IITA, he has the respect of scientists, he is an able administrator, he is well regarded among donors, and he meets most of the other qualifications in your prospectus. It is difficult to imagine that an equally qualified candidate could be found outside IITA.

I was happy to learn that you will be attending International Centers Week this year, and am very much looking forward to seeing you in Washington.

Sincerely,

Harold Graves

Mr. Bukar Shaib Permanent Secretary Federal Ministry of Agriculture Lagos Nigeria HG:mcj

The Old Post Cottage, Motcombe, Shaftesbury, Dorset, SP7 9NT. England.

The IITA

26 June, 1974.

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Kind regards,

Yours sincerely,

Jim

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

20 June 1974

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

Dear Bruce:

I hasten to respond to your letter of 10 June 1974 with our comments on the Secretariat paper on our 1975 Program and Budget. We feel you did a fair and good job with the material but do offer the following comments for your consideration:

- Para 2. The problem here was identified in my cable: use of man-years and number of positions interchangeably. Also applies to Para's 6, 7 and 13. The last sentence should read, "The last . . . from 35 (1974 Revised Budget) to 38, with no further . . ."
- Para 6. Re second sentence. There were 33 <u>positions</u> budgeted for 1973 but not all were budgeted at a full year's salary. As a result, there were 28 <u>man-year's</u> of service rendered that year.
- Para 7. By same explanation as above, change last sentence to read, "Senior research staff will grow by three posts, from 35 to 38."
- Para 13. Re second sentence. The figures "37 (from the) 31" refer to manyears; the actual number of bodies increases from 35 to 38.
- Para 16. Re last sentence. The word "conceals" is probably incorrectly chosen. Also, IITA does not plan to reduce its training activities rather, they will increase, but it is expected the additional funds required will come from special grants and not from core.
- Para 17 (4). It could be added that this action is being taken in response to TAC and CG recommendations made last year.
- Para 19 (2). Since the amount referred to as "only \$2,800" implies that overhead charges were reported inadequately for 1973, perhaps it should be added that our special projects were just getting under way in 1973. There was no overhead for Outreach that year as no contracts were operative yet in 1973. Overhead charges, including those for

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Mr. Bruce M. Cheek 20 June 1974 -- page 2.

> Outreach for 1974 and 1975 are expected to be: 1974 -- \$ 50,000 1975 -- \$219,000

- Para 19 (4). Elaborations requested are as per revisions of appropriate pages of Budget Request, enclosed.
- Para 31. I doubt much would be gained if we sent any more people to IRRI each year - several have made the journey every year and we are always represented at IRRI's planning sessions. We are pleased to note more visits of late to West Africa by IRRI personnel. I believe the FAO rice mechanization project has all IRRI-developed equipment under test. An IRRI engineer attended the FAO/Wageningen/ IITA Rice Mechanization Seminar held here last week.
- Para 32. The paragraph implies that the objectives and priorities of the IITA rice breeding program have not been clearly detailed. Actually, when Jim Evans was here, they were not too clearly explained. The presentation at the time of our internal review relied too heavily on a listing of desirable genetic characteristics to work towards in a breeding program and these were not given in any particular order. Our objective with upland rice is to develop varieties which have superior tolerance to drought, are resistant to blast, grow vigorously but do not lodge, and have acceptable quality. We need to do little with IRRI lines when grown under irrigated conditions.
- Para. 34. The third sentence may imply that we are directing major attention to large farms. This is not the case since we have a prior interest in the problems of small operators. Actually, we focus on scale neutral technology, which takes into account the problems of the full gamut of operators, small to large. Similarly, the sentence may also imply a favor on our part towards irrigated farming when our emphasis is largely on rainfed.
- Para 38. A statement included in the revision of our Budget Request spells out how our agronomists will coordinate their activities. (enclosed)

I hope these comments are helpful and not too late for incorporation into your final draft. Your letter of 10 June wasn't received until yesterday (19 June). If there are any additional points needing clarification, please advise.

Looking forward to seeing you late in July, I am

Sincerely yours,

H! R. Albrecht Director General

CAPITAL DEVELOPMENT BUDGET

The major capital development requirements of IITA for the period 1975 to 1978 are described in Appendix B. The 1975 development includes \$300,000 for four additional houses to complete the housing program on campus, \$225,000 for the establishment of a substation in the high rainfall area of Nigeria, and \$100,000 for production training facilities by the conversion of the basement area of one of the existing laboratories.

The total requirement for senior staff houses on the IITA campus has risen to 14 instead of the 10 projected in the 1974 budget proposal due to the administrative reorganization approved by the Board of Trustees. Fortunately the availability of additional funds in 1974 will make possible the construction of 10 houses in 1974 (instead of 4 in 1974 and 6 in 1975). The additional 4 houses are scheduled for 1975 construction.

Justification for the high rainfall area substation and a preliminary breakdown of capital costs are in Appendix B. Operational costs for the substation are not included in core budget projections due to their preliminary nature and because savings are anticipated from program funds currently earmarked for off-site research activities.

The only major capital development envisaged for 1976 is the addition of eight guest rooms to International House.

JUSTIFICATION FOR HIGH-RAINFALL SUBSTATION

It has become progressively evident that a single IITA station in an area where rainfall approaches 2500 mm) a year, and where soil types are typical of a large portion of the humid tropics of West Africa, will greatly enhance the possibility of extrapolating IITA's research results to a much wider area of usefulness. Arguments favoring the establishment of such a substation include:

- 1. Ibadan is located in a marginal zone of the humid tropics with a rainfall of between 1000 and 1250 mm a year.
- 2. The soils at IITA are only typical of those soils of the sub-humid tropics, which are derived from crystalline rocks and are well endowed chemically, but have poor structure, poor water holding capacity and contain gravel layers near the surface, which? inhibit root penetration. However, an even larger portion of the soils of the lowland humid tropics are derived from sedimentary materials, which are well-drained, chemically deficient and are acid, both in the surface and sub-soil. It is argued that minimum tillage techniques that look so promising at IITA in solving the important problems of erosion, high soil temperatures and water retention, will be much less applicable in the soils more typical of the higher rainfall areas. A combination of soils at HTA and soils at a properly selected high-rainfall area in Southeastern Nigeria would, in the aggregate, be representative of a major portion of soils and conditions in the lowland humid tropics of West and Central Africa.
- 3. Crop performance as effected by the various management techniques, pesticides and nature and severity of insect and disease damage, will be different under higher humidity and rainfall conditions. Genotype-environment interaction can be evaluated within Nigeria.
- 4. The substation, together with the main station, will give IITA experimental sites representative of extensive ecological

zones within the lowland humid tropics. This would expedite IITA's experimental work substantially since it would be easily accessible for staff participation, visa and plant quarantine restrictions would be eliminated, time and money would be saved in early-stage testing of methods and varieties before cooperative, advanced trials are arranged with national institutions in the high rainfall zones. Transport of bulky planting materials, especially roots and tubers, will be minimized.

Initial estimates indicate a land requirement of 200-400 hectares. Such a large area may be necessary if major portions are not arable cropping or if large-scale rotation experiments involving bush fallow are to be employed. Initially, an area of 100 hectares of crop land should suffice. The physical facilities will be modest and will include the following:

suntable to

A building for threshing, drying and storage An equipment shelter

A small guest quarters without catering facilities

A house for the farm superintendent

Basic farm equipment

A pickup and a car

Perimeter fencing

The staff will also be small and probably consisting of a farm superintendent (PG-V estimated), a driver, an equipment operator/mechanic and a small staff of laborers.

Budget

A preliminary budget for capital and operating follows.

A.	Capital Requirements U.S.	Dollars	B. Recurrent (Annual)	
•	Threshing/Drying/Storage building	35,000	1. Staff PG No.	Cost
	Farm equipment storage & main- tenance facilities (including fuel depot)	35,000	III ·	6,000
-6.4	Guest house/office/laboratory building	35,000	The second se	3,200 ·
	Farm Superintendent's House Farm Equipment & Vehicles	20,000	Daily-Rated & Overtime <u>1</u>	0,100
	Drying Equipment	35,000 15,000	2 Sugalian T	3,000
	Fencing	50,000 _10.000	3 Replacement Frai	5,000
12	momit	225,000	TOTAL 40	0,000

TENTATIVE BUDGET-IITA HUMID ZONE SUBSTATION

and multiple cropping systems and to provide data on which to base future research.

- 2. Studies of traditional farming systems increased and extended to areas of various farming intensities. These studies to be completed by 1978.
- 3. Long-term multiple, relay and rotational cropping experiments to start between 1976 and 1980 at IITA and at the high rainfall test station, if established.
- 4. Off-site mixed cropping experiments to start in 1974.

The Farming Systems agronomist will coordinate all research in the Institute on interplanting and rotations in consultation with the agronomists in the Crop Improvement Programs, permitting the latter to concentrate on putting together combinations of varieties and cultural practices for their respective crops and testing the "packages" in various locations.



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

Mr. Harold Graves CGIAR Washington, D.C.

20 June 1974

Dear Mr. Graves:

The Director General of the International Institute of Tropical Agriculture, H. R. Albrecht, is scheduled to retire as of 1 July 1975. The Board of Trustees of IITA has established a Search Committee from among its members which is actively seeking nominations for Dr. Albrecht's replacement. You are invited to suggest candidates for this position, sending names and biographical information to Mr. M. A. Akintomide, Secretary to the Board of Trustees, IITA, P.M.B. 5320, Ibadan, Nigeria.

Enclosed is a brochure which outlines the objectives, programs and staffing pattern of IITA. A brief "job description" is also enclosed for your guidance.

The building, programming and staffing of IITA are now almost completed and the Institute's research and training activities are well underway. IITA has the facilities, the staff and the reasons to become an important contributor to the development of the agriculture of the humid tropics throughout the world. Its leadership, therefore, must be exceptional. We hope you can help us identify this essential leadership through nominations of well-qualified candidates. Thank you most kindly.

Yours sincerely,

Bukar Shaib, Chairman Board of Trustees

Members of the Search Committee are:

Dr. Bukar Shaib, Permanent Secretary Ministry of Agriculture & Nat. Res. Federal Republic of Nigeria, Lagos

Dr. Frederic G. A. Fournier Office de la Recherche Scientifique et Technique Outre-Mer 24, Rue Bayard

75007 Paris, France

Dr. F. F. Hill The Ford Foundation New York, N.Y. 10017

Dr. Thomas R. Odhiambo, Director Int'l. Centre of Insect Physiology and Ecology P. O. Box 30772 Nairobi, Kenya

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE POSITION OF DIRECTOR GENERAL

The Director General of the International Institute of Tropical Agriculture is responsible to the Board of Trustees for the overall planning and conduct of the research, training and cooperative outreach programs of the Institute. Included within this context are such highly important operational matters as recruitment of staff, funding, management of financial affairs, personnel matters including terms of employment and the development and function of support services (library, communications and information, farm and physical plant operations). Included also are establishment and maintenance of good working relationships with sponsoring agencies and with international and national agricultural research, extension and educational institutions, with special emphasis upon the outreach program of the IITA and on its extensive training activities.

The research and training program of the IITA which the Director General must administer with the help of associates responsible for the research, training, outreach, support and administrative services is concerned mainly with the plant and soil sciences. The Institute's interests and its efforts are dedicated almost wholly to the improvement, qualitatively as well as quantitatively, of the food crops of the humid tropics. IITA's research efforts include a large and comprehensive farming systems program and three crop improvement projects: cereals, grain legumes and root and tuber crops.

The Director General should be well qualified academically, preferably holding a doctoral degree. He should be research oriented and well-informed, if not well-experienced in research related to the objectives of IITA. It is not necessary that he be engaged currently in research; depending upon circumstances, a broader background of experiences may be considered desirable. Proven skill in administration would be considered an advantage as would previous service in developing nations. The importance of the role the Director General (and his wife and family) must play as members of an international enterprise and community serving and associating with widespread and diverse constituencies cannot be discounted.

Agricultural Economist B.M.	A. Jellema
	n C. Flinn
Agricultural Engineer (Soil & Water Conservation)	E,U, Nwa
Agricultural Engineer (Mechanization)	vacant
Agroclimatologist	L. Lawson
Agronomist (Visiting Scientist)	Robert Fox
Agronomist (Weed Science) Ke	eith Moody
Agronomist (Diversified crops)	
Nematologist	
Soil Microbiologist Abaten	
Soil Scientist (Chemistry)	A.S,R, Juo
Soil Scientist (Classification & Pedology)F.R.	Moormann
Soil Scientist (Fertility)	B.T. Kang
Soil Scientist (Physics)	
Agricultural Engineer (Rice Mechanization) H.	

Cereal Improvement

Assistant Director and Maize Breeder	M.N. Harrison
Agronomist	J.C. Ballaux
Breeder (Rice)	A.O. Abifarin
Entomologist	E. Pablo Soto
Plant Physiologist	K.J. Treharne
Plant Pathologist	vacant
Plant Physiologist (Post Doctoral Fellow)	P.N. Egharevba

Grain Legume Improvement

Assistant Director and Plant Breeder	K.O. Rachie
Agronomist	Dimyati Nangju
Biochemist	Robert A. Luse
Botanist/Plant Explorer	K. Rawal
Entomologist	S.R. Singh
Entomologist (Post Doctoral Fellow)	
Plant Pathologist	Robert J. Williams
Plant Physiologist	
Plant Physiologist (Visiting Scientist)	E.J. Littleton

Root and Tuber Improvement

Assistant Director and Plant Breeder	S.K. Hahn
Agronomist (Post Doctoral Fellow)	H.C. Ezumah
Entomologist (Visiting Scientist)G.	A. Schaeffers
Plant Pathologist	E.R. Terry
Plant Physiologist / Biochemist	Sidki Sadik

TRAINING PROGRAM

Assistant I	Director,	Head of Training	Wade H.	Reeves
Production	Training	Officer (anglophone	D.V.	Castro
Production	ing	Officer (francophon		vacant

RESEARCH & TRAINING SUPPORT UNITS

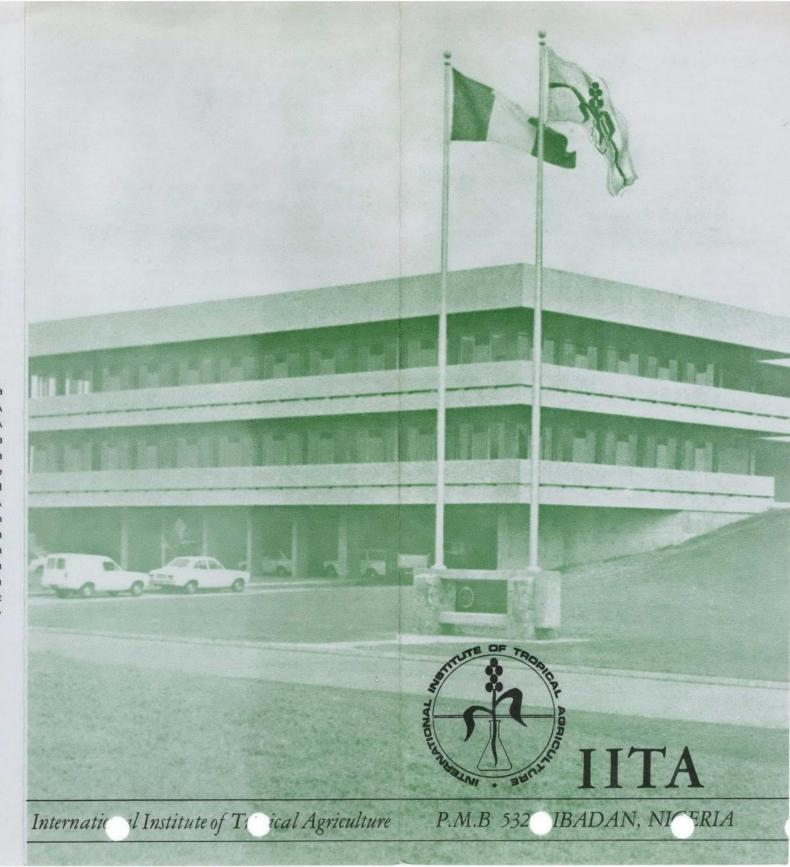
Statistical Services / Biometrician	Morris J. Garber
Communications & Information	Walter G. Rockwood
Communications Officer (Publications)	E.O. Nwagbara
Communications Officer (Editorial)	Jibade Oyekan
Communications Officer (Translations)	vacant
Librarian	Stephen M. Lawani
Farm Manager	Douglas C. Couper
Farm Manager	Douglas C. Coupe

Physical Plant Services

Assistant Director	John G,H, Craig
Electrical Services Officer	E.E. Firth
Fabrication Services Officer	John M. Ferguson
Scientific & Electronic Serv. Officer Nic	cholas Georgallis
Refrigeration Services Officer	vacant
Vehicle & Machinery Services Officer	vacant

BOARD OF TRUSTEES

Bukar Shaib, Chairman,	Allowaria
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ohn J. McKelvey,	USA
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C.H. Obihara,	Nigeria
homas R. Odhiambo,	Kenya
ames T. Philips,	Liberia
rmando Samper,	Colombia
bdoulaye Sawadogo	Ivory Coas
ernhard Schweiger,	Germany





The International Institute of Tropical Agriculture (IITA) was established as an autonomous, non-profit corporation on 27 July, 1967 by Decree No. 32 of the Federal Military Government of Nigeria. Formal organization of IITA was achieved at the first meeting of the Institute's Board of Trustees during July 1968 in Ibadan, Nigeria.

The Federal Government of Nigeria provided the land for the Institute and assumed responsibility of resettlement of residents and compensation for crops, buildings and land.

Initial capital funds for IITA construction and site development came from the Ford Foundation. Funds for equipment and furnishings were provided by the Ford Foundation, the Rockefeller Foundation, the Canadian International Development Agency (CIDA), the United States Agency for International Development (USAID) and the Government of the Netherlands.

Operating funds and special project funds are supplied by Ford Foundation, Rockefeller Foundation, Canada, The United States, the Netherlands, United Kingdom, Belgium, the Federal Republic of Germany and the IBRD (World Bank).

RESEARCH ACTIVITIES

IITA was initially conceived, and has subsequently developed, with the mandate for improving the quantity and quality of food in the lowland humid tropics.

One research area toward fulfilling the mandate is on management of soil, water and crops for more productive utilization of the resources. This involves concentrating the efforts of scientists in such disciplines as soil physics, soil chemistry, biochemistry, microbiology, agricultural engineering and agricultural economics on the task of finding an economically and socially viable, highly productive alternative to traditional bush-fallow farming systems.

Another major research activity concerns yields and nutritional quality of the most important food crops of the humid tropics. This activity concentrates on developing highly productive and economically remunerative packages of technical inputs for those crops. This involves the closely coordinated efforts of a number of disciplines such as plant breeding, agronomy, soil fertility, entomology, plant pathology, agricultural engineering and agricultural economics sharply focused on a few, carefully selected crops - rice, maize, grain legumes and roots and tubers.

IITA's research is divided into four programs: Farming Systems, Grain Legume Improvement, Cereal Improvement and Root and Tu⁺ Improvement.

Farming Systems Program

The IITA Board of Trustees asked the Institute to accept international responsibility for finding solutions to problems related to replacing shifting cultivation with more productive forms of land utilization in the lowland, humid tropics.

When tropical rain forests are cleared and planted to annual crops for an extended period of time the following problems arise:

- 1. Depletion of soil fertility and organic matter.
- 2. Soil erosion.
- 3. Deterioration of physical properties of the soil.
- 4. Uncontrolled weed growth.
- 5. Increased pest and disease problems.

In some regions farmers cultivate a piece of land until it is virtually destroyed before moving to another patch. In other regions farmers have developed intricate rotations over large areas, which maintain the long-term usefulness of the land. In this system, often referred to as "shifting cultivation" forest is cut and burned, crops are grown for one to three years, depending on fertility of the soil, and the forest is allowed to regenerate (bush fallow) for from 4 to 25 years, before another cvcle starts.

Shifting cultivation causes low productivity and inefficient use of land, water and manpower resources. To produce sufficient food and a higher standard of living for increasing numbers of people, more intensive land use is necessary.

The Farming Systems Program conducts integrated, multidisciplinary research on the economic, biological and physical factors that form the complex management and resource combinations of agricultural production units.

Cereal Improvement Program

This program concentrates on rice and maize. Work on the two crops is in close cooperation with the International Rice Research Institute in The Philippines and the International Maize and Wheat Improvement Center in Mexico.

In Africa most rice is grown on rain-fed, upland soils. Therefore modifications in aspects of metabolism are needed in working with IRRI rice germplasm. Such modifications will help the breeder in screening techniques to develop a plant for high yield performance under upland conditions.

There is much speculation about the factors that limit maize yields in the low-altitude humid tropics to a comparatively low level. A multidisciplinary team is, therefore, studying the limiting factors and their interactions. IITA participates in off-site research because testing over a wide range of conditions in one season speeds the program and makes it more efficient. In each cycle, hundreds of progenies are tested internationally and only the vith best performance i ' countries

go forward to the next cycle. Instead of finding out at the end of the program which finished products by chance have wide adaptation, breeding for such adaptation is progressively accumulated as part of the program design.

Grain Legume Improvement Program

Grain legumes have exceptional potential for contributing universally to the availability of economical high-quality proteins and caloric energy in tropical diets. Therefore, the improvement of these crops is included as a major program at IITA.

The grain legumes our research now covers are cowpeas, pigeon peas, lima beans, yam beans, winged beans, jack beans and soybeans.

Disciplinary areas for grain legume research are plant improvement, plant protection, growth processes and nutritional aspects. And for these specialist fields we utilize the services of an agronomist, a legume breeder, an entomologist, a plant physiologist, a pathologist and a biochemist.

Besides the research carried out at IITA, the grain legume program seeks to set up experimental subcenters in selected environments to facilitate breeding for broad adaptation. Such facilities will be considered as distinct and separate from outreach activities as they will serve as direct and integral functions of IITA's programs.

Root and Tuber Improvement Program

Root and tuber research emphasizes the minimization of limiting factors of production, the fitting of the plant to advanced techniques of cultivation and the improvement of quality for human consumption. Research goals are to improve varieties for maximum production per unit of area and time, to develop widely adapted plant types responsive to intensive management and to develop more efficient carbohydrate assimilation.

Other goals are to breed genotypes better suited for mechanization, to incorporate resistance to major diseases and insect pests, to improve quality, nutritional values, and keeping qualities, and particularly in yams and sweet potatoes to introduce desirable propagation characteristics and to breed for wide adaptation.

TRAINING PROGRAM

The training program is an important part of IITA's total activities. Training is designed to develop research skills for researchers throughout the lowland humid tropics. Training participants work in close association with IITA scientists in all disciplines.

Training has two primary purposes:

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RESEARCH PROGRAMS

Director Farming Assista

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ortunity for research

workers to sharpen skills within a specific area of research and for students registered for higher degrees in universities to do some or all of their thesis research at IITA.

2. Production training primarily for extension leaders, provides a training period of about six months wherein every aspect of producing a specific crop is taught. This is a "train the trainer" program where the extension leader returns to his home country to train other extension workers.

Training participants are normally nominated by agencies or university faculties. Most participants are sponsored by the nominating body but limited IITA scholarships are available.

OUTREACH PROGRAM

IITA initiated its outreach program during 1973 to help interested agricultural programs obtain and use research information both from IITA and national agricultural research programs. The outreach program grew from international work on a consulting basis that started in 1971.

Through outreach activities IITA provides on-the-spot help with research management for food crop production. Outreach activity operates in addition to widespread cooperative work in variety testing and crop management experiments, which are an integral part of the Institute's research programs. In addition to outreach staff, IITA offers consultants from the Ibadan staff and opportunities for training at Ibadan for national research and extension workers.

PRINCIPAL STAFF

ADMINISTRATION

H.R. Albrecht
Audrey R. Rinde
John L. Nickel
James C. Moomaw
Michael A. Akintomide
C.A. Enahoro
K.A. Aderogba
D.L.C. Pritchard
Barry King
David Sewell
W.J. Amondi

r of Research	vacant
y Systems	
ant Director and Agronomist B.N.	Okigbo

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE (AMENDMENT) DECREE 1974

R.C. 176-11



Decree No. 27



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DOCUMENTATION

TIUNAL MISIMME

AUG 1974

Amend-

ment of 1967 No. 32.

THE FEDERAL MILITARY GOVERNMENT hereby decrees as follows :--

1. The International Institute of Tropical Agriculture Decree 1967 is hereby amended as follows :---

(a) in section 3, immediately after paragraph (b) there shall be inserted the following new paragraph-

"(c) borrow money, make loans and guarantee loans made by others with the approval of the board without prejudice to any other provision of this Decree relating to the provision of funds;" and the existing paragraph (c) shall be renumbered as paragraph (d);

(b) in section 4 (1) :---

(i) for the existing paragraph (a) there shall be substituted the following new paragraph-

"(a) the Permanent Secretary, Federal Ministry of Agriculture and Natural Resources or his representative ;";

(ii) for the existing paragraph (b) there shall be substituted the following new paragraph :--

"(b) one member appointed by the Federal Executive Council by rotation from amongst the Vice-Chancellors of Nigerian universities having colleges or departments of agriculture ;" ;

(iii) immediately after paragraph (d) there shall be inserted the following new paragraph :---

"(e) the Secretary of the Agricultural Research Council of Nigeria ;";

(iv) the existing paragraph (e) shall be renumbered as paragraph (f) and in the paragraph as so renumbered all the words after "Nigeria" where it occurs in the sixth line shall be deleted ;

(c) in section 4 (2) for the word "two" where it twice occurs there shall be substituted the word "three";"

Institute.

(d) immediately after section 6 there shall be inserted the following new section-

6A. The Institute may make loans to any of its employees or "Power to lend money guarantee any loan made to any such employee by any personto emplo-(a) to purchase a motor vehicle required by the employee vces of the

for the performance of his duty ; or

(b) to build a house for the residential use of the employee or of his family, to purchase a plot of land on which a house for the employee may be built or to purchase a house for the residential use of the employee or of his family.";

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(c) in section 8 (1) for the words "and demonstrations" there shall be substituted the words "demonstrations and conduct of the Institute's business".

2. This Decree may be cited as the International Institute of Tropical Agriculture (Amendment) Decree 1974.

MADE at Lagos this 17th day of June 1974.

GENERAL Y. GOWON, Head of the Federal Military Government, Commander-in-Chief of the Armed Forces, Federal Republic of Nigeria

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EXPLANATORY NOTE

(This note does not form part of the above Decree but is intended to explain its purpose)

The Decree amends the International Institute of Tropical Agriculture Decree 1967, among other things, to vary the composition of the members of the board of trustces of the Institute and to confer on the Institute power to borrow money for its purposes.

PUBLISHED BY AUTHORITY OF THE FEDERAL MILITARY GOVERNMENT OF NIGERIA AND PRINTED BY THE MINISTRY OF INFO MATION, PRINTING DIVISION, LAGOS

Citation.



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

17th June 1974

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

Dear Mr. Cheek:

Please refer to your letter of 30th May to Dr. Albrecht.

We did in fact produce accounts in the Ruddy format insofar as the Balance Sheet and the Operating Statements are concerned. We ran into trouble trying to produce Schedules 1 and 3 to the Operating Statements and eventually we produced an innocuous Schedule 1 showing a list of funds provided by individual donors; we left out Schedule 3 altogether. The problems which arose in trying to prepare Schedules 1 and 3 were reported to our Trustees at the last meeting who endorsed the action we had taken.

I will be writing you shortly explaining the difficulties we encountered and also conveying to you the comments of our Board of Trustees. Meanwhile I enclose two copies of the accounts in the Ruddy format which I hope Bill Lewis will find useful.

Yours sincerely,

D.L.C. Pritchard, Treasurer.

INTERNATIONAL INSTITUTE OF TROMCAL AGAICAN

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2 Mill Darweiskag, ner skorrier expliciting til damin (1964), som ner værener man sine en regulst er julg tile serenerin til ern damen af de daminen en erner væren av forsteller var sereter og Ernerene ernagter av salage former statet i som ofsette seter all fræd varifit.

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SECTION COMMUNICATIONS



1974 JUN 25 PM 2: 23

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OPERATING STATEMENT For the Year Ending December 31, 1973

		Actual		Est.	Budget
Sources of Funds	1971	1972	1973	1974	1975
1. Operating Grants - Core a					
a) Unrestricted	2,150	2 022	0		
b) Restricted	2,150	3,033	3,755	4,448	6,441
Total Core		and the second second	1,243	1,340)
IOUI ONE	2,150	3,204	4,998	5,788	6,441
2. Special Projects a				and the second	1
3. Earned Income b/	8	45	477	1,454	1,863
Total Operating Funds	19	66	57	120	289
4. Capital Grants a/	2,177	3,315	5,532	7,362	8,593
A	5,443	3,529	2,773	1,838	650
Total Funds	7,620	6,844	8,305	9,200	9,243
	. Contraction of the	-	-		
Application of Funds	An an an an		1		
1. By Program				1	1
A. Research					2
Farming Systems Cereal Improvement	224	492	672	866	1,008
Grain Legume Improvement	200	133	223	367	451
Root and Tuber Improvement	103	207	372	489	617
	55	135	213	384	547
Total Research	582	967	1,480	2,106	2,623
B. Conferences & Training				1	1
b. Conterences & Iraining	30	58	203	481	488
C. Library, Documentation &	-	100			1
Information Services	51	139	124	293	382
D. Service Operations	565	918	1,464	1,693	1,700
E. Administration	888	1,063	1,019	957	1,155
F. General Operating Costs	53	125	201	378	382
Total Core Program Costs	2,169	3,270	4,491	5,908	6,730
2. <u>Special Projects</u>	6	10	247	1,454	1,863
Total Operating Costs	2,175	3,280	4,738	7,362	8,593
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		Actual		Est.	Budget	
3. By Capital Grants	1971	1972	1973	1974	1975	
Capital Expenditures:						
Working Capital	-	-	-	-		
Revolving Funds		-	-	-	-	
Other Capital Items	4,647	3,127	1,657	1,838	650	
Total Capital	4,647	3,127	1,657	1,838	650	
4. <u>Unexpended</u> Balances	Same a	1.	T. se			×.
Unrestricted Funds		-	564	-		
Restricted Funds			-	<u> -</u>	- ⁻	
Capital Grants	796	402	1,116	2 -	-	
Special Projects	2	35	230		7.1	
Retained Income			<u> </u>			
Total Unexpended	798	437	1,910	-	-	
Total Application of Funds	7,620	6,844	8,305	9,200	9,243	
Memorandum Section:						
Program Department Costs	582	967	1,480	2,106	2,623	
Support Department Costs	1,534	2,178	2,810	3,424	3,725	
General Operating Costs	53	125	201	378	382	
Total Core Program Costs	2,169	3,270	4,491	5,908	6,730	
					They will be	

a/ Attached schedule 1 to show funds provided by individual donor.

b/ Attached schedule 2 to show source and use of earned income for the current year.

Schedule 1: Funds provided by individual donors for the year ended December 31, 1973.

Operating Grants

	the second se			
a)	Unrestricted:			
	United States (USAID)	\$1,200,000		
	Ford Foundation	750,000		
	Rockefeller Foundation	514,000		
	Canada (C.I.D.A.)	750,000		
	Netherlands Government	125,000		
-	Belgian Government	302,275		
	World Bank	114,000		
		3,755,275	\$3,755,275	
b)	Restricted:			
la	United Kingdom (O.D.A.	1 404 000	×	
	West German Governmen			
	west German Governmen	descent of the second sec	1 040 570	
	Tetel C	1,242,579	1,242,579	
	Total Core		4,997,854	
C		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	*	
Sp	ecial Projects:	1. 1. 1. S. 1. 1. 1.		
1	Ford Foundation	1	179,630	1
	Belgian Government	A State of the second	101,388	T
	U.S.A.I.D.		22,668	*
	F.A.O.		1,800	
	Wageningen University		24,738	
	W.A.R.D.A.	And the second second	39,753	
	O.D.A.	a state and	107,800	
	Total Special Projects		\$477,777	
	r i statione de la companya de la co			
Ca	pital Grants			
i	Unexpended, balance 197	2	1,152,454	
	Ford Foundation	al case de	675,500	
•	Belgian Government		294,913	
	World Bank		636,000	
	West German Governmer	nt	13,546	35
	Sale of Assets		327	
	Total Capital Receipts	A Standard Stand	\$2,772,740	
				1
		E		

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Schedule 2: Detailed Schedule of Earned Income for the year ended December 31, 1973.

•		Approved Budget		<u>Actual</u>
So	urces of Earned Income	\$		\$
1 1 1	Interest on Deposits	63,000		41,178
	Sale of Crops	3,000		4,559
	Labor Recovery Workshop	2,000		252
	Overhead Recovery Special Projects	. – ¹ .		2,800
1	Miscellaneous Receipts	2,000		8,493
	Total	\$70,000	-	\$57,282

Application of Earned Income:

Applied to Core Operations \$57,282

BALANCE SHEET December 31, 1973 (US \$ 000)

		Actual		Est.	Budget
CURRENT ASSETS	1971	1972	1973	1974	1975
Cash					
1/	2,080	1,634	2,478	416	452
Accounts Receivable Donors 1/	111	125	127_	77	197
Accounts Receivable - Other $\frac{2}{}$ Inventories	111	46	154	200	220
Prepaid Expenses	106	158	227	230	200
Other Current Assets	36	9	26	35	10
Total Current Assets	271	139	3	6	6
iotal ourrent Assets	2,715	2,111	3,015	964	1,085
FIXED ASSETS				*	
Revolving Funds					
Operating Equipment	772	754	701	0.01	
Research Equipment	152	236	781 452	831	831
Vehicles	350	580	580	452 580	452
Furniture, Fixtures & Office Equipment	137	320	353	413	580
Buildings	12,653	15,299	16,681	18,409	413
Land	-		-	10,409	19,059
Other Fixed Assets	-	-	1 <u>La 1</u>	_	_
Total Fixed Assets	14,064	17,189	18,847	20,685	21 225
Total Assets	16,779	19,300	21,862		21,335
		17,500	21,002	21,649	22,420
LIABILITIES				1 1	
Accounts Payable					
Payable to Donors				100	
Other Liabilities	1,669	1,173	485	482	475
Total Liabilities				172	250
,	1,669	1,173	485	654	725
CAPITAL BALANCES & UNEXPENDED FUNDS					
Capital Grants:		8			
Fully Expended	14 044	17 100			
Unexpended	14,064 796	17,189	18,847	20,685	21,335
Sub-Total		403	1,116		-
	14,860	17,592	19,963	20,685	21,335
Unexpended Operating Grants:					2
Core Special Project			564	- 11	-
Special Projects	2	34	230	-	-
Sub-Total	2	34	794	-	
Retained Income	248	501	620	310	360
Total Capital Balances	15,110	18,127	21,377	20,995	21,695
Total Liabilities and Capital	16,779	19,300			
	10,119	19,300	21,862	21,649	₹22,420

1/ Expenditure on Core Operations amounting to \$127,399 had not been claimed from USAID at the year-end; USAID is therefore shown as a debtor at the 31st December 1973. The amount has since been received.

2/ Of which \$115,241 represents advances to employees.

REPORT OF THE AUDITORS TO THE INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

We have examined the Balance Sheet and annexed Operating Statements and certify that the historical date for the year to 31st December 1973 give a true and fair view of the Operations of the Institute for the year, and that the data for the estimate and budgeted figures for 1974 and 1975 respectively are provided for information purposes only.

IBADAN, NIGERIA. 29.4.74

Spencer Ihintwell Alalade Co.

June 10, 1974

12d.

Dear Herb:

Enclosed at long last is a draft Secretariat paper on IITA's 1975 Program and Budget. It is based on your March 27 draft budget proposal, Jim Evans' review of the research programs, and the varied personal and written contacts we have had with you and John.

Please take it and review it in the spirit it is written -- an attempt to make a helpful assessment of your proposals, calling attention to points of interest and points for discussion with you and between you and the company of colleagues which make up the system -- other directors, the TAC, and the donors and other members of the CG itself.

This copy has been revised through paragraph 9 by Harold who is away until June 14 in Europe on fund raising for 1975-78. It is also going to Jim Evans and John Crawford in its present form. The sands of time are running out, and we also realize that you have had your Trustees' decisions to take into account since we were last in touch. Please let us have your reaction as soon as possible, perhaps both by cable and letter. We shall then need to circulate a text to the CG as soon as possible ahead of Centers Week. You will note that the Bell Report on Center Review Procedures (November 20, 1973) requires the Secretariat to circulate its report "along with any comments the Director wishes to make on the review of his institution."

With best wishes,

Sincerely yours,

Bruce M. Cheek

Enclosure

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

cc: Sir John Crawford, Mr. Evans, Mr. Baum, Mr. Yudelman, Mr. Oram, Mr. Graves & Mr. Lewis

BMC:mcj

* CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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

June 10, 1974

Dear John:

By the same mail, I am sending to Herb a draft review of the IITA Program and Budget for 1975. I have tried to follow the Bell schema as fairly and critically as I could, and to do justice both to your own statements and papers and to the review by Jim Evans. Please give us your candid comments both now for use in revising the report and also when you are here at the end of next month when we will need to find out what the directors think of the first round of reviews -- and also to learn what TAC and the CG members think!

I was greatly helped by having your May 24 letter on the two themes of the sources of budget increases between 1974 and 1975 and the revised statements on positions and manyears for 1973-75. Thanks for putting in the time to provide the material. Other centers have not found the January 22 manpower requests as troublesome; part of the trouble seems to be that your computer isn't tied into the production of manyears data. Again, the ways of using common formats for budget and manpower information will need to be reviewed. The data is significant for any assessment of a center's operations and equally so for any integrative or comparative work on the system '

The two tables with your letter call only for these comments right now: the 4 per cent inflation allowance is surely low for world and Nigerian conditions; the manyear figures vary from the tables with the March 27 draft budget and I have followed the May 24 series in revising the draft paper.

Again, my thanks for your cooperation on the budget matters, and we now look forward to your comments on the draft Secretariat paper.

With best wishes,

Sincerely yours,

Bruce M. Cheek

Enclosure

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

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE

OFFICE MEMORANDUM

Mr. Warren C. Baum

DATE: June 10, 1974

FROM:

TO:

Bruce M. Cheek BM

SUBJECT:

IITA - Secretariat Draft Review of 1975 Program and Budget

1. Attached is the draft paper on IITA's 1975 submission. The covering letters to Albrecht and Nickel are also attached because they explain the state of play with the draft.

2. You are receiving a separate memo on the way I see the Secretariat papers in the light of the Bell Report, and the status of our preparations which is supposed to allow for the circulation of all center review papers, together with directors' comments, sufficiently before the July 29 Centers Week (and the preceding TAC meetings) to enable substantive review.

3. In this note, I comment only on the draft IITA review.

- a. It clearly needs vetting for accuracy and tone by the center; the comments of Crawford and Evans would also be helpful.
- b. There are some subjects which we have not pressed home as hard as might be, partly in the light of factual uncertainties, including:
 - Is the administration now overstaffed given the three new directorial appointments, is a deputy director needed (ironic shades of the Bank in 1972!)? Lewis' comparative work on the centers gives some premonition.
 - Is the explanation of allowances for likely staff vacancies (the sources of 1972-3 carryovers and <u>ad hoc</u> budget reallocations in mid-stream) satisfactory? They now adopt Bank standards on discounting for new and old staff.
 - The paper focuses on 1973-75. It should also refer to what is planned for 1976 (a vital year of 36 per cent planned increase in CIAT, for example). For IITA, there is to be a topping out, but even this means a 7 per cent real increase in the projected budget over 1975, plus a similar allowance for inflation -- a million dollar budget increase.
 - The 4 per cent "inflation and merit" allowance for 1975 is far too small -- any realistic inflation allowance would add at least \$500,000 to the 1975 budget. I have not said so because I expect 'unspent balances' from shortfalls in recruitment.
 - The audit is defective in a number of ways, as indicated in my letter of May 30. The standards of center audits will have to be reviewed, and this is one of the comments I leave for Harold's Integrative Paper.

- Evans' IRRI paper, just received, is even more critical than his February IITA paper of IITA's failure to keep in close touch with IRRI; he recommends an IRRI review of IITA's rice program.
- Apart from the proposed appointment of a pastures expert, there has been no further urging of the 1973 blessing by Evans and others for IITA to go ahead with a grassland/legumes/livestock management program whatever ILCA eventually does.

4. Harold feels that the "Summary Points" page is superfluous and so it will be deleted in the final circulation. I would prefer to keep a "Summary Points" page; last year's experience showed that too little attention was focused on the "issues" raised in the Secretariat papers at Centers Week or subsequently.

Attachment

cc: Sir John Crawford Mr. Evans Mr. Yudelman Mr. Graves

Mr. Lewis

BMC:mcj

- 2 -

C2 CC: G2d.

June 3, 1974

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

Dear Herb:

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

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

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

The circulation list and the number of copies per person or institution is the same as for the standard circulations by the Secretariat to CG-related agencies. The total of 230 copies has been worked out from experience and suits many documents. We have not, however, sought to vary the number according to the particular item in question. I agree in principle that the audit document will be less needed than the others, in those cases where there are multiple copies being provided, and also that there are some individuals who would not need the audit report in any case. However, it seems to me to be too complex to cut back the distribution list just for this one report by any detailed review of the 100 or so clients for CG material on the list that you received. The suggestion I make to economize somewhat is that you send no more than three copies to any one listing. I appreciate that your questions arise out of puzzlement and it has given me cause to think over the case in question. Basically, the new procedures require that each CG member, whatever his relation to IITA, receive a copy of the audit. Usually one copy of any item is inadequate inside the complex of a donor agency. This is why I suggest a minimum of three where that number or any larger number has been suggested. The Brazilian Embassy receives one copy because Brazil is a regional representative and needs access to all documentation. Norway and Sweden are together our biggest European donor, apart from Germany, and so three copies in each case appear minimal for this type of report. I think UNDP can survive without the 15 copies that are asked for other types of reports. The same is true for Rockefeller with its standard eight copies.

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

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

With best wishes,

Sincerely yours,

Bruce M. Cheek

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

IITA - MAIN ISSUES

G-S Hay 1974

Raised in CG Secretariat Paper

- Proposed appointment of a research director Page 5 Para 21(e). Is he necessary given that there is a DG, a Deputy DG, and a Director of Administration. This was apparently approved at November 1973 meeting of Board of Trustees on reorganisation of administration of IITA.
- 2. Allowance for inflation is too small. Page 5 Para 22.
- 3. Working Capital "Ruddy Rule" would indicate a level of \$750,000. There is no provision in budget for working capital. Isn't there a better system than 40-day rule, e.g. with IBRD providing overdraft facilities.

Raised in Evans Report

4. There should be stronger IITA/IRRI links. Page 3 Para 4.03. Evans suggests IRRI have "formal or informal responsibility for reviewing IITA's rice research program." What also the TAC & classify what takes and rules are

5. Farming Systems - Evans discusses an "evaluation of the Farming Systems Program" by Dr Okigbo which differs in presentation from Much The Authors, Exclude Formula Crops, IITA Budget Document. Setting of priorities will be difficult and TAC should continue to watch carefully how this develops.

He to the Evans fears they will be tempted to "dabble in vegetables". The the manual the carter that the Maller on system comes in . 6. Substation. A proposal is included in Budget document,

> Pages 50 - 52. Evans doubts whether they would have had time to carefully prepare and address a proposal. But this appears to be well because 117P as weapin for is evoyone

- 7. <u>Vegetables</u>. Cheek tells me that UNDP were pressing IITA to get into vegetables research but this was turned down by Board of Trustees. Evans opposes "research aimed at breeding and improvement of vegetables".
- 8. WARDA. Are IITA relations with WARDA satisfactory? No
- 9 Economie « soud station. Implied critiscien of marketing work ~ food consumption surveys. Couldn't such work, which does office necessary, be funded through Universitie
- 12 12 of aground as laturce. Conmodities a Egesce work

May 30, 1974

Dear Herb:

Thank you for sending us your audited balance sheet and accounts as of December 31, 1973.

Bill Lewis has been through them from the point of view of seeing whether they provide the information requested in the Ruddy paper. We recognize that the report contains virtually all the information required by the Ruddy paper and that accounting formats differ among auditing firms. However, the format differs to such an extent from the standard format that it creates difficulty for the user. Perhaps next year the format could conform more closely to the Ruddy paper. The only two specific comments we have to make are: (1) the balance sheet does not include all assets and capital; and (2) Schedule I is missing, namely, expenses charged to restricted core grants.

May we suggest that these points be taken into account for the 1974 presentation. Meanwhile, any information on points (1) and (2) above would be appreciated, particularly the latter point.

With best wishes,

Sincerely yours,

Bruce M. Cheek

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

cleared with and cc: Mr. W.W. Lewis, P&B BMC/WWL:mcj



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

24 May 1974

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

Dear Mr. Cheek:

I am pleased to forward herewith the statement of sources of increase in 1975 over the 1974 budget prepared by our Treasurer, and the Consultative Group Table 5 to be added to our 1975 budget presentation.

I apologize for not having submitted this Table sooner. This was an oversight caused by our inadvertant failure to circulate your letter of 22 January to the Treasurer who prepared the final CG Tables and who was unaware of this request. I myself had somehow forgotten about the requirement of this Table because I was still hoping for a more useful response to my letter of 10 November 1973, in which I pleaded for a revision of this Table to something more compatible with our normal budgeting and accounting procedures. You will note that in that letter I indicated the great difficulty we have in separating out clerical staff in the preparation of such a Table and submitted copies of our various conditions of service and staff list to show how staff defined in this way by Mr. Ruddy are distributed throughout our various staff levels. It took me almost all of last Saturday to prepare Table 5. It would have been a very easy exercise to produce a list of anticipated manyears for 1974 and 1975 for senior scientific and other support staff in the various administrative units, since this information was already contained in the worksheets utilized in preparing our basic budget documents. What was difficult was to determine how many of the Ruddy "clerical" staff were distributed in each of these categories and to pull them out separately. As indicated in my letter it is also extremely difficult for us to determine precise numbers of man-years actually used in past years since our accounting system does not report this type of information. Fortunately, through a great deal of efforts by individual unit leaders, the information for 1973 had already been gathered in preparation of the Table I submitted with my letter. Table 5 has, therefore, been compiled by utilizing that information for 1973 and estimating the clerical staff components of the various units from the work tables prepared for 1974 and 1975. I hope you find it useful.

An analysis of the man-years vs. position figures does, as Mr. Graves indicates in his letter of 22 April, suggest a history of lower percentage of Mr. Bruce M. Cheek 24 May 1974 -- page 2.

filling positions than is projected for 1975. This is understandable since a much larger percentage of the Institute's total positions were represented by new positions in previous years and we hope that our programs are sufficiently established and procedures sufficiently developed that recruitment for new positions can take place more efficiently in the future. However, in addition to budgeting only about 3/4 of a man-year for each new position in 1975, we have further taken account of the possibility that this may be an overly optimistic estimate, and that new staff members are often recruited at lower level of scale than the average figures utilized in calculating man-year costs, by deducting 4.0% from the total personnel cost estimates after multiplying the average man-year costs for each position times the number of estimated man-years in the 1975 budget. In the 1974 revised estimate a similar procedure was used but in this case the total personnel costs were reduced by 3% only. This was done in an attempt to make these estimates more realistic and accurate. We have, therefore, not anticipated any carry-over from 1974 to 1975 and as indicated in our cable, the best estimates we can now make of the CGIAR requirements for 1975 is as indicated in Table III, i.e., \$7,091,000.

With best regards.

Yours sincerely, -

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Jøhn L. Nickel Deputy Director General

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

Statement of Increases - 1975 Core Budget

(a)	1974 Core Budget	\$5,923,000
(b)	Cost of full year operation in 1975 at level of activities assumed for the end of 1974 in 1974 budget	6 124 000
	the that of 1974 In 1974 budget	6,134,000
(c)	Plus inflation and merit increases	235,000
(d)	Plus expansion of existing programs	269,000
(e)	Plus new programs	92,000
(f)	1975 Core Budget	\$6,730,000

INTERNATIONAL INSTITUTE OF TROFICAL AGRICULTURE

Statement of Increases - 1975 Core Budget

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235,000	Plus inflation and merit increases	(c)
269,000	Plus expansion of existing programs	(b)
92,000	Plus new programs	(e)
\$6,730,000	1975 Core Budget	(1)

11.00

TABLE OF POSITIONS AND MAN YEARS 1973 - 75

	provide state																							
	Senior Staff 1/							Support Staff																
		Scalor Starr 2					Scientific' & Supervisory Staff 2/				1	Clerical Staff				1	Other Support Staff 3/							
Organizational Unit	1.0440225	ositio 1974		N 1973	Man Years 1974	1975	1973	Positions 1974	1975		Man Years 1974	s 1975	1973	Position 1974		M	fan Years 1974	1975	1072	Positi 1974	ons		Man Years	
A. Research Programs	×					1												1975	1973	1974	1975	1973	1974	1975
1. Farming Systems	14	14	15	14.0	13.5	14.8	34	27	34	10.0	25.0	30.8	4	5	6	4.0								
2. Cereal Improvement	6	6	6	4.0	5.0	6.0	11	11	13	5.0	8.0	13.0	3	3	3	2.0	4.5	5.8	66		88	30.0	27.5	84.
3. Grain Legume Improvement	6	8	9	6.0	7.0	8.5	15	12	14	9.0	10.5	13.8	3	4	4	3.0	3.0	3.0	37	1	55	30.0	42.5	52.
4. Root i ETuber Improv	7	7	8	4.0	5.5	7.5	15	14	16	5.0	10.2	15.0	3	3	4	3.0		4.0	46		82 66	30.0	50.0	77.
Total Research	33	35	38	28.0	31.0	36.8	75	64	77	29.0	53.7	72.6	10	15	17	8.4						19.0	- 42.5	62.5
B. Training & Conferences	1	1	1	1.0	1.0	1.0	5	7	7	3.0	4.5	*7.0	1	2	2	2.0	13.8	16.3	181		291	109.0	207.5	275.7
. Research & Training Support	1					<u> </u>								•		2.0	2.0	2.0	1	0	2	1.0	0.0	1.0
1. Research Station	1			1.0	1.0	1.0	5	3	4	2.0	2.5	4.0	1			a Ionia								
2. Statistical Services	-	1	1	1.0	1.0	1.0	2	2	2	2.0	2.0	2.0	0	0	1	1.0	1.0	1.0	28	21	29	12.0	16.5	27.0
3. Communications ¹ & Information	1	1	1	1.0	1.0	1.0	5	8	9	4.5	6.5	9.0	2	3	3	2.3	0.0	0.0	2	3	3	2.0	3.0	3.0
4. Library & Documentation	1	1	1	1.0	1.0	1.0	7	9	9	4.0	6.3	9.0	3	3	3	3.0	3.0	3.0 3.0	6	8	8	5.5	7.5	8.0
5. General Research Services 4/	0	1	1	0.0	0.5	1.0	5	4	. 4	3.5	4.0	4.0	. 0	1	1	0.0	0.5	1.0	8	12	5 13	4.0	4.3	5.0
6. Outreach Management		. 1	1	0.5	1.5 5/	2.0 5	0	0	0	0.0	0.0	0.0	. 1	3	3	0.5	2.0	3.0	0	.0	0	0.0	0.0	13.0
Total Research & Training Supp.	4	6	6	4.5	6.0	7.0	24	26 *	28	16.0	21.3	28.0	7	11	11	6.8	9.0	11.0	49	49	58			
. Physical Plant Services .	. 1	1	1	1.0	1.0	1.0	16	17	18	7.0	15.4	17.7	4	6	6	5.0	5.5	6.0	154	171	185	33.5	42.9	56.0
Administrative Support	5	6	6	5.0	6.0	6.0	6	12	12	6.0	10.4	12.0	37	39	42	34.0	36.4	41.8	52				-229	
. Total	44	49	52	39.5	45.0	51.8	126	126	142	60.0	105.3	137.3	59		-				52	46	50	38.0	44.3	49.0
								1.0			105.5	137.5	29	73	78	56.2	66.7	77.1	437	509	586	297.5	458.5	561.8

1/ Top 3 levels (Director, Assistant Director and Scientist) of IITA Principal Staff; Visiting Scientists and Post-Doctoral Fellows not included.

2/ Executive Support Officer level of IITA "Principal" Staff and Pay Grades IV, V & VI of IITA Regular Staff (less Clerical Staff in these categories).

3/ Pay Grades I, II and III of IITA Regular Staff (less Clerical Staff in these categories).

4/ Includes office of Director of Research, Analytical Services, and Plant Growth Facilities.

5/ Includes 0.5 (74) and 1.5 (74) man years which are not permanent resident staff positions but man years of supernumerary staff allocation for holding of Outreach staff before or between field assignments.

Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

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OUTGOING WIRE

DATE: MAY 24, 1974

CLASS OF SERVICE:

LT OR TELEX

COUNTRY: NIGERIA

TO:

TEXT: Cable No.:

CANADIANS SAY THE TERMS OF THEIR GRANT PERMIT COMPLETE CARRY

FORWARD TO 1974. IF THIS DOES NOT SOLVE YOUR PROBLEM LET CHEEK KNOW.

REGARDS

GRAVES

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AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:							
NAME Bruce M. Cheek								
DEPT. Agriculture & Rural Development	HG:mcj							
SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	_							
REFERENCE:	For Use By Communications Section							
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NICKEL TROPFOUND

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OFM No. 27 G70) HASRNAHONAL DEVELORMENT ASSOCIATION

RECONSTRUCTION AND DEVELOPMENT

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OUTGOING WIRE

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DATE: MAY 24, 1974 ASS OF ERVICE: LT GR TELES

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	CLEARANCES AND CORY DISTRIBUTION	AUTHORIZED BY
	167.15	NAME Struce M. Cheek
	HG:moj	DEPT. Agriculture & Rungh Development
	For Use By Communications Section	
	V	ORIGINAL (File Copy)

(IMPORTANT: Saa Bacretailes Guide for preparing form)

May 23, 1974

Dear Herb:

Cassava - Nutrition Values

Alan Berg, the Deputy Director for Nutrition Projects in the Bank has asked me about work designed to increase the nutrition value of cassava. In particular, he is concerned with nutrition projects such as one being prepared for northeast Brazil.

What he would like, and what I am writing to ask if you could let us have, is: a short note on the status of work being done to achieve higher nutrition value in cassava - how far along is the work? What are its specific objectives? What is the time scale envisaged for any significant improvement?

I have been through the cassava research material included in the 1975 program and budget paper, related research papers, and Jim Evans' review, and find a number of references to the question of breeding, cassava quality, toxicity, etc., all of which, of course, affect nutritional value. My request, therefore, is whether you could provide a short note which looked at these matters in terms of how IITA's research program relates to improved nutritional value in cassava.

With best wishes,

Sincerely yours.

Bruce M. Cheek

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

Identical letter sent to Dr. U. J. Grant, Director-General, CIAT

BMC/HG:mcj

cc: Mr. Berg

Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO: NICKEL TROPFOUND IKEJA

DATE: MAY 23, 1974

CLASS OF SERVICE:

FULL RATE

COUNTRY: NIGERIA

TEXT: Cable No.:

REFERENCE YOUR CARRY OVER WE ARE RUNNING INTO SOME DIFFICULTIES WITH DONORS WHO MADE CORE GRANTS IN 1973 AND WOULD HAVE PROBLEMS ABOUT SEEING THEM APPLIED TO CAPITAL PROJECTS IN 1974. IF WE FOUND 390 THOUSAND OF 1973 CORE FUNDING THAT COULD BE CARRIED INTO 1974 AS CORE WHERE WOULD THIS LEAVE YOU. WOULD YOU HAVE AN EQUIVALENT AMOUNT OF UNCONDITIONAL AND UNRESTRICTED 1974 GRANTS AS FOR EXAMPLE FROM THE WORLD BANK THAT COULD THEN BE SWITCHED INTO CAPITAL. PLEASE ADVISE.

GRAVES

1	NOT TO BE TRANSMITTED						
AUTHORIZED	BY:	CLEARANCES AND COPY DISTRIBUTION:					
NAME	Harold N. Graves, Jr.						
DEPT.	Agriculture & Rural Development						
REFERENCE:	(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	For Use By Communications Section					
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(3/70) INTERNATICINAL DEVELOPMENT ASSOCIATION

RECONSTRUCTION AND DEVELOPMEN

INTERNATIONAL FINANC

OUTGOING WIRE

MAY 23, 1974

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NIGERIA

NICKEL TROPFOUND IKEJA

> TEXT: Cable No.:

REFERENCE YOUR CARRY OVER WE ARE RUNNING INTO SOME DIFFICULTIES WITH DONORS WHO MADE CORE GRAMTS IN 1973 AND WOULD HAVE PROBLEMS ABOUT SHEING THEM APPLIED TO CAPITAL PROJECTS IN 1974. IF WE FOUND 390 THOUSAND OF 1973 CORE FUNDING THAT COULD BE CARRIED INTO 1974 AS CORE WHERE WOULD THIS LEAVE YOU. WOULD YOU HAVE AN EQUIVALENT ANGUNT OF UNCONDITIONAL AND UNRESTRICTED 1974 GRAMTS AS FOR EXAMPLE FROM THE WORLD BANK THAT COULD THEN BE SWITCHED INTO CAPITAL. PLEASE ADVISE.

GRAVES

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Harold N. Graves, Jr.

Agriculture & Rural Development

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May 21, 1974 LT INTBAFRAD

WASHINGTONDO

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CHEEK

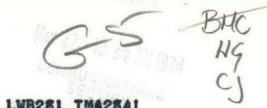
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TABLE 5 BEING TYPED TO SEND WITH TRAVELLER END OF WEEK STOP OCTAVO NEW INTERNATIONAL PRINCIPAL STAFF ADMINISTRATION DIRECTOR OF RESEARCH AND DIRECTOR FOR ADMINISTRATION STOP AS PER DISCUSSION ESO STAFF LISTED AS SUPERVISORY STAFF TABLE 5 STOP NEW PRINCIPAL ESO STAFF IN ADMINISTRATION AND INFORMATION ARE LABOUR RELATIONS OFFICER ACCOUNTANT EDITOR AND PUBLICATION OFFICER TRANSDERS. INCOMING CABLE



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Distribution: Mr. Cheek Agriculture & Rural Development

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INTBAFRAD VASHINGTONDC

May 21, 1974

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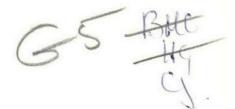
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Mr. Cheek Agriculture & Rural Dev.

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NIGERIA

TEANKS YOUR CABLE MAY 16 WOULD APPRECIATE YOUR RECABLING TERTIO ON 1973 CARRYOVER AS TEXT GARBLED IN TRANSMISSION

REGARDS

CHEEK

Bruce M. Cheek

Agriculture & Rural Development

BMC :mej

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LT INTBAFRAD WASHINGTONDC

GRAVES

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COL LT 1975 392 1973 1974 114

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LEWIS BACC.

Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

> NICKEL TROPFOUND

IKEJA

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

12d.

OUTGOING WIRE

DATE: MAY 17, 1974

CLASS OF SERVICE: LT

les

COUNTRY: NIGERIA

TO:

TEXT: Cable No.:

THANKS YOUR CABLE MAY 16 WOULD APPRECIATE YOUR RECABLING

TERTIO ON 1973 CARRYOVER AS TEXT GARBLED IN TRANSMISSION

REGARDS

CHEEK

NOT TO BE TRANSMITTED						
AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:					
NAME Bruce M. Cheek						
DEPT. Agriculture & Rural Development	BMC:mcj					
SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)						
REFERENCE:	For Use By Communications Section					
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HI INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT em No. 27 (3-70) • INTERNATIONAL DEVELOPMENT • ASSOCIATION

OUTGOING WIRE

MICKEL TROPFOUND IKEJA

DATE MAY 17, 1974

SERVICE: LT

MIGERIA

: INTERIOR

able No.

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Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE

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OUTGOING WIRE

ALBRECHT TROPFOUND IKEJA DATE: MAY 17, 1974

CLASS OF SERVICE: LT

COUNTRY: NIGERIA

TO:

TEXT: Cable No.:

> THANKS YOUR CABLE RE THREE IITA REPORTS STOP MAY SIX LETTER ENCLOSES MAILING ADDRESSES AND SPECIFIES NUMBERS OF COPIES PER ADDRESSEE WHICH SHOULD BE IDENTICAL FOR ANNUAL REPORT AUDIT AND BUDGET REQUEST STOP COPIES TOTAL 232 FOR EACH DOCUMENT

> > REGARDS

CHEEK

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NAME Bruce M. Cheek	_					
DEPT. Regriculture & Rural Development	BMC:mcj					
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INTERNATIONAL FINANCE CORPORATION

INTERNATIONAL SANK FOR RECONSTRUCTION AND DEVELOPMENT Porm No. 27 (3-70) MITERNATIONAL DEVELOPMENT ASSOCIATION

OUTGOING WIRE

DATE MAY 17, 1974

CLASS OF SERVICE: LT

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

16 May 1974

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

Dear Bruce:

I received your letter of 6 May with the address labels enclosed yesterday and this morning cabled you:

CHEEK . . PLEASE VALIDATE ACCURACY NUMBERS AND DISTRIBUTION ANNUAL AND AUDIT REPORTS X WHAT ABOUT DISTRIBUTION BUDGET REQUESTS X ALBRECHT

The reason for my enquiry was related mainly to distribution requested for the audit reports, although in some instances the numbers of annual reports also seemed somewhat puzzling. A quick count indicated that almost 70 copies of both reports would need to go to the World Bank and the total distribution for each report approximates 230 copies.

Normally we have requested our auditors to supply us with a modest number of reports - one for each member of our Board, each IITA sponsor, the CG, plus a small reserve. We are puzzled, for instance, as to what Mr. P. H. Kryger would do with 18 copies of our auditors report - 9 for his role as Executive Director of Norway and 9 as Executive Director for Sweden. The same question could be raised about the 3 copies for the Financial Secretary of the Embassy of Switzerland, the 15 for Bill Mashler, those to go to a host of French agencies and other representatives of governments and institutions, none of which support IITA. I don't know what The Rockefeller Foundation would do with 8 copies and if the other institute directors each send me three copies I'd probably file only one and ditch the rest. This is not the type of documentation the institutes have exchanged. As I mentioned, the annual reports are another matter but, even here, I wonder about the numbers in some cases since these are costly to produce and to mail.

Please understand this query arises more out of puzzlement than obstinancy, but if it's how you want it we'll do it. I just don't quite understand why Mr. C. R. Mourao, Second Secretary, Embassy of Brazil, would want our audit report for his files.

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Mr. Bruce M. Cheek CG -- page 2.

I look forward to seeing you late in July and hope the Washington weather has been conducive to pleasant weekends.

Sincerely yours,

H. R. Albrecht Director General

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May 16, 1974

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Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

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TROPFOUND

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

DATE: MAY 16, 1974

CLASS OF SERVICE: LT

COUNTRY: NIGERIA

TO:

TEXT: Cable No.:

RE GRAVES LETTER APRIL 22 WOULD APPRECIATE CABLE REPLY ON FOLLOWING POINTS PRIMO ESTIMATED 1975 REQUIREMENTS FROM CGIAR SECUNDO SOURCES OF BUDGET INCREASE OVER 1974 TERTIO POSITIONS AND MAN YEARS FOR 1973 TO 1975 AND OCTAVO LIST OF EIGHT PRINCIPAL STAFF POSITIONS ADDED IN ADMINISTRATION AND INFORMATION

REGARDS

NOT TO BE TRANSMITTED AUTHORIZED BY: CLEARANCES AND COPY DISTRIBUTION: Bruce M. Cheek NAME cc: Mr. W. W. Lewis griculture & Rural Development DEPT. SIGNATURE SIGNATURE OF INDIVIDUAL AUTHORIZED APPROVE) REFERENCE: For Use By Communications Section BhiCheek:apm **ORIGINAL** (File Copy) Checked for Dispatch: (IMPORTANT: See Secretaries Guide for preparing form)

Form No. 27 (3-20) INTERNATIONAL DEVELOPMENT

INTERNATIONAL DEVELOPMENT REPORT INTERNATIONAL BANK FOR WARDEN ASSOCIATION AND DEVELOPMENT

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OUTGOING WIRE

TO: ALBRECHT TROPFOUND FREJA

DATE MAY 16, 1974

SERVICE: LT

COUNTRY: NIGRETA

TEXT: Cable No.:

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Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

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TROPFOUND

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

OUTGOING WIRE

DATE: MAY 14, 1974

CLASS OF SERVICE: LT OR TELEX

COUNTRY: NIGERIA

TO:

TEXT: Cable No .:

> PRIMO WOULD APPRECIATE CLARIFICATION OF NUMBER OF STAFF HOUSES ACTUALLY CONTAINED IN 1974 AND 1975 CAPITAL PROGRAMS. WE JUDGE THAT OF FOUR ORIGINALLY PROPOSED FOR 1974 AND SIX ORIGINALLY PROPOSED FOR 1975 YOU NOW WISH TO FINANCE ALL TEN IN 1974. IS THIS CORRECT MNKXXXMM QUERY SECUNDO WOULD YOU CONFIRM THAT YOUR BOARD EITHER HAS APPROVED OR WILL BE ASKED TO APPROVE AT ITS NEXT MEETING YOUR PLAN FOR USE OF 1973 CARRYOVER. TERTIO STILL WAITING YOUR ADVICE WHETHER 1973 CARRYOVER COULD BE ATTRIBUTED TO BANK GROUP GRANT OR WHETHER WE SHOULD PLAN TO CLEAR WITH MAJOR DONORS. REGARDS

> > GRAVES

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NAME	Bruce M. Cheek	cc: Mr. Lewis		
DEPT.	Agriculture & Rural Development	BMC/HG:mcj		
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Bruce M. Cheek

Agriculture & Rural Development

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May 9, 1974 May 9, 1974 May 9, 1974 May 9, 1974 Mr. Wright Mr. Povey

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April 22, 1974

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

Dear Herb:

We were glad to have John's letter of March 27 enclosing the draft 1975 IITA budget proposal. It is a very good presentation of IITA's role and operations and requirements and I thought it might be useful to give you some general comments which you might like to take into account in preparing the final paper for your Board and the Consultative Group. We shall, of course, be mentioning these points to John when he is here on May 3, together with a number of particular items where we think there could be some further clarification or refinement.

I have already cabled you with suggestions that a section on achievements might be included and that a fuller explanation of the case for the substation in the humid zones should be given in the section on "Farming Systems". In his letter, John asked what we thought concerning the format of each of the sections on the research and other activities at IITA. I feel that, while these presentations have not been fully standardized, they do present clearly the activities of IITA and that there is some virtue in leaving the presentations in this somewhat flexible and varied form. So, from our point of view, we would not propose to you that you should adopt any particular standard formulation for the various sections.

Most of my comments hinge around Section B of the draft paper ---"Brief Summary of Budget Proposal."

(1) In addition to indicating the budget totals, the section should specify how much IITA will be needing on core and capital account in 1975 from the Consultative Group. This would entail a short text related to Item 3 in Table III. The size of this item should be determined in the light of your estimate not only of "earned income" but also of "unexpended core balances" for which you show a zero entry for 1975 in item 1.(c) of Table III as compared with \$563,000 in 1974. (2) The section should have a clear statement of the proposed increases, specifying how much of the increase in the core budget from 1974 to 1975 is due to inflation, to merit increases, to expansion of existing programs and to new programs as well, of course, as to the cost of full-year operation with the level of activity assumed for the end of 1974 in the 1974 budget.

(3) With regard to positions and man-years, the 1975 Core Budget Summary (the next-to-the-last table) shows 71 positions for Principal Staff and 69.3 man-years. These figures imply a vacancy rate of 2.4 per cent. This rate appears low in comparison with IITA's experience. We would need Standard Table V on Man-Years and Positions in order to understand fully how the man-year and positions relationship is changing from 1973 to 1975. In addition, there is a discrepancy: Table II shows 77 man-years rather than the 69.3 referred to above.

(4) Page 2 of the section refers to the effects of inflation on the IITA budget, and figures are given in Table II in the line item "provision for future price changes" in 1976-78. The narrative should include an explanation of the allowance for inflation that you have made. If you wish you could be in touch with Mr. Lim, the economist in the Bank's Lagos Office, to get documented figures on rates of inflation in Nigeria.

(5) The capital development program referred to in this section is elaborated briefly in Section E "Capital Development Plan" and in Appendix B. We would suggest that this part of the narrative should be re-titled "Capital Budget" and should cover two types of capital expenditures -capital development and new equipment. The text should describe and justify each of the four items of 1975 expenditure mentioned later in Appendix B. There should be a break-down of the \$200,000 to be spent on the substation. It is necessary to explain the need for four additional houses in terms of staff growth and the type of staff for whom it is felt on-site housing should be provided. Further, we note that new equipment appears to be included with replacements in the core budget. It should be included as part of the capital budget and I would suggest that, adjusting the tables appropriately, the amount allocated for new equipment should be described in the section of the text dealing with capital expenditures, following the description of capital development items.

(6) The core budget summary for 1975 shows the net contribution required for auxiliary services, a point which is referred to in the text under "Administration and Physical Plant Services." It would be helpful to know the gross expenditures or turnover to which the subsidy of \$46,900 is related.

(7) On training and outreach, I have two points in mind. One, with respect to training, is that it would be useful to have the text explain who is paying for training European scientists as part of the core budget. For outreach, I think it would help your presentation if you explained the method of financing the staffing costs of the program beyond the three staff who are included in the core budget. On page 4 of the outreach section, mention should be made of what is being done to establish a system of charges to offset the overhead costs incurred by outreach programs and special projects.

(8) Finally, there are summary references in the budget proposal section to two major increases in principal staff, 4 for general administration and 4 for information and related services. In the section on "Administration and Support", there should be an explanation of these new positions, including a description of the administrative structure as it is now constituted. This would help readers understand the relationship between the increases in expenditures and staffing and would provide the justification for the increases.

I hope you will find my comments helpful in completing your budget paper before the Board meeting at the end of May. We would like to check these points with you and with John on May 3 so that we can have an early circulation of the papers after they have been reviewed by your Trustees at the end of the month. Meanwhile, we are also preparing our Secretariat review, taking into account Jim Evans' report on which you have already commented, and we expect shortly to send this to you for comment so that it too can be supplied to CG members as soon as practicable.

With best wishes,

Sincerely yours,

Harold Graves

Sir John Crawford cc: Mr. Lewis W BMCheek/WWLewis/HGraves:mcj

April 22, 1974

G201

Sir John Crawford

Bruce M. Cheek

IITA -- Center Review for 1974

Following the procedures of the Ruddy Program and Budget paper of June 1973, and the Bell paper of November on Center Review Procedures, the IITA has submitted its draft budget proposal for 1975. In addition, Jim Evans visited IITA in February during its review week and has written his "Progress Review" of the IITA research programs. The text has already been commented on by IITA.

Two steps remain. We are giving comments to IITA on its P & B both by cable and letter; their Board meeting is on May 27-29. Secondly, we are drafting the Secretariat review paper, a la Bell, on the basis of the Evans report, the draft 1975 budget and the December 1973 visit of the Secretariat and Mr. Lewis of P & B. The draft will be shown to IITA before circulation to Centers Week participants.

Attached for your information are the draft IITA 1975 budget, the Evans paper, and our latest letter to IITA in response to their draft budget proposal.

Attachments BMC:mcj Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO:

ALBRECHT TROPFOUND IKEJA DATE: APRIL 16, 1974

CLASS OF rca SERVICE: LT

COUNTRY: NIGERIA

TEXT: Cable No.:

> REUR DRAFT 1975 BUDGET PROPOSAL AND EVANS REVIEW PARA 5.01 WOULD SUGGEST THAT FULLER EXPLANATION OF NEED FOR HIGH RAINFALL SUBSTATION ESSENTIAL INCLUDING COMPOSITION OF PROPOSED 200,000 DOLLAR CAPITAL EXPENDITURES AND PROPOSED STAFFING STOP WILL DISCUSS DURING INICKELS MAY THREE WASHINGTON VISIT AND WOULD ALSO APPRECIATE YOUR SENDING DRAFT TEXT EARLIEST.

> > REGARDS

CHEEK

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AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:			
NAME Bruce M. Cheek	cc: Mr. W. W. Lewis, P & B			
DEPT. SIGNATURE (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	BMC:mcj			
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DATE: APRIL 16, 1974

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The Old Post Cottage Motcombe

Shaftesbury

Dorset

SP7 9NT

62 April 1974

Mr Harold Groves, CGIAR

Statesbury 2750

Dear Harold, Hevenith copy of my letter to Terbs Albrecht in reply to his of 30° Proveh commenting on my 117A report. Com of his letter is enclosed, as I'm wol sure whether he sont you are -Tomes suiceref Jim



Record Removal Notice



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L. J. C. EVANS

Telephone Shaftesbury 2750 (STD 0747 2750) The Old Post Cottage Motcombe Shaftesbury, Dorset, SP7 9NT

13 March 1974

Mr. Harold Graves Executive Secretary CGIAR, 1818 H Street, NW WASHINGTON DC 20433 USA

Dear Harold

you My rustic typing service sent off my IITA report to/last week and simultaneously to Herb Alrecht. I fear it will be of only limited use, but it's probably not worthless.

The terms of reference and the helpful guidelines that you and Bruce sent recognised some of the limitations which this year's procedure imposed on the scope, and indeed on the utility. of the review. The GG by Centers' Week will have seen the IITA 1973 Annual Report, the Program and Budget and the Auditors' Report -- none of which are available at this time. My comments have had to be related to draft papers prepared by the IITA scientists on 1973 results and "research strategies for the future"; and on the ensuing oral presentations, questions and discussion. I asked Albrecht to be sure to send you copies of all the papers prepared for his "Annual Program Review". The 1973 Annual Report, when written, will no doubt reflect the contents of these papers -- but a huge amount of editing will be necessary. (One paper which you might care to glance through is Okigbo's "Preliminary New Look at the Farming Systems Program")

Following the terms of reference my comments cannot deal with

L. J. C. EVANS

Telephone Staffeelow 27507 (37D) 07e1 27501

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During the discussion of the research programs and their "forward strategies" there was no disposition to distinguish between 1974 and 1975 and thereafter; perhaps it was considered to be rather too early in 1974 to permit it. (I have commented once or twice that "future strategies" ought to be accompanied by a time frame.)

The Annual Program Review was a good time for listening. Each of the scientists had his day in court so that the majority of the time was devoted to oral presentations. Hence it was not such a good occasion for questioning; there simply was'nt time for all the questions that the five research committee members of the Board, the two observers, the 30 or so IITA staff and the several visitors would have liked to put. (Some of the questions which the scientists put to their colleagues were very instructive and of value to me.) The Board research committee, incidentally, has asked that the procedure be changed next year. They want to have the draft papers longer in advance, not to attend an Annual Review with oral presentations by every scientist but to come later when the material has been better digested by Management and when they can have a longer and better opportunity to ask questions about achievements and about plans approved by Management rather than proposals put forward by individual scientists.

It remains to be seen how useful, or useless, my comments will

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be when we have the actual 1973 Report and the 1975 Program and Budget. The job of integrating my contribution with the other imputs on the Budget etc. will be interesting, and I should like to help if I can.

I shall be writing to you shortly about ILCA.

Kind vegens Yours sincerely

Jin

PS You said you were depending on me to, be available, if required, to attend the CIAT "Presentation Week" May 6--11. If you confirm this, it could be done after I attend the meeting of the Agricultural Advisory Panel in Wsahington starting April 29. You also said you would probably want to to go to IRRI, which I would like to do. If so, perhaps you could let me know approximately when. I am committed to Iran May 20 through June 1, otherwise fairly free.

PROGRESS REVIEW

OF THE

RESEARCH PROGRAMS

OF THE

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

February 1974

PROGRESS REVIEW OF

THE RESEARCH PROGRAMS OF THE

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

I. INTRODUCTION

1.01 The IITA 1974 Annual Program Review was held from February 18 through 22. It was attended by IITA staff, by the Research Committee of the IITA Board of Trustees, and by observers from USAID and the CGIAR. For each of the four research programs the 1973 results and the research plans for 1974 and beyond were presented and discussed. The Review did not deal with outreach, training, service activities, budget, nor administration. The following comments refer to the research programs, in the sequence in which the programs were presented, and some general comments are offered in conclusion.

II. THE ROOT & TUBER IMPROVEMENT PROGRAM

2.01 The emphasis during 1971=731has been on identifying problems and priorities, collecting germplasm, and working out research techniques. In the cassava, sweet potato and yam breeding work, breeding for resistance to diseases and pests has rightly been stressed.

2.02 The time allocated to the three major crops in this program is approximately 50% to cassava, 30% to sweet potato, 20% to yam. This seems about right, both in relation to the relative importance of the crops and to their research needs.

2.03 It is believed that about 30 million tons of cassava are produced annually in tropical Africa; and the crop is of considerable importance as a food crop not only in Africa but also in Latin America and in Asia, including Southern India. Cassava yields are seriously reduced by two diseases, meosaic and bacterial blight; epidemics have recently occurred in Zaire and Nigeria. IITA scientists have identified breeding material possessing resistance to both diseases, and promising clones are now available for trial. Significant benefits are likely within the next few years. The desirability of continuing to breed for low hydrocyanic acid content has been questioned; it is right that this should be continued.

2.04 The research on sweet poteto, as on cassava, is impressive and there is good promise that the breeder will succeed in combining a high level of resistance to weevil (which is the major constraint on sweet potato production in the tropics.) with high yield.

2.05 Yams are an important source of food in humid tropical Africa but not of such world wide importance as cassava and sweet potato. Painstaking work with yams over the past four years has now resulted in an important breakthrough: despite naturally poor flowering and difficult pollination, seed has been collected, a significant dormancy factor has been identified, seedlings have been produced and tubers grown from seed have already been harvested in the greenhouse. The possibility of introducing genetic diversification in a breeding program will revolutionise research on this crop which previously was dependent on vegetative propagation.

III. THE GRAIN LEGUME IMPROVEMENT PROGRAM

3.01 The time allocated to the various grain legume crops, present and proposed, is about as follows:

	1973	1974	1975
	%	70	%
Cowpea Soya bean	70-75 15-20	70-75 15-20	70 15-20
Lima Bean Pigeon Pea))) 5-10	10-15
Yam pea Yam bean Mung bean Winged bean) 5-10))))))))	0

IITA has global responsibility for cowpea research and the crop is an important grain legume of the lowland humid tropics. Both in relation to its importance and to the chances of success in research IITA is justified in allocating so large a percentage of resources to it. Notable advances have already been made in breeding, helped by the identification and exploitation of a male sterility factor. The concern of the breeder, plant pathologist and entomologist has been to breed for host plant resistance to diseases and pasts rather than to develop chemical control; this is certainly right, and encouraging results have already been obtained.

3.02 The justification for allocating 15-20% of GLIP time to soya bean is that, though the crop has not so far been important in farming systems of the humid lowland tropics, its potential as a source of protein is enormous because of its high potential yield compared with other grain legumes, combined with outstandingly high protein content. It seems uncertain whether the crop is likely to become important as a crop for large farms and estates, (a number of which in Western Africa have made enquiries of IITA about the crop) or whether it would be adopted by small farmers in mixed cropping rotations. This question affects the research objectives of the breeder and agronomist. If, as is hoped, international support for soya bean research becomes a reality, a strong link will need to be forged between IITA and Illinois University.

3.03 Apart from cowpea and soya bean, work has been done on six other grain legumes. The decision has now been taken to concentrate on lima bean and pigeon pea. ICRISAT has primary responsibility for pigeon pea, but IITA has some very promising breeding material and must continue to devote some time to this crop while ICRISAT is getting into its stride and because of the adaptability of the crop for humid as well as semi-arid conditions. Relatively little research has been done anywhere on lima beans, though the crop is well adapted to humid tropical conditions. three years have indicated that good results are likely to be attainable from research on this crop. More time will be devoted to it in 1975.

3.04 In order to concentrate on cowpea and soyabean, and to a lesser extent on lima bean and pigeon pea, research will have to be discontinued on yam pea, yam bean, mung bean and winged bean. It will be worthwhile, however, to maintain the germ plasm collections of these crops.

3.05 Food consumption surveys have been suggested "to measure the contribution of grain legume species to the diet of the people living in the humid tropics", but it does not seem appropriate that IITA staff and resources should be allocated for these.

IV. CEREAL IMPROVEMENT PROGRAM

4.01 In maize breeding outstanding results have been achieved which look likely to improve significantly the potential of maize as a crop for the tropics. By now IITA is working on seven populations, which are too much for a small staff to handle. The maize breeder's suggested priorities for 1974, which involve some hard decisions including the dropping of TZA, seem sensible. CIMMYT is working with 28 maize populations, and it is proposed that IITA should concentrate on adaptation to African conditions of those few populations that perform best in tropical Africa.

4.02 In rice breeding, there appears to be some lack of focus and, though an impressive program of work has been outlined, it is not certain that options have been clearly enough identified or priorities determined, either in relation to the relative importance of the rather numerous objectives listed or to the chances of success in their attainment. In rice agronomy there appears to be some uncertainty as to the proportion of effort that should be put into "upland rice" relative to "irrigated rice" - the letter being easier to work on. In relation to "upland rice" work, there may be something of a dilemma: is too much effort being put into finding ways to grow "upland rice" successfully on the IITA farm instead of devoting attention to areas elsewhere in Western Africa where soil and climate are more suitable for the crop?

4.03 It is well understood that JITA's work on maize and rice ought to be an integral part of CIMMYT's and IRRI's international cooperative global research. In maize IITA is participating in the large new CIMMYT program of progeny testing, and is concentrating on pests and diseases specific to Africa. In rice, IITA is IRRI's African cooperator in the formation and recurrent selection program of a composite being developed for upland rice. It is probable that contacts between IRRI and IITA have not been frequent enough; despite the increasing cost of air fares, it is advisable that IITA staff should visit IRRI, and vice versa, more often than in the past. This applies to agronomy as well as to breeding, and also to rice mechanization in which the IITA/FAO project seems to reflect little of the IRRI experiences.

V. THE FARMING SYSTEMS PROGRAM

5.01 This is the largest of the IITA research programs. An impressive amount of research done during 1973 has added to our knowledge of many of the factors that are of importance in understanding and devising farming systems for the lowland humid tropics. One of the 1973 highlights has been the evaluation of the Farming Systems Program by its new leader, Dr. Okigbøo, and the drafting of a number of recommendations for the future. The evaluation is perceptive and the recommendations are along the right lines. However, while each of the objectives (listed below) may be desirable in itself, the program in toto is formidable; further thought needs to be given to deciding priorities and to the setting of a time frame within which the objectives are to be tackled:

- (1) "Priority should be given to integrated farming systems field experiments involving several disciplines and scientists ..." There are strong arguments for putting this first. The often brilliant, but so far unrelated, work of individual scientists (e.g. in plant breeding, crop agronomy, weed science, soil physics) needs to be tested in combined field experiments with the aim of developing "suitable packages of technology that are economically, socially and for other reasons acceptable to farmers in the humid tropics."
- (2) "Speed up and enlarge the scope of studies of traditional farming systems" This recommendation ought to be accepted despite the assertion from some quarters that "enough is known already". Further analysis is needed, and will be undertaken by IITA 'economists, of the results of the survey of three Yoruba villages undertaken by Hedley and Zuckerman; similar surveys in different ecological and social environments are needed. But economic analysis by itself is not enough. IITA scientists, not only economists, must have exposure to actual farming situations and there must be feedback from farms to IITA research.
- (3)"Greater priority and importance (should be) given to vegetables development of a vegetable cropping system and production unit ... " The importance of vegetables in the diet of people who feed preponderantly on starchy foods can be accepted, as can the need to include vegetables in mixed cropping experiments carried out by the Diversified Crops Agronomist. The proposal to include in his program the breeding and selection of tomato, peppers and okra must, however, be questioned. Firstly because the chances of one agronomist, even full time, achieving much are rather small. - this is not characteristic of IITA's approach to crop improvement, where multi-disciplinary teams are employed to work with large plant populations. Secondly, this agronomist will not be working full time on improvement of these three vegetable crops; his program is also stated to include responsibility for investigating cultural practices with local vegetables; development of a market garden system based on intermediate technology; experimenting with large plots of legumes and grasses for soil conservation and systems studies, selection and multiplication of desirable grasses and legumes; collection of plantain and banana

germ plasm. There has been talk of a much larger vegetable improvement program, involving several scientists, being undertaken at IITA, possibly with UNDP funds. This raises other questions: e.g. whether for instance IITA can add an additional crop improvement program to its already large overall program without overextending itself; what IITA's role in vegetable work should be vis-a-vis work being undertaken nearby at Moor Plantation and the University of Ibadan; and whether IITA's vegetables research program should be subordinate to or associated with the Asian Vegetable Research and Development Centre.

(4)

(5)

" need to set up a test-station ... in the more humid areas of Nigeria where IITA will have control ... of long-term experiments ... under higher rainfall conditions and the soil. climate ... are more typical of the humid tropics ... " The limitations which the somewhat stypical IITA site imposes on IITA's effectiveness are becoming more evident each year; only to a limited extent can they be mitigated by arranging off-site research with cooperators in other more typically lowland humid tropical locations. There do seem to be strong arguments in favour of IITA having a substation under its own control in a higher rainfall location in Nigeria. The need becomes more pressing as IITA proceeds to integrated, multi-disciplinary field-scale experiments. If a suitable site could be made available to IITA at low cost and the necessary staffing could be found by reallocation rather than by advertised recruitment the substation might make little additional demand on the IITA budget. Even if the idea is accepted in principle, no decision can be taken in favour or against until a fully worked out proposal has been prepared. (It is not certain whether a proposal can be worked out in time for consideration with the 1975 program and budget).

" ... field investigations involving different intensities (a) ... several arable and other crops suitable to most farmers in the humid tropics; (b) emphasis on vegetable crops but may also involve other crops; (c) ... forage legumes and/or grasses with some respects of mixed farming or alternate husbandry; (d) ... large scale production on a continuous basis of one or two crops mainly for commercial farmers ... principally for agro-based industries; (e) ... permanent or perennial crops." Suggestions of such wide scope require careful assessment of priorities. First priority can readily be given to (a). From the point of view of nutrition (b) is important, but specialisation in vegetables raises questions referred to earlier. (c) deserves a good deal of priority because of the possibly important role of forage legumes and grasses in maintaining fertility in humid tropical farming systems. From the point of view of food production (d) may be important if it can be demonstrated (which seems doubtful) that the contribution to food supplies from a relatively few large farms offsets the need to give greater priority to reasearch on behalf of the enormously greater number of small farmers in the humid tropics. As to (e) it seems questionable whether IITA should give any attention to this at all in the foreseeable future.

- (6) " mechanization ... of the intermediate technology type at IITA should be initiated and given greater priority ... " Unless IITA's total resources of money and manpower can be increased, the awkward question is whether greater priority can be given to this without giving lower priority to something else. It is, however, important that ways should be found to reduce the drudgery and sheer hard work characteristic of small farms in the tropics. The suggestion that a cooperative program with another agency might be undertaken at IITA is worth consideration, if it can be done with another agency's funds and without overextending IITA's focus.
- (7) " ... investigations on dry season production of crops of the humid tropics under irrigation should be initiated as soon as facilities are available." This would add a new dimension to IITA's workd. Even the justification of devoting the time of a Soil and Water Engineer to irrigation in the humid tropics is doubtful until better quantification has been made of the potential of irrigated agriculture in the lowland humid tropics compared with rainfed agriculture, in terms of area, food production, employment, alternative uses of capital and so on.

5.02 Due to staff changes it was not possible to do as much work in economics in 1973 as might have been desirable. With two economists in principal scientific officer posts a more substantial economic contribution will be possible in 1974 and 1975. The importance of continuing the village survey work, such as that undertaken in three Yoruba villages in 1970-73 has been referred to above. A study in Oluson village to get better understanding of the small farmer's management strategies in relation to different land types was started in 1973 and will be continued.

5.03 At this stage in IITA's research it is particularly important that the economists should devote a considerable part of their time to working with the agronomists and other scientists "to develop packages of production technology which are economically and technically more attractive to the small farmer than present practices." For instance, various promising chemicals for weed control are being tested by the Agronomist (Weed Science) and an economist is cooperating to assess the land-labour ratio at which chemical weed control becomes profitable. It is particularly important that the IITA agronomists and economists intensify their collaboration in fields such as this in view of the increasing cost and expected scarcity of fertilizers and other chemicals. It is right that "output oriented" and "constraint oriented" research should have major emphasis in the economics sub-program and that, as proposed in the economists' forward planning, priority should be given to micro as opposed to macro oriented studies; otherwise there would be a risk that some of the agronomic research at IITA might produce irrelevant or misleading results. Much lower priority should be given to macro type studies of the kind carried out by one of the economists in 1973 with a USAID grant on cereal production and marketing in the Central African Region: irrespective of the merits of this particular exercise this hardly seems an appropriate use of IITA resources.

- 6 -

VI. GENERAL

6.01 A characteristic of all the crop improvement programs is that a major objective in breeding is to develop resistance to diseases and pests. This will minimise the need to depend upon chemicals for control, which is particularly desirable at this time. Similarly breeders, agronomists and other scientists no doubt need to be alert to the danger of developing improved varieties or farming systems that are based on heavy demand for fertilizers which may in future be too costly or unobtainable.

6.02 A welcome historical trend is becoming apparent in that after three or four years of research concentrated mainly within the IITA campus, there is an increasing amount of off-site research in progress or being planned with various cooperators in Nigeria and other countries. (The Outreach Program is also becoming better oriented now that IITA is beginning to take the initiative in selecting projects relevant to its total program instead of responding to fire-fighting calls. There is still, however, the danger that aid agencies will offer funds for schemes which they themselves have originated rather than for projects which IITA has selected as appropriate to its Outreach Program).

6.03 The draft Program and Budget for 1975 were not a subject for discussion during the recent Annual Program Review. Some tentative staffing indications, however, did become apparent:

- (1) The Root & Tuber Improvement Program has been seriously understaffed compared with previously planned positions. At least three positions additional to those now filled will need to be filled in 1974 or 1975 if the full program is to be carried out. Considerable achievements have been made by a relatively thin "line of excellence"; improved varieties, e.g. of cassava, are becoming available for distribution but benefits from the program will be forthcoming more rapidly if the additional posts can be filled.
- (2) In the Grain Legume Improvement Program the need for a second breeder is urgent. The cowpea program is already large and more attention is needed for soys bean, lima bean and pigeon pea.
- (3) In the Cereals Improvement Program the post of Plant Pathologist is still unfilled, which has reduced the effectiveness of the program; a promising candidate is believed to be in sight.
- (4) Farming systems, the largest of the programs, will probably seek an additional post for an Agronomist(Conservation and Forage Crops). Some research on these subjects was carried out by a part time visiting scientist (Dr. Crowder) but he left in 1973 and the responsibility now lies with the Agronomist (Diversified Crops) whose program is too full to allow him to work effectively in this important field.

6.04 The principal scientific staff posts that may be budgeted for in 1975 compared with posts actually filled at present may probably be on the following lines:-

	Actual February 1974	Budget proposal 1974	1975
RTIP	4	7	8
GLIP	6	В	9
CIP	5	6	6
Farming Systems	14	14	15
	29	35	38
		ALCOHOM STR	

6.05 The rationale for this pattern of manpower resource allocation is as follows:-

- (1) The three crop improvement programs relate to crops important in the lowland humid tropics and if significant improvements in each crop are obtainable (which it is now virtually certain will be the case) there is a good chance of being able to offer the small farmer a package which will be attractive because not only will it be a package designed as an integrated system but some at least of its ingredients (e.g. crop varieties) will be considerable improvements on anything previously available.
- (2) The three crop improvement programs together account for 60% of the principal scientific manpower. Within each program there is a minimum multi-disciplinary team needed (two breeders, agronomist, pathologist, entomologist, physiologist, plus perhaps a biochemist); and there are special needs, such as a developmental geneticist for roots and tubers because tissue culture is important. RTIP with three main crops gets 21% of total manpower; CLIP with four crops, 24%. CIP has two main crops, research on each of which is subordinate to that at CIMMYT and IRRI; it gets 16%.
- (3) The crop improvement programs are in most respects more straightforward, following the same patterns as established at CIEMAYT and IRRI, than is the Farming Systems Program. The task of this program, to which 40% of principal scientific manpower is allocated, is really very difficult and complex. The program includes agronomists (in systems, weed science, diversified cropping and possibly forage legumes/grasses), pedologist, soil chemist, soil physicist, soil fertility specialist, agroclimotologist, soil and water engineer, agricultural engineer (mechanization), nematologist, soil microbiologist, two economists. Each of these has a role important in its own right, but individual contributions will not produce benefits to the farmer until the relationship of each to the others can be understood and architected into a package, like the pieces in a jigsaw puzzle.

6.06 Finally two problems, interrelated, need to be a constant concern of IITA management:

(1) How to ensure that the research of the individual scientist, and of the individual crop improvement program, is appropriate for the overall package to which he or it will have to contribute. For instance, when the plant breeder is designing a plant, how

can he know whether a tall or short plant, prostrate or erect or climbing etc. is suitable for the crop rotation or planting season of any particular package? The question may be of particular importance also in relation to the work of the agronomist in the three crop improvement programs. In designing their experiments do they have sufficient understanding of the requirements of the package and of the needs and constraints of the farmer? There are some reasons for thinking that all IITA agronomists ought to be within the Farming Systems Program. where they would be closer to the system and, indirectly, to the farmer, than is possible in a rather specialized crop improvement program. (This is a question that must have occurred frequently to IITA management). Failing this, perhaps better "coordination" than exists at present could be obtained by fairly frequent meetings of all agronomists, chaired by the Assistant Director, Farming Systems, and attended from time to time by appropriate plant breeders, physiologists and others.

(2)The second, related, question continues to be how to ensure that the work of the scientists working within IITA will be relevant to the actual situations on millions of farms outside IITA which will be imperfectly understood by most IITA staff. Here a special responsibility rests with the Farming Systems Program and especially with its leader, Dr. Okigbo, whose thoughtful evaluation of this program has already been referred to. As time goes on IITA can afford to become increasingly outward looking. Off-site cooperation, outreach projects, village surveys, possibly a substation elsewhere in Nigeria are all moves in the right direction. In due course one or more projects from the Puebla model may be worthwhile. Success will be much harder to achieve in the "systems" work than in the several crop improvement programs, and it will be continually necessary to try to achieve a coherent rather than piecemeal program and to choose priorities carefully between competing alternatives.



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

21 February 1974

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

Dear Harold:

Thank you very much for your letter of 12 February. The sample draft of the GLIP narrative will be most helpful in getting us off to a start and we look forward to receiving the section on Outreach and Training.

I note that an IDA grant of \$250,000 has been set up for the IITA with the possibility that additional funds might be made available if later urgent requirements are not met. We are not quite ready to make the final statement on carry-overs but it begins to look like/combining carry-overs with the IDA grant we will make our core operating request.

We are in a bit of a quandry concerning Belgian participation which, as you know, will fall below their commitment of last August due to grants of 1 million Belgian Francs to ILCA and 2 million Belgian Francs to WARDA. Also, we didn't get our 1973 money paid until 27 December 1973 and just received notice of deposit into our bank account on 7 January 1974. We are given to understand that this plus perhaps another 6-1/2 million Belgian Francs is to cover their commitment for 1974 and a part of this, still undetermined, is to go into special projects (possibly \$84,000). The commitments made for 1974 will not be paid until very late in the year and it is evidently intended to be spent in 1975. This scheme in effect puts us one year in arrears which will be puzzling enough in itself.

We were also told (this by Dr. DeLange) (Belgium's observer at this week's research review) that the funds would be paid to us through your office. This might have been a misunderstanding on his part but he seemed quite definite about it, so I suggest we wait and see and try to get that straightened out if need be.

I'll be coming to the States after the International Centers Directors meetings in Cali and would hope, if you're in town the afternoon of 13 March, we might discuss this and other matters. I could call you from the midwest earlier in the week to determine your availability. If it fits your schedule, would you make me a room reservation for the night of 13 March, perhaps at the Roger-Smith for the sake of convenience. A CARACTERIST OF ALL AND LANOTAN PARTIN

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Lord rel

Thank you very much for your letter of 12 february. The stable in fi dithe MULP neretive will be much being if a setter of difficients we look frivers to receiving the section on outreech and irrints .

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Mr. Harold Graves 21 February 1974 -- page 2.

Hoping we'll meet next month, I am

Sincerely yours,

Albrecht H R. Director General

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P.S. The 1973 Belgian contribution of 10 million francs comes to approximately \$245,000 which, since it is meant to be spent in 1974, can no longer be classified as carry-over. Additionally, it's possible we may have something in the order of \$300,000 carry-over. HRA

CC: 527.

February 12, 1974

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

Dear Herb:

With this letter, I'm sending you a sample draft of what might be the style of the narrative section of IITA's 1975 Program and Budget Presentation to the Consultative Group. It is a section on the Grain Legumes Improvement Program. Bruce Cheek will be sending other sections, on Outreach and Training.

I'm afraid this may seem like rather small beer after all the time we spent at IITA. Our schedule was badly thrown off, in fact, by the postponement of my flight from Nairobi to Lagos; after running late there, the Secretariat immediately ran into another heavy spate of travel, to CIAT and CIMMYT.

At any rate, the GLIP section will illustrate the approach we think might be appropriate for the non-scientific people in the Consultative Group who are making the final decisions about grants: by crop (or by systems), a brief statement of the significance of the crop, the problems of the crop, the objectives of research, the content of research, the progress made and the prospects of further progress (if they can be measured). The section begins under a heading which indicates manpower deployment and projected expenditures, and the text should end with a brief discussion of any changes proposed.

Since we were at IITA, further suggestions have been made about the proposed format. One is directly related to John Nickel's feeling that something ought to be said about the achievements of the Institute. The suggestion is that this might be an early chapter in the presentation -- following the (I) general introduction about the general mission and role of the Center and (II) a brief discussion of changes between the proposed manpower and budget totals and those

Dr. H. R. Albrecht

of the previous year. This chapter (III) on achievements could be very telegraphic in style (a bit like IRRI's narrative for 1974) and refer to the chapters on the individual program elements, where slightly more detail might be found.

The other suggestion (from Lowell Hardin) is that the Institute might want to include a chapter (IV) on issues -- things which have been decided or are to be decided, and the factors that have been, or are being, taken into account. An example, if it matures as a proposal, would be the question of a high-rainfall substation for IITA.

In any case, the program and budget presentation is not a substitute at all for the annual report, where the <u>real</u> scientific content is to be found; and we think that either you or the Secretariat, when the program and budget papers are sent out, should make this clear.

We are still considering the question of what person to add to the Secretariat as an agricultural specialist. I appreciate very much having had the benefit of your views on this, and have, in fact, cast my vote in the same direction. The question, however, is not a simple one, and I can't say at the moment how it will turn out.

The Executive Directors of the International Development Association this morning approved IDA's first set of grants to the research institutes. In the case of IITA, we start with a grant of \$250,000. After your audit report is available, and when we have better knowledge about what other donors (especially the Germans) still have it in their power to do for ILCA, we would be willing to look at IITA's needs again if there are urgent requirements still unmet.

Sincerely,

Harold Graves

Enclosure

cc: Dr. R. O. Rachie w/attachment

HGraves : apm

GRAIN LEGUME IMPROVEMENT PROGRAM (GLIP)

7 (?) Senior Scientists -- Support Scientists

\$---,000

Among the world's important food crops, quite possibly the least studied have been the grain legumes. Yet they are a useful source of protein (accounting for perhaps 10 per cent of supply in the tropics), have high caloric value and are good sources of vitamins and minerals. Their ability to grow vigorously in poor soils and without supplemental nitrogen from fertilizer is an outstanding advantage, particularly on small farms. Experimental results already show that to double or triple grain-legume yields is an objective quite within reach.

The grain legumes nevertheless also have many problems that deter attainment of reasonable productivity levels and quality product in the low, humid tropics. Problems include susceptibility to diseases and pests, inefficient plant types, highly specific adaptation and low yield potential.

The formation of a team of scientists in the program as now composed did not occur until mid-1971. GLIP as presently structured has seven senior scientific posts, six of which have been filled, in the following disciplines; agronomy; biochemistry; plant breeding; entomology; plant pathology; and plant physiology. The entomologist and the plant pathologist, however, serve other programs in addition to GLIP. The program is also assisted by visiting scientists, post-doctoral fellows and graduate students. In addition, collaborative research of importance to GLIP is being carried out in a number of British research programs and several Nigerian institutions. The objectives of the program are to undertake improvement in depth of a few species of tropical pulses -- primarily cowpeas, soybeans, pigeon peas and lima beans -- and to serve as a catalyst for other tropical pulse programs by acting as a reservoir for germplasm and information, by organizing workshops and conferences, by training young scientists from tropical regions, and by encouraging and coordinating tropical pulse improvement generally: GLIP intends to be a primary center for excellence in cowpeas and tropical lima beans, and to serve as a relay station for primary research undertaken elsewhere in soybeans (e. g., the University of Illinois) and pigeon peas (e. g., ICRISAT in India). It aims to provide a continuing supply of improved plant varieties and cultivation methods to be tested and further modified for specific regional requirements by national programs.

As now conducted, about 75 per cent of the effort in the GLIP program is devoted to cowpeas, which had their origin in this part of Africa. Five per cent is devoted to soybeans. Most of the remainder is divided between lima beans and pigeon peas, but some attention also is paid to other grain legumes.

Strong emphasis has been placed on the collection and evaluation of genetic material, especially of cowpeas. The collection contains over 8,000 accessions, of which 5,400 are in cowpeas and nearly 2,000 in pigeon peas. Identification of desirable botanical characteristics is well advanced, and crossing of selected varieties has begun.

An intensive and productive search has been made for strains possessing resistance to diseases and pests, broad adaptation to ecological variables,

- 2 -

and desirable physiological characteristics such as erect branching and reduced foliage. An extensive trial system has been developed; testing took place at 39 locations in 1973. Similar efforts are under way for soybeans, and beginnings have been made in comparable research on the other grain legumes in the program.

Promising results under Nigerian conditions have been obtained on several fronts, especially in the work on cowpeas. Strains have been found with high resistance or immunity to some of the most serious diseases of grain legumes; other varieties have been found carrying resistance or tolerance to important insect pests (leaf hoppers and thrips). More rational, economically feasible, pesticidal measures have been developed, through the use of a single, systemic pesticide. Advanced seed protectants have been tested with excellent results in greatly improved germination. Progress has been made toward breeding techniques through the identification of varieties which have genetic male sterility or are so structured that the discharge of pollen is prevented, facilitating cross-breeding by interrupting the self-polination which is characteristic of most grain legumes.

In 1975, it is proposed to bring the GLIP staff to a full seven senior posts by the addition of a (name specialty, mention the kind of work to be undertaken and explain its priority among the problems of grainlegume production).

- 3 -

SOME SALIENT HIGHLIGHTS IN GLIP -- 1973

1. Identification of a high degree of resistance or immunity to the following diseases in several 'dozens' of cowpea lines:

(a) Anthracmose (6 + races)

(b) Cercospora canescens leaf spots

(c) Cercospora cruenta

(d) Rust (Uromyces vignae)

(e) Bacterial pustule

(f) Virus complex

(g) Root knot nematode

2. Identification of 35 lines carrying resistance to all of the above diseases except (e) and (f).

3. Identification of 21 cowpea lines carrying resistance or low-level tolerance to leaf hoppers and thrips during vegatative growth.

4. Identification of one elite cowpea line carrying resistance to all diseases except root knot nematode (not yet tested) and leaf hoppers/thrips: TVu 1190. Several others have combined resistance to most of these problems.

5. Identification of two lines with possible resistance to pod borers (primarily Laspyresia pytchora).

6. Developing more rational pest control methods for cowpeas -- use of only one systemic insecticide (Azodrin) with exceptionally low dermal toxicity, at fortnightly intervals.

7. Advanced seed protectants as dusts, slurry, pelleting or seed furrow application to reduce seeding mortality and provide total insect protection for 4-5 weeks (up to flowering):

(a) Demosan -- systemic fungicide

(b) Furadan -- systemic insecticide

(c) Other materials.

8. Discovery of two kinds of out-crossing mechanism:

male sterility

constricted petals

make possible adoption of population improvement systems.

February 8, 1974

Mr. Evans

Harold Graves

Program and Budget Review

1. You will attend the program review of the International Institute of Tropical Agriculture (IITA) at Ibadan in the week of February 18, and will prepare a note on the review for the Consultative Group Secretariat and the Director of the Agriculture and Rural Development Department of the World Bank.

2. Based on the subject matter covared in the program review, your note should comment on

(a) work done and advances made in the research program in 1973/74, and any significant changes of direction adopted in the program during that time;

(b) advances made in the programs of outreach and of training (i. e., relationships with new institutions or new countries, new subjects of training, development of new training techniques), distinguishing to the extent possible between francophone and anglophone activities:

(c) research initiatives proposed for 1975, their priority in relation to ongoing activities and to possible alternative initiatives, and the prospects of payoff from the new research proposed;

(d) initiatives proposed in the programs of outreach and of training;

(e) any medium to long term budget or staffing implications of (c) and (d); and

(f) any other subjects or issues which you feel are worth bringing to the attention of IITA or the Consultative Group.

3. As time permits, you will discuss your impressions with the Director General of IITA. In any case you will send him a draft of your commentary at or about the same time as you send the draft to the Secretariat and the Bank. Mr. Evans

4. You will send a draft of your commentary to the Consultative Group Secretariat and the Director of the Agriculture and Kural Development Department of the Bank about March 8. You will prepare and send a final draft to these recipients and to the Director General of IITA about June 15, after IITA's Program and Budget proposals have been approved by the Institute's Board of Trustees.

HGraves:apm

G2d

February 7, 1974

Dear Herb:

I am very much obliged to you for your letter of January 10 concerning the carry-over from your 1973 budget. I will hope to get actual figures from you later on; and perhaps we can talk about the matter in some detail by the time of Centers Week.

Sincerely yours,

Harold Graves

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

HG:mcj

CC: H' hewis

Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE

OUTGOING WIRE

DATE: JANUARY 30, 1974 CLASS OF SERVICE: FULL RATE

ALBRECHT TROPFOUND IKEJA

COUNTRY:

TO:

NIGERIA

TEXT: Cable No.:

> REUR JANUARY ELEVEN OFFICE MEMO, EVANS PARTICIPATING IITA WOULD REVIEWS STOP XMMXM APPRECIATE YOUR SENDING HIM DIRECTLY PREPARATORY DOCUMENTS AND NAMES OTHER REVIEW PARTICIPANTS STOP ADDRESS OLD POST COTTAGE COMMA MOTCOMBE COMMA SHAFTESBURY COMMA DORSET COMMA SP7 9NT COMMA ENGLAND REGARDS

> > CHEEK INTBAFRAD

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AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:
NAME Bruce M. Cheek	
DEPT. Agriculture & Rural Development	
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)	For Use By Communications Section
ORIGINAL (File Copy) (IMPORTANT: See Secretaries Guide for preparing form)	Checked for Disparch:

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

OFFICE MEMORANDUM

TO: Files

DATE: January 14, 1974

FROM: Bruce M. Cheek

SUBJECT:

IITA -- Visit Regarding Center Review Procedures

On December 6-10, 1973, together with Messrs. Graves and Lewis, I visited IITA to discuss the implementation for the budget year 1975 of the revised center review procedures. In particular we were discussing the nature of the Center's own submission to the Consultative Group which should be in the hands of the Secretariat by March 31, 1974. We were trying to indicate the sort of program descriptions we expected, along the lines of a two-page note sent in advance to the Director, and to emphasize the need for these descriptions to be more closely related to the budget statements for the forthcoming year.

There was some sensitivity at two levels. In the first place, the management was initially inclined to regard our visit as one of "inspection", whereas it was intended to be one which would help the centers prepare themselves more adequately to defend their budget claims. Secondly, in the round-table with the leading scientists, it was clear that the scientists as such resisted attempts to hold them accountable in financial terms for the costs of their efforts. It required the intervention of the Director to persuade the scientists that they could explain their forthcoming programs in terms of increasing manpower requirements as related to their program objectives and the inherent costs; and, indeed, that such a statement would help themselves as well as the donors.

We discussed in particular the size and nature of the work unit which could be studied as a basis for the program presentation. The IITA staff felt that the work programs could not be broken down by crop, but could be broken down within the four research programs into such themes as root and tuber pathology or grain legume entomology. In fact, we agreed to take the four research programs as such as the units; viz, farming systems; cereals; grain legumes; roots and tubers. It became clear, in any event, that it would be practicable, within reasonable limits of error, to assess manpower outlays and financial expenditures by crop, even in the case of maize and rice (where some senior staff divided their efforts). We did not, however, press for such detailed divisions.

Administration

We were given an organigram explaining the new administrative set-up as of January 1974. To some extent the new structure involves changes in title, for example, a Director General and a Deputy Director General instead of a Director and Associate Director. Beyond that, the outreach program is now given a Director (Dr. Moomaw); there will be a Director of Administration, a Nigerian who is expected to make contacts with the Nigerian Government much easier with respect to imports and other aspects of relating to the Nigerian Government; and there is to be a Director of research, as yet unnamed, to whom the four program chiefs (with the title of Assistant Directors) would report. Files -- IITA

During 1973, IITA was to have increased its professional staff from 37 to 57; in fact the increase will be only to 47. One wonders what effect this shortfall has had on the real work effort and perspective of the Center. In financial terms, it clearly means that a considerable sum will be left unexpended or will have been diverted to other needs in the course of 1973. The staff classifications are still somewhat confusing in the sense that it is hard to classify, on a basis that will facilitate inter-center comparisons, what we call senior and support staff. At present, it is intended that the permanent international staff will cover the levels of Director, Assistant Director and scientist. Below that there will be executive support officers which it is hoped eventually to Nigerianize (presumably to "Africanize"); these would include the newly appointed production training officers, assistant librarian, editor, translations officer, accountant, and a number of staff responsible to the Assistant Directors of finance and physical plant services. Below that are the regular staff in six grades of whom the top two grades are normally college graduates and are really assisting scientists.

Root and Tuber Research

I discussed the root and tuber program with its leader, Mr. Hahn. Discussion was held in the middle of an international cassava conference in which it was clear that CIAT and IITA were working closely together. Cassava is a principal item in the mandate of CIAT and is the leading crop in the root and tuber program at IITA. There are differences in emphasis partly because of the regional differences in disease but also because CIAT concentrates on cassava as animal feed and as part of a farming system, whereas IITA is concentrating on research relating to cassava as a human food. (The conference and the discussion with Hahn did remind me that the two centers have identical names in English, and that their mandates are both broad and overlapping.) Specifically on his research program, Dr. Hahn said that he had virtually achieved his 1975 objectives which related to identifying strains with maximum yield, best starch content, resistance to bacterial wilt, resistance to cassava mosaic, high protein level, good storability, low toxicity, and acceptable palatability of the leaves, important in Zaire. The problem now was to incorporate these various desiderata in one plant. It would be impossible to maximize all objectives and he was now in process of finding which strains gave the best yields under various assumptions. It was only after leaving Dr. Hahn that I realized he is working at half his planned staff level. He did not, however, at any time raise the point that staff shortage was inhibiting his work program. He has had 3-1/2 man-years as against the planned 7 years of scientific work for 1973.

Outreach and Training

I discussed the outreach and training programs with the heads of the two units and have reported in separate memoranda in detail. Concerning outreach, the program is now reaching a peak level and there is a need to be selective in accepting programs. Indeed, the center realizes that it must now devise its own outreach program and not rely only on ad hoc government requests. The outreach budget, excluding the special funds provided by donors and member governments such as Zaire, is concealed within "administration" and should be split off so that it can be identified. A related point is the need to identify and cost the additional burdens on the regular staff, administrative and scientific, which the outreach program creates, and then to see that these charges are included in the full costs of the outreach program. In addition, at present the 1974 budget proposal fails to separate special projects at headquarters from outreach projects which are in fact the gut of the "special projects" of IITA. One shortcoming the Center recognizes is that, apart from the work in Zaire, there are no outreach programs in the francophone countries of Western Africa. Dr. Moomaw felt it would be helpful to his outreach program to coordinate with Bank agricultural projects in Africa and sometimes elsewhere in the world so that research components could be coordinated and the outreach effort could, as in Liberia, be related to the Bank's project work. In a manner that reminded me of discussions on INTSOY, Dr. Moomaw also cited the need for a "guarantee fund" to enable him to have turn-about time for people engaged in supporting the outreach program.

With respect to training, I found that its leader, Dr. Reeves, was conducting an active program of conferences and workshops, such as the current root and tuber conference, and the 1973 WARDA rice training program. He did not, however, feel that he had the full support of management, nor indeed did he appear to be aware of the management changes proposed for 1974, including the appointment of a francophone and an anglophone production training officer to help him. He felt he should have more space and more staff and that his training work should include strengthening the abilities of the Grade V and VI college graduates working in IITA itself. He felt that the Director was pressing for courses to be more intensive and shorter-term than they should be; he wished to maximize the use of facilities and also, I gather, to avoid social problems through having a large number of people with mixed backgrounds spending a long time within the IITA compound.

Small Farmers

I discussed the question of the Center's work as it affected small farmers. The Associate Director, Mr. Nickel, summarized some of the approaches, including divisible technology, minimum tillage, mulching, development of strains which did not require fungicides or fertilizers. He gave me a set of papers dated May 11, 1973, which he and his staff had prepared on this question for USAID. The papers described in detail how each research program relates to the needs of small farmers. (Regarding the emphasis in the Bank and in the centers on how Bank projects and center research work can best help the small farmer, one point is to decide how the Bank can act as intermediary between research work and the realities of the small farmer's life.)

Files -- IITA

Follow-Up of Reviews

In preparing to visit IITA, I had read the critique made by Messrs. Evans and Urquhart in their center review for 1973. They had raised several issues concerning, for example, the applicability of IITA's work outside its compound, the desirability of pasture work being undertaken, the need to work out a more definite outreach program, the transferability of vacancies freely between different research units, and the question of whether IITA should take up extensive work in vegetable research. So far, neither for IITA nor for the other centers have we adopted any system whereby these points will be checked out within the 12 months between annual reviews. However, it was clear that IITA intends to proceed with its vegetable unit, despite the reservations of the last review team. Indeed, the view was expressed that IITA could do this in collaboration with UNDP without having to consult TAC. On the other hand, Mr. Mashler of UNDP has said that he regards the procedure as being for the IITA Trustees to endorse the proposal and then to submit it to TAC before it is finally considered by the UNDP Governing Council.

Relations with Other Agencies

The question of relationships with other agencies came up from time to time, notably with FAO, TAC and WARDA, as well as with the Nigerian Government. There was some questioning of the efficacy of FAO; its limitations in outreach programs in Sierra Leone and elsewhere were cited. There is also discontent with FAO's overhead charges. There was some feeling that TAC needs to have a more direct knowledge of the program of the center, that the center has not been visited sufficiently, and that TAC should not have full responsibility for determining research priorities. Despite this reservation regarding the role of TAC, a subject which will come up more sharply in the light of the Bell paper, IITA's Director welcomed having a TAC member attend the in-house review (February 1974) of all the research programs. Despite the successful training effort for 25 field experts which IITA had held with WARDA, reservations were expressed about WARDA; it was hard to work with the Association as it was a highly politicized body. Yet, the support of IITA is vital to WARDA and, in fact, IITA has agreed to hold in 1975 the same sort of training course as in 1973.

Concerning the Nigerian Government itself, it is clear that IITA is an enclave which does not incite the sympathy of Nigerian officials. General Gowon has, however, been at the Center on three occasions. There has been some tension between the Center and the nearby leading research station, the Moor Plantation. IITA has identified bacterial wilt in Nigerian cassava and there was apparently an effort by the Plantation to blame IITA for introducing it into Nigeria. This has been disproved, but the Government so far has refused to concentrate on the problem which is important for Nigerian cassava production. The situation is expected to improve when Mr. Amon, who has been a member of the Consultative Group on behalf of African countries, becomes the head of the Government's Agricultural Research Council and thereby the leader of agricultural research in Nigeria, replacing the chief of the Moor Plantation. The Nigerians look for the Nigerianization of staff positions in IITA, and as indicated above, the Center Director is conscious of the Files -- IITA

pressure and is prepared to accommodate to it below the level of the senior scientific and administrative staff.

Concerning relations with the World Bank, I referred to the usefulness of keeping in touch with the Bank's offices in Lagos and Abidjan. $\frac{1}{2}$ (The Bank's Monthly Summary of Operations would help give IITA some idea of the scope of our agricultural projects as we have them tentatively planned for the next two or three years.) This could help in their planning of outreach and of other forms of cooperation with the Bank or the member governments with whom the Bank is working. On socio-economic work, there is a clear two-way case for cooperation with the Nigeria office. A lot of work is being done at IITA on farming systems, the adaptation process and other aspects of applied research and it could well benefit from discussions with both Ed Lim and Paul Grosjean in our Lagos office. More generally, discussion of agricultural problems with the mission in Lagos and with the staff in Abidjan should be useful for both the scientists and the economists of the center. Finally, in estimating inflation for the IITA budget proposals and projections, it would be helpful to have the advice of the Nigeria office. Every Bank project report contains an estimate of increase in costs in projects due to domestic and external factors and it would be helpful to review these and the general economic and price situation in Nigeria with Mr. Lim.

cc: Messrs. Graves, Mirza, Wyss, Povey, Rowe and Lewis

BMC:mcj

^{1/} Contact between Center staff and Bank staff, whether in the field, or when Center staff are at Consultative Group meetings in Washington, should also be increased.

LITA

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

TO: All Principal Staff, Research & Training and DATE: January 11, 1974 Special Project Staff

FROM:	John L. Nickel
	- John Whichal
SUBJECT:	Annual Program Review Schedule

CC: Members of the Research Com. of IITA Board of Trustees Mr. John Cooper, USAID, Wash. Consultative Group Observer, c/o Mr. Harold Graves

The proposed schedule for the Annual Program Review, February 18-22, 1974, is attached hereto. All principal staff in the research and training units are requested to attend. Special Project staff are also invited. Program leaders are requested to inform scientific and management staff in their respective programs that they are invited to attend the sessions covering their programs.

The Research Committee of the IITA Board of Trusteees will be meeting concurrently with the Annual Program Review. Members of this Committee will probably be attending all or most of the sessions. The Consultative Group for International Agricultural Research, the Technical Advisory Committee and USAID have been invited to send observers for the entire program review and WARDA has been invited to send an observer for the 20 February session on Cereal Improvement.

The schedule has been arranged with short sessions on the afternoons of Monday, Wednesday and Friday to provide some opportunity for members of the Research Committee and observers to hold further private discussions with individual scientists or program leaders if they wish. No evening sessions have been planned thus providing further opportunity for private consultations, writing of reports, etc. The sessions have purposely been planned to start one hour after the beginning of IITA working hours and to provide for a 2-hour noon break so that scientists will have some time to cover essential ongoing operations and give instructions to staff.

This year the schedule has been arranged so as to clearly separate the reporting of results from the discussion of these results, the reporting of plans for the future and discussion of research strategy for each program. This has been purposely done to avoid lengthy reports eroding the time available for discussion. Program leaders are requested to organize the reports of 1973 results in such a manner as to adhere to the schedule. Approximately, 20-30 minutes are provided for the reporting of 1973 results in each sub-program. In addition, an hour has been set aside for each program to describe plans for future research. It should be possible to summarize the results and plans in the time alloted, keeping in mind that the written reports will have been distributed sufficiently in advance so that participants will have had ample opportunity to read the reports, and the fact that the weekly seminars are meant to serve as a vehicle for more detailed presentation of research results of specific projects and sub-programs.

Encl.

meo

INTERNATIONAL INSTITUTE OF TROPECALI AGRICULTURE: INTER-OFFICE MEMORANDUM

TO: All Principal Staff, Research & Training and DATE: January 11, 1974 Special Project Staff

> John L. Nickel FROM: SUBJECT: Annual Program Review Schedule

CC: Members of the Research Com. of IITA Board of Trustees Mr. John Cooper, USAID, Wash, Consultative Group Observer, c/o Mr. Harold Graves

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Proposed Schedule Annual Program Review February 18-22, 1974

Venue: Conference Center

Monday, 18 February 1974

Root and Tuber Improvement Program

0830-1030		Reports of 1973 Results
1030-1045	-	Coffee Break
1045-1200		Discussion of 1973 Results
1400-1500		Research Plans for 1974 and Beyond
1500-1600	-	Discussion of Research Strategy

Tuesday, 19 February 1974

Grain Legume Improvement Program

0830-1015	-	Reports of 1973 Results
1015-1030	-	Coffee Break
1030-1200		Reports of 1973 Results (contd.)
1400-1500	-	Discussion of 1973 Results
1500-1600	***	Research Plans for 1974 and Beyond
1600-1700		Discussion of Research Strategy

Wednesday, 20 February 1974

0830-1030		Reports of 1973 Results
1030-1045		Coffee Break
1045-1200		Discussion of 1973 Results
1400-1500	-	Research Plans for 1974 and Beyond
1500-1600		Discussion of Research Strategy

Thursday, 21 February 1974

Farming	Systems	Program				
0830-101	15 -	Reports	of	1973	Results	
1015-103	30 -	Coffee	Bre	ak		
1030-120	- 00	Reports	of	1973	Results	(contd.)
1400-170	- 00		41	н	8	n

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Friday, 22 February, 1974

Farming Systems Program (Contd.)	Farming	Systems	Program	(Contd.)
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0830-1015	-	Discussion of 1973 Results
1015-1030	-	Coffee Break
1030-1200	-	Research Plans for 1974 and Beyond
1400-1600	-	Discussion of Research Strategy



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

Telephone: Ibadan 23741 (5 lines)

Cables: TROPFOUND, IKEJA

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

10 January 1974

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

Dear Harold:

You will remember perhaps at the time of your visit here we explained that our computer had been inoperative for a considerable length of time so our accounts for the last several months of this year have not been kept current. This problem is now being resolved and as soon as we can determine what our obligations for this past December were, we should be able to provide information concerning our financial position as of the end of December. It is now certain that we will move into 1974 with a fairly sizeable surplus in both our core and capital budgets. In part, these surpluses are due to our having received contributions in 1973 above the amounts expected from Belgium and Germany and since our employment schedule has not yet been met or stabilized. It is possible on the capital side no additional amounts will be required for such expenditures during 1974.

I regret that we can at this time only indicate the trend but felt obliged to alert you to these eventualities because of the shortfalls likely to complicate institute financing for 1974.

With best wishes, I am

Sincerely yours,

H. R. Albrecht Director General

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INTERNATIONAL INSTITUTE OF TROPICAL ADRICULTURE

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10 January 1924

Mr. Sar Looraves, Sarautive Seratary Consultative roup of International Aricultural Sessar h 1995 Street, N.W. Washington, AC 20623

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Mr. W.W. Levis Mr. Graves Mr. Cheek

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December 27, 1973

Dear John:

First, I must thank you for your Christmas Eve gift -- the set of IITA papers on your work as it affects the small farmer. This gives a good insight on your work. More generally, I think we will be needing to assess how the centers' work bears on the small farmer.

This takes me to the second matter -- McNamara's address to the Board of Governors in Nairobi on September 24, 1973, two copies of which are enclosed as we discussed. The theme is very much the small farmer's problems, and research work gets attention on pages 22 and 26. In the light of your remarks at the root and tuber symposium, page 29 will also catch your eye.

We discussed the socio-economic work of the centers, and I also met with your three economists on this aspect of your program. I am enclosing copies of the notes on the July seminar as well as the revised TAC priorities paper which has an important section on this theme.

While our visit to IITA was short, it gave me some sense of the center's work and I feel a closer rapport with you and Herb and some of your colleagues. I did appreciate the hospitality extended to us and the time devoted to discussing the progress of your program.

With my best wishes for 1974,

Sincerely,

Brule

Bruce M. Cheek

Enclosures

Dr. John L. Nickel Associate Director International Institute of Tropical Agriculture Oyo Road, P.M.B. 5320 Ibadan Nigeria BCheek:apm

December 17, 1973 529

Sir John Crawford

Harold Graves

IITA

On a recent visit to IITA, a Secretariat team learned something that may become a subject for TAC consideration. No decision has been made yet, but at a staff level, consideration is being given to recommending that IITA establish a sub-station in Nigeria for the purposes of its systems research. At the main station in Ibadan, rainfall is a bit less than 50 inches a year. It is felt that for the systems program, a location with at least 100 inches is necessary in order to carry out research in conditions that prevail in much of western Africa.

cc: Mr. Peter Oram

Jown

HGraves: apm



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

21 November 1973

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

Dear Harold:

Your cable proposing a 3-man team visit IITA December 6-8 was received last evening. I wired you this morning as follows:

> GRAVES . . DECEMBER 6-8 OK FOR VISIT X PLEASE SUPPLY PARTICULARS SO WE CAN PREPARE X ALBRECHT

Your help on identifying areas for discussion would help us make ready for your visit. We are assuming, of course, that the gist of recent Consultative Group discussions will be sent us shortly. We are pleased that you can come reasonably soon since advancementof the deadline for receipt of budget proposals for 1975 will call for speedy action on our part during the first two months of the year. The schedule will be all the more congested since our audit of the year 1973 can't be undertaken until well into February at the earliest and data from experimental work during the year won't be summarized until much before our Internal/External Review scheduled for the week 17 February.

If when you come it looks like the IITA is a very busy place it will be because the 3rd International Symposium on Tropical Root Crops will be underway with about 125 people here for the week of 2 December. Those of us who will be concerned with the visit of your team will, nevertheless, have ample time for our discussions.

Please let us have your travel plans as soon as they have been formulated and, meanwhile, I assure you we are delighted you're on your way.

With best wishes, I am

Sincerely yours, H. R. Albrecht Director

LAGOS/IKEJA OFFICE 89, SOBO AROBIODU AVE. P.O.BOX 145 IKEJA TELEPHONE : LAGOS 33931

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November 19, 1973

Dear Herb:

With this letter, I am sending a transcript of what members of the Consultative Group said, during their meeting early this month, about the grants they intend to make to the international agricultural research centers for 1974. The statements show (if my arithmetic is correct) intentions to make the equivalent of about \$5,345,000 available to IITA for 1974.

Beyond that, we may be able to persuade certain donors to increase their allocations to IITA. In addition, the International Development Association (IDA) of the World Bank Group also will wish to consider what support it can give to indicate the possible size of such a contribution until about December 15. Until that time, it will not be known whether the Inter-American Bank will be in a position to make grants to the research institutes in the Western Hemisphere; and until that is decided, IDA will not know what needs it will be faced with from the research network as a whole.

Needless to say, every effort will be made to complete the financing of the essential core and capital budget of IITA; but, depending on what the Inter-American Bank does, it may be necessary to exclude from the target figure some of the capital expenditures IITA has been contemplating for 1974. We will be in touch with you promptly when the Inter-American Bank has made its decision and it is possible to say what allocation IDA will be able to consider.

Sincerely yours,

Harold Graves

Enclosure

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

HGraves : apm

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Distribution: Mr. Graves

OCTOBER 30, 1973

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INTBAFRAD

WASHINGTON

GRAVES GERMAN CONTRIBUTION INTENDED TO ENABLE PURCHASE CAPITAL ITEMS DEFERRED DUE TO THEIR INABILITY TO GRANT FUNDS IN 1972 STOP OUR FAILURE TO EXTEND FOR THAT PURPOSE MAY CAUSE THEM SOME PROBLEM

ALBRECHT

COLL 1972

Le IITA V



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

30 October 1973

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

Dear Harold:

Sorry I couldn't cable you back sooner in response to yours of 26 October but Nigeria has been celebrating the end of Ramadan with a 3-day holiday so the posts and telegraphs have been non-functional.

I cabled you today as follows:

GRAVES . . GERMAN CONTRIBUTION INTENDED TO ENABLE PURCHASE CAPITAL ITEMS DEFERRED DUE TO THEIR INABILITY TO GRANT FUNDS IN 1972 X OUR FAILURE TO EXPEND FOR THAT PURPOSE MAY CAUSE THEM SOME PROBLEMS X ALBRECHT

Last summer, during the CG meeting in Washington, Dr. Trietz expressed the feeling that he might succeed in getting some of the money which they had committed themselves to provide in 1972 and asked us to present a written request for funds to cover items which had to be deferred due to the German Government's inability to make a grant in 1972. A similar request, I understand, was made to CIMMYT.

We had, as you know, the shortage crop up in 1972 due to shifts in funding and ended up deficit due to non-replenishment of inventory accummulated earlier with capital funds made available by The Ford Foundation under their philosophy of the "turn-key" principle by which it was intended to hand over to the IITA Board of Trustees a completely furnished facility. This deficit was in large measure wiped out with the late arrival of the Belgian grant.

In consequence, we are still short a number of the capital items with which we plan to facilitate our laboratories and field operations and we face escalating prices well above expectancies of a year ago on site development. Consequently we would have more than enough use for the \$145,000 and would like to expend it according to the understanding we had arrived at with Dr. Trietz. Since it is evidently the German intention to grant us 다. 그는 그는 것 같은 바람들이는 것은 가지가 말하는 것을 다. 다. 가지가 한 것 같이 있다.

sty. Techtol. ...

or, Berid Creves, Creative Secretary Consultative Grado in international Agriculture Casser a 1910 H Streat, C. . . Masidnaton, DV 20433

Dear Harold

Serry 1 couldn't cable of a back to net in the prove is performed for fact that bot Nigeria has been celearating the end of Ramaden with a lower and ruso the poets and telearades have been non-functional.

I cabled you today as follower

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Mr. Harold Graves 30 October 1973 page 2.

the full \$750,000 for operations during 1974, they and we too might be a bit uncomfortable in converting 1972 capital/development funds into 1974 operations money. If, however, the Germans would agree to this I would think the sum should be deducted only from their 1974 commitment. In such event we would need again to defer purchase of the items not bought last year.

With best wishes, I am

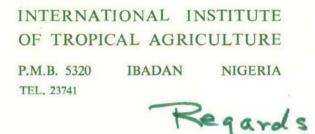
Sincerely yours,

H. R. Albrecht Director

ar

To Mr. Harold Graves -- for your information.

With the compliments of the



Form No. 52

ITA V



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

Telephone: Ibadan 23741 (5 lines)

Cables: TROPFOUND, IKEJA

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

26 October 1973

TO: Members of the Board of Trustees, IITA

FROM:

Kates frontihell Secretary to the Board

SUBJECT: Minutes of the Sixth Annual Meeting --

Enclosed please find the minutes of the Sixth Annual Meeting of the IITA Board of Trustees held in F. F. Hill Hall the latter part of May 1973. As you will note, these are summarized minutes briefly noting the items that came before the Board for their attention. On file at IITA are the comprehensive minutes of the meeting should any Board Member wish to refer to them in the future. They have not been reproduced for distribution.

Trustees will be interested in the fact that these minutes were prepared in IITA's own print shop which is under the Communications and Information Office.

On 5 November the Executive Committee of the Board of Trustees will be meeting in Ibadan. As you no doubt recall the members of this committee are: Dr. Bukar Shaib, Chairman, Dr. F. F. Hill, Vice Chairman, Professor I. S. Audu and Drs. McKelvey and Albrecht. If there is any matter you feel should come before the Executive Committee in November you could bring it to the attention of one of the members or send it directly to the Board Secretary. Following the meeting of the Executive Committee I will be communicating to you any decisions taken during the meeting.

In Ibadan we are just finishing up the rainy season with flurries of rain almost continuously for the last three days. I hope each of you are comfortable in your locality, and that this note finds you well and happy.

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

Telephone: Ibadan 23741 (5 lines) Cables: TROPFOUND, IKEIA

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

26 October 1973

:OT

FROM:

Secretary to the Board Wedy fortable

SUBJECT: Minutes of the Sixth Annual Meeting ---

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SIXTH ANNUAL MEETING

of the



IITA BOARD OF TRUSTEES

F.F. HILL HALL

MAY 28 - 31, 1973



SIXTH ANNUAL MEETING

of the

IITA BOARD OF TRUSTEES

F.F. HILL HALL

MAY 28 - 31, 1973

Members Present:

Bukar Shaib (ex-officio)

F. F. Hill (ex-officio)

Herbert R. Albrecht (ex-officio) Ishaya S. Audu

H. George Dion

Frederic G. A. Fournier

Dennis J. Greenland

John J. McKelvey (ex-officio)

Jean Nya-Ngatchou

C.H. Obihara

Thomas R. Odhiambo

James T. Philips

Armando Samper

Abdoulaye Sawadogo

Bernhard Schweiger

Also Present:

J. L. Cooper J. R. Mitchell J. L. Nickel D. L. C. Pritchard G. B. Baird Chairman, IITA Board, Permanent Secretary, Federal Ministry of Agriculture and Natural Resources, Lagos, Nigeria.

Vice Chairman, IITA Board, International Advisor, The Ford Foundation, New York.

Director of the IITA.

Vice Chancellor, Ahmadu Bello University, Zaria, Nigeria.

Special Advisor in Agriculture, Canadian International Development Agency, Ottawa, Ontario, Canada.

Office de la Recherche Scientifique et Technique, Outre-Mer, Paris, France.

University of Reading, Reading, England.

Associate Director, Division of Agricultural Sciences, The Rockefeller Foundation, New York.

Permanent Secretariat of Scientific and Technical Research, Yaounde, The Cameroun.

Director, Federal Department of Agricultural Research, Ibadan, Nigeria.

International Centre of Insect Physiology and Ecology, Nairobi, Kenya.

Minister of Agriculture, Monrovia, Liberia.

Director, Marketing Center, University of Bogota, Colombia.

Minister of Agriculture, Republic of the Ivory Coast, Abidjan.

Federal Ministry of Economic Cooperation, Federal Republic of Germany.

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USAID
Secretary
Associate Director
Treasurer
USAID

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Preliminary Session, May 28

The Chairman opened the meeting with a welcome and introduction of members of the Board. The Director also welcomed the Board to the IITA campus. The agenda, as previously approved by the Executive Committee, was approved by the Board.

The Associate Director described the programme presentations and field trips which had been planned to bring the Board up to date on the work of IITA.

The Director summarized the physical development of the site, the construction programme now nearing completion, the activities of the past year, and additions of new staff members.

Business Sessions, May 29-31

Item 1. Approval of the Minutes of the June, 1972, Meeting

Other than a letter from Dr. Camus, who retired from the Board in 1972, there were no comments from past or present Board members, and the minutes were approved.

Item 2. Report by the Executive Committee

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The Chairman explained that though the Executive Committee had been unable to meet during the year, some action had been taken by mail. In February, 1973, steps were taken to transfer the Director, at the end of his five-year contract with the Ford Foundation, to a direct IITA contract. The Board endorsed the action of the Executive Committee in extending the Director's contract through 30 June, 1975.

The Chairman welcomed the incoming new Board members: Ishaya S. Audu (Nigeria), Frederic G. A. Fournier (France), Dennis J. Greenland (U.K.), C. H. Obihara (Nigeria), Thomas R.Odhiambo (Kenya), James T. Philips (Liberia), and Bernhard Schweiger (Germany). Dr. Audu will serve as a member of the Executive Committee.

A list of appointments of IITA staff members was before the Board for confirmation. Some staff members, originally contracted by the Ford Foundation, already confirmed by the Board at the end of their second year, have now been appointed on a continuing basis. Confirmation of the appointments of Messrs. Pritchard and Nwa will be considered at a meeting of the Executive Committee. Staff members currently supported by the Rockefeller Foundation will complete their initial two-year period before the next meeting of the Board, and the Chairman suggested that the same criteria used in considering the Ford Foundation staff members for confirmation should be used with the Rockefeller staff members. A list of new appointments was before the Board. The Director explained the various categories of staff, and as there was no further discussion regarding the appointments, they were approved.

The Executive Committee had also considered the question of severance pay for terminating staff members. The Board agreed that the Directors of the various Institutes should formulate a common policy in this regard and that it be discussed at the next meeting of the Board.

The Executive Committee and the Board discussed at some length the organization and structure of the administration of IITA. With the rapid expansion of the Institute, the present administration is becoming understaffed and overworked. The Director and Associate Director have been asked by the Executive Committee to formulate proposals on this problem for the next Executive Committee meeting in preparation for making recommendations to the Board. A number of suggestions were made by the Board, and the administration was asked to investigate the problem and make its recommendations.

Item 3. Director's Report

Further to the overview presented by the Director during the Board's preliminary session, he made some comments regarding the financing of IITA. Support which had been anticipated from the German and Belgian governments during 1972 had not materialized, but both governments felt a strong commitment to IITA so it was expected that the projected programmes to be supported by such funds would eventually be activated and would commence whenever the contributions were received. The German government is particularly interested in training functions, conferences, and seminar programmes. Belgium is interested, among other things, in strengthening the Institute's French language capability. Both are interested in developing cooperative programmes involving IITA and Belgian and German scientists.

The World Bank and the Ford and Rockefeller Foundations continue to support core operations. CIDA is about to make its final contribution on its five-year contract. ODA and USAID have increased their support in 1973. The Netherlands government maintained its past level of support. The Director expressed his satisfaction for the generally broad-based support of IITA and for the positive response of the Consultative Group and the TAC.

The Director reported on the recent meeting of the International Institutes directors at Bellagio, at which there was discussion toward working out more uniformity among the Institutes in budgeting, staffing, procedures, perquisites, etc., and toward more inter-Institute coordination of research and training programmes.

In the discussion of the Director's report, the question of possible financial aid from the European Economic Community, the European Fund for Development and Les Communautés was raised. The Chairman asked the Director to investigate these sources. The Chairman explained the general funding policy to the Board and summarized the discussion on this general subject.

3

Item 4. Administrative Officer's Report

The Administrative Officer summarised the report of the administration, a copy of which was before the members of the Board, covering the Treasurer's office, Personnel, Engineering, and General Administrative Services. The work load on all of these sections is increasing in proportion to the rate of growth of the Institute. The financial work load, particularly, has been aggravated by the introduction of several special projects.

Staff conditions of service are improving steadily, but a special problem of staff morale exists in the group of highly experienced key support expatriate staff in view of the government's indigenization policy, and the Administrative Officer asked the advice of the Board in this matter.

There was discussion regarding the problem of educating the children of staff members. The Chairman reported that in the Executive Committee meeting the consensus had been that the Institute should ask permission from the Western State government to open its own school, if that was the wish of the parents involved.

The Chairman moved that the Board of Trustees generally support the move to establish a school for IITA staff children, and encourage the administration to assist the parents' group to explore with the appropriate government authorities the means by which such a school, which might be a parent-controlled cooperative, could be established.

In a discussion on housing facilities and problems, the Administrative Officer described the present situation, wherein the shortage of on-campus housing makes it necessary to provide off-campus housing, primarily for staff engaged on special projects. This is a difficult situation due to the shortage of desirable homes for leasing. The Institute presently needs 17 units off the campus.

In response to a question from the Board, the Chairman explained that under the terms of Decree 32 the Institute could recruit anyone from anywhere in the world for any post. The Institute is, however, working toward indigenizing some administrative posts as suitable staff become available. On-the-job training is presently the method for training counterparts, and there was a suggestion from the Board that basic training programmes for indigenous staff should be sponsored. Key expatriate staff should be retained in their posts until such time as adequate replacements are available.

Item 5. Financial Report by the Treasurer

The Auditor's report and the Treasurer's report were before the Board members. The Treasurer gave a general explanation of the accounts. Last year's deficit of \$140,000 has been cleared with payment of the Belgian grant. The Treasurer explained some innovations introduced into the accounting system.

The Director stated that the budget format was laid down by the Consultative Group, but that the Treasurer did not feel that this format gave sufficient information concerning programme financing. Consequently a second set of tables considered more descriptive has been provided.

The cash flow problem was discussed, and the Treasurer stated that this had not yet become serious and would be resolved if the donor agencies paid early in the year.

Item 6. Consideration of Proposed 1974 Budget

Copies of the proposed 1974 budget were before the Board. Dr. Hill gave a summary explanation of the method of financing the Institutes over the past few years and the position of the Consultative Group in present financing arrangements. The Group helps with the allocation to the several Institutes of available funds from the various donor agencies, largely upon the advice of the TAC. It will become necessary for the Consultative Group to study requirements of the Institutes more closely from now on and to establish priorities. The Chairman felt it was helpful to be appraised of this broader viewpoint on Institute funding and to see IITA in the perspective of the total support granted the Institutes as a whole.

Dr. McKelvey indicated that the Rockefeller Foundation would continue to support and strengthen the Institutes.

Mr. Cooper said that, subject to appropriations of funds, USAID would hope to support up to 25% of the core budgets up to an annual ceiling of \$7m, of which \$1.5m would be earmarked for IITA.

Dr. Schweiger said that the German government hopes to continue to support IITA to the extent of \$750,000 each year.

There was then a detailed consideration of the budget presentation. The Board, recognizing the importance of plantain as a basic food, agreed that a pilot study be included in the Farming Systems programme, but with the proviso that additional core budget funds for this purpose not be sought at this time.

On the question of special project proposals, the Board encouraged the administration to reject special project proposals that are not self-sustaining financially or which might otherwise prove financially detrimental to the Institute.

The IITA budget request for 1974 was, upon due motion and second, approved by the Board.

Item 7. Change in Decree No. 32

The Board had considered the matter of amending Decree No.32 two years previously. A report on the proposed changes had been circulated to interested Ministries and Departments of Government. In consultation with Dr. Shaib's office and in light of the responses received, the Institute embarked on a further modification of the provisions of the Decree. A note on the suggested changes and a copy of the decree were before the Board. The Board considered each section of the decree and the proposed changes in detail.

The purpose of the modification proposed to Page A153, para 8(1), is to allow the Federal Government to make available land in the Ikeja area for IITA to construct a communications center and guest house.

There was considerable discussion of the amendment relating to exemption from customs duties. The Chairman explained that this was being requested in order to equate IITA's position with that of other international agencies in Nigeria, such as UNESCO. Since many IITA staff members are recruited for long-term assignments, it would be desirable that customs-free privileges be granted periodically instead of on arrival only.

With regard to the clause relating to excise duty, the Chairman stated that it had never been the Government's intention to charge excise duties against IITA purchases. Nevertheless, the problem persists.

On the section relating to the disposal of the IITA facilities in the event of termination of the Institute, the Chairman pointed out that some Ministries felt that the Foundations were seeking to withdraw their support, and he invited Dr. Hill and Dr. McKelvey to submit letters assuring the Institute of their Foundations' continuing support. It was concluded that it was best not to propose an amendment to this section at this time.

On the question of setting the number of Board members at a meeting for a quorum at five, the Chairman explained that it had been set at this low figure in view of the long distances Trustees have to travel and the difficulties likely to be encountered in gathering a larger number in the event of an emergency meeting.

The Administrative Officer was directed to work with the Permanent Secretary of the Federal Ministry of Agriculture and Natural Resources in submitting the proposed Decree changes to the Federal Government for final drafting and acceptance.

Item 8. Outreach Programme

The Assistant Director led a general discussion on IITA's outreach programme, including coordination and cooperation between various Institutes working in the same field. In general it was felt that duplication of programmes was being avoided from Institute to Institute due to well-coordinated planning and programme activation. Work is under way in Zaire (on maize, cooperatively with CIMMYT), Cameroun (food crop production potentials, USAID), Liberia (rice production, IBRD), Sierra Leone (rice production, UNDP/FAO), WARDA (rice production training), and Tanzania (maize and grain legume improvement, USAID).

The Chairman asked that a policy paper on the various facets of the outreach programme be prepared for the next Board meeting.

Item 9. Board Research Committee and Review Panel

The Executive Committee recommended, in its meeting of 26 May, 1973, that the internal reviews be continued, with observers and the Board Research Committee present. A schedule of external reviews should be established, with an intensive review of one programme conducted each year and a general overview each fifth year. The Director explained that at the time of International Centers Week it had been agreed that such reviews were becoming too frequent. He wished to have a continuation of this year's simultaneous internal and external reviews, held concurrently in conjunction with a meeting of the Board Research Committee. USAID requires that an annual review be made, but Mr. Cooper felt that USAID would view sympathetically a request by the Board for simplifying the review and would consider amending its requirement accordingly.

It was agreed that donor agencies would wish to know of the progress made each year and that the public relations aspect was important. The Consultative Group wished to have its representatives study the achievements of each Institute each year for the information of its donor agencies, thus obviating the need for each agency to send its own representative.

The Chairman expressed concern that a centralized control of programmes might be set up in Washington. He felt it essential that Institute Boards should evolve their own systems of review which were acceptable to the donors.

In summary, the Chairman stated that a Research Committee should conduct an internal review and invite independent observers to attend. Institute staff should prepare its comments which would then be circulated with the report of the independent observers. Any member of the Board of Trustees would be welcome to attend such a review and the Institute would value any comments he wished to make.

The Chairman explained that this year the terms of office of all the members of the Research Committee had expired and that there was therefore no report prepared for presentation to the Board. He proposed that a Research Committee, to consist of Drs. Greenland, Nya-Ngatchou, Odhiambo, Fournier and Obihara, be appointed to serve for a two-year period. These nominations were approved by the Board.

The Research Committee would take part in the in-house review. It was suggested by the Chairman that each Programme Leader should prepare and present a report of the activities of his programme to the Research Committee which in turn would add its own analysis and suggest new proposals and policies for Board and staff consideration. The Committee would be expected to find and consider ways of plugging any gaps in the programme and to recommend appropriate modifications or termination of those whose continuation is questioned.

The Director explained that it was necessary for the internal/external review to be scheduled in February to allow enough time for the preparation of all documents to be distributed prior to the Board meeting in May.

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Item 10. Vehicle Loan Scheme

The Administrative Officer explained that this subject had been considered by the Board at a previous meeting but that it should be reviewed in the light of present circumstances. He pointed out that the present arrangements compare unfavourably with schemes operated by organizations similar to IITA.

The Treasurer then described the proposed improved scheme, copies of which were before the Board members.

One of the greatest stumbling blocks has been the restricted borrowing powers of the Institute. The Treasurer asked the Board to authorize the Institute to borrow money by overdraft. The Chairman commented that the University, for example, could and did borrow money and saw no difficulty for IITA in doing this.

There was discussion regarding the financial risk which would be undertaken by IITA in the making or guaranteeing of car loans.

Dr. Hill moved that the administration be authorised to approach the Standard Bank Ltd. with a view to setting up the new vehicle loan scheme, taking into account the comments of the Board; This motion was approved.

Item 11. Staff Pension Plan

The Board had previously asked the administration to look into the conditions of service of its employees with a view to making them comparable with those of similar organizations. The staff is not completely satisfied with the National Provident Fund, and an ad hoc committee drawn from all levels of staff had explored the possibility of establishing an IITA staff pension plan. The details of the scheme were before the Board.

The committee recommended a plan similar to that of the University of Ibadan, intended as an adjunct to the Provident Fund, and would be an endowment insurance with profits policy. The plan provides that either a lump sum would be paid on retirement or an annuity given for the rest of the employee's life. If the Provident Fund commitment could be waived, the contributions now paid would be added to payments into the new pension fund.

Since the IITA Employee's Union had been formed in January, the proposal would have to be put to the Union before it could be introduced. The Scientific/Management staff has already indicated its acceptance. The Board approved the proposal for the groups of staff which want to accept it.

Item 12. Designate Auditors for 1974

The Treasurer explained the several reasons why the present firm of auditors is considered unsatisfactory and that the Institute felt it would be desirable to retain the Ibadan-based firm

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of Spencer-Thirlwell, Alalade and Co., which also audits the University of Ibadan accounts. The Board named Spencer-Thirlwell, Alalade and Co. as auditors for the 1973 accounts.

Item 13. Other Business

The Board approved the suggestion that IITA Drive be renamed Yakubu Gowon Drive in recognition of the interest shown by the Head of State and by his Governors in the development of the Institute. The Board asked the Director to invite the Head of State to unveil the plaque commemorating the dedication of IITA on 20 April, 1970, and rename the street on the occasion of the next meeting of the Board.

The Board voted to hold the Seventh Annual Meeting May 27-30, 1974, in Ibadan. The Chairman called upon the Secretary to send letters of invitation to the members six months in advance of this date.

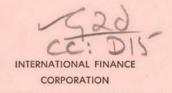
The Chairman proposed a vote of thanks to the Director and Associate Director for the hard work they had put into building up the Institute in such a short time. The Chairman, donors, and members of staff were congratulated for their contributions to the Institute's development.

The Sixth Annual Meeting of the Board of Trustees adjourned at Noon on 31 May 1973.



Form No. 27 (3-70) INTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT



OUTGOING WIRE

TO: ALBRECHT TROPFOUND IKEJA

DATE: OCTOBER 25, 1973

LT

CLASS OF SERVICE:

Rea

COUNTRY: NIGERIA

TEXT: Cable No.:

GERMANS NOW STATE 350,000 MARKS AVAILABLE TO IITA FROM 1972 FUNDS. SECRETARIAT CALCULATES THIS TO BE ABOUT \$145,000. HOPE THAT YOU CAN SOON INFORM ME WHETHER AND TO WHAT EXTENT THESE FUNDS CAN BE APPLIED TO YOUR APPROVED PROGRAM AND BUDGET FOR 1974. REGARDS.

GRAVES

	NOT TO BE TRANSM	TTED
AUTHORIZED BY:		CLEARANCES AND COPY DISTRIBUTION:
NAME Harold N. Graves, Jr.	COMMUNICATIONS	
SIGNATURE House 2	1201 HG 22 8 27 PH 137	
(SIGNATURE OF INDIVIDUAL AUTH	ORIZED TO APPROVE)	
REFERENCE: HGraves:apm	DISEVICIED	For Use By Communications Section
ORIGINAL (File Copy)		A
(IMPORTANT: See Secretaries Guide for p	reparing form)	Checked for Dispatch:

(3-70) INTERNATIONAL DEVELOPMEN

INTERNATIONAL BANK, FOR RECONSTRUCTION AND DEVELOPMEN

OUTGOING WIRE

ALBRECHT TROPFOUND IKEJA

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OCTOBER 25, 1973

INTRY: NIGERI

TEXT: Cable No.:

GERMANS HOW STATE 350,000 MARKS AVAILABLE TO IITA FROM 1972 FUNDS. SECRETARIAT CALCULATES THIS TO BE ABOUT \$145,000. HOPE THAT YOU CAN SOON INFORM ME WHETHER AND TO WHAT EXTENT THESE FUNDS CAN BE AFFLIED TO YOUR APPROVED PROGRAM AND BUDGET FOR 1974. REGARDS.

CRAVES

Harold N. Graves, Jr. COMMONICVIIONS	
International RelationsOCL 52 8 23 LH 1813	ляао
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ORIGINAL (File Copy)	



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

19 October 1973

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

Dear Mr. Graves:

I hope our few comments concerning Mr. Bell's report for the subcommittee on Center Review Procedures isn't getting to you too late. The report got to Ibadan on the 16th and had to be reviewed by several of our officers. We have not received a copy of Hal Hanson's report to Center directors (learned about it by receipt of a copy of Ralph Cummings reply to Hal).

We have no special comments to make for in general the report is a very acceptable document. Our main concern is with the recommendations on page 6, which would advance budget presentations (preliminary) to 31 March. This would require us to submit budget requests which had not been studied or approved by our Board of Trustees. Also, being on a calendar/fiscal year basis, our Treasurer and his aides become so involved in closing out previous years affairs their help in developing the new budget would be too minimal. We would hesitate to impose upon the members of the Executive Committee of our Board a trip to Ibadan in March when the full Board meets in May. We would need to continue holding Executive Committee meetings late in the year to attend to mid-term business. We completely revised our Board meeting schedule in 1972 when the date for submission of budgets was advanced. It could be done again, but not very conveniently in 1974.

My best wishes.

Sincerely yours,

H. R. Albrecht Director

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accepts its for ment. Our wells or norm is with the recommendations on page of minimizer would advance buoust procentations (preliminary) to \$1 % eros. This would require us to submit here, i remeats which bad not been studies Inc. Extrapled a mained would assert this bised too to have the stre int calle at howload on emotod at its old our remonstration, they rear air task. We would institute to the new upon the members. I the support Committee of our loteits wig to locate in Merch when the full Scatteress here's strategies of the second and every him of hereige of the great at each ele faut à la lance d'altre d'altre 1970 vitait fue date date e and d'un faut ele and a sector of the sector of a sector, and not very convertined. In 1999,

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GS

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE



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IBADAN, NIGERIA SEPTEMBER 1973

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SUMMARY

Vegetables are important in the diet of most West African peoples and supply a large proportion of the essential nutrients. Increased production is desirable and is being stimulated but very little research work has been carried out and not much is known about vegetables and their production in the humid tropics of West Africa. Research is urgently needed to provide scientific information to support vegetable production enterprises and provide solutions to the many problems which limit the growth of the industry.

The industry is badly in need of -

- i) Improved varieties
- ii) Reliable sources of high quality seeds
- iii) Improved production techniques including safe and effective disease and pest control
 - iv) Advice on the distribution, storing and processing and marketing of vegetables
 - v) Information on the nutritive value and possible toxic principles of some vegetables.

The early phase of the research should be directed towards production problems of -

- (i) tomato
- (ii) pepper
- (iii) okra
 - (iv) some indigenous vegetables and
 - (v) the changes that large scale vegetable production may have on the farming systems in various ecological zones within the humid tropics.

A team of scientists consisting of plant breeder, plant pathologist, entomologist, nematologist and horticulturist is suggested.

A preliminary program of work has been prepared. It is estimated that the project will cost about \$438,000 annually.

PROPOSAL FOR THE ESTABLISHMENT OF A VEGETABLE RESEARCH UNIT AT IITA

INTRODUCTION

There are at present two major food problems facing most developing countries. These are (i) the problem of quantity and (ii) the problem of quality. In many of these countries the latter is the more serious of the two and large proportions of the populations are suffering from malnutrition. Sai (8) has pointed out that the extent of malnutrition in West Africa could be greatly reduced if more fruits and vegetables were consumed.

In many parts of the humid tropics the food consists of starchy staples and especially where animal products are scarce, vegetables are important constituents of the diet (6) supplying most of the vitamins and minerals and a substantial part of the proteins. It is not unusual, however, to find that large number of people who need these vegetables are unable to obtain adequate supplies. Some reasons for this scarcity are (i) some of the vegetables are not cultivated but are harvested where they occur on roadsides, in fields, in farms as weeds, in bush fallow or generally from the wild with the supply, depending on the availability of land and condition suitable for natural regeneration; (ii) many of the plants are not drought tolerant and where irrigation is not available production is limited to the rainy season; (iii) inadequate methods of production, storage and distribution to supply the rapidly developing urban centres; and (iv) higher education and income levels which have somewhat changed the food preferences of a section of the population who tend to buy more vegetables, thus forcing prices up beyond the reach of the lower income groups. Consequently, prolonged scarcity could worsen the situation leading to the development of eating habits inferior to present ones.

PRODUCTION AND PRODUCTION PROBLEMS IN TROPICAL AFRICA

Vegetables production in West Africa may be classified as (i) vegetable production in small compound gardens or within the mixed cropping system; (ii) specialized small market gardens, close to urban centres, or on the fadamas and similar locations; (iii) the cooperative farms or market gardens and (iv) the large scale production for local and export market.

(i) <u>Vegetable production in small compound gardens or within</u> mixed cropping system

The first group has been the long standing traditional vegetables production systems accounting for the major portion of the vegetables consumed. The vegetable producer produces mostly native vegetables, pepper and tomato for home consumption and for markets in nearby villages and towns. The bulk of the crop is grown in mixtures and production is limited to the duration of the rains, but sometimes low lying spots such as the fadamas of the Northern States of Nigeria may be reserved for vegetables during the dry season. He collects his own seeds and usually does not use fertilizers and plant protection chemicals.

(ii) The specialized small vegetable gardener

The specialized small vegetable gardener is usually found in or around larger towns and cities at some location where he can find water for irrigation during the dry season. Availability of water is very important, as in some cases vegetable producers concentrate on the dry season when there is least competition from other areas, and when out of season vegetables command higher prices. This production is aimed at satisfying the needs of the higher income segments of the population who can afford to buy the vegetables which consist of sub-tropical and temperate vegetables such as lettuce, sweet pepper, garden egg, cauliflower, carrots, tomato beet root etc. Vegetable gardeners have also realized that there is a good market for indigenous vegetables, especially leafy ones and have developed systems for growing the above two categories of vegetables. In many towns and cities, the locations of these small holder vegetable gardens are being threatened by urban development. In Ibadan, residential development is rapidly taking up the land on the bank of the Ogunpa river used for vegetable growing. In Lome, the city has grown up around the principal vegetable growing area and this land will be below new buildings in the near future. It would appear that in some cases the authorities are unaware of the plight of these market gardeners and nothing is being done to relocate them. Most of them are unable to buy or lease new locations and are gradually being forced to give up vegetable farming. In Lome, however, the vegetable farmers are being relocated outside the town where they are also supplied with irrigation facilities. This group of vegetable gardeners regard themselves

as special farmers and consider the techniques of growing exotic vegetables family secrets that should be passed on only to interested descendants and apprentices who must pay to learn. They rely on local suppliers of seeds of exotic vegetables and where necessary may import their own seeds. They seldom use fertilizers or plant protection chemicals but realize the importance of compost and similar soil ammendments, such as city garbage which they may purchase for manuring their plots, as is the case in Porto Novo, Dahomey. Some polluted city streams, and rivulets from which irrigation water are obtained may be rich in useful minerals but may also constitute sources of many disease organisms and parasites.

(iii) The well organized vegetable production cooperative

The well organized vegetable production cooperative is relatively new. They have been developed to produce tomatoes mainly for the factories. They receive technical advice from the extension staff and are usually assisted with irrigation and equipment by the government or the factories where they sell their produce. The major problem facing this group is that of disloyalty among members, resulting from the temptation to sell their fruits to other sources other than the factories when it is more lucrative to do so. If this trend continues, the factories may become uneconomical to operate and the closing of the factories would leave them without a reliable market.

(iv) Large production units

Large production units are few and are recent developments.

They produce for factories to which they are attached or mainly for export. Interest in these enterprises is increasing and the number of these units is expected to increase in the near future. Bud Senegal near Dakar, Senegal, is possibly the largest and best known of the exporting companies, while the tomato plantation at Gombe, in Nigeria is perhaps the largest factory production unit in West Africa.

NEED FOR RESEARCH

The importance of vegetables in the diets of the West African peoples and some of the reasons for the existing shortages have been stated above. These conditions are known to the various governments and ministries of agriculture and steps are being taken to remedy the situation. The importation of processed vegetable products is being allowed into the countries to fill the demand that the local supply cannot meet. Accurate figures on the quantity of vegetable products imported into West countries are not available, but in 1967 Italy alone exported 12,000 tons of tomato paste to East, Central and West Africa, and in 1971 Nigeria alone imported over 5,000 tons of tomato paste (5). It is realized that the money leaving the country in these importations can be saved and efforts are being made to set up local tomato production and processing units. To this end, Nigeria has two major factories, one at Zaria and another at Gombe; there are other smaller factories but they do not operate regularly. Ghana has one factory but this has not been operating for sometime. Senegal and Dahomey are

studying the possibilities of setting up factories. Some countries are trying to stimulate increased production by:

- providing extension services to vegetable producers in the vicinity of urban centres.
- developing irrigation facilities for vegetable production.
- iii) providing extension bulletins and advice to vegetable producers, and
- viv) arranging for importation and distribution of seeds of exotic vegetables.

Bud Senegal and some smaller entrepreneurs have began to exploit the vegetable production potentials of West Africa as suppliers of vegetables for the European Winter market. It is safe to predict that this production will expand in the near future.

It is now obvious that there is need for rapid expansion in the vegetable industry despite the numerous problems associated with it. As far as can be determined very little has been done in vegetables research in the African tropics and a look at the present situation reveals that present efforts are inadequate. The Institute of Agricultural Research; Ahmadu Bello University, is trying to keep pace with growth and requirements of the tomato industry in Northern States of Nigeria, while the Institute of Agricultural Research and Training, University Ife has started research on tomato in Western Nigeria. Many of the other universities with faculties of Agriculture and state experiment stations have from time to time conducted small experiments on vegetables but there are usually no detailed permanent programs on intensive vegetable production. There are a few home gardens and nutrition centres sponsored jointly by FAO and the various countries in

which they are located. These centres are not really research stations as such, but serve as seed production and distribution centres of the extension service. Examples are Ilesha in Nigeria and Ouando in Dahomey. In Dakar Senegal a similar project is studying the possibility of developing for year round vegetable production those low areas that are flooded during the rainy season but ideal during the dry season.

Even within those institution in which some work is being done on vegetables, shortage of funds and personnel have seriously curtailed their efforts. Reasons for the urgent need of research on vegetables in tropical Africa may be summarised as follows :

- (a) The need to stabilize supply of vegetables throughout. the year and provide adequate supplies for processing plants.
- (b) The fragmentary nature of research that has been done on vegetables makes the provision of a package of information to farmers difficult.
- (c) Very little is known about the indigenous vegetables.
- (d) Breeding work is necessary for the development of high yielding, adapted, high quality, and disease resistant varieties.
- (e) There is a lot of ignorance of the nutritive values and importance of vegetables in the diet among a large segment of the population. The gradual elimination of ignorance through increases in literacy, higher

standards of living and the current population explosion in the developing countries require rapid increases in vegetable production in the not distant future to an extent that can only be met by more effective and intensive research on vegetables.

- (f) Proper management including safe and effective methods of control of diseases and pests is needed.
- (g) The existence of vegetable processing plants which are running below capacity or at a loss because vegetables are not available require urgent solutions that can only come from research.
- (h) There is need for economic studies of vegetable production as a prelude to developing economically viable and acceptable vegetable production systems.
- (i) Finally basic nutritional studies are required to determine nutritive values and possible toxic principles of many vegetables.

RESEARCH PRIORITIES & JUSTIFICATIONS

The term vegetable covers a wide assortment of crops, many of which are important in the West African economy. If enough 'vegetables are regularly produced, however, not all of them will feature in the diet. It would therefore not be meaningful to

initiate investigation on all of them at the same time. The International Institute of Tropical Agriculture with its excellent facilities and staff should therefore, as far as funds permit, restrict its work to those few vegetables and problems of major importance to a large section of the population and are vital to the economy. Those considered in need of urgent attention are as follows -

(i) Tomato

Large quantities of tomato products are imported annually and the efforts being made to increase local production clearly emphasise the importance of this crop. It should be noted that the present industry is developing on varieties that have not been specially bred for the areas where they are grown and consequently have neither resistance nor tolerance to the diseases (especially certain virus and fungus diseases) prevalent in these regions. So far virus diseases have not been serious in the savannah areas where most of the present large scale production projects are located but the disease is present and could reach devastating levels anytime. It is possible that plants that serve as alternate hosts for the pathogens are not present in these areas and the vectors are not yet contaminated. But with large scale and possible continuous production there is a good chance for most of the vectors to become carriers. In many adjoining areas these viruses have severely restricted tomato production. While disease resistant locally adapted varieties for both fresh fruit and processing trades are required there appear to be a more urgent need for the latter.

For tomato, as well as other vegetables, there are no facilities or organization for the maintenance, multiplication and distribution of new varieties in West Africa. The establishment of facilities for regular production and maintenance of foundation seed stocks should be one of the objectives.

(ii) Pepper.

* Peppers without doubt constitute the most important condiment in West African cookery and possibly a major important source of vitamin C in the diet. Although reliable figures are not readily available, there is a small export trade of dried birds-eye chillies pepper. It is also being processed with tomato for the production of a popular pepper flavored tomato paste called 'tomapep'.)

As Maduewesi (1) has pointed out, virus diseases of peppers are wide spread throughout West Africa and cause considerable crop losses. Insects damage of pepper fruits is also very serious, Research is necessary to initially identify disease organisms and pests and develop (a) adapted high yielding and disease resistant varieties (b) varieties with larger fruits that dry easily and (c) safe and effective disease and pest control measures.

(iii) Okra

Both fruits and leaves are used extensively in the preparation of many stews and soups essential for the ingestion of many popular starchy foods especially preparations from cassava, yams and maize. Like tomatoes and peppers it has many serious disease and pest problems and resistant varieties and plant protection methods are urgently needed.

(iv) Native Vegetables

In this group there are a large number of leaf vegetables and those consisting of seeds high in oil and protein. Although these are widely used, most of them have not been considered in research. In fact, some have not been studies at all or even domesticated. They are harvested from fields where they may be regarded as protected weeds, or from forest clearings and bush fallows. Some of these valuable species are in grave danger of being lost before their full potentials are known. Population pressure is rapidly reducing the area of bush fallow and the introduction of agricultural techniques such as mechanical and chemical weed control will adversely affect their regeneration, survival and establishment. The popular indigenous cultivated species Amaranthus caudatus, Celosia argentia, Corchorus olitorus, Telfairia occidentalis and seed melons are not as yet amenable to large scale production since there are numerous problems that must be solved before this is possible. As Oomen (4) has suggested they need to be improved, varied and adapted as has been done for vegetables of the temperate region.

(v) Fitting of vegetable production into the farming in the various ecological areas within the humid tropics

The effects that introduction of improved agricultural technology or new practices can have on the sociology and ecology of an area can be either positive or negative. Negative effects are not desired and all efforts should be made to prevent this. While it is not possible to suggest what priorities in this aspects of research should be initiated immediately it must be

borne in mind that large scale production of vegetables is new in this environment. New methods of production such as this should be introduced with caution and their overall effects on the economy, and nutritional status etc. in a given environment should be evaluated from time to time. It will be necessary to design viable, economic and acceptable farming systems for the various ecological regions.

PERSONNEL REQUIRED

For rapid progress to be made in intensive and large scale production of vegetables in the humid tropics, a multidisciplinary research team of the IITA pattern should tackle the problems simultaneously from the beginning. The suggested team of research specialists is -

- 1 Plant Breeder
- 1 Plant Pathologist
- 1 Entomologist
- 1 Nematologist
- 1 Horticulturist (olericulturist) to concentrate on production
- 1 Horticulturist (with experience on seed multiplication. He will be involved in maintenance of geomplasm collection and production of foundation seed.

Other specialists at IITA or any cooperating institute would be brought in to assist where necessary.

PROGRAM OF WORK

- Review of work on tropical vegetables relevant to the vegetable research, priorities and establishment of contact with other workers already active in related projects.
- 2. Germplasm collection and evaluation as a basis of selection and development of improved varieties or cultivars.
- 3. Breeding and Improvement aimed at developing high yielding, better quality, adapted and pest and disease resistant varieties.
- 4. Production investigations consisting of :
 - (a) Development of better cultural practices
 - (b) Study of economics of production associated with the development of several vegetable cropping systems at different locations.
- Plant Protection Study of the diseases and pest of selected vegetables and development of control measures.
- Nutritional Studies Involving Evaluation of nutritional quality and problems where these exist.
- Post harvest physiological investigations related to storage, handling, packaging and processing.

Since some work is, to a limited extent, currently being undertaken at different locations and in different countries, IITA will select from the above list projects that will reduce duplication and stimulate cooperation as may be necessary.

ESTIMATED ANNUAL COST

Prof. Staff	\$180,000
Supporting Staff	170,000
Supplies & Expenses	30,000
Travel	18,000
Equipment	40,000*
	438,000

* Most of this will not be recurrent expenses.

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	<u>1st Year</u>	2nd Year	3rd Year
Professional Staff	\$ 90,000 ⁽¹⁾	\$150,000 ⁽²⁾	\$180,000(3)
* Support Staff	85,000	142,000	170,000
Supplies & Expenses	15,000	25,000	30,000
Travel	9,000	15,000	18,000
Equipment	40,000	40,000	25,000
	\$234,000	\$372,000	\$433,000

IITA		
DEVELOPMENT C	OF PROPOSED VEGETABLE	RESEARCH PROGRAM

(1) Plant Breeder, Horticulturist (olericulturist) Plant Pathologist.

(2) Entomologist and Nematologist added .

(3) Horticulturist (seed multiplication) added.

August 28, 1973

G2d.

Dear Herb:

Looking over our correspondence, I see that I never did give you a written reply to your letter of May 10 concerning the use of the Belgian grant of \$470,938 you received this year. This note will confirm that the Secretariat has consulted major donors to IITA, and is glad to report that they readily agree to the uses you propose for this money.

Sincerely yours,

Harold Graves Executive Secretary

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

1mm

HGraves:apm

September 12, 1973

92d

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

Dear Mr Albrecht,

Thank you very much for your letter of 30th August regarding the annual reports on programs at the IITA. Three sets of these documents were received today and I am most grateful for the trouble you have taken in this matter.

Yours sincerely,

Anthony Neylan

ANeylan:jf

August 24, 1973

92d.

CGIAR Files

Harold Graves

IITA Budget for 1973

For the purpose of Secretariat tabulations, IITA's budget and contributions for 1973 are recalculated.

In a background paper prepared for the Consultative Group meeting in November 1972, IITA's requirements were given as \$4.549 million of core, plus \$1.070 million of capital, less \$0.110 million of earned income, leaving net core and capital requirements of \$5.494 million.

The \$1.070 million of capital included an item of \$718 thousand, which was the Secretariat's own estimate of the cost of a dormitory building and of two buses, expenditures for which had been postponed from IITA's approved budget for 1972. A closer estimate of this item, stated in a letter of May 10, 1973, from Dr. Albrecht, came to \$703 thousand, or \$15,000 less than the Secretariat estimate. This lowered the capital budget to \$1.055 million and the net core and capital requirements to \$5.479 million.

In May 1973, IITA received a Belgian contribution of \$471,000 which had been intended for 1972. Of this, \$369,000 was applicable to core, and of the \$369,000, \$263,000 was applied to IITA's 1972 deficit, caused originally by the non-arrival of Belgian funds. The balance, amounting to \$105,000, was applied to IITA's capital budget for 1973: \$48,000 to the purchase of buses and \$57,000 for site development on the west bank of IITA's lake.

Of this, the \$57,000 for site development was not included in IITA's original 1973 budget. After consultation with major donors (USAID, Rockefeller, Ford and Germany), this amount was added to IITA's capital budget. The capital budget thus became \$1.112 million, and IITA's net core and capital requirements became \$5.536 million.

At International Centers Week in 1973, the Belgian representative, Dr. Charles Populer, reported that the Belgians had appropriated Bf 8.5 million (about \$235,000) as an unrestricted core contribution to IITA. This brought the total of Belgian donor contributions to IITA for 1973, including \$105,000 of the previous Belgian contribution, to \$340,000; and it brought the total of 1973 contributions to \$5.62 million, as compared to requirements of \$5.536 million, leaving a surplus of \$84,000.

This amount, pending correspondence with Dr. Albrecht, will be added to IITA's capital budget. It will bring that budget to \$1.196 million; and IITA's net core and capital requirements will become \$5.62 million.

275 7-175 2

HGraves : apm

August 17, 1973

72d

Dear Herb:

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 IITA. Attached you will find the verbatims of yours and Dr. Nickel's talks. There are some pencil markings which indicate either some possible changes or some points where the texts may need to be clarified. I should be grateful if you could let us have the revised texts as soon as possible.

I am also attaching the verbatim on the discussion which followed your talks 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. H. R. Albrecht Director International Institute of Tropical Agriculture P.O. Box 5320 Ibadan Nigeria

MC/HG:mcj

August 9, 1973

62d

AIR MAIL REGISTERED

Dear Herb:

With this letter, I am sending you the verbatim transcript of that part of the Consultative Group meeting in which donors stated their intentions about grants to the various international agricultural research centers for 1974. This will enable you to make your own calculation of the grants intended for IITA by governmental donors. In addition, no doubt, you will want to make allowance for contributions to IITA by the Ford and Rockefeller Foundations, although the Foundations, as you know, will be reserving their specific decisions on these contributions until later in 1973.

The World Bank's affiliate, the International Development Association (IDA), also will be willing to consider continuing its support to IITA in 1974, within the limit of IDA's available resources and taking account of the needs of other centers whose requirements may not be fully met by other donors.

I hope that donors will have made up their minds sufficiently about their contributions to IITA for you to have by next October 1 a good idea of what funds to expect for 1974. It seems to me that the prospects are good that IITA's requirements will be fully met.

Sincerely,

Harold Graves

Enclosure

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

HGraves : apm

cc: Dr. Hardin Dr. Pino

July 23, 1973

Sir John Crawford

Harold Graves

WARDA and IITA

The attached cablegram got to me at closing time on Friday afternoon. I called Dr. Albrecht (who is in Pennsylvania) to read him the contents; he had not received the WARDA proposals in the form in which TAC will consider them. A copy was made and sent to him special delivery, which is no guarantee that it will reach him ahead of your discussions in TAC on Wednesday. He agreed to telephone you his observations if the document gets to him in time.

We did talk about some aspects of WARDA on which he did have an opinion. He believes that WARDA is a seriously mismanaged institution, that it has built a bureaucracy instead of an operating organization, and that it has serious financial troubles which stem from the skeptical attitude of donors toward its bureaucracy (for instance, the U.S. and the U.K.).

With respect to training, Dr. Albrecht said that IITA would be willing to provide that if adequate funds were provided at the same time. IITA"s exå perience with WARDA training so far has been unfortunate; IITA believes that WARDA did not keep its side of the bargain (with respect to funding) on the training that has so far taken place. Nor does Dr. Albrecht believe that WARDA has a thorough understanding of what constitutes training.

INCOMING 'ST TELEX

Ju 20 3 51 PH 1973

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FROM ROME JULY 20, 1973

Distribution: Mr. Graves Agriculture Department Mr. Gravford's Office

GRAVES

APPRECIATE YOUR CONTACTING ALBRECHT BEHALF CRAWFORD TO OBTAIN HIS CONSIDERED VIEW WARDA PROPOSALS AND PRIORITIES FOR RICE RESEARCH AND TO REQUEST CLEAR INDICATION WHETHER HITA WILLING / OR NOT TO COLLABORATE IN OPERATION PROPOSED WARDA CONTROLLING COMMITTEE AND PROVISION OF TRAINING FACILITIES STOP CRAWFORD ARRIVING WASHINGTON 1450 HOURS SATURDAY REGARDS.

PRAM ORAM

June 27, 1973

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7Rd

Files

L. Nurick

IIIA 7s/ L. Murick

Mr. Charles Meissner, of the Staff of the Church Subcommittee on Multinational Corporations (Senate Foreign Relations Committee came to see me today at the request of Mr. Reynolds to discuss the background of and prospects for IIIA. We were joined by Mr. Scott. Mr. Meissner said that several senators (particularly Senators Percy, Case and Fulbright) and members of the staff of the committee were interested in HIXA because of their concern about U.S. involvement in the problems which have arisen in connection with OPIC's operations in Latin America. Their approach seems to be that it would be worth considering an international insurance agency which would be able to handle these problems on a multilateral basis. We discussed these metters with Meissner and gave him some material which we had previously distributed to the Board. (Meissner mentioned that he was an appointee of Senator Parcy and that Senator Parcy was well disposed toward the Bank.)

This morning, Mr. Charles Levy, a lawyer employed by the House Foreign Affairs Committee, came to see Mr. Scott to discuss IIIA. He was interested generally in the history of the proposal and perticularly in the various positions taken by the U.S. Government. On this latter point, Mr. Scott suggested he talk to Mr. Reynolds. Levy said that several congressmen were interested in IIIA and that he thought it might be a good idea for a lunch to be arranged with Mr. McHamara to discuss this. Mr. Scott suggested that Levy get in touch with Mr. Riddleberger about this possibility.

ce: Mr. Mellamara

Mr. Knapp

Mr. Broches (o/r)

Mr. Merrian/Mr. Riddlaberger

LEurick/EScottivy

Form No. 27 (3-70)

INTERNATIONAL DEVELOPMENT

ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

TO: ALBRECHT TROPFOUND IKEJA DATE: June 22, 1973

CLASS OF SERVICE: LT

COUNTRY: NIGERIA

TEXT: Cable No.:

> WOULD LIKE TO RECEIVE FINAL BUDGET AND TABLES AS SOON AS POSSIBLE FOR PURPOSES OF PREPARING CONSOLIDATED PICTURE STOP PLEASE ADVISE DATE IF WE WILL NOT HAVE THESE BY JULY 1 STOP REGARDS

> > URQUHART

NOT TO BE TRANSMITTED		
AUTHORIZED BY:	CLEARANCES AND COPY DISTRIBUTION:	
NAME Michael E. Ruddy		
DEPT. Programming and Budgeting		
SIGNATURE M. J. Childy		
(SIGNATURE OF INDIV) DUAL AUTHORIZED TO APPROVE) REFERENCE:	For Use By Communications Section	
ORIGINAL (File Copy)		
(IMPORTANT: See Secretaries Guide for preparing form)	Checked for Dispatch:	

MTERNATIONAL DEVELOPMENT ASSOCIATION

INTERNATIONAL BANK FOR FCONSTRUCTION AND DEVELOPMEN

INTERNATIONAL PINANCI CORPORATION

OUTGOING WIRE

ALBRECHT TROPFOUND

CLASS OF SERVICE.

BATE June 22, 1973

UNTRY: NIGER

TEXT: Cable No.:

WOULD LIKE TO RECEIVE FINAL BUDGET AND TABLES AS SOON AS POSSIBLE FOR PURPOSES OF PREPARING CONSOLIDATED PICTURE STOP PLEASE ADVISE DATE IF WE WILL NOT HAVE THESE BY JULY I STOP REGARDS

TRAHUDRO

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	NAME Michael E. Ruddy
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OYO ROAD, P.M.B. 5320, IBADAN, NIGERIA

Telephones: Administration: Ibadan 2374 Library & Hostel) 23570 Bodija Estate) 24639 Cables: TROPFOUND, IKEJA

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

Ref: GR20

21st June 1973

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

Dear Mr. Graves:

I have much pleasure in enclosing three copies of our audited accounts for the year ended 31st December 1972.

The accounts have not been prepared in the Ruddy's format as the accounts for the year were completed before the budget and accounting policies document was received. They do however accurately reflect the contributions to core and they detail core expenditure by operational unit and by research program. They also include a statement of special projects and a statement of capital receipts and expenditure.

We could, if you think it necessary, rehash the Balance Sheet in the form suggested in the budget policy document but I cannot see any auditor certifying such a statement if it contains projections for two years ahead. We can also probably rehash our figures to provide the operating statement included in the Ruddy's format but this too would have to be unaudited.

Regarding the other statements; to produce these we would probably have to change our accounting system and if we do this I do not think we will have adequate control over expenditure. I have already expressed my grave concern on this point and I think considerably more thought should be given to this problem before any final decision on the accounting method to be used is made. From the Institutes' point of view the main objects of the accounting system should be to ensure that adequate control over expenditure exists, that budget officers are given the information they require to control their

.....budgets



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.... budgets

Mr. Harold Graves, CG 21st June 1973 page 2

budgets, and that donors' funds are used economically. These must be the prime considerations of any accounting system and I feel that these aspects have not been given sufficient thought when the suggested accounting statements were drafted.

Meanwhile I trust the attached accounts will indicate to you the state of our affairs at the year-end. We carried forward a deficit of \$138,582 on core operations, which has since been cleared by the Belgian Government grant. We had an unspent balance of \$402,954 in the Development Fund at the year-end and this will be used to cover capital expenditure in 1973. There was also a net surplus of \$34,468 in the Special Projects Fund all of which came from the Ford Foundation. The position of each of these funds at the year-end is shown in the lower half of the Balance Sheet.

With best wishes.

Yours sincerely 10

D.L.C. Pritchard, Treasurer.

Fin IITA



Ref: GR20

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

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19th June 1973

Mr. A.V. Urquhart, Programming Officer Consultative Group on International Agric.Research 1818 H St., N.W. Washington, D.C. 20433 U.S.A.

Dear Andrew:

A belated thanks for your letter of 9th May 1973. It came at just about the time when I was starting on Table III for the Institute and the example and notes were most helpful. I finally produced a Table III based mainly on Ruddy's format but your guide was a most useful one.

Having now tackled some of the tables yourself I hope I will have your support in trying to persuade Mr. Ruddy to simplify them for future years' presentations. I do not think our Trustees are going to understand them and I think you might have the same problem with the Consultative Group. I found the preparation of Table IV (the projection of the Balance Sheet figures) a rather academic exercise and because of this I am very doubtful of its value. I projected for 1973 on the basis of the original estimates but as we are not yet aware of our revised funding for 1973 I saw no point in trying to project beyond the end of the current year.

Once again, thanks for the figures you produced - they certainly helped.

Yours sincerely he a

D.L.C. Pritchard, Treasurer.



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May 18, 1973

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

Dear Harold,

I have received the two copies of the Tribe Report and as request in your letter of 9 May, have delivered one to Victor Oyenuga's office with Dick Demuth's complements. He was engaged at the time I visited his office and he leaves today on a trip to Australia so I assume his thank you will be delayed. I do thank you for sending us a copy. Very thoughtful.

We have been advised that a second increment has been deposited into our Standard Bank, Ltd. account in London by the German Government. This was in the amount of DM500,000, and like the earlier contribution was presented in partial support of the training and conference programs of the institute.

Bukar Shaib tells me he won't be attending International Centers Week this year. Centers Week is in comflict with an important high level meeting of the Lake Chad Basin Commission on which he is the Nigerian representative.

Still hope I'll see you during my very brief visit to Washington early in June.

Sincerely yours,

H.R. Albrecht Director

smo.



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H.R. Albrecht Director

smo.



JOHN L. NICKEL ASSOCIATE DIRECTOR

International Institute of Tropical Agriculture

May 11, 1973

Dr. Omer J. Kelley Director Office of Agriculture Technical Assistance Eureau Department of State Agency for International Development Washington, D.C. 20523

Dear Dr. Kelley:

Director Albrecht has asked me to comment on your highly relevant and provocative letter of March 30, 1973 regarding research activities related to a lower level of management for small, disadvantaged farmers. I apologise for the slowness of our response. However, I felt the question was of sufficient importance that I wished to elicit the views of some of our program leaders before replying.

I am enclosing herewith, copies of memos received from Dr. J.C. Moomaw, Assistant Director for Outreach and leader of the Institute's Farming Systems Program and Dr. K.O. Rachie, leader of the Grain Legume Improvement Program. With reference to the other two programs in the Institute, I am informed by Dr. Hahn that in selecting plant types in his Root and Tuber Improvement research, he is planning to utilise two extreme types suitable to either extensive or intensive cultivation. In the Cereal Improvement Program, as well, Mr. Harrison has informed me that in his three generation cycle of recurrent selection, one generation is planted in a way so as to select plants which will produce two ears under optimum conditions and another generation is handled in a manner so as to select plants which will produce at least one ear under adverse conditions. By this and other means, he hopes to produce populations of wide adaptation to a broad range of ecological and management conditions.

Throughout all our research programs, emphasis in the area of plant disease and insect control is to give highest priority to breeding for resistance, recognising the high cost of pesticides. A good deal of attention is also being paid to drought tolerance and cultural practices to conserve soil moisture rather than to depend on irrigation. One of our most promising lines of research is in the area of minimum or zero tillage, not only because it appears to be a highly promising approach towards the problems of soil erosion, high soil temperatures and loss of organic matter, but also because a knapsack sprayer and a contact herbicide is a much more highly divisible technology than a tractor.

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Since IITA is working on some crops e.g. cassava and sweet potatoes which have low unit values and do not provide foreign exchange through export or import substitution, we are particularly constitue to the need for minimizing the cost of inputs into the technological package. We are, of course, also aware of the lessons being learned from the application of the new Creen Revolution technology, where the nature of the technology has resulted in selective adaptation in a manner tending to enacorbate existing inbalances. For this reason, I am pleased that the IITA does not only have Crop Improvement programs but that a major portion of our resources are allocated to a Farming Systems Program, which will help blend the various components of technology into packages useful at various levels of management and useful to smallholders as well as those with greater resources. In this way, I believe we can have a balanced approach to this problem.

While being sensitive to the need to develop technology which will increase production even at low levels of management. I do not mean to imply that we should let the pendulum swing too far back in this direction. I am sure you are fully aware of the feeling that the most important change in approach ushering in the Green Revolution technology was to move away from the practice followed for many years at experimental stations in developing countries. In which experiments were conducted at low levels of management because it was felt that this is all that the small fermers could afford. Small farmers can be good fermers and purchased imports, particularly fertilisers, will probably be an essential component of any crop production system capable of feeding a rapidly expanding population. Even if a new variety could be developed which would yield greatly more without fertilizer, the continued removal of the larger harvest will eventually mine the soil of nutrients, if not replaced in the form of fertilizer. We are hopeful of keeping all these factors in mind and appreciate your calling this need to our attention.

Yours sincerely,

John L. Nickel Associate Director

CC: Dr. J.C. Moomaw Dr. K.O. Rachie Dr. S.K. Hahn Mr. M.N. Harrison

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J.L. Nickel

Dr. H.R. Albrecht

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J.C. Moomaw

Omer J. Kelley's Letter of March 30, 1973.

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I agree that response to this request is difficult. The proposal is based on the false but commonly held premise that the high yielding varieties are no superior at low levels of input. At least in the case of rice, it is clear that an enormous amount of effort was put into assuring that the new varieties were at least as good as the traditional ones from which they were derived and which they replaced. While maximum returns and highly profitable farming normally result from the combined use of new varieties and improved inputs, the small disadvantaged farmer does derive substantial help from the use of the basic varietal improvement.

It is true that some susceptibility to disease in local situations has brought some additional problems that require the application of further research on local problems or problems of less widespread occurrence. The constraints of water, chemicals, capital and machinery which prevent subsistence or low-income farmers from expanding their farms and improvement through returns are probably best resolved by direct attacks on the specific problems. Water must be supplied by national programs of irrigation improvement, capital made available through supervised credit programs from national institutions, the fertiliser subsidies to smallholders and machinery developed and or made available through improved technology and government support. In most cases where these constraints are operating, in my opinion, they have not been clearly identified and their relative magnitude quantitatively established.

The research program at IITA and at IRRI is directly addressed to these problems in several different ways. The IRRI Engineering Program is an outstanding example of effort directed toward the solution of intermediate level production technology in the area of mechanization. The IITA Farming Systems Program is concerned with the identification of constraints and their relief through the application of specific technical activities and materials. We are attempting to develop packages of technology that are appropriate for as many stages in the gradient of intensity of agricultural production as we can feasibly identify and clearly analyze on basis of our staff strength, our location and our capacity to understand the problems and methods of operation of the current system which is principally that of the subsistence farmer. We are clearly only able to provide solutions to the problems that we can see and we recognize that the research effort at the low and intermediate levels of technology are inadequate. Ne will continue to work in our small way to solve the problems and we would be the first to welcome any additional research and development programs or projects that might be developed with the Technical Assistance Bureau of U.S.A.I.D.

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Mr. Adams

Dr. J. L. Nickel

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24 April, 1973

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Technology for Low Inputs (O.J. Kelly's inquiry)

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The major emphasis of GLIP activities is towards minimal inputs. The following reasons and illustrations can be cited:

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Selection of species - crops currently being worked on, particularly cowpeas, pigeon peas, yam beans and the local lima beans are notoriously unresponsive to fertilizers. We have not observed any response in preliminary fertilizer application studies at Ibadan except on soybeans. Obviously, none of the properly inoculated grain legumes require nitrogen applications even at reasonably high levels of productivity.

 Plant protection - at present the most important input for the lowland tropical grain legumes is plant protection. Any progress in this brea will reduce this input considerably and result in much more economical product, for example:

- A. Host plant resistance in cowpeas
 - a) Excellent resistance to the four major fungal and bacterial diseases of major importance at Ibadan have been identified and are combined in 35 lines.
 - Resistance to CYM and GMV virus have been identified and are being studied genetically.
 - c) Resistance to root knot nematode appears to exist in Nigerian cultivars and will be studied intensively as facilities are developed.
 - Resistance or a high degree of tolerance or resistance
 to thrips (also a confirmed carrier of virus) has been identified in a search of the World Germplasm Collection.
 - New sources of possible resistance to bud and pod boring pests are likewise under intensive study.

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B. More efficient cultural and chemical controls

1.1.1代数据结合的公共行政内部公约增长的公式管理

- a) Seed treatment chemicals are by a considerable margin the most efficient and practical means of achieving chemical control in growing crop plants. An exciting "breakthrough" has been achieved in in protecting developing seedlings and growing plants from seedling diseases and insect attack during the first six weeks utilizing the systemic protectants Demosan and Furadan for treating and pelleting seeds.
- b) Reduction of number of sprays particularly the more toxic and costly ones is an important goal in the GLIP entomology subprogram. Studies on combinations of chemicals and use of some newer formulations (like Gardona) during appropriate growth stages are designed to maximize the effectiveness and efficiency of insecticide applications.
- 3. Management investigations emphasis is on minimizing costs in cultivating grain legumes. Moreover, investigations will be designed to maximize available labor in preference to can's out-flow in subsistenc types of crop husbandry. Investigations in this section include the following experiments designed to maximize productivity with minimal cash outflow:
 - Mulching to reduce weed competition, possibly decrease insect attack, improve water infiltration, reduce soil temperatures and control erosion.
 - Extending grain legumes to marginal areas to better determine their ecological limits - from coarse-gravelly to hydromorphic soils.
 - c) Populations and spatial arrangements and the interaction of these parameters with genotype and environment.
 - Methods of land cultivation to establish minimal requirements for optimal productivity levels.
 - e) Nodulation studies in different species and soils to determine to establish whether this minimal input aspect can be improved to increase productivity.

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Requirements of grain legumes for both major and minor plant nutrients in different soils and - environments.

f)

- g) Frequency and timing of harvests to maximize productivity in both determinate and indeterminate perennial cultivars.
- 4. <u>Plant improvement</u> the immediate focus of GLIP's integrated plant improvement program is directed toward increased productivity of better quality product with minimal inputs as illustrated in the following points:
 - a) Intensive search for host plant resistance in cowpeas to major pests and diseases of grain legumes and incorporating this resistance into high yielding strains and populations.
 - b) Inclusion of lima beans and possibly yam beans to "international primacy" in IITA's list of crops. These two species are comparatively free of serious pest and disease problems and have excellent adaptation in the lowland humid tropics.
 - c) Improving plantvigor and adaptation to increase productivity under a broad range daylenths and environments.
 - d) Develop more rapidly growing and efficient plants with better root systems enabling them to absorb moisture and nutrients from greater depths and therefore better withstand drouth and other stress.
 - e) Developing erect, vigorous plant forms which can be grown in rows for more efficient and effective interrow cultivation and plant protection.
 - f) Increasing the nutritional value of grain legumes to make them better sources of both proteins and energy in human diets.

It seems to me, that one of the IITA's best arguments for contributing to the improvement of low-input crops is the work on grain legumes. These are crops which often make a "net contribution" rather than loss to soil fertility through nitrogen fixation and deep mining of other nutrients. Moreover, they are perhaps the most complete single food source utilized (protein, energy, vitamins and minerals) in subsistence agriculture.

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The approach taken at IITA is essentially to reduce input requirements through broadening the adaptation productivity and host plant resistance of susceptible species like cowpeas; and to improve the performance and grain qualities of 'resistant' and adapted (humid tropics) of lima and yam beans.

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10 May 1973

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

Dear Harold:

Back in March when I met with you in Washington you requested that I send you an up-to-date estimate of the cost of the two new IITA dormitories, construction now started. I have the following to report:

Contractor's charges	\$384,550
Cost of imported materials, including shipping	224,250
Additional architect's fees	1,500
Extension of utilities	7,500
Furnishings	_37,500
Total estimate	\$655,300

The original item for the dormitories was budgeted at \$625,000. There was approved for 1972 also a sum of \$25,000 for two buses, which has turned out to be an unrealistic figure.

I now have your cable regarding the use of the Belgian Grant for 1973. The following is proposed:

Received from Belgium for special proje	cts, 1973	\$470,938.16
Support of Trainees	68,000.00	
French literature for library	16,551.00	
Consultation, Belgian scientists	17,447.97*	101,998.97
To cover deficit 1972**		263,582.64
Buses (2) not ordered in 1972, estimate	d at	48,000.00
Assigned to core, 1973***		57,356.55
		\$470,938.16

* Includes \$610.97 paid prior to receipt of grant

** Deficit worked down from early estimate of approx. \$325,000. Deficit will appear in audit as \$138,582.64 since a Netherlands Grant for 1972 received late was applied to the deficit instead of towards screenhouse purchase as agreed. That is now reconciled with receipt of the Belgian Grant.



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*** If there is no objection on the part of the Belgian Government. If so, would suggest the funds be used for capital, especially site development. If the item of 2 buses can be accommodated by the 1973 German Grant, this item too could be used to great advantage on site development.

Your reaction to the above would be appreciated. I think we are quite safe in the dormitory estimates and hope the allocations of the Belgian Grant are acceptable. They had said that except for the special project funds they would give us free reign on the remainder because of the lateness of their payment.

I will be in Washington very briefly in June for a short day's consultation at USAID which has asked me to do a special assignment for them in South Korea. I arrive the morning of Sunday, 3 June, and take off from Dulles at 1800 hours Monday for Rome. Will stay at the Roger Smith Sunday night. Is breakfast Monday morning possible?

We sure enjoyed Dick Demuth's visit and also Jim Evans and Andrew Urquhart. Next comes Dave Bell and then our Trustees.

Best wishes.

Sincerely yours,

H. R. Albrecht Director

INCOMING CABLE

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May 3, 1973

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WASHINGTONDC

GRAVES

STANDARD BANK NEWYORK HAS ADVISED DOLLARS 470938 DEPOSITED OUR ACCOUNT BY BELGIUM STOP

ALBRECHT

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MAY 4 11 21 AM 1973 COMMUNICATIONS SECTION

Distribution:

Mr. Graves

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Mr. John A. King (Office of the V.P., Projects)

May 1, 1973

LI -ECA

Vic GZA (Littage. Research)

Vincent J. Riley (Chief, Technical Assistance Division International Relations Department)

ECA Inquiry on Regional Projects in Africa ///

In responding to ECA's letter to Mr. Aldewereld, you may wish to note the following:

A. The Bank has been executing agency for five UNDP Regional Projects in Africa, of which four are now completed. These are listed in Annex J. "With one exception, the titles of these are generally selfdescriptive, what more information can be provided if necessary.

The exception is the Survey of Transport Studies in Africa, and the report on this project would seem to be quite relevant to the ECA investigations. This was an inventory, review, and evaluation of several hundred completed, current and proposed studies in the field of transport that affect more than one African country. The survey, done for us by Stanford Research Institute in 1968, was envisaged as a first step in an investigation intended to lead ultimately to determining the priorities for future studies of regional transport links in Africa. The report of the study was issued in two volumes in Spring 1969. ECA was consulted in preparation of this project and participated in the review.

B. CCIAR is at present giving assistance to two programs of regional research in Africa. A brief description of these is given in Annex II (a note prepared by Harold Craves).

C. Onchocerciasis.IBRD has been exploring, along with WHO, FAO and UNDP the role it might play in controlling Onchocerciasis in Western Africa. A report on these efforts was recently presented to the Board (R 73-76, April 17, 1973). You may wish to send this report (or excerpts of it) to ECA together with, if appropriate, any conclusions reached by our Board in its discussion of this at today's meeting.

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ANNEX I

UNDP Regional Projects in Africa

For Which IBRD Has Been Executing Agency

. Completed Studies

Countries	Title	Approved	Completed	Amount Allocated
Africa	Survey of Transport Studies in Africa	1968	1969	\$ 3\$7, 000
Burundi and	Bujumbura-Kigoma Roa Feasibility Study		1970	359,000
Kenya, Tanzania and Uganda	Transport Study	1967	1969	675,000
Central African Republic and Cameroon	Transport Survey of the Southern Region	196 5 8	1972	2,134,500

B. Ongoing Studies

East Africa	Fort of	Dar es	Salaam	1972	1974(a)	487,000
Community						

(a) Estimated

ANNEX II

Consultative Group on International Agricultural Research

Regional Research in Africa

Members of the Consultative Group on International Agricultural Research, of which the Bank is Chairman, are giving assistance to regional research of two kinds in Africa.

Firstly, members are financing the annual expenditures of the International Institute for Tropical Agriculture (IITA), based on Ibadam, Nigeria. Contributions by six donors to this Institute amounted to \$3.78 million for 1972; in 1973, mine donors are expected to contribute \$5.5 million. IITA's zone of concern is the humid, lowland tropics, with emphasis on Africa. It is a comprehensive center; its staff and budget are divided between systems research and varietal development of crops. In systems, IITA aims particularly to develop agricultural practices to replace the shifting, bush-fallow type of agriculture characteristic of much of Africa. In crop research, IITA has major international responsibility for the improvement of certain root and tuber crops (yams and sweet potatoes) and some legumes (particularly cowpeas). It also works as an adaptive station, working on rice and maize developed at other international centers to adapt these erops to African conditions.

. Secondly, members of the Consultative Group are seeking to establish international research efforts aiming to improve animal (and particularly cattle) production in tropical Africa. The experts of the Group's Technical Advisory Committee (TAC) have recommended the establishment in Kenya of an international laboratory to develop immunological measures effective against Trypanosomiasis and Theileriosis (including especially East Coast Fever). The Group has accepted this recommendation, and

\$ \$ \$. 12

discussions of this project with the Government of Kenya are underway. TAC and the Consultative Group also have accepted the recommendations of a team of experts that an over-all center be established to conduct research into animal production and health, with headquarters either in Addis Ababa or in Douals; and it is expected that steps to carry out this recommendation will begin in mid-1973. If both the laboratory and the center are established, it is intended that the two will be integrated, and that the laboratory will become a component of the center.

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April 23, 1973

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Dear Herb:

Many thanks for your letter of April 2. Having commuted for awhile between Newark and Princeton, N. J., I tender you my sympathies for having spent so long contemplating what, even in the best of circumstances, is not a very inspiring view.

Today I visited the office of our Belgian Executive Director to inquire about the Belgian money. The staff there believes that the 1972 money still will be forthcoming, even if it has not already forthcome. They are sending a query to Brussels, and I'll let you know the result. I'm also asking them for any information that may be available concerning the time of the payment for 1973.

Sincerely,

Harold Graves

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

HGraves:apm

620



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

Telephone: Ibadan 23741 (5 lines)

Cables: TROPFOUND, IKEJA

2 April 1973 Lagos Office: 89, SOBO AROBIODU AYE. P.O. BOX 145 IKEJA Telephone: Lagos 33931

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

Dear Harold:

Before any more time passes I want to thank you again for your many kindnesses shown me last week when I visited Washington. Your meeting me at the airport was most appreciated since one never knows what happens to reservations made from such far away places as Ibadan. The dinner at the Cosmos Club was as usual a delightful experience in the most pleasant setting with good company. I am most grateful.

I had some useful meetings with Lowell Hardin, Frosty Hill and our architects in New York where I didn't have enough time to get things done. This is principally due to a derailment on the Penn Central Railroad which caused me to lose one-half day approximately. I am now quite an informed observer of activities in the yard outside the Newark, New Jersey Station having spent what at the time seemed like a large segment of my life in that setting.

I had hoped to find upon my return that the Belgian money promised in March would have been deposited but we've had no notice thus far that this has been done. This is the end of the month and they go into their new fiscal year tomorrow so we sit here wondering what's next. Also no word from the Germans, but it's still too early to worry very much about that. Let's keep each other informed as things develop.

We are looking forward to the visit of Messrs. Evans and Urquahart (sp?). They'll be here at the same time the Ford Foundation Rural Development Seminar is in force so they'll witness a new venture for us - holding a seminar on the campus in our own conference rooms and housing in our food service facilities. Unfortunately our new manager hasn't arrived although he was expected a month ago, but that's the way the ball bounces and I'm optimistic enough to think it will all work out just the same.

With best wishes, I am

Sincerely yours, R. Albrecht, Director



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2 April 1973

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G ZI

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With best wishes, I am

Sincerely yours,

Albrecht, Director

Mr. Evans, Director, Agriculture Department

March 28, 1973

G20

Harold Graves, Executive Secretary (CGIAR)

IITA John

Here are some background materials on IITA:

- (1) IITA's own 1973 program and budget presentation;
- (2) The report made by Brian Webster, the Assistant Secretary of TAC, on a visit to IITA in 1972; and
- (3) The oral presentation made by the Director and Associate Director of IITA at International Centers Week, 1972. This presentation is marked by the second of two paper clips in the summary proceedings of the Week. The first marks the oral presentation made by the Director of ICRISAT, which you might also wish to have.

Attachments

HGraves: apm

92d

March 13, 1973

Dear Walter:

Marc Bazin, mentioned in your letter of January 31, has made some inquiries about persons able to do English-to-French translation, and regrets that he has not been able to turn up any candidates for you. He suspects that the salary being offered, even at the upper end of the range, may be too low to attract the right kind of talent.

Sincerely yours,

Harold Graves Executive Secretary

Mr. Walter G. Rockwood Head Communications & Information International Institute of Tropical Agriculture Oyo Road, P.M.B. 5320 Ibadan Nigeria

HGraves : apm



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27 February 1973

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

Dear Harold:

I am planning a trip to CIAT in March to represent the IITA at the Cassava Advisory Committee meetings. The main purpose of my attending<u>is</u> to participate in discussions on coordination of our respective cassava research programs - a difficult enough task considering the problems we have with the exchange of plant materials and seeds due to plant quarantine restrictions. The meetings will be held in Cali 19-21 March.

I am planning to travel on to Washington on Thursday, 22 March, and would be pleased to visit with you some time on Friday the 23rd, perhaps first thing in the morning like at 9 a.m. if this is convenient. I will need to spend some time at USAID thereafter and then take a train on up to Lansdale, Pa. that evening to spend the weekend with our two daughters. After that it's on to New York for a day and a half and departure for Lagos the evening of Tuesday, 27 March.

We have gone ahead with plans for construction of the dormitories, ordering supplies and materials and asking the contractor to proceed with site preparation. The strength of the German commitment seemed great enough to make the risk minimal but, more than that, if we hadn't started we would have to renegotiate prices since the contractor had demobilised sufficiently to involve substantial increases in prices if he would have to reestablish. As it is we will be paying more for these buildings than the two already constructed, but rising costs of materials, increased shipping charges and the first devaluation of the dollar all combined to make this quite obvious anyway. We are very lucky indeed that with the recent devaluation Nigeria elected to ride with the dollar so we won't be hurt too much except for purchases made out of Europe.

1973 MRR 13 AM 8: 48

I hope your schedule has you in Washington on 23 March. I don't know yet which hotel I'll be staying in but if I get word of a reservation early enough I'll let you know.



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Mr. Harold Graves 27 February 1973 page 2.

With best wishes, I am

Sincerely yours,

H.R. Albrecht Director

ar

INTERNATIONAL DEVELOPMENT ASSOCIATION INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

20

OFFICE MEMORANDUM

TO: Files

DATE: February 26, 1973

FROM: Harold Graves, Executive Secretary, CGIAR

SUBJECT: IITA Deficit for 1972

In Ibadan on January 25, Herbert Albrecht and John Nickel and I discussed various questions about the IITA budget. One of these was the deficit in the operating budget, caused by the fact that money expected from Germany and Belgium in 1972 had not arrived.

As of January 25, IITA had not closed its books for 1972, but expected the following result for the year:

Operating Budget

Expendit	ture	\$3,277,756
Revenue		3,007,999
Deficit		\$ 269,757

The Institute had covered the shortfall by deferring purchases of supplies and by making temporary use of cash balances being held against billing for freight charges.

Albrecht and I next met in London on February 9. By this time, information had been received that the long-awaited Belgian contribution of 19 million francs would be received sometime before April 1. The amount available for core would be Bf 14.5 million (about \$355,000 as of February 21).

We agreed that this would eliminate the 1972 deficit and leave some surplus available for 1973. That surplus would be augmented further if the Germans succeeded in their efforts to make DM 400,000 (now about \$135,000) available in lieu of the payment they had expected to make in 1972.

I suggested to Dr. Albrecht that he formulate some ideas about the use of the surplus. We might then consider whether there had to be any discussion with or reporting to the Consultative Group about the surplus, or whether the matter might be settled with one or two individual donors.

(Since this discussion, the dollar has been devalued, and this may dispose of the question of the surplus.)

cc: Mr. Ruddy, Programming and Budgeting HG:mcj



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GAAR - 11TA

24 February 1973

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

Dear Harold:

Hope you're back and well rested from your long travels over the past month; we are delighted that Ibadan was included on your itinerary.

A report of our meeting in Bellagio should be forthcoming in the not too distant future. Frank Byrnes of CIAT is acting as editor for the report which we hope members of CG and TAC will find useful. I think we went about as far as we could during this first meeting since the issues discussed were many and the ways of resolving them were sometimes quite different from institute to institute. Nonetheless we did find common ground in a number of areas as you will note from the report. Frank is to send the report to you with it left to your decision concerning distribution to the sponsors.

Since there's still so much to be done, the directors decided that they would need to schedule another meeting. This isn't only because of the matters related to program coordination but also such things as relate to the services of IIE and other personnel matters.

Bob Chandler was made the chairman for the next meeting but I was left with one final task: scheduling the dates for the meeting. We want to hold the meeting in conjunction with the next International Centers Week feeling that enough sessions can be sandwiched in between TAC/CG meetings at which our presence is not required. We are hoping, therefore, that you can write me soon what the structure of the next International Centers Week will be so we can make our plans.

Another factor, of course, is the proposed meeting for agricultural economists and here again we would welcome your advice since I imagine that at least

-one director-



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-one director-

Mr. Harold Graves 24 February 1973 page 2.

one director or associate director from each institute will want to listen in on these meetings too. Can you tell me who's responsible for setting up the meeting of the economists?

I appreciated your sending me a copy of the note from the Belgian Executive Director of the World Bank concerning the Belgian contribution which he states may be expected by the middle of March. A similar note has been received from Mr. Derkinderen and we await their action with no small degree of anticipation.

I have also had a letter from Mr. Stryk in Bonn confirming what you told me in London that the DM 400,000 being made available now is a first installment on the \$750,000 to be granted the IITA this year. The letter included a request for a statement on how the funds would be spent. This has been sent and upon it's receipt the DM 400,000 will be deposited into our account.

You've no doubt had a report from Mike Ruddy on the reception of his draft at the Bellagio meeting. The changes suggested by the directors were few in number and quite minor. I gathered from what he says it remains now only for the CG to adopt the scheme and put it into action for the 1974 budget presentations.

We have just concluded our Internal/External Reviews and I would consider the exercise as having been most worthwhile. Running the two together did impose some constraints but they really weren't serious since the Review Panel had plenty of time during the afternoons to think, write and interview additionally such staff members as they felt necessary. I think we would follow this pattern again with some modifications since to hold two full dress reviews is just too time-consuming and disruptive. I believe there's still a lot of thinking to be done concerning the review procedures to be followed by the institutes.

Thanks for coming and for all your good help.

I'll sure appreciate your writing when you've sketched out the schedule for International Centers Week. Even your preliminary plans would be most helpful.

Sincerely yours,

H. R. Albrecht, Director

February 20, 1973

Dear Walter:

Many thanks for the photographs, which arrived in good condition.

I am passing on your question about translators to Marc Bazin, and will let you know what he says or put him in touch with you directly.

With this letter I am sending you the Consultative Group mailing list, with annotations beside the names which might interest you. "A" indicates someone concerned with the allocation of funds, and "S" indicates someone whose interests are chiefly scientific. The other notations indicate either that English or that French would be the individual's preferred language.

The first names, for which no city address is given, are members of the staff of the World Bank. To their addresses, you should add ---World Bank, 1818 H Street, N. W., Washington, D. C., 20433, U.S.A.

Sincerely yours,

Harold Graves

Enclosure

Mr. Walter Rockwood International Institute of Tropical Agriculture P.O. Box 5320 Ibadan Nigeria

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February 15, 1973

Dear Herb:

Here is a note from the Belgian Executive Director of the World Bank about the Belgian contribution to IITA for 1972.

With respect to German funds, if the DM400,000 about which you received a telegram some weeks ago has not yet arrived, it may be because of a procedural difficulty which recently has arisen in Bonn. Formerly, Treitz's Ministry (The Ministry of Economic Cooperation) handled the administration only of funds for technical assistance. The machinery for disbursing funds for financial aid, such as is involved in the grants to the international research centers, was in the hands of the Ministry of Finance. Recently, the function of disbursing financial aid was transferred to Treitz's ministry; but the actual administrative details of effecting the transfer have not yet been worked out and executed. If no German money has reached you yet, that may be why.

Sincerely yours,

Enclosure

Harold Graves

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

Inn HGraves: apm



Record Removal Notice



File Title CGIAR - G-5 - International Institut	te of Tropical Agriculture (IITA) - Correspondence	Barcode No.	C.
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Document Date	Document Type		
February 12, 1974	Memorandum		
Correspondents / Participants To: Harold Graves From: Andre van Campenhout			
Subject / Title Consultative Group on International	Agricultural Research		
Exception(s)			
18. 			
Additional Comments Declassification review of this recor	d may be initiated upon request.		
		The item(s) identified removed in accordance Policy on Access to disclosure policies of the V	with The World Ban Information or othe
· ·		Withdrawn by Sherrine M. Thompson	Date April 12, 2021



INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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-any-

1 February 1973

Mr. P. A. Oram, Secretary Technical Advisory Committee (CG) Food and Agriculture Organization of the U.N. Via delle Terme di Caracalla 00100 Rome, Italy cc:Mr. Harold Graves

Dear Mr. Oram:

The IITA External Review Committee has finally been established and includes:

Professor H. Laudelout, Professor of Soil Science University of Louvain Belgium

Dr. D. K. Acquaye, Dean of the Faculty of Agriculture University of Ghana Legon

Professor J. Rigney, Administrative Dean of International Programs North Garolina State University Raleigh, N.C.

Dean Acquaye was not on the original list submitted for review by the Chairman of TAC but we feel his omission from the original list might well be considered as an oversight since his qualifications certainly are exceptionally well suited to the task.

Since we failed in our efforts to include an agricultural economist on this year's panel, I have asked Dr. Kenneth Robinson of the Department of Agricultural Economics, Cornell University, who just this past month spent three weeks reviewing the IITA program, to write his assessment of the plans for agricultural economics at IITA. This will be included as an addendum to the report of the review panel.

As you know, the internal and external reviews of the IITA are being conducted simultaneously this year the week of 18 February. If you or

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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

Telephone: Ibadan 23741 (5 lines)

Lagos Office: 89, SOBO AROBIODU AVE. P.O. BOX 145 IKEIA Telaphone: Lagos 33931 1 February 1973

Cables: TROPFOUND, IKEIA

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cc:Mr. Harold Graves

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00100 Rome, Italy

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SNOLLVOINAWWOO

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Mr. P. A. Oram 1 February 1973 page 2.

any of your associates find it possible to sit in on these sessions we would certainly be most pleased.

With best wishes, I am

Sincerely yours,

H. R. Albrecht Director

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INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

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Telephones: Administration: Ibadan 23741 Library & Hostel) 23570) 24639 Bodija Estate

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31 January 1973

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

Dear Harold:

Enclosed are some photos and suggested cutlines for your use. If you think of other particular shots you would like we can always oblige.

A group of Frenchmen from a trade study mission to Nigeria were in my office yesterday and we discussed my problem of getting French translation work done. One member of the group, a banker, said that Haiti should be a good possible source of French speaking agricultural university graduates. He advised me to contact Mr. Marc Bazin, World Bank. Do you know him and his address?

My search is for a native French speaking person with background and experience to do English to French translating, and editing and proofreading of French copy. We are advertising in Togo, Ivory Coast, Senegal and Cameroon now. The pay range is \$4500-7000 a year depending on experience.

Sincerely

pahevos G. Rockwood Head, Communications & Information

WGR: AKS



Foreign and Commonwealth Office OVERSEAS DEVELOPMENT ADMINISTRATION Eland House Stag Place London SW1E 5DH

Telephone 01-828 4366 ext

Dr H R Albrecht	Your ref	erence		-
Director International Institute of Tropical Agriculture	Our reference		STM 236/124/02	36/124/02
Oyo Road PMB 5320	Date	29	January 1973	
Ibadan, NIGERIA				

Thank you for your letter of 10 January about the ODA contribution to IITA for 1973. Most of the difficulties arising over the details of this contribution are a direct result of the floating pound about which I am afraid we can do nothing.

I do agree however that we have insufficiently provided for the cost of the visiting Research Associates (Littleton, Murray and Knight) and we are prepared to put this fight. I think that at our meeting last July we estimated only for Murray for Oct-Dec 1973 and assumed that Littleton would be part of your core programme; now we have the possibility of Murray joining you before October and the situation that Littleton (plus Knight, whose participation was not provided for last summer) is outside your core programme. As none of these three gentlemen will be with you before 1 April the cost in 1973 should not amount to more than about three-quarters of your estimate, say \$32,900; it may well be less depending on Murray's date of arrival. This is of course substantially above our present agreed allocation of \$10,000 and we are prepared to increase our grant to IITA to cover the extra cost. The increase will be £10,000 bringLour total 1973 contribution to IITA to £240,000.

I trust Mr Perfect has discussed with you accounting arrangements for the COPR contract and I will merely record here that we would expect back from IITA the sum of £20,000 A per year for this project.

The totals for the "non-core" items in 1973 will now look as follows:-

Pesticides Residues Work (Contracted to COPR)	£ 20,000	\$ 47,000
Visiting Research Associates (Con)	14,000	32,900
Visits of Scientific Consultants ()	10,000	23,500
	44,000	103,400

This will leave £196,000 (\$460,600) for the core items (Grain Legume and Farming Systems).

I Co pu Arrinding HE3: 30 1973 Program - Budget Primtetine MED

/The



Foreign and Commanwealth Office OVERSEAS DEVELOPINENT ADMINISTRATION Eland House Stag Place London SW1E 30H

terminone 01-1628 48.00 ext

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i brust it for set has thousand with you accounting arrangements for the 1043 control and I will morely record fore that as would expect back from 1124 the aug of \$20,000 you your for this evalues.

The botals for the "man-core" afters in 19 i will now look as failower-

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The exchange rate used to produce the above dollar figures is 2.35 to the pound, but I must again emphasise that any dollar figures quoted can only be taken as an indication in present circumstances; the actual dollar figure will only be known when payments are made in mid-April, mid-August and mid-December.

If you can find time to call here during your short visit in February I should be delighted to see you for luncheon or at any other time you can manage; I will contact P E Wheatley to fix a time. My number if you need it is 826 4366 Ext: 1351.

I am copying this letter to Mr Graves for information.

J W Howard



Record Removal Notice



File Title CGIAR - G-5 - International Institute	e of Tropical Agriculture (IITA) - Corres	spondence 72/74-02	Barcode No.	۰		
			17	1760563		
Document Date	Document Type					
January 23, 1972	Memorandum					
Correspondents / Participants To: Robert Jones			1			
From: Harold Graves						
Subject / Title Transfer of Funds to International Inst	stitute of Tropical Agriculture					
Exception(s) Financial Information iv						
Additional Comments						
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		She	rrine M. Thompson	April 12, 2021		

Archives 01 (March 2017)

January 16, 1973

92d.

Dear Herb:

With this letter, I am sending two copies of a paper on budgeting and accounting for your Bellagio meeting next month. I have sent copies straight to the other directors, and will bring an additional supply when I visit you next week.

Sincerely,

Harold Graves

Enclosure

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

HG:apm

January 11, 1973

52d

Dear Herb:

Following your suggestion, John Howard of IITA has sent me copies of ODA memoranda to you of November 14, 1972, and January 4, 1973, on the subject of the ODA funds being made available for IITA in 1973.

From these, it appears that the value of the pound sterling relative to the U. S. dollar fell about 9 per cent between the time of your discussions in London last July 17 and the time of the Consultative Group meeting at the beginning of November. This decline in value would not affect those items which were to be paid for, in any case, in pounds sterling; but it would affect the other items you discussed in London. The result, it appears, would be something like the following:

ODA contribution to	Value at July 17		Value at Nov. 1-2
Grain Legume programme	\$150,000		\$136,500
Farming Systems programme	360,000		327,500
Visiting Research Associates	10,000	(unchanged)	10,000
Pesticide Residue work	50,000	(unchanged)	50,000
Visits by scientific consultants	25,000	(unchanged)	25,000
Total	\$595,000		\$549,000.

What remains to be determined, for our mutual purposes, is whether and to what extent the items for visiting research associates, pesticide residue work, and visits by scientific consultants can be counted into IITA's core budget. I'll look forward to being enlightened on this subject in Ibadan.

Sincerely yours,

Harold Graves

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

cc: Dr. Lowell Hardin, Ford Foundation

16mm

Form No. 27 (3-70)

INTERNATIONAL DEVELOPMENT

ASSOCIATION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

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OUTGOING WIRE

TO:

ALBRECHT TROPFOUND IKEJA DATE: EX JANUARY 11, 1973

CLASS OF SERVICE: LT

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COUNTRY: NIGERIA

TEXT: Cable No.:

> RUDDY LOOKING FORWARD BELLAGIO BUDGET DISCUSSION AND WAITING WORD OF DATE YOU CHOOSE. HIMSELF WOULD PREFER FIFTEENTH **XEXXEX** IF THAT IS AVAILABLE. WILL CIRCULATE HIS PAPER TO YOU AND OTHERS JANUARY SEVENTEEN. CONCERNING MAJISU ON REVIEW PANEL TAC SECRETARY HAS MADE FURTHER INQUIRY NOW OPINES HE IS QUOTE DIFFIDENT LACKS DRIVE STILL FINDING FEET KENYA BELIEVE UNSUITABLE REVIEW HIGH-POWERED INSTITUTE LIKE IITA UNQUOTE. HAVE ADVISED TAC SECRETARY THIS OPINION VERY POSSIBLY EXPRESSED TOO LATE FOR YOU TO TAKE INTO ACCOUNT. REGARDS

> > GRAVES

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DEPT. Development Services	HG:mcj
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Document Date	Document Type				1 1	
Januray 10, 1973	Letter					
Correspondents / Participants To: J. W. Howard						
From: H. R. Albrecht						
Subject / Title "Core Budget"						
Exception(s) Personal Information						
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Archives 01 (March 2017)

Form No. 27 (3-70)

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ASSOCIATION

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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT INTERNATIONAL FINANCE CORPORATION

OUTGOING WIRE

DATE: JANUARY 9, 1973

CLASS OF SERVICE: FULL RATE

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COUNTRY: NIGERIA

TO:

TEXT: Cable No.:

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GRAVES

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