Folder Title: Administration - Central Files - 1969 Ford Foundation

Folder ID: 1670685

Series: Operations Policy and procedures

Dates: 01/07/1969 - 12/21/1971

Fonds: Central Files

ISAD Reference Code: WB IBRD/IDA ADMCF-04

Digitized: 05/18/2022

To cite materials from this archival folder, please follow the following format:
[Descriptive name of item], [Folder Title], Folder ID [Folder ID], ISAD(G) Reference Code [Reference Code], [Each Level Label as applicable], World Bank Group Archives, Washington, D.C., United States.

The records in this folder were created or received by The World Bank in the course of its business.

The records that were created by the staff of The World Bank are subject to the Bank's copyright.

Please refer to http://www.worldbank.org/terms-of-use-earchives for full copyright terms of use and disclaimers.
THIS FILE IS CLOSED AS OF
DECEMBER 1971.

FOR FURTHER CORRESPONDENCE SEE:

RECORDS MANAGEMENT SECTION
January 1972
Mr. Richard Demuth  
International Bank for Reconstruction  
and Development  
1818 H Street, N.W.  
Washington, D.C. 20433

Dear Mr. Demuth:

As promised by David Bell in his conversation with you yesterday, we are pleased to provide additional notes on the capital situation of IITA. Should other information be useful, please phone me so that we can bring it along for our meeting in your office at 11:00 a.m. Thursday, December 30.

To complete IITA's physical plant and equip it essentially as initially conceived will require, according to present estimates, $18,541,000. (See attachment "Amended Summary of Capital Expenditures 15 November, 1971.") This will include the basic research and training facilities.

Included in the above sum is scientific equipment yet to be acquired estimated to cost $698,000 (a part of the $1,170,000 in inventoried assets yet to be acquired).

At the Consultative Group meeting December 3, a capital item of $630,000 was included in the approved IITA budget for 1972. This sum is the cost of two additional dormitories and two buses now judged to be needed for expansion of training operations at IITA. This sum is over and above the cost of the physical plant and equipment represented by the $18,541,000 figure above. While additional dormitories are needed, full funding of the $18,541,000 requirement is first priority in the view of IITA management and TAC.
The Consultative Group’s action in approving the $630,000 for additional construction was, as we understand it, in conformance with the guideline that "cost overruns on construction already begun or contracted for" are not included in capital requirements for any of the centers. The central question this memorandum raises, however, has to do with funding the purchase of needed scientific equipment. Is it possible that the Consultative Group might permit the $630,000 now designated for additional construction to be used toward the purchase of the initial scientific equipment rather than for acquisition of additional structures?

In raising this question we have in mind earlier exploratory conversations with representatives of the Government of Germany in which an interest was shown in a substantial grant to IITA, much or all of which might go toward the purchase of needed scientific equipment. This was prior to the formation of the Consultative Group through which Germany will, to everyone's gratification, now participate in line with the budget adopted by the Group. We also note that, due to an oversight on our part, we had at the December 3 meeting interpreted "construction costs" to refer to structures and had assumed that the proposed capital budget would be available for scientific equipment and/or other non-construction items.

Obviously this issue of capital fund shortages would not have arisen in the absence of the costly delays caused by the Civil War in Nigeria and the shipping strikes in the United States. Because construction costs have substantially exceeded earlier estimates, donors other than the Ford Foundation have joined in helping provide the needed capital. Because a substantial deficit still exists we seek to raise with the Consultative Group the question of helping fund the purchase of the essential scientific equipment.

We look forward to visiting with you next Thursday. Do let us know if we can bring along additional materials.

Sincerely yours,

Lowell S. Hardin

Enclosures
### AMENDED SUMMARY OF CAPITAL EXPENDITURE

**15 November 1971**

(Thousands of Dollars)

<table>
<thead>
<tr>
<th></th>
<th>Audited Total</th>
<th>Current Commitments</th>
<th>Addition to complete HTA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leasehold Improvements</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Costs</td>
<td>846</td>
<td>115</td>
<td>-</td>
<td>961</td>
</tr>
<tr>
<td>Architects Fees</td>
<td>1,845</td>
<td>355*1</td>
<td>-</td>
<td>2,200</td>
</tr>
<tr>
<td>Owner purchase items</td>
<td>2,337</td>
<td>2,840*2</td>
<td>-</td>
<td>5,177</td>
</tr>
<tr>
<td>Water transmission line</td>
<td>74</td>
<td>-</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>Contractor</td>
<td>2,579</td>
<td>3,441*3</td>
<td>-</td>
<td>6,020</td>
</tr>
<tr>
<td>Ikeja Office</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Dam</td>
<td>153</td>
<td>-</td>
<td>153</td>
<td>153</td>
</tr>
<tr>
<td>Other</td>
<td>313</td>
<td>180*4</td>
<td>493</td>
<td>493</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>8,148</td>
<td>6,931</td>
<td>15,079</td>
<td>15,079</td>
</tr>
<tr>
<td><strong>Inventoried Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings and fence</td>
<td>113</td>
<td>25</td>
<td>138</td>
<td>30</td>
</tr>
<tr>
<td>Scientific Equipment</td>
<td>72</td>
<td>107*5</td>
<td>179</td>
<td>698</td>
</tr>
<tr>
<td>Vehicles</td>
<td>263</td>
<td>68*5</td>
<td>331</td>
<td>157</td>
</tr>
<tr>
<td>Furniture</td>
<td>168</td>
<td>344</td>
<td>512</td>
<td>30</td>
</tr>
<tr>
<td>Base Stock Tools &amp; Equipment</td>
<td>652</td>
<td>258</td>
<td>910</td>
<td>255</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1,268</td>
<td>802</td>
<td>2,070</td>
<td>1,170</td>
</tr>
<tr>
<td><strong>Resettlement</strong></td>
<td>176</td>
<td>-</td>
<td>176</td>
<td>-</td>
</tr>
<tr>
<td><strong>University Houses</strong></td>
<td>46</td>
<td>-</td>
<td>46</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>9,638</td>
<td>7,733</td>
<td>17,371</td>
<td>1,170</td>
</tr>
</tbody>
</table>

*See notes 1 - 5 attached.*
COMMENTS ON CURRENT COMMITMENTS

Note 1: Current Architects Fees total $2.05 million and we have amended the final estimate to $2.2 million.

Note 2: We have reduced the owner purchase total by $65,000 due to cancellation of the extra generator.

Note 3: The amended contractor costs, including any contingency, is calculated as follows:

- Phase I (excluding Building 200 but including possible Drake & Skull claim) $580,330
- Phase II (including Building 200) $1,295,350
- Phase II(A) (includes 300, 390 and occupancy of 400, 401 and the Warehouse) $125,670
- Net cost of final Adebo Award $21,700
- Total per T.A. Hammond letters of 26/11/71 and 30/11/71 $2,023,050

Approximately $900,000 remains to be paid out of the above total and the rate of exchange between £N and $ is still uncertain. The above is therefore converted to dollars at 2.85 and it equals $5,765,692

1-1/2% contingency on outstanding payments $40,000

Building 404
2 Green Houses
5 Screen Houses

Assuming 50% of total cost is for contractor expense, but including general conditions and contingencies.
(Based on H,L.& W letter of 17 March 1971) $191,150

Building 407, as above, 50%

$23,950

$6,020,792

This realizes an economy of $37,000 on the original estimate.

Note 4: We have budgeted for 150 daily-rated workers for 600 days at $1.00 per day for land clearance through 31 December 1972. This totals $100,000 and includes $10,000 for the Final Adebo Award. The balance of $80,000 is our amended estimate for irrigating Block E.

Note 5: Summary of 1971 Commitments (to 15 Nov. 1971)

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>$25,000</td>
</tr>
<tr>
<td>Science Equipment</td>
<td>106,896</td>
</tr>
<tr>
<td>Vehicles</td>
<td>68,230</td>
</tr>
<tr>
<td>Furniture</td>
<td>343,975</td>
</tr>
<tr>
<td>Base Stock Tools &amp; Equipment</td>
<td>257,664</td>
</tr>
<tr>
<td></td>
<td>$801,765</td>
</tr>
</tbody>
</table>
### ADDITIONAL FUNDS REQUIRED TO COMPLETE IITA

**TOTAL REQUIRED**
(As per tables attached)

<table>
<thead>
<tr>
<th></th>
<th>THOUSANDS OF DOLLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>18,541</strong></td>
</tr>
</tbody>
</table>

Funds Received or Committed (Thousands of Dollars) --

<table>
<thead>
<tr>
<th>Fund Source</th>
<th>Paid to 31/12/71</th>
<th>Due during Cal. 1972</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford Foundation</td>
<td>13,925</td>
<td>2,250</td>
<td>16,175</td>
</tr>
<tr>
<td>Rockefeller Foundation</td>
<td>107</td>
<td></td>
<td>107</td>
</tr>
<tr>
<td>CIDA</td>
<td>310</td>
<td></td>
<td>310</td>
</tr>
<tr>
<td>USAID</td>
<td>740</td>
<td>280</td>
<td>1,020</td>
</tr>
<tr>
<td>Netherlands</td>
<td></td>
<td>43.5</td>
<td>43.5</td>
</tr>
<tr>
<td>United Kingdom (ODA)</td>
<td></td>
<td>57.5</td>
<td>57.5</td>
</tr>
</tbody>
</table>

|                        | **15,082**       | **2,631**            | **17,713** |

|                        | **828**          |                      |          |

Net Additional Funds Sought
CAPITAL REQUIREMENTS FOR
INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

1. There is no single document signed by the original donors (the Nigerian Government and the Ford and Rockefeller Foundations) spelling out the respective commitments of each. The commitments of the two Foundations were stated, however, in the Proposal for an International Institute of Tropical Agriculture Located In Nigeria, first submitted by the two Foundations to the Nigerian Government in April 1964, modified and expanded in March 1965, and accepted by the Nigerian Government in April 1965. (The March 1965 version, and the Nigerian Government's letter of acceptance, are enclosed as Attachment A.)

The relevant section of the Proposal, under the heading "Financing" (page 4), reads as follows:

"Basic financing of the original capital costs of buildings and equipment would be provided by the Ford Foundation.

"Recurrent costs of core operating expenses, such as staff salaries and benefits, building and equipment upkeep and replacement, supplies, library, publications, conferences and seminars, etc., would be shared equally by the Rockefeller and Ford Foundations. The Institute would be authorized to receive funds from other sources, both public and private, and once established would actively seek support from other sources for fellowships, special projects and equipment, as well as for general support."

The Proposal estimated the capital costs of the Institute's buildings and equipment (page 3) to be "somewhat higher" than those of the International Rice Research Institute, which amounted to between $7.0 and $8.0 million. The letter of acceptance from the Nigerian Government used the language "at a capital cost in the region of $8 million."

2. The commitments of the two Foundations were further stated in the July 1967 Decree of the Nigerian Government establishing IITA (Attachment B). Paragraph No. 6, under the subtitle "Financing of the Institute", reads as follows:

"Subject to the provisions of this section, the Ford and Rockefeller Foundations have agreed to finance the Institute in accordance with the provisions as to financing set out in the proposal in the Schedule to this Decree. However, the Foundations shall at any time during the period covered by the Schedule stated in the Decree be empowered to review and revive their intended
continuing support; and the Foundations may in their discretion extend financial support of core operations, in whole or in part, for a period to be agreed with the Government or improve conditions during the same period so as to diminish or curtail financial support as the Foundations think fit."

Note that the March 1965 version of the Proposal was attached to the Decree as a Schedule, but omitting the estimate of capital costs which in July 1967 was no longer considered realistic.

3. The financing of IITA's capital costs, as stated in both the Proposal and the Decree, was originally discussed with, and approved in principle by, the Ford Foundation's Trustees in December 1963. The initial discussion paper submitted to the Trustees at that time (pages 11 and 12 enclosed as Attachment C) stated:

"Buildings and equipment -- It is suggested that the Ford Foundation provide the necessary capital for buildings and equipment.

"Operating Expenses -- ...It is proposed that if an Institute of Tropical Agriculture is established, the Ford and Rockefeller Foundations split the cost of operating this Institute and the International Rice Research Institute...."

The discussion paper estimated the probable cost of the International Institute of Tropical Agriculture at $7.5 million based on the capital cost of the International Rice Research Institute.

4. By May 1965, the two Foundations realized that the cost of IRRI was an unreliable guide for the cost of IITA because of differences in time, location, and available utilities, and because of IITA's more comprehensive research mandate. As a result, in June 1965 when the Ford Foundation's Trustees approved a tentative plan for the establishment of IITA, the estimated cost of physical facilities was put at $12 million.

Thereafter estimates of IITA's capital costs continued to escalate under the impact of worldwide increases in construction and equipment costs and of internal conditions in Nigeria. By December 1966, when the Foundation's Trustees approved an appropriation of $5 million for Phase I of IITA's construction costs, total capital costs were estimated at $13.5 million (Attachment D). Estimates continued to inch up, exceeding $20 million in January 1969.

5. The Ford Foundation's commitment to IITA's capital costs was confirmed in discussion with the Trustees on several occasions following the December 1963 meeting referred to above. As these capital costs continued to rise, however, the Trustees encouraged the Foundation's staff and that of IITA
to seek capital contributions from other donors. Discussions with other donors were initiated in the winter of 1968-69, and were advanced at the first Bellagio meeting of April 1969, which subsequently became the nucleus of the Consultative Group.

By June 1969, the request submitted to the Foundation’s Trustees for a $5 million appropriation for Phase II capital costs (Attachment E) reported as follows:

"...It is now our expectation that the total capital cost of IITA will be about $17.2 million, of which $6.2 million has already been made available, leaving $11 million to be found. The action currently recommended will provide $5 million of this amount from FY 1969 funds. We intend to try to obtain some part of the remaining $6 million from other sources, with some real hope that both AID and the Canadian aid agency may be willing to contribute at least to the equipment costs ($2-3 million)."

6. After his installation as Director, Dr. Herbert Albrecht began a concerted effort, in cooperation with the architects, to scale down IITA’s capital costs. This was done through reductions in Phase II plans in the number and size of some facilities (for example, four laboratory buildings were reduced to two) and by the elimination of non-functional refinements and furnishings. The results of this effort were summarized in a letter from Dr. Albrecht to David Bell, dated April 26, 1969 (Attachment F).

On the basis of these revised plans, IITA’s capital costs were estimated in May 1969 at $17,068,700. Because of the reductions in facilities, this estimate cannot be meaningfully compared with previous estimates to show rising construction and equipment costs. However, no further major changes have been made in IITA’s capital plans since 1969, and this estimate can be compared with subsequent estimates, as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 1969</td>
<td>$17,068,700</td>
</tr>
<tr>
<td>June 1969</td>
<td>17,374,000</td>
</tr>
<tr>
<td>June 1970</td>
<td>17,546,000</td>
</tr>
<tr>
<td>July 1970</td>
<td>17,375,000</td>
</tr>
</tbody>
</table>
May 1971  $17,515,000
June 1971  18,300,000 a)
December 1971  18,541,000 b)

a) following renegotiation of contract with general contractor
b) following devaluation of the dollar and final Adebo award raising wages of construction labor

7. The estimate of IITA's total capital costs has thus increased from $12 million in June 1965 to $18,541,000. This increase has been partly offset by capital contributions from other donors amounting to $1,538,000, as follows:

<table>
<thead>
<tr>
<th></th>
<th>Paid to 12/31/71</th>
<th>Due during Cal. 1972</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rockefeller Foundation</td>
<td>107</td>
<td>-</td>
<td>107</td>
</tr>
<tr>
<td>CIDA</td>
<td>310</td>
<td>-</td>
<td>310</td>
</tr>
<tr>
<td>USAID</td>
<td>740</td>
<td>280</td>
<td>1,020</td>
</tr>
<tr>
<td>Netherlands</td>
<td>-</td>
<td>43.5</td>
<td>43.5</td>
</tr>
<tr>
<td>United Kingdom (ODAO)</td>
<td>-</td>
<td>57.5</td>
<td>57.5</td>
</tr>
<tr>
<td></td>
<td>1,157</td>
<td>381</td>
<td>1,538</td>
</tr>
</tbody>
</table>

The Rockefeller contribution was largely a technical one, arising from the fact that the salaries and related costs of some Rockefeller employees assigned to IITA in its early planning and building states were charged to IITA's capital budget. The contributions of the other donors have all been committed since January 1970 following extensive negotiations with IITA, and represent decisions on the part of new donors to join the two Foundations, in some form or other, in IITA's financing. In all cases, these capital contributions have been accompanied by substantially larger contributions to operating funds.
8. A summary of the present position is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated total capital costs of basic facilities and inventoried assets</td>
<td>$18,541,000</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
</tr>
<tr>
<td>Funds received or committed:</td>
<td></td>
</tr>
<tr>
<td>Ford Foundation</td>
<td>16,175,000</td>
</tr>
<tr>
<td>Other donors</td>
<td>1,538,000</td>
</tr>
<tr>
<td>Net additional funds required</td>
<td>$828,000</td>
</tr>
</tbody>
</table>
INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE
DECREE 1967

ARRANGEMENT OF SECTION

Section | 10. Exemption from duties of customs.  
11. Exemption from income tax.  
12. Entry into Nigeria of professional and other personnel.  
13. Requirements for change in basic organisation of the Institute.  
14. Disposal of plant, etc., on determination of Institute.  
15. Interpretation.  
16. Citation.  

Schedule—Proposal for an international institute of tropical agriculture.

Section
1. Establishment of the Institute.
2. Functions of the Institute.
3. Incidental powers of the Institute.
4. The board of trustees.
5. Meetings and procedure of the board.
7. Location of principal office.
WHEREAS it has been made to appear to the Federal Military Government (in this Decree hereafter referred to as “the Government”) that the Ford Foundation and the Rockefeller Foundation of the United States of America (in this Decree hereafter referred to as “the foundations”) heretofore undertook in co-operation with the former civil government to establish and maintain in Nigeria an international institute of tropical agriculture (in this Decree hereafter referred to as “the Institute”) as nearly as may be in accordance with the objectives in the proposal of 19th March 1965 for such an Institute set out in modified form in the Schedule to this Decree:

AND WHEREAS the Government is satisfied that the Institute should be so established and maintained as an autonomous, non-stock, philanthropic, non-profit and tax-free corporation having and exercising the functions hereinafter appearing, and that the proposal aforesaid should be construed accordingly:

NOW THEREFORE THE FEDERAL MILITARY GOVERNMENT hereby decrees as follows:

1.-(1) There shall be established an institute to be called and known as the International Institute of Tropical Agriculture (hereafter in this Decree referred to as “the Institute”) to exercise the functions and powers and pursue the objectives assigned to it by this Decree.

   (2) The Institute shall be a body corporate with perpetual succession and a common seal which shall be kept in the custody of the chairman of the board of trustees or of the director if so authorized by the board.

2.-(1) The Institute shall have the general responsibility for undertaking studies of and research into tropical agriculture and of providing information thereon to authorized representatives of governments or to groups or bodies of persons interested in tropical agriculture.

   (2) In carrying out the general responsibility assigned to it by subsection (1) of this section, the Institute may pursue all or any of the following objectives:

   (a) to provide in the tropics a high-quality international research organization devoted to finding ways as quickly as possible to increase the output and improve the quality of tropical food crops;

   (b) to provide, in co-operation with universities and research stations concerned with tropical agriculture, high-level professional training for carefully selected persons who expect to become staff members of institutions and organizations in the tropics concerned with increasing food production and improving its quality and distribution;

   (c) to publish and disseminate research findings and recommendations of the Institute;

   (d) to distribute improved plant materials to other research centres where they might be of significant value in breeding or improvement programmes;

   (e) to establish, maintain, and operate an information centre and library which will provide for interested scientists and scholars everywhere a collection of the world’s literature on tropical agriculture; and
(f) to organize or hold periodic conferences, forums, and seminars, whether international, regional, local, or otherwise, for the purpose of discussing current problems in the field of tropical agriculture.

3. The Institute shall have the following incidental powers, that is to say, it may,—

(a) obtain from any authority or person, charters, and concessions necessary for the attainment of its purposes;

(b) acquire from any person, by way of gift, purchase, exchange or lease whether absolutely or in trust, any property, real or personal, requisite or necessary to carry out the objects of the Institute, with power, subject to any trust, to hold or dispose of any such property;

(c) do and perform anything necessary in the opinion of the Institute, to further the purpose and attain the objects of the Institute.

4.—(1) The affairs of the Institute shall be administered by a board of trustees (hereafter in this Decree referred to as "the board") composed of not less than nine and not more than fifteen members made up as follows, that is to say,—

(a) the permanent secretary of the Ministry of Agriculture and Natural Resources in the Federal territory or in the event of his inability to attend any meeting of his nominee in writing from that Ministry;

(b) two members appointed by the Federal Executive Council one by rotation from amongst the Vice Chancellors of Nigerian universities having colleges or departments of agriculture, and the other by rotation from amongst the directors of agricultural research stations of the Government of Nigeria to hold office as in this section provided;

(c) two members of whom one shall be appointed by the Ford Foundation and the other member shall be appointed by The Rockefeller Foundation in either case serving ex officio;

(d) the director for the time being of the Institute; and

(e) additional members that is to say members chosen from among the following categories, namely tropical African areas (other than Nigeria), South and Southeast Asia, Latin America and the Caribbean and from among eminent specialists in tropical agriculture, the members not exceeding nine in number, being elected from time to time by the board, with the approval of the Government of Nigeria and, as long as they provide a substantial part of the funds required to finance the Institute’s core operations with the approval of the foundations.

(2) Members (other than those serving ex officio) shall hold office for a term of two years and shall be eligible for re-election for one further term of the like duration; but a member appointed by the Federal Executive Council shall not be eligible for reappointment until two years after the expiration of his term.

5.—(1) The board shall meet at least once in each year and at such other times as may be required for any reason.

(2) Subject to the provisions of section 26 of the Interpretation Act of 1964 (which provides for decisions of a statutory body to be taken by a majority of its members and for the chairman to have a second or casting vote) the board may determine its own procedure or that of any committee thereof.
(3) The quorum at a meeting of the board shall be five and the quorum at a meeting of any committee of the board shall be fixed by the board.

6. Subject to the provisions of this section, the Ford and Rockefeller Foundations have agreed to finance the Institute in accordance with the provisions as to financing set out in the proposal in the Schedule to this Decree. However, the Foundations shall at any time during the period covered by the Schedule stated in the Decree be empowered to review and revive their intended continuing support; and the Foundations may in their discretion extend financial support of core operations, in whole or in part, for a period to be agreed with the Government or impose conditions during this same period so as to diminish or curtail financial support as the Foundations think fit.

7. The principal office of the Institute shall be established and maintained in Ibadan.

8.—(1) The Government shall make available on leasehold tenure to the Institute in accordance with the land requirement provisions of the proposal a suitable site for the location of the Institute adjacent to the university of Ibadan and such other areas of land as the Government and the Institute may, from time to time, agree to be necessary or desirable for experimental work, field tests, and demonstrations in parts of Nigeria other than where the principal office of the Institute is located.

(2) Land so made available by the Government shall be held upon such term or terms as may be agreed and upon payment of, in each case, one peppercorn as annual rental (if demanded).

9. The board shall furnish to the Federal Executive Council as soon as may be after the end of each year a report on the activities of the Institute during that year with sufficient copies for distribution to interested persons.

10.—(1) All equipment and supplies required for the establishment and operation of the programmes of the Institute, including construction materials and supplies, machinery, and furnishings owned and imported by the Institute for the purposes of this Decree shall be exempted from duties of customs.

(2) Any other things owned and imported by the Institute shall likewise be so exempted:

Provided that the Government may require the Institute to give to it some indication of the nature and quality of any such thing so imported.

(3) The staff of the Institute shall be entitled to first arrival privileges only.

11.—(1) It is hereby declared that the Institute is an organisation between which and the Government there exists an arrangement for technical assistance, and—

(a) the income of the Institute, and

(b) the income of any person other than a citizen of Nigeria who is employed in or is engaged by the Institute in a professional capacity—
shall, in so far as and to the extent only that it is derived solely by reason of operations of the Institute in Nigeria, be exempted from liability to income tax.

(2) (a) Income of persons on in-service training, fellowship, grants or scholarship, and

(b) income derived by non-Nigerians from other sources outside Nigeria—

shall likewise be exempted from income tax.

12. Where any person (other than a Nigerian) seeking entry into Nigeria satisfies the immigration authorities that he is to be employed by the Institute or is engaged by it in a professional capacity as adviser, he shall, for the purposes of the Immigration Act 1963, be deemed to have accepted employment with the Government; and the provisions of section 8 of that Act shall be so construed and production of a consent to enter shall be unnecessary.

13. No change shall be made in the basic organisation of the Institute save after consultation with the Government and with the prior approval of the foundations so long as the foundations continue to provide wholly or to a major extent the funds required to finance the core operations of the Institute.

14. If the foundations discontinue financial support for the Institute and the existence of the Institute is thereafter terminated for any reason, all of the physical plant and equipment of the Institute shall become the property of the Government to be used by it for scientific or educational purposes.

15. In this Decree unless the context otherwise requires,—

"charters and concessions" include franchises, licences, rights and privileges with or without financial or other assistance;

"core operations" means the functions referred to in section 2 (2) of this Decree and includes the cost of maintaining and operating the Institute;

"the Government" means the Federal Military Government and includes any successor Government;

"the proposal" means the Proposal for an International Institute of Tropical Agriculture located in Nigeria referred to in the Schedule to this Decree and references to sundry provisions of the proposal shall be construed accordingly.

16. This Decree may be cited as the International Institute of Tropical Agriculture Decree 1967.
PROPOSAL FOR AN INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE LOCATED IN NIGERIA

INTRODUCTION

The Rockefeller and Ford Foundations have for some years been co-operating with developing countries in efforts to increase the production and improve the quality of their food crops. One approach has been to provide assistance in establishing a limited number of regional and international institutions of high quality devoted to research on food crops and to training staff for other research institutions working on similar problems.

Consideration is now being given to the possibility of establishing a new international institute that would focus on increasing the production and improving the nutritional values of important tropical food crops. Such an institute could, if mutually satisfactory arrangements can be worked out, be located in Nigeria.

Like the International Rice Research Institute, the proposed Institute would be designed to put teams of high-level specialists to work on major problems requiring basic or applied research; it would help train the professional manpower required by other institutions for research on tropical food crops; and through international forums, conferences, and seminars, provision of good library facilities and exchange of plant materials, it would assist scientists at other institutions to increase the effectiveness of their programmes. It would be authorized to enter into co-operative research agreements with other institutions and to make small research grants when, in its judgment, these appear to be desirable and effective means of pursuing its objectives.

Preliminary explorations of the possibility of establishing the proposed Institute were begun in October 1963, when Dr George Harrar, President of the Rockefeller Foundation, and Dr F. F. Hill, Vice President of the Ford Foundation, visited Nigeria to study the feasibility of such a venture. Discussions were held with leading persons in government and at universities. Dr Harrar and Dr Hill were accompanied by Professor Richard Bradfield, senior agricultural adviser to the Rockefeller Foundation, who subsequently made an extensive survey of all major agricultural research institutions in Nigeria. These discussions and studies confirmed the suitability of Nigeria as the potential site of the Institute, the mutual interests of Nigerian and Foundation officials in the proposed Institute, and the desirability, therefore, of exploring further the development of an acceptable arrangement for the Institute.

GENERAL OBJECTIVES OF PROPOSED INSTITUTE

The general objectives of the proposed Institute are as follows:

1. To provide in the tropics a high-quality international research organization devoted to finding ways as quickly as possible to increase the output and improve the quality of tropical food crops. Attention also would be given to soil improvement and feed crops useful in intensive crop rotations.
Basic research, applied research and experimentation, and field testing of
results would be pursued. All important aspects of the problem of increasing
and improving the quality of food production would be investigated i.e.
agronomic, engineering, and economic. Special attention would be given to
studies of soils and the development of crop rotations and management
systems, particularly in the humid tropics, which would make it possible to
use soils more intensively than they are used at present.

2. To provide, in co-operation with universities and research stations
concerned with tropical agriculture, high-level professional training for
carefully selected persons who expect to become staff members of institutions
and organizations in the tropics concerned with increasing food production
and improving its quality and distribution.

3. To publish and disseminate research findings and recommendations
of the proposed Institute.

4. To distribute improved plant materials to other research centres
where they might be of significant value or use in breeding or improvement
programmes.

5. To establish, maintain and operate an information centre and
library which will provide for interested scientists and scholars everywhere a
collection of the world's literature on tropical agriculture.

6. To organize or hold periodic conferences, forums and seminars,
whether international, regional, local or otherwise, for the purpose of discuss-
ing current problems in the field of tropical agriculture.

FINANCING

Basic financing of the original capital costs of buildings and equipment
would be provided by the Ford Foundation.

Recurrent costs of core operating expenses, such as staff salaries and
benefits, building and equipment upkeep and replacement, supplies, library,
publications, conferences and seminars, etc., would be shared equally by the
Rockefeller and Ford Foundations. The Institute would be authorized to
receive funds from other sources, both public and private, and once established
would actively seek support from other sources for fellowships, special
projects and equipment, as well as for general support.

Because assurance of long-term financial support is essential to the
efficient operation of an agricultural research organization, the two Founda-
tions would state their intention of supporting the core operations of the
Institute for a minimum period of 14 years, assuming satisfactory operation.
If, at the end of 14 years, the Institute, in the judgment of the two Foundations
is continuing to perform a service of great importance to tropical agriculture,
consideration should be given to extending their support of its core operations
for an additional period, fully, in part, or on a declining basis.

If, after the Foundations discontinue financial support for the Institute
or at some later time it is deemed unnecessary or no longer feasible for the
Institute to continue, the physical assets of the Institute would devolve,
subject to approval by the Government of Nigeria, to a Nigerian or other
appropriate agency.
LAND REQUIREMENTS

To facilitate and strengthen its training programme and provide ready access to qualified scientists and research facilities in related fields, it is proposed that the Institute be located adjacent to the University of Ibadan. It is further proposed that adequate land for the Institute be provided by the Government of Nigeria on long-term lease at a token rent.

Because of the number of crops on which experimental work will be done and the wide variation in topography and soils in the Ibadan area, it is estimated that approximately 2,000 acres will be required in one block in the area generally to the north and/or west of the University of Ibadan campus. The Foundations are prepared to send qualified persons to Nigeria to establish the exact site requirements as soon as agreement in principle with the Nigerian Government has been reached. The Federal Government will assume legal and financial responsibility for this acquisition and for such other land acquisitions as may be required and mutually agreed upon by the Institute and Government in the future. Smaller acreages for experimental work, field tests and demonstrations in other parts of Nigeria may be required later on.

STATUS

The proposed Institute would be established under Nigerian law as an autonomous, non-profit, tax-free organization, international in character, and operating under policies laid down by its Board of Trustees.

BOARD OF TRUSTEES

It is proposed that the Institute have a self-perpetuating Board of Trustees of not less than nine nor more than fifteen members. Representation of the Board should reflect its international character. With the exception stated below, Board members would serve for a period of two years with the possibility of serving two successive terms. Terms would be staggered to provide continuity of membership. Members would serve in their individual capacities and not as representatives of the organisations with which they happen to be affiliated.

Because of the role the Institute is expected to play in the development of Nigerian agriculture, its international character, and the visibility and prestige it would provide, the Rockefeller and Ford Foundations believe it to be essential to have the Minister in the Federal Government of Nigeria responsible for agricultural affairs or his representative serving ex-officio on the Board of Trustees.

In addition to the Minister or his representative, it is suggested that there be two additional Nigerian memberships on the Board. One would be rotated among the Vice-Chancellors of Nigeria universities with Colleges or Departments of Agriculture and the other among the Directors of agricultural research stations of the Governments of Nigeria. Each appointee would serve one two-year term at a time.

It is expected that the Institute will develop co-operative working relationships with other Universities and research stations in Nigeria. However, it is probable, because of its proposed location, that the Institute's contacts with the University of Ibadan will be especially diverse and
numerous. For this reason it is desirable that the Vice-Chancellor of the University of Ibadan be appointed as the first academic member of the Institute's Board of Trustees.

It is proposed that the Rockefeller and Ford Foundations be authorized to appoint one member each to the Board of Trustees of the Institute and that the Director of the Institute also be a member.

It is proposed further that with the exception of the three Nigerian members, the two Foundation members and the Director, the Board of Trustees of the Institute shall be free to appoint such other members, not to exceed nine in number, as will in its judgment provide the strongest possible Board, keeping in mind such considerations as geographical representation, scientific knowledge of and experience in tropical agriculture, possible sources of funds other than the two Foundations, etc. Additional members might include, for example, one or more persons from each of the following categories: Tropical African areas other than Nigeria, South and Southeast Asia, Latin America and the Caribbean, and eminent specialists in tropical agriculture.

On the basis of the foregoing proposals, the membership of the Board might, for example, be as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigeria</td>
<td>3</td>
</tr>
<tr>
<td>Rockefeller and Ford Foundations (1 each)</td>
<td>2</td>
</tr>
<tr>
<td>Director of the Institute (ex-officio)</td>
<td>1</td>
</tr>
<tr>
<td>Other Tropical African areas</td>
<td>3</td>
</tr>
<tr>
<td>South and Southeast Asia</td>
<td>2</td>
</tr>
<tr>
<td>Latin America and Caribbean</td>
<td>2</td>
</tr>
<tr>
<td>At Large (Eminent Tropical Agricultural Specialists)</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>

It is contemplated that the numbers in the first three categories shown above would remain constant unless it were mutually agreed to amend the articles of incorporation, by-laws, or other basic documents. Numbers in the remaining four categories might vary from time to time depending upon the judgment of the Board as to which individuals among those who are available are likely to make the greatest contribution to the work of the Institute. An effort would be made, however, to have on the Board at all times at least one member in each of the last four categories.

**RELATION TO NIGERIAN AND OTHER UNIVERSITIES**

The Institute would be an international, independent, autonomous institution operating under policies laid down by its Board of Trustees. It would not grant degrees and, therefore, would not be competitive with universities in Nigeria or elsewhere. It would, however, be prepared to furnish, in addition to facilities for research, advanced training for young scientists looking forward to careers in the field of tropical agriculture. Arrangements would be made with interested universities for granting appropriate credit for work done at the Institute toward requirements for
advanced degrees. Arrangements for joint university-Institute appointments, for exchange of research personnel, and for the use of the Institute’s research facilities by university staff members or of university facilities by Institute staff members would be a matter for individual negotiation between the Institute and the individual university concerned. The activities of the Institute would be designed to complement the work of other tropical agricultural institutions.

**Management**

The Institute would be responsible for all matters pertaining to its own staff, operating, of course, within the context of applicable Nigerian law. All professional and non-professional appointments, including candidates for training, would be made exclusively by the Institute. The Institute would expect to employ Nigerians in non-professional capacities so far as is consistent with the attainment of its objectives and adequately qualified Nigerians are available.

The appointment of the Director of the Institute and of Trustees other than those from Nigeria would be subject to the approval of the two Foundations as long as they provide a substantial part of the funds required to finance the Institute’s core operations.

Changes would be made in the basic charter of the Institute only with the prior approval of both Foundations during the period of their financial support and in consultation with the Government of Nigeria.

**Relations with Government**

Customs-free privileges for the Institute, including furnishings and household equipment purchased by the Institute for lease or provision to staff members, would be provided. Customs privileges for foreign professional personnel would be extended on the same basis as to United Nations and other international technical assistance personnel working in Nigeria. Foreign professional staff members of the Institute would not be subject to Nigerian personal income tax.

The Federal Government would undertake to facilitate entry into Nigeria of professional personnel, except where an individual may be specifically declared unacceptable.

DATED at Lagos this 24th day of July 1967.

**Major-General Y. Gowon,**

*Head of the Federal Military Government,*

*Commander-in-Chief of the Armed Forces,*

*Federal Republic of Nigeria*
Organization

It is proposed that the possibility be explored of working out a mutually satisfactory arrangement under which the proposed Institute would be established on or near the campus of the University of Ibadan in Nigeria. It would be an independent organization but with close cooperative links with the University at the research and graduate training levels. For example, staff members of the Institute might be appointed University faculty members and appropriate members of the University's staff might hold research appointments in the Institute. Graduate degrees would be awarded by the University. This type of relationship has been developed between the International Rice Research Institute and the College of Agriculture, Los Banos, and appears to be working quite satisfactorily.

Management

It is suggested that the Rockefeller Foundation be asked to enter into a management agreement with the proposed Institute and assume responsibility for its day-to-day management and operation. Both Foundations would be represented on the board of trustees and it should be agreed that the Director of the Institute, to be provided by the Rockefeller Foundation, be acceptable to both Foundations and the Institute's board of trustees.

Estimated Cost

Buildings and equipment -- The capital cost of the Rice Research Institute, including the purchase of land from private owners for experimental plots, has been approximately $7.5 million. This is probably as good a figure as any to use at this stage in estimating the probable cost of an International Institute of Tropical Agriculture.

Operating Expenses -- The operating expenses of the Rice Research Institute, including salaries of the Director, Associate Director and other
Rockefeller Foundation personnel paid directly from New York is currently running between $900,000 and $1,000,000 annually. It is assumed for planning purposes that once the proposed Institute of Tropical Agriculture gets in full swing, annual operating costs are likely to run in the neighborhood of $1 million annually.

Financing

**Land** -- Land is not particularly scarce or difficult to obtain in the Ibadan area. It is believed that the University of Ibadan would be able and willing to provide the necessary land for an Institute on or adjacent to its campus.

**Buildings and equipment** -- It is suggested that the Ford Foundation provide the necessary capital for buildings and equipment.

**Operating Expenses** -- At the present time, the Rockefeller Foundation assumes full responsibility for the cost of operating the Rice Research Institute. However, the Ford Foundation has made grants to the Institute to enable it to carry on certain activities in the region which are in addition to those which the Rockefeller Foundation agreed to finance at Los Banos.

It is proposed that if an Institute of Tropical Agriculture is established, the Ford and Rockefeller Foundations split the cost of operating this Institute and the International Rice Research Institute. Assuming the combined operating expenses of the two institutes amount to $2 million annually, this would mean that each foundation would contribute $1 million annually to operating expenses. It is suggested that each foundation make its contribution to each Institute in the form of 7-year grants payable in annual installments. Each Institute would be required to account to the two foundations for prior expenditures before the next annual payment is made. Assurance of long-term financing is believed essential to efficient operation; hence the recommendation for 7-year grants.

Each Institute would be free to seek additional financing on a project basis to finance fellowships and other activities.
OVERSEAS DEVELOPMENT

INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

Recommended Action: Approval of an appropriation of $5 million for Phase I of the construction of the International Institute of Tropical Agriculture.

Budget: Tentatively designated reserve

Background: At the meeting in June 1965 the Trustees approved a tentative plan for the International Institute of Tropical Agriculture (IITA) to be established near Ibadan, Nigeria. The estimated cost of physical facilities was put at $12 million, of which $1.5 million was to be provided from the regular budget of OD and $10.5 million from a special appropriation. A TDR was established at that time in the amount of $10.5 million. Operating costs were estimated at $2.5 million annually.

Since then preliminary planning for the Institute has proceeded, financed by $500,000 from the regular OD budget. Despite political uncertainties in Nigeria, substantial progress has been made. The Nigerian Government has acquired 2,300 acres of land for the Institute, adjacent to the campus of the University of Ibadan. It has cut markers around it, has served removal notices on the people living on the plot, and is in the midst of determining and paying compensation to them and removing them to other land. The Government has also developed plans for extending the Ibadan water system some four miles to bring potable water to the site and has entered into a water-sharing agreement with the Director-designate of the Institute, Dr. William Myers. The Nigeria Electric Corporation has also completed plans for bringing electric power to the area. These and other Nigerian Government activities have gone forward on schedule and without interruption during the period of political crisis. Action has not yet been taken by Nigeria on the basic legislation establishing the Institute, but this is largely because we and the Rockefeller Foundation have thought it best to wait until the political outlook is clearer. The legislation, in a form acceptable to the two Foundations and the Attorney General of Nigeria, has been drafted and is ready.

The principal architects (Smith, Haynes, Lundberg & Waehler) have completed the preliminary design of the entire project and the fundamental design for Phase I. The plans for general site development have been finished by the landscape architectural firm of Clarke and Rapuano, Inc., while Gilbert Associates have completed a water resource reconnaissance. Preliminary ground surveys have been made by Canadian Aero, and Institute staff on the Rockefeller Foundation payroll have been planning the layout of fields and crop areas.
We are now at a point where further progress can be made only through the commitment of substantial funds. At the same time, the political outlook in Nigeria remains obscure. To avoid loss of momentum on a project which has been moving well despite the political difficulties, we are requesting an appropriation which would permit the officers of the Foundation, in agreement with those of the Rockefeller Foundation, to proceed with the project when, as, and if conditions in Nigeria look favorable to the success of the project. Our present thinking is that the project would not be jeopardized even by the division of Nigeria into three states, if that were accomplished peacefully.

The architects' original plans were far too expensive, involving a capital outlay of some $19 million. Estimated costs have now been reduced to $13.5 million, and we expect to reduce the amount by at least another million before we are through. We are currently in conversations with the firm of Wood and Tower, Inc., consultants in construction planning and cost control, with a view to having them examine the present plans and recommend further reductions.

The capital costs of IITA are necessarily greater than they were for IRRI. This is largely because IITA would be located in a region and on a site which are truly undeveloped. It is necessary to provide for most of our own water supply, which involves the construction of a dam, and to provide for such things as a sewage disposal system, a substantial standby electric power plant, and an internal road system.

Nature of Proposal: It is recommended that an appropriation of $5 million be approved for Phase I of the construction of the International Institute of Tropical Agriculture.

The appropriation requested would be used for the following purposes:

(1) water facilities (connection with Ibadan system, dam, on-site storage, internal distribution);

(2) sewage disposal and treatment plant;

(3) central electric and refrigerator plant (an additional generator would be added in a later phase);

(4) clearing, grading, roads, terracing of fields, etc.;

(5) construction of an engineering service building, a research service (workroom) building and three green houses; and

(6) construction of fifteen staff houses, one four-unit apartment house and a guest house, in addition to two off-site houses currently under construction on the University of Ibadan campus.
The estimated capital costs for completion of this phase are $4,750,000. An appropriation of $5 million would leave a contingency fund of $250,000. Under favorable circumstances we would expect to commit the bulk of this appropriation in the course of this fiscal year and to return with a request for an additional capital appropriation in FY 68.

The Director-designate of the Institute proposes to start recruitment and to initiate the field research program during this fiscal year. Plans are to have eleven of the projected twenty-four program research teams at work by the end of the fiscal year. The remaining programs would be initiated in later years, after the construction of laboratory facilities in Phase II. The Director-designate has prepared and discussed with the two Foundations an estimated operating budget. This totals $392,000 for the current fiscal year, $1,198,000 for FY 68, and rises to $2,757,000 when the program is fully operational in FY 71. These recurrent costs would be met on a fifty-fifty basis by the two Foundations. The Ford Foundation's share of the recurrent costs for FY 67 would be met from the regular OD budget.

It is at least likely that the build-up of scientific staff would not take place at the rate planned for the coming year. There are many start-up problems still ahead in which the two Foundations and the Director will all have to be involved: the determination of salary scales, the nationality composition of the staff, methods of continuing retirement payments, and many others. One of the most difficult is the problem of assuring the scientific staff some employment security in a situation in which there are obvious risks. The Rockefeller Foundation has met this problem in other situations by appointing the scientists to the Foundation staff and seconding them to the overseas institution. We are giving consideration to a modification of this approach, under which our proportionate share of the expatriate scientific staff would be employed by us on a term contract basis.

Based on exploratory conversations he has had to date with possible staff, Dr. Myers does not anticipate serious recruitment problems despite the disturbances which have occurred in Nigeria.
INTERNATIONAL DIVISION
(Middle East and Africa)

Appropriation for International Institute of Tropical Agriculture

**Recommended Action**: Approval of an appropriation of $5 million to cover capital costs for Phase II of the construction of the International Institute of Tropical Agriculture through fiscal 1970.

**Budget**: FY 1969 International Division Reserve, $2.5 million
FY 1969 General Reserve, $2.5 million

**Background**: At their meeting in June 1965 the Trustees approved a tentative plan for the International Institute of Tropical Agriculture (IITA), to be established near Ibadan, Nigeria. Foundation actions totaling $6,175,000 have since been approved for IITA's capital costs, the largest element being a $5 million appropriation approved by the Trustees in December 1966 to finance Phase I of IITA's construction.

Because of unsettled conditions resulting from the Nigerian civil war, construction on Phase I was deferred until the summer of 1968. Since then, construction has progressed reasonably on schedule despite occasional import restrictions and transportation delays in New York, as well as between the port of Lagos and the Ibadan site; and Phase I is expected to be completed by February 1970. This will include completion of basic site work, and a threshing and crop-drying facility, one greenhouse, an engineering services building, a gatehouse, seven staff houses, one apartment building, servants' quarters, a sewage treatment plant, the installation of a pipeline from Ibadan, a dam and reservoir, a swimming pool, and all utility services.

IITA's architects (Haines Lundberg & Waehler) are now working on the designs and specifications for Phase II, which will complete the project. Phase II will include two laboratory buildings, an administration building, a utilities services building, two dormitories, a dining and social center, a conference center-auditorium, sixteen staff houses, two more apartment buildings, a guest house, a laundry and food service building, a plant growth building, seven more greenhouses, and servants' quarters. Construction of Phase II facilities is scheduled to begin late in 1969, with final completion expected by December 1971.
Development of IITA's staff and program has kept pace with its progress in construction. IITA's Board of Trustees held its first meeting in Ibadan in July 1968, and the new director, Dr. Herbert Albrecht, formerly president of the North Dakota State University, took up permanent residence in Ibadan in October. Dr. Will Myers, Vice President of the Rockefeller Foundation, is Chairman of the Board, and Dr. F. F. Hill is the Ford Foundation's representative on the Board. A core administrative staff is now at work in Ibadan, and will be strengthened in June 1969 with the arrival of the new associate director, Dr. Rodney Briggs, former provost of the Morris branch of the University of Minnesota. Several scientists have joined or will soon join the IITA staff on five-year contracts, and the Institute's research program is beginning to be worked out in detail, with some preliminary work already under way.

On August 1, 1968, a $500,000 grant to IITA was approved as a half share of IITA's regular operating budget for the period July 1, 1968, to December 31, 1969, with the remaining half provided by the Rockefeller Foundation. Second grants of $500,000 each from the two foundations for operational support are anticipated in fiscal 1970, after which the annual shares are expected to rise to $750,000. Additional funds for operating costs will be needed within two or three years, and discussions are already under way with the Canadian aid agency, the Swedish aid agency, and AID to this end.

When the Trustees approved the $5 million appropriation for Phase I construction in December 1966, it was roughly estimated that the total capital cost of the project would approximate $13.5 million. However, later estimates, including the effects of delays in construction and increases in the costs of materials, escalated sharply, and early this year a comprehensive figure (including planning and development costs, construction costs, architectural and engineering fees, and furnishings and equipment) stood at just over $20 million, even after the elimination of some facilities and the relocation and redesign of other facilities and staff residences.

During the past six months, Dr. Albrecht has worked intensively with the architects and his own staff, and has succeeded in reducing the estimated total cost further, to about $17.2 million. These further savings have been effected mainly through reductions in the size of some facilities and the elimination of non-functional structural refinements and furnishings. The Foundation's New York staff (both International Division and Administrative Division) have reviewed the present status of the construction plans for Phase II, and concur with Dr. Albrecht that further reductions are not feasible without jeopardizing the expected efficiency and productivity of IITA's laboratories and related research facilities.

Consequently, it is now our expectation that the total capital cost of IITA will be about $17.2 million, of which $6.2 million has already been made available, leaving $11 million to be found. The action currently recommended will provide $5 million
of this amount from FY 1969 funds. We intend to try to obtain some part of the remaining $6 million from other sources, with some real hope that both AID and the Canadian aid agency may be willing to contribute at least to the equipment costs ($2-3 million).

Nature of Proposal: It is proposed that an appropriation of $5 million be approved to cover the anticipated capital costs for Phase II of the construction of the International Institute of Tropical Agriculture through fiscal 1970. Of this $5 million, approximately $4.4 million would be required for construction costs (including architectural and engineering fees) and $600,000 for furnishings and equipment for the laboratories, farm and shops, office and library, and housing. Additional funds of approximately $6 million will be required to complete the project in 1971, and it is anticipated that during fiscal 1970 an additional appropriation will be requested for some part of this amount, depending on what capital contributions, if any, IITA can obtain from other sources.

Discussion: We have continuously attempted to assess the impact of the continuing Nigerian civil war and the nation's unsettled political future on IITA's development and long-run viability. We have repeatedly concluded that the reasons for locating IITA at Ibadan—the proximity of other agricultural research facilities, the support of the Nigerian Government, the variety of soil and topographical conditions, the advantages of a location near a major university and the largest city south of the Sahara—are still valid. Political and military conditions in Nigeria have not and are not now significantly hampering the progress of IITA—in its construction program, in the recruitment of staff members, or in its relationships with Nigerian agencies, officials, and professional colleagues.

Despite wartime conditions, the Federal Government is continuing to fulfill its commitments to the project—mainly the payment of compensation to village families who have been moved from IITA's land. "Despite their having a war on their hands and even though money is very scarce," Dr. Albrecht writes, "the Government is paying off the villagers and all should have their compensation for their crops and homes by the end of this year. This will vacate the area; payments for the land itself, a most tortuous process because of the vagueness of ownership, will come later but will not involve IITA. Suffice it to say that the Government will some day have invested something over £ 750,000 (over $2 million) in the enterprise."

There is no doubt that we are continuing to run real risks by continuing to invest in IITA. The high importance of the research to be conducted there, however, seems to us clearly to warrant accepting the degree of risk now foreseeable. Moreover, it would be hard to identify another site in tropical Africa where the long-run risks of political and military difficulty would be substantially less.
Mr. David E. Bell  
Vice President, International  
The Ford Foundation  
320 East 43rd Street  
New York, N. Y. 10017

cc: Mr. Wayne Fredericks  
Mr. F. F. Hill  
Mr. W. J. LeMelle  
Mr. W. M. Myers

Dear Dave:

We have just concluded several days of visits with Messrs. John Loughnane and Charles Hyun of Haines, Lundberg and Waehler, architects on the IITA project. The revisions of plans are to be quite extensive and, while sacrificing some architectural work already done, will result in some rather extensive alterations downwards of construction cost estimates. The new estimates must be delayed since the architects became victims (as have so many others recently) of the new and improved system of processing visa applications through Lagos using time-saving Telex equipment. They got here 15 April instead of 10 February.

But, we had made some progress with the buildings reviewed while I was in the States in March:

<table>
<thead>
<tr>
<th>Description</th>
<th>Original Estimate</th>
<th>Deduction</th>
<th>Revised Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laboratory Building #400</td>
<td>711,000.</td>
<td>100,000.</td>
<td>611,000.</td>
</tr>
<tr>
<td>Furniture &amp; Services</td>
<td>237,000.</td>
<td>30,000.</td>
<td>207,000.</td>
</tr>
<tr>
<td>Library Building</td>
<td>492,000.</td>
<td>170,000.</td>
<td>322,000.</td>
</tr>
<tr>
<td>Laboratory Building #401</td>
<td>721,000.</td>
<td>135,000.</td>
<td>586,000.</td>
</tr>
<tr>
<td>Furniture &amp; Services</td>
<td>247,000.</td>
<td>40,000.</td>
<td>207,000.</td>
</tr>
<tr>
<td>Plant Growth Building #404</td>
<td>490,000.</td>
<td>287,000.</td>
<td>203,000.</td>
</tr>
<tr>
<td>Administration Building #500</td>
<td>1,189,000.</td>
<td>300,000.</td>
<td>889,000.</td>
</tr>
<tr>
<td>External Work at these Sites</td>
<td>835,000.</td>
<td>160,000.</td>
<td>675,000.</td>
</tr>
<tr>
<td>General Conditions and Contingencies</td>
<td>930,000.</td>
<td>178,000.</td>
<td>752,000.</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$5,852,000.</strong></td>
<td><strong>$1,400,000.</strong></td>
<td><strong>$4,452,000.</strong></td>
</tr>
</tbody>
</table>
Other buildings needed to complete the complex are:

- Conference Center (Auditorium) $340,000.
- 2 Dormitories $416,000.
- Dining & Social Center $760,000.
- Utilities Services Building $375,000.
- 16 Residences $985,000.
- 2 Apartment Houses $220,000.
- Servants Quarters $150,000.
- Laundry & Food Services (for labor) $100,000.
- 7 Greenhouses $210,000.
- Root Cellar $15,000.
- 2 Tennis Courts $15,000.
- External Site Work $400,000.
- General Conditions & Contingencies $332,000.

TOTAL $4,318,000.

If this group can be designed in a manner similar to those already reviewed, an equivalent reduction of 23-24 per cent would bring this total down to near the $3,200,000. mark. For the two groups, then, total construction costs remaining are about $7,750,000. This assumes we can extract the dam and the Research Services Building #200 (estimated $250,000.) out of contingencies and funds already granted for Phase I construction. Because costs have been rising this may not be entirely possible but we will try.

The architects did not include in their estimates their own fees, engineering charges, furniture other than built-in, scientific apparatus and supplies, farm machinery, vehicles, office equipment, etc. The architects have been asked to submit their estimates of architectural and engineering fees and of quantity survey charges since these certainly are a part of total construction costs.

I would hazard the guess that as the estimates come in we'll arrive at something like $10.5M required to complete the project construction, equipment and fees and services. This is about $3M under the architect's January 1969 estimate (building construction plus our guess on what we think fees and equipment might cost). A pattern for funding the remainder of the project might be as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Construction*</th>
<th>Furnishings &amp; Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1969</td>
<td>750,000.</td>
<td>200,000.</td>
</tr>
<tr>
<td>1970</td>
<td>4,000,000.</td>
<td>750,000.</td>
</tr>
<tr>
<td>1971</td>
<td>3,750,000.</td>
<td>1,050,000.</td>
</tr>
</tbody>
</table>

* Includes fees and site development.
This project has been subject to cutbacks ever since 1966 when estimates of the costs to construct the buildings in the original Owners program were placed at $18,178,000. First estimates, made in 1965 and before the architect was engaged, ranged between $12M and $13M. These are some of the cuts made since that time, mainly during the past twelve months:

a. The bridge over the Awba River
b. Elimination of certain buildings
c. Reduction in size of a number of buildings
d. Relocation of staff housing, to shorten utilities lines, consolidate services, etc.
e. Extensive adaptation of alternative materials
f. Elimination of air conditioning from many areas
g. Simplification of design
h. Reduction of size of dam and reservoir to about half the original capacity
i. Simplification of site development

While all the cuts have served to reduce construction costs, they have also resulted in lost effort and unrecoupable costs - for instance, relocation of staff housing effected a construction saving of about $1M, but in the doing, $50,000. of architects and engineering fees covering work for the original site were lost.

The cuts in space have been wholesale. Laboratories were reduced from four large (80 ft. x 180 ft.) buildings to two; the Library was reduced 2/5ths in space; housing units were reduced from 39 to 31 (29 houses to 23, 5 two-family houses to 2 four-family apartments); the Plant Growth facility has been reduced to half its original size. Since the research and training tasks originally assigned to the IITA have not been lessened, we have reached the point where we can afford no further cuts in space or facilities.

It is only fair to stress that over the years intervening between 1965 when the first estimates of construction costs were made and the present, prices have risen steadily - with some materials and with certain items of equipment the rise has been drastic. The "on-and-off" history of the project has certainly contributed to this problem by stretching out the building program to the point where the project is over two years behind schedule. A cost plus 150 per cent contract with the architects squeezes resources badly in times of escalating prices. The effort to conform with the Government's request to spend dollars in the U. S. enlarged greatly the list of items purchased in the U. S. and limited shipping to U. S. bottoms. These factors have also added substantially to our costs.
August 13, 1971

Mr. Duncan S. Ballantine, Director
Education Projects Department
International Bank for Reconstruction and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Duncan:

During these weeks of summer there has been some time for reflecting on events of the last eleven months -- which have gone by so very fast. Having the opportunity of observing closely the intelligent and courageous Spanish efforts to modernize the educational system, under outstandingly able and uncommonly dedicated leadership, is a very special good fortune, indeed. This has been a wonderful year, in every sense. I only wish we could talk about it!

As I reflect on all that has happened in this first year of the Spanish Educational Reform, there is one matter which I think I should raise with you, naturally entirely informally and personally. As you remember, one special feature of the external assistance to the Spanish Educational Reform, which I am convinced contributed to the persuasiveness of each one of the three projects (IBRD, UNDP-UNESCO, FF), had been the careful manner in which we coordinated their development during
the negotiation period. To my great personal satisfac-
tion, this coordination had been a particularly close
one between the Bank and the Foundation. At several
important points during the period of project develop-
ment, in Washington and while your missions visited
Spain, we informally exchanged impressions, insights and
thoughts, and also documentation. All of this seemed to
have been useful to all concerned -- Spaniards and the
external agencies interested in Spanish education. With
all three projects now operative, it would seem to me at
least equally useful to continue this same kind of com-
munication.

I was surprised, therefore, that when a Bank
mission visited here a few weeks ago, not one member of
the mission made contact with us. It would have been
easy for the mission to do so. I hasten to add that I
do not think we can reasonably expect our Spanish col-
leagues to take the initiative in the promotion of com-
munication among the external agencies; it is up to us
to take this initiative. In any case, the Spaniards are
not likely to take it.

My purpose in writing you, therefore, is to
assure you that you and members of your staff, and your
missions, can count always on my complete and enthusias-
tic cooperation. My office door is open to each of you,
always. As we said to one another so frequently during
the negotiation period -- we all have the same interests
in mind, and all of us are seeking the same objectives.
Exchanging thoughts is bound to be useful to us now and
in the future -- as it was in the past.

I should like to take this opportunity to
send to you cordial personal regards and best wishes for
a happy summer, and to ask you please to give a special
greeting to Francis.

Sincerely yours,

Peter Fraenkel
Program Advisor
December 9, 1971

Dear Ralph:

Here is a draft of the ICRISAT letter we talked about on the telephone this morning. When we have your comments, we will prepare a new draft for your further inspection.

Sincerely,

Harold Graves

Enclosure

Dr. Ralph W. Cummings
The Ford Foundation
320 East 43rd Street
New York
New York 10017

cc: Mr. Demuth
December 2, 1971

Dear Ralph:

Here is a draft of the ISTEP letter we talked about on the telephone this morning. When we have your comments, we will prepare a new draft for your further inspection.

Sincerely,

Herbert O'Nan

H. O'Nan

Dr. Ralph W. Committee
The Ford Foundation
320 East 42nd Street
New York 10017

cc: Mr. DeMott

[Signature]

REC: 1011:33 AM 1971 CENTRAL FILES RECEIVED
OFFICE MEMORANDUM

TO: Files  
FROM: Douglas H. Keare

SUBJECT: Ford Foundation International Urbanization Survey

I spoke today to Mr. Lou Winnick of the Ford Foundation New York office in order to determine the status of the report of the Robin/Rosser/Terzo Survey Group. The "report" is presently in the form of 16 country reports (some of which were prepared by the principals and some of which were prepared by consultants); three special reports -- one having to do with training institutions and capabilities in North America, one having to do with the same in Europe and one having to do with technology adaptable for use in the developing countries; and three reports by Jack Robin in which he: (1) sets the problem, (2) advocates a role for the Ford Foundation; and (3) advocates a role for international agencies generally.

Robin and Rosser now have the job of boiling this mass down to a more digestible single report of about 200 pages. They are to complete this task by mid-January, at which time the Ford Foundation intends to circulate this final version to a small number of individuals and institutions, including the Bank. Their present intention is to hold a meeting to discuss the report and its implications sometime toward the end of March 1972. Mr. Winnick said that the direction(s) taken after March will depend upon developments between now and then, including developments at the March meeting if one is held. One possible further step which they are presently contemplating is to hold a conference at Bellagio, Italy sometime during the summer of 1972.

cc: Mr. Henderson  
    Mr. Stevenson  
    Mr. Sadove  
    Mr. Dunkerley  
    Mr. Strombom

DHKeares:gc
October 27, 1971

Miss Edith Rayner  
The Ford Foundation  
International Division  
320 East 43rd Street  
New York, N.Y. 10017

Dear Miss Rayner,

Thank you for forwarding copies of the brief on Ford Foundation's activities in South East Asia. I would be grateful if you would pass on my appreciation to those responsible for preparing the brief.

The amended brief went to Mr. McNamara on Friday evening, October 22, along with other briefing materials for his forthcoming Asian tour.

Yours sincerely,

Anthony Neylan.
October 24, 1977

Dear Mr. Keay:

The Ford Foundation
International Relations
350 East 72nd Street
New York, N.Y. 10021

Thank you for forwarding copies of the draft on Ford Foundation's activities in South Korea. I wrote a letter to you in your capacity as President of the Ford Foundation, please accept my respect and appreciation for your letter of October 24. Please note that the material was sent to Mr. Mokbiat at the Ministry of Health and Social Affairs for the Ford Foundation.

Sincerely,

[Signature]

Antonia Neary

AMERICAN J.P.
TO: Mr. L. E. Christoffersen  
Office of the President  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433  

DATE: 10/22/71  

In accordance with a telephoned request from your office this morning, I am pleased to send you two additional copies of a brief on the Ford Foundation's Activities in Southeast Asia, for Mr. McNamara's pending trip.

Sincerely,

Lillian Brown

Secretary to Frank J. Miller
INCOMING CABLE

DATE AND TIME OF CABLE: OCTOBER 21, 1971 2152

LOG NO.: RC 18/23
TO: INTDAFRAI
FROM: CAIRO

TEXT:

FOR SADOVE.
ARRIVED CAIRO PER SCHEDULE
RECEIVED REVISED DATES MCKRIDE GOOD MEETING
FORD FOUNDATION ATHENS REGARDS.

DONALD STRONEC

FAMILY NOTIFICATION HAS BEEN MADE

FOR INFORMATION REGARDING INCOMING CABLES, PLEASE CALL THE COMMUNICATIONS SECTION, EXT. 2021

DUPLICATE
Mr. Champion Ward  
Vice President  
Ford Foundation  
320 East 43rd Street  
New York, N.Y. 10017  

Dear Champ:

You may like to see the enclosed copy of a report on a visit I made to Addis Ababa in September.

Since I wrote it, we have heard that Abebe has chosen Alex ter Weels (the very able young American, member of the Harvard Advisory Group who is at present in the Ministry of Education) as his Executive Assistant. This will help us to see that things move forward, but there are still likely to be a number of gaps in the team. One of these (in educational finance) looks like being the subject of an offer by AID - and we shall have to try to make sure that if this is pursued, someone of first-class ability is appointed. In the area of educational radio, etc., the British seem poised to help; and in respect of rural education, I am angling for the possible use of Robert Shaw, whom I expect you know.

An encouraging feature of the experiment so far is that Abebe is in very close touch with Aklilu and others in the University and, as you will have seen from my report, seems likely to be making good use of the more able Ethiopians in the University.

I will keep you posted.

Yours sincerely,

Frank Dunnill  
Adviser on Technical Assistance  
and Preinvestment Services  
Education Projects Department

Enclosure

FDunnill:unc
Απόκτησε την δική σου αναμμένη διεθνή πουλερία και βιομηχανία.

Διεθνής 

Προς

...
September 17, 1971

Mr. Arthur T. Rowe
Ford Foundation
8 Rawdon Street
Calcutta 17, India

Dear Arthur:

Thank you very much for sending me a copy of the Kingsley-Kristof Housing Report, particularly for sending me your last copy! I have read it through with great interest. It is by far the most complete treatment of this subject focused on a specific city that we have seen. It is of real value for us as an example of a way to tackle the housing problem, and it could be of even more direct interest should we at some point become involved in operations in Calcutta.

As you might infer, I have changed my work in the Bank since I saw you last February. I am now Economic Adviser in the Special Projects Department which has responsibility for urban and regional projects. Since joining the department in April, I have been hard at it trying to learn what I can about this new field, and how the Bank might best operate in it. While in Bangkok last month, I had a fine discussion with your old colleagues Jack Robin, Colin Rosser and Fred Tarzo. With luck I may be seeing them again in the next few weeks.

The attached paper may be of some interest to you. It is a preliminary attempt to present urban problems in relation to possible Bank operations. It is admittedly pretty general stuff. You will note we included some reference to Calcutta in our discussion of housing, based on information we had at that time.

Hope all is well with you and your family. I do hope that business will bring me your way one of these days. When I was working on industrial problems I was interested in what you and the CMPO were doing and in the city itself; in my present job I am even more interested. Very best wishes,

Sincerely,

Kenneth A. Bohr
September 12, 1971

Mr. Albert T. Kay
Port Commission
6 Mason Street
St. Paul, Minn.

Dear Mr. Kay:

Thank you very much for sending me a copy of the article.

As you know, I am very interested in the topic of water pollution and its effects on our environment. I have been following the development of new technologies to control pollution, and I believe that we need to do more to address this issue.

I have read that some recent advances in water treatment technologies have shown promising results. I would be interested in learning more about these developments and how they could be applied in our area.

I look forward to hearing from you soon.

Sincerely,

Kennedy A. Hart
September 15, 1971

Mr. George Tobias
The Ford Foundation
55 Lodi Estate
New Delhi, India

Dear George:

Thank you very much indeed for remembering to send me a copy of your book. I have only skimmed so far but I can see that you have done a first class job and have written it up in your usual challenging style. I trust you have sent copies to others in the Bank more immediately concerned about India.

With best wishes,

Sincerely,

Michael L. Hoffman
Associate Director
Development Services Department

MLHoffman/pnn
Mr. Kenneth A. Bohr  
International Bank for Reconstruction  
And Development  
1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

Dear Ken,

We have all assembled again in Athens after our hectic and exhausting five weeks in South-East Asia. I came directly to Athens from a most interesting examination of the Djakarta situation, while Jack and Fred went on to the Philippines. We have now completed our field surveys (with 14 "country reports" completed) and are now hard at work on our Final Report - the first draft at least - which we expect to have ready in mid-October in time for the Foundation conference, of its International Division as a whole, due in Delhi in the last week of October. We will be presenting to this Foundation audience the twenty or so reports prepared or commissioned by us, together with our views on the most effective Foundation contribution in this complex field of urbanization in the developing countries.

We discussed in Bangkok the possibility of a further meeting in Athens late in September or early October for an exchange of views between the Bank and ourselves on the conclusions and recommendations that we are now seeking to formulate for our Final Report. This would be a very appropriate and helpful time from our point of view for a continuation of our discussions with you and your colleagues - and hope very much that your programme
will bring you in this direction later this month. We now expect to remain in Athens until we leave for Delhi in mid-October. Any dates during this period (apart from the 6th to 9th October when we have already scheduled meetings with Foundation visitors from New York) would be suitable for us.

Many thanks for the Bombay report (which we appreciate is still in draft stage). I have cabled Art Row in Calcutta to mail you a copy of Kingsley's paper on housing.

With warm regards from us all: we look forward to seeing you in Athens later this month.

Yours sincerely

Dr. K.L. Rosser
August 31, 1971

Mr. Stanley A. Nicholson
Representative - Brazil
The Ford Foundation
320 East 43rd
New York, N. Y. 10017

Dear Stan:

Thank you very much for your July 6 letter and the attached copy of Villela's letter. Latin exaggeration, needless to say!

In an earlier note of mine to Bill Carmichael, I expressed my satisfaction and appreciation for having worked for the Ford Foundation and which I now repeat to you. I trust that your Brazilian program will continue its "catalytic" nature with its strong emphasis on training of Brazilians. I am convinced that in the long run, this contribution is more lasting and with by far the greater "multiplier" effects.

My one normative observation, which I make as a friend and perhaps one of the same mind as yours, is that the Foundation's program could benefit by being less American. I am referring to the composition of its staff. This is not to say the American contribution is not an outstanding one but rather to suggest that a more diversified staff along nationality lines will prove beneficial to the program. As you are aware, even in the way we approach such standardized things as economic theory, we are different, depending greatly on one's early life experience. It is, if you like, a difference in the way we perceive the world by which we ultimately approach things such as economic development. I sound too philosophical, perhaps, but I am convinced that more diversity will prove beneficial to the program.

On the personal front, we now have a house, a nice one I think! Please be our guest with the family if possible in your next trip to the States. I find the World Bank interesting and pleasant but I should wait six months before pronouncing judgement.

Please convey my regards to your staff, especially Ivan and Hernani. Regards to Colleen and children.

Cordially,

Stathis S. Panagides
Agriculture & Rural Development Division
Economics Department

SSPanagides:mm
Dear [Name],

Thank you very much for your efforts and the assistance you have provided in the recovery of the estate of my father, [Father's Name]. I appreciate the efforts and care you have taken in this matter.

In my letter to you dated April 17, 1947, I summarized the steps taken so far and expressed my gratitude for the assistance you have rendered. I am pleased to inform you that the estate is now in the process of being settled.

I understand that the [Name] Bank is handling the financial aspects of the estate. Please assure me that the funds will be distributed to all beneficiaries as per the will of my father.

I have enclosed a check for $[Amount] for the legal expenses incurred in settling the estate. I trust that you will use this fund judiciously.

Please let me know if there are any further steps that need to be taken.

Thank you once again for your kind assistance.

Sincerely,

[Your Name]
August 26, 1971

Mr. Davidson R. Gwatkin  
The Ford Foundation  
47, Marina  
P.O. Box 2368  
Lagos, Nigeria  

Dear Mr. Gwatkin:

Many thanks for your letter of August 11. I have had no word from either Mrs. Ayida or from Mrs. McNamara in response to my letter of August 2, although there was no need for either of them to get in touch with me unless she thought we might be helpful.

I expect to be "on seat" when you are in Washington on October 11-12 and would certainly welcome a visit from you. I am confident I will recognize you when I see you as the person to whom Bob Clark introduced me when I visited him briefly in New Delhi in the mid-sixties. I suppose you know that he retired about 18 months ago and is now living in New Hampshire.

I assume you also know that the Bank will send an economic mission to Nigeria starting work there about October 4. I will try to include a mission member who can review the demographic situation, the Government's attitude toward family planning, and the present state of the public health system. I am sure whoever takes on these subjects for the mission will find the Foundation's report which you were kind enough to send extremely useful. Indeed, I will try to find Mrs. Ayida when she is here in mid-September so that this mission member can get the benefit of her help before reaching Lagos.

Sincerely yours,

George B. Baldwin  
Deputy Director  
Population Projects Department

P.S. For your convenience, my telephone number here at the Bank is 477-4623.

GBBaldwin/jim
August 23, 1971

Mr. George Tobias
Program Advisor
The Ford Foundation
55 Lodi Estate
New Delhi 3
India

Dear George:

Thank you very much for the book which came to me as a pleasant surprise, although you had told me the last time you were in that you were writing it. So far I have only glanced at it but I am sure I will find it interesting. I will pass it on to Ted Hawkins who is in charge of our work on employment and allied issues. Recently we have regrouped our economic work on population, employment and education in one, the Division of Population and Human Resources, which will I think make us better organized to cope with these problems on which we have so far done comparatively little despite the advance publicity to which you refer.

I myself have not seen the Clendenins since I returned from vacation. I think they are spending as much time during the summer in Pennsylvania as they can, for which I do not blame them.

With best personal wishes,

Yours sincerely,

[Signature]

Alexander Stevenson
Deputy Director
Economics Department
Mr. George Towner
Project Director
The Ford Foundation
22 East 47 Street
New York 3
In the

Dear George:

Thank you very much for the book which came
to me as a pleasure and a surprise. 
I was told the last time you were in that you were writing it.

So far I have only glanced at it, but I 
hope to finish it before Thanksgiving. I will 

send it to you today. It now happens that we have an 

employment and training program at our center, and you would 

find it interesting. I think it would be helpful if we could make 

some suggestions for improving our program. We have been 

in contact with the Ford Foundation and the Office of Education 

and I think we have some good programs. We have so far done 

comparative studies. This is the advance. We do not plan to 


With best personal wishes,

Your Secretary,

A. S. Alexander
Deputy Director
Economic Development

Aug. 21, 1941

Washington, D.C.
August 23, 1971

Mr. Gordon Harrison
Program Officer in Charge
Division of National Affairs
Resources and Environment
The Ford Foundation
320 East 43rd Street
New York, New York 10017

Dear Gordon:

Thank you for your letter of August 17 which I found awaiting me upon my return from a week-long trip.

The pressures of the immediate work schedule will not permit me to review your suggestions or to review your comments and recommendations until sometime later in the week. However, a hasty scanning of them indicates that they have much to merit our collective attention.

I am hoping to get a detailed reply to you in about a week or two.

Cordially,

James A. Lee
Environmental Adviser
Office of Director, Projects

JALee:pen
Dear Colleague,

Thank you for your letter of February 13th. I hope I have been helpful.

The presence of the immediate work schedule will not prevent me from returning your message and report. I believe my immediate absence is for only a few days. I am sure you will get along very well without me.

I am hoping to get a positive reply to your request for a week's leave.

Sincerely,

[Signature]

James A. Lee
Environmental Affairs
Office of Director, Programs

Date: 11/14/1971

[Stamp: Received]
August 18, 1971

Mr. Duncan Ballantine  
International Bank for Reconstruction  
and Development  
1818 H Street, N.W.  
Washington, D.C. 20433

Dear Duncan,

This is simply to confirm my understanding that you can attend the Bellagio planning meeting on September 21st, probably from 10:00 a.m. to 3:30 p.m., and to say that this date is firm even though you will not receive further information about the meeting until the end of the first week in September.

With best regards,

Sincerely,

F. Champion Ward  
Program Advisor in Education
Mr. James Lee  
1818 H. Street, N. W.  
Washington, D. C. 20433

Dear Jim:

This is to thank you for taking part in the informal discussions in Geneva July 27-29 and to express the Foundation's appreciation for your contributions to what seemed to me an unusually fruitful exchange on some of the problems that development agencies face in dealing with the environmental implications of economic development.

Out of these discussions emerged a number of suggestions that I think deserve our continuing attention. I will try to summarize my understanding of some of these under the four headings by which we agreed after the first day to shape our agenda.

1. Country strategies:

   The existing machinery for development, both international and national, is capable of taking environmental impacts into account in country and project planning and execution, but both need strengthening. A first step already under way is to widen and stiffen the conviction among aid agencies that there are environmentally better and worse ways of achieving development goals, that it is important to choose the better, and that it is politically feasible to do so. Closer informal coordination among agencies is one means to that end. Uniform agreed policies among agencies are neither necessary nor desirable. Each can proceed further and stand firmer if all march visibly along similar roads. The UNDP and IBRD as international agencies in close touch with the developing countries should be out front as they are prepared to be. A continuation of non-official communication among them, OAS, regional banks, USAID, SIDA and other bilateral aid agencies is desirable. Specifically, Mr. Forsse on behalf of SIDA extended an invitation to those present (with some possible added participants) to meet again in Stockholm under joint SIDA and Ford auspices.
immediately after the U. N. 1972 Conference. In addition the Foundation plans to offer shelter and support between now and then for other exchanges of views and discussion of joint action whenever any of you feel we could help in that way.

2. Queries, Experience and Principles:

   a. There is need for a series of non-technical booklets on environment and development for country planning officials, finance officers and other key administrators. These should deal with the problems of the country for illustrative materials. When possible these studies should be done by indigenous scientists.

   b. It was noted that a text on ecological principles prepared by the IUCN and Conservation Foundation will be published soon, pointed at a similar audience.

   c. There was general agreement that bodies involved in assisting development activity might well build into their programs a set of inquiries as to the consideration given to environmental aspects. One version of such a list of questions is enclosed.

3. Personnel:

   Among various suggestions for increasing the environmental awareness of agencies and national governments and improving their capacity to act effectively the following might be quickly acted on:

   a. Short seminars for senior officials in a position directly to influence policy in the developing countries. The population seminars being held throughout Latin America might provide a useful model but the precise form and content need to be worked out.

   b. Review from an environmentalist perspective of current curricula and emphasis of programs in developed countries to which administrators and high level technicians from the developing countries go for advanced training. These include universities, the Bank's Economic Development Institute and regional institutes supported by the UNDP. Depending on what such a review revealed the Foundation and other agencies offering fellowships or direct institutional support might alter their programs in appropriate ways to assure that this kind of education responds to the need.
c. Special seminars or other short training devices could be made available to personnel of the development agencies, along with better library facilities and information services. Anything done along this line should be on a sophisticated level and staffed by instructors with practical experience and fully familiar with the political and administrative world within which the agency must function.

d. Both technical assistance and applied research projects could be more effectively used for on-the-job training of indigenous technicians and administrators. That would make doubly important the selection of advisors who have broad enough minds and experience to recognize the totality of the human and natural systems altered by development. Most importantly they should be people able to communicate with others from different disciplines. They should depart on mission with directives defining the larger goals and the way their own specialty relates to these.

4. Research:

In the allotted time we reached no consensus on research priorities and probably could not have. Among many specific research needs nominated were:

a. A concerted push on pest and vector control to develop methods better attuned to the imperatives of biological systems than current dependence on general purpose, persistent biocides.

b. Comparative analyses of land use in similar ecosystems to provide better bases on which to choose among alternative forms of development those most likely to avoid the degradation of the producing system.

c. Encouragement of research within developing countries on the economic implications of environmental husbandry in different kinds of development projects. The Brookings centers in Latin America suggest one possible mechanism.

d. Exploration and definition of projects in the following fields: tropical forest use and conservation, tropical grasslands, techniques
of water pollution measurement and unsophisticated technologies for water treatment, criteria of environmental quality and alternative value systems to replace economic growth unlimited, ways of associating environmental and developmental considerations in regional and physical planning, urbanization (particularly investigations of how far experience in the developed countries might be used in avoiding similar mistakes by the developing countries).

e. It was felt that the agencies concerned with assisting development ought cooperatively to make a more systematic canvas of research priorities worldwide to assure more effective concentration of effort on common problems and to reduce both duplication and relatively unproductive studies.

Quite apart from the suggestions for action that I have tried to pick out in this letter I believe the frank exchanges in Geneva have opened the way for continuing cooperation among us that could be most productive for all. At least I am sure that is true for our Foundation.

I hope you will send me comments on the meeting or on my understandings from it. In addition any thoughts you may have on ways in which we could be useful would be most welcome.

Sincerely yours,

Gordon Harrison
Program Officer in Charge
11th August, 1971

Mr. George B. Baldwin,
Deputy Director,
Population Projects Department,
International Bank for Reconstruction
and Development,
1818H, Street, N.W.
Washington, D.C. 20433,
U.S.A.

Dear Mr. Baldwin:

Thank you for your August 2 letter about Mrs. Ayida's
trip. It is all set. I understand she'll be in Washing-
ton in mid-September.

I'll be in Washington myself on October 11 and 12
and hope I might drop by for a chat. I believe we've
met a couple of times before in India. I was there from
1964-66 with the Foundation as a Training Associate in
Manpower Planning, first under Bob Clark and then under
George Tobias. I believe you were in and out of the
Foundation office several times during that period.
And I remember having read a very interesting book you
wrote on industrialization in South India.

I attach for your information a copy of our latest
situation report in West Africa. We'll be distributing
copies to your colleagues in Washington and in Lagos
within the next week or so. But since I'm writing, I
pass along a copy now.

Sincerely yours,

Enc: Davidson R. Gwatkin

cc. Mr. M.A. Burney,
World Bank - Lagos.
Mr. Alexander Stephenson  
International Bank for Reconstruction & Development  
1818 H. Street, N.W.  
Washington, D.C., 20433  
U.S.A.

Dear Sandy:

I regret that you were out of town when I called last month in Washington while on my home leave. I was especially eager to talk with you about the Bank's initiative in dealing with employment, income and the human dimensions of economic development to which so much publicity has been given.

You may be interested in the enclosed slim volume I have recently published which sets forth my own description of the problem in India, with a highly condensed set of possible treatments. I would be very grateful for your reactions. To the extent this analysis is correct, it may be equally so with respect to many other underdeveloped agricultural countries.

With best personal regards, as always, I am,

Sincerely yours,

George Tobias  
Program Advisor

Encl:

Warm regards to the Cleidenloos - who were also absent! 😊.
July 20, 1971

Dear Mr. Reed:

Re: Mr. Marinus Maasland

This is to acknowledge your letter of July 9, 1971 asking my views on Mr. Maasland's suitability for a position as Project Specialist in water resources planning for your India office.

I have known Mr. Maasland for many years. I was first associated with his work in West Pakistan where he was working as a staff member of Harza Engineering International, General Consultants to the West Pakistan Water and Power Development Authority (WAPDA), of which I was the chief engineer. His major assignment was the preparation of a master plan for the development of the agriculture and water resources of the Indus Basin and his main specialty was water resources development and drainage. I found him brilliant and innovative, having the extraordinary quality of approaching the water development problems in a new way - different from those of other professionals. His contributions, therefore, were very often original. He worked very hard and took his job too seriously. I always enjoyed talking to him on problems of project planning and implementation and found that he usually had some useful new ideas and improvements to offer.

Since I joined the World Bank I have also been associated with Mr. Maasland's work for H.C. Acres, General Consultants to East Pakistan WAPDA, on the water and agricultural development programs of East Pakistan. I found his work as interesting and useful as that in West Pakistan. There are very few experts and specialists, on water resources planning, that I met who, I believe, could excel the professional capabilities of Mr. Maasland and his very high motivation in the development field. As a team leader and manager, however, his performance has not been as extraordinary, because he takes upon himself most of the responsibilities. I believe, however, that as a project specialist for water and resource planning he would be an excellent choice.

Yours sincerely,

S. S. Kirmani

Mr. William S. Reed
The Ford Foundation
320 East 43rd Street
New York, New York 10017

S.S.Kirmanada
July 30, 1971

Dear Mr. Keen:

I am pleased to acknowledge your letter of July 9, 1971, in which you asked me to comment on the feasibility of the project for a parking garage at the present site of the old water conservation building.

I have been acquainted with Mr. Keen for many years. I was first acquainted with him through the work of the Water Resources Development Authority (WRDA) on which I served as a member of the Board of Directors. Mr. Keen was an active member of the Water Conservation Committee of the WRDA, and the preparation of a master plan for the development of the water resources and the preparation of a water resources development plan, and the participation of Mr. Keen in those activities and programs, contributed greatly to the success of those efforts.

The approval of the project by the Board of Directors was based on the fact that the project would provide additional water resources for the development of the area, and that it would be consistent with the policies and objectives of the WRDA.

Since I joined the Water Power I have been engaged in research and development programs, and have been involved in water conservation efforts. I have been associated with Mr. Keen for many years, and I believe that he has been an excellent choice.

Yours sincerely,

[Signature]

Mr. William S. Keen
The Water Power
200 East 43rd Street
New York, N.Y. 10017

[Signature]

S. R. Zimmerman

Received

[Stamp]
July 9, 1971

Mr. S. S. Kikmani  
Deputy Director  
Special Projects Department  
IBRD  
1818 H Street, NW  
Washington, D. C. 20433

Dear Mr. Kikmani:

Mr. Marinus Maasland is being considered by the Foundation for a position as Project Specialist in water resources planning for our India office, located in New Delhi. In this position, he would work with the Planning Commission of India under a Foundation-sponsored State Planning Program to improve the competence of state level personnel in project planning and implementation. There are two basic dimensions of the program described briefly below.

One dimension consists of working directly with three states on actual investment projects. The other side of the work consists of a variety of research, training, and coordinating activities related to improving the competence of State and Centre personnel in investment planning and to improving the planning process itself by bringing about improvements in procedures being followed by key government agencies.

Mr. Maasland has given us your name as a reference. Before proceeding further with his candidacy, we would appreciate your candid and confidential appraisal of his professional capabilities and personality in relation to this position. If you know of any reason why he could not perform the job effectively, we would very much appreciate your comments.

Sincerely,

William S. Reed

[Signature]
July 8, 1971

Mr. Harry D. Huskey
The Ford Foundation
55 Lodi Estate
New Delhi 3, India

Dear Harry:

Please excuse this late answer to your letter of June 1, but I have just returned from an extended trip to the Far East on a Bank mission.

I will be happy to serve on the panel you are organizing, "How to cope with aggressive foreign enterprise when buying a computer in a developing country".

Sincerely yours,

Efrain Friedmann

EFriedmann:fc

cc: Central Files
    Div. Files

Control No. Misc. 1-122
July 7, 1971

Mr. Lowell S. Hardin  
International Division  
The Ford Foundation  
320 East 43rd Street  
New York, NY 10017

Dear Lowell:

This is to acknowledge and thank you for your letter of July 1 inviting IBRD to participate in International Centers' Week to be held in New York, October 5-8, 1971.

I note in the program that you have listed me to speak on Friday, October 8 on The Consultative Group. It has not been decided yet whether the presentation will be made by me or another member of the Bank's Delegation, but I will let you know at a later date when the composition of the Bank's representation is known.

Yours sincerely,

A. Kruijthof  
Development Services Department

cc: Mr. Hoffman  
Mr. Evans/Fransen - with copy of incoming letter  
Mr. Gram (FAQ)  

A.Kruijthof:dkc
I am pleased to announce and thank you for your letter of July 15th to the International Tissue Bank, New York, New York, for your letter of July 15th, proposing to participate in the International Conference on International Tissue Bank, New York, New York, October 8-9, 1971.

I note that the program for the Conference is subject to change and that you have indicated a desire to conduct a session on tissue banks. As a result, I am enclosing a list of potential topics and the names of potential speakers for the International Tissue Bank. I will keep you informed of any changes in the schedule as well as any further information that may be of interest to you.

Yours sincerely,

A. W. Jenkins
Development Services Department
June 1, 1971

Dr. E. Friedman
International Bank for Reconstruction and Development
1818 H. Street N.W.
Washington, D.C. 20433

Dear Effriam:

Thank you for your letter of April 26.

Besides the UN panel I am also organizing a panel on "How to cope with aggressive foreign enterprise when buying a computer in a developing country." Your experience in Chile and your position with the World Bank make you a particularly appropriate person to serve on the panel. May I count on you?

Sincerely yours,

Harry D. Huskey
Dear [Name]:

I am sorry for any confusion I may have caused. I have been reviewing the documentation and ensuring that all necessary approvals have been obtained.

 Attached is the final updated version of the document. Please review and provide your comments.

Sincerely,

[Signature]

[Date]
July 1, 1971

Mr. Arie Kruithof
Development Services Department
International Bank for Reconstruction
and Development
1818 H. Street N.W.
Washington, D.C.

Dear Arie:

On behalf of IRRI, CIMMYT, CIAT and IITA, we invite you and associates who may wish to do so to participate in International Centers' Week sessions as described in the attached program.

Meetings on October 5 and 8 will be at the Ford Foundation. Sessions on October 6 and 7 will be at the Rockefeller Foundation.

As indicated in the program, the meetings seek to:

1. Provide an overview of progress, plans and problems in programs of the individual institutes. (Tuesday)

2. Present the specifics of programs proposed for 1972 and beyond and spell out their budgetary implications. (Wednesday and Thursday). Each center will mail to us a program and budget document approximately two weeks in advance of the New York meeting. It is hoped that the Directors of the institutes can return from the meetings with firm knowledge of the funds which will be at their disposal for the coming year.

3. Provide an opportunity for coordination of present and proposed programs having to do with agricultural research and training.

We will appreciate your advising us concerning your plans to participate in the October 5 - 8 meetings.

Sincerely yours,

Lowell S. Hardin

Encl.
June 23, 1971

Dr. C. K. Rosser  
The Ford Foundation  
International Urbanization Survey  
24 Strat. Syndesmou  
Athens 136, Greece  

Dear Dr. Rossers:

I met you briefly, several years ago, when I was in Mr. McNamara's party when he was briefed on the work of the Calcutta Metropolitan Planning Organization. At that time I was posted with the Bank office in New Delhi. I have since returned to Washington and have recently joined the Bank's Special Projects Department where I am presently concerned with urban problems.

When I found I would be involved in urban work, my first thought was of the Calcutta experience. I remembered clearly, comments you made on the housing problem at the time of the McNamara meeting and then recently I have seen an extract from a paper of yours on housing, distributed by the Urban Study team in Nairobi. It was clear how helpful it would be for me to talk with you. When I was in Calcutta last January, Arthur Row told me you were in Athens with the Ford Urbanization project. I have since learned that John Robin was in the Bank last December and talked with Donald Strombom and others in our Urbanization Division.

I am going to Bangkok in mid-July and plan to come through Athens on my way back to Washington about mid-August. If convenient, I would appreciate the opportunity to see you and your colleagues at that time. We are most interested in your work and I would be able to bring you up to date on our present efforts and plans in the urban field. After July 12 I can be reached at the Hotel Erawan, Bangkok.

Sincerely yours,

Kenneth A. Bohr  
Economic Adviser  
Special Projects Department

cc: Messrs. Sadove, Strombom
June 22, 1971

Mr. Lowell S. Hardin  
Program Officer  
International Division  
Ford Foundation  
320 East 43rd Street  
New York, N.Y. 10017  

Dear Lowell:  

Thank you for acting so promptly, with your letter of June 15, to my request for a list of meetings scheduled through the end of the year.

I appreciate your arranging for invitations to any meetings sponsored by the Centers to be sent to me so that I can arrange, in consultation with my colleagues, for representation by the Bank.

For your records, you may wish to note that the group meeting in Rome, June 29 - July 2, is the Technical Advisory Committee of the Consultative Group on International Agricultural Research, to which you refer in brief as the Consultative Group Research Committee.

With best personal regards,

Yours sincerely,

Arie Kruithof  
Development Services Department
RECEIVED
CENTRAL FILES
Jun 23 11:35 AM 1971

[Handwritten text]

[Handwritten signature]

[Handwritten note at the bottom]
June 15, 1971

Mr. Arie Kruithof  
Development Services Department  
International Bank for Reconstruction and Development  
1818 H. Street, N.W.  
Washington, D.C.

Dear Arie:

Responding to your request we list here dates of meetings known to us which involve the International Institutes more or less directly.

- June 28, 29 - Executive - Finance Committee, CIMMYT, Mexico City.
- June 28 - July 2 - Consultative Group Research Committee, Rome.
- August 6, 7, 8 - Executive Committee and Board Meeting, CIAT, Hotel Tequendama, Bogota.
- September 3, 4 - Board of Trustees, IRRI, Los Banos.
- September 13 - 14 - Research Committee, IITA, Ibadan.
- September 15 - 17 - Annual Meeting of Board, IITA, Ibadan.
- September 21 - Dedication of CIMMYT facilities, El Batan.
- September 22 - Meeting of CIMMYT Board, El Batan.
- October 5 - 8 - International Centers' Week, New York.

I am sure that the Directors of the centers will be pleased to learn that by extending one invitation to you the Consultative Group will be appropriately informed. You as secretary will, when possible, attend or you will arrange for appropriate representation.
By copy of this letter, I am requesting that the Directors alert you directly of (a) dates now set in addition to those listed above and (b) new dates of interest to you, just as soon as they are established. When I see all of the dates listed in one place, I appreciate the fact that you may need to be twins to get your job done!

Congratulations to the parents on the happy occasion of your daughter's wedding.

Sincerely yours

[Signature]

Lowell S. Hardin

cc: Dr. Herbert R. Albrecht
    Dr. Robert F. Chandler
    Dr. U. J. Grant
    Dr. Edwin J. Wellhausen
    Dr. John Pino
May 26, 1971

Mr. Richard H. Demuth,
Director,
Development Services Department,
Room D 1128,
International Bank for Reconstruction and Development,
Washington D. C. 20433.

Dear Dick,

I returned on Monday from my trip to Turkey. Enclosed, please find the text of the lecture I delivered on May 13 to the Economic and Social Studies Conference Board. (*)

The program was very well prepared by our friends in the Conference Board which, incidentally, is financed by the Ford Foundation. The meeting was organized at the Hilton Hotel. The President of the Board, Dr. Nejat P. Eczacibasi, later told me that he had to change the reservation twice in order to get a bigger room each time in view of the constantly growing number of registrations. There were about 100 participants at the lecture and ensuing seminar, most of them professors and representatives of the banking and business community.

The President of the Board is a leading industrialist of Turkey, who knows the Bank very well as he has received several important loans from the Industrial Development Bank.

The Turkish press and radio reported about the meeting.

As I mentioned to you in a previous letter I proceeded from Istanbul to Ankara on the invitation of the Governor of the Central Bank. I stayed there on May 17 - 19 and met members of their Board and Management. It was a very interesting visit.

(*)
Dear Dick,

We now have a new development in our project. I was planning to meet with you today but it looks like we won't be able to do that now.

I've attached some documents that I believe will be helpful in understanding the current situation.

Best regards,

[Attachment]
We took advantage of the long week-end to spend a few days, on a private visit, in Greece. The only official whom we met, but also on a private basis, was George Gondicas. NIBID is now involved in a special study of Greco-Turkish industrial development; they would like the Bank to assist at some of their joint meetings to be held periodically in Paris, Greece or Turkey. I asked George Gondicas to let me have a paper on the subject which I shall forward to you.

On my return to Paris I read with great interest the papers about your meeting on agricultural research. It seems to have been a great success.

With warm regards.

Yours sincerely,

Arthur Karasz

Encl.

(*) The text has also been published in Turkish, but I guess you'll prefer to get it in English!...
Address by Mr. Arthur Karasz, Director of the European Office of the International Bank for Reconstruction and Development, on May 13, 1971, at the Economic and Social Studies Conference Board, Istanbul, Turkey.

The subject I propose to discuss today is "Economic Development in the Third World". Is there a need for economic development? Is it possible at all to develop the economy of the periphery? If so, what should be done?

"Third World" is a broad expression. It includes the countries we call, for want of a better expression "under-developed", "less favoured" or, to use a kind expression "developing" countries. In short, the poor countries of the world.

The expression "under-developed" involves an element of comparison: when a country is less developed, its degree of development is inferior to something. But to what? Less developed than what? There are three possible answers: less developed than possible, less than needed or finally less than the others. 1/

The first formula, "less than possible", does not seem to be satisfactory. There are a number of rich countries which are less developed than their natural resources should make it possible. A number of "Départements" in France, a number of states in the U.S. should be much more affluent than they actually are. Nevertheless, France or the U.S. should not be called under-developed.

1/ In these paragraphs I am following the ideas contained in the remarkable essay by Pierre Moussa on Les Nations Prolétaires, Presses Universitaires de France, 1963.
The second formula says "less developed than needed". But the need for something is a relative notion. Do we really "need" a hat or a coat, or a refrigerator? In Thailand, to mention a hot country, we certainly do not need a hat or a coat but we do need a refrigerator - a luxury article per se. We will want the refrigerator because of the climate in South East Asia - it is very hot there. In other countries, in cold countries, we do not "need" the refrigerator, nevertheless we might wish to buy one because our neighbour has one.

And this leads us to the third alternative. Under-development means possessing less than the others. A nation, a region is under-developed when it gives less to its people than other countries do. Thus, under-development can only be described in relation to others, to the more developed, in short, to the rich.

Can such under-development be measured?

It can, in terms of food, in terms of mortality, analphabetism, under-employment, to name just a few of these criteria. But maybe the best measure of development is still per capita income. Differences in per capita income have grown tremendously in the course of the last century or so and made under-development brutally evident all over the world. So evident that one might be tempted to consider it as an eternal phenomenon having always existed, and due to exist forever.

However, the question arises whether "under-development" is really such an everlasting phenomenon. I have some doubts in this respect. I am even tempted to say that under-development - the inability of a given area to generate a satisfactory level of income to the population, as compared
to other areas of the world - is a relatively recent phenomenon. In the "old times" (whether they be "good" or "bad") preceding our modern era there existed differences in civilizations but there were no real differences in the standard of living of the population. In other words, artistic or literary achievements might have been very high in one or another area of the world as compared to others, the artistic achievements of your Byzantium for instance which was so high in the times when the intellectual level of Western Europe had declined for a number of historic reasons: nevertheless I do not think that in that period the standard of living of a European serf differed strongly from that of an Anatolian farmer: both used the same farming tools and both had more or less identical incomes (in reality, they had no monetary income, they just consumed their own production).

China might be an exception under this statement. In the very early times, China did have a very high civilization, unequalled by other parts of the world and particularly Europe - but China was very far away and there was practically no communication with the Celestian Empire. If there had been, the innovations known in China, the printing press, porcelain, gun powder or paper would all have come to Europe at a much earlier date or we, the Europeans, would all have migrated to the Far East.

And this leads us to the last element in the consideration of the problem: the element of migration. In past times a notable difference in the standard of living of two given areas could not have persisted for a long time for the very simple reason that the under-developed population would have migrated toward the new riches.
Thus, in past times, migration was a built-in corrective in the economy of human society: poor Europeans moved to the U.S., to other continents, Asians to Africa, in small numbers to Europe. It is only our modern times that stopped this phenomenon by discovering developed systems of national frontiers, passports, visas, working permits, and so on. To summarize: under-development emerged in relatively recent times as a consequence of man-made measures.

If this is true, is it correct to consider under-development as a natural calamity which cannot be changed?

A number of people are tempted to think so. They accept as a rule the remark quoted by the late Professor Nurkse that "a country is poor because it is poor" 1/, meaning the vicious circle of poverty which makes it impossible for the poor to invest and therefore improve their competitive situation. Others even talk of a brazen law among nations, similar to Ricardo's Iron Law he formulated in the 19th century which would condemn certain countries to eternal poverty without respite.

But there is reason to believe that the pessimists are wrong just as Ricardo was proven wrong with his famous law.

The establishment of the World Bank in itself can be considered as a first proof that there is no new brazen law. This is proven by the results of the Bank's activity in the first twenty years of its existence. In a little over 20 years the World Bank Group was able to transfer resources for more than $14 billion from the so-called rich countries to the underdeveloped areas, $14 billion which result in the production of more power,

better transportation, more food - to mention just the basic investment sectors of the institution. And these $14 billion were mostly well invested amounts. It is now fashionable to attack development investments, it is fashionable to say that they are wasted money, imperialist money, capitalist money. I would suggest that these attacks are somewhat unilateral and exaggerated. They overlook the fact that without the Bank's intervention the Third World would be considerably poorer, without the Bank's loans, life, in the modern sense of the word, would have become impossible. In short, they overlook the fact that in the 10 years of the 1960s the poor countries of the world have added about $150 billion to their measurable production or about 5 percent annually, a faster rate of growth than was the case historically in Europe or in the U.S. Thus, while there are still enormous problems to be overcome in the form of, for instance, the population explosion, urban unemployment, environmental problems - to mention just a few, the threat of famine in the world was greatly reduced, thanks in part to the appearance of new agricultural technologies specifically tailored to tropical climates. You know the role played by Bank loans in your own country, but I can give also some examples in other countries; without the Bank, big cities like Buenos Aires, would certainly not have sufficient electric energy today, the copper of Zambia could not be extracted in commercial quantities - and such examples could be extended to practically all the countries in the world.

Thus, the World Bank Group's operations consist in an interesting and constructive new approach toward a great problem which started with the industrial revolution but is constantly changing of aspect.
Investments into what we call now the Third World started a long time ago. One is tempted to venture the statement that they started with underdevelopment as such - thus, it being difficult to decide which of the two is the cause and which the consequence? However, the aspect of the investments has necessarily changed in the course of the last hundred years. If we look into the history of the 19th century, if we add up the tremendous amounts having gone into infrastructure in all five continents of the world, into the phenomenal railway net of Argentina or India, into the harbours on the coast of South America or Africa, or Asia, into agricultural ventures, into mining and other industries, the amount of money which was invested in this way is probably not far from the amounts having been used for economic development in the second half of the 20th century. Barbara Ward has given us figures on this subject in her past writings. The only difference between the two approaches during the two periods, the period of "La Belle Epoque" at the start of the century, and our present times is that today we no longer transfer funds from the metropolis to a colony but transfer aid between equals, this having serious effects not only on the budget but also on the balance of payments of the industrialized countries.

In the inter-war period, the dependence on aid of entire continents was not as clear as it is today; in the inter-war period the lack of capital and the lack of foreign exchange was still camouflaged by the existence of colonial relations and, particularly in the industrialized nations of Central Europe, by the introduction of severe exchange control measures. It was only in the course of the Second World War that it started to become clear to the world that a new system of financing was needed because the
possibilities at the disposal of individual industrialized nations were going to be too small, the needs of the under-developed countries too enormous to be satisfied by any country alone. In short, it became clear that there was need for a cooperative institution whose members would pool their resources to create big enough means, big enough to satisfy the needs of entire continents with a constantly growing population.

This was achieved in 1944 in Bretton Woods, New Hampshire, U.S.A., which created the International Monetary Fund and the International Bank for Reconstruction and Development, the World Bank. While the Fund is a sort of a central bank of the world, and its purpose is to help its members to maintain their monetary economy on a more or less stable basis, the aims and purposes of the World Bank are at longer term: it is called to assist its members to develop their economy thanks to investments in economically useful operations.

The World Bank is called a "bank", and it is one since it wants its loans to be reimbursed on schedule; this is the only way to maintain the regular flow of the loans to countries which need them. Nevertheless, it is not a bank in the accepted sense of the word: it is rather a cooperative of the member countries (there are now 115 members). The Bank's authorized capital amounts to about $27 billion in which all the member countries participate, their shares being calculated according to their means. Thus, everyone contributes but the rich contribute more.

This quota system is one of the expressions of internationalism of the Bank. Everybody contributes so the Bank belongs to all and not just to one nation; the Bank is neither English nor American nor German or French.
The Bank is all its members and when it lends to a country, say, to Chad or Bolivia, the loan is decided upon and granted by the institution, by all and not by one or another individual country alone.

The quota is the basis for voting in the Board of the Bank. In other words, the Bank (and IMF) follow the weighted voting system and not the "one man one vote" system of the United Nations. As we shall see later, this is a much discussed rule which, however, has only a limited importance in practice.

As I told you some minutes ago, the Bank Group has lent over $14 billion to its members and according to its present program, it will lend another $2-1/2 billion a year. The question therefore arises as to where all this money comes from. It comes from two sources:

(a) The capital of the Bank;
(b) Borrowing on the market.

The authorized capital of the Bank is at present $27 billion, a high amount, but only 10 percent of it is paid in. Therefore, $2.7 billion are available for lending purposes which is insufficient to cover the Bank's lending program. The difference is available in part from the repayments by old debtors and in part through borrowing by the Bank on the world money market. The Bank sells bonds to those who have money to invest. The investors buy Bank bonds for two reasons, one because 90 percent of the Bank's authorized capital, i.e. over $24 billion serve as a guarantee for such bonds and, two, because the Bank pays the current interest rate to its bondholders. When money is cheap the Bank will pay low interest rates and will be able to lend at low rates and vice versa. Unfortunately, as you
very well know, we are presently in the "vice versa" situation. Long-term money is expensive, the Bank pays around 8 percent to its bondholders, therefore the lending rate of the Bank is today relatively high, 7-1/2 percent. The Bank's lending rate is, of course, of the greatest importance to the borrowing countries, therefore the Bank's money raisers have a difficult job finding relatively cheap sources of money. They must be on a constant look-out for new markets, in the U.S., in different European countries, in Japan, in the arab countries. Their activity involves much crystal ball glazing - a quite risky operation, particularly since the Bank lends, and therefore must borrow long-term so that its decisions on the rate will be felt in 15 to 25 years to come.

Their job is made even more difficult because the market is in constant move like the ocean. Its waves can be rough at times and the form they take is the result of complicated and often invisible forces which exert their pressure in many directions. The multi-currents on the monetary ocean created the multiple monetary crises of recent years, like the gold crisis, the difficulties of the dollar, the pound sterling, the French franc and, finally, the revaluation of the DM. In recent years, the storms have been accompanied or caused by a constant spiralling inflation and by interest rates whose level have attained high points rarely reached since the middle ages.

The interest rate the Bank charges at present is still low as compared to commercial rates you have to pay in business - nevertheless it is much too high for a number of developing countries, particularly those whose foreign debts had grown beyond their capacity of repayment.
The foreign indebtedness of the developing world is becoming one of the pressing problems of our times. According to recent calculations such debts grew a yearly average of 14 percent in the last twenty years and their total represented $58 billion by the end of 1969.

There are a number of developing countries, some of them the largest and most populated areas of the world, whose foreign debts are so high and their repayment schedules so concentrated that they are not creditworthy any more at normal banking conditions. This tendency was clear some ten years ago already and it was at that time that a second institution was created within the World Bank Group, which is called the International Development Association, or IDA.

What is the difference between the World Bank and IDA? None, as far as the quality of the projects is concerned. Be it Bank or IDA that lends, the project must be economically sound and technical feasible. The difference lies in the conditions of the loans; Bank loans have shorter maturities (generally between 15 and 25 years) and the interest rate is relatively high. IDA lends on easy terms, 50 years and without interest.

However, the easy terms of IDA mean that IDA will not be able to raise money on the market. Its funds will have to be provided through budget appropriations, grants given by the industrialized countries. The obtention of such grants is not always easy; they have to be given from the national budgets, always a difficult decision for a minister of finance.

The first funds for IDA were granted in the early 60s, an amount of $150 million yearly. Three years later the funds were spent and IDA had to be "replenished". The replenishment negotiations are rather complicated
because they necessitate the agreement of 18 donor countries and it is not easy to reach agreement among 18 sovereign governments on the total amounts to be contributed in proportionate sharing of the burden, on the way the payments will be made and, last but not least, the great lines of the lending policy of IDA.

Since 1960 IDA had to be replenished several times. The last agreement in such a replenishment was reached last year; according to the agreement, IDA will receive a yearly amount of over $800 million for three years starting July 1971. The agreement will have to be ratified by the respective parliaments of the donor countries; for evident reasons, such parliamentary ratification procedures are not always simple and it will probably take some time for us to know whether and in what circumstances IDA will continue to operate.

The World Bank Group's third member is the International Finance Corporation, IFC. What is IFC? In a somewhat simplified way, we can say that it is the Bank Group's arm towards private investment. IFC is allowed to do certain operations neither the Bank nor IDA can do: when the Bank lends to privates, it has to obtain the Government's guarantee; IFC is not allowed to accept such guarantee. While the Bank only lends, IFC is allowed to lend or invest, i.e. buy equity capital as well. Its final purpose is to attract private investors, act as a catalyst for investments. In a more general way, while the Bank invests into infrastructure as a basis for further investments, IFC is expected to invest into superstructure only.
The World Bank Group's activities, particularly those of the Bank and IDA have considerably increased in the last three years. Last September, at the Annual Meeting in Copenhagen, the President of the Bank was able to report that the lending program is on schedule and that the Bank Group is on its way to reach its goal of lending in the period 1969-73 a total amount of $12 billion. In the course of the last fiscal year 1970, the Bank Group lent a total amount of roughly $2 billion 300 million; to reach that goal, it borrowed $735 million on the money markets, mainly in Japan and Germany.

The increase in the activities of the World Bank Group involves a considerable growth in the workload of the staff, because a doubling of the lending program means that there will be at least twice as many projects to prepare, to study and to decide as in previous years. Each project has to be examined individually, which means that the number of Bank engineers, Bank economists and loan officers will have to be doubled if not more in the coming years. The number of trips to the beneficiary countries will also have to double or more in order to enable the staff to study each project from both the technical and economic points of view.

Will it be possible under these circumstances to maintain the strict criteria which have been applied to the Bank's operations since its inception? This question has often been raised since 1968. The answer is affirmative. The underlying principles of the Bank's activity have not changed - on the contrary. They are often stricter than they had been in the past. This is possible thanks to a considerable improvement in the procedures of the Bank itself which makes it possible to prepare and supervise complicated projects in a more efficient way.
What are the basic sectoral activities of the Bank?

As far as amounts are concerned, the bulk of the Bank's activities is still used for the development of the economic infrastructure in the developing countries. Our main purpose is to prepare the field for further investments because no-one will invest into a desert, where there is no water, no energy, no transportation. Thus, in our infrastructure projects we help to create energy, we help to build highways, improve railways, find water, distribute it and irrigate.

However, the picture I am drawing would not be complete if I didn't mention the existence of criticism of the Bank's approach toward economic development. In the course of the last years, foreign aid and World Bank activities have come into the centre of public interest, therefore - quite naturally - also of public critique: sometimes such critique degenerated even into active demonstrations and street fighting. You may have heard about such demonstrations in Heidelberg and later during the Bank Annual Meeting in Copenhagen.

While at the beginning of its existence the Bank was sometimes criticized, rather mildly, by the conservatives as being too radical, today criticism is coming from the left or the so-called left. Such criticism is explained in a pamphlet published in Copenhagen last September. It raises among others the Bank's (and the Fund's) weighted voting system. I explained this system some minutes ago.

---

1/ World Bank Report, International Information Centre, Copenhagen, Denmark, 1970.
Whether it could be changed or not by modifying the charter is a matter for discussion - however, it would certainly be difficult to prove that the introduction of, for instance, the U.N. one vote - one nation system would really facilitate the raising of the enormous amounts of money needed for economic development. It would probably make it more difficult. In addition, I must also mention that while the weighted vote is a basic principle of the Charter, in practice the principle doesn't apply because the Board of the Bank practically never votes. If there is dissension, the matters are generally postponed until a common platform can be found.

The Bank's development program is also under attack. According to the critiques the real purpose of the Bank's infrastructure policy is to create or facilitate further orders for the "monopolistic heavy industry of the West", thereby the extension of dependence on the capitalistic system all over the former colonial world; in short, it "makes the rich richer and the poor poorer". (Another, somewhat nastier way of putting it is that "the rich countries are getting richer and the poor countries are getting family planning advice.") In any case, jokes apart, economic priorities is a most serious question: who should get the priority in an under-developed economy? Should it be capital intensive modern industries, even if there is no real basis for their existence in the under-developed economy and would create huge deficits or infrastructure projects which create the basis for further development. The latter is certainly more logical and constitutes the only way for the attraction of the huge financial means that will be needed in the course of the development process.
Most of the attacks are of course politically oriented and their authors often refuse to get involved in serious discussions. To mention just one more example. In a recent publication, foreign aid appears as the "Ugly American" in the third world. Miss Hayter describes the activities of the World Bank, IMF and bilateral aid agencies as using aid in directions which lead to stagnation only. Development is equated with growth in the narrow sense of the expanding production, it is often subordinated to the short-term goal of economic stability which however often means falling real wages, rising unemployment, in short, stagnation. Miss Hayter voices mainly the voice of Latin America regimes which would like to do through inflation what they are unable to do through balanced growth.

All this does not mean, however, that infrastructure is the limit in the Bank's thinking. Twenty years of Bank existence is a long period of time and in their course new needs, new problems arose which necessarily enlarge also the program of the World Bank Group. It is reaching out to new areas and to new sectors of activity. As far as the new areas are concerned, Africa is one of them; lending there has increased by 150 percent. The Bank also hopes to double its lending in Latin America. In Asia, India and Pakistan will continue receiving rather important amounts of funds. A new and interesting recipient will be Indonesia, a huge country with 115 million people, a country now rapidly developing after having emerged from an era of turbulence and disorder.

An initiative worth mentioning was taken some time ago by the Bank when it established its permanent missions, two in Africa and one in Indonesia. It is their aim to help accelerate and coordinate the preparation of new development projects. The missions, like indeed the Bank as a whole, have two aims: one is quantitative - increase the number and amount of loans, the other is qualitative - create an environment that is truly conducive to economic growth. In order to reach this objective, we must seek out projects, methods and policies which will promote the whole of the economy. The new aim of the Bank is thus the formulation of a long-term strategy, by means of a five-year investment plan and the search for projects, methods and policies which will one day allow economies to develop and progress on their own. In other words, the Bank is looking for an overall strategy by which development in each individual sector improves and sustains it in all the others.

Within this global approach, new problems will also be examined. Three sectors are of particular importance in this respect: education, agriculture and population growth. They are clearly related to the most critical aspects of our environmental problems: those created by unemployment, urban as well as agrarian, and by our slums. While the problems as such are known, their solutions are still to be found. Maybe industrialization would be one of the answers; this is the feeling of the Bank's management, and that is why it created a new department for its study.
Each of the subjects I mentioned contain immense problems. Thus, as it always happens in life, the larger the circle of our activities, the more incognita we might happen to encounter. The deeper we shall go into economic development, the more areas we shall find, which have to be explored.

It is clear that the Bank alone cannot do everything everywhere: we need - even more than we did in the past - the active cooperation of others, intellectuals as well as technicians.

The first step in this direction was the creation of economic missions with a considerably enlarged program. The mandate of these missions is to assist the governments to draw up an over-all development strategy, including every major sector of the nation's social framework.

One significant innovation in the composition of the missions is the inclusion of representatives of UNDP, who will play a central role in working out a pre-investment program so that future development financing be on a firm foundation. An important role will be played by experts of FAO, ILO, UNESCO, WHO, UNIDO.

The Bank staff itself will look not only in the traditional problems of economic growth, but also at the other facets of development, like population, public health, urban problems, land reform. The resulting economic report will serve as a profile of the country's progress and its overall development plan.

This, very generally, is the "qualitative" aspect of the World Bank's program. While the Bank, in what one may call its first phase,
was an investment institution whose only, or very nearly only, objective was to create the economic infrastructure which would lay the foundation for an industrial superstructure, it is now attacking the problem from a broad macro-economic viewpoint using all the tactical means at its disposal to realize its strategic purposes.

Like a traveller who is standing on a mountain top and whose vision embraces all the obstacles in front of him down to the deepest valley, the Bank will try to study all aspects of development so that it may make sound investments in sound economies.

The Future.

However, all is not yet perfect in the field of development. There exist unsolved problems in three distinct areas: in the field of coordination of aid activities, particularly within the field of the United Nations itself; the program of aid for the next ten years as we are at the beginning of the Second Development Decade and, finally, problems on the amount of aid itself.

A. Coordination within U.N. As is well known, there are a number of great organizations within the United Nations which deal with economic development and time has come to study their program and progress, particularly that of the United Nations Development Programme.

With this idea in mind, the Governing Council of UNDP directed Sir Robert Jackson to prepare a study of the capacity of the United Nations system to "handle the resources made available by UNDP, first, at their present level, and, second, if doubled over the next five years".
Sir Robert Jackson undertook to prepare the study, which was completed in September 1969. 1/

His findings are the following:

Over the last decade the activities of the U.N. system aimed at the needs of the developing countries have grown at a rapid pace. In many instances they have reached a point where the existing structures of the various U.N. bodies and agencies are no longer adequate. The study of Sir Robert Jackson's committee is very appropriately referred to as the "capacity study", since it deals with the road-blocks standing in the way of both a considerable expansion of U.N. development activities and a more rational and concerted approach to development. So far this approach has been mainly a sectoral one, with each specialized agency operating, more or less in isolation, within its field of competence. But in the process the overall development objectives got lost sight of.

Not surprisingly, one of the Jackson report's major recommendations is that the UNDP should be the recognized central body for consolidating and expanding cooperation with all the developing member states. In practical terms, this means that the UNDP should have an increased responsibility within the U.N. system for technical cooperation and pre-investment activities with the addition, however, that "neither the UNDP, nor the UN development system is exclusive"; therefore, Jackson recommends that UNDP be enabled to play a complementary role to, on an equal level with, that played by the World Bank in the investment field.

The very interesting proposals contained in the Jackson Report are far reaching and, therefore, discussed, or fought against, intensively. 1/ The report will certainly have a decisive influence on the future of UNDP, its relation to governments and other international bodies.

B. The Second United Nations Development Decade. A second matter which needs to be faced by all the members of the United Nations is the program and strategy for a Second Development Decade. It is a matter of utmost importance because development can only attain its purpose if we succeed to arouse world public opinion and implant the idea of partnership between the developed and the less-developed worlds; this should help to establish a general framework of thought against which the actions of individual countries, both developing and developed, could be assessed. The elaboration of such a framework is still proceeding. In the United Nations itself after a long preparatory work, agreement in principle has just been reached on the amounts of future development assistance. In principle it will be calculated as 1 percent of GNP of which 0.7 percent should be official aid. At a more technical level, the Committee for Development Planning, under the chairmanship of Economic Nobel prize winner Professor Tinbergen, has been concerned with the desirability and feasibility of certain overall economic targets such as the growth of national product, as well as the consistency of sectoral growth rates with that overall target. Finally,

1/ In a maybe somewhat exaggerated way, a distinguished commentator says that the "Jackson critique, for its pains, was promptly consigned... to bureaucratic sabotage by insiders". (Prof. J.D. Montgomery, Foreign Aid and Technical Assistance in International Development Review, Washington D.C., F. 33, April 1970.)
the United Nations specialized agencies have prepared their contributions to the Second Development Decade in the fields of their competence. For example, the Food and Agriculture Organization has published an Indicative World Plan for agriculture, which is perhaps not so much a plan but rather an analysis of basic policy issues facing the agricultural sector in the developing countries.  

On matters of both trade and aid, the developing countries have been and still are seeking a number of precise commitments from the developed countries. Two years ago, at the second UNCTAD Conference in New Delhi, the developed countries had already agreed on the principle of making available one percent of their Gross National Product in the form of official and private transfers to developing countries. But the question of when this target should be reached by the developed countries has not been decided. In the field of trade, which to the developing countries is at least as important as development assistance, there have been lengthy discussions within UNCTAD on such topics as commodity agreements or the institution of a unilateral preference scheme for manufactured and semi-manufactured products, which would favour the exports of the developing countries. On some of these problems, particularly on the field of unilateral preferences to be given by the developed countries, a measure of success is already visible. The Council of Ministers of the European Economic Community has just decided to allow such preferences effective July 1, 1971.

C. To summarize: In this last chapter of my speech I tried to explain the three basic problems of our future. One, we need more research on coordination. Second, we need clear concepts for the Second Development Decade which started in 1970. Finally and thirdly, the last subject in this chapter: the quantitative aspect, the amount of aid the industrialized world agrees to grant the Third World. A most difficult subject, full of unknowns.

While the transfer of resources which is the chief expression of the international cooperation effort increased rapidly in the last years of the 1950s, at present "the fraction of gross national product which industrial countries devote to development is regressing almost everywhere". It is undeniable that in some big countries which are the chief suppliers of aid capital, one can note a disenchantment with aid, a certain aid weariness.

This is one of the reasons why George Woods, then President of the World Bank, formulated the desire to have the overall aid problem studied by an independent commission. In an address to a meeting of bankers in Stockholm, he spoke of the need for "Grand Assize".

Mr. McNamara followed through on this suggestion and invited, in 1968, Mr. Lester Pearson, former Prime Minister of Canada, to preside over a group of eminent experts to undertake this study. The experts were chosen from seven countries, developed and developing. They worked for about a year and submitted their report at the end of September 1969. The official title of the report is "Partners in Development"; it is better

1/ Address by Valéry Giscard d'Estaing to the Board of Governors, Washington, September 1969.
known, however, as the Pearson Report. It was published in English last October and has since been translated into various languages, Dutch, French, German, Italian, Norwegian, Spanish and also Japanese.

Although the Bank financed the Commission's work, the Commission has always worked in complete independence. Its message is not for the Bank alone but for all the world. Its recommendations are addressed to all public and private institutions dealing with development aid as well as all governments, rich and poor. The Report will probably be the most widely read, and discussed, document on aid for a number of years to come.

Its principal aim is to establish a global strategy for more efficient international cooperation. It is based on two underlying ideas: one is economic - under-development cannot be eliminated without the help of the developed countries; the other is political - such aid is in the best interest of the rich peoples since they will not be able to isolate themselves from the rest of the world, nor will they be able to close their frontiers to the poor. While a great part of the Report is addressed to the rich, the responsibilities of the poor are not left out either. Those on the receiving end should make all efforts to better their economic performance; they will be judged on the basis of such performance.

The Report discusses every detail of the development aid effort. In a great number of points, it reproduces the ideas of aid discussed in the two conferences of UNCTAD. In particular, it completely agrees with its basic idea that the concepts of economic aid, international trade and development finance are inseparable. The ultimate object
of these activities would be to lead the poor countries to a point where, maybe towards the end of this century, they will no longer need external aid. This does not mean that all gaps and inequalities will automatically be closed - this would evidently be impossible; it just means, to quote the text of the Report, that aid "will reduce disparities and remove inequities... so that the world will not remain strictly divided between the haves and the have-nots, the privileged and the less privileged". Growth will guide them on to economic independence.

The fundamental ideas of the Pearson Report coincide in many points with the conclusions of the Peterson Report, published in the United States, which contains a number of proposals for the overhaul of American aid and an increased flow of such aid towards international channels. As you probably know, the President of the United States has endorsed most of the ideas contained in the Peterson Report. The President recommendations have just been submitted to the Congress of the United States; if it is endorsed, a part of U.S. aid will be channelled through the multinational and regional development institutions.

Thus, there is every reason to believe that the Bank will be one of the prime movers of economic development also in the future. Thanks to its position as a development institution and as a Bank it will obtain important funds from the governments and also act as an important catalyst for private capital; through its cooperation with other specialized agencies it can establish the list of economically feasible projects to complement each other; and last but not least, thanks to its central

position it has the macro-economic view needed to establish a global development strategy.

The ultimate objective of its strategy will be the reduction of poverty in the world. Perhaps one day, I should not be so optimistic as to say it will be tomorrow, aid will no longer be needed. This is our task; a difficult, complicated, but fantastically interesting task: the fight for the end of aid.
May 18, 1971

Mr. Gordon Harrison
The Ford Foundation
320 East 43rd Street
New York, N.Y. 10017

Dear Gordon:

Thank you for your recent letters which I found upon my return from a trip to Africa. I will look forward to your 'phone call some time after the 27th and will be pleased to pass along to you at that time my comments on the draft letter concerning our seminar.

Cordially yours,

James A. Lee

J'Aleon
Mr. Warren C. Baum

J. C. Lithgow

Application to Ford Foundation
Project for Investigation of Procurement Services
Mr. Nurick's memo of March 1, 1971

March 23, 1971

I would make the following comments and suggestions:

Suggested text changes

1. The work will be primarily addressed to procurement services. It would seem, therefore, that the reference to exports in the first line of paragraph 2 could be misleading and should be deleted.

2. Delete specific reference to engineers. In the sense of this paragraph, engineers are included in the reference to 'know-how and technical assistance' which presumably includes consulting engineers.

3. I would suggest the addition of the following phrase after the words "standard forms"... "and frequently undue time is taken in making contractual decisions due to the use of unnecessarily complicated checking procedures".

4. In the second paragraph, should reference to IADB, Asian Development Bank, African Development Bank, etc., be inserted after IBRD. Or, since the project will be of great interest throughout the aid-giving and receiving world, is there any need to refer to a particular lending agency at all? I would be inclined to rewrite the sentence beginning, "Such texts...", as follows: "Such texts and materials should be of great value to officials of national and international lending agencies, lawyers, and others concerned with procurement in developing countries".

5. On page 2, the fifth line should read, "engineering guidance, construction services and equipment".

6. Page 3, last sentence should be more general, as follows: "It is expected that some of this will be done in cooperation with IBRD. The India supply mission ...".

General comments

7. The scope of work outlined in this paper indicates an enormous task of data collection and correlation, but if textual matter can be prepared setting out clear procurement procedures, and if those can be accepted by host countries this would be an enormously valuable step forward not only to simplification of procedures but also, and this may sound surprising, speeding up of completion of a project.
8. It may not be generally realized how much time is lost between the decision to proceed with a project and permission to commence work, simply due to the amount of committee discussion, cross permits and various governmental agency scrutiny, which the governments of developing countries can involve themselves in, ostensibly to ensure the best use of scarce resources.

9. Because of the large amount of work envisaged, I seriously doubt whether the amount of US$150,000 set out in the proposal, will be adequate to cover even the two-year scope. Care should therefore be exercised to check that the various agencies mentioned are, in fact, aware of the amount of work involved and the extent of funding to which they may be committed.

10. Just as a side comment, the present DAC untying proposals give added weight for the need for unification of systems of procurement by developing countries and, with the assistance of DAC countries, greater possibility that simplified procedures may be adopted.

cc: Mr. Nurick (w/encs.)

JCLithgow:at
IBRD
March 1, 1971

L. Nurlick

Attached is a draft of application to the Ford Foundation which Professor Wallace of Georgetown has prepared. I would appreciate your comments so that I can make the necessary revisions and send an agreed text back to Wallace.

Attachment
PROPOSAL FOR PROJECT ON PROCUREMENT OF ENGINEERING
AND CONSTRUCTION SERVICES AND EQUIPMENT BY GOVERNMENTS
AND AGENCIES OF DEVELOPING COUNTRIES

The Need. There is a widely recognized need to assist officials
of the governments of developing countries with respect to
the procurement of construction and engineering services and
equipment from foreign, especially Western, contractors. This
need has recently been specifically recognized by the United
Nations Institute for Training and Research (UNITAR) and the
Swedish International Development Authority (SIDA). SIDA will
finance a series of seminars on this subject in 1972, which
UNITAR will conduct.

UNCTAD and others have established that the developing
countries must promote their exports. The Pearson Commission
report makes clear that the developing countries also have
problems with respect to imports, which increase in volume as
nations develop. Included in this increasing volume each year
is billions of dollars worth of goods and services from foreign
construction contractors, engineers and equipment suppliers,
including related know-how and technical assistance. A sizeable
amount is financed by foreign and international lending agen-
cies. While different developing countries, in different stages
of development, have different problems, many need assistance
with respect to the procurement of these items. There is often
a lack of adequate local legal advice; sometimes local rules
are uncritically enforced, other times there is uncritical re-
liance on foreign standard forms. Very little scholarly atten-
tion has been paid to the problem.

The general purpose of the project is to collect such work
as exists, generally explore the area and develop texts and other
materials, for use in instruction such as the UNITAR seminars,
and also for everyday use by the procurement officials of de-
veloping country governments and agencies. Such texts and ma-
terials should also be of value to officials of the lending agen-
cies, such as the International Bank for Reconstruction and Develop-
ment (IBRD) and lawyers and others in the developing countries
who deal in procurement matters with the developing countries.

Project. ADB

General. We propose an initial two-year study, to systematically
collect relevant bibliographies, forms, procedures, laws and rules and other data and to prepare a text and/or similar materials (e.g., case materials) on the selection of contractors, contract terms and methods of dispute settlement, with respect to the procurement of construction services, engineering services and equipment. The text and/or similar materials will be designed for the practical use of officials (whether lawyers, or as is more frequently the case, otherwise) of the governments and other public agencies of the developing countries engaged in such procurement. With respect to contract terms -- and, to the extent relevant, selection and dispute settlement -- we would examine applicable forms and procedures: (i) in fact frequently used; (ii) those recommended by such bodies as the Economic Commission for Europe (ECE), the United Nations Commission for International Trade Law (UNCITRAL), the International Chamber of Commerce (ICC), and the Fédération Internationale des Ingénieurs Conseils (FIDIC); (iii) those proposed or required by the IBRD, the Inter-American Development Bank (IDB), the Agency for International Development (AID), etc.; (iv) any provisions in fact applied by the host governments; and (v) good business practice generally. We would in a text set out, analyze and indicate the strengths and weaknesses of each possibility from the governments' point of view and make recommendations as to their use. Text and materials would be in English, although versions in other languages would be prepared if the funding were available.

Scope. The order in which we proceed into the substantive areas of procurement -- and indeed the exact scope of work -- will depend in part on the precise requirements and preferences of the steering committee, the full-time personnel finally chosen to conduct the project, and the results of the work already under way (see below). Generally the study would treat the following:

1. Selection

1.1 Engineering

E.g., pre-selection, solicitation of proposals, eligibility of firms, local joint venture requirements, determination of price, lending agency approval requirements, etc.
1.2 Construction

E.g., pre-qualification, the invitation to bid, bonds, lending agency approval requirements, etc.

1.3 Equipment

Similar to 1.2

2. Contract Terms

2.1 Terms common to engineering, construction and equipment contracts (these terms might vary a bit between the three), e.g., certain general terms and conditions, subcontracting, payment terms, force majeure, arbitration, governing law, controlling language.

2.2 Terms which are not common to engineering, construction equipment, e.g., general terms and conditions, shipping requirements, latent defect, warranties, performance guarantees, guaranties, sureties, etc.

2.3 Terms imposed by the IBRD, IDB, AID, etc., e.g., shipping, tied procurement (to the extent it survives), technical assistance.

3. Settlement of Disputes

3.1 Arbitration, e.g., the ICC

3.2 Litigation

Work Under Way. The IBRD has recently agreed to allocate a certain sum for the services of a consultant to examine the past operation of the IBRD's procurement guidelines. The IBRD also proposes to assign a management trainee to commence the examination of contracts financed in the past by it and the International Development Association (IDA). A number of graduate law students at the Institute for International and Foreign Trade Law of the Georgetown University Law Center have begun to collect bibliographical materials and will shortly commence to collect standard forms and other contracts, as well as examining certain local laws and procedures and probably other lending agency rules and practices. It is planned that some of this will be done in coordination with the IBRD management trainee; it is also hoped that the IDB will assign a management
trainee to this project. The India Supply Mission in Washington has kindly indicated that its procedures and manuals will be available for inspection.

**Personnel and Organization.** The project is being developed by the steering committee (see below) and the Institute for International and Foreign Trade Law of the Georgetown University Law Center, directed by Professor Don Wallace, Jr. It is proposed, as reflected in the budget (see below) to have a full-time director, yet to be selected, of the project.

A steering committee has been established for the project. At the present time it consists of: Lester Nurick, Esq., Associate General Counsel, IBRD, Chairman; Elting Arnold, Esq., General Counsel, IDB; Mr. S. Banerji, Director General, India Supply Mission, Indian Embassy, Washington, D.C.; Gösta Westring, Deputy Director, Department of Financial Assistance, SIDA; Frédéric Eisemann, Esq., Director, Law and Commercial Practice, ICC, Paris; David Sassoon, Esq., IBRD; Samuel Stern, Esq., partner, Wilmer, Cutler & Pickering, Washington, D.C.; and Professor Don Wallace, Jr., Director, Institute for International and Foreign Trade Law, Georgetown University Law Center, Washington, D.C. John O. Honnold, Esq., Chief, UNCITRAL, is an observer. (See attached letter of Mr. Honnold.)

**Budget; Financial Support.** An estimated two-year budget is as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director (full-time)</td>
<td>$50,000</td>
</tr>
<tr>
<td>Two assistant directors (full-time)</td>
<td>50,000</td>
</tr>
<tr>
<td>Student and other research assistants</td>
<td>15,000</td>
</tr>
<tr>
<td>Travel</td>
<td>15,000</td>
</tr>
<tr>
<td>Other</td>
<td>10,000</td>
</tr>
<tr>
<td>Overhead*</td>
<td>10,000</td>
</tr>
</tbody>
</table>

**TOTAL** $150,000

* This includes overhead, telephone calls, postage, general secretarial help and some typing assistance, and administrative time of the Institute for International and Foreign Trade Law. The budget does not include the cost of publication (which may be defrayed by the Economic Development Institute (EDI) of the IBRD, SIDA, a publishing firm, etc.)
The IBD has agreed to contribute a substantial amount of money to the project provided that funding can be obtained from other international agencies and/or foundations. Current contributions of IBRD are referred to above. Possible contributions by SIDA are referred to in a letter of November 27, 1970, copy attached.
DATE AND TIME OF CABLE: FEBRUARY 16, 1971 1232

ROUTING

ACTION COPY: MR. MIRZA
INFORMATION COPY: MR. CHAUFOURNIER
DECODED BY:

TO: INTBAFRAD
FROM: LAGOS

TEXT:

19 FOR MIRZA

RE YOUR CABLES 14 AND 19 FORD ARRANGING BARCO ACCOMMODATION AND IBADAN PROGRAM. WILL MEET BARCO AIRPORT AND ACCOMPANY AS NECESSARY. ADEMARCO OK. REGARDS.

BURNEY

AS RECEIVED
The approach taken by the Harvard Population Studies group during the contract period so far may be characterized as intensive rather than extensive. While they have ostensibly set out to analyze "the problem", i.e. the economic, social, political and physical interplay of the consequences of development in East Pakistan, they have merely acknowledged that there is an interplay, and have proceeded to study the obvious aspects of "the problem" before adequately identifying the fundamental issues and objectives involved. In other words, they have been analyzing, in detail and with relative sophistication, what they believe would be the eventual issues to be confronted in an overview of the situation.

Objectively, it must be recognized that this procedure may in the long run prove fruitful. But on current reflection it appears that a more extensive approach would have more profitable by the present time, and at least as profitable by the time of study's completion. This approach would have comprised first an attempt to identify and quantify the objectives and variables involved in the problem of strategic planning of the future development of the Province; second, a macro-analysis, by common sense or simulation (if necessary) of the problem; third, the refinement of the problem to the detailed issues at sectoral and even project levels; and fourth, the analysis of these detailed issues using models and optimization techniques only where the complexity involved precludes simpler forms of examination.

The latitude which was accorded to the group by the contract (in good faith, since it was designed to provide all the freedom necessary to get results) was construed as a license to concentrate from the start on the more detailed, potentially significant, aspects of the problem (e.g. regional planning, river hydrology flow simulation, irrigation project optimization under uncertainty, capital budgeting, and groundwater simulation.). These are all worthy and interesting research endeavors for a university agency, but considering the time it would take to refine these intensive efforts to a point of practicality, and in view of the planning information that could have been provided at the same expense given a more extensive approach, it appears that the whole orientation of the effort is open to question.

cc: Messrs. Sadove, Kirpich, Harma
Mr. Richard H. Demuth  
International Bank for Reconstruction and Development  
1818 H Street, N. W.  
Washington, D. C.  20433

Dear Mr. Demuth:

Your response to the questions raised in Mr. Edwards' memo regarding the Review of the Development Advisory Service was received and is greatly appreciated. Mr. Edwards is out of town and will review it upon his return. In the meantime, I have forwarded a copy of your response to the other two members of the committee.

Thanks again for your views and for the help you have given.

Sincerely yours,

Edith Rayner  
Secretary to Mr. Edwards
Mr. Michael H. Wiehen  
International Bank for  
Reconstruction and Development  
1818 H Street, N.W.  
Washington, D.C. 20433  

Dear Mr. Wiehen:

Your response to the questions raised in Mr. Edwards' memo regarding the Review of the Development Advisory Service has been received and is greatly appreciated. Mr. Edwards is out of town and will review it upon his return. In the meantime, I have forwarded a copy of your response to the other two members of the committee.

Thank you for your views and for the time you have given to this matter.

Sincerely yours,

Edith Rayner  
Secretary to Mr. Edwards
OFFICE MEMORANDUM

TO: Mr. Richard Demuth
FROM: Michael H. Wiehen

DATE: December 29, 1970

SUBJECT: PAKISTAN - Ford Foundation Study of Harvard DAS

In response to a letter from Edgar O. Edwards of October 15, we sent the Ford Foundation a letter of Dave Gordon's (dated November 18, addressed to Edwards directly) and paragraph 1-16 of Manfred Blobel's memorandum to File of September 24, 1969. I attach several copies of both papers. I would appreciate it very much if you could distribute the copies to those other staff members who also sent comments on the Harvard DAS to Ford. In return we would like to receive a copy of all comments sent to Edwards. Would you be kind enough to have this arranged and to let me know the names of other staff members who responded to the Ford Foundation's request.
December 23, 1970

Mr. Edgar O. Edmonson
The Ford Foundation
320 East 42nd Street
New York, New York 10017

Dear Mr. Edmonson:

On behalf of Mr. Gavill, who is away from the office, I am pleased to enclose the following in reply to your letter of October 15th:

(a) Letter of November 18, 1970 from Mr. David Gordon which was addressed to you but was routed through the Bank; and

(b) Copy of a memorandum dated September 24, 1969 from Mr. Manfred Beale, Chief Economist of the South Asia Department, which deals with the assistance by the World Bank Advisory Group to Pakistan in 1966 and 1969, during which time financing was provided by UNDP and the Bank was executing agency.

I hope the enclosed papers will be useful to you.

With kind regards,

Yours sincerely,

Michael H. Wachen

Enclosures

bc: Mr. Votaw
Mr. Malloth
Mr. Blobel
Mr. Gordon
Mr. Bemuth w/enclosures
Mrs. Everfield
Mr. Richard H. Demuth  
International Bank for Reconstruction and Development  
1818 H Street, N.W.  
Washington, D.C. 20433

Dear Mr. Demuth:

Thank you for your letter of December 14 answering Mr. Edwards’ inquiry about the Bank’s experience with its Development Advisory Service.

Mr. Edwards is out of town and will review it upon his return.

Sincerely yours,

Edith Rayner  
Secretary to Mr. Edwards
December 18, 1970

Mr. Edgar O. Edwards
International Division
The Ford Foundation
320 East 43rd Street
New York, N.Y. 10017

Dear Mr. Edwards:

In reply to your letter of October 15, I regret that I am unable to give you any useful reactions to the work of your DAS missions in South America. My own contact with DAS operations in the field has been quite limited.

Very truly yours,

Gerald Alter
Director
South America Department

GAlter:pa.
December 17, 1970

Mr. Edgar O. Edwards
International Division
The Ford Foundation
320 East 43rd Street
New York, N.Y. 10017

Dear Mr. Edwards:

You wrote to me and to Mr. Lejeune, director of my department, on October 15, 1970, soliciting views on the operations of the Harvard Development Advisory Service. I enclose answers to some of the items in your questionnaire on this subject which represent the reply of both my department director and myself.

Sincerely yours,

Lyle M. Hansen
Eastern Africa Department

Attachment
OFFICE MEMORANDUM

TO: Files
FROM: D. S. Ballantine
SUBJECT: Non-Formal Education Research Project - Discussion with Ford Foundation

DATE: December 16, 1970

As requested I visited the Ford Foundation to ascertain whether they would be interested in participation with the Bank in sponsorship and "management" of the project we are currently discussing with the International Council for Educational Development (ICED). I talked with Frank Sutton, Deputy to David Bell, Vice President for International Affairs, and Champ Ward, Vice President for U.S. Education, who is returning to international education problems on a special assignment.

I explained that this project is aimed at assisting Bank operations in the important and neglected area of rural education and training. Although the Bank's own operations are highly analytical, it has not sponsored research of this kind on an extensive scale and would therefore welcome cooperation with the Foundation in the sponsorship and guidance of this project. Participation in the funding would be welcome but what we had most in mind was to secure the benefit of their experience in the general guidance of the work.

Responding to my inquiry, Mr. Sutton traced the history of Ford's relation, first with Education and World Affairs (EWA) and later with the Council for Educational Inquiry (Perkins and Coombs), the two groups through whose recent merger the ICED has been formed. Ford has made grants of several million dollars for the founding and continued general support of EWA from which about 18 months of funding now remains for ICED. It has also a consultant arrangement with Perkins himself for advice on the modernizing of universities. For ICED Ford currently contemplates additional general support which will enable it to maintain its organization over a period of about 5 years. They did not say, but this might come to several million dollars more. To achieve its full potential, however, it was assumed that ICED would secure project support through grants and contracts from various sources.

With respect to this project both Ward and Sutton readily agreed that it is a research area of very high priority and expressed their pleasure that the Bank is taking the initiative in its exploration. They have been aware of the discussion of this project and have seen some of the preliminary papers prepared by Coombs, which while not identified were apparently for the Bank.

In putting together the merger they had had considerable discussion of the types of activity ICED would engage in and would
continue to review this as plans for future support develop. It was clear, however, that they felt this should be the basis of their relations with ICED and Ward explicitly said that he felt a dual management role between the Bank and Ford "might become very complicated" -- I gathered as it would concern Ford's relation with ICED. It seemed clear that they were being politely negative on both kinds of participation (I learned earlier this week that Ford's program budget for the coming year will be cut by $31 million from the current year's level).

However, to be quite certain I put the question directly, "Are you saying that you feel Ford's relation to this project should be limited on the financial side to the general support Ford is providing to ICED and on the "management" side to the less direct contacts which grow out of this support. They answered "yes".

cc: Messrs. Chadenet, Baum, Calika

DSBallantine:mc
OFFICE MEMORANDUM

TO: Files

FROM: D. S. Ballantine

DATE: December 16, 1970

SUBJECT: Discussion with Ford Foundation
(Messrs. Frank Sutton and Champ Ward)

Following discussion of the Research Project on "Non-Formal Education" I had a very useful discussion on organization of the Ethiopian Education Sector Study financing for which is to be included in the forthcoming IDA credit. While sharing the view that a "parachute drop" expatriate study should be avoided they would not go to the opposite extreme of a wholly local commission. Sutton, who knows the country fairly well, points out that such events in Ethiopia are unusually susceptible to political cross currents, which never surface to the view of the casual outside observer. An Ethiopian like Dr. Aklilu, President of Haile Selassie University, might have all the requisite qualities for the chairmanship of the Study Commission but (a) might not find it possible to put forward all the ideas and recommendations desired or (b) if he did so, might later pay a very high penalty. This would be especially true in a politically sensitive area like education policy. They felt that the presence of several quite high level expatriate members could serve as a buffer in this respect. Among names we discussed in this connection were Lord Fulton and Professor Hussein of Sweden plus perhaps an Asian -- a Japanese "who could communicate".

Among people who might provide technical help they mentioned Frank Bowles, who is there now and a man named Simon, who had assisted Eli Guisberg in an earlier manpower study in Ethiopia done for AID. They mentioned also a study (in higher education) done under the leadership of Vincent Barnett (Williams College and board member of ICED) and added that Barnett would be a good person to consult on this study. Another useful study to look at would be the Ethiopian Language Survey, sponsored by Ford and done by Charles Ferguson of Stanford and Clifford Crater and Donald Bowen of UCIA. Among studies whose composition might serve as a useful model for Ethiopia, they mentioned the Omindi Commission (Kenya) and a study for Eastern Nigeria (about 1959-60) for which Ruben Froden was leader. Froden might mention others.

cc: Messrs. Calika, Burt, Hultin

DSBallantine:mc
Mr. Edgar O. Edwards  
International Division  
Asia and the Pacific  
The Ford Foundation  
320 East 43rd Street  
New York, New York 10017  

December 14, 1970  

Dear Mr. Edwards:

This is in reply to your letter of November 24, 1970, raising some questions about the Bank's experience with its Development Advisory Service. Your questions are so well phrased that I believe the best way to reply is to answer each in turn.

1. What prompted the Bank to start such a service?

The Development Advisory Service was conceived, and established in 1962, to serve a dual function. We believed that we would need a rather elite corps of experts—mostly generalists with wide experience and established reputation, plus some younger men of exceptional ability and promise—for secondment to member governments to advise on the preparation and execution of development programs. We also felt the need for a reservoir of mature talent that we might find it hard to recruit for regular staff positions to meet fluctuating but clearly expanding personnel requirements. There was at that time no other way to accomplish this second objective within the organizational structures of our Area, Projects or Economics Departments.

2. What was the nature of the service and its staffing arrangements?

Appointments were made to the Development Advisory Service. Upon specific assignment, a member of the Service came under the jurisdiction of the appropriate operational department of the Bank. Normally, assignments were field assignments and members of the Service were thus under the appropriate area department. An adviser seconded to a member government received no instructions from the Bank with respect to the substance of his advisory work nor was he expected to report to the Bank on such matters. He was expected to report, through the area department, on the adequacy of his arrangements, the effectiveness with which his services were being used, and, of course, on routine administrative matters. Appointments were made on the recommendation of the Director of the DAS and salary scales were not restricted by the existing scales in the operational departments of the Bank.
A total of 25 persons were appointed to the DAS between 1962 and 1965, including some who were then already on the staff of the Bank. Of these, 15 were still on the roster when the DAS was terminated as a separate organizational entity. (As a matter of interest, 10 of these are on the staff of the Bank today.)

3. What difficulty, if any, did it encounter in its operation?

One difficulty, not from the point of view of the Bank as a whole, but from the point of view of the DAS conceived as a special corps, was that, apart from a few members who were very senior or over age for the Bank staff, the best recruits for the DAS were rather quickly integrated into the regular staff of the Bank because of the growing demand for senior personnel. However, it is also true that the experience with advisory assignments of DAS personnel was not always satisfactory for a variety of reasons. These included: inadequate prior analysis of what the government authorities concerned really wanted or needed; changes in government personnel, the new incumbents not understanding or accepting the premises agreed with their predecessors; failure of governments to assign adequate subordinate or counterpart personnel to work with the advisers; insufficient initiative or flexibility on the part of certain advisers, especially some of the more senior ones; their uncertainty as to how far they could go, or what was expected of them, for lack of knowledge of the Bank. By and large the most satisfactory DAS members were of middle years and of upper-middle status. By 1965 most of these were performing duties indistinguishable from those of other Bank staff.

Another difficulty we encountered was the reluctance of first rate officials to accept appointments that committed them to spend substantial periods away from headquarters in undesignated developing countries.

4. Why was it discontinued?

This is partially answered in the response to the previous question. There were two developments in the Bank's policies and operations during 1963 and 1964 which affected the basic premises on which the DAS was created. The first development was a shift in the character of Bank technical assistance and advisory activities, the general effect of which was to link these much more closely than before with operations. In particular, the demand for advice on development planning and policies through general survey missions or seconded advisers did not grow as expected, largely because the Bank was providing more of this kind of advice through its regular economic missions and consultations with governments. In addition, we found that where such a demand existed, we could sometimes meet it through contractual arrangements such as that with the Harvard Development Advisory Service for Pakistan. At the same time it was becoming apparent that assistance in project identification and preparation was a more urgent need in most countries than the provision of development planning or policy advice, and one which the Bank is more peculiarly qualified to meet. The second development was that the Bank recruitment policy became much more flexible and based on a
longer term perspective of Bank requirements. We felt that we no longer needed, as we had in 1962, a separate group of budgeted posts, without line responsibilities, in order to meet the demand for mature and experienced officers.

I hope I have answered your questions, but if not, please do not hesitate to write again.

Sincerely yours,

Richard H. Demuth
Director
Development Services Department

MLHoffman/pnn
December 14, 1970

Dear Mr. Edwards:

As requested in your letter of October 15, I am pleased to submit my replies to your questionnaire about the Development Advisory Service of Harvard University.

Since we had an opportunity to discuss this during your visit on November 19, I have not elaborated on some of the points covered then. Moreover, since you contacted a number of people in the Bank, I have limited my comments to those activities with which I am most familiar and have not tried to coordinate my replies with the others you contacted. Lastly, I would note that it is not possible to answer all the questions since some are not applicable to our work.

I hope this will prove useful in your evaluation.

Sincerely yours,

Richard H. Demuth
Director
Development Services Department

Enclosure

Mr. Edgar O. Edwards
International Division
The Ford Foundation
320 East 43rd Street
New York, New York 10017
I (a) The objectives which the Bank hoped to achieve through DAS are essentially those set out in the subparagraph 1 under the objectives of the Ford Foundation, viz., "to assist developing countries to establish an effective process, indigenously staffed and supported by local institutions, for the application of objective analysis for developing planning and policy making." The interest of the Bank, more specifically, is that developing countries be helped in establishing the institutional machinery that enables them to achieve maximum development with the domestic and foreign resources available in the country. Advisers should teach the indigenous staff, not only the strategy and methodology of development planning, but also the tactics by which the strategy is implemented.

(b) We do not believe that the effectiveness of the DAS assistance has been significantly lowered by uncertainties about, or differences in, objectives.

(c) The advisory function of DAS sometimes competes with the traditional university functions of research and teaching. If the advisers are more interested in research than in providing advice and training, then the advantage to the developing country is reduced. The very fact that advisers have the opportunity to learn the practical problems of the countries to which they are accredited should be of advantage to the university by making the advisers more knowledgeable, and perhaps more realistic, teachers.

(d) The objectives could be said to be too ambitious only in the sense that some of them have proved difficult to achieve. Over the long term, modifications to meet changing circumstances were made, although in some instances these fell short of the desired goals.

(e) No opinion.

II (a) For the most part we have not found that governments and funding agencies have sought to impose curtailments on DAS that were inconsistent with its university and advisory responsibilities. On occasion, points arose which potentially raised such a problem, but DAS and the Governments and/or agencies were able to work out solutions which removed the difficulties.

(b) We believe that the team approach of DAS has been adaptable to the needs and conditions in most countries and it is, in fact, one of the great strengths of DAS. It is, in our opinion, the only way in which advice can be given adequately in other than small countries. Since some advisers do not wish to expend too much time in developing countries, the ability of DAS to recruit other appropriate advisers provides desirable continuity in the work. The team approach has been adapted in certain circumstances by the movement of advisers from a central planning organization to individual ministries or departments, and such adaptation will continue to be needed in the future.
(c) Policy formulation and planning techniques and methodology have generally been given a greater priority than plan implementation and the organization of planning procedures.

(d) The education of counterparts, particularly in macroanalysis, has been conducted well. However, the training of counterparts in practical application of planning techniques has not always been given the importance by DAS that it deserves. More emphasis is now being given to this, partly as a result of demands by developing countries.

(e) Advisers cannot be entirely advisory. In principle, responsibility for operations should rest with the government, but where the planning organization in a country is weak, a good adviser has to become involved in operations in order to show counterparts what has to be done. Generally DAS has been able to work this out quite satisfactorily. As long as the actual pattern conforms to the government's needs and desires, and training is not neglected, we believe this is appropriate.

(f) The interest of the Bank in the work of the DAS teams lies primarily in the economic sphere, and thus we have no reason to conclude that the teams would have necessarily functioned better if they had included professionals in the disciplines mentioned. The main problem in the past has not been the dominant economic character of DAS so much as the domination of economists almost exclusively concerned with macroanalysis. The greater need now is in microeconomic planning and for attention to planning procedures, development organization and the machinery of implementation which have been somewhat neglected in the past. In the future there also may be greater need for anthropologists and sociologists.

(g) Through short-term advisors, the DAS has had flexibility plus a breadth and variety that would not usually have been possible with only long-term advisers who would not have been able to handle the various specialized problems which arose. While the mix will vary in different situations, we believe it generally has been appropriate.

(h) No opinion.

(i) No opinion.

(j) No opinion.

(k) One of the advantages of the DAS style of operation is that it has made it possible to attract personnel who might not have otherwise been obtainable. We believe this has produced personnel of higher quality and brought about substantially better results than other arrangements which have existed. There has been and continues to be a clear need for assistance set up in the style of operation followed by DAS.
(1) No opinion.

(m) It is difficult to say whether decisions to phase out DAS field operations have been properly timed. Often, decisions are based on the government's wishes, and governments often wish to have the help of DAS, particularly in their discussions with international bodies and in the education of their planners. In the future DAS might benefit from developing, at the beginning of its assignment, a firm, but not inflexible, timetable for phasing out operations by a specified date. However it must be recognized that the period required to train nationals to take over full responsibility may in many cases be quite long - sometimes perhaps as long as 10 years.

III (a) Our greatest knowledge of DAS activity comes from our association with the program in Pakistan where for a time the Bank provided financing and then later acted as executing agency when financing was provided by UNDP. There the total impact of the DAS project over its lifetime has been substantial. Pakistan has had assistance from some of the other sources mentioned in the question, but the impact of this assistance was small compared to the effect achieved by the DAS advisers.

(b) DAS assistance to Pakistan encouraged the local planners to think in economic terms and thus has significantly shaped the economic decision-making process of the Government. Moreover, many key posts in the Planning organization are now held by Pakistanis who were associated with that project.

(c) The competence of local planning officials in Pakistan grew considerably during the period when DAS was active, particularly as a result of formal education abroad, originated by DAS. The in-service training was rather weak.

(d) No opinion.

(e) No opinion.

(f) No opinion.

(g) No opinion.

(h) In addition to the benefit to the Government and to those associated with the university, international organizations are benefitted from being able to draw on entities such as DAS where they can obtain not only the services of individual experts not regularly or permanently associated with the international organizations, but also the backup support of the university.
(i) At the stage of development planning achieved over the last few years, DAS provided an effective form of assistance and should continue to do so as it adapts itself to changing conditions. Alternative arrangements for providing this kind of assistance e.g., individually recruited experts, have not proved particularly effective. We believe that the benefits of the DAS experience would be enhanced if its approach could now be copied in other institutions.

IV (a) The demand for advisory services in the future will mainly be for sectoral programming, project preparation, development administration, follow-up and evaluation. There are not too many countries requiring assistance in plan formulation alone, but there are many countries requiring continued assistance in plan implementation and evaluation. This need is not now being met adequately. Accordingly, in urging that the activities of the Harvard DAS be continued, we urge that its emphasis should move more toward sectoral programming and development administration problems with greater attention given to in-service training.

(b) There are many opportunities in developing countries for institutions such as the DAS which can provide advisory units, and this is not limited to planning organizations. The greatest need is likely to be for practical personnel with experience in organizing and operating enterprises and similar bodies. While there has long been active involvement by individuals in the academic community in these activities, the team approach, with back-up support from the university, exemplified by the DAS, has proven particularly effective in mobilizing these resources.
December 11, 1970

Mr. Edgar O. Edwards  
International Division  
Ford Foundation  
320 East 43rd Street  
New York, New York 10017

Dear Mr. Edwards:

On behalf of Mr. Chaufournier, I am replying to your October 15, 1970 letter concerning assessments of Development Advisory Service operations. Our observations are based largely on our relatively close and frequent contacts with DAS' activity in Ghana and considerably less exposure with its counterpart in Liberia. Moreover, our observations here of the latter activity are based on the past 2-3 years, during which that operation was clearly phasing down.

First, I should like to make the following general points.

1. The DAS service is unique in that it provides the country with a systematic team effort which is more substantial than the sum of its individuals. In addition, because of the interchange with Cambridge, the DAS may be in a somewhat stronger position to recruit better people than most other institutions.

2. The inter-relation with the Cambridge staff provides both welcome backing and research opportunities. The feedback into research has proven to be valuable for work in development economics.

3. Training of counterparts by DAS deserves high priority; work on current problems and the writing of advisory papers can easily interfere with training activities. It is desirable that DAS should be more successful in assigning personnel to assist in on-the-job training of counterparts.

In Africa, the DAS might consider adding representatives of disciplines other than economics to their teams (for example, persons who have a special acquaintance with the problems of developing the traditional sector). Augmenting the team in this manner should not, however, be at the cost of providing good economists.
To summarize our observations in the two country situations, the DAS team in Ghana has made an outstanding contribution to the preparation of government reports on the debt problem, the budget, and a one-year development plan. The team has also been intimately involved in the budget planning process as well as general planning, both on the macro level and in selected sectors (particularly transportation). Through its well-prepared memoranda and reports, the DAS team in Ghana has had influence in top-level decision making, but I wonder if it can succeed in having a lasting impact on the decision-making process as such. Although I have heard complaints from the DAS people that they do not have sufficient contacts with the Minister of Finance and Planning, I believe that the team is being fully used and is thoroughly integrated in the Government's work. Its departure from Ghana at this time would be a severe loss.

In Liberia, DAS' work has been most profitable in producing a document (the 1967-70 Development Plan) which probably provided the first comprehensive view of the country's development problems. That, in turn, was highly important in focusing government thinking on these problems in a more appropriate manner than before. The inability of the team to train more Liberians was one of the weakest aspects of this DAS experience.

In view of your emphasis on specific responses to the questions posed, you may be interested in the attached comments on the DAS operation in Ghana and Liberia.

In conclusion, I suggest that the Committee bear in mind two factors which I trust will not be considered unduly parochial. I gather that countries in other developing areas benefit somewhat more from the development planning services of regional UN economic commissions, development banks and economic training institutions than do the West African states. In addition, the U. S. Government's role in the development field in West Africa has been progressively reduced over the past several years. I believe that the DAS operations serve a particularly important purpose in West Africa.

Yours sincerely,

Bruce M. Cheek
Western Africa Department

Attachments
Mr. Demuth

Vincent J. Riley

Ford Foundation Questionnaire on Harvard DAS

December 10, 1970

Cyril Martin and I have both worked on preparing answers to the Ford Foundation questionnaire on Harvard DAS. I have combined his thoughts and mine and prepared the attached for your consideration. It is not possible to answer all the questions, of course, since some are not applicable to our work.

In addition, Mr. Martin prepared a general statement, a copy of which is attached (Annex 2). You may wish to use all or part of it in your reply.

The questionnaire itself is attached as Annex 3.

Enclosures

VJR:cbh
The questions raised by the Review Committee cover many aspects of the work of DAS. Although it is not possible to answer all its questions, since some are not applicable to our own work, I think that it is advisable to give a general statement as well as specific answers to individual questions.

The DAS is unique inasmuch as there are no other organizations attached to a university which undertake advisory development planning activities on such a large scale. Harvard has, in the past, fielded up to nine teams and I understand at present wishes to have six teams in the field at any one time. Some of the French semi-government organizations can undertake development planning activities on a medium scale but not on this scale. There are very few other English-speaking organizations which could field even one or two teams.

Harvard, over its long history, has earned a high reputation and has carried out some extremely good work in a number of countries. The standard of the advisers recruited has been high, which has resulted in many of them being recruited permanently to other organizations such as the World Bank. Recently the emphasis has been changed to recruitment of academic personnel interested in undertaking work in developing countries, sometimes to learn but with little experience in government administration. In the last few years, I would think that Harvard has found it more difficult to find persons with academic ability but also with experience in developing countries and good knowledge of government administration. A research worker or professor without other experience sent out to advise the planning organization is usually completely out of touch with government administration in the beginning and may remain so throughout the whole period of his stay. The danger in using academic personnel on two-year assignments is that their main interest could be in obtaining research material to write books and articles on their return. The emphasis by Harvard on the need to be given the right to have all material available for research emphasizes this aspect. In the last few years there has been a danger that certain personnel are learning more in the developing countries than they are teaching. Unfortunately, other personnel are very scarce.

Harvard has a major advantage when discussing a planning project with a developing country: it can place before the country the possibility of sending staff to Harvard for an MA or PhD. Funds for these activities are found from a number of sources. The association of the advisers with the planning organization and the possible choice of personnel for future education gives Harvard a considerable leverage when undertaking work in developing countries. Many other organizations
have no such advantage. This advantage brings with it one weakness - the emphasis on transferring persons from developing countries to Harvard for future academic education and research. The good people come back with advanced degrees and have been recruited by international organizations such as the World Bank and regional development banks, or, have advanced in government without much in-service training. Harvard has done little in the field of in-service training and appears to have looked much more to education at universities rather than on-the-job training in the planning offices or at local institutes. This has brought in its train a greater interest on the part of the returning indigenous staff to spend time on academic rather than operational matters. Somehow this has to be overcome.

In saying this, it must be emphasized immediately that in comparison with other forms of technical assistance, Harvard has provided an excellent service. Direct technical assistance by individuals, as provided by UN, rarely gives in-service training of a high enough standard, partly because people do not stay in the countries for very long. Also, when teams are made up of different nationalities without the advantage of an institution to guide their activities, there is no leverage to persuade the developing country to take note of their advice.

Harvard has provided an excellent service but it needs to change as conditions in developing countries also change. The emphasis has been on expatriate macroeconomic planners which are not so much in vogue today as a few years ago, as countries have learned to prepare plans. Harvard, therefore, has to emphasize sectoral programming, project preparation and training in development administration rather than the preparation of macroeconomic plans and the giving of general economic advice. This will need a change in attitude and also a change in the personnel recruited.

Harvard's activities should be continued but its emphasis should move more toward sectoral programming and development administration problems with greater emphasis on in-service training rather than educational scholarships for extended periods at Harvard and elsewhere. Such a change of approach would require a change in recruitment and a decline in the use of macroeconomists without experience in developing countries.

The following attempts to answer, in detail, some of the questions raised and I will deal with the questions seriatim.

I. (a) I would hope to see achieved, through DAS, an improvement in the organization of planning and programming and a better use of scarce resources by the government and by government organizations. Advisers should teach the indigenous staff not only the methodology of development planning such as strategy but also the tactics by which the strategy is implemented.
(c) The advisory function of DAS sometimes competes with the traditional university functions of research and teaching. If the advisers are more interested in research than providing advice and training, then the advantage to the developing country is reduced. The very fact that advisers spend time in countries and have the opportunity to learn the practical problems of those countries should be of advantage to the university if it were prepared to devote some of its time to applied research and teaching based on case studies and practical experience rather than on theory.

(d) I would not consider that the objectives have been too ambitious. If anything, the problem has been that with two different sets of objectives, there has been confusion as to whether Harvard University or the developing country has the basic loyalty of the DAS.

II. (b) The team approach of DAS is, in my opinion, the only way in which advice can be given adequately in other than small countries. Since some advisers do not wish to spend too much time in developing countries, the possibility of DAS recruiting other appropriate advisers to continue the work means that with continuity there is less wastage. The team approach has been adapted in certain circumstances by the movement of advisers from a central planning organization to individual ministries or departments and such adaptation will continue to be needed in the future.

(c) DAS has been interested in macroeconomic analysis. The main emphasis in a country is often given by the team leader if he is capable of guiding and administering; otherwise each adviser follows his own interests. Policy formulation and planning techniques and methodology have been given a greater priority than plan implementation and the organization of planning procedures.

(d) The education of counterparts has been conducted extremely well. However, the training of counterparts in practical application of planning techniques is only now being given the importance by DAS that it deserves. This importance is being given partly as a result of demands by developing countries.

(e) Advisers cannot be entirely advisory. Where planning organization in countries are weak, a good adviser has to become involved in operations in order to show counterparts what has to be done. DAS has been quite satisfactory in undertaking this type of work and since the situation has improved recently, DAS is to be complimented on its achievement.
(f) The main problem in the past has not been the dominant economic character of DAS so much as the domination of macro-economists. There will be a need for anthropologists and sociologists but in the planning work being undertaken to date there is a greater need for emphasis on planning procedures and development organisation and machinery of implementation which has been somewhat neglected in the past.

(m) It is difficult to say whether decisions to phase out DAS field operations have been properly timed. Often, decisions are based on the government's wishes and governments often wish to have the help of DAS, particularly in their discussions with international bodies and in the education of their planners. In the future DAS might design a timetable and phased program at the beginning of its assignment emphasizing the importance of the government taking over its activities as early as possible.

III. The impact of the DAS in Pakistan was good. It is unlikely that the same effect would have been achieved by advisers hired directly by the United Nations. A satisfactory achievement might have been obtained if a team had been put together by the Ford Foundation or some other financing bodies if the emphasis had been on a team.

(b) There was an advantage in having the DAS in Pakistan since it got the local planners to think in economic terms. Whether the DAS had too much influence in decision making is a matter of some debate.

(c) The competence of local planning officials in Pakistan grew as a result of formal education abroad, originated by DAS. The in-service training was rather weak and use might have been made in Pakistan of national institutes of public administration and similar bodies.

(e) At the stage of development planning achieved over the last few years, I would think that DAS gave the best possible system and could continue to do so as it adapts itself to changing conditions.

IV. (a) The demand for advisory services in the future will mainly be for sectoral programming, project preparation, development administration, follow-up and evaluation. There are not too many countries requiring assistance in plan formulation alone but there are many countries requiring continued assistance in plan implementation and evaluation.
(b) There are many opportunities for institutions to help teaching institutions in developing countries and provide advisory units to other than planning organizations. However, the need will be for practical personnel with experience in organizing and operating enterprises and similar bodies.
December 8, 1970

Dr. Ralph Retzlaff
The Ford Foundation
55 Lodi Estate
New Delhi 3
India

Dear Dr. Retzlaff:

Doc Howe has written to me on November 23 to inquire about possible World Bank interest in supporting the development of social science documentation centers in India. While I would not rule this out flatly, I would have to say at this time that for several reasons its chances would not be strong.

First is the question of the Bank's own attitude toward support of research and research facilities. While there has been recently some discussion of supporting research activity in agriculture, the Bank's attitude is not yet clear and this is even truer with respect to the field of education. Secondly, although we have had some discussion recently with the Indian authorities of project possibilities, they have not brought forward such a proposal and we on our part would not wish to raise the question until we were clear in our own minds what kinds of things we would be willing in principle to support.

I am told that exploration of the possibilities of support for educational research may come up through the medium of the Bellagio Group and I believe this idea rests now with the Ford Foundation in New York.

If anything clear or positive along these lines does develop, I will not hesitate to get in touch with you.

Sincerely yours,

Duncan S. Ballantine
Director
Education Projects Department

DSB:sfu

cc: Mr. Burt
Mr. Robert S. McNamara  
(Through Mr. Demuth)  
Arie Kruiythof  

December 3-4, 1970, New York "Bellagio" Meeting - Population

The above subject was mentioned briefly at the very end of the meeting. Mr. Morse (UNDP) said that:

(a) a meeting of technical people (including Bank staff) is scheduled for December 18, 1970;

(b) there are plans to establish a World Population Institute, and

(c) there is a beginning of identifying ideas which could be developed along the same lines as had been done for agriculture.

UNDP will keep in touch with the Foundations on further developments.

AKruiythof/pme

cc: Messrs. Demuth, Hoffman, Kanagaratnam
Mr. David Bell conveyed your message that papers should be prepared to propose action for education similar to that for agriculture. There were two major points mentioned:

(a) Education does not lend itself to be handled as a general subject but should be considered more as individual, national, problems. (U.K., supported by UNDP and Canada).

(b) LDC's should be involved from the beginning (U.K., Ford Foundation and others).

Ford Foundation was requested, and agreed, to start doing the basic work for an agenda for a meeting, tentatively scheduled for spring 1971.

cc: Messrs. Demuth
    Hoffman
    Ballentine
December 3, 1970

Mr. Edgar O. Edwards
International Division
The Ford Foundation
320 East 43rd Street
New York, New York 10017

Dear Mr. Edwards:

In Mr. Qureshi's absence I wish to acknowledge your letter to him of November 20. Mr. Qureshi is away overseas and will see your letter on his return before Christmas.

Sincerely yours,

Carlos Sanchez-Marco

cc: Mr. Qureshi
December 3, 1970

Mr. Jerrold L. Stivers
Assistant Representative
The Ford Foundation
47, Marina P.O. Box 2368
Lagos, NIGERIA

Dear Mr. Stivers:

Thank you for your letter of November 3, enclosing copies of Madame Anne de Lattre's consulting reports which I am sure we will find useful in our work in Congo and Francophone Africa.

Yours sincerely,

Duncan S. Ballantine
Director
Education Projects Department
Dr. Duncan Ballantine  
International Bank for Reconstruction & Development  
1818-H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

Dear Duncan:

By some devious route which I cannot recall a memorandum of October 25, 1968 from Mr. Tillman Neuner to Mr. Gregory B. Votaw has come into my possession. I note that you are an information addressee. The memorandum discusses the possible interest of the World Bank in library resources in India and in one section comments on the need for much better documentation sources in the social sciences and the possibility of developing a documentation center for the purpose under the leadership of Mr. B.S. Kesavan.

I hesitate to awaken this ancient history, but I do so because there have been some interesting developments in the meantime. The Indian Council of Social Science Research has been formed and has begun to address itself to the problem of social science documentation in India. We have provided some consulting help to the ICSSR as well as some small grants for a variety of purposes. There is some likelihood that we shall put additional funds into helping the ICSSR develop its program over the next several years. I enclose a report done by Pendleton Herring making recommendations about its development as the result of our bringing Penn here on a consulting visit. In addition I enclose several other documents in regard to the organization.
The purpose in all of this is to enquire whether you have any latent interest in assisting the ICSSR with the development of documentation centers. Their plans call for five or six of these located throughout India on a regional basis. I think that the equipment and other needs of these centers will probably go well beyond anything the Ford Foundation can do. From my observation of social science activities in this country, I would say that these documentation centers will represent an extremely useful and fundamental resource for getting the social sciences focussed on the important problems of India. While it may be hard to prove short term payoffs from this sort of thing, it seems to me that as a long run investment the idea is worth looking at.

If you and/or your associates have any interest in what was an initial exploration of yours, we would be happy to engage in a dialogue with anyone you suggest.

This brings personal best wishes and the hope that I may catch up with you again one of these days. I am moving back to New York in a month, and the person who will continue the conversation here in New Delhi on the above mentioned topics will be Dr. Ralph Retzlaff, a political scientist from Berkeley.

Sincerely

[Signature]

Harold Howe II
Program Advisor in Education
Mr. Richard Demuth  
The World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433  

Dear Mr. Demuth:  

Thank you for discussing Harvard’s Development Advisory Service with us last Thursday. I am sorry that we did not have more time to explore some of the points raised.  

I would like to ask you explicitly about the Development Advisory Service which the World Bank started several years ago, in particular what prompted the World Bank to start such a service? what was the nature of the service and its staffing arrangements? what difficulties, if any, did it encounter in its operation? why was it discontinued?  

Answers to these questions may give us some insights into the advantages and disadvantages of conducting such a service with the university base as opposed to an institutional base such as the World Bank.  

Sincerely yours,  

Edgar O. Edwards  

EOE/cr
Mr. Roger Chanfournier  
Barend A. de Vries  

Review of the Development Advisory Service  

November 17, 1970  

In response to the questionnaire which was submitted to you with a covering letter dated October 15, I asked Messrs. Jansen and Reitter to prepare the attached memorandum on their experience respectively in Liberia and Ghana. A further memorandum by Mr. Sukkar is also attached. I should like to make the following general points.

1. The DAS service is unique in that it provides the country with a systematic team effort. The strength of a good team is greater than the sum of its individuals. In addition, because of the interchange with Cambridge, the DAS may be in a somewhat stronger position to recruit better people than most other institutions.

2. The inter-relation with the Cambridge staff provides both welcome backing and research opportunities. The feedback into research has proven to be valuable for the field of development economics.

3. Training of counterparts by DAS deserves high priority. Work on current problems and the writing of advisory papers can easily interfere with training activities. It is desirable that DAS will be more successful in assigning personnel to assist in on-the-job training of counterparts.

The DAS team in Ghana has made an outstanding contribution to the preparation of government reports on the debt problem, the budget and a one-year development plan. The team has also been intimately involved in the budget planning process as well as general planning, both on the macro level and in selected sectors (particularly transportation). Through the preparation of well prepared memoranda and reports, the DAS team in Ghana has had influence on top level decision making, but I doubt that it is having a lasting impact on the decision making process as such. Although I have heard complaints from the DAS people that they do not have sufficient contacts with the Minister of Finance and Planning, I believe that the team is being fully used and is thoroughly integrated in the Government's work. Its departure from Ghana at this time would be a severe loss.

In Africa, the DAS might consider adding representatives of disciplines other than economics to their teams (for example, persons who have a special acquaintance with the problems of developing the traditional sector). Augmenting the team in this manner should not, however, be at the cost of providing good economists.

cc. Mr. Demuth  
Mr. Jansen  
Mr. Reitter  
Mr. Sukkar  

BdV:mfb
November 14, 1970

Mr. Ross Pollock
Ford Foundation Consultant
The Indian Institute of
Public Administration
Indraprastha Estate
Ring Road
New Delhi 1, India

Dear Mr. Pollock:

I sent you a cable yesterday in reply to your letter of October 13. For some reason this did not reach my desk until two days ago. I will, of course, be delighted to see Dr. Goyal and to arrange a discussion with members of my staff. It will be quite easy to do this at short notice and I will wait to get a telephone call from him.

With kind regards,

Yours sincerely,

I.P.M. Cargill
Director
South Asia Department

IPMCargill/rf
OUTGOING WIRE

TO: ROSS POLLOCK
FORD FOUNDATION CONSULTANT
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
CLASS OF
INDRAPRASTHA ESTATE
RING ROAD
NEW DELHI

DATE: NOVEMBER 13, 1970

COUNTRY: INDIA

TEXT:

MUCH REGRET DELAY REPLYING YOUR LETTER OCTOBER 13 STOP WILL BE
DELIGHTED TO SEE DR. GOYAL WHO CAN PHONE ME AT CODE 202 477-2283
STOP LETTER FOLLOWS

CARGILL
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY: I. P. M. Cargill
Director, South Asia

CLEARANCES AND COPY DISTRIBUTION:

REFERENCE

(IMPORTANT: See Secretaries Guide for preparing form)

ORIGINAL (File Copy)

Checked for Dispatch: 8/21
TO: Mr. Barend A. de Vries  
FROM: Cornelis Jansen  

DATE: November 13, 1970.

I met members of this group during the October 1968 economic mission. My contacts were too brief and took place too long ago for a full appraisal of the effectiveness of the assistance. Mr. Sukkar, who has been more recently on mission in Liberia could perhaps give additional observations. My remarks are chiefly directed as questions raised under part III of the DAS questionnaire.

The main task in the earlier years of the group’s assistance was its assistance in the formulation of the 1967-1970 Development Plan. This resulted in a document which provided probably the first comprehensive view of Liberia's development problems. The main merit of the plan was to bring government thinking on these problems in Liberia on a more appropriate level, and as such it was a worthwhile effort. The operational impact of the plan was, however, very limited.

The main reasons why the plan had little operational significance is that the Government in Liberia is poorly organized and not development-oriented. The advisory group and the Department of Planning, to which it was attached, have contributed to a gradual increase in government's awareness of its shortcomings. In the critical area of Government's policies with regard to the iron ore and other concessionaires, the expertise provided by DAS has certainly helped in better protection of Liberia's interests.

The quality of the personnel provided by DAS generally declined in the last years of the contract (1968-1970). The personnel provided was probably too pragmatic and operational in the conduct of its work giving insufficient attention to training of counterparts or to advising the government on the direction of the development effort.

The main factor in this last respect is that Liberia's dual economy is marked by stagnation and extreme poverty in the traditional sector on which the bulk of the people depend for their livelihood. The group could have been more useful in the last few years of its work in Liberia, if it had directed all or most of its attention to study of the development problems of this sector. Since this task is still to be accomplished, continued DAS assistance under terms of reference directing its experts to work in the traditional sector could be extremely valuable. We might indicate to DAS that we would be willing to review with them terms of reference for future DAS assistance directed to the development of traditional agriculture and related requirements for infrastructure facilities, education, institutional factors etc.

CJansen:dve

cc: Mr. N. Sukkar
IN INTERNATIONAL DEVELOPMENT
ASSOCIATION
INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT
OFFICE MEMORANDUM

TO: Mr. Barend A. de Vries

FROM: Nabil Sukkar


DATE: November 13, 1970.

In reference to Mr. Jansen's memorandum dated November 13, 1970, I would like to mention the following points:

1) I was not particularly impressed with the competence of the personnel on the Harvard Advisory Group that was in Liberia this summer, and was disappointed that the project has not been able to train but a handful of counterparts, even though it has been in operation since 1964.

2) Although assistance in agricultural development in Liberia is quite needed, it was not part of the Group's terms of reference to assist in this endeavour. My understanding is that the Group's project was designed to strengthen the planning process in the country and to establish a viable government machinery that is able to implement current government operations as well as to promote economic development. Considering the low base from which the Group had started, much has been accomplished, but it is my impression that more could have been achieved had the team included more competent personnel and had it been more successful in training Liberian counterparts. The project will be phased out by the end of this year. Some of the members of the team will stay behind under separate arrangements.

cc: Mr. C. Jansen

NSukkar: dve
Mr. Barend A. de Vries

Peter Reitter

Review of Development Advisory Service - Ghana

November 13, 1970

From our limited contacts with and observations of the Harvard DAS team in Ghana, we can respond to only a few of the questions posed in the assessment form.

In terms of the basic Foundation objectives, defined by the review committee, there is very little (if any) question that the work of the Harvard Group has contributed significantly to the establishment "... of an effective process, ... for the application of objective analysis to development planning and policy making ...". Improvements in macro-economic planning and the general formulation of the annual development budgets, as well as the preparation of the 1970/71 Development Plan, just to mention some examples, are most notable.

We are less certain, however, of the extent to which the group has enhanced "... the quantity and relevance of research and the quality of teaching."

On the more specific points of assessment:

- (Question I a) - Through DAS, we hope that the Ghana Government will (a) continue to improve planning and decision-making on a wide front of general macro-economic policy questions; and (b) expand its economic analysis and planning work in agriculture and infrastructure notably transportation and extend those efforts to other fields, particularly industry and education.

- (Question I d) - The objectives of DAS in Ghana are fully compatible with local needs and conditions.

- (Question II b) - DAS' approach appears to have been quite adaptable to the needs and circumstances of the changes in Ghana since its return to civilian rule and a more development-oriented environment.

- (Question II c) - DAS' total team efforts have not been optimally balanced. The emphasis on policy formulation and planning have been very good. As explained below, however, DAS' contribution to research and training appear to have been limited.
(Question II d) - DAS' training and education of counterparts in the Ministry of Finance and Economic Planning and the Ministry of Agriculture appear to have had relatively minor play. We are not certain of the reasons although some factors -- the absence of suitable counterparts, the lack of clear direction from the Minister for the exercise of this staff's development role -- are apparent.

(Question II e) - DAS' role in Ghana is far more heavily operational than advisory although it should be noted that what has been attempted in the latter capacity (essentially proposing policy directions to the Minister) has been vital and of a high order of competence. In the present Ghanaian situation, the extent of operational work has been neither undue nor unwarranted.

(Question II f) - There may be room for representation from other social science disciplines but not at the price of reducing the economic input.

(Question III a) - It is most unlikely that any other known source of assistance could have produced better advisers as a group.

(Question III b) - DAS' presence has affected the Government's economic decision-making in very positive, highly significant ways. Any prospect of an imminent DAS departure would be highly deleterious.
November 12 1979

Dear Mr. Edwards,

Thank you for your letter of October 15 concerning the review which the Foundation has undertaken with regard to the Development Advisory Service.

I am sorry to say that I have not myself had any experience with DAS operations in the area for which I am responsible in the Bank and therefore cannot contribute usefully to the review.

With best wishes,

Yours sincerely,

M. P. Benjenk
Director
Europe, Middle East and North Africa
Department

Mr. Edgar O. Edwards
International Division
The Ford Foundation
320 East 43rd Street
New York, N. Y. 10017
November 6, 1970

Professor Oddvar Aresvik
The Ford Foundation
P.O. Box No. 2379
Beirut
LEBANON

Dear Professor Aresvik:

Thank you very much for your letter of October 19. It was indeed a pleasure to have met you again in Minsk and to continue our discussions on problems of mutual interest.

I cannot remember having spoken about a World Bank Seminar on Agricultural Development and the Problem of Poverty. In fact, no such seminar by the Bank is planned and certainly not on March 10 of next year. Could it be that you have spoken about this to someone from either the Asian or the Inter-American Development Bank? This is not to mean that I know of a seminar that either of these institutions is planning to hold.

Thank you very much for your kind invitation to Beirut, and I hope it will be possible to stop over there in the not too distant future.

With best personal regards,

Yours sincerely,

W. A. WapenHans
Deputy Director
Agriculture Projects Department
Dear Lowell:

Re: International Agricultural Centers Week - 1971

Thank you, also on behalf of Jim Evans and Arie Kruithof, for your letter of October 26, 1970 announcing that the International Agricultural Centers Week in 1971 will be held on October 5, 6 and 7.

As to your request for comments on the program for the Centers Week, I would like to suggest that we come back to that point later in the year. I would like to give it more thought after the organizational meeting of the Consultative Group, now planned for January 13 and 14, 1971.

With best regards,

Sincerely yours,

Richard L. Demuth
Director
Development Services Department

Mr. Lowell Hardin
International Division
The Ford Foundation
320 East 43rd Street
New York, N. Y. 10017

cc: Messrs. L. Evans
    A. Kruithof
Mr. Peter Cargill, Director  
South Asia Department  
The World Bank  
1818 H Street, N.W.  
Washington, D. C.

Dear Mr. Cargill:

Sam Bunker, Ed Edwards and I are grateful for the time and attention that you and Mr. Gregory Votaw devoted to us during our visit to Washington earlier this month. We found our visit very informative and worthwhile. As I mentioned while we were together, I hope that when next you are in New York you will give us the opportunity to be your hosts at lunch.

Sincerely yours,

George Zeidenstein

GZ:er
October 28, 1970

Mr. Edgar O. Edwards
The Ford Foundation
320 East 43rd Street
New York, New York 10017

Dear Mr. Edwards:

Thank you for your letter of October 15 about the Harvard Development Advisory Service Review Committee. I will try to send you a reply before December 15.

Sincerely yours,

I.P.M. Cargill
Director
South Asia Department
Mr. Richard H. Demuth, Director  
Development Services Department  
International Bank for Reconstruction and Development  
1818 H. Street, N. W.  
Washington, D. C.

Dear Dick,

On behalf of the Rockefeller and Ford Foundations in their role as hosts to the International Agricultural Centers Week, may we suggest that you hold October 5, 6 and 7 for our 1971 gathering?

The meetings will be held in New York. A tentative format, subject to modifications based upon your suggestions, is:

Tuesday, October 5, 1971 - Presentation of accomplishments, programs and plans by the directors of the four centers.

Wednesday, Thursday October 6, 7, 1971 - One half day session on programs, budgets and issues by each of the four centers.

Friday, October 8, 1971 - In-house session for center directors, board chairmen, board members and visitors.

For your information we attach a listing of those who participated in our informative and useful sessions September 28-October 2, 1970.

We will welcome your suggestions concerning means of improving the organization and conduct of International Centers Week, 1971. While a follow up invitation will be mailed next summer, please regard these dates as firm unless we advise you to the contrary.

Sincerely yours,

Lowell S. Hardin

Enclosure

cc: Messrs. L. Evans
    A. Kruithof
Dr. W.A. Wapenhaus  
International Bank for  
Reconstruction & Development  
Washington, D.C.

Dear Dr. Wapenhaus:

Thank you again for the interesting discussions which we had in Minsk. As far as I remember you mentioned a World Bank Seminar of March 10 on "Agricultural Development and the Problem of Poverty". Could you please forward this letter to the section of the Bank which could forward to me the papers of the Seminar. Thank you.

I am looking forward to meeting you again if you pass through Beirut.

With best personal regards and wishes, I am

Yours sincerely,

Oddvar Aresvik  
Project Specialist
International Division

Asia and the Pacific

October 15, 1970

Mr. Gerald Alter, Head
South American Area
The World Bank
1818 H Street, N.W.
Washington, D. C. 20433

Dear Mr. Alter:

The Foundation is reviewing its experience with the Development Advisory Service with the aid of a committee composed of Stephen Lewis, Williams College, Carlos Diaz, Yale University, and myself, and with the cooperation of DAS.

I am writing for the Review Committee to ask your help in assessing the revealed advantages and disadvantages in the novel institution which is DAS. As it nears its tenth anniversary, the Foundation seeks to determine its achievements and to reflect on its potential for the future. We solicit your considered views on a confidential basis as one who has been closely associated with or observant of one or more aspects of DAS operations.

The attached memorandum describes more fully the task of the Committee and lists the kinds of questions which will engage its attention. All of these may not be relevant to your experience, but we shall be grateful for your reflections on those which are--and your comments on other pertinent matters which we have failed to note. We do not, however, seek assessments of advice which DAS teams or members may have given.

The Committee hopes that respondents will be as specific as possible in their responses to questions. In some instances, it will be helpful if examples are cited or illustrations offered.

The Committee is working to a deadline of February 15, 1971. May we have your response by December 15? Indeed, the Committee's deliberations would be considerably speeded up if your reply reached us sooner.

Thank you for cooperating with us.

Sincerely yours,

Edgar O. Edwards

Attachment
The Development Advisory Service of Harvard University is nearing its tenth anniversary, and the Foundation is undertaking a review of the long and close relationship it has had with the service. The review is stimulated in part by a DAS proposal concerning the disposition of the balance of the Foundation's initial general support grant, but beyond that we hope to learn more about the benefits and costs

- to a university--of associating an advisory service closely with its more traditional scholarly activities,
- to a developing country--of using the DAS, and
- to the Foundation--in supporting DAS as compared with alternative ways of achieving similar results.

The review is being conducted by a Committee of three, only one of whom is a regular Foundation staff member. They are: Stephen Lewis, Williams College, Carlos Diaz, Yale University, and Edgar Edwards, Ford Foundation. The target completion date is February 15, 1971.

The Committee plans to examine the objectives of the Foundation in helping to establish DAS, and the objectives of Harvard and the host governments in their use of DAS, and to gather informed opinions on their initial and continuing validity.

As a basis for discussion, the Committee suggests that the objectives of the Foundation have been

1. to assist developing countries to establish an effective process, indigenously staffed and supported by local institutions, for the application of objective analysis to development planning and policy making, and
2. to advance the knowledge of the development process by enhancing the quantity and relevance of research and the quality of teaching.

The modus operandi of DAS will also be scrutinized, thought being given to alternative modes which might have been employed by DAS or another organization to achieve similar ends. Finally, the Committee will attempt to assess the future demand for the kinds of services DAS does or could perform.

The Committee will consult Foundation and DAS files and make field visits to selected DAS projects, but of greater importance will be the views obtained, through interviews and correspondence, from those who have been closely concerned, directly or indirectly, with DAS activities at Harvard or abroad.

The Committee is interested in assessments of:

I. The extent to which the objectives of participating institutions (DAS, Harvard, host governments, the Foundation, and other funding agencies) are mutually understood, shared, or in conflict, and how differences may have affected the nature and quality of DAS activities.

(a) Please state the objectives which your organization hoped to achieve through DAS, and describe the objectives of other interested institutions as you perceive them.

(b) Have uncertainties respecting objectives, or apparent differences in the objectives entertained by the collaborating institutions lowered the effectiveness of the advisory service? How?

(c) Is the advisory function of DAS compatible in your opinion with the more traditional university functions of research and teaching? Specifically, how does DAS contribute to or detract from research and teaching at Harvard?
Have objectives generally been too ambitious, pretentious, or unresponsive to changing circumstances or local conditions?

What criteria does DAS employ in responding to requests for its services, and are they in your opinion appropriate?

II. the pattern of DAS operations in the field and at Harvard, and the relationships between the two and with host governments, Harvard University, and the Foundation or other funding agency.

Have the constraints imposed on DAS by host governments and funding agencies been consistent with its university and advisory responsibilities as you perceive them?

Has the team approach of DAS been adaptable to needs and circumstance in host countries as these have changed over time or have differed among countries?

Have team efforts been appropriately balanced among policy formulation; planning procedures, techniques and methodology; and plan implementation, on the one hand, and among advice, research and training on the other?

In what way and how effectively has the training and education of counterparts been conducted?

Have "advisory" efforts of DAS been truly advisory or significantly operational? Appropriately operational? Necessarily operational?

Has the dominantly economic character of DAS teams been optimum in the past and is it promising for the future, or would these teams have functioned better in principle or in particular situations if their composition had been leavened with professionals from other disciplines such as sociology, anthropology, demography, and political science?

What roles have short- and long-term advisers played? Has the mix been appropriate?

Has the professional and research base at Cambridge served to support and assist field operations, or has this backstopping function been neglected in practice?

Have the field teams provided useful data gathering and analytic functions for fundamental research ongoing at Cambridge?
Has the DAS at Harvard interacted favorably with other university organizations concerned with development?

Has the DAS style of operation enabled the organization to attract advisory personnel of a higher quality than might be obtained through other institutional arrangements?

Has the effort to combine in one individual both advisory and research functions been essentially successful? Should the benefits of close association between advice and research be sought through appropriate institutional arrangements rather than through the employment of ambidextrous individuals?

Have decisions to phase DAS field operations down and out been properly timed?

III. the benefits of DAS activities and the extent to which these might have been more efficiently achieved through other institutional arrangements.

Speculate, if you will, on what the total impact of the DAS project has been on the country in which you have experienced it? Might the same effect have been achieved by advisers hired directly by the United Nations, the Ford Foundation, USAID, or the host government?

Has the economic decision making process of the government been significantly affected by the DAS presence? What would be the impact on this process if DAS were to leave the country very soon?

Has the competence of local planning officials grown at a satisfactory rate with DAS help through the patterns of in-service training and formal education at home or abroad with which you are familiar? Are there other patterns of training and institutional development which you would regard as preferable? Why?

Has research on development conducted in the host country been significantly affected by the DAS presence?

To what extent and in what ways have Harvard students benefited from DAS activities?
How will the research emerging from DAS meet (1) academic standards, and (2) policy and planning needs? Have academic demands inhibited relevant field research? Has the research significantly advanced the state of knowledge of the development process? Does it reflect adequately opportunities for comparative studies? Might different research efforts have been more productive in your opinion?

In what ways have DAS advisers found the DAS experience rewarding? Has professional competence and/or academic status been enhanced? How have conflicts been resolved?

Are there other kinds of benefits (or costs) associated with DAS which should be noted by the Committee?

Considering the comprehensive package of benefits associated with DAS, may we have your views on alternative arrangements or combinations which might more efficiently have reached the same ends?

IV. the prospective demand for DAS research and advisory services; possible sources of finance; and changes in the DAS style of operation which might enhance the value of its services.

What in your opinion is likely to be the future demand for the kind of advisory services supplied by DAS?

Are there meaningful opportunities for DAS or another institution to undertake other activities, such as, supporting research or teaching institutions, and providing advisory units for state enterprises, municipal or regional planning efforts, or multi-national organizations, for example, customs unions, river basin authorities, and area development banks.
Mr. Benjenk, Head
Europe, Middle East & North African Area
The World Bank
1919 H Street, N.W.
Washington, D. C. 20433

Dear Mr. Benjenk:

The Foundation is reviewing its experience with the Development Advisory Service with the aid of a committee composed of Stephen Lewis, Williams College, Carlos Diaz, Yale University, and myself, and with the cooperation of DAS.

I am writing for the Review Committee to ask your help in assessing the revealed advantages and disadvantages in the novel institution which is DAS. As it nears its tenth anniversary, the Foundation seeks to determine its achievements and to reflect on its potential for the future. We solicit your considered views on a confidential basis as one who has been closely associated with or observation of one or more aspects of DAS operations.

The attached memorandum describes more fully the task of the Committee and lists the kinds of questions which will engage its attention. All of these may not be relevant to your experience, but we shall be grateful for your reflections on those which are—and your comments on other pertinent matters which we have failed to note. We do not, however, seek assessments of advice which DAS measures or members may have given.

The Committee hopes that respondents will be as specific as possible in their responses to questions. In some instances, it will be helpful if examples are cited or illustrations offered.

The Committee is working to a deadline of February 15, 1971. May we have your response by December 15? Indeed, the Committee's deliberations would be considerably speeded up if your reply reached us sooner.

Thank you for cooperating with us.

Sincerely yours,

Edgar C. Edwards

Attachment
Mr. Richard Demuth, Director  
Development Services Department  
United Nations  
866 U. N. Plaza  
New York City, New York  

Dear Mr. Demuth:

The Foundation is reviewing its experience with the Development Advisory Service with the aid of a committee composed of Stephen Lewis, Williams College, Carlos Diaz, Yale University, and myself, and with the cooperation of DAS.

I am writing for the Review Committee to ask your help in assessing the revealed advantages and disadvantages in the novel institution which is DAS. As it nears its tenth anniversary, the Foundation seeks to determine its achievements and to reflect on its potential for the future. We solicit your considered views on a confidential basis as one who has been closely associated with or observant of one or more aspects of DAS operations.

The attached memorandum describes more fully the task of the Committee and lists the kinds of questions which will engage its attention. All of these may not be relevant to your experience, but we shall be grateful for your reflections on those which are—and your comments on other pertinent matters which we have failed to note. We do not, however, seek assessments of advice which DAS teams or members may have given.

The Committee hopes that respondents will be as specific as possible in their responses to questions. In some instances, it will be helpful if examples are cited or illustrations offered.

The Committee is working to a deadline of February 15, 1971. May we have your response by December 15? Indeed, the Committee’s deliberations would be considerably speeded up if your reply reached us sooner.

Thank you for cooperating with us.

Sincerely yours,

Edgar O. Edwards

Attachment
The Development Advisory Service of Harvard University is nearing its tenth anniversary, and the Foundation is undertaking a review of the long and close relationship it has had with the service. The review is stimulated in part by a DAS proposal concerning the disposition of the balance of the Foundation's initial general support grant, but beyond that we hope to learn more about the benefits and costs

- to a university--of associating an advisory service closely with its more traditional scholarly activities,
- to a developing country--of using the DAS, and
- to the Foundation--in supporting DAS as compared with alternative ways of achieving similar results.

The review is being conducted by a Committee of three, only one of whom is a regular Foundation staff member. They are: Stephen Lewis, Williams College, Carlos Diaz, Yale University, and Edgar Edwards, Ford Foundation. The target completion date is February 15, 1971.

The Committee plans to examine the objectives of the Foundation in helping to establish DAS, and the objectives of Harvard and the host governments in their use of DAS, and to gather informed opinions on their initial and continuing validity.

As a basis for discussion, the Committee suggests that the objectives of the Foundation have been

1. to assist developing countries to establish an effective process, indigenously staffed and supported by local institutions, for the application of objective analysis to development planning and policy making, and
2. to advance the knowledge of the development process by enhancing the quantity and relevance of research and the quality of teaching.

The modus operandi of DAS will also be scrutinized, thought being given to alternative modes which might have been employed by DAS or another organization to achieve similar ends. Finally, the Committee will attempt to assess the future demand for the kinds of services DAS does or could perform.

The Committee will consult Foundation and DAS files and make field visits to selected DAS projects, but of greater importance will be the views obtained, through interviews and correspondence, from those who have been closely concerned, directly or indirectly, with DAS activities at Harvard or abroad.

The Committee is interested in assessments of:

I. The extent to which the objectives of participating institutions (DAS, Harvard, host governments, the Foundation, and other funding agencies) are mutually understood, shared, or in conflict, and how differences may have affected the nature and quality of DAS activities.

   (a) Please state the objectives which your organization hoped to achieve through DAS, and describe the objectives of other interested institutions as you perceive them.

   (b) Have uncertainties respecting objectives, or apparent differences in the objectives entertained by the collaborating institutions lowered the effectiveness of the advisory service? How?

   (c) Is the advisory function of DAS compatible in your opinion with the more traditional university functions of research and teaching? Specifically, how does DAS contribute to or detract from research and teaching at Harvard?
(d) Have objectives generally been too ambitious, pretentious, or unresponsive to changing circumstances or local conditions?

(e) What criteria does DAS employ in responding to requests for its services, and are they in your opinion appropriate?

II. the pattern of DAS operations in the field and at Harvard, and the relationships between the two and with host governments, Harvard University, and the Foundation or other funding agency.

(a) Have the constraints imposed on DAS by host governments and funding agencies been consistent with its university and advisory responsibilities as you perceive them?

(b) Has the team approach of DAS been adaptable to needs and circumstance in host countries as these have changed over time or have differed among countries?

(c) Have team efforts been appropriately balanced among policy formulation; planning procedures, techniques and methodology; and plan implementation, on the one hand, and among advice, research and training on the other?

(d) In what way and how effectively has the training and education of counterparts been conducted?

(e) Have "advisory" efforts of DAS been truly advisory or significantly operational? Appropriately operational? Necessarily operational?

(f) Has the dominantly economic character of DAS teams been optimum in the past and is it promising for the future, or would these teams have functioned better in principle or in particular situations if their composition had been leavened with professionals from other disciplines such as sociology, anthropology, demography, and political science?

(g) What roles have short- and long-term advisers played? Has the mix been appropriate?

(h) Has the professional and research base at Cambridge served to support and assist field operations, or has this backstopping function been neglected in practice?

(i) Have the field teams provided useful data gathering and analytic functions for fundamental research ongoing at Cambridge?
I. Has the DAS at Harvard interacted favorably with other university organizations concerned with development?

II. Has the DAS style of operation enabled the organization to attract advisory personnel of a higher quality than might be obtained through other institutional arrangements?

III. Has the effort to combine in one individual both advisory and research functions been essentially successful? Should the benefits of close association between advice and research be sought through appropriate institutional arrangements rather than through the employment of ambidextrous individuals?

IV. Have decisions to phase DAS field operations down and out been properly timed?

V. Has the DAS at Harvard significantly influenced the economic decision making process of the government? What would be the impact on this process if DAS were to leave the country very soon?

VI. Has research on development conducted in the host country been significantly affected by the DAS presence?

VII. To what extent and in what ways have Harvard students benefited from DAS activities?
(f) How will the research emerging from DAS meet (1) academic standards, and (2) policy and planning needs? Have academic demands inhibited relevant field research? Has the research significantly advanced the state of knowledge of the development process? Does it reflect adequately opportunities for comparative studies? Might different research efforts have been more productive in your opinion?

(g) In what ways have DAS advisers found the DAS experience rewarding? Has professional competence and/or academic status been enhanced? How have conflicts been resolved?

(h) Are there other kinds of benefits (or costs) associated with DAS which should be noted by the Committee?

(i) Considering the comprehensive package of benefits associated with DAS, may we have your views on alternative arrangements or combinations which might more efficiently have reached the same ends?

IV. the prospective demand for DAS research and advisory services; possible sources of finance; and changes in the DAS style of operation which might enhance the value of its services.

(a) What in your opinion is likely to be the future demand for the kind of advisory services supplied by DAS?

(b) Are there meaningful opportunities for DAS or another institution to undertake other activities, such as, supporting research or teaching institutions, and providing advisory units for state enterprises, municipal or regional planning efforts, or multi-national organizations, for example, customs unions, river basin authorities, and area development banks.
Mr. Lyle Hansen  
The World Bank  
1818 H Street, N.W.  
Washington, D. C. 20433

Dear Mr. Hansen:

The Foundation is reviewing its experience with the Development Advisory Service with the aid of a committee composed of Stephen Lewis, Williams College, Carlos Diaz, Yale University, and myself, and with the cooperation of DAS.

I am writing for the Review Committee to ask your help in assessing the revealed advantages and disadvantages in the novel institution which is DAS. As it nears its tenth anniversary, the Foundation seeks to determine its achievements and to reflect on its potential for the future. We solicit your considered views on a confidential basis as one who has been closely associated with or observant of one or more aspects of DAS operations.

The attached memorandum describes more fully the task of the Committee and lists the kinds of questions which will engage its attention. All of these may not be relevant to your experience, but we shall be grateful for your reflections on those which are—and your comments on other pertinent matters which we have failed to note. We do not, however, seek assessments of advice which DAS teams or members may have given.

The Committee hopes that respondents will be as specific as possible in their responses to questions. In some instances, it will be helpful if examples are cited or illustrations offered.

The Committee is working to a deadline of February 15, 1971. May we have your response by December 15? Indeed, the Committee's deliberations would be considerably speeded up if your reply reached us sooner.

Thank you for cooperating with us.

Sincerely yours,

Edgar O. Edwards

Attachment
Mr. Chaufournier, Head
West African Area
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433

Dear Mr. Chaufournier:

The Foundation is reviewing its experience with the Development Advisory Service with the aid of a committee composed of Stephen Lewis, Williams College, Carlos Diaz, Yale University, and myself, and with the cooperation of DAS.

I am writing for the Review Committee to ask your help in assessing the revealed advantages and disadvantages in the novel institution which is DAS. As it nears its tenth anniversary, the Foundation seeks to determine its achievements and to reflect on its potential for the future. We solicit your considered views on a confidential basis as one who has been closely associated with or observant of one or more aspects of DAS operations.

The attached memorandum describes more fully the task of the Committee and lists the kinds of questions which will engage its attention. All of these may not be relevant to your experience, but we shall be grateful for your reflections on those which are—and your comments on other pertinent matters which we have failed to note. We do not, however, seek assessments of advice which DAS teams or members may have given.

The Committee hopes that respondents will be as specific as possible in their responses to questions. In some instances, it will be helpful if examples are cited or illustrations offered.

The Committee is working to a deadline of February 15, 1971. May we have your response by December 15? Indeed, the Committee's deliberations would be considerably speeded up if your reply reached us sooner.

Thank you for cooperating with us.

Sincerely yours,

Edgar O. Edwards

Attachment
REVIEW OF THE DEVELOPMENT ADVISORY SERVICE

The Development Advisory Service of Harvard University is nearing its tenth anniversary, and the Foundation is undertaking a review of the long and close relationship it has had with the service. The review is stimulated in part by a DAS proposal concerning the disposition of the balance of the Foundation's initial general support grant, but beyond that we hope to learn more about the benefits and costs

- to a university—of associating an advisory service closely with its more traditional scholarly activities,
- to a developing country—of using the DAS, and
- to the Foundation—in supporting DAS as compared with alternative ways of achieving similar results.

The review is being conducted by a Committee of three, only one of whom is a regular Foundation staff member. They are: Stephen Lewis, Williams College, Carlos Diaz, Yale University, and Edgar Edwards, Ford Foundation. The target completion date is February 15, 1971.

The Committee plans to examine the objectives of the Foundation in helping to establish DAS, and the objectives of Harvard and the host governments in their use of DAS, and to gather informed opinions on their initial and continuing validity.

As a basis for discussion, the Committee suggests that the objectives of the Foundation have been

1. to assist developing countries to establish an effective process, indigenously staffed and supported by local institutions, for the application of objective analysis to development planning and policy making, and
2. to advance the knowledge of the development process by enhancing 
the quantity and relevance of research and the quality of 
teaching.

The modus operandi of DAS will also be scrutinized, thought being 
given to alternative modes which might have been employed by DAS or 
another organization to achieve similar ends. Finally, the Committee will 
attempt to assess the future demand for the kinds of services DAS does or 
could perform.

The Committee will consult Foundation and DAS files and make field 
visits to selected DAS projects, but of greater importance will be the 
views obtained, through interviews and correspondence, from those who have 
been closely concerned, directly or indirectly, with DAS activities at 
Harvard or abroad.

The Committee is interested in assessments of:

I. The extent to which the objectives of participating institutions 
   (DAS, Harvard, host governments, the Foundation, and other 
   funding agencies) are mutually understood, shared, or in conflict, 
   and how differences may have affected the nature and quality of 
   DAS activities.

   (a) Please state the objectives which your organization 
       hoped to achieve through DAS, and describe the objectives 
       of other interested institutions as you perceive them.

   (b) Have uncertainties respecting objectives, or apparent 
       differences in the objectives entertained by the collaborating 
       institutions lowered the effectiveness of the advisory 
       service? How?

   (c) Is the advisory function of DAS compatible in your opinion 
       with the more traditional university functions of research 
       and teaching? Specifically, how does DAS contribute to or 
       detract from research and teaching at Harvard?
(d) Have objectives generally been too ambitious, pretentious, or unresponsive to changing circumstances or local conditions?

(e) What criteria does DAS employ in responding to requests for its services, and are they in your opinion appropriate?

II. the pattern of DAS operations in the field and at Harvard, and the relationships between the two and with host governments, Harvard University, and the Foundation or other funding agency.

(a) Have the constraints imposed on DAS by host governments and funding agencies been consistent with its university and advisory responsibilities as you perceive them?

(b) Has the team approach of DAS been adaptable to needs and circumstance in host countries as these have changed over time or have differed among countries?

(c) Have team efforts been appropriately balanced among policy formulation; planning procedures, techniques and methodology; and plan implementation, on the one hand, and among advice, research and training on the other?

(d) In what way and how effectively has the training and education of counterparts been conducted?

(e) Have "advisory" efforts of DAS been truly advisory or significantly operational? Appropriately operational? Necessarily operational?

(f) Has the dominantly economic character of DAS teams been optimum in the past and is it promising for the future, or would these teams have functioned better in principle or in particular situations if their composition had been leavened with professionals from other disciplines such as sociology, anthropology, demography, and political science?

(g) What roles have short- and long-term advisers played? Has the mix been appropriate?

(h) Has the professional and research base at Cambridge served to support and assist field operations, or has this backstopping function been neglected in practice?

(i) Have the field teams provided useful data gathering and analytic functions for fundamental research ongoing at Cambridge?
(j) Has the DAS at Harvard interacted favorably with other university organizations concerned with development?

(k) Has the DAS style of operation enabled the organization to attract advisory personnel of a higher quality than might be obtained through other institutional arrangements?

(l) Has the effort to combine in one individual both advisory and research functions been essentially successful? Should the benefits of close association between advice and research be sought through appropriate institutional arrangements rather than through the employment of ambidextrous individuals?

(m) Have decisions to phase DAS field operations down and out been properly timed?

III. the benefits of DAS activities and the extent to which these might have been more efficiently achieved through other institutional arrangements.

(a) Speculate, if you will, on what the total impact of the DAS project has been on the country in which you have experienced it? Might the same effect have been achieved by advisers hired directly by the United Nations, the Ford Foundation, USAID, or the host government?

(b) Has the economic decision making process of the government been significantly affected by the DAS presence? What would be the impact on this process if DAS were to leave the country very soon?

(c) Has the competence of local planning officials grown at a satisfactory rate with DAS help through the patterns of in-service training and formal education at home or abroad with which you are familiar? Are there other patterns of training and institutional development which you would regard as preferable? Why?

(d) Has research on development conducted in the host country been significantly affected by the DAS presence?

(e) To what extent and in what ways have Harvard students benefited from DAS activities?
(f) How will the research emerging from DAS meet 
(1) academic standards, and (2) policy and planning needs? 
Have academic demands inhibited relevant field research? 
Has the research significantly advanced the state of 
knowledge of the development process? Does it reflect 
adequately opportunities for comparative studies? Might different research efforts have been more productive 
in your opinion?

(g) In what ways have DAS advisers found the DAS experience 
rewarding? Has professional competence and/or academic 
status been enhanced? How have conflicts been resolved?

(h) Are there other kinds of benefits (or costs) associated 
with DAS which should be noted by the Committee?

(i) Considering the comprehensive package of benefits 
associated with DAS, may we have your views on alternative 
arrangements or combinations which might more efficiently 
have reached the same ends?

IV. the prospective demand for DAS research and advisory services; 
possible sources of finance; and changes in the DAS style of 
operation which might enhance the value of its services.

(a) What in your opinion is likely to be the future demand 
for the kind of advisory services supplied by DAS?

(b) Are there meaningful opportunities for DAS or another 
institution to undertake other activities, such as, 
supporting research or teaching institutions, and 
providing advisory units for state enterprises, municipal 
or regional planning efforts, or multi-national 
organizations, for example, customs unions, river basin 
authorities, and area development banks.
# INCOMING MAIL ROUTING SLIP

<table>
<thead>
<tr>
<th>Name</th>
<th>Code</th>
<th>Name</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Aldewereld</td>
<td>A1226</td>
<td>Mr. Hoffman</td>
<td>D1123</td>
</tr>
<tr>
<td>Mr. Alter</td>
<td>A837</td>
<td>Mr. Kamarck</td>
<td>D529</td>
</tr>
<tr>
<td>Mr. Baum</td>
<td>C303</td>
<td>Mr. Knapp</td>
<td>A1230</td>
</tr>
<tr>
<td>Mr. Benjenk</td>
<td>A712</td>
<td>Mr. Lejeune</td>
<td>A1013</td>
</tr>
<tr>
<td>Mr. Broches</td>
<td>A813</td>
<td>Mr. McNamara</td>
<td>A1230</td>
</tr>
<tr>
<td>Mr. Cargill</td>
<td>A613</td>
<td>Mr. Mendels</td>
<td>A1219</td>
</tr>
<tr>
<td>Mr. Chadenet</td>
<td>C303</td>
<td>Mr. Nurick</td>
<td>A802</td>
</tr>
<tr>
<td>Mr. Chaufournier</td>
<td>C702</td>
<td>Sir Denis Rickett</td>
<td>A1230</td>
</tr>
<tr>
<td>Mr. Cheek</td>
<td>C702</td>
<td>Mr. Ripman</td>
<td>D1029</td>
</tr>
<tr>
<td>Mr. Wm. Clark</td>
<td>D928</td>
<td>Mr. Rotberg</td>
<td>D827</td>
</tr>
<tr>
<td>Mr. Cope</td>
<td>A1214</td>
<td>Mr. Stevenson</td>
<td>D532</td>
</tr>
<tr>
<td>Mr. Demuth</td>
<td>D1128</td>
<td>Mr. Twining</td>
<td>D1032</td>
</tr>
<tr>
<td>Mr. Diamond</td>
<td>C913</td>
<td>Mr. Votaw</td>
<td>A613</td>
</tr>
<tr>
<td>Mr. El Emary</td>
<td>A1143</td>
<td>Mr. Wiese</td>
<td>A837</td>
</tr>
<tr>
<td>Mr. Fontein</td>
<td>C602</td>
<td>Mr. Williams</td>
<td>A1013</td>
</tr>
<tr>
<td>Mr. Fowler</td>
<td>A1219</td>
<td>Mr. Wright</td>
<td>A1136</td>
</tr>
<tr>
<td>Mr. Goodman</td>
<td>C602</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Graves</td>
<td>D1122</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Gutierrez</td>
<td>A1136</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Hartwich</td>
<td>A712</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From: Communications Section, Room C219, Extension 2023.
Mr. P.M. Cargill, Director
Southeast Division
International Bank for Reconstruction
and Development
1818 H St., N.W.
Washington, D.C.
U.S.A.

Dear Mr. Cargill:

A member of our faculty, Dr. S.K. Goyal, is coming soon to the United States for a month to study the regulation of business and the control of monopolies. I would like very much for him to have an opportunity to meet with you and some members of your staff.

Dr. Goyal has served as research director for government Committees on economic administration and licensing of monopolies and is likely to get similar assignments in the future. Therefore, he wishes to discuss with you and if you wish a few members of your staff the methods used in developing countries to regulate businesses and the information systems they find effective in such regulation. Of course, he would be glad to answer any questions your staff may have about such things as India's economic policies, bank nationalization or licensing.

Dr. Goyal will be arriving in New York around the 30th of November and will call you shortly afterwards to arrange an appointment. Would you please drop me a note to tell me how he can best get in touch with you. As he is leaving on his tour this week, I will take care of forwarding your information to him enroute.

Sincerely,

Ross Pollock
Ford Foundation Consultant
Dr. S.K. Goyal - a brief introduction

Present Position

Dr. S.K. Goyal (age 37) is Head of the Research Unit on Industrial Administration at the Indian Institute of Public Administration, New Delhi, India. After his Master's Degree in Economics from the Punjab University, he joined the Delhi School of Economics as a Research Fellow and was awarded Ph.D. degree in 1961.

Experience

Between 1961 and 1964 he took Honours and Post-Graduate classes at the University of Delhi. In July, 1964, he joined the Indian Institute of Public Administration as Senior Research Associate for a research project: "Depth Study of India's Experience in Plan Formulation". Between March, 1966, and December, 1967, Dr. Goyal was associated with the "Study Team on the Machinery for Planning" set up by the Administrative Reforms Commission of the Government of India.

Later, he worked as the convener of a Team of Economists who prepared a report on "Banking Institutions and Indian Economy". This Report was widely discussed and was the first comprehensive document which analysed the functioning of private commercial banks in India and, on that basis, recommended the nationalisation of banks.

In December, 1967, he was requested by the Industrial Licensing Policy Inquiry Committee (now widely known as the Dutt Committee) to act as its Honorary Economic Adviser. The report of the Dutt Committee was submitted to the Government of India in July, 1969.

In February, 1970, he was requested by the Government of Uttar Pradesh to prepare a report for them on the Sugar industry in the State and also advise on the problem of compensation in the event of nationalisation of the private sugar mills in the State. At present he is also a Member of the Advisory Council on Trade (Exports and Imports), Ministry of Foreign Trade and Supply as well as a Member of the Research Programmes Committee of the Ministry of Company Affairs.

Publications

His book on "Cooperative Farming in India", published by the Asia Publishing House, has been widely appreciated by students of agricultural economics and economic development. The Report on "Banking Institutions and Indian Economy" (jointly with Prof. H.K. Marmohan Singh, Dr. V.B. Singh and Dr. S.C. Gupta) has also been published and widely circulated. He has just completed a survey of research work on Regulation of Industries in India for the Indian Council of Social Science Research. He has a number of research papers to his credit which have been published in professional journals. He also writes frequently for the national press on important economic issues.

He is now undertaking a comprehensive review of the Industrial Policy of the Government of India and as Head of the research unit on Industrial Administration at the Institute he is engaged in working out an outline of the studies to be initiated in the field of industrial development and regulation. At the request of the Ministry of Company Affairs (Govt. of India) he is now to prepare a report for building up of an information system for the Ministry to help better administration of the regulatory legislation and computerization of the data for purposes of individual and institutional research in the field of corporate sector.
Mr. Andrew M. Kamark  
Director, Economics Department  
International Bank for Reconstruction and Development  
1818 H Street, N.W.  
Washington, D.C. 20433

Dear Andy:

Following my conversation with you, I am pleased to invite you to participate in the seminar on African development which will be sponsored by the Foundation's Middle East and African program in New York on November 19 and 20.

Its basic purpose will be to undertake a free-ranging and frank discussion of significant past developments and prospective future trends in sub-Saharan Africa, and thus to assist my office in a comprehensive review we are currently making of that region. It is my expectation that this two-day meeting of Foundation staff and a selected group of outside authorities will provide us with pertinent insights and perspectives bearing upon the development of our future program operations.

I do hope that you will be able to participate as our guests on this occasion, which we plan to make as informal and unstructured as possible. Foundation participants will include David E. Bell, Executive Vice President; F. Champion Ward, Vice President, Education and Research; Francis X. Sutton, Deputy Vice President, International Division, and all staff members of the Middle East and Africa program. We will have some 12 to 15 participants from the Foundation, and are inviting 8 to 10 non-Foundation guests with special experience and competence related to African affairs. In addition to yourself, other guests who indicate their intention to be present include Guy Hunter (Overseas Development Institute); Martin Kilson (Harvard); Waldemar Nielsen (African-American Institute); Cranford Pratt (Toronto University); Paul Streeten (Oxford); James Coleman (Rockefeller Foundation).
I trust your schedule will permit you to be with us during this two-day period. Prior to the opening of the meeting on November 19th, we will have a dinner on the 18th to discuss informally the purposes of the conference and to facilitate acquaintance or re-acquaintance of staff members and our guests. The two days of the conference will each be divided into two sessions, one in the morning and one in the afternoon. There will be no planned evening activities. These four sessions will be concerned broadly with political development; education development; economic development (including foreign aid); and a final wrap-up session covering the previous discussions and emphasizing prospective new trends and developments of significance.

If you should wish to arrive in New York a day earlier, we should be pleased to accommodate you as our guest in New York. This earlier arrival could permit our staff members to talk informally with you on matters of mutual interest.

The Foundation will provide first-class air transportation for your trip to New York and will cover your expenses while here. In addition, an honorarium of $200 will be paid to all participants, with an additional $300 being paid for the preparation of a conference background paper bearing upon your area of specialized interest. I trust your schedule will permit you to do a paper on general economic development in Africa, as we discussed. If you are pressed for time in this respect, you may wish to adapt one of your more recent writings or reports on this subject and we would be equally pleased to provide the supplementary honorarium for a document of this nature.

Inasmuch as we are anxious to complete our arrangements as soon as possible, I would be grateful for a cable or telephone response. After hearing from you, I will at an early date provide you with more specific details about the seminar.

With best wishes.

Sincerely yours,

Wayne Fredericks
September 17, 1970

Mr. Ari Kruithof
Development Services Department
International Bank for Reconstruction and Development
1818 H. Street N W.
Washington, D. C.

Dear Ari:

Here is the program-budget presentation as prepared for IRRI for International Centers' Week. Our plan is to forward one copy of each of the four presentations to you as they arrive here. In accordance with our discussions in Mexico, it is my understanding that you will share these with Mr. Demuth and Mr. Evans.

I trust that your discussions in France, Germany and the Netherlands were fruitful.

Sincerely yours,

Lowell S. Hardin

Encl

cc  R. H. Demuth
    L. J. C. Evans

P. S. - Enclosed is the IITA program-budget presentation.
September 11, 1970

Dr. Lowell S. Hardin
The Ford Foundation
320 East 43rd Street
New York, N.Y. 10017

Dear Dr. Hardin,

In the absence of Mr. Evans in Europe, I am acknowledging receipt of the program for the International Centers' Week meetings, which I am forwarding to him today.

Yours sincerely,

Lesley K. Tillier
Secretary to Mr. Evans

:ltk
September 2, 1970

Mr. Frederick C. Terzo
The Ford Foundation
320 East 43rd Street
New York, New York 10017

Dear Fred:

With reference to our telephone conversation this morning, I am enclosing the documents which you requested. I hope this will be of some help to you.

Don't forget to try Kashmir restaurant!

Sincerely yours,

Samir K. Bhatia
Economist
Economics of Urbanization Division
Economics Department

Enclosures
Meeting with Mr. Torso of the Ford Foundation

1. Mr. Torso of the Ford Foundation came to see me yesterday morning from New York. He is a member of the three-man team commissioned by the Ford Foundation to study the urbanization pattern and the present efforts being made by national governments to tackle this problem in a number of developing countries. Other members of the team are Colin Rosser and Robert Jones (?) (both were with the Ford Foundation in Calcutta). The team will be stationed in Athens. The exact terms of reference and the countries to be examined have not yet been worked out; however, it seemed likely that the countries would be India, Pakistan, Colombia, and Brazil.

2. Mr. Torso was interested in hearing about our work in this field and specifically with regard to Pakistan and India. The Ford team in Lahore had learned about our work in Pakistan through Mr. Manning of our Department when he recently visited them there. I explained to him our work in detail.
OFFICE MEMORANDUM

TO: Files  
FROM: Jack L. Upper  
SUBJECT: Ford Foundation Reports  
DATE: May 8, 1970

The following reports have been received from the Ford Foundation on April 25 and seen by Messrs. Shoaib, El Emary, Benjenk in addition to those designated below:


2. Current Trends in Arab Intellectual Thought (RM-5979-FF, December 1969) - to Research Files

3. The Palestine Arab Refugee Problem (RM-5973-FF, October 1969) - to Messrs. Upper, Springuel and Bart

April 6, 1970

Mr. James J. Bausch  
The Ford Foundation  
320 East 43 Street  
New York, N.Y. 10017

Dear Mr. Bausch:

I am returning the enclosed form indicating my proposed time of arrival at Rome in order to attend the conference on the evaluation of family planning program. I was not able to return the form previously owing to problems arising from the postal strike. My secretary phoned through the relevant information to you on March 23.

Yours sincerely,

E. K. Hawkins  
Chief  
Population Studies Division  
Economics Department

Enclosure

EKHawkins/gah
RECEIVED

[Signature]

Dear Mr. [Name]:

We know the T.I. took 350 shares from your investment portfolio.

[Additional comments or notes]

[Date] 1970 APR-7 PM 2:05
Mr. J. R. Crowley (thru Mr. J. E. Twining) March 27, 1970

H. B. Ripman (signed) H. B. Ripman

Ford Foundation enquiry re Paris office space

I received a telephone call this afternoon from Mr. William Bader of the International Division of the Ford Foundation in New York, who had evidently heard that we were leaving our present office in Paris. He told me that the Ford Foundation wished to find in Paris about five offices and a small conference room, to be available for transient visitors or small seminars, etc.

I explained to Mr. Bader that we had sold our old building and that our new building was rented. I also explained to him that we had conference rooms equipped for simultaneous interpretation in our new office building, which might be available for hire to the Ford Foundation in case they needed it. I also said that we would bear their requirements in mind, and that if we heard about any space that would fit their needs, we would him know.

c.c.—Mr. Chatenay
OUTGOING WIRE

TO: THOMAS
FORD FOUNDATION
NAIROBI
COUNTRY: KENYA

DATE: February 3, 1970
CLASS OF SERVICE: LT

TEXT:
PENNISI BANK ECONOMIST WOULD APPRECIATE DISCUSSION WITH YOU ON ETHIOPIA AND TANZANIA MANPOWER REQUIREMENTS STOP HE PROPOSES VISITING YOU IN NAIROBI AFTERNOON FEBRUARY 17 STOP HE CAN BE REACHED FROM FEBRUARY 11 AT ADDIS ABABA HILTON STOP KINDLY ADVISE IF NOT CONVENIENT

BURT
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:
NAME S.J.G. Burt
DEPT. Education Projects

CLEARANCES AND COPY DISTRIBUTION:

SIGNATURE (Signature of Individual Authorized to Approve)
GPennisi:jb

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

Checked for Dispatch:
January 22, 1970

Mr. Ben W. Lewis
The Ford Foundation
320 East 43rd Street
New York, N.Y. 10017

Dear Mr. Lewis:

Re: Review of Kenya and Tanzania experience

I apologize for not replying to your December 22 letter until now. Part of the reason for the delay is that I found that I am unable to answer the kind of questions you ask. When I agreed to participate in your review I felt that I could make a contribution. The chat we had in my office early in December I guess really covered about all I have to say. My main point was that the Ford Foundation should consider very seriously reducing the emphasis it has placed up to now on macro-economic and overall planning and concentrate more effort on implementation of projects and programs. It is in this latter aspect that the real bottlenecks in absorptive capacity for Kenya and Tanzania are found. Such a shift in emphasis would probably have implications also for the type of expertise the Foundation would engage.

I am sorry that I could not answer the detailed questions that you sent in your December 22 letter, but I think this questionnaire is designed for people with much greater familiarity with the organization and the problems of the individuals engaged to work in these countries.

If there is any further contribution I can make please do not hesitate to call on me. I will be very much interested to know the results of your review.

Sincerely yours,

Edward V. K. Jaycox
Chief, Railway Division
Transportation Projects Department
March 2, 1970

Mr. William T. Irelan
Assistant Program Officer
The Ford Foundation
New York, New York 10017

Dear Mr. Irelan:

Your letter of February 12 to Mr. Wieczorowski, inquiring about World Bank reports on agricultural development in the Maghreb countries, has been passed on to me.

I have pleasure in enclosing herewith a report on the Development of the Sebou Basin (Rharb Irrigation Project) in Morocco, for which the Bank made a loan last November. I hope that this report will be of use to your team in Beirut. May I emphasize that the information contained in the report should be treated as strictly confidential.

We would be interested in exchanging at the appropriate time views about the findings of your team on assistance to agricultural programs in the Maghreb countries.

Sincerely yours,

M. P. Benjenk
Director
Europe, Middle East and North Africa
Department

c.c. Mr. Wieczorowski
Mr. Shivnan
Mr. J. M. Malone Jr.
Mr. Bart

AHaji/DHartwich:1mn.
March 5, 1970

Mr. William T. Hoffman
Assistant Program Officer
Ford Foundation
New York, New York 10017

Dear Mr. Hoffman:

Your letter of February 15 to Mr. W. Wiegandt, Induding,

reports which have been prepared on the various development in the

development of the Eaton heater (R. D. Inteview Report) in

Monaco, as well as the letter sent a few days later, I hope

received, for which this report will be of use to your team in Bueit. May I

commit you to the information contained in the report.

Please as attach copy confidential.

We would be interested in receiving at the earliest possible

stage news reports and filling out any questions.

Sincerely yours,

M. L. Smith
Director
Handle, Middle East and Korea Affairs

Department

RECEIVED

C. C. W. Wiegandt
M. L. Smith
M. L. R. Jameson
M. L. Ratner
M. L. Easton

1970 MAR-4 4:29

SECTION

COMMUNICATIONS
March 2, 1970

Mr. Bruce M. Cheek

H.J. Nissenbaum

Ford Foundation Report

1. I have examined the annual report which you distributed. In any further contacts with Ford Foundation personnel, you may wish to draw on the following regarding their activities in Ghana.

2. Our recent contacts with the Foundation staff in Ghana have been principally with the segments of Ford's program in economic planning (ref. pages 74-76). Both of these activities, which expire this year, should be renewed. On the basis of several discussions, it seems clear that the segment using the Harvard DAS unit is certainly quite necessary and valuable. It may become even more so if the pace and scope of the Ministry's development planning activity continue to expand. In this connection also, you may remember Minister Mensah commenting to us in January that he would need long-term planning help in the not-too-distant future.

3. On the "manpower" side (project 63-275), the education planner (Mr. Williams) is very useful to the Government and a first-class education officer. The same is not true of the manpower planner (Mr. Givens) who is generally regarded as ineffectual by his peers. His contacts with us were not very fruitful.

4. We have had limited discussions with Dr. Perkins (ref. pages 79 and 105) the population adviser, who appears to be quite knowledgeable and well-directed. In view of Bank policy in this area and Ghana's positive interest (which Minister Mensah underscored in a speech several days ago), I would also rate the "Family Planning and Population Studies" as having high priority.

5. The remainder of the Ghana program, however, appears to need considerable revitalization. Several of the activities are simply winding up and others are in low priority areas considering the country's needs. It might be useful, therefore, to discuss the results of the Bank's spring's economic mission with Ford officials in New York at some appropriate time for consideration of their role in Ghana, one of the three African countries which they have selected for concentrated work.
February 24, 1970

Dr. Don Winkelmann  
c/- Fundacion Ford  
Paseo de la Reforma 124  
Mexico D.F.  Mexico

Dear Don,

Thank you for the crop yield studies using differential water applications. Is there any chance that something similar has been done for the West Coast areas? In any case I appreciate your sending this one to me.

I am not too sure that I will be coming down with the regular Bank Mission in April, but if I learn my fate in time to write, I will let you know the dates.

Very best wishes to you and to Ron.

Sincerely yours,

Richard C. Manning
L. J. C. Evans

J. Edwards

Livestock Institute for S. E. Asia

February 20, 1970

I am not clear how things were left at Bellagio regarding a feasibility study. When I expressed to Sir John my hope that the GSIRO would be engaged to make it (by us, if necessary), I got the impression that there were legal problems in the way and that he had (privately) got some kind of assurance from Sterling Wortman that the Foundation would now get on with it.

As I've said before, the Foundations are very strong on plant research, still benefitting from securing the services in the early days of the outstanding Minnesota plant men in breeding and pathology, Drs. Hayes and Stakman. They are not, and have not been anything like as strong on livestock and I think we should be involved. (You'll recall that the names Sir John gave to Rockefeller were not particularly suitable.)

Perhaps nothing will transpire until after Bellagio in April. I should welcome your advice if you think we should do more meantime.

JEdwards:rt
Bank
<table>
<thead>
<tr>
<th>To Handle</th>
<th>Note and File</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate Disposition</td>
<td>Note and Return</td>
</tr>
<tr>
<td>Approval</td>
<td>Prepare Reply</td>
</tr>
<tr>
<td>Comment</td>
<td>Per Our Conversation</td>
</tr>
<tr>
<td>Full Report</td>
<td>Recommendation</td>
</tr>
<tr>
<td>Information</td>
<td>Signature</td>
</tr>
<tr>
<td>Initial</td>
<td>Send On</td>
</tr>
</tbody>
</table>

**REMARKS**

1. Attached, as requested, in the letter from Dr. Aresnik to Mr. Wiernicki, per our conversation.

2. As the request was passed initially to Mr. Fowler, could you please let him have a copy of your reply.

From  
M. P. Shuman
Will you please handle this request in accordance with Administrative Circular dated Jan. 9, 1970 on "Release of Classified Bank Reports." Many thanks.

R. E. Wieczorowski
February 12, 1970

Mr. Robert E. Wieczorowski  
International Bank of Reconstruction and Development  
1818 8th Street, N. W.  
Washington, D. C. 20433

Dear Mr. Wieczorowski:

We have recently received a request from Dr. Oddvar Aresvik, Project Specialist on our Arid Lands Agricultural Development team in Beirut, to obtain for him if possible copies of recent reports prepared by a World Bank team apropos agricultural development in the Maghreb, particularly in Morocco and Tunisia.

Dr. Aresvik and other members of our agricultural team would use the reports on a confidential basis in studies and analyses they are currently undertaking regarding the development of ways and means the Ford Foundation may be of assistance to the agricultural programs of the countries of the Maghreb.

We would appreciate it very much if such reports could be shared with us. Thank you for your consideration of this request.

Sincerely yours,

William T. Irelan  
Assistant Program Officer
February 10, 1970

Mr. Ralph J. Watkins
The Ford Foundation
55 Lodi Estate
New Delhi 3, India

Dear Ralph:

I am sorry not to have answered your letter of January 7 sooner. Unfortunately it appears that only a very limited number of copies of my Harvard Discussion Paper were run off and I have not been successful in locating additional copies. I am writing to Paul Roberts who is now Associate Professor in the Business School to see if any more copies may be lying around somewhere at Harvard. In any case I will have a xerox copy made if necessary to replace your copy. If you feel interest in the study warrants, I could investigate the possibility of having another run made.

Enclosed is a brief resume concerning Mr. Peter Errington a systems analyst/economist friend of mine who would like to be involved in development planning. You will note he is a Wesleyan Phi Beta Kappa with three years graduate work in economics at Yale and Wisconsin including significant course work (but no field experience) on Indian problems. While he is not experienced enough to be a project manager, he would fit admirably into any competent team.

With warmest regards to Willie and yourself,

Sincerely,

Clell G. Harral
Economics Department

Enclosure
Proposed Paper for the Bellagio Meeting on Population

The subject suggested to the Bank as a possible background paper to the above conference is so general as to give little guidance as to what we might discuss. Before proceeding with an outline, therefore, I am seeking guidance as to a possible theme which might give the paper a better focus. I attach a draft suggesting a theme that we could develop in the limited time available for writing this paper.

If you approve of this way of handling the subject I will prepare an outline for your consideration.
Population Growth: Implications for Social and Economic Development

The arguments used by the Bank linking population growth and economic development should be well known by now. There is little point in repeating them for their own sake, especially to the audience being addressed at Bellagio. The aim will be to try and go beyond the general arguments and draw out some further conclusions.

Two possibilities are suggested for the further development of the arguments. These can be shown to be linked and could, therefore, be discussed together. The first would be to raise the question as to why the case made by the Bank should meet with such opposition in some quarters, when it appears to be logically correct and intellectually satisfactory. This is so especially in those countries which might appear to have so much to gain from a recognition of the strength of the arguments.

The second topic would be to relate the population problem - identified with high rates of growth - with the theme of the quality of development. This would focus on the way in which the benefits of economic development are spread throughout our typical, poorer members countries and would try to demonstrate that lower rates of population growth always make it easier to spread the benefits of development more widely. Special emphasis might then be given to the way in which reduced rates of growth of population make the employment problem more manageable. The general theme would be that a reduced rate of growth of population will always alleviate poverty, improve employment prospects and produce a more equal distribution of income and wealth.

The link between the themes would be to suggest that there is often a
reluctance to accept the economic arguments for lower rates of population growth because the implications are either not appreciated, or, if recognised as having the effect of diffusing the benefits of growth more widely, are not acceptable as valid objectives of policy by those who are politically powerful.
January 30, 1970

Dear Clark,

Thank you for your letter of January 22 and the enclosed photograph of our historical moment with the President, for which I am grateful.

I am pleased to hear that things are moving along satisfactorily for the survey and will be looking forward to further progress reports if you or someone can spare the time to drop an occasional note.

As you know, our own operations are hinged to the progress of the study and, in order to plan future operational missions a bit in advance, we hope to keep up to date on the study.

With best regards,

Sincerely yours,

Duncan S. Ballantine
Director
Education Projects Department

Mr. Clark C. Bloom
Representative
The Ford Foundation
M. C. C., P. O. Box 740
Makati, Rizal - Philippines

cc - Mr. Burt
DSBallantine:mc
INCOMING CABLE

DATE AND TIME OF CABLE: JANUARY 23, 1970 1510

LOG NO.: ITT 22/23

TO: INTRAFRAD

FROM: MILANO

TEXT:

EDWARDS

RE VILLA SERBELLONI CONFERENCE TRANSFER NOTED

AMEXCOMILAN

FOR INFORMATION REGARDING INCOMING CABLES, PLEASE CALL THE COMMUNICATIONS SECTION, EXT. 2021
January 22, 1970

Mr. Duncan Ballantine
International Bank for Reconstruction
and Development
1818 H Street, N. W.
Washington, D. C. 20433

Dear Duncan:

As you will no doubt recall, while you were in Manila for the seminar discussing the proposed "Survey of Education", we visited President Marcos. You had your picture taken with him. President Marcos has signed a copy of this picture for you. I enclose it herein.

Things regarding the survey now seem to be moving well. The Presidential Commission has been appointed. The project director has been appointed. Two Ford Foundation consultants (one is Dean Philp) are on hand. The government has allocated in total approximately ₱250,000 to the project. The Fund for Assistance to Private Education has added an additional ₱50,000. The Ford Foundation, New York, is getting ready to make its contribution.

I'm moderately optimistic about the whole thing at this point in time.

Best regards.

Very truly yours,

Clark C. Bloom
Representative

Enclosure
January 25, 1970

Mr. Duncan Bellantine
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Duncan:

As you will no doubt recall, while you were in Manila for the seminar on the Vietnam experience of education, we arranged President Marcos to send you a picture taken with him.

President Marcos has signed a copy of this picture for you. I enclose a copy of it for your reference.

The President Commission has been appointed. The project director has been appointed. Two Ford Foundation consultants have been selected (one in Dean Philip). The Ford Foundation has allocated approximately $580,000 to the project. The Ford Foundation New York is getting ready to make the contribution.

I'm moderately optimistic about the whole thing at this point.

In time.

Best regards,

Very truly yours,

[Signature]

Clark C. Bloom
Representative

Enclosure
DATE AND TIME OF CABLE: JANUARY 21, 1970 1530

LOG NO.: RC 9/22

TO: EVANS INTFARAD

FROM: BATEMANS BAY, NSW.

TEXT:

WRITING GENERAL PAPER ENLARGING SEPTEMBER VIEWS BUT CANNOT SEND BEFORE THURSDAY 29TH. I WILL POST COPY OR HOLD ROME. WILL BE AT HASSLER HOTEL FEB 1ST AND 2ND TRAVELLING TO BELLAGIO VIA TRAIN MILAN 3RD. HAVE AVOIDED MOST QUESTIONS DISCUSSES IN EDWARDS LETTER TO ME ASSUMING THESE COVERED YOUR LETTER. WORTMANS LETTER AND MYERS SUMMARY APRIL MEETING WORTH STUDY. WOULD SUGGEST YOU BRING DATA BANK AGRIC LENDING PAST AND PROJECTED REGARDS

CRAWFORD NATUNIV CANBERRA
January 21, 1970

Mr. Haldore Hanson  
Representative in West Africa  
The Ford Foundation  
47, Marina  
P.O. Box 2368  
Lagos, Nigeria

Dear Hal:

Many thanks for sending me a copy of your letter of January 2nd to Gordon Winston, with attachments describing work in economic development which the Foundation will support at the Ibadan Campus of the University of Ife. I noted para. 11 in your memo to Files of December 30, 1969: we will simply await further word from you, Winston, Rimlinger or Adedeji as to when a Washington meeting might be desired.

With best regards,

Sincerely yours,

George B. Baldwin
Economic Adviser - Projects

GBBaldwin:1fb
Routing Slip

**Date:** Jan. 26, 1970

**Office of the President**

<table>
<thead>
<tr>
<th>Name</th>
<th>Room No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Hawkins to handle</td>
<td>D-446</td>
</tr>
<tr>
<td>Mr. Kamarck to see</td>
<td></td>
</tr>
<tr>
<td>Mr. Friedman to see</td>
<td>JAN 28 1970 11:40</td>
</tr>
<tr>
<td>Mr. Wm. Clark to see</td>
<td>4/2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>To Handle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note and File</td>
</tr>
<tr>
<td>Note and Return</td>
</tr>
<tr>
<td>Prepare Reply</td>
</tr>
<tr>
<td>Per Our Conversation</td>
</tr>
<tr>
<td>Recommendation</td>
</tr>
<tr>
<td>Signature</td>
</tr>
<tr>
<td>Send On</td>
</tr>
</tbody>
</table>

**Remarks**

* As we agreed you would let me know by the end of the week when your outline would be available to Mr. McNamara.

From: E. E. Christoffersen
Dear Mr. McNamara:

In preparation for the Population meeting at the Villa Serbelloni on April 6 to 8, we are arranging for some resource papers to provide background information and a starting point for the discussions of each item on the agenda. A copy of the tentative agenda is attached.

We want to give particular emphasis to the implications of population growth to economic development and propose to start the conference on this subject. My purpose in writing is to determine whether or not it would be possible to have the resource paper prepared by staff members of the Bank. If so, we would appreciate it if you would make the necessary arrangements for it.

Following the pattern of the Agriculture meeting last year, we would like to distribute the resource papers in advance so participants will have had an opportunity to read them prior to the conference. If it would be convenient, the paper could be distributed direct by the Bank, in which case we will provide later an up-to-date list of participants and addresses. If you prefer, however, we will be pleased to include it with some of the other papers that we will be mailing from the Foundation. In that case, we would appreciate having copies of the Bank paper by March 18.

I will anticipate hearing from you regarding whether or not this paper can be prepared by your staff.

Sincerely yours,

W. M. Myers

Mr. Robert S. McNamara, President
International Bank for Reconstruction
and Development
1818 H. Street, N.W.
Washington, D. C. 20005

WMM:msl
Enclosure
POPULATION CONFERENCE - VILLA SERBELLONI

Tentative Agenda

April 6
9:30 a.m. Resource Paper - World Bank
Population Growth: Implications for Economic and Social Development

2:30 p.m. Resource Paper - Gavin Jones
Population Growth: Implications for Investment in Education: Case Studies

4:30 p.m. Resource Paper - (?WMM) (?Arne Tiselius)
Population Growth: Implications for the Environment: The Problem of Industrialized Countries

April 7
9:30 a.m. Resource Paper - O. Harkavy and J. Maier
Research in Reproductive Biology and Contraceptive Technology: Present Status and Needs for the Future

2:30 p.m. Resource Paper - ?Ronald Freedman
Research in the Social Sciences: Present Status and Needs for the Future

April 8
9:30 a.m. Resource Paper - E. Berelson
Population Growth: Family Planning at the Crossroads: Where Do We Stand; Where Do We Go from Here?
January 15, 1970

Professor Ben W. Lewis
The Ford Foundation
320 East 43rd Street
New York, N. Y. 10017

Dear Professor Lewis:

Thank you for your letter of December 22. I must apologize for not having replied sooner and I fear I may have missed your deadline. However, I think I had told you my views when we met in the Bank.

You are, of course, aware of the importance which the Bank puts on the continued staffing of the planning agencies in Kenya and I would view the Ford program very much in this context. I think I would single out three problems as I see them which affect the general effectiveness of planning advisers in Kenya in the past:

(1) the lack of effective central direction. As you know the Permanent Secretary, Ministry of Planning, has been doubling up as the chief planning officer - a task which is hardly feasible however competent the man may be. This problem may become worse now that Philip Ndegwa has been transferred to another Ministry. While the various specialists in the Ministry have been doing a great job each in his own field, I have gained the impression that there was some lack of central control and organization of manpower.

(2) There also seems to have been (possibly for the same reason) a lack of coordination between the planners in the central Ministry and those in the sector (Ministry) planning units and regional planning teams. I think this is a very common problem but can lead to a less-than-optimum use of planning staff.

(3) Again a common problem, has been inadequate training of local staff, due to the shortage of Kenyan graduates suitable for training and a lack of formal training procedures (I personally am skeptical of the osmosis theory). Unfortunately when I was in Kenya I had not the chance to see the new B.Phil. program in action but hopefully this will go a long way towards supplying the right kind of man, although the need for effective on-the-job training will doubtless remain.
January 15, 1970

I hope these brief comments will be of some help to your work. Please let me know if there is any other way in which I can be of assistance. It was a pleasure to meet you, even if briefly, during your visit to Washington and I hope you will be able to call in again on your return.

With kind regards.

Yours sincerely,

John R. Burrows
Eastern Africa Department
Mr. Edward K. Hawkins  
Population Studies Division  
International Bank for Reconstruction and Development  
1818 H Street, N.W.  
Washington, D.C. 20433

Dear Ted:

Just a note to let you know that your letter accepting the invitation to the Marino Evaluation Conference has been received. At the end of February we will send you the agenda and the background papers for the conference.

Sincerely,

Oscar Harkavy  
Program Officer in Charge
Mr. John R. Burrows  
International Bank for Reconstruction and Development  
1818 H Street, N.W.  
Washington, D.C. 20433

Dear Mr. Burrows:

The Foundation is undertaking a review of experience under its development advisory and training programs in Kenya and Tanzania. We are seeking to learn how far we have come along the road toward achievement of the objectives of these programs, and where we should go from here.

I am writing, for the Review Committee,* to ask your help. The Committee will, of course, consult all available records and files, but by far the best basis for its judgment will be the thoughtful reflections of all those who have participated directly in the programs, and of others who have been close enough to the programs to have formed useful opinions about them. Observations from these sources is essential. The Committee will interview as many participants and knowledgeable observers as possible in New York and East Africa; from others it is forced to solicit views by correspondence.

The nature of the review is described in the attached memorandum, together with the kinds of questions to which the Committee will be trying to find answers. It is not expected, of course, that every person whose views are sought will undertake to react to every question; but it will be extremely helpful, and we shall be grateful indeed if we may have your considered response to any (or all!) of them, and your comments on any other related matters which the questions suggest. Tell us what you think.

Two observations: Please note that we are not asking for evaluations of the performance of any individuals, or specific government decisions, or of plan documents; and please note the deadline against which the Committee is working--do let us hear from you by January 15, if at all possible.

Best wishes for the Holidays and the New Year.

Sincerely yours,

Ben W. Lewis

* Edgar Edwards, Ford Foundation Program Advisor, Asia and the Pacific; Gerald Helleiner, Professor of Political Economy, University of Toronto; Jan Koopman, Visiting Professor, B.Phil. Program, University College, Nairobi; Ben Lewis, Ford Foundation Program Advisor, Middle East and Africa.
A Ford Foundation Committee composed of Edgar Edwards, Jan Koopman, Gerald Helleiner and Ben Lewis will visit East Africa early in January 1970 to review Foundation experience in supporting development planning in Kenya and Tanzania. The Committee will consider both advisory assistance and support for relevant training and education activities and will address itself to the following kinds of questions:

1. What have been the Foundation's objectives in undertaking to assist these development planning activities? (It is assumed, subject to verification by records and interviews, that the basic objective has been to assist substantially in the establishment of a lasting, effective planning process, indigenously staffed, widely spread and used throughout government. It is further assumed that advising on the planning of government development activities and the preparation of formal Plan documents, while regarded as important in their own right, have been intended primarily to serve the basic objective as stated.)

2. How well and how widely have the Foundation's objectives been understood, and how and to what extent have they been consciously employed to guide advisors and government?

3. Were there important differences between government objectives in requesting Foundation support and the Foundation's objectives in supplying it? Have any such differences arisen during the course of the undertaking?
4. What activities have received Foundation commitment and to what extent have the commitments been met? To what requests for assistance has the Foundation felt unable to respond?

5. What has been the nature and extent of financial and personnel commitments of the governments to their own planning processes?

6. How have planning advisors and officials been deployed, and in what capacities have they been used?

7. What have been the training aspects of the Foundation's program, and how have they been coordinated with the advisory work? Specifically:
   - On-the-job training (with or without designated counterparts)? By example? By osmosis?
   - In-service courses or seminars?
   - Course work, encouraged or supported, in local universities? To what extent have non-governmental domestic intellectual resources been enlisted in planning activities, and what has been the effect upon both the government and the institutions (and the individual participants) of any interaction?
   - Courses or programs abroad?
   - Travel and study awards?

8. The measurable or discernible effects of any or all aspects of the training program?

9. The nature and extent of support for planning and related training activities from external sources other than the Foundation. Coordination (financial or operational) with other external aid and personnel
and Foundation aid and personnel?

10. How extensively throughout the government has planning been accepted and how effectively is it used? Regionally? What are its near-future status and role likely to be?

11. Specifically (if possible), what is the present pattern of native Kenyan or Tanzanian employment in their respective planning and other economic ministries?

12. What identifiable obstacles to the attainment of the Foundation's objectives have been encountered?

13. In what ways could the Foundation's offices (headquarters and in the field) have made a greater contribution to the effectiveness of the program? (Recruitment? Logistics? Guidance? Management? Backstopping?)

14. In light of the foregoing, in what measure have the Foundation's objectives been achieved? Significant results not explicitly intended?

15. Should Foundation objectives now be changed?

16. Realistically, as of now, what remains to be done? Pattern and cost of this?

17. How much, and what parts of this should the Foundation actively consider supporting now and in the definable future?

18. What lessons can be learned from these experiences in shaping similar support programs elsewhere?

19. What suggestions for the improvement of planning in Kenya and Tanzania should be made available to these governments if requested?
Other questions, as well as modifications and amplifications of the listed questions will occur to members of the Committee and to the persons interviewed and those responding to requests for written comments, opinions and recommendations. One major point is to be emphasized: the Committee will not evaluate, and correspondents and persons interviewed are requested not to offer evaluations of, the performance of any individuals engaged in the program presently or in the past, any specific policy decisions by governments or any plan documents. The review is concerned to develop a full and frank appraisal of what we have tried to do, where we are, and where we should go from here. It is not concerned to "second guess" individuals, to attach blame or award kudos.

The study, other than that portion which can be made from Foundation records in New York, Nairobi and Dar es Salaam and from the files of the two governments, will proceed through interviews and correspondence. The Committee as a whole will take responsibility for an over-all report, but Messrs. Edwards and Koopman will center their attention on Kenya, and Messrs. Helleiner and Lewis on Tanzania.

Members of the Committee will be talking with members of the Foundation staff in New York and East Africa, with our advisors presently in the field, with government officials and staff members in Kenya and Tanzania, and with university people and others in the two countries who have knowledge of the Foundation's program. To the extent possible, members of the Committee will also seek interviews with former advisors and other informed persons who may be available.

In addition to persons who can be interviewed, the Committee will be greatly concerned to get by correspondence the views of former advisors and others who have been close to the program.
It is expected that the Committee's report will be completed early in February, for use as early as possible in connection with program decisions which must be made in the very near future.
Dear Mr. Jaycox:

The Foundation is undertaking a review of experience under its development advisory and training programs in Kenya and Tanzania. We are seeking to learn how far we have come along the road toward achievement of the objectives of these programs, and where we should go from here.

I am writing, for the Review Committee,* to ask your help. The Committee will, of course, consult all available records and files, but by far the best basis for its judgment will be the thoughtful reflections of all those who have participated directly in the programs, and of others who have been close enough to the programs to have formed useful opinions about them. Observations from these sources is essential. The Committee will interview as many participants and knowledgeable observers as possible in New York and East Africa; from others it is forced to solicit views by correspondence.

The nature of the review is described in the attached memorandum, together with the kinds of questions to which the Committee will be trying to find answers. It is not expected, of course, that every person whose views are sought will undertake to react to every question; but it will be extremely helpful, and we shall be grateful indeed if we may have your considered response to any (or all!) of them, and your comments on any other related matters which the questions suggest. Tell us what you think.

Two observations: Please note that we are not asking for evaluations of the performance of any individuals, or specific government decisions, or of plan documents; and please note the deadline against which the Committee is working—do let us hear from you by January 15, if at all possible.

Best wishes for the Holidays and the New Year.

Sincerely yours,

Ben W. Lewis

* Edgar Edwards, Ford Foundation Program Advisor, Asia and the Pacific; Gerald Helleiner, Professor of Political Economy, University of Toronto; Jan Koopman, Visiting Professor, B.Phil. Program, University College, Nairobi; Ben Lewis, Ford Foundation Program Advisor, Middle East and Africa.
A Ford Foundation Committee composed of Edgar Edwards, Jan Koopman, Gerald Helleiner and Ben Lewis will visit East Africa early in January 1970 to review Foundation experience in supporting development planning in Kenya and Tanzania. The Committee will consider both advisory assistance and support for relevant training and education activities and will address itself to the following kinds of questions:

1. What have been the Foundation's objectives in undertaking to assist these development planning activities? (It is assumed, subject to verification by records and interviews, that the basic objective has been to assist substantially in the establishment of a lasting, effective planning process, indigenously staffed, widely spread and used throughout government. It is further assumed that advising on the planning of government development activities and the preparation of formal Plan documents, while regarded as important in their own right, have been intended primarily to serve the basic objective as stated.)

2. How well and how widely have the Foundation's objectives been understood, and how and to what extent have they been consciously employed to guide advisors and government?

3. Were there important differences between government objectives in requesting Foundation support and the Foundation's objectives in supplying it? Have any such differences arisen during the course of the undertaking?
4. What activities have received Foundation commitment and to what extent have the commitments been met? To what requests for assistance has the Foundation felt unable to respond?

5. What has been the nature and extent of financial and personnel commitments of the governments to their own planning processes?

6. How have planning advisors and officials been deployed, and in what capacities have they been used?

7. What have been the training aspects of the Foundation's program, and how have they been coordinated with the advisory work? Specifically:
   - On-the-job training (with or without designated counterparts)? By example? By osmosis?
   - In-service courses or seminars?
   - Course work, encouraged or supported, in local universities? To what extent have non-governmental domestic intellectual resources been enlisted in planning activities, and what has been the effect upon both the government and the institutions (and the individual participants) of any interaction?
   - Courses or programs abroad?
   - Travel and study awards?

8. The measurable or discernible effects of any or all aspects of the training program?

9. The nature and extent of support for planning and related training activities from external sources other than the Foundation. Coordination (financial or operational) with other external aid and personnel
and Foundation aid and personnel?

10. How extensively throughout the government has planning been accepted and how effectively is it used? Regionally? What are its near-future status and role likely to be?

11. Specifically (if possible), what is the present pattern of native Kenyan or Tanzanian employment in their respective planning and other economic ministries?

12. What identifiable obstacles to the attainment of the Foundation's objectives have been encountered?

13. In what ways could the Foundation's offices (headquarters and in the field) have made a greater contribution to the effectiveness of the program? (Recruitment? Logistics? Guidance? Management? Backstopping?)

14. In light of the foregoing, in what measure have the Foundation's objectives been achieved? Significant results not explicitly intended?

15. Should Foundation objectives now be changed?

16. Realistically, as of now, what remains to be done? Pattern and cost of this?

17. How much, and what parts of this should the Foundation actively consider supporting now and in the definable future?

18. What lessons can be learned from these experiences in shaping similar support programs elsewhere?

19. What suggestions for the improvement of planning in Kenya and Tanzania should be made available to these governments if requested?
Other questions, as well as modifications and amplifications of the listed questions will occur to members of the Committee and to the persons interviewed and those responding to requests for written comments, opinions and recommendations. One major point is to be emphasized: the Committee will not evaluate, and correspondents and persons interviewed are requested not to offer evaluations of, the performance of any individuals engaged in the program presently or in the past, any specific policy decisions by governments or any plan documents. The review is concerned to develop a full and frank appraisal of what we have tried to do, where we are, and where we should go from here. It is not concerned to "second guess" individuals, to attach blame or award kudos.

The study, other than that portion which can be made from Foundation records in New York, Nairobi and Dar es Salaam and from the files of the two governments, will proceed through interviews and correspondence. The Committee as a whole will take responsibility for an over-all report, but Messrs. Edwards and Koopman will center their attention on Kenya, and Messrs. Helleiner and Lewis on Tanzania.

Members of the Committee will be talking with members of the Foundation staff in New York and East Africa, with our advisors presently in the field, with government officials and staff members in Kenya and Tanzania, and with university people and others in the two countries who have knowledge of the Foundation's program. To the extent possible, members of the Committee will also seek interviews with former advisors and other informed persons who may be available.

In addition to persons who can be interviewed, the Committee will be greatly concerned to get by correspondence the views of former advisors and others who have been close to the program.
It is expected that the Committee's report will be completed early in February, for use as early as possible in connection with program decisions which must be made in the very near future.
December 17, 1969

Mr. Oscar Harkavy  
Program Officer in Charge  
The Ford Foundation  
320 East 43rd Street  
New York, N.Y. 1007

Dear Bud:

I am now able to reply to your very kind letter of November 26 inviting me to attend a conference on techniques of evaluating family planning programs to be held in Rome on April 20-24, 1970. I am happy to say that I shall be able to attend this conference and will look forward to it as an occasion on which I can get to grips with this important subject.

It would be most useful if you could let me have any preparatory documents to study in good time before the meeting.

Yours very sincerely,

E. K. Hawkins  
Chief  
Population Studies Division  
Economics Department

EKHawkins/gah
Dear Sir:

350 Broadway
Dear Mr.

Thank you for your letter of October 31st.

December 1, 1969
December 12, 1969

Mr. Leif E. Christoffersen
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington D.C.
U.S.A.

Dear Leif:

After reading more closely McNamara's address, I decided to send you the enclosed copy of a paper by Dr. McLaren.

Dr. McLaren has convinced me that in addition to increased food production, rapid economic development and improved income distribution, a very strong educational campaign is needed in order to achieve freedom from hunger in the world. This point is missing in McNamara's otherwise excellent paper. May be in the future the World Bank's support of education also should include Home Economics and national extension services in Home Economics in developing countries.

Please also refer to enclosed copy of draft article. Please give your frank critical comments.

We wish you and your family a Merry Christmas and a Happy and Prosperous New Year.

Please stop and see us in Beirut if you pass through. I plan to be in West Pakistan from late January. Please remember to send me material.

With best personal regards, I am,

Sincerely yours,

Oddvar Aresvik

Encls.
December 1, 1969

Mr. Davidson R. Gwatkin
Program Adviser in Population
The Ford Foundation
47 Marina P.O. Box 2368
Lagos

Dear Dave:

Thanks very much for your letter of October 28. I must apologize for the delay in answering your letter, but I am sure you can understand how busy (and interesting) Indonesia was. Being back in Washington, it appears that I have some heavy commitments for a substantial period of time. I will therefore not be available for a possible four to six month assignment as an economist-demographer in Nigeria. I also understand that it is not usual Bank practice to grant leave of absence to its regular staff. I hope you will find a suitable candidate for this most interesting assignment, and wish you every success in your present work.

Yours sincerely,

G. Zaidan
Population Studies Division
Economics Department

GZaidan:pmrr

cc: Messrs. Kanagaratnam, Hawkins
December 7, 1969

Mr. David J. Geadlin
Program Assistant in Population
The Ford Foundation
670 Massachusetts Avenue N.W.
Washington, D.C. 20036

Dear Dave:

Thank very much for your letter of October 28. I must apologize for the delay in answering your letter; but I am sure you can probably find some use for the material you have been sending. I have read my book in Washington, I hope you have some interest in my work as well. I will be returning to the United States next week. I hope you will find a suitable candidate for the position of Program Assistant to the Program Director. I hope you will find this application interesting and wish you every success in your present work.

Yours sincerely,

E. Naylor
Program Assistant Division
Population Studies Division
Economic Department

Distantly

cc: Mrs. Keegan-Kennard, Hawkridge

1969 DEC 2 PM 4:25
Mr. Edward K. Hawkins
Population Studies Division
Economics Department
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D. C. 20433

Dear Ted:

The Population Office of the Ford Foundation will sponsor a conference on techniques of evaluating family planning programs at the Helio Cabala Hotel in Marino, Italy (just outside of Rome), from April 20-24, 1970. We hope you will be able to accept our invitation to attend.

Briefly, the Marino Conference will allow evaluation experts to discuss the major issues with us, presenting the strengths and weaknesses of the several evaluation schemes now available, and suggesting some newer ideas and adaptations as well. We will also plan to analyze as case studies one or more systems for evaluating national family planning programs now in operation. Prior to the April meeting, a few of my colleagues and I will meet with a half dozen evaluation experts in late January to draft an agenda for the April meeting. We will get this agenda, along with background papers, out to you shortly thereafter.

The Helio Cabala is a small, comfortable hotel of 45 double rooms in a main building and adjacent cottages. We will have the entire hotel and its facilities to ourselves for the five-day period. Because of our desire (reinforced by the size of the hotel) that the conference be an effective working session, we are limiting the number of participants to a maximum of 50, including the Foundation's overseas population advisers and staff members of other agencies working on Foundation contracts, selected experts in evaluation, a few representatives of other agencies involved in this work, and some New York based Foundation staff.

It has been suggested that key nationals of host countries also participate. We agree that there would be real advantages in their attendance, but, if we are not to slight the
major countries or regions in which we work, we would run far over 50 in our invitation list. Therefore, we propose instead to invite a few host country nationals whose qualifications certify them as resource people in evaluation, and not as representatives of their countries.

Please let me know at your early convenience whether you will be able to attend. We are eager for your suggestions on ways of making the discussion more productive.

The hotel will be able to accommodate a few wives of participants (at participants' expense). Please let me know as soon as possible if you will be accompanied by your wife.

Participants will be guests of the Ford Foundation at the Helio Cabala. It is assumed their travel expenses will be borne by their respective agencies.

Sincerely,

Oscar Harkavy
Program Officer in Charge
November 21, 1969

Mr. J. J. Stewart

D. R. Brewin

BOTSWANA )
LESOTHO ) - Ford Foundation
SWAZILAND)

I phoned Mr. W. Herman to ask him if he could visit Washington before my departure but he said that the Foundation were still awaiting the views of their Nairobi field staff on the Botswana "shopping list" of requests and until these were received a discussion here would not be profitable.

He summarized the Foundation's position as follows:

(1) They had limited resources and would not be able to offer much capital assistance at present. The only immediate exception to this was a request for help in the construction of a Waterford-type multiracial secondary school at Maruapula in Botswana in which they were interested.

(2) They expected to provide technical assistance to Botswana and Swaziland but had not yet made contact with Lesotho and had no immediate plans for that country. It was likely that they would provide a Staff Development Adviser in the Office of the President of Botswana, probably two short-term Consultants on Structural Relationships between Local and Central Governments for Botswana and possibly one for Swaziland, and an expert to assist in the implementation of the Botswana Development Plan. Discussions were under way on a possible Educational Planner for primary and secondary education in Botswana, a Chief for the Botswana Development Corporation, and a Wages Policy Adviser but it was likely that the U.K. might provide the latter.

(3) They would be likely to supply funds for fellowships to Botswana and Swaziland to back up their technical assistance.

Mr. Herman is arranging for me to meet the Foundation's representatives in Nairobi if they are not attending a meeting in Mexico City at the time.

cc: Mr. Fulcheri
D.R.Brewin:tk
November 18, 1969

Mr. Leif Christoffersen
Personal Assistant to the President
The World Bank
1818 H. Street, N.W.
Washington D.C.
U.S.A.

Dear Leif:

Thank you very much for the interesting discussion we had in Teheran. I certainly enjoyed very much meeting you. I have read McNamara's address to the Board of Governors, which I think you gave me, with great interest. The expansion of the Bank's operations is very encouraging.

Tuesday morning November 11, I also met your friend, Mr. Wolf Ladejinsky in the office of Mr. Afrouz. Mr. Ladejinsky seems to be a very interesting man. As I understand he is a type of World Bank "agricultural representative" in India. I would be interested to know his terms of reference and if the World Bank is considering to have people in the same position in other countries, for example, Pakistan.

My meeting with Mr. Afrouz and my reference to you was very important as he seems to open up the doors of the Plan Organization for me. I hope this will lead to a fruitful exchange of ideas for the future.

The Iranian planners seem to need to learn more about the experience in West Pakistan by relying upon the profit motive of the individual farmers. I find the same under-estimation of the farmers "absorbtive capacity" in Iran as one finds in earlier reports on agricultural development in West Pakistan.

If it is possible for you to share them with me for my personal use only, I would certainly appreciate to get copies of World Bank papers about agricultural development and strategy in Iran. Does the Bank produce an annual country economic report for Iran and for some of the Middle East and North African countries? They would be very useful for me if I could get copies for my personal use. I enclose for your perusal a copy of my comments on the Socio-Economic Objectives for the Fourth Five-Year Plan.

With best personal regards and wishes, I am,

Yours sincerely,

Oðøvør Arnevik
November 17, 1969

Mr. Reynold E. Carlson
The Ford Foundation
Casilla de Correo 4199
Buenos Aires
Argentina

Dear Ray:

It was nice to hear from you and I apologize for not answering your note of October 24 more promptly.

I have discussed with a few colleagues your request for providing some staff members for a training seminar on project evaluation and I wish to give some more thought to this matter. I shall be in touch with you again as soon as I have determined whether and when we might be able to make available a couple of people specialized in the sectors you mentioned.

With best personal regards,

Yours sincerely,

Gerald Alter
Director
Western Hemisphere Department

cc: Messrs. Skillings
    Lipkowitz
    Waterston

JFajans;mts
On October 28 I met with representatives of the Ford Foundation (Messrs. John Quinn, Frank Miller, Reuben Froden and David Pfanner) to discuss mutual concerns in Indonesia, Thailand and the Philippines. In each case the major question was impending sector studies or similar exercises.

In Indonesia, Ford Foundation has already embarked on an "assessment" of the education system which is intended to supply the basis for an education plan. During the past summer Ford sent a high-level team to Indonesia, including M. Jean Capelle, for a preliminary review. They are now putting together a team which is expected to be in the country for approximately two years. Further comment on this study may be found in my memorandum to Mr. Demuth of October 16, 1969. Our discussion revealed nothing new but Mr. Quinn promised to send me some available papers indicating the progress made thus far.

In Thailand, where we are planning a sector study by Unesco, Ford Foundation is already involved in providing technical assistance for the strengthening of the National Education Council which is to become the major agency for planning the entire educator sector. Ford has already sent Mark Blaug who has been there for some time and hopes to add in December Dr. Louis Porter of Indiana University whose concern will be with primary education and in January - if he accepts the appointment - Dr. Harold See, Vice President for Planning and Research at the University of Bridgeport, who will be concerned with higher education and with the structuring and other technical aspects of the plan.

We learned this morning from Mr. Raja Roy Singh, Chief of Unesco's Regional Mission for Southeast Asia located in Bangkok, that Unesco has also been requested to provide a specialist in engineering education and one in project planning and preparation, also for assistance to the NEC. Apparently there is good coordination among the various representatives in Bangkok and Mr. George Gant of the Ford Foundation is fully aware and in agreement with these additions by Unesco. Ford Foundation is concerned that the Unesco mission should work with donor agency representatives as well as government representatives and I assured them that this was our intention.

We discussed the relation between a sector study mission culminating in a report and the more continuous technical assistance activities being furnished by Ford and Unesco. I suggested that given good cooperation in the beginning there would be no overlap or conflict since the sector study mission would attempt a review and evaluation of the present situation and of possible reforms whereas the Ford and Unesco technical
assistance operation will be aimed at implementation of reforms and changes and at planning.

The Ford Foundation has tentatively agreed to undertake a kind of sector study and evaluation of the education system in the Philippines although they have some reservations whether suggested changes and reforms could be implemented given the present administrative and political situation in the Philippines. The Ford people at New York have reached no definite view as to the nature of the study. We discussed whether it should be a government study largely done by local people with assistance by expatriate experts or, as in the case of the Thailand Unesco study, one done by the external agency with the assistance of local people. I stated that we had no definite views on this and that it should be a decision of the Ford Foundation and the government. Ford seemed to be inclined toward a government study assisted by experts. We considered also what sectors and government agencies ought to be involved in the study and, for this purpose, I indicated the usual roster of government agencies we tried to have associated with Unesco PIM missions.

I left with the Ford people copies of our present draft of guidelines for sector studies, explaining that this was not yet a final document but was the best way to communicate our view of the scope and character of a sector study. I emphasized again that all decisions as to the study should be those of the government and Ford and that we were simply communicating our own guidelines since we were invited to participate in Manila in the discussion of terms of reference for the study. Clearly, it would be of value for all concerned to have terms of reference which would respond to the interests of all parties.

Mr. Froden will travel to Manila for the meetings November 21 to 25.
Buenos Aires, October 24, 1969

Mr. Gerald Alter  
Economic Development Institute  
International Bank for Reconstruction and Development  
1818 H. Street, N.W.  
Washington, D.C., 30433

Dear Gerry:

I believe you have copies of my exchange of letters with Albert Waterston on the interest of the National Planning Council (CONADE) in doing a training seminar on project evaluation with special reference to transportation, water resources and electrical power. Apparently the EDI is not prepared to undertake any technical assistance activities of this type and I wonder if you have any suggestions.

They have asked us to use our good offices to help them find competent people who could undertake such a training seminar and preferably someone who could do it in Spanish. If the Bank no longer does this type of thing I suppose I could turn to the IDB although my natural bias was to turn to the Bank first.

Any suggestions you have will be greatly appreciated, and with my best wishes I am,

Sincerely yours,

Reynold E. Carlson  
Representative
Dear [Name]:

[Message]

[Signature]
OUTGOING WIRE

TO: SECRETARY CORPUZ
DEPARTMENT OF EDUCATION
MANILA
COUNTRY: (PHILIPPINES)

DATE: October 9, 1969
CLASS OF SERVICE: LT

TEXT:
HAPPY ACCEPT INVITATION PARTICIPATE WITH FORD FOUNDATION AND
GOVERNMENT IN DISCUSSION EDUCATION SURVEY TERMS IN MANILA
NOVEMBER 21 TO 25 STOP PRESENT EXPECTATION THAT BANK REPRESENTATIVE
WILL BE MYSELF

BALLANTINE
INTRA FRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:
NAME D.S. Ballantine
DEPT. Education Projects
SIGNATURE (Signature of Individual Authorized to Approve) DSB:fu

CLEARANCES AND COPY DISTRIBUTION:
cleared w/ & cc: Mr. Wang

ORIGINAL (File Copy)
(IMPORTANT: See Secretaries Guide for preparing form)
DATE AND TIME OF CABLE: SEPTEMBER 30, 1969 1014
LOG NO.:ITT 9/30
TO:INTRAFARAD
FROM:MANILA

TEXT:

CORRECTED COPY

1 FOR EVANS
MANNING ARRIVED MANILA. LATEST FOR MESSAGE AT RICEFOUND MANILA
1200 OCTOBER 3

MANNING

NO FAMILY NOTIFICATION NECESSARY
Oct 2 12 17 PM 1969
COMMUNICATIONS
DATE AND TIME OF CABLE: SEPTEMBER 30, 1969

LOG NO.: ITT 9 / 30

TO: INTRABFRAD

FROM: MANILA

ROUTE:

TEXT:

1 FOR EVANS
MONEY ARRIVED MANILA. LATEST FOR MESSAGE AT RICEFIND MANILA
1200 OCTOBER 3

MANNING

NO FAMILY NOTIFICATION NECESSARY

FOR INFORMATION REGARDING INCOMING CABLES, PLEASE CALL THE COMMUNICATIONS SECTION, EXT. 2021
OFFICE MEMORANDUM

To: Mr. H.L. Manning
From: L.J.C. Evans
Subject: PHILIPPINES - International Rice Research Institute Conference Terms of Reference

Date: September 24, 1969

You should arrive in Manila on September 29 to participate, at the request of the Ford and Rockefeller Foundations, in a conference to be held at Los Baños from September 30 to October 3 to review the past and future programs of the International Rice Research Institute. Thereafter, your onward movements will be covered under separate terms of reference. On your return you should prepare a brief report on the conclusions of the conference.

Cleared with and c.c. Mr. C. Wang (Area)


HL Manning; ceo
Bank
DATE AND TIME OF CABLE: SEPTEMBER 17, 1969 1642

LOG NO.: ITT 1/18

TO: EVANS INTERFRAD

FROM: MANILA

TEXT:

Pleased Manning attending our meeting and we shall meet his plane September 29

CHANDLER
September 16, 1969

Dr. F.F. Hill
The Ford Foundation
320 East 43rd Street
New York
N.Y. 10017

Dear Dr. Hill:

Thank you very much for your welcome letter which I found awaiting me on my return from Colombia. We have arranged for Harold L. Manning of our Agriculture Projects Department to attend the forthcoming meeting at IRRI. Harold Manning was previously Director of the Empire Cotton Growing Corporation Research Center at Namulonge, Uganda.

After speaking to your secretary in New York on the telephone today, we have cabled to Dr. Chandler, Director of IRRI, and a copy of the cable is attached.

We appreciate very much your invitation to have an IBRD man attend the IRRI meeting, which I am sure will be a most useful one.

I hope it may be possible to meet with you again after your return, which I believe will not be until the end of October. I shall be in UK on leave through most of October and plan to return to Washington in the first week of November.

With kind regards,

Yours sincerely

L.J.C. Evans
Director
Agriculture Projects Department

cc. Mr. Goodman (Area)
Mr. Manning

LJCEvans:mfb
Τιμήτεροι Ιερεία και Θεολόγοι

Η Ι. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν. Μ. Κ. Η. Α. Μ. Α. Ν.
OUTGOING WIRE

TO: CHANDLER
RICEFOUND
MANILA
COUNTRY: PHILIPPINES

CLASS OF SERVICE: LT

DATE: September 16, 1969

TEXT:

AT REQUEST FFHILL BANK PROPOSING HAROLD MANNING OF OUR AGRICULTURE PROJECTS DEPARTMENT ATTEND YOUR FORTHCOMING MEETING ARRIVING MANILA AIR FRANCE 187 13.35 HOURS MONDAY SEPTEMBER 29 STOP REGARDS AND BEST WISHES FOR SUCCESSFUL MEETING

EVANS
INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:
NAME L.J.C. Evans
DEPT. Agriculture Projects Department
SIGNATURE

CLEARANCES AND COPY DISTRIBUTION:
cc. Mr. Manning
Mr/ Goodman (Area)

CHECKED FOR DISPATCH:
<table>
<thead>
<tr>
<th>Name</th>
<th>Code</th>
<th>Name</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Aldewereld</td>
<td>A1226</td>
<td>Mr. Knapp</td>
<td>A1230</td>
</tr>
<tr>
<td>Mr. Alter</td>
<td>A513</td>
<td>Mr. Lejeune</td>
<td>A637</td>
</tr>
<tr>
<td>Mr. Baum</td>
<td>C303</td>
<td>Mr. McNamara</td>
<td>A1230</td>
</tr>
<tr>
<td>Mr. Benjenk</td>
<td>A637</td>
<td>Mr. Mendels</td>
<td>A1219</td>
</tr>
<tr>
<td>Mr. Broches</td>
<td>A813</td>
<td>Mr. Nurick</td>
<td>A809</td>
</tr>
<tr>
<td>Mr. Cargill</td>
<td>A600</td>
<td>Sir Denis Rickett</td>
<td>A1230</td>
</tr>
<tr>
<td>Mr. Chadenet</td>
<td>C303</td>
<td>Mr. Ripman</td>
<td>D1029</td>
</tr>
<tr>
<td>Mr. Chaufournier</td>
<td>F1236</td>
<td>Mr. Rotberg</td>
<td>A700</td>
</tr>
<tr>
<td>Mr. Cheek</td>
<td>F1236</td>
<td>Mr. Stevenson</td>
<td>D532</td>
</tr>
<tr>
<td>Mr. Wm. Clark</td>
<td>C413</td>
<td>Mr. Twining</td>
<td>D1032</td>
</tr>
<tr>
<td>Mr. Cope</td>
<td>F1232</td>
<td>Mr. Votaw</td>
<td>A600</td>
</tr>
<tr>
<td>Mr. Fowler</td>
<td>A1219</td>
<td>Mr. Wiese</td>
<td>A513</td>
</tr>
<tr>
<td>Mr. Den BUILD</td>
<td>C808</td>
<td>Mr. Williams</td>
<td>C502</td>
</tr>
<tr>
<td>Mr. Diamond</td>
<td>C913</td>
<td>Mr. Wright</td>
<td>A509</td>
</tr>
<tr>
<td>Mr. El Emary</td>
<td>C502</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Fontein</td>
<td>C602</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Friedman</td>
<td>A1221</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Goodman</td>
<td>C602</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Graves</td>
<td>C809</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Hoffman</td>
<td>C808</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Kamarck</td>
<td>D527</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From: Communications Section, Room C219, Extension 2023.
September 10, 1969

Mr. Richard H. Demuth
International Bank for Reconstruction and Development
1818 H. Street
Washington, D. C. 20433

Dear Dick:

Thanks ever so much for sending along the copy of your memo to Mr. Reid. I will treat this in confidence but it will be helpful to us in decisions that are going to have to be made in the coming weeks.

We, too, enjoyed your visit to Williamstown. It's not easy to settle back into a New York City routine, but we are making a valiant effort.

Cordially yours,

Joseph A. Kershaw
Program Officer
Mr. L. J. C. Evans  
Director for Agriculture  
International Bank for Reconstruction  
and Development  
1818 H Street, N. W.  
Washington, D. C. 20433

Dear Mr. Evans:

I am enclosing the material relating to the IRRI conference I spoke to you about last Friday at the Rockefeller Foundation. I sincerely hope you can arrange to send someone from IBRD to attend this meeting.

Let me say again how much I appreciated the opportunity to discuss with you problems of mutual interest in the field of agricultural research.

Very truly yours,

F. F. Hill

Enclosures

cc: Dr. Robert F. Chandler, Jr.
August 12, 1969

Mr. Robert S. McNamara, President
International Bank for Reconstruction and Development
1818 H Street, N.W.
Washington, D. C. 20433

Dear Bob:

Mac Bundy has asked us to send to the members of the International Committee the summary minutes of the meeting he and other American foundation heads had with European foundation executives at Bellagio in May. I am also enclosing a copy of a brief memorandum on European foundations that Howard Swearer has prepared.

I hope you will find these papers enlightening, and we look forward to seeing you next month.

Sincerely yours,

Francis X. Sutton
Deputy Vice President

Enclosures
Mr. Evans,
Director Agricultural Projects Dept.
IBRD.
Washington DC.

Dear Mr. Evans,

Attached please find the promised covering letter that we attached to our research proposal to the Ford Foundation. Mr. Hill's letter which arrived yesterday noon states that the research proposal is outside the scope of activities of the Foundation.

Sincerely yours,

A. Winer.
Dr. David Bell,
The Ford Foundation,
320 East 43rd Street,
New York, N.Y. 10017
U. S. A.

1st April, 1969

Dear Dr. Bell,

During our meeting in Tel-Aviv on March 7, I mentioned a research project that we have in mind on the subject of Planning Methodology and Evaluation Criteria in Developing Countries, with special emphasis on agriculture and irrigation.

You were kind enough to express interest in the project. I am enclosing a short outline of the proposed study and should be glad to hear from you whether the Ford Foundation would be interested in supporting such a study in whole or in part.

It is, of course, hardly possible to predict the exact time and the exact resources required for carrying out the study and for compiling the monographs in appropriately useful form. However, a rough estimate indicates that a permanent team of seven to eight highly trained and experienced professionals would be required over a period of about two to two and a half years. This team would be guided by a steering committee of international experts, and would be advised by a panel of specialists of world repute. The expenditure involved is roughly estimated at US$600,000 to US$680,000.

The research group would be set up within the framework of the Tahal organization, if required as a separate non-profit organizational entity. Contact with Israeli and foreign universities and individuals would be maintained on a current basis.

If the idea is of interest to the Foundation the project could be discussed in detail and a full plan of operation spelled out.

I intend to be in New York at the beginning of May and, should the Foundation be interested in the project, I could meet its representatives on that occasion.

Yours sincerely,

A. Wiener
Director General

Enc.
August 1, 1969

Miss Lara A. Giliberty  
Ford Foundation  
320 East 43rd Street  
New York, New York 10017

Dear Miss Giliberty,

Thank you for your letter of July 27 about your expense account for the June 27 to July 2 period. I attach ticket stubs for the London to Washington section of my trip. Unfortunately I lost the original ticket so I cannot supply the stub for the Washington-London section. I enclose, however, a xerox copy of the application I made for a refund of the lost portion of the ticket; this application shows the original ticket number. I hope this will suffice for your purposes.

There is one point I should mention, which I also pointed out to Miss Frances Nation when I returned, and that is that if I receive the refund I applied for, I expect to be able to remit to the Ford Foundation the difference between first and tourist class travel for the London to Washington section. This is because I purchased a tourist class ticket home, although the original ticket issued to me was first class.

Yours sincerely,

E. Bevan Waide  
South Asia Department

Enclosures 3  
EBw/1m  
WW
June 18, 1969

Mr. John G. Sommer  
The Ford Foundation  
320 East 43rd Street  
New York, N.Y. 10017

Dear Mr. Sommer:

Thank you for your letter of June 10, 1969. We also enjoyed the visit to the Bank of Dr. Pfanner and yourself and hope that we can maintain our contacts.

Thank you for sending us Mr. McMeeken's tentative plans and we shall look forward to seeing him in mid-July.

With kind regards,

Yours sincerely,

S. J. G. Burt  
Chief, Division I  
Education Projects Department
Mr. S. J. G. Burt  
Education Projects Division  
International Bank for Reconstruction & Development  
1818 H Street, N.W.  
Washington, D. C.

Dear Mr. Burt:

Dr. Pfanner and I were glad for the opportunity to meet with you and Messrs. Ballantine and Foster the other day in your office. We both felt it was most worthwhile in terms of exchanging notes and keeping informed on each other's work in Southeast Asia.

Since then I have talked with Robert McMeeken who will be heading for Kuala Lumpur this July for the educational planning effort. He would like to stop in to see you all before his departure, and tentatively plans this for mid-July en route to Asia. Mr. McMeeken will be in touch with you directly concerning the exact timing of his visit. He remembers you, of course, from your days in Latin America.

With best wishes.

Sincerely yours,

John G. Sommer

JGS/la
OFFICE MEMORANDUM

TO: Files

FROM: William S. Gaud

DATE: June 9, 1969

SUBJECT: The Ford Foundation and the Mekong Basin

At the suggestion of Mr. David Bell, Vice President of the Ford Foundation, I talked today with Mr. Staples of the Foundation staff to discover what activities the Foundation is carrying on which might affect the Bank's activities in connection with the Mekong River Basin.

There is only one Ford Foundation project bearing directly on the Mekong, and it will be helpful. The Foundation has made a grant to support the training of staff members of the Mekong Committee. The Foundation has just selected a French Canadian who is to run this project. The object is to devise and put into effect training courses that will broaden the capabilities of the indigenous staff, i.e., staff members who come from the four riparian countries.

The Foundation is also ready to finance a study of the prospects of economic development in Southeast Asia in the 1970's. This, however, is not aimed particularly at the four riparian countries or limited to them. Southeast Asia for this purpose will also include other countries such as Indonesia and the Philippines.

Claire Wilcox prepared at the behest of the Foundation a paper on this subject which the Thais presented to the recent Bangkok meeting of the Ministers of Economic Affairs of the Southeast Asian countries. It pointed out the need for a regional study and regional research efforts. It was adopted by the conference as a prospectus and George Gant (the Foundation's Resident Representative in Bangkok) is now engaged in trying to find out if the Asian Development Bank wants to cooperate in the study or whether the Ford Foundation should go it alone.

cc: Mr. Demuth

WSG: amg
May 26, 1969

Mr. F. F. Hill
The Ford Foundation
320 East 43rd Street
New York, New York 10017

Dear Frosty:

Against your instructions I am acknowledging your letter of May 9 and the extremely interesting record of Marriott's talk.

I have just been in Japan, and I very much hope that we can get that country interested in the agricultural development of India. I found them remarkably despairing of everything to do with India, and I fear this is going to be a quite important political disadvantage in the future.

I also just want to say how much I enjoyed seeing you again at Bellagio, and how splendidly I thought you performed on that occasion. I know these views were shared by my boss.

With every good wish.

Yours sincerely,

William Clark
Director
Information and Public Affairs
May 20, 1969

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

Dear Mr. Burt:

I wish to confirm our appointment in Washington at your office on May 27 at 2:30 pm to discuss educational development in Malaysia and Thailand. I am looking forward to meeting you and other members of your group that have an interest in Southeast Asian education.

As I said on the telephone yesterday in reply to your question, it is our expectation to have an advisor with the Educational Planning and Research Division of the Malaysian Ministry of Education some time this summer, and hopefully by early July.

Sincerely yours,

David E. Pfanner
Program Officer
<table>
<thead>
<tr>
<th>Name</th>
<th>Code</th>
<th>Name</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Aldewereld</td>
<td>A1226</td>
<td>Mr. McNamara</td>
<td>A1230</td>
</tr>
<tr>
<td>Mr. Alter</td>
<td>A513</td>
<td>Mr. Nurick</td>
<td>A809</td>
</tr>
<tr>
<td>Mr. Baum</td>
<td>C303</td>
<td>Mr. Ripman</td>
<td>C1203</td>
</tr>
<tr>
<td>Mr. Benjenk</td>
<td>A637</td>
<td>Mr. Stevenson</td>
<td>A800</td>
</tr>
<tr>
<td>Mr. Broches</td>
<td>A813</td>
<td>Mr. Twining</td>
<td>C1203</td>
</tr>
<tr>
<td>Mr. Cargill</td>
<td>A600</td>
<td>Mr. Votaw</td>
<td>A600</td>
</tr>
<tr>
<td>Mr. Chadenet</td>
<td>C303</td>
<td>Mr. Wiese</td>
<td>A513</td>
</tr>
<tr>
<td>Mr. Chaufournier</td>
<td>F1236</td>
<td>Mr. Williams</td>
<td>C502</td>
</tr>
<tr>
<td>Mr. Cheek</td>
<td>F1236</td>
<td>Mr. Wright</td>
<td>A509</td>
</tr>
<tr>
<td>Mr. Cope</td>
<td>F1232</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Demuth</td>
<td>C808</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Diamond</td>
<td>C913</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. El Emery</td>
<td>C502</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Fontein</td>
<td>C602</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Friedman</td>
<td>A1221</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Goodman</td>
<td>C602</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Graves</td>
<td>C809</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Hoffman</td>
<td>C808</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Kamarck</td>
<td>A800</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Knapp</td>
<td>A1230</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Lejeune</td>
<td>A637</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From: Communications Unit, Room C219, Extension 2023
May 16, 1969

Mr. Peter M. Cargill, Director
Asia Department, International Bank
for Reconstruction and Development
1818 H Street, N.W.
Washington, D.C.

Dear Mr. Cargill:

I am writing to let you know about a change in the Foundation's representation in Indonesia.

John Bresnan, who was the Foundation's assistant representative in Indonesia from 1961 to 1965, will return to Djakarta as the Foundation's representative on July 1.

Frank Miller, the Foundation's representative in Djakarta from 1961 to 1965 and from 1967 to the present, will return to New York as deputy head of the Office for Asia and the Pacific.

Mr. Bresnan will be communicating with you in the near future about his schedule for the next two months, during which he hopes to meet with as many as possible of the individuals associated with the Foundation's work in Indonesia. If you expect to be in New York during this time, I hope you will take the opportunity to visit with him here.

Mr. Miller will join us here in New York about August 15.

Sincerely,

Eugene S. Staples
Head
May 16, 1969

Dear Frank Sutton:

Many thanks for listening to my story on the telephone this morning. Here is the outline I mentioned. Now that I look at it again, I see that it will seem pretty opaque to almost anyone else, but nevertheless it will indicate something about the range of the subject matter.

If it develops that you will be in Washington on May 26, I would hope very much to see you then. If not, it looks as if the best day for me to come to New York would be May 28. I will look forward to talking with you again before those dates.

Sincerely yours,

Harold Graves
Associate Director
Development Services Department

Enclosure

Mr. Frank Sutton
The Ford Foundation
477 Madison Avenue
New York City
New York

HG: ap
May 14, 1969

Mr. William K. Gamble
c/o Mr. Harry E. Wilhelm
The Ford Foundation
320 East 43rd Street
New York, N.Y.

Dear Bill:

Thank you very much for your hospitality during my recent visit to Mexico. We certainly enjoyed the evening at your house exchanging views with members of your staff.

I have arranged for you to meet with Peter Wright, Deputy Director, Western Hemisphere Department, and his staff at 10 a.m. on May 20. Mr. Wright plans to have Messrs. Ross, Nelson, Mirza and Pichler at the meeting. At 12:30 I have arranged a small lunch with Mr. Evans, Director, Agriculture Projects Department, his Deputy, Mr. Wapenhans, and Jim Fransen who is leader of the Mexican credit mission. Following lunch you may wish to meet with others for more specific discussions on any points which you may wish to raise. At 3:30 p.m. I have arranged a meeting for you with Mr. Duncan Ballantine, Director of the Education Projects Department, and his Deputy, Mr. Calika. In the evening I have arranged to have some people over for dinner and I hope you will be able to make it. If you wish to change any of these appointments, please let me know. My telephone number is area code 202, Dudley 1-3964.

Looking forward to seeing you.

Sincerely,

S. Takahashi
Adviser - Agricultural Economics
Agriculture Projects Department

cc: Messrs. Evans, Ballantine, Wright
May 13, 1969

Mr. M.L. Lojoue
Through Mr. Bart
Mr. Dewy H. McCall

Rockefeller and Ford Foundation Activities
to Improve Wheat and Rice Strains

I. Wheat

For several years the Rockefeller Foundation has operated the International Maize and Wheat Improvement Center (CIMMYT) in Mexico. Their objective is to develop new strains that are highly responsive to increased fertilizer use and insensitive to shifts in duration of exposure to daylight. After several years of testing, CIMMYT has developed dwarf varieties in which increased fertilizer use leads to higher grain yields rather than longer stems, and which grow well in areas within a wide range of variation in length of exposure to daylight. CIMMYT now provides training courses for technicians seeking to establish the new varieties in their countries, as well as research assistance in developing the strains most productive in various regions.

AID has provided financial assistance to the Rockefeller Foundation for the Mexican Center and also has a contract with CIMMYT to introduce the new varieties in North Africa. Under this contract, Rockefeller and Ford Foundations have provided three research specialists for Tunisia and Morocco. AID finances additional research assistants and train specialists. These assist the Government of Tunisia and Morocco in developing the strains most responsive to local conditions and in spreading knowledge of the new seeds, improved techniques of cultivation, etc., to farmers.

II. Rice

Rockefeller and Ford established the International Rice Research Institute (IRRI) in the Philippines to develop improved rice strains, also highly responsive to fertilizer and insensitive to length of daylight exposure. They have produced high yield strains, but these still present some problems in processing and cooking.

AID provided $425,000 in assistance for IRRI in FY 1969 and Canada may assist in 1970. IRRI needs additional funds for their expanding training and extension activities.
AID has an additional contract with IMI for research assistance in developing improved rice strains in India.

III. Tropical Crops

Rockefeller and Ford have under consideration plans to establish additional centers to improve strains of tropical agricultural products. One center is planned for Colombia and another may be established in Nigeria.

cc: Mr. Wapenhans
    Mr. Springuel
666 FOR DEMUTH

RE KARASZ LETTER TO YOU DATED MAY 2 REGARDING AMONGST OTHERS MONTAGARA'S VISITS BELLAGIO GENEVA ROME AND REPORTS THESE VISITS FOR INFORMATION EUROPEAN OFFICE. ED MARTIN OF DAC ENQUIRED TODAY IN KARASZ ABSENCE WHETHER POSSIBLE RECEIVE COPY OF PAPER PRESENTED AT BELLAGIO REGARDS

STEUBER
May 1, 1969

Mr. William D. Clark  
International Bank for Reconstruction and Development  
1818 "H" St. N. W.  
Washington, D. C. 20433

Dear Mr. Clark:

Dr. J. G. Harrar's secretary passed on to us the message that you wished to have 12 copies of Dr. Hardin's paper, "Later-Generation Agricultural Development Problems." Enclosed are the copies.

Sincerely yours,

Emma Rockwell  
Secretary to Dr. Hardin

Encls
April 30, 1969

Mr. David Heaps  
The Ford Foundation  
60, avenue Mohamed V  
Tunis  
Tunisia  

Dear Mr. Heaps:

Mr. R.H. Springuel has passed to me your request for available material on World Bank activities in North Africa, made in your letter to him of April 23.

I have asked our Information and Public Affairs Department to send to Mr. David R. Smock of your New York office press releases, publications on operations, and annual reports for Bank-IDM-IFC activities in Africa. From these Mr. Smock can select these of interest for North Africa and forward them to you.

I trust the Ford Foundation will find these materials of interest.

Sincerely yours,

D.H. McCall  
Europe, Middle East and North Africa Department  

cc. Mr. David Smock

D.H. McCall: ml  
IBRD
Dear Mr. Hansen:

I am writing to request the assistance of the Department of Transportation in obtaining a permit for the installation of a large antenna on the roof of our building. The antenna is necessary for our operations and we believe it will not cause any significant disturbance to the community.

I would appreciate your prompt attention to this matter. Should you have any questions or concerns, please do not hesitate to contact me.

Sincerely yours,

[Signature]

Department of Transportation

[Address]
LOCATING THE KEY LOG IN THE JAM: THE PROBLEM OF PRIORITIES IN AGRICULTURAL DEVELOPMENT*

by

F. F. Hill, Program Advisor, Ford Foundation

Although in these meetings we are concerned primarily with agricultural production, let me begin by expressing a personal judgment concerning two other high-priority areas.

The one objective that all countries agree upon, whether large or small, rich or poor, developed or underdeveloped, communist or non-communist, is that of improving material levels of living for their people. In the modern world this requires the development of economies based on the application of science and technology. This in turn requires educated people in large numbers and institutional arrangements that make it possible for these educated people to effectively combine their knowledge, skills and efforts in producing ever increasing quantities of goods and services ranging in kind from food to transistor radios.

It is said that at independence there were less than twenty Congolese college graduates, this in a country of some 15 million people. It is clear that whatever else the Congo may accomplish between now and the year 2000, it is not going to develop a fully modernized agricultural and industrial economy managed and operated by Congolese. It simply cannot be done with the manpower the

Congolese can hope to train in the course of the next thirty years.

In contrast, developed countries have large numbers of trained people in many fields. In the United States, for example, more than 300,000 men and women were graduated from colleges of agriculture between 1920 and 1960. Some of these graduates became farmers. Others went into teaching, research and the administration of programs directly or indirectly affecting agriculture. Still others entered private businesses serving agriculture—lending agencies, feed companies, farm machinery companies, fertilizer companies and, more recently, organizations applying computer techniques to problems of modern farm management.

Although many elements have combined to increase the productivity of American agriculture during the past fifty years, the thousands of men and women trained in U. S. agricultural colleges and universities is a key element without which the progress we have made in industrial as well as agricultural development could not possibly have been achieved.

The conclusion I draw from the experience of developed countries is that regardless of immediate and pressing concerns in other fields, high priority must continue to be given to education in developing countries, including agricultural education, if they are to successfully develop modern economies based on the application of science and technology. As a matter of fact, I would go so far as to suggest that if this were the year 1850 instead of 1969, assistance to developing
countries might be largely limited to assistance in education leaving it to each country to work out its own salvation in other fields including agriculture.

But this is 1969 not 1850 and the population explosion forces us to give top priority to the problem of human fertility control, or so it seems to me. And to gain time in which to achieve greater control over numbers, food production also must be given high priority on grounds of humanitarianism and perhaps social and political stability as well, although I am not at all sure that better diets are a guarantee of social and political stability. They could in some circumstances and for a time exert a contrary influence. But this is not a reason for putting a brake on efforts to increase food production.

I end up, then, with three high-priority items on my development agenda, items which developing countries and assistance agencies can ignore or skimp at their peril—human fertility control, food production and education. I am not suggesting that other aspects of development are unimportant or can be ignored. But I am suggesting that when the inevitable trimming of development budgets takes place, it is important to be sure that as many resources are put into these three fields as can be used effectively keeping in mind that time as well as facilities and money are required to produce trained people and that in many situations lack of trained people and lack of effective infrastructures limit the amount of resources that can be used effectively in the short run.
Now let me turn to the question of priorities in agricultural development recognizing the interdependence and necessary interrelationship between agricultural development and the expansion of general economic activity.* I should like to begin by listing three fields to which I would assign high priorities because of their prospective influence on food production and agricultural development generally in the years ahead:

I. Development of modern, science-based production technology suitable for use in the tropics and subtropics, particularly for food crops;

II. Water management, exploration and development;

III. Price policies affecting agriculture.

After pointing out why I think these are fields meriting priority attention, I should like to comment briefly on two of the second generation problems discussed in the resource paper prepared by Dr. Hardin:**


the problem of providing adequate diets for persons on the lower rungs of the economic ladder even after domestic food production has reached levels where this is possible;

- the problem of preventing further deterioration of the economic position of small farmers and other disadvantaged producers as new high-yield production technology is introduced.

I. Development of Improved Production Technology

There are three principal ways by which a country can increase its food production:

1. By increasing the area planted to food crops;
2. By increasing yields per unit of land area;
3. By increasing the number of crops grown on the land each year.

Increasing the Area in Food Crops

Many developing countries still have some land which can be brought under cultivation. Much of it is poor, however, and large investments in roads, irrigation, drainage, housing, schools and marketing facilities are often necessary to bring new areas under the plow. Although economically sound opportunities for
increasing the area of land in crops should not be overlooked, it is often quicker and cheaper to increase food production in other ways.

**Increasing Yields of Crops and Livestock Products**

Most of the huge increases in food production in developed areas of the world during the last 50 years—in Europe, North America, Japan, Australia, New Zealand, South Africa, Taiwan—have come from increased yields on land already under cultivation (Figures 1 and 2). Higher yields in these areas have been largely the result of widespread use of modern production technology based on scientific principles developed over the past 100 years or more. As Dr. Wortman emphasizes in his resource paper, it is essential that technology be tailored to fit the wide range of physical environments that usually exist even within a single country if agricultural production is to be maximized.* This the developed countries have done.

Increases in crop yields corresponding to those in developed countries have occurred in only a few of the developing nations such as Mexico and Taiwan. For the most part yields of food crops in developing countries are low (Figures 3 and 4). If they are to be increased to levels approximating those in developed countries, modern science-based production technology must be introduced.

---

Figure 1.

Figure 2.
RICE YIELDS IN MAJOR PRODUCING COUNTRIES, 1963

POUNDS PER ACRE *

<table>
<thead>
<tr>
<th>Country</th>
<th>Rice Yield</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>2000</td>
</tr>
<tr>
<td>United States</td>
<td>3000</td>
</tr>
<tr>
<td>Taiwan</td>
<td>4000</td>
</tr>
<tr>
<td>S. Korea</td>
<td>5000</td>
</tr>
<tr>
<td>Ceylon</td>
<td>1000</td>
</tr>
<tr>
<td>Indonesia</td>
<td>2000</td>
</tr>
<tr>
<td>Pakistan</td>
<td>3000</td>
</tr>
<tr>
<td>Malagasy Rep.</td>
<td>4000</td>
</tr>
<tr>
<td>Burma</td>
<td>5000</td>
</tr>
<tr>
<td>Brazil</td>
<td>1000</td>
</tr>
<tr>
<td>Thailand</td>
<td>2000</td>
</tr>
<tr>
<td>India</td>
<td>3000</td>
</tr>
<tr>
<td>Philippines</td>
<td>4000</td>
</tr>
<tr>
<td>Cambodia</td>
<td>5000</td>
</tr>
</tbody>
</table>

* RICE

U.S. DEPARTMENT OF AGRICULTURE NEG. ERS 554-1973 ECONOMIC RESEARCH SERVICE

Figure 3.

GRAIN YIELDS IN JAPAN AND INDIA

KILOGRAMS PER ACRE

<table>
<thead>
<tr>
<th>Year</th>
<th>Japan</th>
<th>India*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1860</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1880</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1900</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1920</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1940</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1960</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1980</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: DATA FOR ALL GRAINS COMBINED, PLOTTED AS 3-YEAR SLIDING AVERAGE.

* PAKISTAN INCLUDED PRIOR TO 1880

U.S. DEPARTMENT OF AGRICULTURE NEG. FRI 3300-64 (1) ECONOMIC RESEARCH SERVICE

Figure 4.
Unfortunately, the possibilities of direct transfer of production technology from developed to developing countries are limited. Most of the developed regions of the world are in the temperate zones whereas most of the developing countries are in the tropics. Climates are different, soils are different and insect pests and plant diseases are different. Rice varieties and production practices developed for use in Japan are not suitable for use in India. Corn varieties and production methods developed for use in Iowa are not suitable for use in Nigeria. What is needed are high-yielding varieties and production practices specifically developed for use in a wide variety of environments in the tropics and subtropics where most of the developing countries are located.

This is a research and development task which few developing countries are equipped to perform at the present time. Many of them will not be able to take full responsibility for it for decades to come. This is not because their agricultural scientists lack competence but because in most cases there are still too few of them and all too often research organization is poor, leadership weak, facilities poor or unsuitable and budgets inadequate.

If time were not important the task of developing effective agricultural research services in less-developed countries could be left to the countries themselves. But developing an effective agricultural research service is slow business in a country with few well-trained and experienced agricultural scientists,
with little or no history of good research and in which those who till the soil are frequently at the bottom of the economic and social totem pole. It was to help fill the production technology gap as quickly as possible in developing countries, particularly in respect to food crops and beef cattle, that IRRI, CIMMYT, IITA and CIAT were established.* Another important function of these institutes and centers is to help strengthen agricultural research and extension services in developing countries by training scientists and production specialists.

In addition to crop land, there are vast areas in the tropical and sub-tropical regions of the world used for grazing (principally beef cattle) in which production of livestock products per unit of land area is extremely low.** Only a small percentage of this land is likely to be used for arable farming in the foreseeable future. If it is to make a significantly greater contribution to the world's food supply and to economic development in the years ahead than it has made in the past, ways must be found to increase the production per acre of livestock products.

There are three principal reasons why beef cattle production per unit of land area in the tropics is now low:

*IRRI--International Rice Research Institute, Republic of the Philippines.
CIMMYT--Centro Internacional de Mejoramiento de Maiz y Trigo, Mexico.
IITA--International Institute of Tropical Agriculture, Nigeria.
CIAT--Centro Internacional de Agricultura Tropical, Colombia.

**It is estimated that beef production in the tropical areas of Latin America can be increased approximately three times. From "Report on Proposed Program, Staff and Budget for CIAT," May, 1968. Pages 31-37.
soil fertility is low which limits both the quantity and quality of forage produced; rainfall is often highly seasonal with wet periods followed by long dry periods in which cattle lose rather than gain weight; high temperatures, poor nutrition, diseases and parasites all contribute to low reproduction, high mortality and retarded growth.

In addition to research for the purpose of developing improved production technology for food crops in the tropics (primarily Central and South America) CIAT also will undertake research on the production of forage crops and beef cattle in the tropics. Work already done in Australia, Latin America and Africa suggests there is an excellent possibility that a long-term systematic attack on problems of producing pastures and beef cattle in tropical areas will yield a high return.*

**Increasing the Number of Crops Grown Each Year**

Rather than taking your time to discuss intensive multiple cropping as a means of increasing food production in the tropics and subtropics, let me briefly indicate its possibilities and refer you to a recent paper by Richard Bradfield,

---

*The Commonwealth Scientific and Industrial Research Organization of Australia (CSIRO) in particular has used a systems approach in its tropical pastures research program with excellent results.*
Professor Emeritus of Soil Science, Cornell University, who, since his retirement in 1961, has been carrying on research in multiple cropping at IRRI.*

Professor Bradfield points out that the greater part of the newly developing world lies in the tropics and subtropics where temperatures are such that crops can be grown twelve months of the year. In those areas where water is available and water control is good throughout the year, two, three and even four crops can be grown every twelve or thirteen months.** For example, Professor Bradfield recently produced at IRRI 22.5 metric tons of food grains per hectare in twelve months.*** The average yield of rice (1 crop) in South and Southeast Asia is approximately 1.7 metric tons per hectare. In good, well-watered, rice-growing areas, such as the Tanjore district of South India, as many as three crops are grown each year, although for South and Southeast Asia as a whole two crops is more common and most farmers grow only one crop. In many cases, of course, this is because of lack of water or poor water control. The average yearly production from three crops of rice in the Tanjore district for the crop years 1962-64 was 7.6 metric tons per hectare. The ten per cent of all farmers obtaining


**Intensive multiple cropping is not new. It is now used in parts of Taiwan and other Asian countries including Indonesia and Mainland China.

***One crop of rice of 5.5 metric tons and three crops of grain sorghum totaling 17.0 metric tons.
the highest yields during this three-year period averaged 11.5 metric tons of rice per hectare per year from three crops.* This is still only half Professor Bradfield's production of 22.5 metric tons of rice and grain sorghum in a twelve-month period. However, in comparing the two figures it should be kept in mind that Professor Bradfield is not only an excellent scientist but an excellent farmer and that his yields were obtained under experimental conditions (good water control, timeliness of operation, etc.) whereas the figures for Tanjore are estimates of yields from farmers' fields.

Nevertheless, the possibilities of increasing food production by intensive multiple cropping in adapted areas of the tropics and subtropics are indeed substantial—Professor Bradfield estimates by a factor of 3 or 4. As he points out, however, "This will call for large investments in education, scientific research, technology, water resource development and fertilizers..." But he goes on to say that "if they are wisely made (these investments) will yield a large return."

In addition to the possibility of introducing intensive systems of multiple cropping in those parts of the tropics and subtropics where the necessary water is available, there is a further possibility of greatly increasing agricultural production in tropical regions.

*Based on unpublished calculations of average yields for each of the crop years 1961/62–1963/64, inclusive, by W. David Hopper, Rockefeller Foundation, New Delhi. Dr. Hopper's averages are based on crop cuttings data for districts in India's Intensive Agricultural Districts Program.
In Africa and other parts of the tropical world, there has evolved over the centuries a system of shifting cultivation or bush-fallow which has enabled cultivators to produce their food requirements from tropical soils without destroying them.* Under this system most of the trees are cut down, allowed to dry out and then burned. The ashes enrich the soil for a short period.** Food crops such as cassava, yams, bananas, maize, sorghum and millet are planted soon after burning. Competition from annual weeds is usually not serious the first year after clearing and fair yields are obtained for two or three years. They gradually decline, however, as weed competition increases and the limited supplies of plant nutrients in the surface soil are used by crops and weeds, lost by leaching, or eroded away by heavy rains. After 3-5 years of cropping the area is usually abandoned and allowed to reforest naturally. After 10-20 years of regrowth, the trees are cut again and the cycle repeated. Given a sufficiently short period of cultivation and a sufficiently long period for regeneration of soil fertility by natural processes, a viable balance between man and his environment is maintained.

---

*In the preface to their book The Soil and Shifting Cultivation (Commonwealth Agricultural Bureau, 1960), Nye and Greenland state that "Over 200 million people, thinly scattered over 14 million square miles of the tropics, obtain the bulk of their food by the system of shifting cultivation. They form a little under 10 per cent of the world's population and are spread over more than 30 per cent of its exploitable soils." This area is over four times that of the United States and over forty times the area in crops in the United States.

**Despite the lush growth of trees, shrubs and grass in the humid tropics, the soils of these vast areas are characteristically low in fertility with most of the available plant nutrients located in a relatively thin layer of surface soil. See Kellogg, Charles E., The Soils That Support Us, pages 171-192. The Macmillan Company. 1961.
But in recent decades there have been marked changes which threaten to upset the equilibrium of the age-old, bush-fallow system in Africa. The most serious and far-reaching has been the rapid increase in population and the resulting increase in the amount of land required for the production of food crops. At the same time the area of land available for food crops has been reduced by the planting of cocoa, rubber, palm oil and other export crops and restricted by social and political disturbances which limit inter-regional movements of people in search of land.

The effect of these developments has been to put cultivators in many areas under pressure to shorten the length of time the land is in bush-fallow. In the past the fallow period usually ranged from 10-20 years. More recently it has dropped to 7-10 years and in places 3-4 years. In some densely populated areas continuous cultivation is now common, not by choice but by necessity. Even 7-10 years is too short a time in most areas in which to restore soil fertility.

What is needed are economically viable soil management and cropping systems for use in the humid tropics that will (1) maintain soil productivity and (2) permit continuous instead of intermittent use of land for the production of food, feed, fiber and oilseed crops. There are good reasons for thinking such systems can be developed if a team of competent scientists is assigned to the task on a long-term
But in recent decades there have been marked changes which threaten to upset the equilibrium of the age-old, bush-fallow system in Africa. The most serious and far-reaching has been the rapid increase in population and the resulting increase in the amount of land required for the production of food crops. At the same time the area of land available for food crops has been reduced by the planting of cocoa, rubber, palm oil and other export crops and restricted by social and political disturbances which limit inter-regional movements of people in search of land.

The effect of these developments has been to put cultivators in many areas under pressure to shorten the length of time the land is in bush-fallow. In the past the fallow period usually ranged from 10-20 years. More recently it has dropped to 7-10 years and in places 3-4 years. In some densely populated areas continuous cultivation is now common, not by choice but by necessity. Even 7-10 years is too short a time in most areas in which to restore soil fertility.

What is needed are economically viable soil management and cropping systems for use in the humid tropics that will (1) maintain soil productivity and (2) permit continuous instead of intermittent use of land for the production of food, feed, fiber and oilseed crops. There are good reasons for thinking such systems can be developed if a team of competent scientists is assigned to the task on a long-term
basis.* To help develop such systems is a major objective of the International Institute of Tropical Agriculture (IITA) recently established in Nigeria.

Substitution of continuous for intermittent use of land for crop production would make two major contributions to world agriculture. First, it would provide an alternative to the prospective denuding and possible ruin of millions of acres of land in the humid tropics as pressure of population increases. Second, it would greatly increase the human carrying capacity of such land. It is estimated, for example, that under the bush-fallow system, upwards of 30 acres of land is required to produce the food needed by one person; this in regions where crops can be grown twelve months of the year if the necessary water and water control are available. Assuming viable systems of continuous use of land for agriculture are developed, less than an acre of land will be needed to produce the food required by one person.

II. Water Management, Exploration and Development

In 1967-68 the Asian Development Bank sponsored a comprehensive survey of Asian agriculture. In his recent paper, Promise of Abundance,

*This statement appears in a private memorandum to the writer from Dr. Richard Bradfield, Professor Emeritus of Soil Science, Cornell University. See also a report by Omer W. Hermann entitled Soil Fertility in the Tropics, a Research Proposal. This proposal is based on recommendations by an international panel of twelve distinguished soil and crop scientists who met in London January 15-19, 1968, "to consider the content and ways and means of implementing a comprehensive research program designed to meet the soil fertility needs of the tropics." This report was published by the Consortium for the Study of Nigerian Rural Development, 204 Agricultural Hall, Michigan State University, East Lansing, Michigan. Publication CSNRD-12 (mimeographed), July, 1968.
W. David Hopper, a member of the Bank’s Survey Team, has the following to say about water and water control in Asia:*

"The component singled out by the Survey Team as being perhaps the most critical element for the future of Asian agriculture was the degree to which cultivators can control the water available to their crops on their own individual fields. This conclusion does not reflect the Team’s view alone. Asian farmers know it and wherever possible have invested personal capital in water lifting and spreading devices to provide better moisture control on their fields. But farmer action alone or with neighbors cannot effect the construction of a system of ditches to remove excess water from river drainage areas, nor can it result in the building of a network of channels to bring water from canals and large reservoirs to individual fields. These are tasks that must be undertaken by government.

"In much of the Region, irrigation is in the early stages of development. And of the older water systems many are poorly maintained or managed. Again, the needs are obvious: the development of irrigation and drainage facilities where this can be done; the repair and better maintenance of works that are dilapidated; improved programs of water management where these are needed. Not so obvious, however, is the need to alter the predominant pattern throughout Asia of flowing irrigation water from inlet channel to drainage outlet, field to field, down and across a terraced slope. Under this system of water delivery the farmer has little

*See page 4 for reference to Dr. Hopper’s paper.
or no control over the moisture that comes to or leaves his field, a condition that may have been marginally satisfactory for traditional agriculture but which is far from satisfactory for the sophisticated crop management required in modern intensive farming. Control at each field commanded by a major water system depends on the construction of a terminal network of interlocking supply channels and drains serving fields that have been leveled and shaped to permit a uniform water distribution to all their parts. Such networks are not cheap to build. But water control is the major barrier that Asian agriculture must hurdle if it is to fulfill its promise of abundance."

In addition to the need for better water control and management at the field level, as emphasized by Dr. Hopper, and for the development of additional irrigation and drainage facilities, there is urgent need for reliable surveys of surface and subsurface water resources in areas such as the Indian subcontinent and for better control of excess water in areas subject to extensive flooding such as East Pakistan.

A great deal is known about soil and water management in irrigated areas and in areas of limited rainfall where so-called dry farming is practiced. A great deal also is known about drainage. Nevertheless, it has long been the view of the writer that there is need for one or more international or regional research and training centers organized and financed on a long-term basis to assist
developing countries in finding effective and feasible solutions to their soil and water management problems. The functions of such a center(s) would include:

- upon request, making or helping arrange for reconnaissance surveys of surface and subsurface water resources and major drainage problems;
- advising on operating and maintenance problems of major irrigation works such as silting, seepage and salting;
- conducting demonstrations of water distribution and control systems from canals to farmers' fields including layout of irrigation and drainage ditches, land leveling, etc.;
- making studies of soil and water management problems at the field level in both irrigated and dry farming areas for the purpose of developing improved soil and water management practices;
- making studies of water rights and related problems with a view to assisting in the development of policies and practices that will make for better use of available water resources.
III. Price Policies Affecting Agriculture

There are three principal requirements for converting traditional, low-yield agriculture in developing countries to modern, high-yield, high-output agriculture:

- improved, science-based production technology tailored to fit the variety of physical environments that exist in developing countries;

- farmer access to the fertilizers, insecticides, other chemicals, tools, machines, fuel, repairs, credit and other services required by modern agriculture;

- prices for farm products that are high enough in relation to prices paid for purchased inputs and services to provide an incentive for farmers to increase production.

Although only a small percentage of farmers in poor countries can read and write, all of them can think and all of them can figure. As a group, they are shrewd, hardheaded and calculating in their economic decisions. If a developing country wishes to increase agricultural production, farmers must be provided with both means and incentives, something many governments have been slow to realize.*

---

The attention so far given by governments in developing countries to price and other incentives for increasing agricultural production varies greatly as does the number and quality of the studies made by economists in these countries in this important field. Moreover, experience in one country is not always available to other countries even in the same region.

The writer believes that a team of competent economists and agricultural economists serving a region such as Latin America, Africa or South and Southeast Asia could perform an important service for developing countries in respect to price policy and other incentives for increasing agricultural production. It could, for example:

- keep abreast of economic and technological developments affecting unit costs of production of agricultural products important in the region and appraise the probable effect of such developments on the competitive position of different countries in the region, farming areas within countries and farms of different types and sizes;

- cooperate in making, sponsor or make studies of agricultural prices and price policies in individual countries within the region and their effect on the production and distribution of farm products;
- sponsor professional and other meetings and conferences for discussion of economic problems relating to agriculture;

- train pre-doctoral and post-doctoral fellows from developing countries through seminars and participation in studies of price and other economic problems relating to agriculture.

If such a team is to be of maximum effectiveness, it is important that it:

- be composed of competent senior economists, some of whom are from the region, who expect to serve as members of the team for at least five years and preferably for indefinite periods;

- be located in the region it is to serve;

- be established in such a way as to assure appropriate freedom of action and publication;

- have a budget adequate to finance appropriate travel, conferences and meetings and to help finance studies in developing countries in which economists in the countries concerned participate.
IV. Distribution of Benefits from Improved Production Technology

Seldom do all the citizens of a country benefit from the development and adoption of improved production technology in agriculture. Two groups in particular are frequently no better off than before and one group is often worse off. These two groups are:

- persons at the bottom of the economic ladder who do not have money to buy additional food at prevailing prices even if it is available;

- farmers on small farms or poor land who cannot reduce unit costs by the adoption of improved production technology to the same extent as can farmers on good agricultural land with farms of economic size.

The United States is an example of a country that still has large numbers of people with inadequate diets despite high agricultural production and large exports of foodstuffs. We have not yet adopted a national policy of providing an adequate diet for everyone nor does our economy work in such fashion that everyone has the income with which to buy an adequate diet. *

As production in food-deficit countries increases, additional developing countries will reach the point that West Pakistan, the Philippines and Kenya have

---

*It is true, of course, that many people have the necessary income to buy adequate diets for themselves and their families but spend it in other ways.*
already reached where all the food produced will not be consumed domestically at prevailing prices even though large numbers of people are still inadequately fed or even hungry.

This raises important policy and operational questions. Under such circumstances shall government pursue a policy of seeking export markets for food not sold domestically at prevailing prices of shall it undertake to improve the diets of low-income groups? If the decision is to improve diets, how shall this be done? If farm prices are allowed to drop substantially to reduce food prices to consumers, production may be reduced to a point where there are again shortages of food. Moreover, purchasing power in the agricultural sector may be reduced to a point where producers and distributors of consumer goods, farm supplies and equipment are adversely affected thus producing a braking effect on the economy generally. On the other hand, if farm prices for food products are kept at levels sufficiently high to maintain or increase production and, at the same time, low income groups are to have access to the amounts and kinds of food required for adequate diets, some form of food subsidy will be necessary. This raises questions of where the necessary funds are to come from, the form or forms the subsidy should take, how the program can best be administered, etc.

This is not the time or place, even if I were competent to do so, to discuss alternative ways of providing better diets for disadvantaged groups. However, this is a problem which needs urgent attention in both developed and developing countries.
Dr. Hardin's resource paper, *Later Generation Agricultural Development Problems*, discusses at some length the stresses to which small holders and farmers on land with serious production limitations are certain to be subjected as the green revolution progresses. I merely wish to register agreement with Dr. Hardin that this is an extremely important later generation problem with social and political as well as economic overtones. Having struggled with it for more than fifteen years in the relatively favorable circumstances of New York State where the number of farms decreased by nearly 40 per cent between 1880 and 1940 (with further decreases thereafter), I am not optimistic about either quick or easy answers. But this in no way decreases the importance of the problem.

V. Concluding Notes

(1) Science-based, high-yield production technology designed for use in the tropics and subtropics is basic to substantial and sustained increases in agricultural food production and to development generally in the newly developing regions of the world. At the present time few developing countries have research organizations capable of producing and improving the kinds of agricultural production technology which they need. Most of them will not reach this point for many years. The establishment of international or regional agricultural research centers such as IRRI, CIMMYT, IITA and CIAT is one way of helping
fill the technological gap during the period required for developing countries to bring their agricultural research competence to international standards.

A top priority of aid agencies concerned with agricultural development should be to see to it that international and regional agricultural research and training centers now in existence, and such others as may be established, are adequately financed on a long-term basis.

(2) Trained men and women in large numbers and institutional arrangements that enable them to work effectively toward common goals are foundation stones of agricultural progress. A major objective of developing countries in which agriculture is important should be to strengthen their agricultural education, research and extension organizations until they have reached international standards. A major long-term objective of aid agencies concerned with agriculture and rural development should be to continue to assist developing countries in this effort.

(3) Modern high-yield agriculture is necessarily commercial agriculture in the sense that farmers, both large and small, must buy some of their production inputs in the marketplace and sell farm products to pay for them. Unless prospective returns exceed prospective costs by a margin sufficient to justify the venture in view of the risks and uncertainties involved, farmers will not shift in large numbers from the old to the new and untried. Prices of farm products, prices of production inputs and prices of consumer goods they buy all influence farmers' production decisions, a fact which should never be overlooked by government
policymakers interested in increasing the production of food and other agricultural products.

Prices consumers pay for food is not only a proper but inescapable concern of government policymakers. But food must be produced before it can be consumed and it may not be produced in adequate amounts if incentives for increased production, including agricultural prices and price relationships, are not such as to make it worthwhile for farmers to make the necessary investments, do the work, and take the risks involved in producing it. This is not to argue that the interests of low-income consumers should or can be overlooked but only to say that ways to protect their interests must be found that are consistent with insuring the production of the food which they and their fellow countrymen require.

Cost-price relationships at the farm level and other factors influencing farmers' production decisions should be a matter of continuing concern to governments of developing countries and aid agencies engaged in assisting them. As suggested earlier, the writer would like to see a competent team of economists tackle this problem on a regional basis. The initial effort might be on an experimental basis covering a period of 5-10 years. Such a project could be set up independently or assigned to the Agricultural Policy Think Tank suggested by Dr. Hardin.

(4) Assuming modern, science-based production technology is developed suitable for use in the tropics and subtropics, shortage of water and
lack of good water control are the two factors that will next place a ceiling on agricultural production in many newly developing areas of the world. **The writer would give high priority to the establishment of an international research and training center (or to regional centers) focusing on problems of soil and water management, including irrigation and drainage, and the exploration and development of water resources.**

(5) Improved production technology does not of itself produce more food. Farmers must be instructed in its use, the necessary production supplies, equipment and services must be made accessible to them and prices must be such as to provide incentives for increased production. Moreover, the increased output must be transported, processed if necessary, stored, and marketed at home or abroad.

Without underestimating the importance of these services in sustaining the green revolution, it is the writer's view that except for price policy they can be much more easily and quickly provided than, say, improved production technology or better water control. There is a great deal of knowledge in the private sector in developed countries concerning the production and distribution of farm supplies and equipment and the marketing of farm products. Private, cooperative and government-financed credit agencies, national and international, know a great deal about how to set up and operate credit systems to serve
agriculture. And a great deal has been learned in recent years about how to
train and organize an effective extension service to help introduce science-based,
high-yield agriculture in developing countries. For the most part, what is
needed in developing countries in connection with the marketing of farm products
and the production and distribution of farm supplies, equipment and services are
government policies and administrative machinery that put existing knowledge to
work. The Government of the Philippines, USAID, Esso and IRRI have demonstrated
in the case of rice in the Philippines how the job can be done.

(6) Two second-generation issues, among others, certain to produce
political controversy and conflict in developing countries as the green revolution
progresses are those relating to food for persons with low incomes and the dis-
tribution among farmers and farm laborers of increased agricultural income
generated by new, high-yield production technology.

The writer does not pretend to have solutions for either problem.
Both involve humanitarian considerations and questions of social justice that clearly
cannot be overlooked or brushed aside. But in seeking solutions it is important
not to pursue policies that will unduly restrict the size of the food and income pie
to be divided.

These are problems with strong social and political overtones that can
seldom be dealt with directly by aid agencies. But it seems to me that among the
approaches needed is a systematic study of experience around the world in dealing
with these and other problems of major social significance posed by the agricultural
revolution and some hard thinking as to better ways of dealing with them. Perhaps,
as Dr. Hardin suggests, this is an assignment for the staff of a new kind of Policy
Think Tank.
TO: DUNCAN BALLANTINE  (HOLD FOR ARRIVAL APRIL 20)  DATE: APRIL 18, 1969

CIRCULAR
LONDON

COUNTRY: (ENGLAND)  HOLD FOR ARRIVAL APRIL 20

TEXT:
Cable No.: FIVE

NEW YORK FORD FOUNDATION APPOINTMENTS FOR YOU MONDAY APRIL 21 AS FOLLOWS
THREE PM SUTTON AND WILHELM FOUR PM FREDERICKS STOP ROBERT COLLEGE
BOARD MEETING APRIL 22 TEN THIRTY AM ONWARDS STOP PLEASE CABLE IF
NOT CONVENIENT REGARDS

CALIKA

NOT TO BE TRANSMITTED

MESSAGE AUTHORIZED BY:
NAME  O.H. Calika
DEPT.  Education Projects

SIGNATURE  (SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)  
OHU: sfu

CLEARANCES AND COPY DISTRIBUTION:

For Use By General Files and Communications Section

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

CITY

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDENCE

CENTRAL

CORRESPONDEN
April 15, 1969

Dear Shig:

I am planning to be in Washington, D.C. the week of May 19 on various matters, and would very much like to see you.

If convenient we might meet on the morning of May 20 at a time which is convenient to you to discuss programs of mutual interest in Mexico, Central America and the Caribbean.

I would also appreciate your suggestion as to others in the Bank whom I should meet. I have had contact here from time to time with Mr. Ross and others who have had contact with the livestock and irrigation loans in Mexico.

With best regards.

Cordially,

William K. Gamble
Representative for Mexico
Central America and the Caribbean

Dr. S. Takahashi
World Bank
1818 H. Street, N.W.
Washington, D.C. 20433
U. S. A.

cc: Mr. Harry E. Wilhelm
March 28, 1969

Mr. John S. Nagel  
International Division  
The Ford Foundation  
320 East 43rd Street  
New York, N.Y. 10017

Dear Mr. Nagel:

When you visited us in January you said that you would like to have the names and addresses of any World Bank representatives serving in Latin America. We have only one such representative at the moment and his name and address is as follows:

Jose D. Teigeiro  
Banco Mundial  
Apartado Aereo 10229  
Bogota  
Colombia.

Yours sincerely,

F. K. Hawkins

EKHawkins/gah
March 21, 1969

Mr. Haldore Hanson
Resident Representative
The Ford Foundation
147 Marina
P.O. Box 2368
Lagos, Nigeria

Dear Haldore:

I am sorry that owing to illness I was unable to see you when you were in the Bank sometime ago. I would have enjoyed exchanging views with you on various matters relating to West Africa.

I recently had the opportunity to look over your last report on the Ford Foundation's activities in West Africa which Iyle Hansen was good enough to give us. Certain sections of this report very much interested me.

You made a reference to two studies which had been made by the Rural Research Unit of the University of Ahmadu Bello one called "Land and Labour in Three Zaria Villages", the other "An Economic Study of Three Villages in Zaria Province". As you may know from my study on African Agriculture I am a great proponent of such studies. Although I gather from your comments that the two studies in question were really not particularly oriented towards practical development problems, I would be very much interested in reading them. I would accordingly be grateful if you would send me copies.

The other activities of the Ford Foundation which intrigued me were those with respect to the Small Industries Schemes and the Institution of Management in Nigeria. I have long been convinced that one of the key problems in Africa is the development of indigenous enterprise. I do not believe that in the long run it will be supportable to have enterprise in the non-agricultural field dominated by foreigners. If we are to avoid eventual large-scale nationalization, which seems to me to be an unpalatable alternative, I think we must do everything possible to foster individual African enterprise. It is of course difficult to determine just how this ought to be done and one must realize in advance that, as is shown by experience with the promotion of such enterprise elsewhere in the world, progress will inevitably be slow. I have been thinking how we in the Bank can become more active in this field. It seems to me that it might be desirable in the first instance to study the lessons ...
of experiences with the promotion of small and medium-scale indigenous enterprises in a number of countries both in Africa and Asia. The next step might be to select a few African countries for key studies designed to determine what potentials exist for building up African enterprise and what practical means might be employed to this end. I am afraid however that the Bank does not have the personnel resources to undertake such studies itself. I have therefore been trying to find out to whom such studies might be entrusted. In this connection I note from your report that you used a few experts from the Stanford Research Institute to study your Small Industries Credit Scheme in Northern Nigeria. Since the Stanford Research Institute might be a logical candidate to undertake studies along the lines I have indicated above, I wonder if you can give me a confidential assessment based on your own experience of the Institute's capacity in this respect. In addition, I would of course appreciate any suggestions you may have on how we might launch some work in this field.

I shall look forward to hearing from you.

Best regards.

John G. de Wilde
Chief Economist
Western Africa Department

P.S. Copy of this letter addressed to you c/o
Ford Foundation, New York.
CROSS REFERENCE SHEET

COMMUNICATION: Letter
DATED: March 19, 1969
TO: Mr. McNamara

FROM: Mr. Miller

FILED UNDER: Development - Council on Foreign Aid

SUMMARY: Re: Contribution by the Ford Found to the Overseas Development Council
The Honorable Robert S. McNamara
President
International Bank for Reconstruction and Development
1818 H Street, N. W.
Washington, D. C.  20433

Dear Bob:

By far the most important development since our December meeting has been the hearings on foundations held by the House Committee on Ways and Means. No one can foretell at the moment whether these hearings will lead to radical proposals for new legislation, but clearly we need to give the most serious attention to the issues that have been raised and to the prospects for further action. Many of the questions put to Mac Bundy bear on matters that we ourselves have been discussing at Board meetings throughout this past year—questions on how trustees define the scientific, charitable, and educational purposes of a foundation; on how we determine policy guidelines and program objectives; on how we monitor and appraise what has been done; and on the process of choosing Board members.

Mac has suggested that we begin with an informal discussion on Wednesday, March 26, after our Century dinner, which as you know, will be at 6:45 p.m. At that time he will give us some of his own impressions of the Mills Committee hearings. I thought that on this occasion it might be particularly appropriate to invite Jack McCloy to join us. He has been following the hearings closely and will be delighted to come.

On Thursday morning we shall open as usual with an executive session, and I assume that we will wish to continue the discussion of the evening before. You may recall that we devoted a good part of our September meeting to a consideration of our role as trustees with respect to grants, investments, selection of officers, and the like. I think it will be profitable to pursue this subject further.
At each of the past two meetings we have discussed the implications of our change of emphasis from the approval of grants to the approval of program appropriations. As you will see, the character of the docket continues to evolve. This time only one grant in the amount of six million dollars and one appropriation for three million are before us for action. Nonetheless, the docket volume is no thinner, reflecting an effort on the part of the divisions to describe more fully what has been done with past appropriations. There has been a shift, as it were, from advocacy to an accounting of actions taken. In my own judgment this latest docket provides a far better perspective of the Foundation's activities, as well as evidence of the enormous range of our programs. However, in the light of questions on how we as trustees exercise oversight and control, I think it of the utmost importance that we continue to examine the whole process most critically—from the formulation of policy to the making of decisions.

Following this closed session, we will discuss the contents of the March docket with the program officers and take up Frank Sutton's paper on the needs of the American universities for support of their international studies. We anticipate that there will be three additional information papers covering large possibilities for future action: (1) a paper on a new charitable endowment fund; (2) a paper on a Communications Institute; and (3) a paper on the progress and potential magnitude of our effort in program-related investments. Our decisions with respect to these three could have a major impact on our future financial planning, and especially on the budget for 1970. This leads naturally into our preliminary discussion of that budget on Friday morning, for which Mac will have an information paper presenting to the Board a wide range of options with an indication of areas of rigidity and flexibility among the various divisions. All of these information papers will reach you shortly.

I look forward to seeing you.

Sincerely yours,

J. A. Stratton
Chairman

JAS:apw
For wonder take

This seems to have gone wrong. I'll have it picked up if you have no further need for it. B.
<table>
<thead>
<tr>
<th>To Handle</th>
<th>Note and File</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate Disposition</td>
<td>Note and Return</td>
</tr>
<tr>
<td>Approval</td>
<td>Prepare Reply</td>
</tr>
<tr>
<td>Comment</td>
<td>Per Our Conversation</td>
</tr>
<tr>
<td>Full Report</td>
<td>Recommendation</td>
</tr>
<tr>
<td>Information</td>
<td>Signature</td>
</tr>
<tr>
<td>Initial</td>
<td>Send On</td>
</tr>
</tbody>
</table>

**REMARKS**

I am sending forthwith John

Please associate with the

U.S. report. I would particularly

like to hear your comments on

pages 16-17.

From

Alexander Johnson
Mr. Stevenson,

I suppose so. I've heard nothing more.

D. Runman
W. Stevenson

for appropriate action -

[Signature]
OFFICE MEMORANDUM

TO: Mr. Andrew M. Kamarck  
FROM: Irving S. Friedman  
SUBJECT: Letter from Mr. Sutton of The Ford Foundation  

DATE: February 3, 1969

I am enclosing a letter with attachment, received from Mr. Sutton of The Ford Foundation. (I believe that a copy of this paper has already been sent to Bob Sadove.) I would think that Van der Tak and Leon Miller would be mainly interested in this, unless they have already seen it.

In any case could you have a summary made of the proposal and some comments for my guidance.

If Mr. Sutton comes to Washington, perhaps all of us could find time to chat with him. I gather that he is a deputy of Dave Bell.
<table>
<thead>
<tr>
<th>IDA</th>
<th>IBRD</th>
<th>IFC</th>
</tr>
</thead>
<tbody>
<tr>
<td>FORM NO. 92</td>
<td>CORRESPONDENCE RECORD FORM</td>
<td></td>
</tr>
<tr>
<td>FROM</td>
<td>DATED</td>
<td></td>
</tr>
<tr>
<td>McGeorge Bundy</td>
<td>Jan. 30, 1969</td>
<td></td>
</tr>
<tr>
<td>The Ford Foundation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New York, New York</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUBJECT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thanks for participation in meeting on the electoral process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADDRESSED TO</td>
<td>ROUTED TO</td>
<td>DATE RECEIVED</td>
</tr>
<tr>
<td>and</td>
<td>Mr. McNamara</td>
<td>2/3/69 jgv</td>
</tr>
<tr>
<td>IDA</td>
<td>IBRD</td>
<td>IFC</td>
</tr>
<tr>
<td>-----</td>
<td>------</td>
<td>-----</td>
</tr>
<tr>
<td>FORM NO. 92 (4-68)</td>
<td>CORRESPONDENCE RECORD FORM</td>
<td>DATED</td>
</tr>
<tr>
<td>FROM</td>
<td>Jan. 28, 1969</td>
<td></td>
</tr>
<tr>
<td>V. Weingarten</td>
<td>Institute of Public Affairs, Inc.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>SUBJECT</td>
<td>Thanks for taking time to attend Ford/Carnegie meeting on electoral process.</td>
<td></td>
</tr>
<tr>
<td>ADDRESSED TO</td>
<td>ROUTED TO</td>
<td>DATE RECEIVED</td>
</tr>
<tr>
<td>and</td>
<td>Mr. McNamara</td>
<td>1/30/69 jgv</td>
</tr>
</tbody>
</table>
January 28, 1969

Mr. Irving Friedman
International Bank for
Reconstruction and Development
1818 H Street, N.W.
Washington, D. C. 20433

Dear Mr. Friedman:

I enclose copies of the proposal on a Transport Development Center and Transport Research Program which I spoke about on the telephone this week. I shall be grateful for your perusal of this paper, which we want to assess against the interests of organizations like yours.

As I mentioned on the telephone, I expect to be in Washington soon and look forward to an opportunity to discuss this matter.

Sincerely yours,

Francis X. Sutton
Deputy Vice President

Enclosures

JAN 3 0 1969
January 22, 1969

Mr. Robert Sadove
International Bank for
Reconstruction and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Mr. Sadove:

Herewith a copy of the proposal which I mentioned on the telephone. I am grateful for your willingness to study it, and I will be in touch later about the possibility of our meeting to discuss it.

Sincerely yours,

Francis X. Sutton
Deputy Vice President

Attachment
COMMUNICATION: Letter

DATED: January 16, 1969

TO: Mr. Hawkins

FROM: Mr. John S. Nagel
Ford Foundation

FILED UNDER: P&S- Population

SUMMARY: Re: Enclosing a list of the Foundation's representatives in Latin America and the Caribbean.
FROM  McGeorge Bundy & Alan Pifer  
Ford Foundation, Carnegie Corp. of New York  
New York  

DATED  Jan. 7, 1969  

SUBJECT  Invitation to participate in off-the-record meeting January 27, 1969 to help the foundations determine their possible role in studies of national nominating and electoral process  

DATE RECEIVED  Jan. 10, 1969