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REVISED DRAFT

March 5, 1965

PROPOSAL FOR AN INTERNATIONAL INSTITUTE OF TROPICAL
AGRICULTURE LOCATED IN NIGERIA

INTRODUCTION

Much of the world's population lives in the tropics. Their countries are marked by the paradox that, although predominantly agricultural, they do not produce sufficient foods of good nutritional quality to take care of the increasing needs of their own populations. Food crop yields are only one-tenth to one-half of those in developed countries.

Dietary hardships ranging from malnutrition to acute hunger are endemic. Except for export crops such as palm oil and cocoa, tropical agriculture has received relatively little research attention and has not benefited from the major findings of modern science and technology.

The Rockefeller and Ford Foundations have for some years been cooperating 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. One such institution now in existence is the International Rice Research Institute established in the Philippines in 1960 in cooperation with the Government of the Philippines. This organization, concerned with finding ways to increase yields and improve the nutritional quality of rice, the world's single most important food crop, has already produced impressive results in both research and training. 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 programs. [It would be authorized to enter into cooperative 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.]

New AT THIS POINT. See POINT 3 my memo.

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, including Prime Minister Alhaji the Rt. Hon. Sir Abubakar Tafawa Balewa and the Minister of Economic Development, the Hon. Waziri Ibrahim. 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

New See Note A, POINT 3

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.] New - See Note B Point 3
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 -- 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,] New Note C Point 3 which would make it possible to use soils more intensively than they are used at present.
2. To provide, in cooperation 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 centers where they might be of significant value or use in breeding or improvement programs.
5. To establish, maintain and operate an information center 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 discussing current problems in the field of tropical agriculture.

Estimated Cost

Capital costs of buildings and equipment for the International Rice Research Institute in the Philippines amounted to between \$7.0 and \$8.0 million. It is believed that capital and equipment costs for an Institute of Tropical Agriculture probably would be somewhat higher.

Annual operating expenses of the International Rice Research Institute are currently running in the neighborhood of \$1.0 million. When the International Institute of Tropical Agriculture becomes fully operational its annual operating expenses probably will be higher than that because of the greater number of crops involved and the many unsolved problems relating to the management of tropical soils.

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. See Pt. 5

Because assurance of long-term financial support is essential to the efficient operation of an agricultural research organization, the two

See Note 4

Foundations 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 could 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.

*Re-worded
- See
Note D*

Land Requirements

To facilitate and strengthen its training program 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 2000 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 *(See suggested Re-write - - Exhibit A)*

It is proposed that the Institute have a self-perpetuating Board of Trustees of not less than nine nor more than fifteen members. Representation on 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.

The composition of the Board of Trustees might, for example, be as follows:

	<u>Number of Members</u>
Nigeria	3
Rockefeller and Ford Foundations (1 each)	2
Director of the Institute (ex officio)	1
Other Tropical African areas	3
South and Southeast Asia	2
Latin America and Caribbean	2
At Large (Eminent Tropical Agricultural Specialists)	<u>2</u>
Total	15

Because of the role it is expected to play in the development of Nigerian agriculture, its international character, and the visibility and

prestige it would bring to the Institute, the Foundations believe it to be essential to have the Minister or his representative in the Federal Government of Nigeria responsible for agricultural affairs serving ex officio on the Board of Trustees. This is the present arrangement in the case of the International Rice Research Institute located in the Philippines and it has proved to have important advantages for both the Institute and the Philippines.

It is suggested that the two other Nigerian members of the Board would serve two-year terms in rotation and would represent respectively:

- (a) Nigerian universities with Colleges or Departments of Agriculture, to be represented by their Vice Chancellors; and
- (b) Agricultural research stations of the Governments of Nigeria, to be represented by their Directors.

Although it is anticipated that the Institute will develop cooperative working relationships with other universities and research stations in Nigeria, it is probable, because of its proposed location, that the Institute's contacts with the University of Ibadan will be especially diverse and numerous. It is clearly of great importance to both the University and the Institute that these relationships be as harmonious and productive as possible. 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 and, at the expiry of his first two-year term on the Board, remain as a non-voting member of the Board in order to facilitate continuing association of the University with the proposed Institute.

Relation to Nigerian and Other Universities

The Institute would be an ^{New} [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.]

New
MATERIAL

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.]

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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

Custom 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. New

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

Suggested Time Sequence

1. Final approval or revision of proposed agreement by both Foundations before submission to the Nigerian Government.
2. Approval in principle of the proposed agreement by the Nigerian Government.
3. Commitment to undertake the program by both Foundations and determination of exact site.
4. Enactment of provisions of agreement by the Nigerian Government, including formal acquisition of site.
5. Signing of the agreement by the Nigerian Government and Foundation representatives.
6. Organization of the Board of Trustees and election of the Institute Director.