

INTER-OFFICE CORRESPONDENCE

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FROM: SW

DATE: February 8, 1967

TO:

WMM		

COMMENTS:

SUBJECT: RF Position on IITA.

It seems to me that very shortly we must review with The Ford Foundation the manner in which the two foundations are to handle the affairs of the research centers.

At this moment, I would propose that FF take over IITA completely at the appropriate time, letting the RF respond to FF requests for assignment of staff there, and with RF support to IITA being given for specific projects of interest. The FF would name the director and other major officers of IITA, provide the core budget, and receive credit for its operation. The RF, in turn, would accept responsibility for CIAT in Colombia, inviting FF participation in staffing (if FF wishes to do so) and inviting FF to contribute to specific projects as they see fit.

This suggestion is prompted by stated FF desires with regard to the other institutes. The FF has expressed interest in providing leadership, or in not having the RF provide it, at IRRI, CIMMYT, and CIAT.

Mr. Gant has told me that RFC must become an employee of IRRI, if the FF is to continue support to that institution. Mr. Wilhelm at one time this year asked me if we would be willing to replace EJW with a FF director within two years. The FF expressed interest in assigning the director of CIAT. This question of leadership must be settled to the satisfaction of both Foundations. Personally, I agree with their expressed point of view that The Ford Foundation should provide leadership for one or more of the institutes if they wish to do so, and it would seem logical to me that they furnish the director of IITA, and that they then provide in some way the logistical support for IITA which the RF has provided for IRRI and CIMMYT. This logistical support involves



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a great amount of work - recruitment, purchasing and shipping, and other matters - which the FF presumably could provide until IITA is established.

It was our experience at IRRI that one Foundation or the other must play a leading role in the formation of an institute. Otherwise its formation will drag. It would be much more efficient for the officers of one Foundation to be in the position of giving approval on matters requiring New York consideration, at least during the formative years. We must avoid a situation in which agreement of both Foundations must be sought on a whole series of procedural matters during the formative years. Because of the travel schedules of officers of each Foundation, we are not finding it easy to meet with the frequency which efficient administration would demand. It is for this reason that we would be much more comfortable if The Ford Foundation were to move ahead with IITA while we go ahead with CIAT in Colombia.

With regard to financing, we at one time had thought that the four institutes would be considered as a fairly complete network which would allow research and training needs of the major regions of the world to be met. At one time it was thought that the two Foundations would share the costs of the institutes on a 50-50 basis, splitting the costs "down the middle" without regard to the support of specific activities by a specific Foundation. The Ford Foundation has chosen not to do this at CIMMYT, and I fully respect their right to make this decision. The situation with regard to CIAT is nebulous. The FF has expressed an interest in providing support of some kind, but we do not know for certain that they will support it or, if so, in what manner. I think the FF feels that the RF has moved unilaterally in the establishment of CIAT, but this we have had to do in order to meet our own commitments to our own Board of Trustees; in the late spring of 1966 it had been agreed by FF and RF officers that the necessary decisions would be reached by December, 1966, to permit the RF to take the matter to its Board. This schedule did not work well for the FF, but we in the RF had to go ahead.

The negotiations with the FF on all of the above matters have been cordial, but we have found that differences in manner of operation pose some real problems.

One additional problem which has affected negotiations is the basic differences in viewpoint of the Foundations toward the centers. For example, we look upon CIMMYT as a world center requiring the attention of officers having world-wide responsibilities; the FF handles CIMMYT as a Latin American affair with specific involvement of the country representative in Mexico. This may create some problems if the



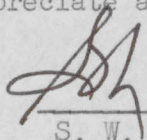
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Foundations choose to add the Middle Eastern wheat project as a dimension of CIMMYT, to its commitment in Pakistan and Egypt.

Finally, we must come down to a hard decision as to the amount of money which we can allot to the operation of these centers. If we are faced with the prospect of supplying most or all of the operating budget for CIAT, should we also be expected to provide half of the operating expenses of IITA?

Finally, I think we need an estimate of the prospective costs of operation of each center. IRRI now costs each Foundation about \$750,000 per year, a good investment. CIMMYT has received \$608,000 from the RF as an outright grant toward its 1967 expenses and has been told by the FF that it can expect around \$500,000 from that Foundation, but to my knowledge, the funds have not yet been turned over to CIMMYT. I would judge that the operating costs of CIAT eventually will run 1.5 million per year. I do not have a figure for IITA, and perhaps you can supply it. Obviously, the RF is committing more than half of the total funds available for agriculture to the centers, so we must be careful that we do not over-commit by taking on the full cost of CIAT and half the cost of IITA.

At your convenience, I would appreciate an opportunity to discuss these matters with you.

  
S. W. I.

SW:gm