

# The Rockefeller Foundation

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IADS

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*ML*  
September 9, 1981

Dear Dick:

Thank you for sharing with me the report of the team which reviewed the performance of IADS over the past five years. I will record my general impressions of the report with some specific suggestions.

I can understand certain of the conclusions which were reached, but do not necessarily agree with all of them. Historically, I was invited in 1975 to become part of a small committee of RF trustees who were to decide whether IADS should be brought into being as a Foundation enterprise. This small committee consisting of Dr. John Knowles, Father Ted Hesburgh, Dr. Clifford Hardin, Dr. Sterling Wortman and myself met in New York as an ad hoc group to decide on possible future action. This meeting provoked considerable discussion and a number of points of view were expressed, including some differences of opinion.

The principal architect of IADS was Sterling Wortman who, during his period as vice president of the RF, developed great enthusiasm for the establishment of an entity which he believed would attract support from a variety of international sources. He saw IADS as an important adjunct to the development of agricultural systems in Third World countries.

At this meeting, opinions ranged from the conclusion that the RF through the establishment of international centers through the support of the consultative group of nations, had accomplished its basic purposes in the "conquest of hunger", to the feeling that the RF had a continuing role to play. It was, of course, understood that the consultative group of nations would continue its generous support of the centers which were widely distributed geographically and widely diversified in terms of subject matter.

At this juncture, I raised several questions as to the viability of such an organization and the desirability of establishing IADS under the rubric of the RF. I urged that if the decision were favorable, the RF should provide multi-years' support of IADS of a minimum of ten million dollars over



a period of at least ten years, in the knowledge that it would require this kind of support to establish IADS on a sound basis and enable it to develop a growing clientele.

Dr. Knowles was well known for his reluctance to endow any entity which might be spun-off from the RF. He thought that IADS, if an early success, could justify further core support at a later date.

Dr. Wortman agreed that the long term multi-year grant would be ideal, but seemed confident that a future renewal would be forthcoming from the RF.

Dr. Hardin urged that IADS be created but believed that the business community could be drawn into the effort and that it would ultimately become a major source of support, supplementing and complimenting the RF and other contributors.

Father Hesburgh was also in favor of the establishment of IADS as an RF contribution to world food production because of his great respect for Sterling Wortman's abilities, energy and imagination.

When Sterling did not succeed to the presidency of the RF, he opted for early retirement and died of cancer in May of 1981.

The Board of Trustees of IADS felt that the RF should and would renew its support at the end of the first trial period.

It might have been helpful if the Review Team had collectively had more experience in international agriculture. However, it took its responsibilities conscientiously with the available time frame. The question which came up frequently was, "What are the unique features of IADS, if any?" I thought this question was unjustified on the evidence. IADS has a visible record of achievement under difficult circumstances and the Review Team essentially answered its own question by praising the accomplishments of IADS in a number of Third World countries.

The criticisms reported from Nepal and Bangladesh are, I think, invalid to the extent that any effort by outsiders or expatriots to be helpful to a less developed country inevitably meets resistance and resentment during its formative period.

It should be recognized that IADS has had a high degree of success in attracting support for its program. This has come from international banks, AID, foundations and from country contracts. The amount of



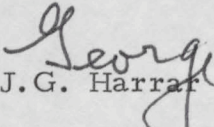
money provided by the RF was less than 13% of the total sum expended to date. To me, this represents a high degree of effectiveness and it could be expected that if IADS were given a longer period of support by the RF, it might well become self-sustaining over the long term.

I believe that the RF is faced with the decision to renew core support of IADS during an additional period of years or to bring this organization to an orderly termination. I doubt whether a move to Washington, D. C. with considerable staff expansion is fully justified under present circumstances, especially if the RF is expected to finance the move and provide core support for an additional period of approximately two years.

The creation of ISNAR by the consultative group of nations as its research arm inserted a new element into the situation. ISNAR, with substantial financing during the years ahead, will inevitably be in competition with IADS.

The RF, through its successful efforts over many years, has indeed made major contributions toward the "conquest of hunger" worldwide. Therefore, orderly retirement may now be indicated in the knowledge that the RF has reached many of its goals in research, education and development which have resulted in increased food production.

Sincerely yours,

  
J.G. Harrar

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JGH/cjj