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Position Paper: Merger of IADS with Winrock International

The Winrock International Livestock Research and Training Center (Winrock International) and the International Agricultural Development Service (IADS) are companion public, nonprofit institutions engaged in programs to advance agriculture.

The mission of Winrock International is to advance animal agriculture internationally to help generate income, provide employment, and produce food for the benefit of people; the mission of IADS is to help developing nations increase production of crops and livestock and raise rural incomes.

Both organizations offer assistance in agricultural planning, strengthening research systems, training personnel, and implementing production programs. The operational mode of both is to be responsive to the expressed needs of developing countries and developing ^{ment} agencies in their research, training, and development programs. Both emphasize the implementation of field projects which are goal and development oriented.

IADS and Winrock International share a common Rockefeller heritage. IADS was established through funding and staff provided by the Rockefeller Foundation. The late Governor Winthrop Rockefeller, through the Winthrop Rockefeller Charitable Trust, provided the base of operations and funding support to establish Winrock International.

Winrock International and IADS are contemporaries, both established in 1975 and both clearly in growth phase. Both have similar streamlined organizational structure, executive authority vested in the President who delegates program and administrative responsibilities, regional activities coordinated by Program Officers, and projects implemented and managed by Project Leaders. Both have on-going information services; computerized professional registers, accounting and personnel systems. Both have memoranda of understanding with a wide range of international and U.S. institutions. Both are largely dependent upon outside funding for the implementation of field projects, and staff are therefore obligated to actively and aggressively seek outside project funding.

There are differences. Program thrust: IADS has focused on crops;

Winrock International on livestock. National program: Winrock International has one; IADS does not. Public policy research program: Winrock International has one; IADS does not. Conference program: Winrock International has an on-going conference program at its own headquarters; IADS conferences/workshops are carried out principally with host institutions. Information services: IADS has thus far focused on printed media; Winrock International on video. Headquarters site: Winrock International has its own with guest and staff housing; IADS does not. Core funding base: Winrock International has a current endowment of \$14,000,000 with excellent prospects for an additional 5-10 million. IADS does not yet have an endowment, and has thus far received an annual grant of approximately

\$1,000,000 from the Rockefeller Foundation to cover core funding needs. The differences, for the most part, are complementary if not synergistic.

It may be argued that it would be in the best interests of both institutions to continue as separate, independent organizations with collaboration as convenient in project activities. Arguments against a merger might be that both institutions have experienced solid growth and have good growth potential; both have an efficient organizational structure; entering into a merger would disrupt this growth pattern and would hurt staff morale because of change and displacement of personnel within or outside the merged institutions; unhealthy competition could result between crop - (IADS) and livestock - (Winrock International) oriented staff which would distract from overall program effort.

Conversely, there are compelling arguments which support a merger of the two institutions. The overriding argument in favor of merger is a great increase in overall effectiveness and institutional competitive position in agricultural development activities.

Overall effectiveness would be markedly increased by the union of the two institutional programs which would be in many instances highly synergistic, and in every instance compatible and complementary. The merged institution would have a comprehensive agricultural capability which would span natural resource management, crops, livestock, and agricultural planning that would be without equal. In contrast, neither institution has the capability to take on comprehensive agriculture projects alone, but both are obligated to identify outside assistance

that may or may not be readily available or of the caliber desired. A merged institution would have this capability through its own combined professional staff. More importantly, this merged institution would be structured organizationally and philosophically to assume international leadership in conceptualizing and advancing comprehensive agricultural development programs. The merged institution would assume a prominent role in assisting governments and development agencies in defining comprehensive agricultural development programs and agricultural policy. As separate institutions activities would will be largely limited to the emphasis area of each -- IADS in crops, and Winrock International in livestock.

Both institutions subscribe to the systems approach. As separate institutions, each lacks the capability to effectively examine and conceptualize comprehensive agricultural development programs. In these instances both resort to heavy reliance on outside consultants or linking with other institutions dependent upon their availability and interest, or if linkages are not possible to simply accepting the best job that can be done alone, which is less than the best. In contrast, a merged institution would have an unexcelled systems capability in international agricultural development, and would enjoy an extremely strong competitive position.

In consideration of parallel mission, institutional philosophy, and operational mode, the compatibility or high level of synergism between program areas and projects of the two institutions, it would seem highly advisable to take steps leading to a merger of Winrock International and IADS.

This merger would:

- 1) Increase productivity and effectiveness of existing Winrock International and IADS programs.
- 2) Establish an institution with an exceptional in-depth capability to advance agricultural development programs worldwide.
- 3) Greatly expand overall potential to obtain contract funding and endowments.
- 4) Greatly increase institutional competitive position.
- 5) Achieve increased productivity and efficiency of institutional support activities that span all program areas, e.g., administrative services, information services, computer services.

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