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Proposal
for an
International Agricultural Development Service

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THE INTERNATIONAL AGRICULTURAL DEVELOPMENT SERVICE

Summary

It is proposed that the International Agricultural Development Service (IADS) be established to assist interested developing countries, individually and collectively, to accelerate agricultural production and rural prosperity while strengthening their institutions to permit progress to be sustained with minimal external assistance. The Service is expected to complement and support the work of developing country institutions, the international agricultural research institutes, universities, international and bilateral technical assistance and lending agencies, and private organizations. Further, the IADS will seek to facilitate such cooperation among organizations as may be mutually desirable.

The IADS is to be organized as an autonomous, nonprofit, self-supporting, apolitical, technical assistance institution governed by a self-perpetuating board of trustees comprising eminent authorities on agricultural and rural development. Its activities on behalf of developing countries also are to be guided by an international technical advisory board comprising specialists of developing countries. An international, interdisciplinary career staff of the highest caliber will be recruited as needed.

The IADS is to have great flexibility of operations. It may receive funds from any source for use in (a) assisting any nation in any way approved by that nation's authorities and by the IADS' governing body, and (b) supporting developing countries collectively through programs of research, training, and information exchange.

It is envisaged that IADS will undertake three major types of activities.

Direct services to individual nations. The IADS will be prepared to provide at cost to developing countries, in direct support of their national development efforts, services such as (a) professional assistance with analyses and preparation of long- or short-range plans for intensive agricultural or rural development programs, and for implementation of such programs; (b) assignment to national institutions or agencies of specialists needed to provide interim leadership of specific programs or to add expertise related to specific disciplines, commodities, or skills; (c) arrangements for training - tailored to national needs - of personnel of national agencies and institutions; and (d) arrangements for logistical support of national research and development programs.

While the IADS, on request, may undertake specific short-term studies for nations or national agencies or institutions, it will specialize in participating with nations in longer-range cooperative production programs, or in agricultural research, education, or development efforts if production oriented. The IADS generally would prefer to supply co-workers rather than advisors, sharing responsibility for progress to the extent feasible and desired by nations.

Substantial IADS involvement in the activities of any nation will be undertaken only upon (a) an invitation from the national government concerned, (b) agreement by national and IADS authorities, and any other parties involved, on a program of useful cooperative activity, (c) arrangements for funding by the nation or associated assistance or lending agency, and (d) approval by the IADS' board of trustees.

Research, training, and information exchange. IADS will seek, through consultation with authorities and specialists of developing countries, to determine high priority needs for research on strategies of agricultural and rural development; for training of relevant managerial, scientific and technical personnel; for exchange of information not provided by existing organizations, services and publications, and for any other activity or service in support of developing country programs which would be of substantial value on an international or regional basis. The IADS then, with approval of its international technical advisory board and its trustees, will seek to arrange for the identified needs to be met in the most expeditious manner.

An IADS goal will be to obtain an ever-improving understanding of useful agricultural and rural development strategies and systems, to expand the numbers and to increase the competence of people required to manage major components of national systems, and to establish a mechanism by which knowledge of developmental processes can be institutionalized and made readily available for the benefit of all concerned.

Enhanced cooperation in support of national efforts. The IADS will seek to determine if there are ways to use its flexibility, resources, and contacts to improve effectiveness of cooperation among the developing nations, or between such nations and those agencies and institutions which could be of assistance. Particular attention will be given to possibilities for bridging major language barriers, arranging intercontinental or inter-regional cooperation, especially in exchange of information, and in making it possible for foundations, individuals, corporations, or agencies to

participate in concerted efforts to improve productivity and standards of living in less developed countries.

Rationale

Many of the less developed countries have made considerable progress in strengthening components of their agricultural systems. In many countries some qualified manpower is in place, and funding, administrative and organizational capabilities have been improved. Increasing numbers of governments of the less developed nations have become deeply concerned about accelerating food production and farm incomes. More governments than ever before actually are giving high priority to agricultural and rural development. These changes are associated with the present and projected shortages of food in various areas, the apparent restlessness of neglected rural populations, and the growing realization that agriculture is the basic industry of agrarian nations.

Furthermore, generally high world food prices are a strong inducement to nations to increase their own output. Projections of continued population growth, rising affluence, and consequent food shortages suggest that the interest of nations in improving their own agriculture will continue. The timing of the establishment of the IADS therefore seems appropriate, and the need for it is clear.

Many Nations Need Help and are Seeking It

National research and service institutions, especially in the less developed and smaller countries, need considerable help to assemble the means of increasing production and to adapt and apply the technology now

being developed throughout the world. Increasing numbers of such nations now seek technical assistance. Some need help in developing a competent staff, in identifying constraints to development, and in devising ways and means to overcome these constraints. They need help to plan, organize and implement programs, and to identify and apply policies capable of stimulating the farmer-producer to increase his output with resulting increases in incomes, and improvements in rural standards of living. New technology must be adopted by most farmers, large and small, semi-commercial and subsistence, if the potential for increase in agricultural production is to be achieved and rural economic development is to occur.

Special strategies need to be developed, tested, and applied in increasing the production, income, and welfare of the small subsistence or semicommercial farmer and other rural dwellers. In most countries, little progress has been made with these groups, and many farmers are achieving only a fraction of the production and income potential of their land. Domestic markets for products of urban industry are not growing as rapidly as they should. General economic development is thereby stifled.

The kinds and amount of assistance needed by the many newer and smaller countries far exceed the combined capabilities of existing agencies to supply. A new organization would appear to be helpful specifically to provide national institutions with the additional diagnostic, planning and consulting services and interim leadership they will require to launch effective and efficient programs.

There is a Shortage of Trained, Development-Oriented Leaders

Most of the developing countries have extremely limited numbers of well-trained, development-oriented, scientific, technological, and administrative personnel. Without them, nations cannot set in motion the complex of research, organizational, and training activities required for effective national agricultural production or rural development campaigns.

The IADS will seek ways, in cooperation with other agencies, to permit experienced but underutilized individuals to assist nations wanting help and to train substantial numbers of younger people to serve their own countries or to work internationally.

Authorities of the international banks and some bilateral assistance agencies have experienced difficulties in finding adequate numbers of suitable specialists to work on national projects or programs. Or, when suitable specialists are available, there often is no suitable professional organization to employ them and assign them where needed. The private American foundations have had difficulty in identifying individuals for foreign service who already have the requisite combinations of personal characteristics and professional competence; more such individuals with potentials for leadership must be identified and trained in the field for such careers.

Especially scarce are well-qualified individuals who are willing to leave their homelands for the number of years required to permit them to contribute significantly and to share with national authorities responsibility for success or failure of endeavors.

There are a number of potential sources of help from which nations and agencies now can draw, but there seem to be serious limitations associated with all of them.

FAO recruits worldwide and has a number of excellent people on its staff, but its large and conservative bureaucracy is not particularly action oriented. Many of its staff assigned to nations work as advisors.

The bilateral agencies tend to recruit only from their own national agricultural organizations or from universities, and most operate with limited numbers of staff. Private agricultural development companies recruit from industry itself, from national agricultural agencies and from universities as needs develop, but there are too few such private efforts, and most still have rather limited interests. U.S. foundations normally recruit from colleges and universities or from national agencies of North America, but are being forced to curtail work because of rising costs. All these institutions are and should continue to be involved in important ways.

Certain of the bilateral aid agencies, the foundations, FAO, and the banks have career staff members experienced in foreign service, conversant in the languages of the countries in which they serve, and committed to careers abroad. But the numbers of such individuals are extremely low relative to world needs.

During the past decade, a number of international agricultural research institutes have been established or planned. These include the International Rice Research Institute (IRRI), in the Philippines; the International Maize and Wheat Improvement Center (CIMMYT), with headquarters in Mexico; the International Center for Tropical Agriculture (CIAT), in

Colombia; the International Institute of Tropical Agriculture (IITA), in Nigeria; the International Potato Center (CIP), located in Peru; the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), headquartered in India; the International Laboratory for Research on Animal Diseases (ILRAD), being established in Kenya; the International Livestock Center for Africa (ILCA), with headquarters in Ethiopia; the Asian Vegetable Research and Development Center (AVRDC), located in Taiwan; and a comprehensive Institute for the Middle East and North Africa (ICARDA), now being organized. Each of these international institutes has or will have some capability for direct assistance to nations, including the temporary assignment of resident specialists to national programs when requested and when supplementary funding is available. The institutes should continue such outreach activities and the IADS will seek to help them in any way possible. But, useful as the institutes are, they can respond to only a small fraction of the demand and then only in limited ways.

A substantial number of the world's major universities have had one or more decades of rich experience in assisting with the development of educational institutions in Africa, Asia, Latin America, and the Middle East. Thousands of their faculty members have participated in these important assistance efforts, and tens of thousands of undergraduate and graduate students have been or are being trained on their campuses. Consequently, these universities constitute a major resource in the continuing effort to improve the well-being of people in the less developed countries. However, many of the university assistance programs have been handicapped by short-term and even uncertain funding. Under such

circumstances, plus pressures to meet needs of their own states or nations, they have found it difficult or inexpedient to assign their best faculty members to other countries for more than one or two years at a time. This hardly gives such individuals sufficient time to undertake significant responsibilities for longer-term projects.

Despite all the above potential resources, needs for leadership seemingly far exceed the combined capabilities of agencies to supply them. It is especially difficult to meet the requests for extraordinarily competent leaders or specialists who would remain on assignment with national programs for the relatively long periods, often several years, which are required for discharge of the responsibilities which the nations want them to undertake.

A common and often unrecognized deficiency of personnel from North America or Europe is their lack of familiarity with the crops, soils, insect pests, disease organisms, animal strains, local feedstuffs for animals, and other factors related to the year-round agriculture of the tropics and subtropics. Consequently, even though such individuals may be masters of agricultural technology in their home regions, they often are ill-equipped to lead major agricultural production programs in the developing countries unless they first become thoroughly familiar with the agriculture of the regions where they intend to work.

For example, the International Rice Research Institute in the mid-1960's initiated intensive field training courses designed especially for individuals scheduled to undertake important assignments related to rice production in Southeast Asia. Each individual entering a course was given an examination to test his ability to diagnose field problems

of rice production in that region and to recommend remedies for them. Invariably, the examinees - even outstanding rice extension specialists from the United States - failed this examination, as did the extension specialists, agricultural college professors, and other agriculturalists from Asia. Normally, scores ranged from 15-30 percent on the initial examinations. Given an opportunity for special field training at the Institute, however, those individuals with good basic training normally mastered tropical rice technology within a few weeks to several months - usually raising their final examination scores to 90-100 percent.

The problem which nations and assistance agencies alike face is a shortage of career specialists familiar with problems of tropical agriculture. Considering the small numbers of people from the developed nations who have a working knowledge of the languages of the regions where they might serve, the problem of providing leadership of the appropriate quality for the required lengths of time is serious indeed.

There exist a limited number of highly experienced international agricultural or development specialists - but far too few, with some at or beyond retirement age - who can and should become involved in design of new programs and in training a substantial number of younger people for leadership roles. Only by moving quickly and forcefully to involve such people can their wisdom and decades of experience be institutionalized and transmitted to future generations of authorities.

Needed Technology is Being Generated

Through the efforts of the Consultative Group for International Agricultural Research, building on decades of prior work by many institutions,

the previously mentioned series of agricultural research and training centers has been established to serve Asia, Africa, and Latin America. The capability of this network of strategically located centers, in cooperation with many universities and other institutions, is growing. This network represents a comprehensive effort in the developing areas of the world to produce high-yielding, disease-resistant, fertilizer-responsive varieties of long-neglected crops, improved agronomic practices and new, highly productive, more profitable plant and animal production systems.

Some of the materials and information needed to increase food production in this vast underutilized area are beginning to flow from this network. There is evolving a global system for accelerating food production, involving a chain of activities reaching from the farmer-producer back through national, regional and international research and production institutions in the developing world to universities, corporations, and agricultural research and extension centers (and other resource bases) in industrialized nations. Specialized capabilities of resource-base institutions are being linked into the system. Connections between these resource bases and the international research centers are being fostered through grants and contracts, greatly enhancing the world's capacity to resolve some of the critical biological, agronomic, and production problems of the tropics.

Progress has been made in setting the stage for increased production in the tropics, subtropics, and certain other regions. But production systems with their biological components require careful testing in, as well as modification and adaptation to, local conditions. Furthermore,

when appropriate production packages have been identified, they must, to have significant impact, be put to use widely at the farmer-producer level. Although international organizations can assist, responsibility for implementation rests with national governments and institutions.

Application of research results to effect increases in production and rural incomes probably is more difficult than the research itself. Intensive agricultural production is a complicated process encompassing many social and economic factors. If the research, training, and outreach potential of the international centers and research bases in the industrialized nations is to be fully exploited by each developing nation, its own national institutions must be aware of advances elsewhere and be capable of making use of them.

The international system already is providing a great deal of new technological information, and probably is nearing the threshold of a quantum jump in output. An unprecedented outpouring of new information about agriculture for the tropics and subtropics should be near at hand. Individual countries, large and small, can use this as the basis for major improvements in their agricultural education, research, and production efforts. Already, however, some of the small nations, particularly those with numerous agricultural commodities grown under diversified agricultural systems, are encountering problems in gearing their national programs to make use of these diverse new sources of information. New efforts must be made to resolve such difficulties. For the larger developing nations particularly, assistance in transferring and adapting institutional arrangements from the developed countries or elsewhere, also will be important.

Supply of Required Inputs is Growing

In the early part of this century, fertilizers were in such limited supply, and prices of them were sufficiently high, that they could be used only on high-value cash crops. By 1945, according to FAO, world consumption of fertilizers still was only about 7.5 million tons. During the next ten years, consumption tripled - to 22 million in 1955-56 - then rose to 40 million tons by 1965-66. Consumption now approaches 80 million tons. This is an important and positive development as a supply of plant nutrients to crops is essential to the increase of yields. Moreover, world output of fertilizers has only recently become adequate to allow their use on large areas of the world's lower value basic food crops. And, effective use of fertilizers generally depends upon availability of high-yielding, fertilizer-responsive, disease-resistant, crop varieties which now are only beginning to be created for the developing regions of the world.

A second important advance has been in the identification and production, largely by industry, of increasingly effective and specific pesticides which used properly in combination with high-yielding varieties, fertilizers, and improved farming practices, contribute to higher and more stable yields.

A third advance has been in the identification and production of key ingredients of rations for animals; in production, storage, and handling of feeds; in blending of rations for high animal performance; and in production of vaccines against major diseases.

Similar advances have occurred in the design and manufacture of machinery, some of which is particularly useful even on small farms

which still exist in large numbers in most countries. Included are tractors, implements, pumps, and spray and dusting equipment for application of pesticides.

Techniques have been developed for the supply of hybrid seed of some crops, and of clean, pure seed of nearly all crops, largely as a result of research and development work by industry.

Availability of credit usually is essential to assure that farmers have access to needed purchased inputs. During the last quarter century the world's banking system has grown. Some nations have established networks of rural credit banks, supported by state or national financial institutions. These national networks are, in turn, backed up by common market banks and by large international institutions - the International Bank for Reconstruction and Development (World Bank), the Inter-American Development Bank, the Asian Development Bank, and the African Development Bank.

The growth of industries has made it possible for many of these factors of production to become accessible to the less developed countries whose development will depend on reliable availability of high-quality inputs.

These and other advances contribute to the present-day prospects that agricultural and rural development can be accelerated if nations are willing to make the necessary investments of human and financial resources in well-designed programs. Moreover, nations are learning that the returns to such investments can be quite high in many aspects - economic, social, and political.

Funds are Becoming Available

A number of nations now seeking assistance are prepared, themselves, to finance expanded agricultural or rural development efforts. Some already are making such investments on a substantial scale but seek help in reorienting their programs to achieve greater or more rapid payoff. Those requiring sustained and substantial technical and financial assistance are demonstrating an increased willingness to seek loans for such purposes, as they do for industrial development, for roads or railroads, for irrigation projects or other purposes. And, more loan funds for such purposes are becoming available.

The World Bank has announced its intention to increase its lending in agriculture to \$4.4 billion during 1974-78, up from \$3.1 billion in 1969-73. The Bank estimates that it will fund up to 350 projects in agriculture and rural development during the current period. The UNDP remains a strong supporter of agricultural and rural development, primarily by providing funds for programs implemented by FAO or other United Nations bodies.

A number of other bilateral assistance agencies, international banks, or assistance organizations have strengthened or are expanding efforts to increase agricultural productivity with special attention to small farmers, and otherwise to accelerate rural development.

There are indications that some smaller foundations, charitable organizations, corporations, or even individuals would be willing to contribute funds for specific efforts to increase food production or promote rural development where urgently needed.

Availability of funds appears to be a lesser problem than that of identifying institutions or individuals capable and willing to implement programs or projects. However, the true test of that proposition will occur only if organizations such as the IADS are created; the demand or lack of demand for their services would be the obvious indicator.

Proposed Activities

The primary purpose of the IADS will be to assist institutions of individual countries to design, organize, strengthen and/or implement their own programs to increase agricultural output, to raise incomes of large numbers of rural people - with particular emphasis on farmers with smaller landholdings - and otherwise to promote rural development in line with national goals. Emphasis will be on (a) widespread improvements in income of poorer people; (b) rapidity of progress in meeting production or farmer-participation goals; (c) full utilization of available developing-country manpower, institutions, and resources; (d) in-country training of personnel; (e) prompt introduction and exploitation of scientific, technical or other advances wherever they occur; and (f) arrangements for utilization of the full range of available external resources which the nation wishes to employ in pursuit of its goals. Initial concentration of the IADS will be on intensification of crop and animal production.

All activities of the IADS - direct support, research, training, and information exchange, and enhancement of cooperation - will be expected to contribute to fulfillment of the primary purpose stated above.

Direct Support to Nations

The IADS will expect to assist nations with design, organization, strengthening and/or implementation of activities such as the following:

1. Analyses of Development Opportunities. The IADS will be prepared to participate in identification of alternative approaches to development of a nation's agriculture and the promotion of prosperity in rural areas. This may include determination of potentials for increased productivity and profitability of specific crops or animal species in specific regions, in some cases through field tests, and the establishment of realistic goals against which progress could be measured. Usually, the IADS would not expect to assume responsibility for full-scale sector analyses as international banks and some other assistance agencies offer such services. The IADS might participate, however, if its professional expertise would seem helpful, and particularly if the IADS might be involved in helping to implement any programs emanating from such work.

2. Commodity Production Programs. These 7-10 year action programs should be based on successful experiences of several nations in creating cooperative arrangements by which all relevant planning, research, input supply, and extension organizations are enabled to work in concert toward clearly stated national production or farmer-participation goals for each important commodity included.

Program plans would be in line with national goals and would be for consideration by national authorities. Implementation could be by the nation concerned - with or without support by international banks, other assistance agencies, outside business interests, or the IADS. Plans would be supplemented by recommendations or suggestions regarding outside

organizations which might be interested in assisting in national efforts. The IADS could, if requested, assist in preparing proposals for loans or grants for submission to technical assistance or lending agencies. The IADS would be prepared to consider assisting with implementation of actions it recommends.

3. National Agricultural Research and Training Programs. Such long-range (7 to 10 year) action programs would embrace (a) the establishment of goals, (b) organization of interdisciplinary research groups as indicated, (c) establishment of experiment stations and substations, with necessary laboratories, (d) the usually neglected on-farm experimentation in each important locality, and (e) arrangements for full involvement of the research establishment in national efforts to increase output and farm incomes, especially involving small farms.

The research establishment should be expected to train local personnel in substantial numbers - from potential research scientists to farm-level production specialists. This in-service training should be supplemented by specialized training of national personnel at international research institutes, or work toward higher academic degrees at appropriate universities. The IADS would expect, if called upon, to assist with development of such programs, especially if IADS recommendations were to be implemented.

4. Agricultural or Rural Development Programs in Defined Areas. These 5-10 year action programs would be intended to increase crop and animal yields, incomes, and standards of living of rural dwellers in defined regions, including command areas of irrigation systems to be built or renovated, or other specific agricultural areas. Such programs must

be initiated by and involve relevant government agencies. The approach would be based on techniques such as those used in the Puebla Project in Mexico, the "Masagana 99" program in the Philippines, and other such experimental activities in accelerated production and development. Projects generally would be based on a technical and economic one- or two-year feasibility study to allow potentials to be determined, problems to be defined, goals to be established, and some personnel to be trained. Such efforts in defined rural areas have particular utility since (a) baseline data on the community can be obtained at the outset, and subsequent changes measured, (b) the full range of technical, organizational, and social problems must be confronted, (c) errors in approach can be identified and remedied relatively easily, with minimum adverse impact on large numbers of people, and (d) farm-level technicians can be given superior training.

5. Fertilizer and Agricultural Chemicals: Supply and Use. The IADS, if involved with nations in comprehensive crop and animal production efforts such as those outlined earlier, also would be prepared to assist with arrangements for (a) analyses of potentials for in-country fertilizer and pesticide production, (b) exterior purchase, and (c) feasibility studies of possible improvements in distribution, pricing, and utilization, especially to small farmers. Usually, the IADS would suggest terms of reference for such analyses or studies and names of individuals, agencies, or firms capable of doing credible work. Normally, IADS suggestions could be useful, and presented to national authorities with confidence, only if the IADS were quite familiar with the nation's agriculture and of prospects for future requirements of such products.

6. Seed Production, Certification, Distribution Systems. High quality seed of superior varieties is a prerequisite for any successful program to increase yields and profitability of farm crops, yet expenditure for seed represents only a small fraction of a farmer's investment. The IADS will be prepared to assist nations to find ways to provide farmers with adequate supplies of seed of high quality; this could involve help with production technology, organization of or linkages with seed companies in the private sector (for selected crops), arrangements for basic seed production and certification programs, preparation of improved seed laws, the training of personnel, and the establishment of necessary facilities.

7. Development of Irrigation System Command Areas. Many large irrigation systems have been constructed but have failed to provide projected increases in agricultural productivity. The IADS would be prepared to become involved in a nation's attempts to increase productivity in irrigation system command areas, with particular concern for elaboration of final systems of small canals or other means for delivery of water to farms when needed, development of cropping systems, land leveling, and drainage. The IADS would not become involved in major construction activities, but would be prepared to participate in a limited number of initial feasibility studies; i.e., to begin feasibility and design work on farm-level activities at the same time this is begun for major engineering works. It often takes as long to develop farm-level cropping and water distribution systems as it does to design and build the major dams and canals. Such farm-level work would involve baseline studies

as in "4" above, detailed land surveys, testing of cropping systems in pilot areas, plans for final networks in the water delivery system, and plans for necessary land shaping - all based on the proposed landholding system.

8. Provision of Long-Term Leaders. One of the problems facing many nations and the assistance agencies which would help them, is to obtain the services of highly qualified leaders for the relatively long periods of time they may be needed for implementation of important programs in developing countries. The IADS would, on occasion, attempt to assist by serving as the employer of especially competent persons, yet arranging for them to be solely responsible to the national institutions they serve. In this way, the professional person would have a base in - and be back-stopped by - a professional organization and have a means to continue to build retirement credits and to be covered by insurance, yet be enabled to work for and report to authorities where assigned for the duration of the appointment. Such a system has been tested for several years by The Rockefeller Foundation and has been found workable.

9. Strengthening of Colleges, Schools of Agriculture. The higher educational institutions in agriculture are important resources in any nation's strategy to promote development. Often they have concentrations of talent in which substantial investments have been made. Yet, some colleges and schools are characterized by one or more of the following weaknesses:

- a. Students predominantly are from cities or subsistence farms and do not have experience in field management of crops or animals for high productivity. Nor do they get such experience at the college or school. They may graduate with an education but no accompanying skills; they consequently lack confidence in facing farmers or farm problems. Such graduates are as ineffective as would be medical doctors without internships.
- b. Faculty members, perhaps educated to the doctoral level, also lack skills or field experience. Consequently, they confine themselves to classroom teaching, or to research based on the literature or laboratory work - often an extension of studies initiated in graduate school. They are ill-equipped to transmit skills to students via joint involvement in field research. Lack of dynamic, purposeful field research at colleges of agriculture may be the result of lack of competence - and lack of confidence - of the faculty to undertake such endeavors.
- c. The college or school, even though it is active in research, is not involved substantially in the nation's efforts to accelerate agricultural production or rural development. Experiment stations are often ill-maintained and underutilized. Or experiment stations may be good, but there is little experimentation at the farm level.

- d. The colleges or schools may be in a ministry other than agriculture and for administrative reasons essentially out of touch with the mainstream of a nation's agricultural activity. (Being in a separate ministry is not bad; being out of touch with agricultural development is a serious weakness.)

A number of major universities have had extensive experience in assisting with establishment or strengthening of educational institutions in other countries. These experienced universities should continue to be a primary source of such assistance.

The IADS will consider cooperating in development of colleges or schools of agriculture if the goals include (a) preparation of students who on graduation not only are well educated but are highly skilled in agricultural (field) techniques; (b) involvement of faculty in research and training in close cooperation with action agencies, requiring an upgrading of skills and confidence of faculty; (c) development of active, purposeful research and testing programs on well-run experiment stations; (d) preparation of teaching materials appropriately based on the nation's resources, experience, and needs; and (e) involvement of the institution in farm-level research, at least in a defined region, as a contribution toward goals (a) through (d).

Colleges of agriculture should be among the leading forces in a nation's effort to spur agricultural or rural development. They also can play more important roles in agricultural or rural development, particularly by imparting more skills to students, by serving as "substations"

in the national research and training network, and by devising and testing crop and animal production systems for their localities. Where there is a clear national interest in creating such institutions, the IADS may be able to help.

Strengthening of colleges or schools normally will require programs of at least 7 to 10 years.

Supporting Activities

In further support of national programs in which it cooperates, the IADS would consider offering services of the following types:

1. Arrange for specialists to work with national organizations in preparing long- or short-range, nationwide, regional or specific project proposals for submission by national authorities to lending or technical assistance agencies or for implementation by national agencies without outside help.
2. Provide leaders or specialists for assignment to national programs or projects - for the minimum time necessary in each case to allow nationals to be trained to take over such responsibilities. However, such IADS personnel would expect to remain on assignment in nations for a number of years if that were considered desirable by national authorities, by agencies providing funds, and by the IADS. Such personnel would be provided only on request, subject to approval by the IADS board and arrangements for appropriate funding.

As a general rule, the IADS would seek to accomplish its tasks in the shortest possible time, on the theory that the earlier responsibilities

could be transferred to nationals, the more successful the IADS support would be.

3. Arrange training opportunities, tailored to the nation's needs, for national personnel at any level, using training programs at existing institutions wherever possible, but supplementing them with IADS training activities when suitable alternatives are not available. Emphasis would be placed on (a) in-service and in-place training of nationals in research or production programs; (b) intensive crop or animal production training, also as part of national programs; (c) training as part of agricultural production or rural development campaigns in defined geographical areas; (d) training of specialists at the international agricultural research centers or at appropriate universities or national centers outside the country; and (e) seminars or conferences, arranged to meet specific needs of personnel of national agencies and institutions.

4. Arrange necessary supporting logistical services for national programs, including imports of equipment and supplies from sources preferred by the nations assisted.

5. Provide access to a worldwide, relatively mobile corps of experts of various types who are prepared to respond, if possible, to requests for emergency or short-term, specialized assistance.

6. Provide timely information on technological, organizational, or policy matters of interest.

Research, Training, and Information Exchange

In recent decades, a substantial amount of useful experience has been amassed by national institutions of the developing countries and by the

many organizations, public and private, which have been established to assist them. Still, most organizations offering assistance are constrained by political, economic, ideological or operational factors to particular lines of work or particular approaches to particular problems of the less developed countries. Reportedly, from the point of view of these nations, the resulting mix of available assistance often is neither complete nor tailored to their particular needs. The IADS would seek to contribute to alleviation of this situation (a) by providing opportunities for authorities of developing countries to identify their individual and collective needs in a relatively apolitical forum on a continuing basis, and (b) by identifying ways in which the required talent and financial resources could be marshaled to meet the more urgent needs.

The IADS would be guided in these activities by an international technical advisory board comprising knowledgeable individuals of developing countries and by such other groups of specialists as might be asked from time to time to consider problems and offer recommendations.

Among the areas expected to receive early attention are the following:

Strategies of national agricultural and rural development. There appears to be a need for both research and the synthesis of information on many facets of the development process, on alternative means of organizing institutions, on most crop and animal species and on specific approaches to solution of agricultural or rural development problems. Obviously much has been written on such subjects, but seldom is information organized and presented in ways which it would be of maximum value to decision makers, many of whom are nonspecialists. The IADS would

be prepared to assist in organizing efforts to fill such gaps in knowledge or materials in a systematic way.

Training of managerial, scientific, and technical personnel. Needs for training of personnel of national institutions seem to fall into at least three major categories. These should be explored with knowledgeable people of the countries concerned to determine priorities and scale of requirements, and suitable approaches which could be employed to satisfy them.

First, large numbers of persons must be educated to the bachelor's level or its equivalent. Those in agriculture must become skilled in management of crops, animals, and soils for high productivity. Because of the large numbers of people required, the education must largely be provided through national colleges and universities. Some of the skills also can be taught at schools and colleges, and much can be acquired by personnel while actually involved in field aspects of crop or animal production programs. The IADS would urge heavy emphasis on such training in all national programs.

Second, more personnel of national institutions must receive opportunities for specialized, advanced degree training at universities outside their home countries. Especially is this true for smaller countries with limited professional educational capabilities, or larger countries which only recently have begun to build their agricultural institutions. Should a review of the subject indicate that expanded opportunities of particular types are needed, the IADS would attempt to find ways to provide them, at least in part.

Third, there appears to be an urgent need for short-term advanced training of personnel already in positions of responsibility. There is a

shortage of persons who can direct major research or development programs - who have a comprehensive understanding of agricultural systems as well as managerial skills. One approach would be to arrange intensive courses or clinics at which individuals from national or international agencies could in four to eight weeks obtain a reasonably comprehensive grasp of agricultural systems by interaction with specialists in diverse aspects of the development process. The IADS will explore ways in which such intensive management training could be organized and financed.

Information exchange. There are many outlets for publication of results of scientific research wherever it is done. Much that is written, however, seemingly is intended for the specialist rather than for the decision maker with broader interests.

There appear to be few reports of advances in technology, of innovations in organization of institutions, of case studies of agricultural production or small-farmer programs, of improvement in systems of management - designed for those responsible for major components of national efforts. Needs for such case studies should be explored with developing country personnel to determine if new initiatives are warranted and, if so, priorities should be established. The IADS would be prepared to assist in arranging for preparation of such case studies and for their publication in desired languages.

More rapid and systematic exchange of information on availability of new crop varieties, on crop or animal disease and pest control measures, on new management techniques, and on other aspects of agricultural or rural development should be considered. The utility of an interdisciplinary journal of agricultural and rural development should be determined.

Facilitating Cooperation in Assistance Efforts

To the extent desired by others, the IADS would be prepared to use its flexibility, resources, and contacts to permit assistance agencies and organizations to work in greater concert in support of individual nations. During the past decade, cooperation among organizations has intensified substantially. This particularly is true regarding support of the international agricultural research institutes. The relatively easy working relationships among members of the Consultative Group on International Agricultural Research seemingly are resulting in increased cooperation in support of individual nations, but still greater integration of efforts might be useful. The IADS might, on request, seek ways in which assistance organizations and nations to be assisted might cooperate more closely.

There are many significant networks of cooperative developmental activity including those associated with the major assistance agencies such as FAO and UNDP, the international banks, bilateral assistance agencies, universities, international institutes, and private organizations. Closer linkage of activities of these major systems is being sought and the IADS would be prepared to participate in any useful and feasible way. Major opportunities may exist to forge closer ties among systems where language barriers exist.

It is hoped that increasing numbers of foundations, corporations, and individuals can be enabled to contribute to efforts to improve agricultural productivity and standards of living in the poorer countries. The IADS will be prepared to facilitate such contributions either to the IADS or directly to programs in developing countries.

Of special importance are the new and growing opportunities for institutions and individuals of developing countries to assist each other. Increasingly, advances and experiences of such countries have particular relevance to others facing similar problems, with comparable limitations on resources, and in similar climates. For this reason, the IADS expects to explore with authorities of these countries the opportunities for more direct cooperation among them, and to assist in facilitating such mutual assistance wherever desirable and feasible.

Implementation

At the request of a developing country, the IADS would provide specialists to assist national personnel to diagnose needs and recommend actions to hasten agricultural or rural development. After a plan of action had been decided upon, the IADS, if requested, might assist the nation in identifying alternative ways and means to implement that plan. It might, if requested, also agree to station a qualified and acceptable individual or team in the country to participate in the implementation of the plan. In most cases, the IADS would retain the right to ask its staff members on field assignments to spend up to eight weeks per year as consultants to other countries or assistance agencies, or to assist with IADS studies. This would permit the staff to grow in competence and keep abreast of new developments, and to contribute their expertise to activities of the IADS professional groups.

Organization

The IADS could be incorporated in the state of New York and could have headquarters initially in space provided by The Rockefeller Foundation in its offices at 1133 Avenue of the Americas, New York City 10036. It would be organized as an autonomous, nonprofit, self-supporting, apolitical technical assistance institution governed by a self-perpetuating board of trustees comprising up to fifteen eminent authorities on agricultural and rural development.

The International Technical Advisory Board

The IADS must focus its efforts to meet the most urgent needs of the developing countries. For this orientation to occur and to be maintained, it will be important that IADS goals, activities, and practices be considered and approved on a continuing basis by respected individuals from countries representative of those with which the IADS might cooperate. To meet this need, an International Technical Advisory Board, comprising knowledgeable persons of developing countries, will be created and chaired by one of its members.

Individuals will be chosen on the basis of their personal qualifications and would be asked to serve as individuals rather than as representatives of governments. The president of the IADS would be a member, ex-officio. Because of the frequent interactions between the IADS and the international agricultural research institutes, it is proposed that some individuals responsible for institute research or outreach also be invited to serve on the advisory board.

Staffing

The IADS will be embarking on a new approach to the problem of assisting the less developed countries with agricultural and rural development. The new approach involves an attempt to combine a high degree of professionalism with flexibility of operations, speed of accomplishment of objectives tempered by a willingness to become involved in longer range cooperative efforts with nations, and a minimum of bureaucracy. It will recruit an international staff, as needed.

In selection of staff, the IADS will be more concerned with the person's ability to handle field assignments effectively than with the degree held. It will not require that all staff hold the Ph.D. or even a Master's degree, but many probably will. Competence, field experience, dedication, and ability to work smoothly and effectively with host organizations should be prime requisites for employment with the IADS - along with proficiency in languages required for particular assignments.

The IADS would be organized on a functional rather than a disciplinary basis, having groups capable of dealing with particular phases of the development process of countries with which it cooperates. Each group would be headed by a full-time specialist on the staff of IADS, supplemented by a number of full-time associates (some stationed in the field) or part-time consultants, depending on needs. This would assure that major recommendations by the IADS to any nation would first be reviewed by a panel of authorities on the subject, hopefully minimizing errors of individual judgment, and protecting to some extent the interests of each country assisted.

The resources of the IADS might eventually include the following functional groups:

1. An economic policy group to assist national governments in arranging for evaluation of their agricultural development needs, establishment of priorities, and assembly of necessary manpower and economic resources. It would work closely with agencies dealing with the total economy of a given country. It would have to be aware of international factors and be acutely conscious of interests in a global situation of nations being assisted. All units of the IADS would so orient their efforts, but the economic planning group would particularly be required to function as an agent of each country concerned.

2. A crop production group would assist national agencies to organize efforts to achieve established goals in output of field or other crops. Emphasis would be on basic food production, but fiber and other nonfood products would receive attention according to the nation's needs and wishes.

This group would not undertake activities which one of the international centers (or another organization) could do better. In fact, it would promote arrangements by which nations could avail themselves of other resources. One of its most important functions might be to assist a country in developing an integrated program using the output of several centers as well as other sources of information, materials or expertise in the developed or developing countries.

3. An animal production group would assist with sound livestock programs. Emphasis would be on ruminant animals with their obvious

advantages in forage, pasture, and feed utilization. However, the needs of a particular national economy would necessarily receive prime consideration. The higher food conversion ratios of swine and poultry, their more rapid turnover, and their adaptation to smaller-size operations would require that they receive attention.

4. A fertilizers group would arrange for specialists to assist countries in matters of national fertilizer requirements, policies, development of manufacturing facilities, imports, and pricing. This unit primarily will draw upon outside consultants, and seek to direct nations to credible organizations such as TVA or FAO whenever possible rather than to undertake activities which such organizations are better able to handle.

5. An irrigation and land development group would assist in the analysis of irrigation and drainage potentials and pitfalls. Outside expertise would be drawn upon heavily. Emphasis would be on facilities and water use at the farm level, on farming systems which make most efficient use of water resources, on land forming, and on the large training job needed to replace traditional dryland farming with intensive irrigated agriculture.

6. A seed production and supply group to assist in all aspects of production, certification, legislation or regulation, and organization of quality private seed firms, and to assure that new varieties of any crop produced anywhere get into test wherever they might be useful.

7. An agricultural education group to assist in development of colleges and schools of agriculture, and in incorporating into all programs latest techniques of formal or nonformal education and training.

8. The communication group, in cooperation with other units, would assist interested countries in the development and use of strategies for attaining rapid adoption of the technological systems most indicated for acceleration of production on farms of all sizes. It would have to be particularly innovative in helping develop and in documenting means of reaching the large number of semicommercial or subsistence farmers found in most developing countries. The communication group also would undertake regular reporting on agricultural development activities of probable interest to other nations. It would organize international conferences and workshops and generally use the communications media to enhance development activities.

At the outset the organization of staff will be kept quite simple. Operating under the Board, which should have a chairman, and possibly a vice-chairman, there may be:

Headquarters Group

| | |
|-------------------|---|
| President | Chief operating officer |
| Vice presidents | As needed, if growth requires them |
| Executive officer | Responsible for staff, business affairs |
| Controller | Responsible for accounts |
| Treasurer | Responsible for management of funds |
| Secretary | Responsible for corporate affairs |

Professional Groups

| | |
|-----------------|--|
| Representatives | Persons who (a) negotiate major agreements, contracts, or studies, or (b) head field teams. May be employed full or part time. |
| Specialists | Full-time authorities in the several fields of expertise. |

| | |
|-------------|---|
| Associates | Persons who work part time for IADS on a regular basis or new full-time employees whose inexperience does not warrant designation as "specialists." |
| Consultants | Individuals on an <u>ad hoc</u> assignment of a few days or a few weeks. |

The number of Representatives, Specialists, and Associates will depend upon the volume of work which the IADS undertakes. Arrangements for their employment by the IADS generally will be made only as suitable assignments for them develop.

These titles are suggested because they probably would best convey to authorities of nations assisted the roles of the IADS staff they encounter - a more important consideration from the standpoint of the IADS purpose than conventional titles in academia.

The titles of "Representative," "Specialist," or "Associate" will not denote differences in level of professional accomplishment. Levels of remuneration would be based on competence and productivity, not title held.

Staff of the IADS will not have tenure. Some individuals of high competence undertaking longer term assignments will be offered open-ended career opportunities with the IADS, while others will be offered employment for specific periods of time. The IADS, however, will attempt to engage the services only of persons of highest caliber who hopefully can devote many years to assistance to developing countries. The IADS will expect to build a cadre of career employees chosen without regard to nationality who would continue to grow in competence and effectiveness.

It is expected that this initial arrangement will allow greatest flexibility of operation in organizing teams for any purpose and will at least delay the emergence of a costly and bureaucratic superstructure.

Secondment of Personnel to IADS

It is envisaged that from time to time other organizations may be willing to assign personnel to the IADS and to pay their salaries and expenses. The purpose might be to establish liaison with IADS activities, or to provide a person who could contribute in a useful way to the common mission of assistance to developing countries. When mutually advantageous, such cooperative arrangements will be welcomed by the IADS.

Style of Operations

Several features of the IADS style of operation should be established at the outset. Among them are:

1. It is to be a service organization first and foremost, seeking to assist developing countries to achieve their goals, subject only to the IADS agreement that approaches are sound and that host country policies are conducive to success of programs.

2. In developing countries, the IADS must operate in a relatively quiet way. Its field staff will work for developing country agencies, reporting to their authorities. Consequently, there will be no IADS offices in countries assisted. Should it occur that the IADS needs regional representatives, these will be individuals on full-time assignment to individual countries in the regions and who will assume regional responsibilities as secondary tasks.

3. Although contracted IADS assistance cannot be inexpensive if it is to employ superior personnel, the IADS will seek to keep costs to developing countries or financing agencies reasonably low. It will do this in several ways:

- a. It will seek and recommend ways by which the country concerned can accomplish its objectives with a minimum of outside assistance from the IADS or others.
- b. It will seek to employ only well-qualified personnel who are most likely to make maximum contributions in minimum time.
- c. When the IADS personnel are assigned to developing country institutions, efforts will be made to minimize the time in residence by speeding in every reasonable way the training of local successors.

4. The IADS must not seek to build an empire, but must view its own objective as assisting nations to meet their needs in whatever combination of ways is most sensible and advantageous for the nation. Whenever appropriate, the IADS will promote direct relationships between nations and international centers, or between nations and developed country agencies or universities, or between institutions of developing countries. It will assist, if asked and if it can, in preparation of country proposals to lending and technical assistance agencies, then join others of the country concerned in negotiating such assistance - from the nation's side of the table. The IADS staff members must draw

their satisfaction from the magnitude of the nation's progress, not from the extent of IADS involvement.

5. The IADS staff must represent no agency or organization other than the IADS or the country organizations being assisted. Each nation's authorities must believe they can trust the IADS staff - with privileged information when necessary for program implementation.

6. The IADS must not seek credit or publicity for its activities in developing countries, but must work in support of the organizations it assists. Most will be public sector agencies who must depend upon public support for their continuing success. Credit for progress must go to them.

7. The IADS must have three major principles in mind in all activities it undertakes.

First, the IADS is to be production-oriented, farm-level progress-oriented; it normally will not undertake assignments unless they have clear-cut production or rural development goals against which progress can be measured. It should not become involved in "institution building" programs unless the institutions are to be directly and seriously engaged in development of the country.

Second, the IADS staff members are to be heavily involved in training of personnel in country. Experienced personnel are too rare, and developing country needs too great, to allow talent to be squandered. The IADS decisions to undertake any assignment will depend very much on the magnitude of the training component, and the commitment of the nation to the support of such training.

Third, the IADS is to be a field-oriented organization, the staff of which are experienced field men. Most assignments will involve field duty primarily - agronomists, economists, engineers, cattlemen - who bring to their jobs scientific ability plus a preference for, and competence in, field rather than office work.

8. The IADS, in most cooperative activities, will not bring to its tasks a set remedy for the nation's problems. It will attempt to provide talent which the nation needs. Then the IADS will seek to learn along with associated national personnel the most effective ways in which the nation can reach its stated goals. The IADS personnel will be co-workers toward those common goals.

9. The IADS must be highly selective in its commitments. Its ability to respond to requests will be quite limited, at least in initial years. It should accept only those assignments which it probably can do well, which are of longer duration, involving major development goals, requiring a minimum of head-office supervision. The IADS should avoid commitments to a large number of smaller projects of short duration.

10. The IADS will seek to work in close support of other organizations in the agricultural or rural development field, assisting whenever feasible to make the programs of already existing national and international agencies as effective as possible. For this reason, it is envisaged that the IADS Board would include individuals knowledgeable about interests of the international banks, technical assistance agencies, and the international agricultural research institutes, as well as of interests of the developing nations. The Board should be so structured that it would cause the IADS

to operate truly in support of other efforts, and to undertake operations only when to do so would clearly be in the interests of the country to be assisted.

Funding

As a nonprofit organization, the IADS will provide its services at cost, such cost to include direct IADS expenditures on a project or activity plus a fair share of administrative costs involved, all to be included in budgets on which agreement among parties would be required. The IADS will be prepared to accept funds and assume responsibilities for work under several different arrangements, among them being:

Contracts. Negotiated arrangements under which the IADS would agree to supply stipulated services for particular programs of work over specified periods of time at an agreed upon cost. It could as prime contractor assist in arranging for involvement of other organizations. Normally, the IADS would expect funds for work to be made available to it for reasonable forward periods, rather than on a reimbursable basis, since it does not expect to have substantial amounts of working capital.

It is assumed that most major IADS commitments to assist individual countries will be financed by contracts.

The IADS would provide periodic reports as agreed upon, as well as audited statements of receipts and expenditures. The IADS will require that contract specifications be kept as simple as is reasonably possible to allow flexibility and efficiency of operations.

Grants. The IADS would consider undertaking requested work on a grant basis. Also, the IADS will seek grants for specific activities which its International Technical Advisory Board considers to be important to reinforce services to the poorer countries; among these might be (a) fellowships to enable individuals of less developed countries to be trained at universities or international centers, (b) support of studies or analyses related directly to national agricultural or rural development problems of poorer countries, (c) awards to individuals rendering outstanding service to developing countries, (d) support of conferences, symposia, or training programs for developing country personnel, (e) preparation of books or handbooks, or translations of materials of importance to developing countries, or (f) research projects to be undertaken by the IADS on its own behalf or for others.

Grants for the above or other purposes might be from bilateral or international agencies, foundations, or corporations.

Contributions. The IADS would be pleased to receive materials or cash contributions toward its work from corporations, individuals or others. It would accept contributions for specific purposes when the amount and restrictions on use of the contribution would not present undue difficulties of administration.

Whenever feasible the donors' contributions to a particular activity would be acknowledged in appropriate ways.

Implementation

It can be visualized that the IADS could, were there great demand for its services, operate best from its own headquarters facilities where it would have a full range of full-time IADS administrative and technical staff. However, there is no assurance at this time that the IADS would develop such a volume of work. This might result either from lack of demand for such technical services, from a failure of the IADS to merit or respond to requests, or a combination of the two. Moreover, two or three years would be required to obtain facilities, recruit and organize staff, and make other arrangements in preparation for the first anticipated assignments. If its services are to be needed at all, they will be needed quickly. A different approach appears to have a number of advantages, and fewest disadvantages.

The IADS can be organized immediately, with some initial staff plus space and supporting services, as needed, being provided by The Rockefeller Foundation, which would absorb development costs until the IADS became operational. Thereafter, upon mutual agreement, the Foundation would provide at cost those Foundation personnel and services required by IADS to fulfill commitments for work covered by contracts or grants. The IADS would operate out of Rockefeller Foundation office space at 1133 Avenue of the Americas, New York City, where it could use the full range of Foundation services, at least during its initial years. This option offers the following advantages to the IADS:

1. It can become operational quickly. It expects to be incorporated and to have tax clearance by mid-1975.

2. Some professional and scientific staff will be made available by The Rockefeller Foundation to the IADS to allow work to be initiated without delay - as soon as formalities of incorporation and tax clearance are completed. Some Foundation staff will serve the IADS part time, as needed. As work under contracts or grants begins, the IADS will expect to employ additional qualified people, regardless of nationality, for assignment wherever needed.

3. The IADS probably will be able to utilize services of the Foundation's Fellowship Office, which has many years of worldwide experience in administering fellowships at universities or other institutions in many nations. Help from program officers in selection of study posts and even of the Fellowship Officers in follow-up visits to fellows at study posts can be arranged, if desired.

4. Other services (purchasing, personnel, travel, library information) can be provided, also on an "as needed, at cost" basis.

This arrangement immediately will provide the IADS with a full range of high quality supporting services, without a requirement that a new, untested administrative team be formed.

Since The Rockefeller Foundation expects to assume considerable responsibility for the success of the IADS, will absorb developmental costs, and will house the IADS, two or three members of The Rockefeller Foundation Board should be members of the initial IADS Board.

The IADS, as a separate corporate entity providing direct services to developing countries, will be distinct and separate in its operations from other program activities of The Rockefeller Foundation. The IADS

staff necessarily must be responsible only to the IADS Board and be in a position to negotiate and enter into agreements with The Rockefeller Foundation or other organizations as needed to implement the programs of work which the IADS undertakes.

This arrangement has the added advantage of allowing the IADS to be selective in the initial obligations it undertakes, since there would be no need to build up a large volume of contracts or grants simply to meet overhead expenses.

If the IADS services are found to be in great demand, and volume of work escalates rapidly in the early years, it may be desirable for the IADS to move to its own quarters, employ its own full-time staff, and become fully independent of The Rockefeller Foundation. An understanding regarding this possible eventuality should be reached by The Rockefeller Foundation and IADS boards at the outset, with provision for, say, two years' notice by either party of desire for the IADS to move to its own facilities.

Liaison with Donors

It will be important that one or more mechanisms be found to allow easy and effective two-way communication between the IADS and international or national assistance agencies, foundations, or others whose interests will from time to time coincide with those of the IADS.

One possible approach would be to consult authorities of each agency to determine if one or more individuals representing that organization might be identified to provide liaison with the IADS, such

individuals to meet as a group with the IADS when proposals for action not appropriate for the CGIAR so warrant, or a need exists for exchange of information.

It is visualized that this arrangement could enable consideration of proposals generated in several ways:

1. The International Technical Advisory Board, comprising knowledgeable persons from developing countries; will identify actions needed in support of developing-country programs. Proposals recommended by that Board would be brought before the liaison group for information and/or consideration for funding by one or a combination of donors - with or without IADS involvement.

2. Donor agencies may from time to time identify ways in which the IADS, with its flexibility, could with joint donor participation uniquely assist particular developing countries. The IADS would be prepared to consider such proposals which of course would be cleared with its advisory board and trustees.

3. Proposals for action may be generated from discussions among donor and IADS personnel, or the IADS may be asked to investigate needs for action and report back to the group.

A second advantage of the liaison group would be its ability to identify individuals in various countries whose expertise on particular subjects is complementary and who should be enabled to establish networks of informal or formal communication, take on joint tasks of benefit to all, or exchange information on specific topics through conferences, workshops, or symposia.

A third benefit would be to provide a forum in which the IADS activities could be examined for complementarity with those of other assistance organizations, avoiding unnecessary duplication and ensuring to the extent possible that maximum effectiveness and harmony of work occurs.

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Sterling Wortman

May 15, 1975