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Pregasi rammentare questo riferimento nella risposta

3003 Bern, 30th November 1976

Dr. Sterling Wortman  
President  
International Agricultural  
Development Services, IADS  
1133 Avenue of the Americas

New York, 10036

*Dear Sterling,*

As proposed at Bellagio, I send you herewith a copy of my report on the discussions we have had from 21 till 23 November. You will see from this report which of the issues seemed of particular interest to me and how I understood for my part the outcome of our talks.

I hope myself that the discussions were useful to IADS and the Rockefeller Foundation in getting a clearer view of the opportunities for such a new organization to strengthen the international efforts to encourage a greater production of food in countries where it is most needed.

At this occasion I want to thank you and John Pino of the Rockefeller Foundation again for the invitation to participate at the meeting in the lovely place you have at Bellagio.

I thank you also for the copy of the most interesting September issue of the "Scientific American" which you had kindly sent to our office. If it would be possible to have 3 more copies of this issue, I should be most thankful.

With my best wishes,

Sincerely yours,

SWISS TECHNICAL COOPERATION  
p.o.

*Rolf Wilhelm*

Encl.: 1 copy of my report

(R. Wilhelm)



Report on the Bellagio Meeting  
on Accelerating Food Production

"New Approaches to Technical Assistance in Accelerating Agricultural Development" was the title of a conference organized at Bellagio at the Study Center of the Rockefeller Foundation from November 21 to 23. The participants were members of the CGIAR-group. They were asked their opinion on possibilities to accelerate food production and rural development and the possible role of IADS (International Agricultural Development Services, the advisory organization created one year ago by the Rockefeller Foundation) therein. Is there a role for IADS in the concert of existing organizations and if so, what activities are the most urgent to carry out?

How the promoters from the Rockefeller Foundation see it:  
what should IADS be?

IADS should help to accelerate food production. It should do this by making production profitable for family-operated farms and in this way increase the income in the rural areas. Its approach would be commodity orientied (rice, wheat, corn, etc). But it could also take up area development problems, using the approach of the Puebla project. It would, however, only act upon the explicit request of the government of a developing country.

IADS is a non-profit, professional, non-political organization. It should rely upon a highly qualified personnel and be able to act rapidly and in a flexible way. This personnel would be recruited on an international level. IADS would try to find (mostly through personal connections) the experts most suitable to handle a specific task. IADS should not carry out tasks which other organizations (international or bilateral or private) could do. If professionally trained people in a developing country can do the work, IADS personnel would not be necessary.

In order to make available the qualified personnel required for such services, people must be offered a professional career in this field of agricultural development (just as a career is offered in the International Centers for Agricultural Research, where a selection can be made on a broad basis). This expert staff would need a professional home. IADS would provide this.



What are the priorities?

Is there a place for an organization like IADS (or a similar one), and if so, where? Where are the bottlenecks which block the very much needed increase in production? Is it the insufficient identification and preparation of agricultural and food production projects which needs to be overcome in the first place? Or is it the lack of experienced personnel to implement the projects? Or is the training of personnel for national agencies in developing countries inadequate because it is either too general or too sharply limited to one narrow technical subject matter while a real need exists for a suitable kind of management training? Or would a type of mini-consultative group for the agricultural sector of a country give a better pay-off for all the investments already made in this sector? Should one concentrate in the first place on strengthening national research institutions and work from there downstream into production? Will a "systems approach" work better, where research, extension, provision of inputs, credit, production, marketing, storage are bound together in a single integrated project or programme?

In conclusion: How can the production of food be speeded up most effectively?

How the members of the CGIAR see it:

It is clear that the success story of the International Agricultural Research Centers cannot easily be repeated on the national level. Many domestic problems are involved here. But work on a sort of integrated system for food production for an individual country might still have the best chance to achieve the desired objectives.

Strengthening national research is a long-time condition for making the best use of the work of the International Agricultural Research Centers. The CGIAR should not handle these aspects also and thereby spread its resources too widely. There might be a useful and necessary place for an organization like IADS to work in the improvement of national research (in countries where its services are requested) and go from there downstream into the practical problems of production. Most likely such work would be grouped by commodities, a field where the agricultural specialists of the Rockefeller Foundation have the largest experience. IADS would probably have in this field the greatest comparative advantage, compared with other organizations.

Qualified personnel applied to these tasks from national research downward to production could probably have the greatest positive effect. Scarce personnel in this field might be best used - in the opinion of the representative of the World Bank - to implement such projects. Identification and preparation of projects should also be increased but good implementation of already on-going projects is even more important. Price and marketing problems will also have to be solved.



Identification and preparation could also be done on a basis of joint collaboration between interested agencies, such as the example mentioned by the representative of the IDB for Central America, where IDB, World Bank and USAID cooperated. For well-prepared projects which can be financed later on by the development banks, retroactive financing is often available.

A strength of an organization like IADS is its quality to provide sound expertise to governments without being constrained to look constantly for contracts to cover its operational costs. To be able to take such a position, a sufficient basis in grant funds is necessary. The management fee of 15 % on total costs was considered insufficient in the absence of enough grant funds.

#### How should one continue?

The participants from donor agencies at the conference were of the opinion that there was definitely a place for an organization like IADS in the field of international development assistance in the agricultural sector.

The participants could also see a use for IADS to be employed on a contractual basis (as is already done by USAID in Nepal for wheat, corn and rice, whereby IADS handles the entire programme instead of the 2 International Centers IRRI and CIMMYT separately, or as in the case of the World Bank in Indonesia in situations where IADS has a comparative advantage to other organizations). Such contracts work should be possible for most donor agencies.

In order to have a broader appeal to the international community, the international character of an organization like IADS would have to be considerably strengthened. An international board and the financing by the Rockefeller Foundation (and maybe in future also the Ford Foundation) and the use of international experts alone seemed not enough to give IADS a truly international character. Financing by grants on a broader basis seemed necessary also. And an operation under the umbrella of an international organization like the CGIAR would also be desirable. Besides the legal requirements (for example: who nominates the members of Board?) to become an international organization, also psychological provisions are important.

It seemed not impossible that IADS could operate as a sub-group under the CGIAR, similar to other associated institutes, such as the International Fertilizer Development Center (IFDC), IFPRI, the post-harvest group, or others; such a status would have to be studied with the secretariate of the CGIAR. It was pointed out that also WARDA, the West African Rice Development Association, had now a definite status within the CGIAR, even though the research aspects was limited and its objective was more the adaptation and application of research within the national agricultural production systems.



The implementation of a number of outreach programs of international centers within national research systems could be another objective which could facilitate a direct association with CGIAR.

To see how the proposed new approach of IADS would work out, some practical examples would be needed. One of them might well be Ecuador where cooperation might improve the efficiency of the national agencies, such as INIAP, the agencies of the Ministry of Agriculture and of the Banco de Fomento. An agreement with the Government of Ecuador was signed on September 2, 1976. For the moment work on rice and wheat is being studied. (It can be pointed out that the establishment of a longer term policy in Ecuador in the field of production of basic food would be of greatest importance also for the success of other bilateral and multilateral agencies operating in this country.) Other contacts between IADS and governments of developing countries might also develop to a state which could give guidance for a future expanded program.

Future work of IADS should be more sharply focused. A number of donors would also need concentration of IADS activities corresponding to their own policies, e.g. focus on the poorer countries.

#### The next steps

IADS will now consider the suggestions made at the conference. It will invite a group of delegates from developing countries to Bellagio to discuss the proposed approach. New proposals should be ready by April 25 to 29, 1977 when the German Foundation for Developing Countries is ready to host another meeting.

Parallel to this, contacts will be taken to the secretariat of the CGIAR. One should also further elaborate on the idea of a special consultative group on national research (and possibly national production programs) as a kind of "follow-up" and implementation of the results made available through the International Research Centers. Also, the relationship to the CGFPI should be studied.

In view of the urgency of the need for qualified professional staff to cooperate in expanded programs for food production, a special meeting concerning the career problems of agricultural experts should be convened in the near future, either by the CGIAR or the DAC. No bilateral agency has found yet a solution to this career problem on a larger scale.

(R. Wilh~~ä~~m)



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Denmark	DANIDA Amaliegade 7 1256 Copenhagen K
Finland	Department for International Development Co-operation, Ministry of Foreign Affairs Helsinki
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Italy	Ministère du Budget et de la Programmation Economique Rome  Direction Générale des Affaires Economiques, Ministère des Affaires Etrangères Farnesina Rome



Japan	Economic Co-operation Bureau, Ministry of Foreign Affairs Kasumigaseki, Chiyoda-Ku Tokyo  Japan International Co-operation Agency (JICA) Shinjuku-Mitsui Building 2-1 Nishi-Shinjuku Shinjuku-Ku Tokyo
Netherlands	Directorate General for International Co-operation, Ministerie van Buitenlandse Zaken Den Haag
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