

A/D/C

STATEMENT AND RESOLUTION OF THE
BOARD OF TRUSTEES OF THE
AGRICULTURAL DEVELOPMENT COUNCIL

December 15, 1983



AGRICULTURAL DEVELOPMENT COUNCIL



The Agricultural Development Council is a field-based organization which invests in human resources. Through its extensive educational activities, the Council is dedicated to developing broader awareness and expertise among the countries of South and Southeast Asia in their efforts to meet the major challenges of increased agricultural production and rural development—including the more equitable distribution of gains from development.

Its training, research, publications, and seminar programs are concentrated on the socio-economic issues accompanying these concerns. The Council's current priorities include:

*Irrigation and Water Management
Renewable Resources (land, water, forests)
Employment and Rural Labor Markets*

With an international staff and international sources of funding, the Council operates through a network of Associates stationed in Asian Countries.

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The potential exists to create an important new agricultural development institution through the merger of Winrock, IADS and A/D/C. The new organization could have the critical human mass to tackle difficult interdisciplinary problems in the development of food systems; the financial strength, stability, and flexibility to set its own agenda; and such capacity for outreach and communication that its field work and insights gained from home-based comparative analyses could have an immediate impact on development practice. Such a vision of the new organization's potential should not obscure some practical, but solvable, problems in bringing about the merger. In particular, A/D/C has traditionally carried on country-oriented programs designed around long-term resident Associates, usually based at universities or research organizations, with activities primarily aimed at human capital development through fellowship programs and collegial participation in local research and training networks. This

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A/D/C seeks to ensure the continued effectiveness of this style of operations in Asia (and to build similar capacities in Africa and Latin America) as well as to enhance its contribution to the overall developmental impact of Winrock International Institute. To do both things, two elements will be crucial in the new organization: (a) a concern for nurturing high quality rural social science analysis through the creation of research and teaching networks; and (b) an operating style that will permit the Associate to play the role of collaborator with indigenous research and training personnel, of facilitator of professional communication and growth, and of keen judge of individual potential for further academic development. The question for the A/D/C Board has been how to assure continuity of program quality and operating style while contributing to the synergistic interaction with Winrock and IADS that serves as the fundamental justification for the merger.

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The good will and thoughtful interaction that have characterized the merger negotiations indicate that this question can be answered in the interests of all three existing institutions as well as for the potential productivity of the new Institute. As the next step in these negotiations, the Board seeks clarification and assurances on four basic issues:

(1) The Search for CEO -- A wide and open search for the first CEO of Winrock International Institute is sought, both to establish the process for future appointments as well as to guarantee the best possible candidate for the most critical job in the organization at the most critical time in its history. The composition of the present Search Committee seems well suited to conducting such a search.

(2) A Strong Executive Committee -- Each organization brings an important perspective to the new Institute. The merger document shows how these perspectives are added together, but it does not demonstrate how the unique contributions of Winrock, IADS and A/D/C can influence the others to the benefit of all. In its initial configuration the Executive Committee of the Board should contain articulate spokesmen for the style and potential contributions of the merger partners.

(3) A Strong Program Committee -- Similarly, both continuity of existing programs for Winrock, IADS, and A/D/C as well as new opportunities for program and staff interaction within the merged organization will be essential. All have agreed that existing program contracts will be honored.

Beyond that, for the new Institute to provide the unique style and emphasis on sustained professional relationships that have characterized A/D/C's activities will require a forward-looking program commitment maintained over a period of years. Such a commitment can be most directly expressed by appropriate terms of reference and composition of the Program Committee, but expression in the new Institute's charter, Board, budget, and staffing will also be required.

(4) Financial Support from Unrestricted Income -- The October 28, 1983 draft merger document makes clear the importance of unrestricted income; it enables the new Institute to set its own agenda and to see beyond the immediate concerns of project funding to the longer-run issues of institution building and investment in human capital. In a budget squeeze these issues tend to be pushed aside. Consequently, to ensure that the full developmental potential of Winrock International Institute is realized, firm commitments of at least \$50 million in endowment will be essential. With the income generated from such an endowment, each of the merger partners will be able to focus on how to bring the best of its own unique program styles and substantive perspectives to the operations of the others. With sufficiently long planning horizons for program officers guaranteed by unrestricted income, continuity of operational style can be maintained while the transfer of experience and skills takes place among partners within the new organization.

RESOLUTION

Seeking to create a new agricultural development institution with sufficient flexibility in both program design and organizational structure to gain the full benefit from each partner's potential contribution, the A/D/C Board of Trustees authorizes its Merger Committee to proceed with the merger of the Agricultural Development Council, the International Agricultural Development Service, and the Winrock International Livestock Research and Training Center, provided the Committee is satisfied concerning the four issues outlined above.

The Council on Economic and Cultural Affairs, Inc., was founded in 1953 by John D. Rockefeller 3rd. It was incorporated as a private nonprofit organization under the laws of the State of New York.

In 1963 the name was changed to the Agricultural Development Council, Inc., but the purposes remain unchanged from those stated in its original Certificate of Incorporation. In broad terms these are "charitable, scientific and educational and are designed to stimulate and support economic and related activities important to human welfare."

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