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## The IADS Experiment

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In April 1975, Clifford M. Hardin, E. George Harrar, and John W. Knowles applied for incorporation of the International Agricultural Development Service in the State of New York. Before the application was approved, New IADS is in the final countdown leading to a merger with two other organizations to form a new institution, the Winrock International Institute for Agricultural Development. Before June 30, 1985, it is expected that the State of New York will have given formal approval to conclude the existence of IADS as a corporate entity. The intervening years have been busy ones characterized by decisive actions. Though there have been many changes around the globe and in the circumstances facing this small experimental organization, the basic goal of IADS has been constant: to be able to offer the services needed and desired by developing countries and to provide them on a thoroughly professional, non-political, non-profit, and cooperative basis.

The merger of IADS into the newly created Winrock International Institute for Agricultural Development is viewed by the trustees of IADS, by its officers, and by its

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### **IADS Report/1984**

International Agricultural Development Service  
1611 North Kent St. Arlington, VA 22209, USA

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## IADS consulting assignments 1976-84

<i>Assignment</i>	<i>Missions</i>
agricultural engineering	1
agricultural assessment	13
agricultural credit	2
agricultural economics	11
agricultural education	3
agriculture planning	7
agronomy	4
anthropology	1
biological energy sources	1
biological nitrogen fixation	1
biometrics	6
cassava	1
cereal crops	1
coconut	1
coffee and cocoa	1
communication	6
communication and training	1
cotton	3
crop research	1
experiment station development	8
extension	3
farming systems	9
fertilizer economics	1
fertilizer research	2
financial management	10
fisheries research	6
food policy	3
forestry	3
fruit research	4
institutional organization	8
irrigation	13
laboratory facilities	3
land development	1
landless farmers	1
legume crops	1
library science	2
livestock	10
maize	7
personnel development	3
plant breeding	1
poultry	1
procurement	1
program planning	1
publications	6
rained land development	1
research and extension	3

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scientific staff as the appropriate step in sustaining this objective. We see being created a professional, non-profit organization capable of providing a broad range of services and able to do so from an endowment base that will allow establishment of some long-term institutional goals that are not possible without secure core funding. This is then an appropriate occasion to examine the conception and ramifications of the IADS approach to international agricultural development.

## The Rationale

The International Agricultural Development Service was established in 1975 after a series of discussions between Rockefeller Foundation officers and representatives of other donor agencies. The dominant figure in these discussions was Sterling Wortman, then vice president of the foundation. The discussions centered on the worsening outlook for world food supplies relative to population, the struggle of developing countries to produce better technology and transfer it to farmers, and the complexity of the agricultural development process and the concomitant need for attention to many factors other than research in order to raise food production and standards of living. Many of the participants in these discussions had been involved in the intensive activities that led to the formation of the Consultative Group for International Agricultural Research (CGIAR), which now coordinates the funding of the international agricultural research centers.

As a group, the CGIAR members were concerned about the world food and nutrition situation and they certainly recognized the important role of technology development and transfer in resolving food problems. They knew that many national agricultural research systems were poorly developed or in a state of stagnation, which had to be altered in order for the research work of the international centers to be utilized efficiently. The CGIAR was also aware of the interactions of research with social and economic factors in development. However, the CGIAR members saw difficulties in broadening CGIAR activities to include direct involvement in assisting national research systems. It

seemed even less likely that they could extend their mandate to include non-research aspects of development. Rockefeller Foundation officers were prepared in principle to consider an organization that could involve itself in any of these areas. Their associates in the donor agencies were at this point inclined to address only international agriculture research issues. The concern of the donor agencies was that applying the CGIAR's cooperative approach to national program needs would expose it to a potentially immense and open-ended financial commitment. The IADS concept avoided these problems.

IADS was conceived not as a funding source, but as an organization that could put together programs and provide services when a developing country asked for them and when funds were available from the country or an international, bilateral, or multilateral source. The financial commitment of agencies sponsoring IADS would be limited to support for a small professional group that would work with national agencies on a reimbursable basis. Discussions with leaders of national programs about their needs might be conducted without charge and smaller, poorer countries could be given special consideration, but the net cost of core operations was seen as being no greater than that for one of the smaller international centers.

Officers of the Rockefeller Foundation took the initiative in these discussions as they had in those leading to the formation of CGIAR. The donor representatives supported the ideas put forth by the foundation's officers, but they were hesitant to use the CGIAR, their newly acquired mechanism for collaboration in international agricultural research, to embrace national problems, even though they saw the national research systems as a crucial part of the world system. When they learned of the blueprint for an IADS, which had been drafted by the foundation's officers, they urged that it be developed and implemented. As a group, they could envision means of subsequently supporting such an agency. They had more difficulty in seeing how the group could itself create the new mechanism. They had already found that it was easier to take over responsibility to support on-going international centers than it was to form them.

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## Consulting assignments

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research evaluation	21
research management	2
research planning	1
research policy	30
research review	1
resource survey	1
rice	5
seed policy	3
seed programs	6
seed technology	3
socio-economics research	1
soil & water development	1
soil fertility	1
soils	2
soybeans	4
sugar research	3
sugar technology	1
swine	2
tea	2
toxicology	1
training	6
transmigration	1
tuber crops	1
vegetable research	7
vegetable seed production	2
water law	1
water management	2
wheat	1

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## **IADS-sponsored workshops and conferences**

**1976**

**Accelerating agricultural development.** Los Banos, Philippines. Co-sponsored by Southeast Asian Regional Center for Graduate Study and Research.

**Accelerating agricultural development.** Reading, England. Co-sponsored by University of Reading.

**Accelerating agricultural development.** Bellagio, Italy.

**1977**

**Issues in technical assistance.** Bellagio, Italy.

**Training for agricultural and rural development.** Ithaca, New York. Co-sponsored by the Agricultural Development Council and Cornell University.

**Cooperation among technical assistance agencies.** Bellagio, Italy.

**Strategies for rapid agricultural growth** Airlie House, Virginia.

**Agricultural research and development in Latin America.** Villa de la Leiva, Colombia.

**Potential for cooperation among national agricultural research systems.** Bellagio, Italy.

**1978**

**Private-sector participation in agricultural development.** New York. Co-sponsored by the Rockefeller Foundation.

**1979**

**Preparation of professional staff for national agricultural research and related programs.** Bellagio, Italy. Co-sponsored by the international agricultural research centers.

**Increasing agricultural production for the benefit of the rural poor.** Bellagio, Italy. Co-sponsored by the International Fund for Agricultural Development.

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## **The Experiment**

In 1975, IADS was incorporated as a nonprofit institution with a broad charter for providing services needed by developing countries in their efforts to improve agricultural production. The Rockefeller Foundation provided start-up funds and expressed willingness, in principle, to provide substantial support for 5 years. This period would allow the idea to be tested and long-term support to be found. Rockefeller Foundation funds would be made available not only to support the core costs, but also some of the donated services that would be the organization's stock in trade. It was expected that special project funds would come in from other sources, primarily contractual, and that additional means of meeting core needs would be developed.

During the first years after the founding of IADS, its leadership gave considerable attention to other sources of grant funding. The Lilly Endowment generously contributed \$500,000 in 1977. A few other private sources were approached, but the emphasis in IADS' search for a sustained financial base was the international community that supports the agricultural research centers. Although those donors were sympathetic to the proposition and eventually established a unit with several of the objectives of IADS, they proved not to be prepared to contribute directly to IADS, a U.S.-based organization identified with a single sponsor. Rockefeller Foundation hence provided the primary grant base for IADS' core costs.

The foundation continued to provide core funding to IADS through 1983; three years more than was originally projected. In 1982, in addition to core support, it provided the sum needed to cover the cost of moving IADS from New York to a new location in Arlington, Virginia. This move was made to allow IADS to work in close proximity to major international development agencies such as the World Bank and the Agency for International Development.

## **In Retrospect**

During the past decade, IADS was able to engage in many, though by no means all, of the activities envisioned by its planners.



It quickly established a number of indirect activities in support of development, which were paid for by grant funds. These were primarily in three broad areas: liaison, leadership development, and development-oriented literature. The first two were dealt with mostly through conferences and visitations.

The "liaison" activities of IADS served as an important means of defining IADS' own programs. They no doubt also influenced the programs of others. For example, in 1980, the CGIAR created an organization, the International Service for National Agricultural Research (ISNAR), which was based on a substantial segment of IADS' charter—that which dealt with research. No doubt the creation of this organization was influenced by the intensive discussions that led to the founding of IADS and the various conferences that were subsequently sponsored by IADS. The CGIAR's decision to create a new organization rather than fitting IADS directly into its network, represented a change from its initial policies. The decision to do this was probably influenced by a problem mentioned earlier; IADS' mandate called for it to be involved in many things other than research, while the CGIAR is by mandate largely restricted to research-based functions.

IADS was equally active in developing associations at the national level. For example, in October 1977, leaders of national agricultural systems in 20 developing countries met at Bellagio, Italy, in a conference sponsored by IADS. This meeting resulted in the establishment of the International Federation of Agricultural Research Systems for Development (IFARD). The goal of the organization, which is increasingly active and is closely associated with ISNAR, is to accelerate agricultural progress by providing an insitutional framework for sustained activity by national agricultural research systems.

In its second annual report, IADS noted that "developing countries need qualified personnel to help manage agricultural research and development programs. Ultimately, national institutions will provide such personnel. In the meantime, countries can build training for national personnel into their programs, arrange for study abroad, and when necessary, obtain the services of expatriate person-

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### **Workshops and conferences** *continued*

**Implications for national agricultural research systems of defined-area agricultural projects.** Bellagio, Italy.

1980

**Increasing the productivity and impact of agricultural research.** Yogyakarta, Indonesia. Co-sponsored by the Indonesian Agency for Agricultural Research and Development.

1981

**Agricultural communication workshop.** Bogor, Indonesia. Co-sponsored by the Indonesian Agency for Agricultural Research and Development.

**Role of international associations in helping strengthen national agricultural research.** Bellagio, Italy. Co-sponsored by international Service for National Agricultural Research.

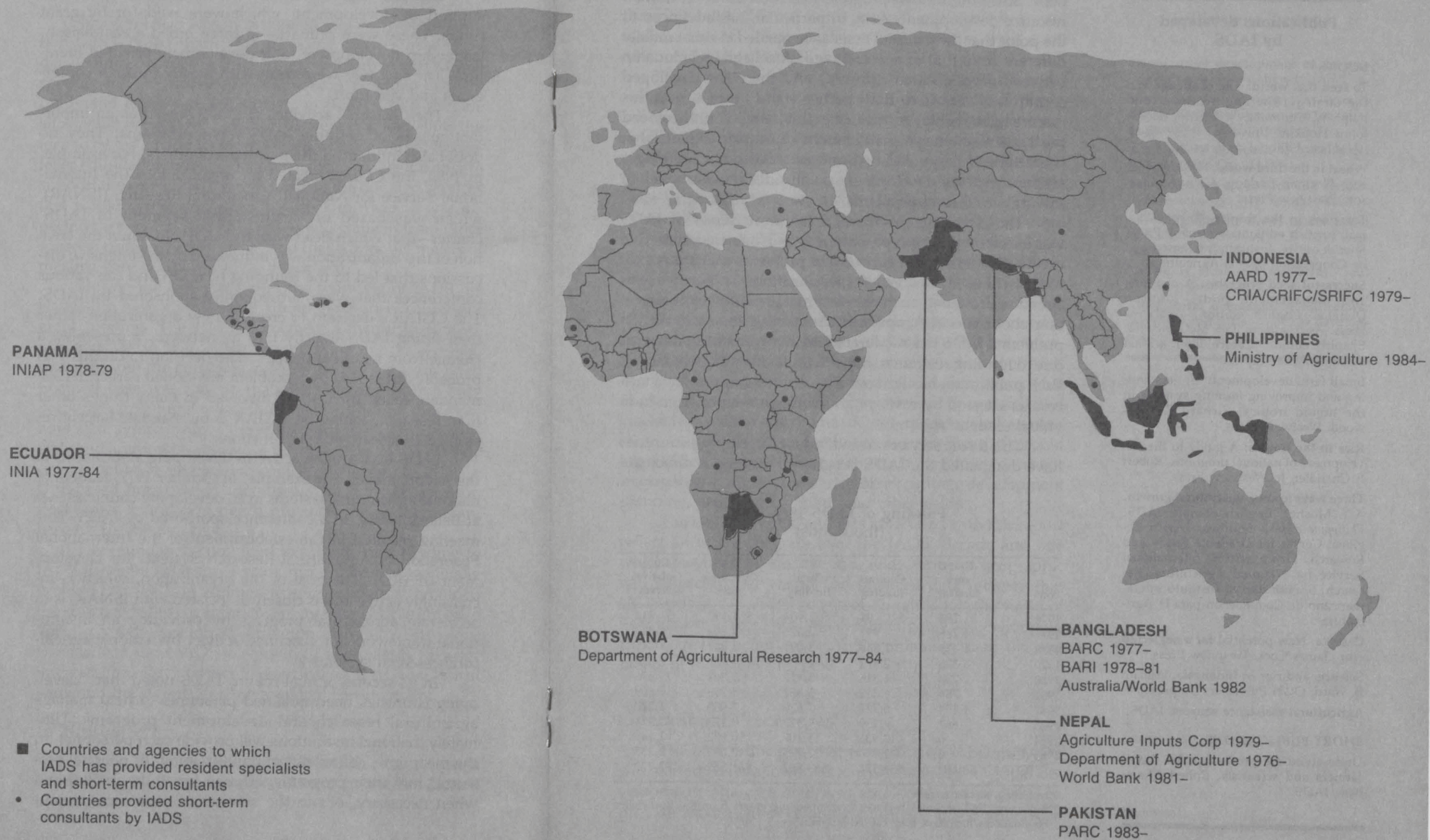
1983

**Colloquium on agriculture in China.** Washington, D.C. Co-sponsored by the North American Association of Plant and Soil Scientists.

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**DEVELOPING COUNTRIES  
SERVED BY IADS  
1976-PRESENT**





## Publications developed by IADS

### BOOKS

**To feed this world: The challenge and the strategy.** Sterling Wortman and Ralph W. Cummings Jr. *English edition:* Johns Hopkins University Press. *Spanish edition:* Editorial de Belgrano.

**Wheat in the third world.** Haldore Hanson, Norman Borlaug, Glenn Anderson. Westview Press.

**Tomatoes in the tropics.** Ruben Villarreal. *English editions:* Westview Press. *Spanish edition:* Instituto Interamericano de Cooperacion para la Agricultura.

**Successful seed programs:** A planning and management guide. Johnson Douglas. *English edition:* Westview Press. *Asian edition:* Tata McGraw-Hill. *Spanish edition:* Centro Internacional de Agricultura Tropical.

**Small farm development:** Understanding and improving farming systems in the humid tropics. Richard R. Harwood. Westview Press.

**Rice in the tropics:** A guide to the development of national programs. Robert F. Chandler, Jr. Westview Press.

**Three ways to spur agricultural growth.** A.T. Mosher. *English edition:* IADS. *Philippine edition:* Southeast Asian Regional Center for Graduate Study and Research. *French edition:* International Service for National Agricultural Research. *Spanish edition:* Instituto Interamericano de Cooperacion para la Agricultura

**Cassava: New potential for a neglected crop.** James Cock. Westview Press.

**Science and rice in Indonesia.** William B. Ward. OGH Publishers (In press).

**Agricultural assistance sources.** IADS.

### SHORT PUBLICATIONS

**Understanding professionals: Small farmers and scientists.** Robert Chambers. IADS

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nel." Since then much progress has been made in human resource development. Asia, in particular, has advanced to the point that the external assistance needed is substantially different from that of a decade ago. A collegial relationship between several Asian countries and the more developed countries is indicated. Both parties stand to gain from this mature relationship. At the same time, other countries need the kind of intensive involvement of outside experts that characterized many Asian countries a decade or more ago. Human resource development on all sides remains a key to solving world food problems.

The development-oriented literature series of IADS was based on the concept that many persons are required to exercise leadership on agricultural problems that are not directly within their area of specialization. This series was aimed at providing such decision makers with key information about specific crops and about basic food production problems. IADS has moderated its involvement in this area due to funding restraints, but still finds merit in the concept. Each publication brought out in this series has met with success as attested by reviews and correspondence from individual readers.

The direct services to individual developing countries have dominated the IADS program. Funding of direct ser-

## Funding of IADS 1976-1985 (thousands)

Year	Grant core funding	Contract funding	Total funding*	Operating costs	Cum- ulative reserves**
1976	\$1,293	\$ 91	\$ 1,404	\$ 1,192	\$ 212
1977	1,286	991	2,325	2,304	233
1978	1,115	1,858	3,055	3,047	241
1979	1,376	2,871	4,359	4,075	525
1980	733	4,516	5,412	5,361	576
1981	784	4,818	5,852	5,759	669
1982	1,154	6,374	7,636	7,085	1,220
1983	661	9,159	9,927	9,173	1,974
1984	0	10,936	11,107	10,932	2,149
1985 (Est.)	0	12,560	12,725	12,641	2,233
TOTAL	\$8,402	\$54,174	\$63,802	\$61,569	\$2,233

\*Including interest income.

\*\*Beginning 1982, includes balances from operating grants from the Rockefeller Foundation which have been carried forward.



vices through contracts through 1985 has amounted to more than \$50 million. Grant funding for all other purposes, establishment of a core staff, indirect services, etc., have amounted to less than \$8 million.

The emphasis of the direct involvement of IADS in developing country activities has been on research. One reason is that IADS core staff came from research backgrounds. Another is the level of development in the Asian countries where IADS has been most active. Many of these countries had invested much in human resource development and were primed to take off on development of new or improved research units. Their needs for outside expertise will change substantially in the years ahead. It is expected that the demand for support to research will increase substantially in other countries, particularly those in Africa. The number of qualified personnel to staff research institutions is limited in most of these countries. Attention is needed both to training of professionals and to technical assistance.

The other side of the coin in this distribution of effort is that IADS has gained substantial credibility in research due to the nature of its staff. In areas other than research and research management, its headquarters expertise has been slim. As the merged organization moves ahead it should expand headquarters staff capability in agro-forestry, water management, vocational agriculture training, development planning, area development, and other fields.

The tables, graphs, and lists associated with this report reflect an active program over the IADS' decade and one which has been productive in a wide range of geographic and subject-matter areas. The financial data indicate that IADS was and is a viable concept. In retrospect the views of its organizers were substantially on target. The new organization, that is being created will contain most of the elements of the IADS program.

## Operational Procedures

The basic principles that were discussed before IADS was started were followed as regards financing and staff development. The core staff was employed and available to provide services to developing countries, but it undertook

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## Publications, continued

**Planning the development of a fertilizer industry.** Travis Hignett. IADS.

**Science and technology for human needs, rural development and the relief of poverty.** A. H. Bunting. IADS

**A simplified approach to agricultural systems.** Milo Cox. IADS.

**The economics of research and agricultural technology.** T.W. Schultz. IADS.

**Assessing farmers needs in designing agricultural technology.** CIMMYT economics staff. IADS

**Managing fruit tree nurseries.** Saul Camacho-Bustos. IADS

**Agricultural development indicators: Statistical comparisons of 139 developing countries.** IADS.

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horticulture	2
livestock	2
plant breeding	3
plant pathology	3
potato research	5
poultry pathology	2
procurement	3
research management	42
rice improvement	2
rubber research	1
scientific information	4
seed programs	10
soil fertility	3
soils	5
training	7
vegetable research	4
water management	6
wheat research	1

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IADS has not faced any serious problems of conflict of interest in dealing with developing countries. It has remained objective in selection of projects in which it has be-



come involved and it has not been forced to enter into contracts simply to generate income. However, the lack of a secure financial base undoubtedly influenced programs. Prudent management required that available funds be used with greatest effectiveness, which tended to reduce the ability of the organization to be innovative. Previously, grant funds could be used as seed money to permit the organization to enter new areas of activity. In the absence of such funds, new fields could be entered only as new contractual opportunities were identified.

An analysis of the consequences of its changed funding base announced in 1981 led the IADS management to recommend to the IADS board in November of that year that the organization enter into discussion directed towards a merger into a new endowment-based organization. This was to be done without any reduction in contract-based programs. The first merger partner approached by IADS was the Winrock International Livestock Research and Training Center. These discussions were later broadened to include the Agricultural Development Council. The merger now being completed is the culmination of more than 3 years of discussion.

IADS sees the basic mixture of donated services from an on-going, core-funded staff and program, coupled with contract-supported activity, as a sound approach. Contract activities do not simply make for a larger program: more important, they permit the organization to participate in and to influence programs that are far too costly to enter into from a modest financial base. It causes the organization to remain closely associated with the developing countries' own institutions. It will be a partner with them, not a patron. Increasingly this is what the developing countries seek.

The potential for the endowment-based, non-profit organization now being established surpasses the original hopes of the IADS group. When first discussed in 1981, it seemed a logical and moderate step toward greater flexibility and stability. At the end of IADS' tenth year, the merger has essentially been accomplished and the potential for the new organization is excellent. Winrock International Institute for Agricultural Development will have an endowment

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#### Field staff specialties, 1976-1984

	<i>person- years</i>
administration	17
agricultural economics	19
agricultural engineering	7
agricultural geography	3
agronomy	29
aquaculture economics	1
biometrics	1
civil works	1
coconut pathology	1
cotton entomology	1
cropping systems agronomy	8
crops research	3
entomology	2
equipment maintenance	2
experiment station development	8
extension communication	3
farming systems	5
financial administration	8
food legumes	3
fruit research	6
horticulture	2
livestock	2
plant breeding	3
plant pathology	3
potato research	5
poultry pathology	5
procurement	5
research management	49
rice improvement	9
rubber research	4
scientific information	4
seed programs	10
soil fertility	3
soils	5
training	7
vegetable research	4
water management	6
wheat research	1

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