



INTERNATIONAL AGRICULTURAL DEVELOPMENT SERVICE

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IADS

THE ORIGIN AND SCOPE OF IADS PROGRAMS

A Summary of Events and Actions  
Related to the Programs of IADS

by the IADS Staff

## THE ORIGIN AND SCOPE OF IADS PROGRAMS

APRIL 1969  
Discussions Leading  
to CGIAR begin

In April 1969, leaders of most of the world's major assistance agencies met at the Bellagio Meeting and Conference Center to consider ways to stimulate agricultural progress in the low-income countries, most of them in the tropics or sub-tropics. Discussions then and later led to their decision to establish the Consultative Group on International Agricultural Research (CGIAR) to finance and expand the work of the then four international agricultural research centers, and to establish and support such new international institutes as might seem appropriate.

1973  
TAC recognizes  
national needs

By 1973, the CGIAR was well established and the number of international centers was expanding (to ten by 1976) under the guidance of the CGIAR's Technical Advisory Committee (TAC), comprising distinguished scientists of Africa, Asia, Europe, Latin America, and North America. The TAC began giving more attention to the need to strengthen national research systems.

SEPTEMBER 1973  
First discussions  
of new "Service"

The need for an international agricultural development service was first discussed in the halls at the 1973 Centers' Week of CGIAR. The network of international research centers was rapidly taking shape with mounting multilateral support. But a major gap remained in world agricultural development efforts--the lack of adequate means for directly assisting individual countries to develop national institutions and programs tailored to their needs and in line with their goals.



NOVEMBER 1973

Draft paper  
discusses possible  
Development  
Service  
(Annex A)

The concept of such a service was further defined within the Rockefeller Foundation. A draft document (November 13, 1973) described the institution's possible functions:

The institute would be particularly concerned with (a) organization and leadership of longer-term production campaigns involving major crops and animal species, (b) developing agricultural production systems in new or renovated irrigation schemes, (c) assisting with national efforts to effectively increase productivity and incomes on small farms, and (d) assisting with the development of agricultural universities, colleges and schools. In short, the institute would be concerned with rapid development of national agricultural systems including any aspect of education, research, training or extension relevant to agricultural research, training, and production.

1974

Foundation officers  
explore options  
(Annexes B,C)

The legal and organizational options available to the Foundation were explored by Drs. Wortman, Knowles and other senior staff during the year.

DECEMBER 1974

RF Board advised  
Service being  
studied

In December 1974, Dr. John Pino, in informing the Foundation's Board of Trustees that an institution was under study, recognized several barriers to the establishment of such an organization. First, the CGIAR had been established to support international agricultural research; while the TAC recognized the importance of national research, there was as yet no indication that the CGIAR would establish an institution with the professional, non-political characteristics of the research centers, but devoted specifically to strengthening national programs.

Second, it seemed unlikely that the international and bilateral assistance agencies could agree to establish such an international--but private, professional, non-political--agricultural service organization. It might be viewed as dupli-



cating efforts assumed to be the responsibility of the United Nations' Food and Agriculture Organization (FAO), rather than complementing FAO's activities.

Third, if a private organization were established to operate entirely from overhead or management fees on contracts, it might suffer from major deficiencies. The new organization's representatives could not remain objective in consultations with governments; they would be inclined rather to seek contracts for the organization (to generate income) even if a country did not need expatriate help, or if another public or private organization might be better able to provide the services the country required. Moreover, it was felt that some services to national programs collectively would be critical and that these would require grant support.

There appeared to be only one way to determine the utility of such an organization or the services it proposed to offer-- that would be for the Foundation to establish the organization, and let experience reveal the answer.

FEBRUARY 1975  
RF officers review  
discussion paper

Foundation staff accelerated work on what they called the "International Agricultural Development Service"--IADS. A discussion paper (February 15, 1975) was prepared as a basis for further discussions inside the Foundation and with authorities of other organizations. This paper was based on the premise that IADS would concentrate on assistance to comprehensive, cooperative "country programs" not unlike those in which the Foundation was involved in Mexico and India, but with other sources of financial support and in cooperation with all available sources of expertise.



1975  
RF president seeks  
trustee opinion

Dr. Knowles invited several Trustees (Mr. Drilon, Dr. Hardin, Father Hesburgh, and Mr. Vance, with Dr. Harrar as consultant) to discuss with officers and counsel the desirability and feasibility of proceeding with the IADS proposal. They encouraged officers to proceed with the development of the idea for presentation to the Board. In the interest of saving time, in April 1975, Drs. Hardin, Harrar, and Knowles applied for incorporation of IADS.

MAY 1975  
Revised discussion  
paper circulated

A revised discussion paper, May 15, 1975, stated that each country's agricultural development is primarily the responsibility of its own government; that it is urgent that poorer countries develop their own capabilities to accelerate their agricultural and rural progress; and that to do so, they need to draw on all available sources of help--international institutes, international and national banks and technical assistance agencies, universities, industry, foundations, private organizations, and qualified individuals.

(Annex D)

JUNE 1975  
Donor representa-  
tives endorse idea

Representatives of the technical assistance and donor community, meeting at "Bellagio VII," a conference held in Canada in June, discussed the idea of IADS. According to the record of the conference, "there was a strong consensus in favour of the proposed IADS and many participants expressed the wish to be kept informed of the plans for its organization and the implementation of its services as they become available. . . ."

(Annex E)

JUNE 1975  
Several develop-  
ments more IADS  
forward

On June 13 the application for IADS incorporation was approved by the State of New York.

(Annex F)

On June 18 and 19, officers and field staff of the Foundation discussed IADS.



(Annex G)

The Foundation's Executive Committee decided in the same month to ask for consideration of the Conquest of Hunger appropriation at the full Board meeting in September. The Foundation Trustees received information on IADS including the May 15 paper and a progress report (August 20, 1975).

SEPTEMBER 1975  
RF Board makes  
first appropriation

(Annex H)

On September 24, 1975, the Board of Trustees of the Foundation, in appropriating \$100,000 for IADS expenses in 1975, agreed to the establishment of IADS, the leasing of space, the initial participation in IADS affairs of a number of Foundation professional and support staff, and consideration of financial support of up to \$7-8 million over IADS's first five years.

As set forth in the May 15 discussion paper, the basis for action by the Foundation Board, IADS's program would cover a broad range of activities. The new organization would provide direct services to developing countries--assist in designing, organizing, strengthening, and/or implementing such activities as:

- o Analyses of development opportunities.
- o Commodity production programs.
- o National agricultural research and training programs.
- o Agricultural or rural development programs in defined areas.
- o Supply and use of fertilizers.
- o Seed production, certification, and distribution systems.
- o Development of irrigation system command areas.
- o Provision of long-term leaders.
- o Strengthening of colleges and schools of agriculture.



IADS's direct support would also include provision of supporting services, for example:

- o Arranging for specialists to help prepare project proposals.
- o Providing leaders or specialists for national projects.
- o Arranging training opportunities.
- o Arranging logistical services.
- o Providing access to specialists worldwide.
- o Providing information on technology and policy.

In a program of research, training, and information exchange, IADS would help identify and find ways to meet needs related to:

- o Strategies of national agricultural and rural development.
- o Training of managerial, scientific, and technical personnel.
- o Information exchange.

Finally, the new organization would work to facilitate cooperation in assistance efforts.

DECEMBER 1975  
IADS Board holds  
first meeting

(Annex I)

In December 1975, at the first meeting of the IADS Board, Dr. Knowles reported on the initiatives taken by the Foundation to assist in the organization of IADS. He confirmed that the Foundation's Trustees on December 1 had authorized a grant to IADS in the amount of \$1,500,000, had approved the provision of administrative and personnel services to IADS on a cost reimbur-



sable basis, and had been apprised of the probable need for substantial ongoing support during the next few years to assure the success of the IADS program and to attract the support which would enable IADS to assume the status of a fully independent operating agency.

The president of IADS requested the IADS Board's guidance with respect to policy recommendations and program proposals.

MAY 1976  
IADS Board reviews  
developing  
program

On May 21, 1976, when they met for the second time, the IADS Trustees reached a consensus on the following points:

- o The primary purpose of IADS is to assist individual countries to design, organize, and strengthen their own institutions and programs to increase agricultural output and to raise incomes of rural people. Emphasis is on (a) widespread improvement in productivity of agriculture; (b) rapid 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) full utilization of the available external resources that the nation wishes to employ in pursuit of its goals.

- o IADS will concentrate initially on intensification of crop and animal production.

- o It is anticipated that 80 percent or more of IADS's efforts, once the organizing period has passed, will be devoted to work with individual countries. Most in-country work in agriculture will be financed by the government concerned; funds



from loans or grants in the form of foreign exchange and technical support represent additional scarce resources, which must be carefully husbanded to reinforce the nation's total efforts in agricultural development.

o While project implementation will be an important part of IADS's program, the expectation is that this activity will be based increasingly upon early participation in planning.

The Board discussed the IADS response to requests for services that already had come in from six countries. Dr. Knowles stated that, assuming the continuation of such progress, the Foundation officers expected to recommend continuing annual support for the IADS for a reasonable period of time in the future, although it was hoped that IADS would be able to obtain increasing support from other sources.

The IADS Trustees agreed it was essential that IADS be established from the outset on a sound budgetary and accounting basis. The negotiations of the first contracts would be extremely important to establish the full costs of the country programs. The Trustees stated that a detailed study of the basis for overhead charges should be undertaken as early as feasible.

The president said that the staff was concerned over the appropriate balance in the use of funds and officer time between country programs and collective services. He emphasized the need to strive toward a program which addressed the global problem of agricultural development. The danger existed of becoming so fully occupied with individual country contracts that vision of the broader problems would be lost.



Trustees recommended proceeding with deliberate speed on the collective services in recognition of their value in grappling with the realities of agricultural development. Such services would normally be financed outside of the core and country program budgets. The Trustees also urged that in reviewing a country's plans for agricultural development the staff give consideration to the capability of country's distribution, processing, and transportation facilities to handle the increased production.

On the question of competitive bidding on possible contracts, the Board agreed that the objective of IADS would be to seek innovative means of cooperating with countries to raise agricultural production, not to seek contracts for the purpose of expanding IADS income.

The balance IADS would need to achieve, in order to be responsive to countries while developing the Foundation's original concepts of a broad focus on the development process and a catalytic role for IADS, was reflected in the discussions with development authorities recommended by the Trustees and carried out during 1976. IADS commented on this process in its first annual report:

Many feel that the scope of IADS interests is too broad, going far beyond its technical and managerial capabilities. Others contend it is too narrowly scientific and technical, that it must respond to the range of needs of the countries in difficulty.

IADS has started small, with a few stated areas of particular interest in which its staff has useful experience. Meanwhile, it is exploring--particularly with developing-country authorities--the areas of possible IADS expansion that would best serve their nations.



IADS is basically a mechanism through which developing-country governments and assistance agencies can quickly marshal expertise and funds for accelerated agricultural development--in heretofore difficult if not impossible ways. IADS is prepared to use its flexibility to foster cooperation in any combination useful to the country it is invited to serve.

OCTOBER 1976

Board continues

program definition

The process of definition continued at the IADS Trustee meeting, October 22-23, 1976, with emphasis on project preparation and training:

The discussion of the comparative efforts of different countries to accelerate agricultural development was identified as one serious constraint to the absence of well-developed projects for external funding. It was felt that this might be an area in which IADS could make an important contribution. There appeared to be a significant opportunity for IADS to develop project preparation services financed directly by the country or included in the cost of the prospective foreign loan. Trustees suggested that the officers explore with the World Bank and other concerned agencies the feasibility of developing a strong IADS project preparation unit.

The Trustees agreed that IADS should survey the range of present training programs and advise governments with which it is working of the availability of relevant opportunities. If substantial gaps in the availability of training opportunities are identified, IADS should call such deficiencies to the attention of other AID agencies. IADS should include major training components in country projects, with financing provided through the contract funding. IADS should not now undertake a major



program of fellowships, since there are already organizations active in this field. Training awards outside of the country contracts should not generally be funded by IADS.

(Annex J)

In accord with these guidelines the staff prepared a revised plan of work for 1977, based on the Board's request that IADS give priority to country programs and to development of IADS capabilities in program/project identification and preparation.

MAY 1977  
Board discusses  
alternative for  
IADS

(Annex K)

At the May 1977 meeting of the IADS Board the major substantive discussion concerned the topic Alternatives for IADS. One possible alternative, an association with the CGIAR, had been discussed by representatives of development assistance organizations at Munich in April 1977, at the invitation of the German Foundation for International Development. They reached the conclusion that "an essential function could be performed by an international service (such as the present IADS) with the task and purpose of strengthening national agricultural research in developing countries." The summary report read in part:

The service would help to provide a bridge between the work of the international research network of the CGIAR and national research programs; it would facilitate the interchange and dissemination of information on agricultural research; it would aid cooperation among national research services; and it would promote and assist in the training of staff for national research enterprises. . . . we believe that the best way for a service of the kind envisaged to become international is through the CGIAR whose international character is well established. This would help establish the bona fides of the service, and would facilitate practical and effective relationships between the service and agricultural research institutions both in developing and developed countries.



The Munich participants recognized IADS as a potential means of linking the network of international research centers with national agricultural and training systems. IADS would have a comparative advantage in providing such service because of its staff's experience in this area. IADS officers believed that an association with the CGIAR would permit IADS to obtain national funding that would increase the organization's effectiveness. The officers proposed to the Board that IADS enter into a dialogue with the CGIAR to explore a possible association in response to the initiative taken at Munich.

Board discussion focused on the following:

Financial advantages of a CGIAR association. Werner Treitz stated that such an affiliation would make it possible for Western European nations to provide bilateral support to IADS through the CGIAR mechanism. He stated that it was extremely difficult for most donor countries to provide bilateral assistance to IADS in its present form as an organization incorporated in the United States without international status.

Terms of a potential relationship with the CGIAR. The Trustees agreed that whatever form such an association might assume, it was essential that IADS preserve its present autonomy and flexibility.

The danger of such association narrowly stereotyping IADS as an agricultural research service. David Hopper distinguished between two potential roles for IADS: (a) advisory services for national agricultural research programs, providing a linkage between the network of international research centers



and country programs, and (b) advisory services for the broad range of functions, including agricultural research, required for agricultural development as a whole. The Trustees agreed that IADS should carry out both types of activities, although they did not agree upon the relative emphasis that should be accorded to each.

The Board formally resolved that "it was the consensus of the Trustees that the officers continue negotiations with the CGIAR for the purpose of seeking an area of mutuality that can be approved by both bodies, and that the Trustees of IADS consider this function to be one of great importance."

1977  
Annual report  
outlines program  
development

This and other issues continued to be explored by IADS staff during 1977. At the end of the year, the annual report reviewed the process of focusing IADS's emerging programs:

"The additional guidance of the IADS Board of Trustees, generally put forward as approval of major program areas in which opportunities should be sought and counsel against ones of peripheral value, has brought focus and internal consistency to the program. When approaches vary from country to country, these variations are dictated by the needs of the countries concerned, their levels of development, and the availability of manpower and other resources.

"What national authorities want and need becomes clear rather quickly when approached on the business basis that the IADS procedure fosters. In IADS operations it has become evident that most of the developing countries feel much less need for expatriate experts than some international and developed-



nation institutions expect. Some developing countries may have been disappointed with results in the past, and many now have personnel equivalent in qualifications to most of the available expatriate specialists. They also know their own countries, and understand many of the nuances that underlie existing conditions and ways of doing things.

"When they need help, leading scientists and agricultural administrators in the developing countries are much better situated now to specify their requirements and much less disposed to accept substitutes than they were a few years ago. It is a rapidly changing scene, by no means uniform, and one which IADS and other technical assistance agencies need to take into account.

"Sometimes, of course, the developing-country agency may be off-target in estimating its needs, and the donor or lending institution may be right. But in IADS's experience progress often will be achieved more rapidly if the assistance agency moves in concert with the developing country's own perceptions. Even if there is a short-term lag in results, the long-term bases for success are probably more substantial if the program moves at a pace and with the resources which the country views as needed and feasible.

"These developments are reflected in the kinds of manpower resources requested of IADS by the countries with which it now has contractual arrangements. The demand is for experienced mid-career scientists or administrators. The persons sought are among those most scarce in the lists of professionals



available for and interested in employment in technical assistance posts. Scientists with the desired level of experience are in strong demand in their own countries. If fully qualified, they must have the necessary qualities of character and personality to surmount substantial cultural differences.

"If judged by current programs, the developing countries presently see IADS as having its greatest capability in establishing agricultural research institutions and in applying research to production problems. IADS has had fewer opportunities for involvement in national planning of the agricultural sector, although these may come to the fore if there is growth of confidence in IADS. Donor and lending agencies appear to concur in this analysis.

"Views in the developing countries of what agricultural research is and what it can do for development are by no means uniform. No country is interested in research for its own sake, and some country authorities have become disillusioned about the contribution of research to development. They often feel that they have little to show for considerable investments in agricultural research. They tend to be interested in research only if it is tied closely to action at the farm level. Dissatisfaction with conventional extension efforts also exists.

"IADS views agricultural research in the developing countries as a continuum, ranging from the establishment of long-term development goals to organization of problem-solving capabilities, accelerated development of improved agricultural



production and marketing systems, and adoption of more productive and profitable systems by farmers.

"External sources of technology--institutions in the advanced nations and in other developing countries, and most especially the international agricultural research centers--must be linked effectively to each national effort, from development of technology to its application in farmers' fields. Country programs with which IADS is involved generally are oriented to this type of integration.

"The range of indirect services IADS has considered is broad to permit exploration of activities which might become substantial if interest among developing countries and donors justifies it. The principal activities explored thus far have been development-oriented literature, to marshal credible information for use by developing-country authorities in establishing or strengthening their own programs; liaison among developing countries; liaison between the assistance community and the developing countries; and the identification and development of leaders for national programs."

MAY 1978  
Staff reports  
on industry  
initiatives

At the May 1978 IADS Board meeting, the president reported on preliminary discussions with industry about finding ways for interested firms to contribute to accelerated agricultural development. While the agricultural revolution had been science-based and industry-supported, the attention of the world assistance community during the previous decade has concentrated on the science and technology component. It now appeared timely to buttress the scientific contributions with



attempts to improve the equally important involvement of industry in processing and marketing, transport and communication, supply of inputs and credit, and other areas in which industry had specialized. Such activities were deemed essential to the success of national commodity programs or defined-area campaigns.

The future of IADS and the growing interest of the CGIAR also were discussed. At its September 1977 meeting, the CGIAR named a task force to consider establishing an international service to help strengthen national agricultural research systems. Establishment of this task force grew out of discussions involving IADS, and IADS staff have encouraged and facilitated the study in every way considered appropriate.

The Board expressed considerable concern that the narrow limitation of the service to the research function might limit its effectiveness, considering the necessary relationship between research systems and agricultural development processes.

The Board agreed that IADS should not give up its scope, flexibility, or autonomy in order to obtain recognition by the CGIAR, but that it was worth exploring whether the advantages of the relationship could be obtained without sacrificing these characteristics.

There also was agreement that after the report of the Task Force was released, IADS should explore with representatives of the development community and the developing countries alternative means of establishing the mechanism, which all agree is desirable to help strengthen national agricultural research systems.



NOVEMBER 1978  
Board notes  
narrow mandate  
proposed

At the November meeting, Dr. Treitz reported to the Board on the decision by the CGIAR to establish a service for strengthening national agricultural research. The CGIAR accepted in principle the recommendations of the subcommittee's planning and organizational activities. The Task Force's report stated that ". . . if the CGIAR decides to establish a service for strengthening national agricultural research, it should enter into discussions with IADS as to the relationship which might be established between the organization and the new Service, with a view to determining whether the experience and expertise already acquired by IADS might be availed of by the Service."

The Trustees discussed the degree of likely congruence between the mandate and purposes of IADS and those of the proposed new service. There was general concern that the service might be structured with a narrower mandate than IADS. Two IADS activities in particular would likely be outside the scope of the new service: rural development and the fostering of private-sector participation in international agricultural development. There was general agreement concerning the importance of such IADS initiatives.

During the year, IADS's own program had expanded considerably. The largest and most rapidly growing part of IADS's total program had been direct support to individual countries. There was an increasing interest in asking IADS to help plan or reorganize national research institutions. The president commented on the situation:



"Agricultural research agencies must work closely with agencies that bring new technology to farmers. Some countries have organized government services to foster this interaction. Thus, the research unit may participate in the training of extension personnel and help design and implement production campaigns. This contact ensures that campaigns are based on sound technology. But equally important is the opportunity for researchers to learn where the flaws in the technology lie, and consequently where more research is needed. These interactions are so important that IADS has encouraged the national research agencies with which it works to define 'research' broadly enough to encompass elements of technology transfer. IADS sees participation in the transfer as an obligation for the researcher as well as an opportunity.

"Requests received by IADS in 1978 suggested that a major trend in programs would be towards surveys, studies, workshops, and advice that relate to some of these issues. Questions were being asked about the organizational structures and operating procedures that will enhance the contribution that the national program can make to national needs. Some studies that IADS assists are undertaken as the first step in seeking funds for research. Others relate to re-orienting agencies, to enable them to be more responsive to urgent national needs. IADS gave top priority to responding to requests for consultants on these topics. This type of activity requires specialized and highly qualified personnel and can be quite time-consuming for headquarters staff members. However, if successful, such



studies can have an extremely high payoff in that high quality national programs can be the eventual result. The staffing and operational procedures of IADS seem likely to move more and more in the direction of responding to these important needs."

MAY 1979  
President outlines  
future IADS  
agenda

In May 1979, the president outlined an agenda, Future IADS Program Directions, that included cooperating with ISNAR, which had been formed by the CGIAR, seeking new opportunities in commodity programs and area development projects, developing new measures to prepare agricultural scientists for developmental responsibilities, exploring innovative means of working with the private business sector, and contributing the insights of the IADS experience to efforts to establish similar mechanisms in sectors other than agriculture.

In his written report to the Board, he focused on the implications for IADS of ISNAR's formation:

"The International Agricultural Development Service was founded with the belief that a forced pace in agricultural development is essential if the world's food needs are to be met in the years and decades ahead. The need for a forced pace extends to technical services and organizations such as IADS. In fact, organizations like IADS must be in the forefront of those who set the pace.

"Further we believe that the entry of ISNAR with a specific focus on national agricultural research will make it possible for IADS to increase its attention to aspects of its mandate other than research. Our charter calls for IADS to work



directly with countries in development activities. These involve the application of new technology to actual production of food and fiber and the improvement of rural standards of living. As we move from research to production, a whole new set of concerns comes on the scene. The linkages between research and development are all too often weak or haphazard. IADS expects to move from a position of relative strength in the research area to implementing some of the strategies for development such as those described in To Feed This World. Some of the actions we have taken with respect to 'defined-area campaigns,' for example, may affect our organization in the years ahead. Another goal stated in the working papers which led to the founding of IADS and its charter was to foster greater involvement of business and industry in agricultural development. We have wrestled with this issue without, to date, much tangible evidence of success. We believe there are untapped ways of involving industry in research in the developing countries and we intend to intensify our efforts in that direction. As we move into the arena of production drives, we expect that opportunities to involve industry will increase.

"It might appear to some that the programs of IADS are now established and its place among agencies concerned with development clearly defined. If we had so chosen, we could now be settling into a highly important, albeit rather restricted, focus upon national agricultural research. We expect to continue and to expand our research involvement. But circum-



stances and our own efforts dictate that we are not an organization now approaching early maturity. Instead, we see IADS as being on the threshold of a new set of significant concerns. Our entry into development per se and our involvement in production programs will almost certainly not be as smooth as our entry into research. But we feel that the time is now ripe and that that is where our future lies."

1979  
Annual report  
notes changing  
scene

The 1979 Annual Report reviewed the changing scene:

The experience of IADS to date indicates that the need for technical assistance in national agricultural research programs has not slackened. This activity could easily occupy the full time of IADS and that of a number of similar organizations. However, to focus solely on the research mechanism would be a mistake. A serious weakness in many developing countries is the separation of agricultural research from other agencies and activities in development. Research leaders in developing countries (and elsewhere) often fail to appreciate the proper relation of research to the whole development process of a nation. They tend to be too conservative in their approach to development. They are in an unequalled position to provide planners with sound information on which to base national agricultural policy, but the relative isolation of research may prevent them from fulfilling this function. As a result, many national leaders in the developing countries perceive the research mechanism to be too slow and too academic to meet the needs of development. IADS dedicates its efforts to development based on sound agricultural technology, rather than focusing on the research function alone. Involvement in well-conceived development projects is necessary for the national research system and for IADS alike, if they are to realize their potential to deal with food production problems.

IADS involvement in development activities increased in 1979. It is a natural evolution that IADS intends to foster without reducing its participation in research. The national research programs with which IADS is associated have much to offer to agricultural development and several are poised for major involvement in it. They are increasingly aware that their mandate requires this participation. Several have substantially increased their institutional capability in socio-economic areas to better meet the requirements of development. They are



also considering ways to strengthen their research in farming systems so that they can better serve all of the farmers in a given area and not merely those who produce a particular commodity. IADS was founded with the belief that a forced pace in agricultural development is essential if the world's food needs are to be met in the years ahead. The need for a forced pace extends to technical services and organizations such as IADS. In fact, such organizations must be in the fore front with those who set the pace.

In January 1980, the IADS staff further defined the areas of its mandate that IADS would now actively begin to pursue.

(Annex L)

Of the original mandated activities, direct concern with fertilizers was dropped, since the growth of IFDC was filling this need, as was the area of developing-country colleges and schools, to which U.S. universities, under Title VII, were providing increased assistance.

MAY 1980  
Rapid increase  
in planning  
missions

In IADS's activities, there had been a strong shift toward short-term planning missions. Without a reduction in the number of implementation projects, IADS had completed 8 short-term missions in 1979 and would perform 10 in 1980, a jump from 0 in 1976, 4 in 1977, and 5 in 1978.

In describing this kind of mission to the Board at its May 1980 meeting, the program officer for Africa detailed how the assessment of the agricultural sector of Uganda had been accomplished within four months from the time IADS had been invited to take the contract. The Board complimented IADS on the quality of the report and endorsed the value of such rapid assessments.

Discussions involved these issues: (a) the importance of the IADS staff in country programs working within the system,



even though it may be more difficult to effect major changes rapidly; (b) the need to take a fresh look at the developing world and to recognize the problems assistance and funding agencies may be creating for some countries; (c) the desirability of IADS developing focus and long range perspective on its own future; (d) the ways in which different funding sources may provide for design and implementation of projects by the same organization; and (e) the problem of finding an appropriate balance between centralized direction of a national agricultural research system while keeping it responsive to the diverse problems of a country.

NOVEMBER 1980  
IADS outlines  
needs for future  
staff

At the November 1980 Board meeting, IADS management set forth the following regarding the present status and specific staff needs:

(Annex M)

o Research and extension. Regular long-term staff are available to plan and implement surveys, reviews, preparation missions, project evaluations, etc., and to support long-term implementation projects in these area. In addition, IADS makes extensive use of outside consultants and draws frequently on the field staff and officers of The Rockefeller Foundation. It needs to add a production-oriented animal scientist to the headquarters staff and a farming systems research specialist on a retainer consultancy basis.

o Production projects based on commodities and defined areas. IADS needs full-time, in-house capability in this area with particular regard to area development projects. This means at least one full-time headquarters-based officer with



strong experience in planning and implementing such projects, as well as one or two regular consultants.

o Production services. This category includes such services as the provision of seeds, fertilizers, pesticides, water, and credit, and the marketing, storage, and processing of farm commodities. IADS has depended primarily on short-term consultants and this will continue to be the way to handle most of these matters. A full-time professional in marketing is needed, an individual with experience in cooperative as well as parastatal marketing and private-sector marketing in developing countries.

o Rural industry, infrastructure, and institutions. IADS needs a full-time headquarters officer who is familiar with developing-country needs and situations and is capable of identifying and drawing upon relevant expertise and experience from the private sector here and abroad.

Development authorities recognize that the inadequacy of infrastructure such as rural roads and bridges leads to failure of vehicles, increased need for spare parts, spoilage of crops, inaccessibility of food supplies to rural people in deficit areas, and a general decline in all kinds of traffic. IADS expects to draw on private engineering firms to meet demands in this area.

Issues involving credit institutions probably can be handled with consultants, at least for the time being.

o Resource management. IADS needs to strengthen substantially its capacity to work in broad development projects.



It needs a full-time water resource development and irrigation specialist, a professional highly qualified in basic soil and water engineering with an orientation to the use of irrigation by small farmers in a tropical/subtropical environment. Land use planning, including satellite imagery techniques, probably can be handled by consultants and through sub-contracts with commercial firms. The retainer consultancy route also may suffice for rural employment issues.

o Public policy and planning. IADS has little in-house capability here except for the segment which deals with agricultural research systems and commodity production campaigns. Needed are top-level planning advisors with experience in the developing countries. IADS needs one full-time officer in this area. When opportunities arise to help establish broader government policies and to participate in long-range planning, he should be able to draw on the services of senior, experienced people who could serve as consultants to governments. IADS believes it could arrange retainer consultancies with a few former top government officials (ministers of agriculture, planning officers, etc.) as well as former foundation officers and others who have the background, diplomacy, and political understanding to be of service to the developing countries.

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The organization envisioned would be uniquely qualified to offer developing countries the broad range of services



proposed by IADS's founders. It would retain its present strong base in agriculture, but would have the expertise to deal with the economic, social, engineering, and political factors that so profoundly influence agricultural development. It would be action-oriented, not academic.

JANUARY 1981  
Executive committee  
will develop  
future program  
plan

These and related issues will be considered when the Executive Committee of the Board meets on January 19, 1981, to develop a long-range plan for IADS program, staffing, funding, and location.