

BELLABIO  
REPORT No. 1

SELECTED NOTES

Meeting of Directors

International Agricultural Research Centers

February 11-16, ,1973

Villa Serbelloni  
Bellagio, Italy

Participating Centers:

AVRDC	Asian Vegetable Research and Development Center
CIAT	Centro Internacional de Agricultura Tropical
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo
CIP	Centro Internacional de Papa
ICRISAT	International Center for Research in the Semi-Arid Tropics
IRRI	International Rice Research Institute
IITA	International Institute for Tropical Agriculture

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## INTRODUCTION

During International Centers' Week, 1972, the Directors of the various International Agricultural Research Centers met in Washington, D. C. for a half-day to identify and discuss issues of mutual concern.

The number of issues identified and questions raised led to a decision to get together for a longer session. Subsequently, the Directors accepted the invitation of The Rockefeller Foundation for them to meet at the Villa Serbelloni, Bellagio, Italy, the site in recent years of many conferences associated with agricultural and rural development. At the request of the Directors, Dr. Herbert Albrecht, director of IITA, made the arrangements and prepared the agenda based on their suggestions.

On February 11, 1973, 13 men representing seven centers convened at Bellagio for a 5-day meeting, with Dr. Francis C. Byrnes, secretary-treasurer of CIAT, serving as secretary.

Near the close of the meeting, the Directors, working in small groups prepared summary notes on the various agenda topics. This report represents a summary of the notes on those issues relevant to the deliberations of the Consultative Group on International Agricultural Research and associated donor countries and organizations.

The Directors wished it to be clearly recognized that, in recording these notes, they were setting forth how they see their own mission responsibilities as well as their understanding of the mission, relationships and activities of the various organizations which provide support. To the extent their understanding or perceptions are not correct, they wish to be so informed. When the Directors discuss responsibilities --primary, secondary, etc.-- they refer to the work of the international centers, recognizing that much of this is accomplished h& through national institutions.

Participants in Meeting

Asian Vegetable Rerearch and Development Center (Taiwan)

Robert F. Chandler, Jr., Director

Edwin Oyer, Associate Director

Centro Internacional de Agricultura Tropical (Colombia)

U. J. Grant, Director General

A. C. McClung, Deputy Director General

Francis C. Byrnes, Secretary-Treasurer

Centro Internacional de Mejoramiento de Maiz y Trigo (Mexico)

Haldore Hanson, Director General

Centro Internacional de Papa (Peru)

Richard L. Sawyer, Director

Edward R. French, Pathologist

International Center for Research in the Semi-Arid Tropics (India)

Ralph W. Cummings, Jr., Director

J. S. Kanwar, Associate Director

International Rice Research Institute (Philippines)

D. S. Athwal, Associate Director

International Institute for Tropical Agriculture (Nigeria)

Herbert Albrecht, Director

John Nickel, Associate Director

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Resource Pereons :

Michael S. Ruddy, International Bank for Reconstruction and Development

Richard B. Myer and Cyriac Thannikary, International Institute for Education

## AGENDA

## MEETING OF DIRECTORS OF INTERNATIONAL CENTERS

February 11-16, 1973

11 February. Sunday

After dinner

The Villa, ground ruler and  
program

Dr. Wm. C. Olson

12 February. Monday

0900 - 1000

Administrative details

Mr. Perugi

1000 - 1215

Inter-institute program

H. Hanson, Chm.

1400 - 1730

Continue discussions

13 February. Tuesday

0915 - 1215

Xn-house and external reviews  
Relationships among trustees,  
sponsors, CG and TACProgram determination and  
structuring

1400 - 1730

Personnel matters

R. F. Chandler, Jr. Chm.

14 February. Wednesday

0915 - 1215

Continue discussions

1400 - 1730

Continue discussions

15 February. Thursday

0915 - 1215

IIE services and relationships

Resource pereons:  
R. B. Myer and  
C. Thannikary, IIE

1400 - 1730

The budget procese

U. J. Grant, Chm.  
Resource person:  
M. Ruddy, IBRD16 February. Friday

0915 - 1215

Preparation of reports

1400 - 1730

Review and acceptance of  
report

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The Trustees Governing Boards

1. The Board of Trustees or Governing Boards are the supreme bodies responsible for the respective international agricultural research Institute or centers. There Board are entrusted with the responsibility for decisions with respect to policies, budget allocations and overall strategy of their respective centers for achieving the basic purposes for which each center was created. In so doing, they keep in mind the general allocation of functions [set forth above] with such modifications and extensions as may be approved within the constraints imposed by funds provided, for the most part, by members of the Consultative Group for International Agricultural Research (CG). Any major alteration or extensions of the field of coverage of a particular center would be brought to the attention of the CG and which in turn might seek the advice the Technical Advisory Committee (TAC) prior to action.

2. Acting within the above guidelines, each center is completely autonomous and independent. The Boards select and appoint the Director, establish the operating policies and general guidelines for the center's program, regularly review and oversee the center's program and operations, and assure that the center is proceeding satisfactorily toward the accomplishment of its major goals.

3. The Director is responsible for the execution of the center's program, including the selection and appointment of the staff, the full management of the program, and for reporting and communication with the Board, the sponsors or donors, the CG, and the constituency being served. He serves as a member of the Governing Board and as its executive officer. The Boards do not intervene in the day-to-day internal operation of the centers.

The Consultative Group

4. The Consultative Group for International Agricultural Research is an informal association of governments, international organizations, and private foundations whose members individually, and the group collectively have a deep concern for the improvement of agricultural (primarily food to date) production in face of rapidly growing populations in developing countries. It also is concerned about the welfare, well-being and improvement of opportunities for

**Independence** and self-expression of the talents of the people served. **Each member has** at its disposal resources which it can apply toward this task. **Each** member retains the right of independent decision as to where the resources available for these purposes are invested. **Each** is seeking through joint consultation in the Consultative **Group** and through various other means to get the necessary information and background needed to make wise decisions as to how its resources can be invested and used for maximum effectiveness.

5. The CG secretariat provides service to the group collectively, to its members individually, and assists in providing communication and liaison among the group members and with the various international agricultural research centers. It attempts to help the CG members in balancing the allocation of their resources among the various centers to best advantage.

#### The Technical Advisory Committee

6. The Technical Advisory Committee was constituted to provide technical advice to the Consultative Group on: (1) global strategy for accelerating progress in agricultural, and especially food, production (and quality) in the developing nations; (2) quality and adequacy of proposals and programs designed to this end, (3) gaps in existing knowledge or programs needed to accelerate food production and means to fill these gaps, (4) appropriate distribution and allocation of responsibilities among international agricultural research institutes, especially for new functions not already assumed by existing institutes, and (5) any other ways in which progress in agricultural and food production and rural improvement could be accelerated in the developing nations. While concerning itself with center programs, its recommendations are made to the Consultative Group.

7. The members of TAC are selected on the basis of their individual competence to represent a wide geographic range of background and experience as well as a wide distribution of professional disciplines. The members, as well as its secretariat provided by FAO, do not represent the organizations, institutions or governments from which they are drawn. They are expected to be free, as agricultural statesmen, uninfluenced by any interest on organizational, national or regional ties or loyalties, to use their best judgment

to assure balanced and effective use of resources toward achieving agricultural and economic development on a global basis, The TAC justifies and gains the confidence of all concerned, including the donor members of the CG and the center, to the extent that it functions in this manner.

8. The TAC establishes procedures for keeping informed on the performance and progress of the existing centers, and, from time to time, constitutes special task forces for making in-depth special studies on measures required to fill in gaps in needed programs required for accelerating agricultural progress. The TAC is an advisory body and does not have responsibility for program execution.

9. In filling these gaps, the TAC will enlist assistance from relevant groups in existing centers in making the evaluations more feasible.

10. It is hoped that the concerned center will be advised of any recommendation the TAC makes with respect to the program or allocation of functions of the center and that its Board might have an opportunity to consider and react thereto.

11. The Directors feel the need for more guidance from the TAC with respect to responsibility for intensive work on grain or food legumes. Present responsibilities assumed by the centers for food legumes are as follows:

ICRISAT	Pigeon peas <b>Chickpeas</b>	Primary Primary
IITA	<b>Cowpeas</b> Yam beans Winged beans Lima beans Soybeans Pigeon peas	Primary Exploratory Exploratory Exploratory Secondary Secondary
CIAT	Field beans (Phaseolus V.)	Primary
AVRDC	Mung bean	Primary
CIMMYT	None	
<b>IRRI</b>	None	
CIF	None	



12. Of the above, only ICRISAT feels that it has a clear and unequivocal mandate and there are obvious important gaps, such as soybeans, horse beans, perhaps groundnut, others.

### Relationships

13. The relationships among the institutes, the Governing Boards, the Consultative Group, the Technical Advisory Committee, and the individual donor members of the CG supporting given centers imposes substantial obligations and responsibilities to assure appropriate and necessary flow of information, communication and understanding and for transfer of suggestions and ideas which may improve the effectiveness of this total network. This is inevitably an exacting and time-consuming process, but must be worked out in a manner which does not impose burdens on the staff of the respective centers to an extent which will interfere duly with the professional and scientific program activities which are essential for accomplishing their major objectives.

14. The International Centers' Week is a key factor in this communication process. Here each center, each member of the Consultative Group and the members of the Technical Advisory Committee have opportunity to obtain an overview of each center's program and budget requirements. For the International Centers' Week to be most effective, however, a great deal of advance preparation and a considerable amount of supplemental and follow-up activity is necessary.

15. The paper, "Review Procedures," prepared by the Secretariat of the Consultative Group, identified as agenda item 9 of the CG meeting of November, 1972, has been reviewed by the Center Directors and is generally commended and endorsed as an appropriate procedure on a trial basis for the coming year, with the expectation that experience may suggest some refinements. To reduce unnecessary duplication of staff time, the visit to the center of representatives from the CG secretariat could coincide with or overlap with the meetings of the Trustees at the time when budget proposals are being considered. The Research Committee of the individual Boards might attend the in-house program review. Some representatives of the TAC or of the individual donors might

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be invited as observers either to the in-house program review or a recap of the same. They could be invited as observers to commodity and over-all reviews.

16 Each of the donors will undoubtedly find other ways to communicate directly with the center. The Directors wish especially to note and commend the practice, now being developed by some of the donors and some of the centers, of working out Joint or cooperative research projects between the center and certain research laboratories in the donor country. This not only facilitates communication but brings to bear on basic problems vital to the center's objective. A wider dimension of professional competence and facilities which the center would find difficult to develop independently. Exchange of visiting scientists and scholars among the center and relevant institutions in the donor countries would also seem to be worthy of more serious attention.

2. Collaboration Among Centers

1. The Directors recognized that the responsibility for accelerated food production in the developing countries is a joint task shared by many institutions, acting within a network of mutual collaboration and complementarity. The Directors considered it undesirable to assign any region or any crop, or livestock, or farming system as the exclusive responsibility of any center within this group. Rather, the network of center and collaborating national and regional institutions should work in such ways as to make sure that any commodity or group of commodities in any region be best served through appropriate research, training, or other activities.

2. Within this network of collaboration, the Directors expect an international center to provide leadership on a general strategy for the group in relation to certain crops and systems, including, for example: Promotion of the world germ plasm collection, a dynamic breeding network, In-depth studies in such areas as physiology, biochemistry and genetics of the crop, as well as training, conferences and symposia. The Directors agreed that the leadership role is now being performed or developed by the centers in relation to the following commodities or farming systems:

AVRDC

Certain vegetables: Mung bean, Tomato, Chinese cabbage, Onion

CIAT	Beef, Cassava
CIP	Potato (solanum)
CIEMAT	Wheat, Maize
IITA	Cowpea, Yam, Sweet Potato, <b>Farming Systems</b> for the Lowland Humid Tropics
IRRI	Rice
ICRISAT	Sorghum, Millet, Pigeon Pea, Chick Pea, <b>Farming Systems</b> for the Semi-Arid Tropics.

3. In addition, ~~some~~ centers are adapting advanced technology and promoting accelerated production of certain crops and animals within their respective regions. These are:

AVRDC	Sweet Corn, Water Convolvulus, Cabbage, Cowpea, Sweet potato, Green pea.
CIAT	Phaseolus Beans, Swine, Rice, Maize, Agricultural Systems in Tropical America.
IITA	Cassava, Maize, Rice, Soybeans, Pigeon Peas.
IRRI	Cropping Systems Centered on Rice (South and Southeast Asia).

4. The Directors agreed that activities in paragraph 3, above, when involving a crop for which one of the centers takes general leadership responsibilities within the network (paragraph 2, above), should be considered as part of the overall strategy for the developing countries, rather than separate activities, and stressed the importance of consultation to insure that the relative advantages of each center in staff, materials, facilities and geographic proximity are utilized most effectively.

5. The Directors recognized that the ability of each center to provide assistance for crop improvement involves a "tooling up" process. Each center must:

- Build its own production expertise in each environment in which it works.
- Earn its credibility with governments and national institutions.
- Develop the confidence of donors.

6. The Directors reviewed examples of outreach programs, including IRRI (rice) and CIEMAT (wheat) in the 1960's. Those centers took at least five years to "tool up" by the following steps:

- a. Staff ~~members~~ of the Centerr (**IRRI**) and **CIMMYT**) consulted with large ~~numbers~~ of national ~~institutions~~ each year for 5 yearr. They ~~visited~~ growing crops in various ~~country~~ to ~~observe~~ production ~~problems~~. They ~~appraised~~ national ~~research~~ ~~facilititr~~ and ~~research~~ ~~programs~~. They ~~mingled~~ with national ~~research~~ ~~rtaffs~~ to select training ~~candidater~~.
- b. ~~Fellowships~~ were awarded to national ~~research~~ ~~rtaff~~ to ~~spend~~ **6-24** months at the centers. After return to their ~~own~~ ~~countries~~, these ~~scientists~~ were visited each year by ~~rtaff~~ from the center to encourage them in their work. Generally, 5 yearr ~~was~~ required for

governmental staffs, administrative and technical. Confidence of ~~some~~ ~~donors~~ had been achieved.

- g. The Directore agreed that the above ~~process~~ and timetable need not be the only approach. But the Directors recognized that each Center will need to build **its own** acceptability before outreach ~~work~~ is effective.

- h. When a government asks for help on a production project and there are several centers able to respond, the Director expressed the view that the needs of the specific country will best be served by consultation among the centers, and by collaboration which draws upon the total resources for crop improvement.

7. The Director considered the application of the above principle to several special commodity situations. The case of upland rice was one example.

8. In view of the importance of upland rice in Latin America and Africa as well as Southeast Asia, and in view of the great distances and language problem involved, IRRI should develop maximum collaboration with the programs of IITA and CUT in order to make use of staff and facilities now being utilized for rice research and training in those institutions.

9. Given the several million hectares in upland rice in South America, a cooperative program among IRRI, CIAT, and one of the principal countries such as Brazil, would permit efficient and rapid development of upland rice in the area.

10. A similar project among IRRI, IITA and one or more of the countries of Africa might also be desirable. This approach would permit national programs in other countries to participate from the beginning, initially through training and international conferences, and later through outreach programs.

11. It is not the intent of the Directors that the above recommendations on upland rice should result in the reduction of the present level of work on lowland rice at various centers.

12. Another example was the case of the commodities for which ICRISAT has primary responsibility. The Directors felt that how ICRISAT will develop its network of relationships will have to await further developments of work at this newly established center.

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### Budgeting and Accounting

1. The Directors reviewed and accepted with minor revisions the draft proposal on Budgeting and Accounting Policies and Practices of International Agricultural Research Centers prepared by Mr. Michael Ruddy of the World Bank.

2. The Directors understand that, according to previous plan, the document will be reviewed by the Consultative Group and the donor agencies. With the concurrence of these agencies, the Directors feel that this paper outlines a reasonable framework for budgeting and accounting procedure and practice with sufficient uniformity to permit comparisons of budgets.

#### 4. Personnel: Policies and Procedures

1. To the extent that local circumstances permit, the Directors agreed on the desirability of having fairly uniform personnel policies and procedures, particularly with respect to titles, interchange and recruitment of personnel, participation in commodity and professional conferences, travel and similar activities. They compared present practice on these matters, but agreed that each center will enunciate its own policies in this area.

2. Similarly, the Directors reviewed the Summary of Overseas Personnel Policies, as prepared for the meeting by William Gornbley of the Ford Foundation. They supplied missing information, revised out-of-date material, and generally agreed to bring policies into as close agreement as possible. The secretary was directed to incorporate the revisions and to circulate the revised document to the Director of each center for reference. They recognized that such factors as the following must be taken in account in comparing center policies on personnel prerequisites: Whether the center provides for housing, nature and adequacy of local schools at the secondary level, distance involved in daily staff travel, and local availability of supplies and services.

3. Representatives of the International Institute for Education (IIE) reviewed the current procedures related to administration of International staff members, and the Directors asked them to prepare background data for later review on a number of issues associated with retirement benefits, income tax liabilities, and insurance. The IIE representatives agreed to study the situation and to report directly to the management of the center at an early date.

#### 5. Plans for Next Meeting

1. Agreeing on the desirability of meeting periodically, the Directors scheduled their next meeting to be held during International Centers' Week.

From this time forward, responsibility for organizing the meeting and agenda will rotate among the directors on an alphabetical basis by center. Consequently, Dr. Robert J. Chandler, Jr., director of the Asian Vegetable Research and Development Center, will be in charge of arrangements for the meeting in July-August, 1973.

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