

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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July 1, 1975

TO: Members of the ICARDA Subcommittee
FROM: Secretary
SUBJECT: Draft Minute of June 6 Meeting

1. Attached is a draft minute of the meeting of the Subcommittee which took place last June 6. It would be appreciated if corrections and comments could reach the Secretary not later than July 23, 1975.

2. It now appears that it would be possible to dispose of the business of the next Subcommittee meeting on the afternoon of Wednesday, July 30, instead of July 25 as previously proposed. Members are asked to reserve this time.

Attachment

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

Meeting of the Subcommittee on the International Center for Agricultural Research in Dry Areas (ICARDA)

Washington, June 6, 1975

DRAFT MINUTE

1. A meeting of the Subcommittee on the projected International Center for Agricultural Research in Dry Areas (ICARDA) was held on June 6, 1975, at the headquarters of the World Bank in Washington. Mr. Harold Graves presided as chairman.

2. Fifteen governments and organizations were represented at the meeting. A full list of participants is attached as Annex A.

3. The primary purpose of the meeting was to formally select an Executing Agency to act for the Consultative Group in carrying out the steps necessary to establish ICARDA and bring the Center into operation. The meeting also was intended to provide an occasion on which members of the Subcommittee could express their views concerning certain aspects of the establishment and organization of ICARDA, and especially concerning the draft proposal for ICARDA's general mandate and early development, prepared at the Subcommittee's request by Dr. Lowell Hardin of the Ford Foundation and Mr. Robert Havener of the Arid Lands Agricultural Development Program (ALAD).

4. After discussion, and after revision of the provisional agenda in response to comments by the representative of FAO, a final agenda was adopted. It is attached as Annex B.

Nature of the Decision to Establish ICARDA

5. The representative of FAO asked whether the establishment of ICARDA was contingent on financial support for the Center being received from countries of the region of the Near East and North Africa. The chairman recalled that a Preparatory Committee of prospective donors to ICARDA had agreed at a meeting in London (in October 1974) to establish ICARDA on the same basis as other centers of the Consultative Group system, without any condition concerning financial support from countries of a particular region.

6. Some possible donors, the chairman observed, had indicated that their attitudes toward contributing to ICARDA would be influenced by whether and to what extent the Center would receive financial support from countries and organizations of the Near East and North Africa region. This was quite separate, however, from the question of whether to establish the Center itself; that question already had been decided in the affirmative.

Visit to Countries of the Near East and North Africa Region by the Chairman and the Executive Secretary of the Consultative Group

7. Mr. Michael Lejeune, the Executive Secretary of the Consultative Group, reported on a visit that he and Mr. Warren Baum, the Chairman of the Consultative Group, had paid to Iran, Kuwait and Saudi Arabia. In these visits, he and the Chairman had sought to enlist financial support for the activities of the Consultative Group as a whole as well as for the particular center which might be of immediate interest in the region. Authorities in the three countries had reacted favorably, and so had officials of the Arab Fund for Social and Economic Development, a regional organization based in Kuwait. This was the first opportunity, however, for a detailed discussion of CGIAR affairs in these countries, and it was necessary in each case that further consideration be given to the matter by the authorities concerned.

8. The question of Consultative Group participation, Mr. Lejeune reported, seemed to be farthest advanced in Iran. There, decisions had now been taken to join the Group, and to be host to part of the ICARDA operation if that should be the wish of the Subcommittee and if suitable sites could be found. In Saudi Arabia, the discussions which were taking place at Cabinet level seemed to portend a favorable response. It also seemed likely that the response of the Kuwait Government would be positive. Mr. Lejeune, in addition, felt that the Arab Fund would react positively, although its support might be limited to ICARDA.

9. The chances seemed to Mr. Lejeune to be good that information about definite decisions by governments and by the Fund would be available by the time of International Centers Week (July 28-August 1), although specific information about the level of financial support for the Group in general and for ICARDA in particular might not be available by that time.

Appointment of the Executing Agency

10. Before the adoption of the agenda, the representative of FAO had asked for clarification of that part of a May 7 circular from the Chairman of the Consultative Group which dealt with the appointment of an Executing Agency for the establishment of ICARDA. The circular had said that the Subcommittee intended to appoint the International Development Research Centre (IDRC) as Executing Agency. The chairman of the Subcommittee said that he shared the impression of the representative of FAO, that in fact there had been no formal discussion of the subject in the Subcommittee.

11. On the other hand, on the basis of conversations with donors, the chairman of the Subcommittee believed that there nevertheless was an understanding on the part of donors that IDRC would be the Executing Agency. In fact, IDRC already had been performing some of the functions that would be performed by the Executing Agency.

12. The representative of FAO made a number of points concerning the selection of the Executing Agency. One was that the Subcommittee should exercise care in the decision-making process, in view of the highly fluid political situation in Lebanon, one of the prospective host countries of ICARDA. A second point

arguing for more deliberate decision-making was that the potential supporters of the Consultative Group and of ICARDA in the region of the Near East and North Africa themselves evidently wished to take more time in considering their possible relationship to the Group and to the projected Center, and it was desirable that these countries should be associated with the decision-making of the Subcommittee.

13. Another aspect of the matter, in the opinion of the representative of FAO, was that the President of IDRC, who previously had been chairman of the Subcommittee and had been intimately concerned with the project, had now turned his attention to other matters. It would therefore be appropriate for the Subcommittee to look at the choice of the Executing Agency in the context of new circumstances. If it were a question of volunteering, the representative of FAO said that, although he had not cleared the idea with his Director General, he would like FAO to be considered.

14. In further discussion, it was recalled by the Executive Secretary of the Consultative Group that the Chairman of the Group, at the time of the meeting of the ICARDA Subcommittee in Rome in February 1975, had felt that it was too early to appoint an Executing Agency. The question in his mind, however, was not about the identity of the Executing Agency, but about the timing of the Agency's appointment. The Chairman had felt that IDRC would be an appropriate Executing Agency, but before the appointment of an agency, the Chairman had wished first to test the attitude of Governments in the region of the Near East and North Africa, and also had wished to be in a position to inform the Consultative Group as a whole that there was an adequate financial basis on which to proceed with the ICARDA project. These conditions had now been met.

15. Other speakers agreed that the time had now come to move the ICARDA project forward by the appointment of an Executing Agency, that it would make an unfortunate impression in the region if the matter were to be delayed further, and that IDRC was well qualified to be the Executing Agency. Accordingly, IDRC was selected by the Subcommittee to be Executing Agency for the ICARDA project. The chairman of the Subcommittee expressed his gratitude to IDRC for the Centre's willingness to undertake this task.

Prospective Financial Support for ICARDA

16. The Subcommittee took up the question of what financial resources would be available to ICARDA in 1976 and thereafter, for the purpose of determining which of the alternative levels of activity mentioned in the draft proposal the Executing Agency should plan toward. The Netherlands, the Rockefeller Foundation, the United Nations Development Programme (UNDP), the United Kingdom, the United States and the International Development Association of the World Bank Group already had indicated to the Consultative Group Secretariat their intentions of contributing to ICARDA in 1976 and thereafter, and had specified the amount of their contributions at least in 1976. The representative of the Netherlands stressed that the intended contribution of his government was not conditioned on ICARDA receiving financial support from the countries of the region.

17. The chairman of the Subcommittee turned to those members who had not yet indicated positions for 1976 and thereafter. The representatives of Australia, Belgium and Canada indicated the intentions of their governments to support ICARDA in 1976 and beyond. If funds are raised for year 1976 of the optimum model projected in the Hardin-Havener paper, Australia would contribute the equivalent of US \$250,000 toward the total. Belgium would contribute in 1976 about as much as it had in 1975, although it would be prepared to join other donors with an increase of its subscription if a shortfall developed, and would be especially willing to increase its contribution if, as part of the technical evolution of ICARDA, an associate center were established in North Africa. Canada hoped to be able to indicate a figure by the time of International Centers Week. The chairman of the Subcommittee reported that from a visit to the Ministry of Finance in Paris, he had gained the impression, without any explicit indication, that France would contribute to ICARDA in 1976.

18. The representative of the Ford Foundation indicated that his organization, if there were a need, would be willing to contribute to ICARDA in 1976. The Foundation's contribution, however, would be given by shifting allocations within the global amounts which the Foundation had set aside for CGIAR activities. The representative of the Rockefeller Foundation indicated that the Rockefeller contribution to ICARDA also would be funded in this way.

19. Following the instructions of his government, the representative of the Federal Republic of Germany read a statement: since the involvement of oil-exporting countries as donors to ICARDA and as members of the Consultative Group was not yet in sight, the German government was not in a position to favorably consider commitments to ICARDA. The possibility of a German financial commitment would rest, further, on the technical orientation of the Center: it seemed desirable to put more emphasis on animal production, and there should be further discussion of whether durum wheat research should be transferred to ICARDA from the International Maize and Wheat Improvement Center (CIMMYT).

20. The chairman acknowledged the German representative's observation that the situation with respect to oil-exporting countries seemed to have changed since the preparation of the statement, and expressed confidence that the German representative would report this change to the authorities in Bonn.

21. The chairman observed that it now appeared that well over \$3 million could be made available to ICARDA in 1976, although presumably the Center could not quickly gear up to that level of expenditure. It was agreed that the foundation existed on which the Executing Agency could begin planning toward the optimum model suggested in the draft proposal.

Membership of the Subcommittee

22. The chairman remarked that if countries of the region of the Near East and North Africa joined in the financing of ICARDA, they should be expected to occupy places on the Subcommittee. The next meeting of the Subcommittee might therefore include Iran, Kuwait and Saudi Arabia. A representative suggested that the Secretariat should feel free to arrange for participation as observers of representatives of governments that might not have made formal commitments to provide funds by the time of the next meeting.

The Draft Proposal

23. The Subcommittee turned to the draft proposal prepared by Messrs. Hardin and Havener. The chairman suggested that the discussion should proceed with two things in mind.

(a) First, the discussion would ultimately be reflected in a formal description of the Center's scope and objectives. The draft proposal comprised activities in three locations, but the discussion in the Subcommittee should take account of the possibility that activities might later be extended to other locations. Care should be taken not to unnecessarily limit the concept of the Center and its objectives.

(b) Second, the discussion should be such as to help the Executing Agency to draw up a provisional program and budget for ICARDA for 1976 which could be considered by the Subcommittee at its next meeting after being circulated in advance. It did not seem possible for the Subcommittee at this stage to enter into a detailed discussion of staffing or expenditure figures, but only to decide whether there were important omissions in the proposal or ideas not acceptable to the Subcommittee.

24. Mr. Havener called attention to two questions that had been raised about the draft proposal. One asked why more livestock work was not included in the initial stages of ICARDA. The other asked whether the definition of ICARDA's ecological zone as lying between 300 mm and 800 mm of annual rainfall was too exclusive. He and Dr. Hardin had prepared their draft proposal in the light of what they understood to be the consensus in TAC and among members of the Subcommittee on these two matters: (1) that ICARDA, at least in its initial stages, should not concern itself with livestock improvement per se, but only with livestock management in relation to systems of farming and land use; and (2) that ICARDA -- again in its initial stages, at least -- could not attack all the problems ranging from those of fully irrigated land to those of fully desert areas, and that the Center should emphasize work on land where increasing yields from cultivated crops was possible.

25. In subsequent discussion, the view taken in the draft proposal of the work to be done on livestock was generally supported. A number of speakers, however, urged acceleration of the proposed timetable for bringing forage and livestock specialists onto the ICARDA staff, and several members felt that there was a strong case for adding a specialist in animal health to the table of organization. It was accepted that while breeding, as opposed to improving nutrition and production and marketing systems, was not of high priority, there nevertheless might be room for work to improve local breeds, especially of sheep.

26. In comments on research to be undertaken on farming systems, a number of points were made. For one thing, such work was location-specific, and should not be concentrated in one location. It would be a reason, for instance, to have an associate center in North Africa. Location-specificity also would make it extremely important for ICARDA to have close cooperation with national and regional programs, and with other international centers doing related work.

The representatives of UNDP said that his authorities had specifically asked him to point out the potential benefits that might arise from close coordination between ICARDA and the field crops project being supported by UNDP in the Middle East.

27. Several speakers commented that adequate study of farming systems would require the attention of experts of a kind not mentioned in the draft proposal: for instance, specialists in systems, agro-climatology and soil physics. There also might be a need to involve systems specialists, economists and management experts earlier than was suggested in the draft proposal. Mr. Havener acknowledged these comments, and pointed out that the draft proposal was written in terms of quite general categories of expertise which left room for some of the narrower specialties now being suggested.

28. The question of the ecological range of ICARDA was left somewhat open. It was pointed out that the scope of ICARDA's concerns could not be defined solely in terms of annual amounts of rainfall, since other physical factors had to be taken into account. It was agreed that areas of very low rainfall offered the greatest difficulties together with the most modest chances of success. It was acknowledged that the problem of the marginal peoples living in very dry zones, nevertheless, was of intense concern to governments of the region of the Near East and North Africa; and it was suggested that these areas could be included as part of the area which ICARDA would consider, but not as a zone on which the Center would concentrate. It was recalled that the TAC Secretariat at the meeting of the Subcommittee in February 1975 had undertaken to try to produce some data about the numbers of people living in the various ecological zones of the Near East and North Africa; and the Secretary of TAC, after explaining the difficulties involved, promised that he would try to produce estimates of people living in different ecological zones of the region.

29. A speaker expressed concern about possible duplication between ICARDA and CIMMYT on wheat and barley. He felt that the Consultative Group should avoid any appearance of supporting duplication of work within the Group system. The Executive Secretary of the Group, Mr. Lejeune, observed that the problem of relationships among the tasks being undertaken by the Centers was a general one. Some coordination was under way, but the best way of sorting out these relationships had yet to be found.

30. Discussion confirmed that with respect to durum wheat, it had been decided by the Preparatory Group which was the precursor of the Subcommittee that this was a matter to be resolved by consultations between the Boards of CIMMYT and ICARDA. The chairman felt that the Subcommittee did not have license to alter this position. With respect to barley, the position was clear: as soon as feasible, ICARDA would become the primary Center on barley, but CIMMYT would continue to work on barley in collaboration with ICARDA.

31. The chairman offered thanks on behalf of the Subcommittee to Messrs. Hardin and Havener for their outstanding performance in the preparation of the draft proposal. He felt that the discussion of the proposals had been quite valuable, although it needed to be kept in mind that the actual shaping of program and budget would become, perhaps in the not too distant future, the responsibility of ICARDA's own Board of Trustees, acting within the mandate defined by the Subcommittee.

32. The chairman summarized the discussion as indicating that the Subcommittee accepted the statement of the problems to be attacked by ICARDA and accepted the scope of staff and budget suggested for an optimum effort. The Subcommittee would expect to examine these matters in a more advanced form at a later time, either in the draft text of agreements with host governments to ICARDA, where ICARDA's mandate would be stated, or in a document presenting ICARDA's provisional program and budget for 1976.

33. In so far as the mandate was concerned, the chairman felt that the Subcommittee would not like to see language precluding ICARDA from work in marginal areas of lowest rainfall. He agreed that the mandate should specifically include a paragraph stressing the importance of cooperation between ICARDA and national and regional programs. It was possible that before a full draft of the mandate was available, the Committee might wish to see from the Executing Agency a re-statement of the section in the draft proposal dealing with ICARDA's scope and objectives, the re-statement to cover two new points: (1) the question of marginal areas and (2) the definition of the position with respect to durum wheat and barley.

34. With respect to a program and budget statement, the chairman hoped that IDRC could meet a rather cruel deadline -- that by July 6, it could produce such a document for immediate circulation to the members of the Subcommittee. He observed on Mr. Havener's behalf that the estimates in the draft proposal necessarily were rough, particularly with regard to the capital estimates, which were strictly notional. Mr. Havener himself further observed that the capital estimates were geared to the austerity model of ICARDA, which the Subcommittee had now rejected, and not to the optimum model which the Committee had accepted.

Tasks of the Executing Agency: Legal Matters

35. Mr. James Pfeifer, Secretary and chief legal officer of IDRC, itemized some of the matters with which the Executing Agency would be concerned, among them: the articulation of the objectives and powers of ICARDA, for incorporation in agreements with host governments; the identification of suitable conditions for the Board of Directors and possibly for Director General of ICARDA; work on site selection; the preparation of a program of work and budget for 1976; the appointment of a project operations officer and of necessary consultants; and the establishment of an efficient reporting system from IDRC to the Subcommittee. Mr. Pfeifer confirmed the intention of IDRC to send a mission promptly to the prospective host countries to investigate the legal questions that might arise there. The chairman observed that a matter of particular concern to the Subcommittee in agreements with host countries would be the international attributes and the privileges and immunities of ICARDA, as well outlined on pages 4 and 5 of the draft proposal.

The Tasks of the Executing Agency: Site Selection

36. Mr. Havener described the location and characteristics of various sites which had been visited in Lebanon and Syria. Comments by members made it clear that the Subcommittee would not look with favor on the use of two sites in Syria or (apart from a small disease-testing station) in Lebanon. Some concern was expressed about the similarity in rainfall and elevation of the sites preferred

in the two countries, but it was pointed out that the two stations need not be markedly different in physical characteristics: one would be used for plant breeding, the other for the study of farming systems. Concern also was expressed about the amount of irrigated land that might be included in the Syrian site, in view of the cost of developing and operating such land.

37. The Executing Agency was urged to proceed with all possible speed toward final recommendations concerning the choice of sites. It was recognized that this might bring the Agency very close to final commitments and leave the Subcommittee with scope only for marginal changes. The Agency would therefore have to proceed along lines which would insure it of the support of the Subcommittee. The chairman observed that it seemed quite unlikely that the Subcommittee would authorize the signature of agreements with host governments if it were not satisfied on the question of sites.

Composition of the Board of Trustees

38. The Subcommittee engaged in an extensive discussion of what would be the desirable size and composition of the Board of Trustees of ICARDA. The chairman explained that Boards in the Centers of the Consultative Group system commonly were composed of 15 members, some of whom were designated by host governments, some of whom were designated by the Consultative Group, and some of whom were chosen at large. In Dr. Hopper's discussions with authorities in Lebanon and Syria, mention had been made of the possibility of two designated Trustees for each of the two prospective host governments. The implication was that Iran in its turn would have two designated Trustees, and that the government providing land for a Maghrebian station, if there were one, also would have two. To the chairman, this appeared to be a large number of Trustees to be designated by host governments, and seemed to raise the question of whether a 15-member Board would be large enough.

39. The consensus of the Subcommittee was in favor of a 15-member Board, with four seats allocated to host governments at the rate of one seat for each such government, and one seat given to the Director General of ICARDA ex officio. With respect to the recent custom whereby the Consultative Group, acting through the relevant subcommittee, appointed three members of a Center Board, the Executive Secretary said that this arrangement seemed to him to be of questionable usefulness.

40. With respect to the timing and procedure for actual selection of the non-designated members of the ICARDA Board, the chairman doubted that this selection could take place as early as the next meeting of the Subcommittee. The importance was underlined of not conducting an election until countries of the region had joined the Subcommittee and were able to participate in the election. The importance of adequate representation of countries of the region on the Board also was stressed.

41. With respect to the kinds of expertise that might be represented on the Board, the Executive Agency mentioned the possible desirability of specialists in plant science, pasture management, soil and water management, animal science, agricultural economics and rural sociology. Several speakers endorsed the desirability of including in the Board a member particularly qualified in financial and administrative management.

42. Many other categories of expertise were suggested by various speakers. The chairman endorsed a suggestion that the Executing Agency might draw up a list of categories for discussion at the next meeting of the Subcommittee, and a representative of the Executing Agency agreed that this could be done, possibly in about two weeks' time. The over-all consensus of the meeting was that the initial Board of ICARDA ought to embody a broad array of talents and not simply be composed of specialists whose expertise would be duplicated in the qualifications of ICARDA's own staff.

Time and Place of Next Meeting

43. The chairman suggested that the next meeting of the Subcommittee be held on July 25, the Friday preceding International Centers Week, and asked members of the Subcommittee to reserve that date.

July 1, 1975

List of Participants

Chairman - Mr. Harold Graves

Secretary - Mr. Daniel Ritchie

Australia:	Mr. B. Cheek
Belgium:	Prof. E. De Langhe
Canada:	Mr. P. Ladouceur
CGIAR:	Mr. M. L. Lejeune and Dr. J. K. Coulter
FAO:	Dr. M. Nour
Ford Foundation:	Mr. R. Havener Dr. Werner Kiene
Germany:	Mr. C. Knetsche
IBRD:	Mr. J. M. Fransen
IDRC:	Mr. W. D. Daniels, Mr. J. Pfeifer, Mr. I. Bhoi and Mr. T. Marlay
Netherlands:	Prof. G. J. Koopman
Rockefeller Foundation:	Mr. C. McClung
TAC:	Mr. Peter Oram
United Kingdom:	Dr. R. Cunningham
UNDP:	Mr. W. Mashler
United States:	Dr. G. Baird, Mr. C. Farrar and Mr. R. Morrow

Provisional Agenda

1. Introduction by Chairman
2. Adoption of Agenda
3. Report on the visit of the Chairman and Executive Secretary of the CGIAR to the Middle East
4. Appointment of Executing Agency
5. Prospective financial support for ICARDA
6. Membership of Subcommittee
7. Discussion of draft proposal
8. Report on the status of preparatory work on:
 - (a) site selection
 - (b) drafting of agreements with host governments
9. Discussion of appropriate size, disciplines and geographical distribution of Board of Trustees
10. Other business
11. Date and place of next meeting