

AGENCY FOR INTERNATIONAL DEVELOPMENT  
 WASHINGTON, D. C. 20523  
**BIBLIOGRAPHIC INPUT SHEET**

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*Batch 72*

1. SUBJECT CLASSIFICATION	A. PRIMARY Serials	Y-AA50-0000-0000
	B. SECONDARY Food production and nutrition--Research	

2. TITLE AND SUBTITLE  
 Board for International Food and Agricultural Development: the first year; progress report, 1977

3. AUTHOR(S)  
 (101) AID/BIFAD

4. DOCUMENT DATE 1977	5. NUMBER OF PAGES 257p.	6. ARC NUMBER ARC
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7. REFERENCE ORGANIZATION NAME AND ADDRESS  
 AID/BIFAD

8. SUPPLEMENTARY NOTES (Sponsoring Organization, Publishers, Availability)  
 (Research summary)

9. ABSTRACT

A PROJECT: To provide an expanded role for U.S. agricultural colleges and universities in helping to solve the critical food problems of the developing world.  
 DURATION: October 1976 ongoing  
 DEVELOPMENTS: This report is intended to inform the educational, research and development communities, government and the public of the activities of the Board for International Food and Agricultural Development during its first year. It includes a section on each of the following: background, objectives, issues, progress, participation in policy, planning, budgeting and programming, baseline studies, participation in foreign assistance, communications, and the developments in farmer to farmer programs and the BIFAD budget. The principal activities of the first year were: the development and adoption of a charter, definition of the role of the board, establishment of criteria for the scope of Title XII activities, implementation of a process and establishment of a provisional roster of Title XII eligible universities, establishment and activation of subordinate units, review and recommendations on proposed revision of U.S. bilateral agricultural development assistance strategy, and participation in review of FY 79 program proposals and budget requests. Priority issues under active consideration are: means of rapidly expanding U.S. university participation in U.S. bilateral agricultural development assistance programs through Title XII, development of a roster of agriculturally

10. CONTROL NUMBER <i>PN-AAE-795</i>	11. PRICE OF DOCUMENT
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12. DESCRIPTORS  Cooperation Research Universities	13. PROJECT NUMBER
	14. CONTRACT NUMBER AID/BIFAD
	15. TYPE OF DOCUMENT

developing countries which may benefit from participation in Title XII programs, means of improved communications with U.S. university communities, A.I.D. country missions and other interested entities, and evolving longer term issues such as A.I.D. reorganization for an effective Title XII program, and needed changes in development assistance legislation for expanding U.S. bilateral agricultural developmental assistances.

AID / BIFAD  
PN-AAE-795



**BIFAD**

Board for International Food and Agricultural Development

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## **“The First Year -- A Progress Report”**



November 1977

Agency for International Development  
Washington, D.C.

THE BOARD FOR INTERNATIONAL FOOD  
AND AGRICULTURAL DEVELOPMENT

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## PREFACE

Dear Colleagues:

The Board for International Food and Agricultural Development has prepared this report as one means of informing the educational, research and development communities, government and the public of its activities during the first year of its existence.

The problems of famine, hunger, poverty and underdevelopment are among the most crucial facing today's world. They will continue to be so for many years to come. They are, however, problems which can be conquered although their resolution will be neither easy nor automatic. The task will require concentrated, collaborative efforts by the developing and developed nations to remove the fundamental constraints to development.

We believe that the agricultural and related disciplinary complexes of the American higher education system, in collaboration with colleagues and institutions abroad, have unique and essential contributions to make to attaining worldwide freedom from famine, hunger and malnutrition. We further believe that the Title XII program has the potential of engaging the fundamental strengths of these institutions in a variety of ways which will be highly useful to the developing nations and, simultaneously, most beneficial and satisfying to our own educational and research institutions and to our people.

It is toward the early realization of this potential that the BIFAD has worked. It will continue to do so in the future.

I want to take this opportunity to express my personal appreciation to my colleagues on the Board, members of our Joint Committees and our colleagues in AID and in the Congress for their dedicated, thoughtful help during our first year. I also want to thank all of you in the universities, the USDA, NOAA and elsewhere for your interest in, contributions to and support of the Title XII program.

As I hope the report which follows clearly shows, we believe a good start has been made, perhaps far more so than has been generally realized. Much remains to be done. With your help, we shall see that it is done.

Sincerely,



Clifton R. Wharton, Jr.  
Chairman, BIFAD

THE BOARD FOR INTERNATIONAL FOOD  
AND AGRICULTURAL DEVELOPMENT

"HIGHLIGHTS"  
of  
THE FIRST YEAR

Principal Activities and Accomplishments:

- BIFAD activated and assumed its responsibilities in October 1976; regular monthly meetings on agenda of priority items.
- Developed and adopted charter.
- Definition of the role of the Board -- participation with AID in overall policy, program, budgetary and strategy decisions.
- Board and AID administration established continuous dialogue on policy, program, budgetary and operational issues; AID Administrator or Deputy present during Board discussions of policy matters.
- Establishment of criteria for the scope of Title XII activities; country development programs and research. Core program identified.
- Implementation of a process and establishment of a provisional roster of Title XII eligible universities.
- Establishment and activation, in July, of subordinate units -- the Joint Research Committee (JRC); the Joint Committee on Agricultural Development (JCAD); staff group and panel of experts.
- Establishment of BIFAD office, approval of staff organization and composition, appointment of Executive Director, Deputy Director and staff recruitment.

- Participation in preparation and review of first Title XII Annual Report to the Congress.
- Reviewed and made recommendations on proposed revision of U.S. bilateral agricultural development assistance strategy.
- Obtained information from potentially eligible U.S. universities on interests and capacities for participation in Title XII programs.
- Approved a provisional roster of 71 Land-Grant, Sea-Grant and other U.S. universities for Title XII participation. Expansion of roster continuing. Universities appointing Title XII Program Officers.
- Developed, approved and disseminated provisional guidelines for U.S. university participation in Title XII programs - LDC development, research and training, in May.
- Developed and obtained AID agreement in principle, in October 1977, of an initial program for strengthening and mobilizing resources of U.S. universities to permit effective participation in Title XII activities. Program includes:
  - Recurrent formula funding for eligible universities including federal/university matching funds for university activities in support of the Title XII Program.
  - Special program for strengthening minority U.S. colleges and universities for expanded involvement and participation in Title XII activities.
  - Modification of AID policies, practices, procedures and instruments

to facilitate effective university participation in response to the Title XII mandate.

- Provided estimates of budgetary requirements for initiation of programs for strengthening U.S. universities. AID included funds required in FY '79 budget request.
- Participated in review of FY '79 program proposals and budget requests of USAID missions, regional bureaus and central bureaus. Recommended to AID Administrator on apportionment of funds for food, nutrition and agricultural development program.
- Conceived, recommended and obtained AID agreement on conduct by universities of a series of baseline studies in the LDC's to determine the capacity of agricultural education, research and extension institutions to meet agricultural development needs, investments required to meet constraints identified and priority U.S. bilateral programs to assist in ameliorating such constraints. AID has allocated FY '78 funds and requested FY '79 funds for the conduct of baseline studies.
- Participated in AID internal reorganization study, DDC and Brookings Institution studies of future U.S. foreign development assistance programs. Recommended on means of integrating BIFAD mechanisms in proposed new structures.
- Approved guidelines recommended by the Joint Research Committee for the implementation of collaborative research support programs.
- Received from the Joint Research Committee recommendations for approval, approved and recommended implementation by AID of planning grants for seven Collaborative Research Support Programs:

- Sorghum and millet improvement
  - Small ruminants
  - Fisheries and aquaculture
  - Human nutrition
  - Tropical Soils
  - Hemoprotozoal diseases in live-stock
  - Peanut improvement
- Received from the Joint Committee on Agricultural Development recommendations for the implementation of an initial group of twenty-two LDC, Title XII development projects. Approved recommendations and requested implementation by AID. Projects included:
- Studies designed to assess the development requirements of the Agricultural sectors of eight (8) developing countries.
  - Fourteen (14) Title XII agricultural development projects in the LDC's.
- Participating in identification of universities with expressed interest and capacity to conduct these types of country programs.
- Co-sponsored and participated in a working conference on "The Changing Role of the U.S. University in International Food and Agricultural Development under Title XII," The University of Minnesota; May, 1977.
- Initiated discussions with the Peace Corps relative to possible joint ventures with Title XII.

- Initiated with AID a planning exercise for the conduct of a series of Title XII Regional Conferences in the several AID geographic regions.

Priority Issues Under Active Consideration:

- Means of expanding rapidly U.S. University participation in U.S. bilateral agricultural development assistance programs through Title XII.
- Implementation of Title XII initiatives approved by BIFAD and recommended to AID.
- Development of a roster of agriculturally developing countries which may benefit from participation in Title XII programs including, as appropriate, middle income countries.
- Continued elaboration and perfection of procedures for BIFAD, Joint Research Committee, Joint Committee on Agricultural Development and Staff participation with AID in discharging BIFAD responsibilities and duties accorded by the Title XII Amendment.
- Expansion of roster of U.S. universities eligible for participation in the Title XII program.
- Means of improved communications with U.S. university community, AID country missions and other interested entities.
- Specification of alternatives, through Title XII, for increasing professional agricultural competency of U.S. bilateral foreign assistance programs.
- Evolving longer-term issues such as:
  - AID reorganization for an effective Title XII program.

- Needed changes in development assistance legislation for expanding US bilateral agricultural developmental assistance.



The Board for International Food  
and Agricultural Development

"THE FIRST YEAR"

BACKGROUND

When President Harry S. Truman in 1949 set forth as the fourth point in his inaugural address the national goal of aiding less developed countries, among the first to respond with enthusiastic support were American universities, natural repositories of technical knowledge, research and training programs immediately perceived as greatly needed in the bold new effort. The first appointed national leader of the Truman Point IV effort was drawn from a land-grant university presidency. Among the first projects abroad, one in Africa and another in Colombia, were university projects to help build agricultural training capacity where none existed before.

Universities have remained committed to assisting developing countries with US aid efforts ever since. Even before the Point IV program, American universities contributed graduates in scientific, technical and management fields. Many returned to their home countries in developing areas and moved into positions of broad responsibility. When aid to developing countries began, the first university teams sent abroad went under relatively simple letters of agreement and into rather unstructured institutional settings. They provided advice and worked closely with counterparts to help build new or to strengthen existing universities. In the years that have followed, the many changes in the foreign setting and in American development assistance policy have called forth a wide range of university efforts in varied settings, and with increased sophistication.

The past quarter century of university development assistance activity under auspices of the Agency for International Development, its predecessors and other sponsoring organizations, has contributed to development abroad and built a reserve of internationally experienced personnel and institutions at home. University involvement has had its ups and downs, but the active talent in many technical and scientific fields and the

experienced institutions committed to aid development abroad are now a part of the on-going reality of American resources as the nation addresses the continuing needs of developing countries.

Congressman Findley and Senator Humphrey in their sponsorship of the 1975 Title XII Amendment to the Foreign Assistance Act acknowledged these university assets, specifically as they apply to the great task of lessening the problem of hunger and famine which confronts so much of mankind residing in the less developed countries of the world. <sup>1/</sup> The Title XII Amendment also draws strength from the widely recognized success of US agriculture to which many of these same university institutions have contributed throughout the United States.

The Findley-Humphrey Amendment builds on this congruence of factors -- the existence of a serious, continuing world food problem, on the one hand, and a set of internationally committed and experienced US universities with a widely acknowledged success record in agriculture, on the other.

Broadly defined, the main provision of Title XII, and its central intent, is to provide an expanded role for US agricultural colleges and universities in helping to solve the critical food problems of the developing world. The legislation is based upon the fact that much of US agriculture's success is due to the combined approach of teaching, research and extension in our agricultural colleges and universities as well as on the proven effectiveness of these institutions in agricultural development activities abroad.

The Amendment provides for a Board for International Food and Agricultural Development (BIFAD) to participate actively in this new effort, providing specific guidance to significant aspects of AID activity under Title XII and participating in broader, related areas of Agency food and agricultural programming. The Board met for the first time on October 19-20, 1976. With the exception of August 1977, the Board has met each month since then. As specified in the law, four members of

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<sup>1/</sup> The Title XII Amendment - Appendix I

of the Board were drawn from universities; the other three members are from the private sector. 2/

This report provides a summary of progress, activities and issues following the Board's first year of work.

#### INITIAL OBJECTIVES

The Board pursued three basic objectives in its early stages. First, the Board assumed that the objective of Title XII was the development of a sound long-term program of involvement by US universities. Second, the Board sought to achieve the fullest possible measure of participation by the Board, its subordinate units and the universities in on-going AID policy, program, and procedure formulation and implementation -- a goal which called for integration rather than separation. Third, the Board sought to achieve a relationship with AID which would maximize the strengths and comparative advantages of the universities and of AID in achieving the goals of Title XII.

The implication of these three goals was the need for the Board to proceed in a systematic and thorough manner, rather than engage in what might have been a more visible "crash program." Mutual understanding of the respective views of the university community and AID required thorough exploration. Briefings and discussions regarding the policies, programs, procedures and problems of both AID and the universities were also required. Most important, this approach was intentionally designed to lay a strong foundation upon which a long-range, viable, and effective program could be built.

#### INITIAL ISSUES

The Findley-Humphrey Amendment offers a direct opportunity for involvement of US universities in our nation's approach to a critical world problem; and the responsibility to respond well is proportionately great. At the outset, the Board faced a number of critical

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2/ See page i for identification of BIFAD members, BIFAD staff officers and Joint Committee Chairpersons.

issues related, in part, to the complexity of the on-going programs both in AID and within the university community; and, in part, to the newness of the effort. These were clustered in five categories.

1. What is the authority, role and scope of the Board and of Title XII activity? Is the Board "advisory" or "operational"? In what sense is it "participatory" as specified in the Amendment? These and related questions were important from the very beginning, and answers to them related to such questions as the budgetary and program involvement of the Board and the mode of initiating and funding Title XII programs more broadly.
2. How will the BIFAD staff needs be met? Will staff members be responsible to the Board, be specially recruited, be directly hired or on loan from universities? Through what arrangements will the BIFAD staff relate to AID staff members and programs? These questions, while seemingly directly tied to BIFAD operations, carried much broader implications for long-term success of university Title XII participation.
3. What committees should BIFAD create in order to assure effective Title XII programming? In addition to the two committees specified in the Act -- one for research, the other for country programming -- were others needed? What should be the authority and membership of such committees?
4. Which US universities are eligible to participate in the Title XII program? The 1862 Land-Grant institutions, the 1890 institutions and the Sea-Grant institutions are expressly included as eligible. Which others? On the other side of the issue, which countries are eligible to participate? The Act requires the BIFAD to resolve these questions of eligibility.
5. How to impact the food and nutrition program and overcome lead-time problems? In what manner and at what level should or could BIFAD achieve the earliest impact upon a process wherein there are minimum lead times of two years? Could BIFAD take any meaningful initiatives to influence FY 77 already underway, or

FY 78 the budget for which had already been determined prior to the Board's establishment? Should BIFAD seek a separately identifiable budget line for Title XII activities, or should it work with existing, redefined budget categories? How should initiatives for Title XII activities be handled by the Board and in what project/program detail?

As background to consideration of these initial issues, the Board was conscious of the requirement placed upon the President to report to Congress in April of each year. The Board was given authority to submit its own views on any or all Title XII activities. This provided both a deadline for action and an opportunity to assert independent action.

#### PROGRESS DURING THE FIRST YEAR

Over the first year of its existence, the Board has been establishing internal operating procedures; reviewing AID basic programming and strategy documents; examining and defining Title XII provisions in exchanges with AID leadership; and resolving some of the immediate issues confronting this new and complex program. Each meeting agenda has contained a blend of operating issues and substantive items.

The Board established its operating procedures in a manner consistent with the Act and congruent with both university style and AID practice. For the most part, the BIFAD has conducted its business at monthly meetings. They have been open and well attended. AID representatives have participated actively, presenting views and interacting with BIFAD members on issues of process and substance. The Board agreed that it was essential that the top leadership of the Agency be present at each meeting, and decided that Board consideration of major policy matters would occur only when the Administrator or the Deputy Administrator was present. This has been the case most of the time. Equally, designated federal attendees from the USDA and NOAA and numerous university participants have contributed importantly to the work of the Board at its several meetings. Upon formal establishment of the Joint Research Committee and the Joint Committee on Agricultural Development, the BIFAD requested the presence of

the Joint Committee Chairpersons at Board meetings in order to report activities and actions of their respective committees.

At the first meeting of the Board, agreement was reached on the need for an Executive Director to work under the jurisdiction of the BIFAD and to head a small, expert group drawn from the universities and AID. The BIFAD staff was charged with establishing a Title XII program office, arranging Board and committee meetings, preparing analyses requested by the Board and numerous other essential activities. At subsequent meetings, the Executive Director was designated, the nature of staff arrangements specified and the location of the office approved.

The Board has dealt with a number of substantive issues. Some of the more important of these are reported below.

#### Scope of Title XII and Board Responsibilities 3/

The Board studied thoroughly the meaning and intent of Congress concerning portions of the Title XII Amendment which set forth the role of the Board. It became quite clear that the Board is not a typical federal advisory committee, although for AID management purposes, the BIFAD is so classified. AID leadership and the Board agreed that the Board will actively participate in policy, strategy, budget and program development processes of the Agency. At the other extreme, the Board is not in a position to operate programs independently. Its influence on policy and program will be largely dependent on its close ties to universities, its relationship to the Administrator and his immediate deputies, its independent reporting authority to Congress and on the effective integration of the BIFAD's Joint Committees and Staff in the Agency's processes.

The discussions clarified the difference between the Board's area of concern and the somewhat more limited scope of Title XII itself. The Board is authorized to participate in all aspects of AID's food and agricultural

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3/ See Appendix II for the BIFAD-approved statement of the scope of the Title XII program and the role of the Board.

development program. It will render advice and participate in matters ranging from the system of international agricultural research centers to broad issues of budget allocation. The BIFAD is concerned with the full range of Agency policy formulation and program implementation.

While reaching agreement on the dimensions of the Board's duties and responsibilities, the BIFAD and AID identified a "core" program of activities which meet the criteria of university participation under Title XII. The core program includes the following areas:

1. Research which includes: (a) support to International Agricultural Research Centers and similar organizations; (b) food production and nutrition components of AID's centrally-funded contract research program; (c) a new Collaborative Research Support Program; and country-or regional-specific research falling within the Title XII mandate.
2. The balance of the centrally-funded technical assistance program, concerned with the adaptation and application of agricultural and nutrition technology.
3. Strengthening developing country institutions in research, teaching, extension and other services essential to agricultural development.
4. Advisory services to developing country governments and private sectors on such food and nutritional development activities as agricultural production and marketing, credit, irrigation and water management, general nutrition projects, and technical assistance for rural development, in which developing or strengthening of research, educational or extension capabilities, though often an important by-product, is not the central purpose.

The total funding for these programs in FY 77 has been estimated to be \$118 million and for FY 78, \$195 million (Table 1).

TABLE I

ESTIMATED TITLE XII LEVELS FOR FY 1976 THROUGH FY 1978  
AS SUBMITTED BY THE PRESIDENT TO THE CONGRESS  
(IN MILLIONS)

<u>CATEGORY</u>	<u>FY 1976</u>		<u>FY 1977</u>		<u>FY 1978</u>	
	<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>
Title XII	100	17	118	21	195	33
Research*	(30)		(40)		(43)	
Adaptation and Application of Technology*	(4)		(10)		(23)	
Strengthening Devel- oping Country Insti- tutional Research, Teaching and Extension*	(28)		(18)		(42)	
Advisory Services to Developing Countries**	(38)		(50)		(87)	
Residual***	<u>482</u>	<u>83</u>	<u>422</u>	<u>79</u>	<u>391</u>	<u>67</u>
Total Food and Nutrition (Section 103 AID Request)	582	100	540	100	586	100

\* Includes related capital costs.

\*\* Does not include related capital costs.

\*\*\* Includes all non-Title XII Section 103 activities (e.g., rural road construction, fertilizer production or procurement, etc.). Includes also activities closely related to Title XII such as support to build capacity at U.S. agricultural universities under Section 211 (d), capital costs of advisory services to developing countries, and activities of voluntary agencies.

### University Eligibility

The Title XII Amendment defined directly a large number of institutions to be eligible for participation. By statute, all Land-Grant (1860-1890) and Sea-Grant institutions are eligible. Beyond these, however, the Board was charged with determining the eligibility of additional institutions based on criteria set forth in the Amendment. Those which, "have demonstrable capacity in teaching, research, and extension activities in the agricultural sciences," and can contribute effectively to Title XII purposes are eligible. The BIFAD reviewed and accepted an AID staff paper on the implications of university eligibility. 4/

In addition, the Title XII Amendment charges the BIFAD with the responsibility of "developing and keeping current a roster of universities (a) interested in exploring their potential for collaborative relationships with agricultural institutions, and with scientists working on significant programs designed to increase food production in developing countries; (b) having capacity in the agricultural sciences; (c) able to maintain an appropriate balance of teaching, research and extension functions; (d) having capacity, experience and commitment with respect to international agricultural efforts; and (e) able to contribute to solving the problems addressed by this title."

To discharge these responsibilities, the BIFAD, in cooperation with the National Association of State Universities and Land Grant Colleges (NASULGC) and the American Association of State Colleges and Universities (AASCU), designed a questionnaire and obtained relevant information from all universities considered to have potential for Title XII Program participation. It commissioned the Joint Committee on Agricultural Development to review information provided and recommend to the BIFAD universities to be included on the roster. To date, the JCAD has recommended and the BIFAD has approved 71 universities for inclusion on the provisional roster. 5/

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4/ Implications of University Eligibility - Appendix III

5/ See Appendix IV for the Provisional Roster of Universities and the Title XII Officers designated to date by the Presidents of universities included.

The study is continuing and additional universities will be added to the roster as sufficient information for decision becomes available.

Joint Committees of the BIFAD

At its February meeting, the BIFAD acted to establish subordinate committees as provided by Title XII.

The action of the Board created two comprehensive joint committees. 6/ The Joint Research Committee (JRC) consists of 21 members drawn from universities, AID, the U.S. Department of Agriculture, NOAA and the private sector. The Joint Research Committee is concerned with all Title XII research activities and assists BIFAD to discharge its responsibilities in this area. The Joint Committee on Agricultural Development (JCAD) consists of 22 members and is similarly constituted. It has broad responsibilities relating to determining priorities for strengthening LDC agricultural institutions for instruction, extension and research, as well as other LDC country programs falling within the Title XII mandate. It assists BIFAD in a variety of activities such as "matching up" U.S. universities with Title XII country projects and programs; design of programs and projects; and review of programs. 7/

The Joint Committee members were selected by the Board from some 300 leading agricultural scientists, educators, administrators and executives nominated by universities, federal agencies and the private sector. The BIFAD provided the Chairman of the Board and the Administrator of AID with a slate of recommended appointees drawn from those nominated for their joint consideration and appointment. Following security clearances, the Committees were convened and initiated regular monthly meetings. The first formal meeting of the JRC was held on July 20-21; the JCAD met formally for the first time on July 21-22.

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6/ See Appendix V for a description of the organization, structure and role of the Joint Committees.

7/ See Appendix VI for membership lists of the JRC and the JCAD.

Activities of the JRC - The Joint Research Committee was instructed by the BIFAD to give initial priority to the development and implementation of the new collaborative research program authorized by Title XII. Conceptually, this program rests on the facts that (a) there exist a number of agricultural and related problems which are common to the United States, other developed countries and the developing countries and (b) collaborative research involving US universities investigating such problems and, as appropriate, research institutions in the developing countries, other more developed countries and the international agricultural research centers would result in the discovery of knowledge and information of great benefit to both the United States and the developing nations.

The JRC has worked intensively on the conceptualization, elaboration and implementation of this new program. It constructed a working model for the program to be known as the Collaborative Research Support Program (CRSP's). The guidelines have been accepted and approved by both the BIFAD and AID. 8/

The JRC is in the process of formalizing criteria for establishment of research priorities and identifying a research agenda of priority problems which may be addressed most effectively through collaborative research. This agenda will be available in the near future.

The JRC has also identified seven (7) priority problem areas for the initiation of CRSP's. The BIFAD has approved the initial programs recommended by JRC and has requested AID to provide planning grants and participate in their implementation.

The BIFAD specified that three of the initial CRSP's be treated as test cases for the new program. AID has concurred and has made planning grants to selected institutions to see that these programs are effectively planned. The initial three planning grants approximate \$500,000. AID has the other four programs recommended by the JRC and approved by the BIFAD under active consideration for planning grants.

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8/ Guidelines for Collaborative Research Support Programs - Appendix VII.

The initial set of Collaborative Research Support Programs includes:

<u>Collaborative Research Support Program</u>	<u>Recipient of Planning Grant</u>
Sorghum and Millet Small Ruminants	The University of Missouri Research Triangle Incorporated
Fisheries and Aquaculture	Resource Development Associates, Inc.
Human Nutrition	(to be selected)
Tropical Soils	(to be selected)
Hemoprotozoal Diseases in Livestock	(to be selected)
Peanut Improvement	(to be selected)

The JRC has been active in several other areas within the range of the BIFAD's duties and responsibilities. It has:

- reviewed AID's current food and nutrition research program.
- participated in a review of AID's proposed FY 79 centrally funded research program and budget and provided BIFAD with recommendations relevant to its responsibility to advise AID on budgetary apportionment.
- consulted with the Directors of the International Agricultural Research Centers on appropriate future relationships among the research and outreach programs of the Centers and other new Title XII initiatives.

The JRC has identified numerous activities and issues which it will be addressing in the months ahead. Among these are:

- participating in the planning and implementation of the initial Collaborative Research Support Programs.
- monitoring the initial CRSP's as they evolve and evaluating the provisional guidelines and procedures for planning and implementing Collaborative Research Support Programs.

- revising Guidelines for CRSP's in light of experiences with initial programs.
- developing, in cooperation with AID and the universities, grant policies, practices, procedures and instruments which will be consistent with the CRSP concept and conducive to effective and efficient conduct of research.
- becoming informed about present research programs and operational procedures which exist for the International Agricultural Research Centers.
- completing work on criteria and methods for establishment of research priorities.
- establishing a comprehensive agenda of priority problems for collaborative and other research approaches under Title XII.
- determining appropriate role and means for BIFAD and JRC participation in other food and nutrition research programs falling within the scope of Title XII.

Activities of the JCAD - the Joint Committee on Agricultural Development was instructed by the BIFAD to evolve procedures for integrating the Title XII program with AID processes and procedures for the identification, planning and implementation of food, nutrition and agricultural development programs and projects in the developing countries. It was also asked to identify several initial "test case" agricultural sector assessments and development projects for early university involvement under Title XII.

A JCAD work group has developed a set of provisional guidelines and procedures for Title XII country development programs. The proposed guidelines will be considered by the JCAD at its November meeting; if accepted by that body, the guidelines will be placed before the BIFAD for consideration and action at its November meeting.

Simultaneously, AID has activated a high-level Task Force to determine what changes will be required in its policies, practices and procedures in order to implement

fully the intent of the Title XII Amendment and to assure effective university participation. The findings of this Task Force will be presented to BIFAD and AID administrators, probably at the November meeting of the Board.

The JCAD and the BIFAD staff, in cooperation with the staffs of AID Regional Bureaus, have identified to date some 30 new country programs and projects which are consistent with the accepted definition of the Title XII core program. The total investment which will be made in these projects is estimated to be of the magnitude of \$120,000,000. Additional Title XII country programs and projects to be initiated in FY 78 and FY 79 are being identified on a regular basis.

Information provided by universities relative to their interests and capabilities in providing assistance to the LDC's through Title XII is being utilized in identifying slates of universities for possible participation in these projects and programs. Country projects in which the BIFAD, through the JCAD and its staff, is or will be participating are identified below:

Initial Title XII Country Programs

Africa Bureau

Botswana - Agricultural Education  
Lesotho - Agricultural Sector Assessment  
Regional - Semi-Arid Food Grain Research and  
Development  
Mauritania - Sector Assessment

Projects under consideration:

Liberia - Agricultural Research  
Sudan - Agricultural Sector Assessment and  
Research Capacity Development

Asia Bureau

Indonesia - Sumatra Agricultural Research Project  
Indonesia - Bogar Graduate Agricultural School  
Indonesia - Eastern Islands Agricultural Education  
Philippines - Agricultural Research II - Regional  
Centers

Projects under consideration:

Pakistan - Economic Planning and Policy  
Analysis  
Sri Lanka - Agricultural Sector Assessment  
South Pacific - College of Agriculture

Near East Bureau

Egypt - Agricultural Development Systems  
Morocco - Evaluation of the Extension Service  
Morocco - Dryland Farming, Phase II  
Syria - Agricultural Research and Production  
Syria - Agricultural Sector Analysis  
Tunisia - Agricultural Training and Technology

Latin America

Projects under consideration:

Guatemala - Integrated Area Development Studies  
- Small Farmer Diversification  
Systems  
Haiti - Agricultural Development Support -  
Expanding Research Capacity  
- Environment Preservation  
Honduras - Agricultural Sector Development  
- Agricultural Research  
Costa Rica - Agricultural Sector Development  
Eastern Caribbean - Improving Agricultural  
Extension  
- Agro-technology Delivery  
Systems  
Jamaica - Agricultural Planning  
- Agricultural Education Development  
Paraguay - Market Planning and Technical  
Assistance  
- Minifundia Crop Intensification  
Peru - Sierra Fisheries Production

The JCAD has participated in a variety of other activities in assisting the BIFAD to discharge its responsibilities. Important among these activities have been:

- development of specific criteria for determining university eligibility for Title XII

- evaluation of and recommendations to the BIFAD of university qualifications for inclusion on the provisional roster of universities for participation in the Title XII program.
- participated in reviews of AID's proposed FY 79 country programs, projects and budgets in each of the Regional Bureaus, provided BIFAD recommendations relevant to its responsibility to advise AID on budgetary apportionment.
- reviewed existing AID programming processes as a basis for developing Title XII country program guidelines.
- proposed to BIFAD the conduct of a series of regional seminars with AID country missions on the Title XII program; participating in planning seminar series as approved by BIFAD.
- participating in the design of Baseline Studies of Agricultural Education, Research and Extension Capacity in the LDC's as approved by BIFAD and AID. (see below)
- participated in the development of proposed means for strengthening universities for participation in Title XII. (see below)
- devising acceptable means for generating detailed basic data on university interests and qualifications as an improved basis for "matching" universities with specific Title XII research and development projects.

The JCAD has before it a great number of important issues which it will be treating in the period ahead. Included are:

- completion, evaluation and revision of operational guidelines for BIFAD and university involvement in Title XII country programs.
- assisting the BIFAD in completing the roster of Title XII universities.

- participating in the acceleration of university/USDA/NOAA involvement in country programs under Title XII.
- advising the BIFAD on the development of a roster of developing countries which may benefit from participation in Title XII.
- implementation of the Baseline Studies.

Participation in Policy, Planning, Budgeting and Programming

One of the most difficult and complex issues to date has been devising effective means for BIFAD involvement in AID policy-making, planning, budgeting and programming. Some important aspects of this responsibility have been accomplished through BIFAD interaction with the AID Administrator and his immediate associates during regular Board meetings.

The Board's review of the proposed revision of U.S. agricultural development strategy is an excellent example of how the Board can be involved in the policy-making and planning of the Agency. Similarly, the Board has been involved in the development of program guidance to country missions regarding Title XII.

The BIFAD, its Joint Committees and the BIFAD staff participated actively in the Agency's FY 79 Annual Budget Submission review. Interaction on fundamental program and budgetary issues took place in the regional bureaus, the central bureaus and with the Agency's senior management. Discussions were open, candid and useful. Both BIFAD and the Agency learned a great deal about participatory approaches to the budgetary process. We believe that BIFAD participation in future budget making activities will be even more effective. Equally, the close working relationships evolving among the JCAD, the JRC, the BIFAD staff and AID personnel in its regional and central bureaus are resulting in the development of operational guidelines and procedures which will be effective in permitting appropriate BIFAD participation in the programming and planning process for research and country programs.

In this process, every effort is being made to assure an effective meshing of the concerns of both

the Agency and the Board, while accommodating to their respective statutory responsibilities. Some of the early difficulty in resolution of these problems has been due to the uniqueness of the Board's standing. However, considerable progress has been made and we are confident that the remaining issues will be resolved in the very near future.

### Strengthening US Universities

The Title XII Amendment provides authorization "to strengthen the capabilities of universities in teaching, research and extension work to enable them to implement current programs authorized..." in other parts of the Act. The BIFAD conducted intensive studies of the needs of universities in this area and evaluated alternative means whereby such needs might be met most effectively and efficiently. It concluded that an initial program consisting of four elements would be required. These are:

1. Formula-based, recurrent annual funding for Title XII eligible institutions included on the BIFAD-approved roster.
2. A special Title XII grant program designed to strengthen eligible minority institutions.
3. Appropriate revision of A.I.D. policies, practices and operating procedures to facilitate university participation in Title XII.
4. A central program of activities designed to facilitate university involvement in Title XII.

The level of recurrent annual funding allocated to a qualifying university would be determined on the basis of a two-part formula. One part would consist of a fixed amount up to a specified maximum; the other would consist of a variable amount computed as a declining percentage function of the institution's volume of Title XII business. More specifically:

1. The fixed annual amount would be up to \$100,000 per institution.
2. The variable annual amount would be up to a maximum calculated on the basis of the following schedule:

<u>Annual dollar value of Title XII projects and programs by institution (3-year moving average)</u>	<u>Percentage base for determining annual allocation to university</u>
First \$1,000,000	NONE
Second 1,000,000	15%
Third 1,000,000	10%
Fourth 1,000,000	5%
Greater than \$4,000,000	NONE

To qualify for recurrent, formula-based funding, a university would be required to:

1. be a Title XII eligible institution included on the BIFAD-approved roster of Title XII institutions.
2. indicate the level of non-federal institutional funds which it desired to make available for strengthening purposes and request that such be matched on a 1:1 basis through an allocation of Title XII funds. This would apply to both the fixed and variable components of the formula. Institutional funds used for matching purposes could include salaries, wages, supplies and expenses but not overhead costs.
3. utilize the combined Title XII/institutional funds for purposes supportive of the objectives of the Title XII program.

4. submit and obtain BIFAD approval of a program of work indicating the intended use of the combined funds and demonstrating the relationship between such uses and the institution's ability to participate in or otherwise contribute to the attainment of the objectives of the Title XII program.
5. enter into an appropriate Memorandum of Understanding of Agreement with A.I.D.
6. provide the BIFAD and AID annual substantive and fiscal reports covering activities conducted.
7. from time to time, participate in a comprehensive evaluation of the program.
8. submit all relevant records and accounts to audit.

The 1890 land grant colleges and universities (and Tuskegee Institute) would be eligible to participate in the formula funding program described above, and other aspects of the initial strengthening program, as desired. In addition, a special terminal grant program would (a) increase the capacity of the 1890 institutions to participate in Title XII international agricultural programs and (b) improve conditions for collaboration between the 1890 institutions (and Tuskegee Institute) and the 1862 institutions in such programs. This program would be designed to result in increased minority representation in AID's overseas presence and to bring the unique experiences and capabilities of the 1890 institutions into Title XII activities.

This special program would provide assistance to those 1890 institutions (and Tuskegee Institute) which make institutional commitments to long-term involvement in international food and agricultural development. Resources might be made available for such things as:

1. to more sharply define institutional interests, capabilities, and needs for effective participation;
2. to support core staff to coordinate and manage international development activities;
3. to support faculty exchange, curriculum development, library expansion, travel, and other activities that facilitate involvement in international programs;
4. support problem area strengthening as participation in international programs surfaces specific needs;
5. provide selected institutions having the strongest potential for participation, access to experienced international development expertise to assist in the development of an international program; and
6. support assistanceships for graduate students and younger faculty, including conduct of thesis research on LDC problems.

The BIFAD proposed the initial four-part program for strengthening universities to AID.<sup>9/</sup> Reception was quite positive. AID concurred in principle with three of the four components. It disagreed with the fourth component on the grounds that most such activities could be handled through formula funding and/or appropriate adjustments in traditional AID policies, practices and procedures.

<sup>9/</sup> See Appendix VIII for a detailed statement of the initial university strengthening program as proposed to AID by the BIFAD.

AID has included funds in its FY 79 budget request to support the formula funding and the special grant program for minority institutions components of the proposal. It has also initiated internal Task Forces, with BIFAD staff participation, to determine needed revisions in policies, practices and procedures. It will report its findings on suggested revisions of the original BIFAD proposal at the November meeting of the Board.

### Baseline Studies

A major component of the Title XII Program will involve collaborative assistance by US universities in the creation of adequate national agricultural education, research and extension systems in the developing nations. During the BIFAD's participation in AID's annual budget and program review, it became quite evident that basic information relative to both current capacities and development needs in these areas, on a country by country basis, is severely limited. Yet, it is precisely this type of information which is required in order to do a reliable job of developing a long run Title XII program in this area. Equally, such information is crucial to valid agricultural sector analysis and overall development assistance programming. Consequently, the BIFAD proposed to AID that US universities be involved, through Title XII, with host nationals and AID missions in the conduct of Baseline Studies of Agricultural Education, Research and Extension Systems<sup>10/</sup> in the LDC's.

AID agreed with the priority need for the conduct of such studies. It has allocated funds for this purpose in its FY 78 budget and requested additional funds to complete the studies in FY 79. Under auspices of the JCAD, a joint (BIFAD/AID) steering group for the Baseline Studies has been created. Plans for designing the studies, scheduling their conduct and inviting interested Title XII universities, consortia and/or task forces drawn from university faculties are under way.

10/ Baseline Studies - Appendix IX

Major contributions will be required of US universities over the next 18-24 months if this landmark endeavor is to be accomplished effectively.

Participation in Foreign Assistance and Reorganization Studies

The last half of the BIFAD's first year has been confounded by the Administration's intensive studies of US foreign assistance policies and programs and alternative organizational structures for the conduct of such programs. Of the several initiatives in this area, three have been of particular interest to the BIFAD. These are:

1. The Development Coordination Committee's study of foreign assistance.
2. The Brookings Institution's assessment of development assistance strategies.
3. AID's internal task force study of re-organization needs of the Agency.

Executive and/or Legislative Branch decisions which may follow the completion of these and related studies could have significant impact upon the nature and scope of the Title XII program. While the BIFAD has not been involved as an integral part of these studies, it has been briefed and consulted from time to time by those most directly involved. Corporately and individually, the BIFAD has spoken to the food, nutrition and agricultural development issues associated with these studies in order to maintain the integrity of the Title XII concepts and to assure the effective involvement of the US university community in our foreign assistance programs. 11/

The BIFAD has not yet received the final reports of the studies indicated above. When it does, it is its intent to provide definitive comments and recommendations in the areas impinging upon its duties and responsibilities. It urges the university community and other concerned organizations to do likewise.

11/ See Appendix X for the BIFAD's interim recommendations to AID on its provisional conclusions on reorganization.

### Communications

The BIFAD has been deeply concerned over imperfect communications with the university community, AID country missions and others interested in the Title XII program. To correct this problem, the BIFAD:

- authorized the early publication of a monthly newsletter to be called the "BIFAD BRIEFS."
- will continue to cooperate with US national higher education associations in the provision of information of interest to their institutional members.
- requested each university on the Title XII roster to identify a member of its faculty or administration as its Title XII Program Officer.
- proposed the conduct by BIFAD and AID of a series of regional seminars on the Title XII program in the several AID geographic regions.
- is cooperating with AID in providing comprehensive information and guidance on Title XII programs to AID country missions.
- will continue to participate in regularly scheduled meetings of AID Mission Directors and other AID entities.

The BIFAD, members of the Joint Committees and Staff have endeavored to communicate Title XII objectives and development to the university and broader professional community in a variety of other ways. Such has taken the form of speeches, workshops, conferences, articles and personal appearances. The

BIFAD has co-sponsored and/or participated in two major conferences on the Title XII Program,<sup>12/</sup> testified in Congressional oversight hearings on Title XII and made presentations at national professional association meetings and conferences. These activities will continue.

The BIFAD has conferred with Secretary of State Cyrus Vance and will continue to do so periodically at the Secretary's request. It plans to meet at an early date with Secretary of Agriculture Robert Bergland on matters of mutual interest and concern. It has been briefed by and interacted with the leadership of many other national and international organizations concerned with world food, nutrition and poverty problems.

The Board has been cognizant from the beginning of the need to provide universities with guidelines for involvement in the Title XII program. It has not been possible, as yet, to provide completely definitive information in these respects. In May, however, the Board disseminated provisional guidelines for university participation.<sup>13/</sup>As the several components of the program evolve, more detailed and specific guidelines will be made available. It has been agreed that communications with the universities will be from BIFAD rather than directly from the Joint Committees.

#### Other Developments

Farmer-to-Farmer Program. The BIFAD endorsed the concept of the Farmer-to-Farmer program as presented by AID and referred it to the Joint Committee on Agricultural Development for further study. Essentially, the program would integrate into existing plans for selected university contracts a provision to include some practical farmers, well

12/ Summary Proceedings, Conference on International Development, VPI & SU and NASULGC, November, 1976

Proceedings, The US University And Title XII, Institute of Agriculture, Forestry and Home Economics, University of Minnesota, July 1977.

13/ University Participation in Title XII Programs - Provisional Guidelines and Procedures - Appendix XI

known to the specific university and having capabilities to contribute to project purposes, who would help to carry out project activities overseas.

BIFAD Executive Director and Staff. The BIFAD has approved a staff organization and structure. <sup>14/</sup> Eventually, the staff will include 13 professional agriculturalists and 8 supporting staff. In FY 78, 10 professional positions and 4 supporting positions have been authorized. Dr. D. Woods Thomas of Purdue University assumed fulltime responsibility as Executive Director in June 1977. The BIFAD professional staff currently consists of:

D. Woods Thomas, Executive Director  
Glenn H. Beck, Deputy Executive Director  
Lon Cesal (USDA-ERS)  
Earl H. Brown (Cornell University:  
appointment in process)

BIFAD Office. The BIFAD has established its central office in the New State Department Building in Washington, D. C. The office address and telephone numbers are:

Board for International Food and Agricultural  
Development  
Department of State  
Agency for International Development  
Room 3720 NS  
Washington, D. C. 20523

Phones: 202-632-0802  
202-632-1451  
202-632-1214  
202-632-3224

14/ See Appendix XII for BIFAD Staff Structure

BIFAD Budget. The budget in support of the BIFAD, the Joint Committees and the Staff has been approved for FY 78. It is in the amount of \$1,050,000. A somewhat larger budget will be required and has been requested for FY 79.

#### ISSUES AHEAD

Many of the fundamental issues associated with the initiation of the Title XII program have been or are well on the way to being resolved. There remain, of course, several policy issues and a great number of program-related activities with which the BIFAD and its subordinate units will be concerned in the months and years ahead. Some of the more pressing of these matters are:

- the orderly, effective acceleration of university involvement in Title XII research and country development programs.
- the amalgamation of participating US universities, the BIFAD and its mechanisms and the Agency for International Development into a first class agricultural development assistance organization fully capable of making major and unique contributions to the amelioration of the world's food, nutrition and poverty problems.
- continued elaboration and perfection of the instruments, mechanisms and procedures for university participation in Title XII programs.
- implementation of the several Title XII initiatives detailed in earlier sections of this report.
- establishment of a roster of agriculturally developing nations which may benefit from collaborative work with US universities through the Title XII mechanisms.

- establishment of policy, programs and procedures for priority Title XII activities with middle income countries and others which might be included on the Title XII Roster.
- completion of the roster of US universities eligible for participation in the Title XII program.

APPENDIX I  
THE TITLE XII AMENDMENT



INTERNATIONAL DEVELOPMENT AND  
FOOD ASSISTANCE ACT OF 1975

TITLE XII-FAMINE PREVENTION AND FREEDOM FROM HUNGER

SEC. 296. GENERAL PROVISIONS.- (a) The Congress declares that, in order to prevent famine and establish freedom from hunger, the United States should strengthen the capacities of the United States land-grant and other eligible universities in program-related agricultural institutional development and research, consistent with sections 103 and 103A, should improve their participation in the United States Government's international efforts to apply more effective agricultural sciences to the goal of increasing world food production, and in general should provide increased and longer term support to the application of science to solving food and nutrition problems of the developing countries.

The Congress so declares because it finds-

- (1) that the establishment, endowment and continuing support of land-grant universities in the United States by Federal, State and country governments has led to agricultural progress in this country;
- (2) that land-grant and other universities in the United States have demonstrated over many years their ability to cooperate with foreign agricultural institutions in expanding indigenous food production for both domestic and international markets;
- (3) that, in a world of growing population with rising expectations, increased food production and improved distribution, storage and marketing in the developing countries is necessary not only to prevent hunger but to build the economic base for growth and, moreover, that the greatest potential for increasing world food supplies is in the developing countries where the gap between food need and food supply is the greatest and current yields are lowest;
- (4) that increasing and making more secure the supply of food is of greatest benefit to the poorest majority in the developing world;



(5) that research, teaching and extension activities, and appropriate institutional development therefor are prime factors in increasing agricultural production abroad (as well as in the United States and in improving food distribution, storage and marketing;

(6) moreover, that agricultural research abroad has in the past and will continue in the future to provide benefits for agriculture in the United States and that increasing the availability of food of higher nutritional quality is of benefit to all; and

(7) that universities need a dependable source of Federal funding, as well as other financing, in order to expend, or in some cases to continue, their efforts to assist in increasing agricultural production in developing countries.

(b) Accordingly, the Congress declares that, in order to prevent famine and establish freedom from hunger, various components must be brought together in order to increase world food production, including-

(1) strengthening the capabilities of universities to assist in increasing agricultural production in developing countries;

(2) institution-building programs for development of national and regional agricultural research and extension capacities in developing countries which need assistance;

(3) international agricultural research centers;

(4) contract research; and

(5) research program grants.

(c) The United States should-

(1) effectively involve the United States land-grant and other eligible universities more extensively in each component;

(2) provide mechanisms for the universities to participate and advise in the planning, development,

implementation and administration of each component;  
and

(3) assist such universities in cooperative joint efforts with-

(A) agricultural institutions in developing nations, and

(B) regional and international agricultural research centers, directed to strengthening their joint and respective capabilities and to engage them more effectively in research, teaching and extension activities for solving problems in food production, distribution, storage, marketing and consumption in agriculturally underdeveloped nations.

(d) As used in this title, the term "universities" means those colleges or universities in each State, territory or possession of the United States or the District of Columbia, now receiving, or which may hereafter receive, benefits under the Act of July 2, 1862 (known as the First Morrill Act), or the Act of August 30, 1890 (known as the Second Morrill Act) which are commonly known as "land-grant" universities; institutions now designated or which may hereafter be designated as sea-grant colleges under the Act of October 15, 1966 (known as the National Sea Grant College and Program Act), which are commonly known as sea-grant colleges; and other United States colleges and universities which-

(1) have demonstrable capacity in teaching, research and extension activities in the agricultural sciences; and

(2) can contribute effectively to the attainment of the objective of this title.

(e) As used in this title, the term "Administrator" means the Administrator of the Agency for International Development.

(f) As used in this title, the term "agriculture" shall be considered to include aquaculture and fisheries.

(g) As used in this title, the term "farmers" shall be considered to include fishermen and other persons employed in cultivating and harvesting food resources from salt and fresh waters.

SEC. 297. GENERAL AUTHORITY.- (a) To carry out the purposes of this title, the President is authorized to provide assistance on such terms and conditions as he shall determine-

(1) to strengthen the capabilities of universities in teaching, research and extension work to enable them to implement current programs authorized by paragraphs (2), (3), (4), and (5) of this subsection, and those proposed in the report required by section 300 of this title;

(2) to build and strengthen the institutional capacity and human resources skills of agriculturally developing countries so that these countries may participate more fully in the international agricultural problem-solving effort and to introduce and adapt new solutions to local circumstances;

(3) to provide program support for long-term collaborative university research on food production, distribution, storage, marketing and consumption;

(4) to involve universities more fully in the international network of agricultural science, including the international research centers, the activities of international organizations such as the United Nations Development Program and the Food and Agriculture Organization, and the institutions of agriculturally developing nations; and

(5) to provide program support for international agricultural research centers, to provide support for research projects identified for specific problem-solving needs, and to develop and strengthen national research systems in the developing countries.

(b) Programs under this title shall be carried out so as to-

(1) utilize and strengthen the capabilities of universities in-

(A) developing capacity in the cooperating nation for classroom teaching in agriculture, plant and animal sciences, human nutrition and vocational and domestic arts and other relevant fields appropriate to local needs;

(B) agricultural research to be conducted in the cooperating nations, at international agricultural research centers, or in the United States;

(C) the planning, initiation and development of extension services through which information concerning agriculture and related subjects will be made available directly to farmers and farm families in the agriculturally developing nations by means of education and demonstration; or

(D) the exchange of educators, scientists, and students for the purpose of assisting in successful development in the cooperating nations;

(2) take into account the value to the United States agriculture of such programs, integrating to the extent practicable the programs and financing authorized under this title with those supported by other Federal or State resources so as to maximize the contribution to the development of agriculture in the United States and in agriculturally developing nations; and

(3) whenever practicable, build on existing programs and institutions including those of the universities and the United States Department of Agriculture and the United States Department of Commerce.

(c) To the maximum extent possible, activities under this section shall (1) be designated to achieve the most effective interrelationship among the teaching of agricultural sciences, research and extension work, (2) focus primarily on the needs of agricultural producers, (3) be adapted to local circumstances, and (4) be carried out within the developing countries.

(d) The President shall exercise his authority under this section through the Administrator.

SEC. 298. BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT.- (a) To assist in the administration of the programs authorized by this title, the President shall establish a permanent Board for International Food and Agricultural Development (hereafter in this title referred to as the "Board") consisting of seven members, not less than four to be selected from the universities. Terms of members shall be set by the President at the time of appointment. Members of the Board shall be entitled to such reimbursement for expenses incurred in the performance of their duties (including per diem in lieu of subsistence while away from their homes or regular place of business) as the President deems appropriate.

(b) The Board's general areas of responsibility shall include, but not be limited to-

- (1) participating in the planning, development and implementation of,
- (2) initiating recommendations for, and
- (3) monitoring of,

the activities described in section 297 of this title.

(c) The Board's duties shall include, but not necessarily be limited to-

- (1) participating in the formulation of basic policy, procedures and criteria for project proposal review, selection and monitoring;
- (2) developing and keeping current a roster of universities-

(A) interested in exploring their potential for collaborative relationships with agricultural institutions, and with scientists working on significant programs designed to increase food production in developing countries;

(B) having capacity in the agricultural sciences;

(C) able to maintain an appropriate balance of teaching, research and extension functions.

(D) having capacity, experience and commitment with respect to international agricultural efforts, and

(E) able to contribute to solving the problems addressed by this title;

(3) recommending which developing nations could benefit from programs carried out under this title, and identifying those nations which have an interest in establishing or developing agricultural institutions which engage in teaching, research or extension activities;

(4) reviewing and evaluating memorandums of understanding or other documents that detail the terms and conditions between the Administrator and universities participating in programs under this title;

(5) reviewing and evaluating agreements and activities authorized by this title and undertaken by universities to assure compliance with the purposes of this title;

(6) recommending to the Administrator the apportionment of funds under section 297 of this title; and

(7) assessing the impact of programs carried out under this title in solving agricultural problems in the developing nations.

(d) The President may authorize the Board to create such subordinate units as may be necessary for the performance of its duties, including but not limited to the following:

(1) a Joint Research Committee to participate in the administration and development of the collaborative activities described in section 297(a)(3) of this title; and

(2) a Joint Committee on Country Programs which shall assist in the implementation of the bilateral

activities described in sections 297(a)(2), 297(a)(4), and 297(a)(5).

(e) In addition to any other functions assigned to and agreed to by the Board, the Board shall be consulted in the preparation of the annual report required by section 300 of this title and on other agricultural development activities related to programs under this title.

SEC. 299. AUTHORIZATION.- (a) The President is authorized to use any of the funds hereafter made available under section 103 of this Act to carry out the purposes of this title. Funds made available for such purposes may be used without regard to the provisions of sections 110(b), 211(a), and 211(d) of this Act.

(b) Foreign currencies owned by the United States and determined by the Secretary of the Treasury to be excess to the needs of the United States shall be used to the maximum extent possible in lieu of dollars in carrying out the provisions of this title.

(c) Assistance authorized under this title shall be in addition to any allotments or grants that may be made under other authorizations.

(d) Universities may accept and expend funds from other sources, public and private, in order to carry out the purposes of this title. All such funds, both prospective and in hand, shall be periodically disclosed to the Administrator as he shall by regulation require, but no less often than in an annual report.

SEC. 300. ANNUAL REPORT.- The President shall transmit to the Congress, not later than April 1 of each year, a report detailing the activities carried out pursuant to this title during the preceding fiscal year and containing a projection of programs and activities to be conducted during the subsequent five fiscal years. Each report shall contain a summary of the activities of the Board established pursuant to section 298 of this title and may include the separate views of the Board with respect to any aspect of the programs conducted or proposed to be conducted under this title.

APPENDIX II  
THE SCOPE OF TITLE XII

## The Scope of Title XII

There are two facets to a definition of the scope of A.I.D.'s work covered by Title XII. First is the extent of participation by the Title XII Board, its subordinate units and staff in the development of the U.S. foreign aid program. Second is agreement on program categories which will permit activities to be classified under the Title XII rubric.

This paper synthesizes an earlier background paper prepared by A.I.D. and revisions suggested by the Board at its meeting on December 22, 1976.

## The Role of the Board

Section 298, Title XII of the Foreign Assistance Act provides for the establishment of the Board and indicates that its general areas of responsibility shall include, but not be limited to, participating in the planning, development and implementation of, initiating recommendations for and monitoring of the activities described in Section 297. Included is participation in the "...formulation of basic policy, procedures and criteria for project proposal review, selection, and monitoring." The Board has agreed to take a broad view of its role in these matters, one which focuses on advice through participation in the full range of Agency policy formulation and its implementation.

This approach will require participation of the Board in development assistance issues broader than those accounted for under Title XII itself and broader still than those within the confines of Section 103, the Food and Nutrition authorizing legislation. Thus, the Board will have an important role in the planning, programming and evaluation of all Section 103 programs including those accounted for under Title XII. The Board will also review and advise on other development assistance programs such as those funded from the Education and Human Resources Development appropriate where such programs affect issues in Food and Nutrition. Those Supporting Assistance activities which are comparable to Food and Nutrition or Title XII activities also will be involved through A.I.D. in agricultural development issues of interest to the Board which arise in connection with food aid administered under PL 480.

## Definition of Title XII Activities

Section 299 of the Foreign Assistance Act authorizes the use of Section 103 funds to carry out the purposes of Title XII. The Board has agreed that the purposes of Title XII are quite broad, and as a result, a broad definition of Section 103 activities included under Title XII is necessary. In general, projects will fall within the definition of Title XII if they are designed to achieve the purposes for which assistance is authorized by Section 297 and involve:

- a. Research, research support and the development of research capacity in the LDC's, the International Agricultural Research Centers and the food and nutrition component of AID's centrally funded research program.
- b. Training and extension.
- c. Advisory services to LDC government ministries on fisheries, agricultural production, and marketing, nutrition projects, and technical assistance for rural development.
- d. New programs under Title XII authorities developed under the leadership of the Board.

To the extent that the research, training and extension activities listed in a. and b., above, have associated capital costs, these costs will be included within the core of Title XII activities. It is anticipated that the capital costs associated with the advisory services referred to in subparagraph c, will not be included in the core of Title XII activities.

In summary, this core of Title XII activities covers all of A.I.D.'s technical assistance funded from Section 103 with two exceptions and also covers capital costs directly connected with research, training and extension. The two technical assistance exceptions are:

- a. Resources specifically earmarked for support and development of programs administered by private and voluntary organizations; and
- b. Use of the 211(d) authority (as opposed to the Title XII Authority) to strengthen the capacity of institutions in the United States to develop and carry out programs concerned with economic and social development of less developed countries.

It is recognized that further exception may be identified and agreed to by A.I.D. and the Board as experience is gained with the application of these criteria.

Given its broad role, the Board will be involved in planning and programming of the total Food and Nutrition program but will concentrate first on the core of Title XII activities defined above. Less attention is expected to be devoted to capital costs directly associated with such Title XII activities and less still to activities like fertilizer and road construction loans which are not directly related to Title XII activities.

APPENDIX III  
IMPLICATIONS OF UNIVERSITY ELIGIBILITY

## THE IMPLICATIONS OF ELIGIBILITY

There are two dimensions of the issue of eligibility. One is the problem of determining which institutions may be "eligible" under Title XII. In addition to the Land Grant and Sea Grant institutions specified in the legislation, appropriate criteria and procedures are required to determine which of the "other" institutions have the "demonstrable capacity," etc., to be "eligible." (These are being developed elsewhere.)

The other dimensions, to which this paper is addressed, deals with the practical operational differences between eligible and non-eligible institutions in their relationship to the A.I.D. program.

It is clear that the Title XII authority does not preempt any other existing authorities to conduct food and nutrition activities, nor does it diminish the Agency's right under those authorities to involve any institution (eligible or otherwise) in its Food and Nutrition program.

For purposes of programs under Title XII of the Foreign Assistance Act, the practical difference between eligible universities and other institutions\* is as follows:

1. A required minimum of four members of the Board for International Food and Agricultural Development must come from eligible universities. There is no restriction on the institutional connection, if any, of other Board members. Membership on subordinate committees will not be limited to representatives of eligible universities.

2. The authority in Section 297 (a) to strengthen U.S. universities is limited to strengthening eligible universities.

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\* Includes non-eligible universities, private firms, governmental agencies, etc.

3. The authority in Section 297(a) (3) to provide program support for long-term collaborative university research is limited to eligible universities as grantees. (This is a new joint program - distinct from on-going contract research mentioned in point 5 below - featuring contributions by the participating universities.)

4. Institutions, whether or not they are eligible universities, can participate as contractors to help build and strengthen the institutional capacity and human resources skills of agriculturally developing countries (Section 297(a) (2), to conduct research on specific problem solving needs and to help develop and strengthen national research systems in developing countries (Section 297(a) (5).

5. The authority in Section 297(a) (4) to involve universities more fully in the international network of agricultural science is clearly directed to the greater involvement of eligible universities. However, this does not preclude other institutions from participating in these networks as contractors.

6. Institutions, whether or not they are eligible universities, can also participate in any activity under Title XII as sub-contractors of an eligible university, or as contractors or sub-contractors of an international agricultural research center.

7. Only eligible universities may be included on the roster to be kept by the Board under Section 298(c) (2).

8. Eligibility for Section 211(d) Institutional Grants is not affected by eligibility under the Title XII definition.

It is understood that program decisions on the involvement of both eligible and non-eligible institutions will be based on competence, experience and relevance of their resources to the development objectives of the A.I.D. program.

Regardless of the authority utilized or of the eligibility of the university involved, any activity which fits the definition outlined in the Scope of Title XII paper, would fall under the provisions of Title XII.

APPENDIX IV  
PROVISIONAL ROSTER OF TITLE XII  
UNIVERSITIES



PROVISIONAL ROSTER OF UNIVERSITIES  
 HAVING THE INTEREST AND CAPABILITY  
 TO PARTICIPATE IN TITLE XII ACTIVITIES

Land Grant - 1862 - Western Region

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
University of Arizona Dr. Gerald R. Stairs, Dean College of Agriculture	College of Agriculture University of Arizona Tucson, Arizona 87521 (602) 884-2711
University of California, Davis Chancellor James H. Meyer Attn: Title XII Representative	University of California, Davis Davis, California 95616
Colorado State University Dr. George Dennison, Assoc. Dean, College of Arts, Humanities and Social Sciences, and Chairman, Administrative Council for International Affairs	Colorado State University Fort Collins, Colorado 80521
University of Hawaii-Manoa Dr. William R. Furtick, Dean College of Tropical Agriculture	University of Hawaii-Manoa Honolulu, Hawaii 96822
University of Idaho President Richard D. Gibb Attn: Title XII Representative	University of Idaho Moscow, Idaho 83843
Montana State University Mr. Donald Clark, Assistant to the President and Lecturer in Political Science	Montana State University Bozeman, Montana 59715 (406) 587-7135
New Mexico State University Dr. Harold R. Matteson, Director, International Programs	New Mexico State University Las Cruces, New Mexico 88003 (505) 646-4735

Land Grant - 1862 - Western Region (Cont'd.)

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
Oregon State University President Robert W. MacVicar Attn: Title XII Representative	Oregon State University Corvallis, Oregon 97331
Utah State University Dr. Bruce Anderson, Director, International Studies and Programs	Utah State University Logan, Utah 84322
Washington State University President W. Glenn Terrell, Jr. Attn: Title XII Representative	Washington State University Pullman, Washington 99163
*University of Washington President John R. Hogness Attn: Title XII Representative	University of Washington Seattle, Washington 98195

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\*Sea Grant but not a Land Grant.

Land Grant - 1862 - Northcentral Region

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
University of Alaska Dr. James Drew Dean, School of Agric. & Land Resources Management, and Director, Agric. Experiment Station	University of Alaska Fairbanks, Alaska 99701
University of Illinois Dr. Dillon Mapother Acting Vice Chancellor for Research	University of Illinois 330 Administration Building Urbana, Illinois 61801
Iowa State University President W. Robert Parks Attn: Title XII Representative	Iowa State University of Sci. & Tech. Ames, Iowa 50010
Kansas State University Dr. Roger Mitchell Vice President for Agriculture	Kansas State University Waters Hall Manhattan, Kansas 66502 (913) 532-6147
Michigan State University President Clifton R. Wharton, Jr. Attn: Title XII Representative	Michigan State University East Lansing, Michigan 48823
University of Minnesota Deputy Vice President William F. Hueg Dean, Inst. of Agric, Forestry and Home Economics	University of Minnesota 201 Coffey Hall 1420 Eckles Avenue St. Paul, Minnesota 55108 (612) 373-0734
University of Missouri Dean Elmer R. Kiehl College of Agriculture	University of Missouri College of Agriculture 2-69 Agriculture Building Columbia, Missouri 65201 (314) 882-2011

Land Grant - 1862 - Northcentral Region (Cont'd.)

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
University of Nebraska Dr. Robert W. Kleis, Dean, International Programs, IANR	University of Nebraska 218 Agricultural Hall University of Nebraska Lincoln, Nebraska 68583 (402) 472-2111
Ohio State University Dr. Arthur E. Adams Assoc. Provost	Ohio State University 203 Administration 190 North Oval Mall Columbus, Ohio
Purdue University Dr. T. Kelley White, Director, International Programs in Agric., Sch. of Agric.	Purdue University West Lafayette, Indiana 47906 (317) 494-8753
North Dakota State University Dr. Kenneth A. Gilles Vice President for Agriculture	North Dakota State University Agriculture Applied Science Fargo, North Dakota 58102
South Dakota State University Dr. Hilton M. Briggs President Emeritus	South Dakota State University Library, Room 241 Brookings, South Dakota 57007 (605) 688-5106
University of Wisconsin, Madison Dr. David Johnson, Dean, International Studies and Programs	University of Wisconsin Madison, Wisconsin 53706 (608) 262-2321

Land Grant - 1862 - Southern Region

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
University of Arkansas Dr. James E. Martin Vice President, Agriculture	University of Arkansas Administration Building Fayetteville, Arkansas 72701
Auburn University Dr. R. Dennis Rouse, Dean, School of Agriculture and Director, Agricultural Experiment Station.	Auburn University Auburn, Alabama 36830
Clemson University Dr. Luther P. Anderson, Dean, College of Agric. Sciences	Clemson University 101 Barre Hall Clemson, South Carolina 29631
University of Florida President Robert Q. Marston Attn: Title XII Representative	University of Florida Gainesville, Florida 32601
University of Georgia Dr. Darl E. Snyder, Director, International Programs	University of Georgia 201 Conner Hall Athens, Georgia 30602
University of Kentucky President Otis A. Singletary Attn: Title XII Representative	University of Kentucky Lexington, Kentucky 40506
Louisiana State University and Agricultural and Mechanical College System Chancellor J. Norman Efferson, Center for Agric. Sci. & Rural Development	Louisiana State University Baton Rouge, Louisiana 70803
Mississippi State University Dr. Louis N. Wise Vice President for Agric., Forestry, & Veterinary Medicine	Mississippi State University P.O. Box 5368 Mississippi State, Mississippi 39762

Land Grant - 1862 - Southern Region (Cont'd.)

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
North Carolina State University Dr. Jackson A. Rigney, Dean, International Programs	North Carolina State University 209 Daniels Hall Raleigh, North Carolina 27607
Oklahoma State University Mr. Hugh Rouk, Director, International Education	Oklahoma State University 016 Home Economics West Bldg. Stillwater, Oklahoma 74070
Texas A & M University President Jarvis E. Miller Attn: Title XII Representative	Texas A & M University College Station, Texas 77843
Virginia Polytechnic Institute and State University Dr. Howard Massey, Chairman, Title XII Coordinating Comm.	Virginia Polytechnic Institute and State University 104 Hutchenson Hall Blacksburg, Virginia 24016
West Virginia University Dr. Rodger D. Yeager, Director of International Programs	West Virginia University 2112 Agric. Sci. Building Morgantown, West Virginia 26506

Land Grant - 1862 - Northeastern Region

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
University of Connecticut Dr. Edwin J. Kersting, Dean, College of Agric. & Natural Resources	University of Connecticut Box U-66 Storrs, Connecticut 06268 (203) 486-2917
Cornell University President Dale R. Corson Attn: Title XII Representative	Cornell University Ithaca, New York 14850
University of Delaware President Edward A. Trabant Attn: Title XII Representative	University of Delaware Newark, Delaware 19711
University of Maine at Orono Dr. Kenneth Wing, Dean of College of Life Sciences and Agric.	University of Maine at Orono Orono, Maine 04473 (207) 581-7477
University of Maryland Dr. Gordon M. Cairns, Dean, College of Agriculture	University of Maryland College Park, Maryland 20742
University of Massachusetts President Robert C. Wood Attn: Title XII Representative	University of Massachusetts Boston, Massachusetts 02116
Massachusetts Institute of Technology President Jerome B. Wiesner Attn: Title XII Representative	Massachusetts Institute of Technology Cambridge, Massachusetts 02139
University of New Hampshire President Eugene Mills Attn: Title XII Representative	University of New Hampshire Durham, New Hampshire 03824

Land Grant - 1862 - Northeastern Region (Cont'd.)

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
Pennsylvania State University Dr. James M. Beattie, Dean, College of Agriculture	Pennsylvania State University 201 Old Main University Park, Pennsylvania 16802
University of Rhode Island President Frank Newman Attn: Title XII Representative	University of Rhode Island Kingston, Rhode Island 02881
Rutgers, The State University Dr. Grant F. Walton Dean of Cook College	Rutgers, The State University New Brunswick, New Jersey 08903
University of Vermont Dr. Thomas W. Dowe, Dean, College of Agriculture	University of Vermont and State Agric. College Morrill Hall Burlington, Vermont 05401 (802) 656-2980

Land Grant - 1890

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
Alabama Agricultural and Mechanical University Dr. C. A. Williams Executive Vice President	Alabama A&M University Normal, Alabama 35762
Alcorn State University President Walter Washington Attn: Title XII Representative	Alcorn State University Lorman, Mississippi 39096
Florida A & M University Dr. Walter L. Johnson Division of Rural Development	Florida A & M University Tallahassee, Florida 32307
Fort Valley State College Dr. James I. Kirkwood Director of Agriculture	Fort Valley State College Fort Valley, Georgia 31030
Lincoln University Dr. Edward M. Wilson, Dean, Coop. Extension & Research	Lincoln University Jefferson City, Missouri 65101
North Carolina Agricultural and Technical State University Dr. B. C. Webb, Dean, School of Agriculture	North Carolina A&T Greensboro, North Carolina 27411
Prairie View A&M University Dr. Freddie L. Richards, Dean, College of Agriculture	Prairie View A&M Prairie View, Texas 77445
Southern University Dr. T. T. Williams Administrative Assistant for Federal Relations and Grants	Southern University Baton Rouge, Louisiana 70813

Land Grant - 1890 (Cont'd.)

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
Tennessee State University President Frederick S. Humphries Attn: Title XII Representative	Tennessee State University Nashville, Tennessee 37203
Virginia State College Dr. Huey Battle, Director, Bureau of Economic Research and Development	Virginia State College Petersburg, Virginia 23803
Tuskegee Institute Dr. B. D. Mayberry, Dean, School of Applied Sciences	Tuskegee Institute Tuskegee, Alabama 36088 (205) 727-8327

Universities Other Than Land or Sea-Grant

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
California Polytechnic State University Dr. Howard C. Brown, Dean, School of Agriculture	California Polytechnic State University San Luis Obispo, California 93410
California State Polytechnic University Dr. Tony J. Cunha, Dean, School of Agriculture	California State Polytechnic University Pomona, California 91766
California State University President Norman Baxter Attn: Title XII Representative	California State University Fresno, California 93710
Louisiana Tech University Dr. John Murad	Louisiana Tech University Ruston, Louisiana 71270
Murray State University Dr. James T. Thompson Chairman, Agric. Dept.	Murray State University Murray, Kentucky 42071
Sam Houston State University Dr. Eddie L. Dye Professor of Agriculture	Sam Houston State University Huntsville, Texas 77340
Southern Illinois University President Warren W. Brandt Attn: Title XII Representative	Southern Illinois University Carbondale, Illinois 62901
University of Southwestern Louisiana Dr. Darryl L. Felder Asst. Prof. of Biology	University of Southwestern Louisiana P.O. Box 4-2451 Lafayette, Louisiana 70504

Universities Other Than Land or Sea-Grant (Cont'd.)

<u>University, Name and Title of Title XII Officer</u>	<u>Address and Telephone</u>
Texas Tech. University President Cecil Mackey Attn: Title XII Representative	Texas Tech. University Lubbock, Texas 79409
Western Kentucky University Dr. Marvin Russell, Dean, Orden College of Science and Technology	Western Kentucky University Bowling Green, Kentucky 42101
University of Wisconsin- River Falls Chancellor George Field Attn: Title XII Representative	University of Wisconsin River Falls, Wisconsin 54022

APPENDIX V  
BIFAD JOINT COMMITTEE STRUCTURE

BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT  
JOINT COMMITTEE STRUCTURE

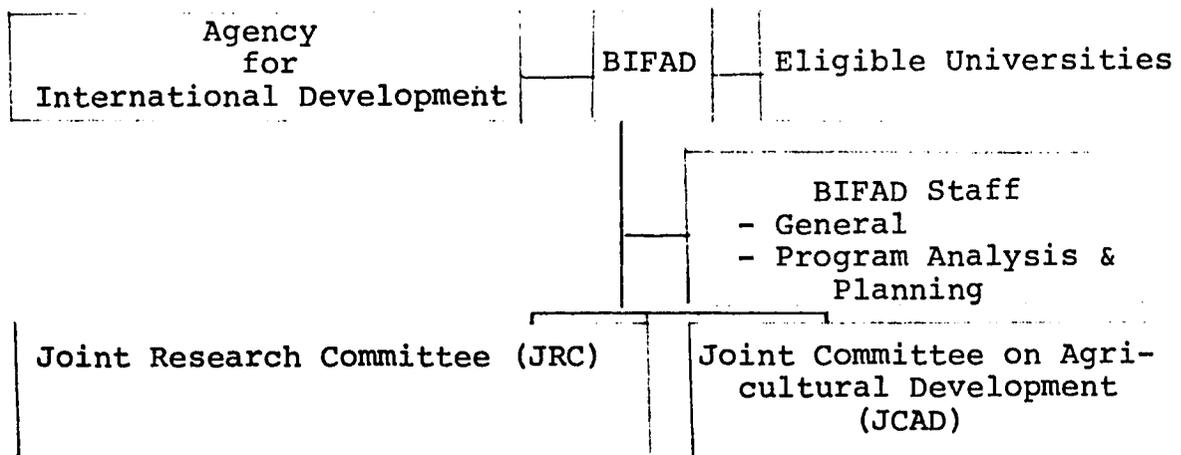
The Title XII Amendment to the Foreign Assistance Act of 1961 indicates that the President may authorize the Board for International Food and Agricultural Development (BIFAD) to create subordinate units necessary to the performance of its duties. The legislation specifies that these subordinate units may include but not be limited to:

- A Joint Research Committee (JRC)
- A Joint Committee on Country Programs (JCCP)

Given the broad scope and complex nature of the responsibilities and duties which the Title XII Amendment assigns the BIFAD, it is clear that a slight variant of the joint committee structure suggested in the legislation would be desirable. Initially, under authorization provided by the Title XII Amendment, the BIFAD will create the following joint committees:

- A Joint Research Committee (JRC)
- A Joint Committee on Agricultural Development (JCAD)

In recognition of the fact that the BIFAD must participate actively in the programming and budgetary processes associated with food, nutrition and agricultural development programs funded through A.I.D., the BIFAD also will establish a special staff group to serve its needs in the program analysis and planning area.



This joint committee and staff structure, appropriately interfaced with existing entities within A.I.D., the university community and the LDC's, will facilitate greatly the discharge of the BIFAD's responsibilities. Organizational and operational aspects of this committee structure are given below.

The Joint Research Committee  
(JRC)

It is the responsibility of the BIFAD to help mobilize and deploy U.S. scientific capacity in order to make maximum contributions to the eventual solution of the world food, nutrition and agricultural development problems. The Board's responsibilities and duties cover a broad spectrum of agricultural research activities authorized, funded and implemented by A.I.D. This spectrum includes support of the International Agricultural Research Centers, centrally funded research contracts and grants, and country-specific and/or region-specific research funded through regular and special budgets of individual A.I.D. missions and Regional Bureaus. Additionally, the BIFAD has participatory responsibilities for support programs newly authorized by the Title XII Amendment and to strengthen U.S. universities to perform this function.

The JRC will be concerned with all Title XII research activities directed toward the discovery of new knowledge and development of technology useful to the developing countries. The Joint Committee on Agricultural Development (JCAD) will be concerned with the expansion of institutional capacity in the LDC's to adapt such knowledge and technology to local conditions and to assure its delivery to producers, processors, distributors and consumers. Arrangements will be made to provide essential interaction between the JRC and the JCAD at this interface.

The BIFAD must be in a position to consider the total LDC-oriented agricultural research commitment of the U.S. if it is to participate effectively in the management of this significant aspect of the U.S. bilateral assistance program. The Joint Research Committee (JRC) will serve the BIFAD in all ways essential to the discharge of this responsibility.

## Roles of the JRC

The JRC will play several roles. Important among these will be:

1. to participate in the administration and development of the collaborative research activities described in Section 297(a), (3) of the Title XII Amendment. It will assist the BIFAD in conceptualizing, planning and implementing the Collaborative Research Support programs authorized in Section 298(d), (3) of Title XII. It will participate in the identification of research needs as well as in program selection, development implementation and evaluation.
2. to participate in the continued development and implementation of other research activities directed toward the solution of food, nutrition and agricultural development problems of the developing nations. Included will be all relevant research activities supported by A.I.D. through centrally funded research contracts and grants and country specific or region specific research funded through regular and special budgetary allocations of the AID Missions and Regional Bureaus.  
  
The JRC will serve the BIFAD by identifying opportunities for research to be mounted through these authorizations, participating in essential review, monitoring and evaluation processes and providing specific recommendations relative to research programs and projects of this type to be included in annual and 5 year programs and budgetary projections for Title XII.
3. to serve the BIFAD in meeting its responsibility "to provide program support for international agricultural research centers." The JRC will develop mechanisms essential to understanding and evaluating the research and outreach activities of the International Agricultural Research Centers, strengthening the relationships between the cognizant programs of the Centers and U.S. universities involved in Title XII programs, assessing the trade-offs between investment of Title XII resources in Center-based research and the alternative research programs and anticipating in the programmatic decision-making processes of the Centers.

4. to assist the BIFAD in discharging its responsibility to strengthen the capacity of Title XII-participating U.S. universities to contribute to the generation of the body of knowledge and applicable technology essential to the amelioration of world food and related problems. It will help devise innovative, non-traditional mechanisms for providing federal (AID) funding to U.S. universities for long-term support of scientific staff, research programs, graduate training activities and the like.
5. to develop for the BIFAD such analysis as it may request, including but not limited to, those dealing with desirable Title XII research program and budgetary projections.

To play these roles, the JRC will need to perform several specific functions. Such will be elaborated in collaboration with the BIFAD and its staff.

#### Organization and Composition

Selection of members of the JRC will be guided by the specific talents required to play the essential roles of the Committees. As a group, the JRC should have in-depth understanding of food and nutrition, by training or experience, and should understand the development process and the role of agriculture in it. Members should have an understanding of the research process and the nature of agricultural and fishery research.

JRC members should have recognized stature in and the respect of their parent organizations and professional colleagues. The University component of the JRC should include representation of the Agricultural Experiment Stations and research coordinating units of 1890 and other institutions. Agricultural deans, international agriculture directors and sea grant directors should include individuals representing a broad range of relevant scientific disciplines and in-depth knowledge of the scientific needs of the LDC's in the several geographic regions of the world.

### Membership

- 5 members from AID;
- 9 members from universities;
- 3 members from USDA;
- 1 member representing the National Oceanographic and Atmospheric Administration (NOAA) of the U.S. Department of Commerce;
- 1 member representing the Consultative Group on International Agricultural Research (CGIAR)
- 1 member representing the private agricultural sector;
- 1 member who is the Chairman of the Research Advisory Committee (AID).

21 members in total

### Appointments

JRC members will be appointed jointly by the A.I.D. Administrator and the Chairman of the BIFAD.

### Terms of Office

The terms of office of non-university representatives will be determined by the parent agency. Terms for university representatives initially will be for \_\_\_\_\_ and \_\_\_\_\_ years, with three-year terms thereafter.

### Chairmanship

The Chairman of the JRC will be designated by the BIFAD.

### Joint Committee on Agricultural Development (JCAD)

The Title XII legislation places major responsibility on the BIFAD and U.S. universities for effective participation in the expansion of world food supplies, improving human nutrition and accelerating agricultural development in the poor nations. In virtually all cases, this will involve assistance in developing and strengthening the public and private agricultural infrastructure, including that essential to the fishery sub-sector. It will also involve human resource development at a variety of levels. Functionally, the key sets of institutions are those required to (a) provide an adequate supply of appropriately trained professionals, (b) develop location-specific technology capable of sharply increasing productivity, output and income, (c) deliver to private and public decision-makers and action takers packages of appropriate technology and related information, and (d) provide other

essential services on the input and output sides of the production, processing, distribution and consumption process.

In the developing countries these services are provided through a variety of institutional forms which seldom coincide, structurally, with the cognizant institutional forms characteristic of the United States. However, the functions to be performed and the services to be provided tend to be identical. Few sound developmental assistance activities can be neatly packaged into extension, teaching or research program development projects; rather, they tend to require two or more such elements to avoid exacerbating typical fragmentation of these services.

The fundamental expertise in the relevant U.S. research and education community is institutional in the traditional "teaching," "research," "extension" trilogy. To service well the development needs of the poor nations and, simultaneously, to tap effectively U.S. institutional expertise, the BIFAD should have a permanent joint committee capable of bridging this structural gap. The Joint Committee on Agricultural Development has been designed with this in mind.

#### Roles of the JCAD

The Joint Committee on Agricultural Development will have the following roles:

1. to participate in the identification of priority needs for institutional development in the LDC's to assure adequate internal capacity for human resource development, research, the delivery of information and technology to end users and such other services as may be required for the rapid modernization of agriculture.

The JCAD will assist the BIFAD in a country-by-country assessment of priority needs for strengthening agricultural institutions.

2. to participate in the conceptualization and design of Title XII projects and programs directed toward meeting such needs. In performing this role, the JCAD may:
  - review, appraise and advise BIFAD on the status of AID-supported country programs involving institutional development activities,

- identify the primary constraints to technology transfer and agricultural development and conceptualize new approaches to removing such constraints,
  - participate in monitoring and evaluating technical assistance programs designed to strengthen education, extension, research and related institutions,
  - assess existing AID program formulation and review processes in this area and recommend desirable modifications.
3. to evaluate the interest and capacity of eligible U.S. universities to participate in country problem analysis as well as project conceptualization, design and implementation. It will assist the BIFAD in matching up U.S. universities and Title XII country programs and projects.
  4. to identify areas in which U.S. universities must be strengthened if they are to be effective in the development of essential agricultural and related institutions and national systems in the LDC's. Further, the JCAD will assist the BIFAD in devising programs and procedures capable of achieving this end.
  5. to assist the BIFAD in the development of policies, practices and programs which will assure the most efficient use of Title XII funds invested in formal and informal education of LDC personnel in the U.S. and elsewhere.
  6. to determine ways and means whereby Title XII activities may be utilized to provide international professional experience for young U.S. agriculturalists and for agricultural scientists, educators, and administrators.
  7. to respond to the BIFAD as requested in receiving, reviewing and acting on country program and project proposals.
  8. to assist the BIFAD in the effective integration of agricultural research and development programs implemented under Title XII authorizations with complementary development activities such as those implemented under PL 480, farmer-to-farmer programs, and private voluntary organizations.

9. to develop for the BIFAD such analyses as it may request, including but not limited to, those dealing with desirable country programs and budgetary projections.

### Organization and Composition

The JCAD will play a set of roles requiring a broad spectrum of professional training, experience and understanding on the part of its members. Corporately, the JCAD should have expertise in the range of agricultural sciences, social as well as bio-physical, and in the educational, research and extension functions as such relate to the development process. This expertise should incorporate in-depth experience in these areas in both the U.S. system and in systems characteristic of developing nations in the several geographic regions of the world.

JCAD members should have recognized stature in and the respect of their parent organizations and professional colleagues. The university component of the JCAD should include representatives of the international programs, resident instruction, extension and research divisions of the agricultural complexes of eligible universities.

Given the scope of responsibility of the JCAD, it will require access to additional talent and expertise in the form of short-term consultants, panels and study groups. These may be drawn from appropriate extension, instructional research and development personnel as required.

### Membership

9 members from universities;  
7 members from AID;  
2 members from USDA;  
1 member from the private agricultural sector;  
2 members from the voluntary organizations.  
1 member from NOAA  
22 total

### Appointments

JCAD members will be appointed jointly by the AID Administrator and the Chairman of BIFAD.

### Terms of Office

The terms of office of non-university representatives will be determined by the parent agency. Terms for university representatives initially will be for one, two, and three-year terms thereafter.

### Chairmanship

The Chairmanship of the JCAD will be designated by the BIFAD.

### Staff Group for Program Analysis and Planning

The BIFAD is charged with numerous responsibilities for participating in planning, developing and implementing the food, nutrition and agricultural development programs funded through AID. It follows that the Board must have some means of objectively evaluating Title XII programs and projects to determine if U.S. resources are being utilized in optimal fashion. It must also have an effective means of identifying new, high-payoff investment opportunities in agricultural development abroad. Further, it must have a means of assessing the degree to which U.S. bilateral efforts are complementary to the agricultural development activities of other organizations and if the Title XII program is, in fact, doing those things in which the U.S. has a true comparative advantage.

To serve the BIFAD's needs in this area, it is imperative that a staff group charged with specific analytical and planning responsibilities be created to work in partnership with AID.

### Roles of the Staff Group

The staff group on program analysis and planning will:

1. assess the needs of the agricultural sectors of developing countries utilizing sector analyses and other available studies and information. It may also commission special studies and analyses as required.
2. determine priority opportunities for Title XII projects and programs for recommendation to the BIFAD.
3. recommend to the BIFAD desirable modifications of ongoing programs and new programs which should be developed.

4. conduct objective analyses of Title XII activities. to determine the degree to which they are effective.
5. provide the BIFAD with objective analyses of complementary, competitive or substitutive relationships among Title XII activities and other developmental initiatives in cooperating countries, in the international centers and in institutions involved in centrally funded research and development activities.
6. participate in short-term and long-term planning exercises for Title XII and related programs.
7. develop for the BIFAD, such analyses and reports as it may request including, but not limited to, those dealing with desirable Title XII programs and funded allocations. In conducting such work, it will work closely with the JRC and the JCAD.

APPENDIX VI  
MEMBERSHIP  
JOINT COMMITTEES

JOINT RESEARCH COMMITTEE

Chairman Dr. Frederick E. Hutchinson  
Vice President  
University of Maine  
Orono, Maine 04473  
Tel. 207-581-7048

University Representatives

Dr. Tony J. Cunha  
Dean of Agriculture  
California Polytechnic  
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Dr. Jarvis E. Miller, President  
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Dr. Hugh L. Popenoe, Director  
International Programs and  
Sea Grant Institute  
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Tel. 904-392-1965

Dr. William R. Pritchard  
Dean, School of Veterinary Medicine  
University of California  
Davis, California 95616  
Tel. 916-752-1360

Dr. Charlotte E. Roderuck  
College of Home Economics  
Iowa State University  
Ames, Iowa 50010  
Tel. 515-294-5982

JOINT RESEARCH COMMITTEE (Cont'd.)

University Representatives (Cont'd.)

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School of Agriculture  
North Carolina A&T State Univ.  
Greensboro, North Carolina 27411  
Tel. 919-379-7500, Ext. 7979

Dr. Ross S. Whaley, Dean  
College of Food & Natural  
Resources  
University of Massachusetts  
Amherst, Massachusetts 01002  
Tel. 413-545-2766

AID Representatives

Mr. John S. Balis  
Agricultural Development Officer  
Latin American Bureau, Rm. 2242 NS  
Agency for International Development  
Washington, D.C. 20523  
202-632-8126

Dr. Irwin Hornstein, Deputy Dir.  
Office of Nutrition, Rm. 720 RPC  
Technical Assistance Bureau  
Agency for International Development  
Washington, D.C. 20523  
Tel. 703-235-8927

Mr. Woodrow W. Leake  
Agricultural Development Officer  
Africa Bureau, Rm. 2480 NS  
Agency for International Development  
Washington, D.C. 20523  
Tel. 632-8480

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APPENDIX VII  
GUIDELINES  
COLLABORATIVE RESEARCH SUPPORT  
PROGRAMS

GUIDELINES FOR THE CONDUCT OF  
COLLABORATIVE RESEARCH SUPPORT ACTIVITY  
UNDER TITLE XII OF THE  
INTERNATIONAL DEVELOPMENT AND FOOD ASSISTANCE ACT OF 1975

A REPORT OF THE JOINT RESEARCH COMMITTEE  
OF THE  
BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT

October 11, 1977

## INTRODUCTION<sup>1/</sup>

### Purpose of this Report

Title XII, Section 298(d) of the International Development and Food Assistance Act of 1975 states that "The President may authorize the Board to create such subordinate units as may be necessary for the performance of its duties, including, but not limited to, the following:

"A Joint Research Committee to participate in the administration and development of the collaborative activities described in Section 297(a), (3) of this Title."<sup>2/</sup>

Section 297(a) provides authority for a totally new type of research program. This program, of central concern to this report, is identified in the legislation as follows: "...to provide program support for long-term collaborative university research on food production, distribution, storage, marketing, and consumption."<sup>3/ 4/</sup>

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- <sup>1/</sup> The paper outlines general approaches and concepts to guide the development of the new research effort herein described. It is understood that all activities to be undertaken within these guidelines in the implementation of this research effort must be in accordance with applicable U.S. laws, regulations and policies. To the extent that new procedures are required for the implementation of these activities, they will be developed in conformance with these applicable laws.
- <sup>2/</sup> A description of the Joint Research Committee (JRC) and its role under the Board for International Food and Agricultural Development has previously been approved by the Board. The Board has expanded the role of the JRC to cover all research activities encompassed under Title XII.
- <sup>3/</sup> For the purpose of this report, the definition of a U.S. university is as described in the Act, Section 296(d).
- <sup>4/</sup> Universities interested in potential involvement under Title XII research authorities may desire a criterion to distinguish "collaborative research" from "centrally funded research" contracts. The JRC suggests this be based on an evaluation by the university as to whether or not university resources are to be committed to the program, since this commitment is required of all "collaborative research" programs, but not required for "centrally funded research" projects. (See page 7).

This report outlines briefly and recommends for consideration by the Board for International Food and Agricultural Development and by the Agency for International Development the underlying concepts and general characteristics of desirable approaches for implementing this new research authority. Although this report describes the operational guidelines for implementation of the Collaborative Research Support programs, it is important to note there are other research program categories which function under Title XII authority. Centrally funded research contracts for programs with U.S. institutions and developing countries will be continued as in the past, with initial evaluation by the JRC. Also, it is expected that some research projects linking U.S. institutions and developing countries will be funded as parts of A.I.D. country programs and hence will fall under immediate cognizance of the JCAD.<sup>1/</sup>

#### Background

Concepts and recommendations presented here have evolved in part from an extended discussion process between A.I.D. and representatives of agricultural universities and the USDA, starting before and extending through the development of Title XII legislation, and culminating in an earlier report prepared by an ad hoc committee consisting primarily of university representatives (Hutchinson report).

These discussions were based on a mutual desire to explore possibilities of drawing upon the long experience of "Hatch Act" and other collaboration between the U.S. Department of Agriculture and state-supported research institutions, which feature federal support to state-funded research, justified by the complementarities of benefit to U.S. Government and individual state objectives.

The "Hatch Act" model does not provide a closely replicable analogy, however, as both U.S. Government research funds and those from the several states are all directed to the benefit of the U.S. public--albeit at a different level of governmental aggregation--and both USDA and the several state research institutions are mandated to serve those domestic U.S. interests. In contrast, U.S. funds for foreign assistance are to assist the peoples of developing countries and the Agency for International Development is mandated to use its resources to that purpose.

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<sup>1/</sup>The "Joint Committee on Agricultural Development", a subordinate of the Board, comparable to JRC but focusing on country programs.

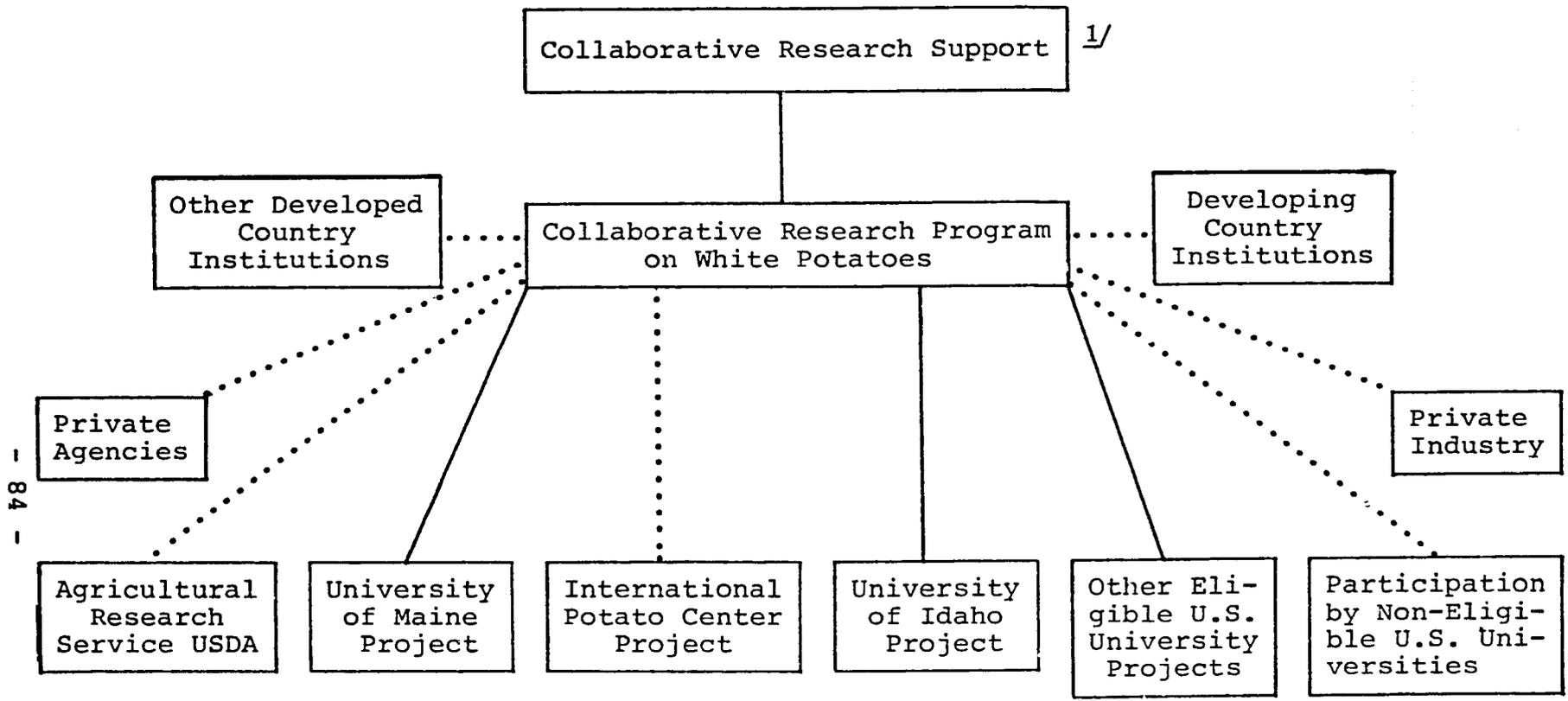
However, agricultural leaders concerned both with domestic and with developing country needs for research-based science and technology have come increasingly to see large areas of overlap of subject matter and the resulting substantial mutual advantage of joint research program efforts which cut across national boundaries and different levels of agricultural development. Most commercial crops and animals produced in the U.S. have origins in what are now the developing countries and most of the world's food is from crops and animals which are common to both the more and the less developed countries. Furthermore, such production-limiting factors as plant and animal disease, and climate (temperature, humidity, etc.) and soil constraints, are often best studied under the conditions of maximum stress which frequently occur in developing countries. Most important, solutions of specific, major technical problems often require critical masses of scientific talent and institutional resources not usually available to a single country.

## THE PROGRAM

### Some Definitions

"Collaborative Research Support" is the generic term given to the activities carried out primarily under Section 297(a), (3) of Title XII. This is research jointly supported by A.I.D. and collaborating institutions. Specific multi-institutional collaborative programs addressed to specific problems of food production, distribution, storage, marketing, or consumption are designated as "Collaborative Research Support Programs". Formally organized individual components of a given Collaborative Research Support Program may be designated as projects. One example of this approach is given on the following page.

The term "Collaborative Research Support Program" denotes an arrangement which facilitates collaboration among U.S. universities, U.S. Department of Commerce, USDA, International Agricultural Research Centers, other research institutions, private agencies and industry, and developing country university and other research institutions on a problem-oriented basis in a common research and development program to solve a priority food and nutrition problem. (See Program Planning section on pages 9-11). This may require fundamental research. The diagram shown on the following page is for the purpose of illustration and it should be recognized that there are many other variations which could be developed. Participation by small and less experienced, eligible universities and other interested institutions (public and private) will be encouraged.



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-4-

<sup>1/</sup> By definition in the Title XII legislation, support funds for Collaborative Research Support Programs may be granted only to eligible institutions as defined in that Title. In the diagram this means the linkages with solid lines indicate potential support funding of eligible institutions, through the management entity (Page 9), while dotted lines indicate funding can occur only through a contract or sub-contract for prescribed services from the management entity or one of the participating eligible institutions. As indicated on Page 10, only in the special case where the management entity itself is an eligible university can it receive support funds; in other cases its services may be obtained through appropriate contract arrangements.

### The Concept

The amelioration of world food, nutrition, and poverty problems will require considerable expansion in a comprehensive body of relevant scientific knowledge. While expanding, the research capacity extant in the developing nations is insufficient to the task of providing such in an acceptable time frame. The special purpose international agricultural research centers have considerable capacity to contribute to certain of these knowledge needs; however, this also is insufficient. The agricultural research establishment of the American higher education community, the USDA, U.S. Department of Commerce, and other federal research organizations, has extensive capacity to work effectively on this set of problems. For a variety of reasons, this capacity has not been brought to bear in sufficiently comprehensive fashion on these issues. If progress is to be made, and the U.S. foreign assistance commitment effectively discharged, this latter capacity must be mobilized to work in collaborative fashion with the international agricultural research centers and, even more important, the agricultural research institutions in the developing nations. Conceptually, it is the creation of an instrumentality capable of mobilizing this talent and permitting it to play a significant role in high-payoff, problem-oriented, research programs that is of principal concern.

This instrumentality and the collaborative research programs which it generates must also be capable of assuming effective interaction and complementarity with national, bi-national, and multi-national agricultural development programs in developing nations.

Research programs of U.S. agricultural research institutions have, to a degree, become specialized in response to the specific characteristics of agriculture within their respective state. Since the late 1940's the U.S. state agricultural experiment stations have collaborated in research planning and implementation on a regional basis through a formal process entitled "Regional Research" which is funded by Congress for that specific purpose. Regional research projects have enabled state agricultural experiment stations to contribute specialized research competence to the solution of comprehensive problems. The rising relative and absolute costs of scientific research will inevitably force more such specialization because it is becoming increasingly more difficult for a U.S. state agricultural research institution to cover the research needs of all components of agriculture in that state.

Similarly, developing country institutions cannot be all things to all people. Certain basic minimal response capabilities to major agricultural needs must be developed and maintained in each country; but such institutions will have to make priority decisions and choices among competing needs in order to devote enough attention to any one problem to make significant contributions and thereby earn their constituents' support.

In some subject matter areas, International Agricultural Research Centers have been established, and in some subject matter areas these address problems confronted by developing country and U.S. agriculture alike. These Centers are supported by some thirty donor members of the Consultative Group on International Agricultural Research (CGIAR) of which the U.S. is one of the major donors. The Centers focus their research and training programs on the major food sources of the developing countries. Their successful operation is dependent upon establishment of effective linkages, on the one hand with the client developing country research systems, and on the other, for supportive research with appropriate institutions in the developed countries.

#### Program Approach

The "Collaborative Research Support Program" approach will link institutions having common interests in organized programs of research on selected problems. Such a collaborative research program on a single problem of common interest to the U.S. and several of the developing nations might involve a single U.S. institution as the U.S. leader, an international center, and several developing nation agricultural universities or research centers. More commonly, two or more U.S. universities with exceptional competence and interest in the problem would work as a team with the collaborating foreign institutions either under a special consortium or under prime grantee/sub-grantee or subcontractor arrangement. Under any organizational model, certain specialized competencies required for effective solution of a given problem might not be available in the principal participating institutions and would need to be drawn from whichever source, U.S. or foreign, most capable of providing them.

The management entity will assume overall responsibility for managing the program and will fund sub-grantees or subcontractors according to criteria approved by A.I.D. All such

funds would be used to support research by eligible universities, or to fund research by other participating entities, in a Collaborative Research Support Program, as agreed upon and approved.<sup>1/</sup>

These funds could be used for such purposes as:

- financing those components of appropriately reoriented U.S. based research programs having identifiable utility in solution of developing country problems;

- financing planning and organizational costs which are necessary to carry out the research programs;

- financing overseas research activities of U.S. faculty and graduate students working on approved collaborative research programs;

- financing research arrangements of management entities and eligible universities with collaborating developing country institutions or individuals, and for conducting research in practical developing country farm situations to test validity, relevance and applicability of findings;

- financing developing country and U.S. graduate students and other junior U.S. scientists on research necessary to prosecution of the problem-solving activity;

- Financing development of research information exchange systems including conferences, data storage and retrieval systems, publications, materials exchanges, professional exchange arrangements and any other arrangements necessary to prosecution of the problem-solving activity;

- financing special activities specific to the participation of International Agricultural Research Centers on approved research not covered by their budgets; and

- financing such other functions as are essential to effective conduct of approved collaborative research programs.

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<sup>1/</sup> Statutory authority to fund research activities of foreign institutions in collaboration with U.S. universities may be technically contained in provisions of the Foreign Assistance Act other than section 297(a) (3)--for instance, section 297(a) (2) and (5). All potential aspects of Collaborative Research Programs, whether or not carried out by U.S. universities, are collected in the guidelines' discussion of collaborative research activities.

The bulk of the contribution to the total program would come, of course, from the U.S. and foreign institutions' own resources devoted to their research efforts; however, the new international component of most programs would be paid primarily by A.I.D. funding for Title XII programs. Collaborating U.S. institutions would likely be those with a high performance potential as judged by commitment or willingness to become committed (and not exclusively by experience in the field), professional research capability and related factors. It is expected that collaborating institutions would elect to participate in programs which would be complementary to their own domestic responsibilities.

Collaborating developing country institutions would participate out of their sense of the priority research needs of the constituencies they serve and their capability to contribute to solution of the identified priority research problems.

Division of effort would be worked out in large part by the collaborating researchers themselves. It would not necessarily follow a standard pattern. In some cases, U.S. scientists might do the major portion of the more basic research, because of access to costly laboratory facilities and specific expertise; in other instances, because of special aptitudes or interest, this might be a primary contribution of developing country researchers. Interest, capability and, above all, design requirements of an effective research program would be the ultimate considerations.

#### Characteristics of an Administrative Entity

For each Collaborative Research Support Program, an administrative "Management Entity", with appropriate legal status, not necessarily a corporation, will be required for administering the resources contributed by A.I.D. and for overseeing the individual projects comprising the program. This management entity would receive and administer A.I.D. grant funds for the Collaborative Research Support Program, sub-allocating them to the participating U.S. and developing country institutions for their respective projects. The management entity should have the capacity to coordinate the effective implementation of the program and be responsible for implementation of the budgetary plans including the contributions to the projects of the participating institutions.

The management entity might be a lead U.S. university, or other institution, an administrative unit within a lead university, a special consortium of universities or other body representing the participating institutions. An entity, or a combination

(such as a joint venture) of entities, eligible to receive grant support under Title XII are the preferred types of management entities. Although in some limited number of problem areas it may be possible for a single university to conduct a Collaborative Research Support Program without involving other U.S. institutions, this approach would not be typical. Selection of management entities and their relations with grantees would, as appropriate, be in accordance with the collaborative assistance approach provided in Appendix H, Subpart 7-4.58, Collaborative Assistance.

Only in the case where the management entity is an eligible university, or a group of eligible universities organized as a joint venture, could the management entity be eligible to receive, by grant, support funds as defined in Title XII. In all other cases, the services provided to A.I.D. by the management entity for execution of the Collaborative Research Support Program would be financed through appropriate contract arrangements.

In this concept, funds for a grant for a given Collaborative Research Support Program would flow from A.I.D. to the management entity and from that entity to each institution participating through projects in a Collaborative Research Support Program. A.I.D. would hold the management entity responsible, through established A.I.D. management procedures, for performance of the Collaborative Research Support Program. A.I.D. would assure that the management entity would manage the program in accordance with the overall plan and budget agreed to by A.I.D. and the management entity. The JRC will, through the Board, assist A.I.D. in execution of all these activities by such continuing evaluational and other program development and monitoring mechanisms as may be evolved. Similarly, A.I.D. would hold the management entity accountable for the funds and for their appropriate use in all aspects of the Collaborative Research Support Program, and this entity would, in turn, hold the participating institutions accountable for the funds and for their use in the projects according to budgetary plans. A suitable system of accountability would be developed between the management entity, the contributing universities and A.I.D. for holding participating institutions accountable for use of A.I.D. funds in their projects. Such a management system is essential for efficient management of a number of participating university projects comprising a Collaborative Research Support Program. It is hoped that this will facilitate participation of a wide range of institutions, make available a diversity of scientific talent, and assure that all necessary disciplinary and institutional components of a Collaborative Research Support Program will be integrated into a comprehensive effort.

### Program Planning

The Joint Research Committee (JRC) will be responsible for preparing a prioritized list of programs suitable for addressing world food problems, with specific areas identified with each program. After this list is prepared and approved by BIFAD and A.I.D., the JRC will assist BIFAD, and ultimately A.I.D., in doing the necessary planning preparatory to the establishment of a Collaborative Research Support Program. For this purpose the JRC will identify a roster of possible planning entities. A.I.D. may award a contract or contracts to one or more qualified entities for providing assistance in the planning process. A.I.D., in consultation with the BIFAD and JRC, will design the planning contract in a manner calculated to insure maximum participation in planning and research by all qualified institutions and to avoid organizational conflicts of interest. The purpose of the planning contract would be to provide a delineation of the problem, an outline of a research program to address the problem (in detail or in general terms, as may be appropriate), and identification of institutions which might become actively engaged in the research program.

As the initial step of the planning process the planning entity will be required to identify all other eligible institutions and individuals who should be brought into the planning or research process. As part of this process a meeting, or a series of meetings if necessary, could be arranged for a larger group than would ultimately be involved in a Collaborative Research Support Program. This could include representation from eligible universities having an interest and capability in the subject and representatives from developing countries, International Agricultural Research Centers, A.I.D. Missions, and other research agencies. Out of this meeting would come a preliminary delineation of the problem and the identification of institutions which might become actively engaged in the program. Steps will be taken to assure that all eligible institutions, including the smaller and less-experienced, and other public and private entities having interest and scientific capacity in the problem area have an opportunity to participate in this early phase of the planning process.

A variety of techniques and instrumentalities may be used for this process of getting a proper plan developed for the Collaborative Research Support Program. These techniques will vary according to the nature of each specific situation, and they will range from those where the planning entity will not be allowed to be a participant in the CRSP to those where the

planning entity will be encouraged to be a participant in the CRSP. When the latter technique is utilized, it will be necessary to provide adequate safeguards against "organizational conflicts". Such instances would include cases where adequate exploratory work had been done in advance of the planning contract so that the state of the art of the subject is well known, and the universe of university capability and interests in participation has been clearly defined, and/or where competency is otherwise lacking to assist in the planning process. Needed safeguards would include but not be limited to arrangements to assure that eligible institutions other than those involved directly in the planning contract, and having scientific capacity in the problem areas and interest in collaborating in the program, would have an opportunity to participate in this early phase of the planning process and to be considered for participation in the Collaborative Research Support Program.

In some instances, the responsibility for coordinating the planning function might be given to a single university (one which does not have a primary interest in participating in the research program), or a consortium of such universities. In other instances, it might be given to an organization such as the Sea Grant Association which could coordinate the efforts of all interested and eligible universities.

When the planning process for a Collaborative Research Support Program has been completed, a proposal or proposals would be submitted to the JRC for consideration as basis for its recommendations to the Board.

At an appropriate stage in the planning process, the JRC would make recommendations to the Board for its consideration and possible recommendations to A.I.D.

The decision whether to make a grant or contract, the choice of the grantee or contractor and the terms of the grant or contract are matters to be decided by A.I.D. with the advice of the BIFAD.

University representatives of the JRC or BIFAD will disqualify themselves from participation in decisions or recommendations of those bodies that directly affect the interests of their universities.

When the entity for a Collaborative Research Support Program grant has completed the process, a proposal will be submitted to the JRC for consideration and approval before being recommended to the Board. Essential features of a grant proposal are as follows:

- (1) A master plan for the entire Collaborative Research Support Program Grant. This should include a state-of-the-arts review.
- (2) Project statements from each participating entity, including a description of collaborative relationships with developing country and other institutions.
- (3) A plan to show how the Collaborative Research Program will be coordinated, including the management of the funds provided by the grant, as an integral part of the total research effort.
  - (a) The involved universities will unite in a legally defined corporation or special consortium, or
  - (b) One institution will be designated as the lead institution which will accept a Support Grant that will be subdivided by sub-grants and/or contracts to the cooperating institutions.
- (4) Program and fiscal accountability:
  - (a) Individual project contributions by collaborating institutions to the program as well as program progress will be evaluated periodically by the PRC for recommendation to the management entity.
  - (b) Annual project summaries will be submitted by the cooperating universities for review by the PRC.
  - (c) Evaluation plans laying out critical steps in the research process and appropriate progress measuring devices will be developed.
  - (d) Expenditures will be subject to audit in accordance with FMC-73-8 entitled "Cost Principles for Educational Institutions" and other applicable regulations.
  - (e) Forward funding decisions will be made by A.I.D., keeping in mind the need for a two-year lead time.

- (f) A.I.D. may monitor all aspects of a Collaborative Research Program and may require such reports as are deemed necessary.

Characteristics of Collaborative Research Support Program Grants

- (1) Collaborative Research Support Grants will be approved for periods of up to five years with forward funding assured for three and more years. These grants will be reviewed annually with regard to a rolling five-year plan and budget, subject to the statutory requirements for "termination for the convenience of the government".
- (2) The principle of "jointness" between the U.S. universities and A.I.D. in conceptualization and management of each Collaborative Research Support Program should be the standard test in evaluating the proposal. "Jointness" should be demonstrable through specific indication in the proposal of commitment by each U.S. university. Commitment will be tested by whether the A.I.D. component is additive to on-going university research programs and whether the total university effort toward the solution of international food problems exceeds the amount funded by A.I.D.
- (3) All grants, sub-grants and contracts entered into by the management entity shall be in accordance with criteria to be developed jointly by the Board and A.I.D.



**APPENDIX VIII**

**STRENGTHENING U.S. UNIVERSITIES FOR  
TITLE XII PROGRAM PARTICIPATION**

STRENGTHENING U.S. UNIVERSITIES  
FOR TITLE XII PROGRAM PARTICIPATION

The Title XII legislation authorizes the strengthening of universities for participation in the Title XII programs. In recent months, the BIFAD and A.I.D. have jointly explored numerous avenues for meeting this objective of the legislation. While it is true that universities may be strengthened through participation in the programs, it is equally true that essential program development and resource mobilization by the universities will require the implementation of measures directed toward this specific end. There appears to be four kinds of measures which will contribute to attainment of this objective.

1. Formula-based, recurrent funding for Title XII eligible institutions included on the BIFAD-approved roster.
2. A special Title XII program designed to strengthen eligible minority institutions.
3. A central program of activities designed to facilitate university involvement in Title XII.
4. Appropriate revision of A.I.D. policies, practices and operating procedures to facilitate university participation in Title XII.

Recurrent Funding

To participate fully and effectively in the Title XII programs, U.S. universities must be in position to mobilize professional and other resources and develop an effective response capacity to Title XII program needs. They must also develop specialized knowledge, expertise, educational programs and research capacity requisite to success of the Title XII effort. To do so, they must have access to a reliable source of flexible funding. This may be made available through recurrent funding of Title XII eligible universities meeting certain specified conditions. A formula basis for this purpose is outlined below.

The level of recurrent annual funding allocated to a qualifying university would be determined on the basis of a two-part formula. One part will consist of a fixed amount up to a specified maximum; the other part will consist of a variable amount computed as a declining percentage function of the institution's volume of Title XII business. More specifically:

- a) The fixed annual amount would be up to \$100,00 per institution.
- b) The variable annual amount would be up to a maximum calculated on the basis of the following schedule:

Annual dollar value of Title XII projects and programs conducted by institution	Percentage base for determining annual allocation
--	---

<u>3-year moving average</u>	<u>to university</u>
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First \$1,000,000	NONE
Second \$1,000,000	15%
Third \$1,000,000	10%
Fourth \$1,000,000	5%
Greater than \$4,000,000	NONE

To qualify for recurrent, formula-based funding, a university would be required to:

- a) be a Title XII eligible institution included on the BIFAD-approved roster of Title XII institutions.
- b) indicate the level of non-federal institutional funds which it desires to make available for strengthening purposes and request that such be matched on a 1:1 basis through an allocation of Title XII funds. This would apply to both the fixed and variable components of the formula. Institutional funds used for matching purposes could include salaries, wages, supplies and expenses but not overhead costs.

- c) utilize the combined Title XII/ institutional funds for purposes supportive of the objectives of the Title XII program.
- d) submit and obtain BIFAD approval of a program of work indicating the intended use of the combined funds and demonstrating the relationship between such uses and the institution's ability to participate in or otherwise contribute to the attainment of the objectives of the Title XII program.
- e) enter into an appropriate Memorandum of Understanding or Agreement with A.I.D.
- f) provide the BIFAD and A.I.D. annual substantive and fiscal reports concerning activities conducted.
- g) from time to time, at the discretion of BIFAD and A.I.D., participate in a comprehensive evaluation of the program.
- h) submit all relevant records and accounts to audit by a mutually acceptable outside auditor.

#### Special Programs for Minority Institutions

The 1890 land grant colleges and universities (and Tuskegee Institute) are specified in the legislation as eligible for strengthening. They would be eligible to participate in the formula funding program described above, and other parts of the overall strengthening program, as desired. In addition, a special program will be developed which will (1) increase the capacity of 1890 institutions to participate in Title XII international agricultural programs and (2) improve conditions for collaboration between the 1890 institutions (and Tuskegee Institute) and the 1862 institutions in such programs. This program is designed to result in increased minority representation in A.I.D.'s overseas presence and to bring the unique experiences and capabilities of the 1890 institutions into Title XII overseas programs.

This special program would provide assistance to those 1890 institutions (and Tuskegee Institute) which make an institutional commitment to long-term involvement in international food and agricultural development. Resources would be made available for such things as:

- (1) to more sharply define institutional interests, capabilities, and needs for effective participation;
- (2) to support core staff to coordinate and manage international development activities;
- (3) to support faculty exchange, curriculum development, library expansion, travel, and other activities that facilitate involvement in international programs;
- (4) support problem area strengthening as participation in international programs surfaces specific needs;
- (5) provide selected institutions having the strongest potential for participation, access to experienced international development expertise to assist in the development of an international program; and
- (6) support assistanceships for graduate students and younger faculty, including conduct of thesis research on LDC problems.

#### Central Program

There exists considerable potential for contributing to the strengthening of U.S. universities for Title XII participation through a well designed centralized program of priority activities. Generally, these activities would be things which do not lend themselves well to implementation through individual institutions but which respond to overall Title XII program needs and, in the process, may serve to strengthen universities and contribute to their ability to perform Title XII functions.

Illustratively, a centralized program of this type might include:

1. Some grants for research symposia, workshops, consultation, etc.
2. competitive scholarship or fellowship grants for graduate students, young faculty, internationally inexperienced faculty, etc.
3. support for commissioned studies in priority problem areas.
4. funding of cooperative A.I.D./university joint staff appointments.

Revision of Policies,  
Practices and Procedures

The ability of universities to mobilize resources and expand their capacity to participate in the Title XII program may be enhanced materially through appropriate modifications in traditional policies, practices and procedures governing A.I.D./university relationships. Illustratively, the following types of possibilities exist.

- A. Substitution of the matching of institutional interests, talents, and capacity to program needs concepts for the competitive bid method of procurement of universities for participation Title XII programs.
- B. Adoption of grant and contract formats involving the multi-year, periodic review and program/budget roll-forward concepts. (research, country programs, technical services, etc.)
- C. Early university involvement in project identification, planning, development, implementation.

- D. Adoption of personnel, salary, program and related policies consistent with those of participating universities such that true incentives for faculty and institutional participation prevail.
- E. Build authorization for specific "strengthening" activities into grants and contracts; e.g., U.S. graduate student/intern support, post-assignment release time, research components in technical assistance projects, etc.
- F. Adoption of policies fostering the involvement of institutions and individual faculty with little or no international experience in the on-going programs of the more-experienced institutions.

APPENDIX IX

AGRICULTURAL EDUCATION, RESEARCH AND EXTENSION

- Capacity and Coordination in the LDC's -

- Baseline Studies -



## AGRICULTURAL EDUCATION, RESEARCH AND EXTENSION

- Capacity and Coordination in the LDC's -

- Baseline Studies -

Among agricultural development practitioners there exists rather widespread agreement that an effective institutional structure for providing educational research and extension services to decision-makers in the agricultural sector is a necessary if not sufficient condition to the evolution of a highly productive, modern agriculture. There is also agreement that such services might be provided in a variety of institutional forms, that the optimal form tends to be country-specific, and that coordination and integration of the means of providing such services are essential if the potentially powerful inter-functional complementarities which exist are to be captured.

There appears to be somewhat less agreement on the adequacy of the agricultural education, research and extension institutions in the LDC's. Some hold that such capacity is adequate for present needs, at least in some LDC's; others hold that there are few if any situations where this is so. Such evidence as exists tends to support the latter more so than the former position. Obviously, the issue is a question of fact and the facts simply are not available.

There appears to be even less agreement on the relative merits of alternative approaches to strengthening such capacities in the LDC's. The question here is essentially one of a direct approach involving the more traditional institution-building arrangements as opposed to an indirect or more diffuse approach through collaboration of US and LDC agricultural education, research and extension institutions on problems of mutual interest and concern. This may very well be a non-issue in the sense that the former approach may be truly effective only when cast in the latter framework.

There is, however, a more substantive issue of relevance. This is the question of the relative returns, in terms of development objectives, of

investing limited development assistance resources in programs designed to expand agricultural education, research and extension capacities as compared to, say, shorter-run, action-oriented development projects and programs. More correctly, it is a question of determining the optimal combination of assistance activities, given limited resources. There is, of course, the highly relevant, associated question of the internal investment priorities of the LDC's vis-a-vis alternative agricultural development activities.

In historical terms, the U.S. bilateral assistance program has vacillated in the relative importance attached to the development of agricultural education, research and extension institutions in the LDC's. In earlier periods, major emphasis was given to programs directed toward this end. More recently, the U.S. bilateral assistance strategy appears to have been such that investment in direct assistance in the development of such capacities in the LDC's has been accorded far lower priority than other forms of agricultural development assistance. Without drawing any conclusions whatsoever relative to the correctness of such historical patterns, it does seem worthwhile to re-examine the basic issues in terms of present and future U.S. bilateral assistance programs.

There are several compelling reasons for this. One is the proposed revision of the U.S. bilateral agricultural development assistance strategy currently under consideration by A.I.D. and others. The revised strategy argues rather strongly for increased investment in the strengthening of agricultural education, research, extension and related institutions in the LDC's. Several other organizations have identified the lack of effective national agricultural research and related systems as a major barrier to technological transfer and technical change in the LDC's. The Title XII Amendment provides rather clear-cut congressional guidance relative to its perception of the priority need for appropriately strengthening the agricultural education, research and extension institutional capacities of the LDC's. Numerous observers of the agricultural development scene continue to express concern over the relative weakness of this set of national institutions in the developing countries. Finally, the overt desire

of educational and research leaders in the LDC's to establish useful linkages with the American higher education and research community as a means of expanding their capabilities to provide essential services to their agricultural clients continues unabated.

To our knowledge, there does not exist a current, comprehensive appraisal of the state of the arts vis-a-vis the relationship between the productive capacity of LDC agricultural education, research and extension institutions and national agricultural development exigencies for their services. Given current inquiries into the future form and content of the U.S. bilateral agricultural development assistance program, and the unresolved questions relative to the role of strengthening this set of institutions, it seems imperative to establish the facts in this area. To this end, the BIFAD has suggested that a series of baseline studies, designed to assess the relationship between national agricultural education, research and extension capabilities, on the one hand, and development needs, on the other, be conducted under Title XII auspices.

#### Objectives of the Baseline Studies

One general objective of the proposed baseline studies will be to provide host countries, A.I.D., BIFAD and other interested entities detailed data and analyses relative to the capacity of LDC educational, research and extension institutions and national systems to provide services of the kind, quantity and quality requisite to development and sustained growth of the agricultural sector. Such information will be developed on a country-by-country basis. It may also be aggregated for the population of LDC's of principal concern to the Title XII program and the A.I.D. program, more generally.

A second general objective will be to provide a solid basis for evaluating the magnitude of the institutional development task faced by the LDC's if they are to attain their agricultural development objectives.

A third general objective will be to provide a basis for (a) the objective identification of priority opportunities for Title XII programs in this area; (b) development of a long-term strategy for and approach to bilateral assistance in this aspect of agricultural development; and (c) determining the longer-run resource demands on U.S. universities and other institutions which may participate.

The specific objectives of the baseline studies will be:

1. to obtain quantitative and qualitative estimates of the capacity of LDC educational institutions to train agriculturalists at all levels - laborers, managers, technicians, paraprofessionals, professionals, educators, scientists and administrators.
2. to assess the capacity of LDC agricultural research institutions to adapt existing technology or develop new technology and to develop economic and social information requisite to improved public and private decision-making and the attendant improvements in agricultural productivity, income levels and income distribution patterns.
3. to evaluate the capacity of the LDC's formal and informal institutional structures to disseminate technical, economic, social and other relevant information, in timely fashion and useful forms, to farmers in the rural areas, especially the poor majority, as well as the system's capability of reaching the various other strata of public and private decision-makers in the agricultural sector - broadly defined.
4. to assess the effectiveness of institutionalized mechanisms for coordinating and integrating the activities of the agricultural education, research and extension system.
5. to determine the general magnitude of services which will be required of this set of instructions if agricultural and general development goals are in fact to be met in the short and medium term.

6. to provide estimates of the magnitude of such gaps as might exist between the current and projected capacity of the relevant institutions and the nation's agricultural development needs for such services.
7. to indicate the levels of investment which will be required to remove such institutional constraints as may be identified.
8. to suggest appropriate means by which the Title XII program, and the programs of other donors, might contribute to the development of adequate agricultural education, research and extension capacity in the LDC's.

Considerable thought and attention will need to be given to the design of and the methodology and procedures for the comprehensive baseline studies envisaged. Some preliminary thoughts on this set of issues include:

1. Will require an initial effort by competent researchers to develop study design, methods, procedures, etc.
2. Will require a comprehensive review of literature compilation of relevant studies and data on LDC's to be included in the study (e.g., AID/DAP, IBRD, BID, foundations, host country data and studies).
3. Will necessitate unique cooperation by U.S. universities, USDA, A.I.D. and others in order to mobilize resources to conduct work in the time frame envisioned. Might best be coordinated by JCAD.
4. Field studies will be essential. Ideally, should involve a joint team of knowledgeable host country nationals, U.S. university personnel and A.I.D. personnel. Orchestrating all of this will require unique support, cooperation and effort by USAID missions, AID/W and the universities.
5. A baseline study of the kind suggested would be useful in each LDC of concern. Extreme country to country variability and small numbers tend to obviate a sampling approach. May be better to

think in terms of a time-phased approach designed to conduct baseline studies in all countries over the next two years. The urgent nature of the problem suggests that a majority of the studies should be conducted in FY 78 with the balance conducted early in FY 79.

6. Special attention will need to be given to the study format to assure inter-country comparability of results, basis for aggregation of findings, usefulness to sector analyses, program planning, etc.

APPENDIX X

INTERIM BIFAD RECOMMENDATIONS  
ON AID REORGANIZATION



DEPARTMENT OF STATE  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523

August 15, 1977

Honorable John J. Gilligan  
Administrator  
Agency for International  
Development  
Washington, D. C. 20523

Dear Mr. Gilligan:

I very much appreciated your taking the time for a candid discussion on Title XII last Tuesday.

You are to be commended for the vigor with which you are pursuing the long overdue reorganization of the agency. The true viability of any institution is its ability to withstand and benefit from periodic reviews.

As a follow up to our briefings, the BIFAD has now received the two drafts: (a) AID Organization and Management (Babb) and (b) Strategy for Expanded and More Effective Bilateral Development Assistance (Van Dyke). We will be forwarding detailed comments shortly. However, in response to your specific request and that of Mr. Babb, the Board has prepared a set of recommendations on how BIFAD should fit into any new structure.

I would like to supplement our recommendations with two general, personal comments in reaction to the briefing and the two drafts.

1. First, the role of our Land Grant and agricultural universities as developmental agencies in the USA is apparently not fully understood or ignored by some. These universities through the integration of teaching, research and extension have been and are the key element in achieving rural and agricultural development in the U.S. This is a mission which is quite unique

among educational institutions. In this area, we are not the traditional academic "ivory tower" but the basic unit charged with a major role in achieving developmental goal at the county, state, regional and even national levels. Recent estimates covering the period 1929 to 1972 show that in the U.S. research and extension accounted for 60 to 70 per cent of American Agriculture's increased efficiency and for 80 per cent of its growth. It is precisely this developmental capability that Title XII seeks to employ more effectively in the LDC's so as to enable these nations to achieve equally effective national systems.

I make this point because the briefings and the drafts seem to equate Title XII or the universities solely with research, often only basic research. Universities do have tremendous research capability, both basic and applied. But, as I have pointed out above, such a conception of the role of the universities would be not only too narrow but, even more, miss the central intent and thrust of Title XII.

2. My second general comment relates to the strong anti-research tone that permeates both documents. Let me candidly admit that not all developmental problems can be solved by research alone and that not all previously funded AID research efforts have been successful or relevant.

In several places the documents adopt the position that only country based or country specific research is valid. (In the interest of time, I will avoid discussing the issue of basic versus applied research). And further, the view is taken that research capability at the central level should be solely supportive of country level activities.

My cautionary observation would be not to overreact. As you can appreciate, an overcorrection could in fact lead to other equally serious deficiencies. Many critical agricultural research areas of direct relevance to individual LDC nations are best attacked through regional or central approaches. Merely because such an approach is taken does not mean that it is irrelevant to or ignores country levels. Some examples of past successes such as yellow fever, malaria, or high-yielding rice and wheat make my point. Some centrally or regionally funded research should continue.

The goal should be to improve the evaluative criteria in terms of relevance and priority for the needs and problems of the LDC's.

Honorable John J. Gilligan

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In the agricultural area, I believe that the BIFAD and its subordinate mechanisms properly integrated with AID offer a significant method for achieving this goal.

I have several detailed comments on both drafts which I will forward this week. Given your tight time table I wanted to pass these general comments along as quickly as possible.

Please feel free to call upon me for any further elaboration or comments. The magnitude of the developmental problem in the LDC's far exceeds our current or projected resources. Hence, all relevant sectors--academic, private, governmental should be employed to maximum effectiveness. In conclusion, let me reiterate my comment of last Tuesday that I and my colleagues stand ready to be of total assistance in this global effort to address human needs.

Sincerely,

Clifton R. Wharton, Jr.  
Chairman  
Board for International Food  
and Agricultural Development

## THE BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT

### - Integration With The AID Organizational Structure -

The evolving US development assistance strategy of growth with equity recognizes the need for a sharply increased level of investment in rural and agricultural development. This is where most of the poor majority are found. This strategy emphasizes the development of the agricultural sector as a principal means of increasing productivity, improving the absolute and relative income levels of the poor and stimulating general development and sustained growth of these societies.

Successful implementation of this strategy in the food, nutrition and agricultural development areas will require the mobilization of a sizable fraction of the U.S. professional scientific and institutional expertise in the agricultural and related sciences. Much of this competence is found in the US university system and the USDA. Fortunately, the Title XII Amendment to the Foreign Assistance Act provides sufficient authorization to achieve greater involvement and utilization of the scientific and professional resources of US universities. The recently established Board for International Food and Agricultural Development (BIFAD) and AID have developed mechanisms for Title XII implementation which, if properly integrated in the AID structure and process, could provide a highly effective means of implementing the authorization and of contributing to the core systems of agricultural development.

The Title XII Amendment established the BIFAD and gave it a set of duties and responsibilities encompassing much of the food, nutrition and agricultural development sphere of the US bilateral assistance program. Initially, the BIFAD has elected to place principal emphasis on Title XII programs designed to (a) strengthen LDC national systems of agricultural education, research and extension, (b) expand LDC capacity for planning and policy analysis as such relate to teaching, research and extension, (c) develop other relevant rural institutions and (d) expand through relevant research programs the knowledge base essential to increased agricultural productivity and improved well being of poor people in the LDC's.

The need to develop in each LDC a viable system which integrates or coordinates teaching, research and extension is basic to the achievement of a sustained agricultural development capability. It is this capability which has been fundamental to US agricultural success and in which US universities have unmatched expertise to offer to the LDC's. Title XII is designed to more effectively harness this unique capability of US universities in developing similar, adapted capabilities in teaching, research and extension in the LDC's.

To assist it in its work, the BIFAD has created two joint committees - the Joint Committee on Agricultural Development (JCAD) and the Joint Research Committee (JRC). The JCAD is charged with the responsibility of mobilizing and bringing to bear the talents and expertise of eligible US universities and the USDA on priority agricultural development programs especially teaching, research and extension, within developing nations. The JRC is charged with the responsibility of mobilizing the scientific capacity of these same institutions to work on critical research problems impeding progress in the rural sectors of the poor nations.

The US university community is fully prepared to expand its involvement and commitment to attack these problems. The BIFAD, JRC, JCAD and a professional staff are operational and represent a unique vehicle for access to university resources and for professional evaluation of development assistance in agriculture. However, to be fully successful in mobilizing the talents of universities the mechanisms of the BIFAD and its subordinate units must be integrated with the AID structure and programs. The reorganization of the Agency currently under consideration provides a unique opportunity to do so.

Given the AID organizational structure most likely to evolve, the BIFAD mechanisms should be integrated in the following manner.

1. The BIFAD, the JCAD, the JRC and the central BIFAD staff would be attached to the office of the Deputy Administrator.
2. The BIFAD, either directly or through cooperating universities, would provide one or more professional agriculturalists on the staff of the Assistant Administrator of each regional bureau.

3. The BIFAD, either directly or through cooperating universities, would provide one or more professional agriculturalists on the staff of the Director of each country mission.

Generally, the above structure would concern itself with the development and implementation of the core Title XII program described above. Specifically:

1. The BIFAD, utilizing its joint committees and staff, would discharge its duties and responsibilities through recommendations to and/or joint actions with the Deputy Administrator or Administrator, as appropriate. All country program, research, extension and training components of the Title XII program would flow through this mechanism.
2. BIFAD professionals assigned to the regional bureaus would work jointly with AID professionals on all Title XII activities and assist the Assistant Administrator in all necessary transactions with the BIFAD.
3. BIFAD professionals assigned to country missions would work jointly with AID professional staff, host country personnel, and US universities in the development, implementation and coordination of all Title XII programs. This staff would assist the Mission Director in all Title XII program transactions through the regional bureaus to the BIFAD.
4. The research component of the US bilateral agricultural development assistance program requires special attention. It is essential that the Title XII research program be developed in an organizational framework which will assure the identification of problems which are of high priority to agriculture in the developing nations. It is equally essential that the organizational structure be capable of assuring the rapid dissemination and utilization of research results in the developing nations. The BIFAD staff linkages through the regional

bureaus to the country missions would be extremely helpful in both respects.

Productivity increasing technical change is essential to agricultural development. Sustained growth in the agricultural sector requires a continuous flow of new technology to cope with the biological, physical and economic problems which emerge. The effectiveness of teaching and extension programs in the ID's will depend upon ready access to such applicable new technology in each country.

It seems clear that:

- a. the Agency must have a strong agricultural research capacity at its disposal. The BIFAD and the JRC, supported by the universities, could be a key element.
- b. additional capacity can best be provided through collaborative, contract and grant research programs with Title XII eligible U.S. universities, the USDA and the international agricultural research centers.
- c. to be most relevant and useful, the research program must be an integral part of the Agency's total program.

These ends may be achieved most efficiently through the Title XII program, the BIFAD mechanisms and their integration with AID as suggested herein. The BIFAD with its staff linkages through the regional bureaus to the country missions would assure the identification of priority research needs and the rapid dissemination of useful research results to end users in the developing countries.

APPENDIX XI

U.S. UNIVERSITY PARTICIPATION IN  
TITLE XII PROGRAMS

- Provisional Guidelines and  
Procedures -

U.S. UNIVERSITY PARTICIPATION IN  
TITLE XII PROGRAMS

Provisional Guidelines and Procedures <sup>1/</sup>

The Title XII Amendment to the Foreign Assistance Act mandates a substantial expansion in the involvement of U.S. universities in food, nutrition and agricultural development programs in the developing nations.

The amendment emphasizes the mobilization of the scientific talents of the U.S. agricultural research community to resolve priority problems hindering progress of the rural poor. It also emphasizes increased U.S. university participation in the creation of national systems of agricultural education, extension, research, and other services essential to rural development. The legislation identified U.S. Land Grant and Sea Grant colleges and other agricultural institutions having demonstrable capacity in education, research and extension as the institutions best qualified for these purposes. This indicates a need for innovative forms of university involvement including long term commitment, expansion of capacity and appropriate association of the large and small and the internationally experienced and inexperienced institutions.

The Title XII Amendment authorized the creation of a Board for International Food and Agricultural Development and such subordinate units as the Board might require in the discharge of its several duties and responsibilities.

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<sup>1/</sup> This set of provisional guidelines and procedures is designed to provide guidance to the U.S. university community during its early participation in Title XII programs. It does not treat nor is it intended to define participation in these programs by other institutions such as the USDA, NOAA, and the private agricultural sector.

The Board participates with the Agency for International Development in formulating policies, identifying priority problems and carrying out the planning, design, implementation and evaluation of Title XII programs.

The Board meets regularly with the principal administrative officers of the Agency in carrying out the objectives of the legislation. To assist in this process, the Board has created subordinate units including a Joint Research Committee, a Joint Committee on Agricultural Development and a professional staff.

The Board and AID have established provisional guidelines and operational procedures to facilitate effective participation of U.S. universities in Title XII activities. These will be modified through time to assure maximum impact on the food, nutrition and development problems of the poor nations.

Opportunities for University Participation  
in Title XII Programs

Food and nutrition activities constitute a major part of the total U.S. development assistance program which under the "new directions" from Congress, has as its primary focus on reaching the largest possible portions of the poor majority with programs that will enhance their benefits from and participation in increased productivity.<sup>2/</sup> The Board and the

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<sup>2/</sup> In this regard, Section 302 of Public Law 94-161 amends Section 103 of the Foreign Assistance Act of 1961 by adding subsection (c) which reads "Assistance provided under this section shall be used primarily for activities which are specifically designed to increase the productivity and income of the rural poor, through such means as creation and strengthening of local institutions linked to the regional and national levels; organization of a system of financial institutions which provide both savings and credit services to the poor; stimulation of small, labor-intensive enterprises in rural towns; (Cont'd. on next page)

Agency have agreed on the scope of food and nutrition research and development activities to be conducted under Title XII. It constitutes much of the total food and nutrition component and emphasizes the needs of the rural poor. In recent years U.S. resources for food, nutrition and related agricultural development programs have increased substantially. This provides a substantial spectrum of potential activities in which eligible universities and others might wish to become involved.

#### Agricultural Development Program Planning

Agricultural development assistance programs must be tailored to the specific needs of particular countries or regions. This requires indepth knowledge of the problems confronting the rural and related sectors of these nations. The assistance program must be based on a sound strategy for U.S. participation and a well-conceived and integrated program of activities in which the United States has particular expertise. Continuous study of each country and careful program and project planning are prerequisites to success.

U.S. universities have considerable expertise which might be brought to bear on the critical process of planning country programs. Title XII

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2/ (Cont'd.) improvement of marketing facilities and systems; expansion of local or small-scale rural infrastructure and utilities such as farm-to-market roads, land improvement, energy, and storage facilities; establishment of more equitable and more secure land tenure arrangements; and creation and strengthening of systems to provide other services and supplies needed by farmers, such as extension, research, training, fertilizer, water, and improved seed, in ways which assure access to them by small farmers."

will provide opportunity for U.S. universities to cooperate with host countries and AID Missions in the agricultural development program planning process. Such cooperative work will include comprehensive studies of the rural and related sectors, determination of priority research and development needs and elaboration of the AID country assistance program. Universities involved in the agricultural development program planning process might also participate in the identification, design and execution of specific projects.

#### Agricultural Development Assistance

Title XII offers greatly expanded opportunities for U.S. universities to cooperate with developing nations in agricultural development activities. These activities should be consistent with the "new directions." Specific types of involvement will vary from country to country; however, the spectrum of potential involvements includes:

- (1) participation in programs designed to assure integrated systems of agricultural education, research and extension;
- (2) strengthening educational institutions essential to the development and sustained growth of agriculture;
- (3) expanding the capacity of national agricultural research institutions and systems;
- (4) creating or strengthening national agricultural extension institutions and systems;
- (5) developing or strengthening delivery systems for other services requisite to the modernization of rural areas;
- (6) assistance in establishing adequate internal capacity for agricultural sector, program and policy analysis and planning;

- (7) providing professional advisory services for the design, implementation and evaluation of agricultural development programs and projects in host countries; and
- (8) project research on problems relevant to specific developing countries.

Title XII places heavy emphasis on activities designed to strengthen internal institutions essential to increased agricultural productivity in the LDC's. While the needs of each country in this respect will be somewhat unique, there is one aspect which deserves special mention. This is the widespread need for the creation of extension education systems which will effectively provide farmers and others in rural areas technical and other types of information and services essential to increased agricultural production, income and standards of living.

#### Education and Training Programs

The necessity of expanding the supply of appropriately trained agriculturalists in the developing nations is recognized in the Title XII Amendment. U.S. universities will have opportunity to participate in expanded and improved international education and training programs, integrated with Title XII research and technical assistance activities. These may include:

- (1) academic degree programs
- (2) non-degree academic programs
- (3) specialized training programs offered in the United States and abroad

Opportunities for including U.S. educators, scientists and young agriculturalists in Title XII programs, abroad and in the United States, will exist. The specific procedures to accomplish these goals are being developed.

### Research on Priority Problems

Lack of useful knowledge and information about a wide range of technical, economic, social, political, organizational and institutional problems constitutes a major barrier to the solution of food, nutrition and rural development problems. Research capacity in the developing nations and in the international research institutions, while expanding, remains inadequate in light of the massive agricultural problems which exist. If these problems are to be resolved in an acceptable period of time, an increased proportion of the massive scientific capacity existing in U.S. agricultural, fisheries and related research institutions must be mobilized and brought to bear on increasing the productive capacity of the rural poor and assuring a more equitable distribution of the benefits of production to the rural poor.

The above facts are explicitly recognized in the Title XII Amendment. Programs to be implemented under Title XII will provide expanded opportunities for the U.S. agricultural research community to participate. This participation will include a variety of research endeavors designed to provide the knowledge base required for the solution of key agricultural problems in the developing nations. Types of possible research involvements include:

- (1) collaborative research support programs linking U.S. universities, developing nation and/or international research institutions to work on physical, biological, economic, social, organizational, institutional and policy problems of mutual interest and significance.
- (2) project research on problems affecting a cross-section of developing nations which may include adaptive or problem-solving research in developing countries in cooperation with host country institutions and cooperative research with the USDA, international agricultural centers and similar institutions in problem areas where significant complementarities and mutual benefits exist.

General Guidelines for U.S. Universities

The successful implementation of the Title XII program will necessitate forging new relationships among eligible U.S. universities, AID, the Board, host country institutions and international organizations. General guidelines and provisional operational procedures designed to facilitate the establishment of these relationships follow:

- (1) The objective of the Title XII program is to assist the developing nations to achieve more rapidly increased food production, improved human nutrition and broadly participatory agricultural development. This objective will be sought through greater involvement of the U.S. agricultural education, research and extension community in relevant research and development programs. Many such involvements, though designed primarily to assist the developing countries, may also be beneficial to participating universities and U.S. agriculture.
- (2) The agricultural development process tends to be long term in nature. Universities desiring to participate should be prepared to make long term commitments. The Title XII program will be structured to facilitate continuing involvement over time.
- (3) Interested universities should carefully assess their international interests and capacities before committing themselves to participate in Title XII activities.
- (4) Excellence in performance will require objective matching of university interests and talents with Title XII projects and programs. To this end, it will be necessary for universities to provide specific information regarding their particular interests and special capabilities.
- (5) Various configurations of universities and other institutions may be required

in the conduct of the Title XII program--individual institutions; general purpose consortia; special purpose consortia; and university arrangements with the USDA, non-eligible universities, private business firms, foreign institutions or international institutions. These institutional arrangements should take into full consideration complementarities among the relative strengths of cooperating members.

- (6) University initiative in Title XII activities is encouraged. Such initiatives will be most effective when taken through and with the assistance of mechanisms and procedures established by the Board and AID.
- (7) Universities have many valuable ideas relative to research and development activities which would contribute to the attainment of the food, nutrition and development objectives of Title XII. All such ideas will be welcomed. However, resource limitations and program priorities will not permit the development and implementation of all such ideas. To avoid undue investment by universities in the preparation of formal proposals, early informal consultation with the Board and AID on program ideas is strongly encouraged.
- (8) The success of the Title XII program will depend upon the degree to which universities will be able to mobilize and deploy essential human and other resources. The Board and AID are committed to creating a set of conditions which will facilitate resource mobilization by universities selected for Title XII programs. Universities will need to examine their internal policies and practices to assure an environment conducive to faculty participation.

University interaction with the Board, its subordinate entities and AID on these important matters is strongly encouraged.

### Operational Guidelines

The Board is developing a roster of U.S. universities eligible for participation in Title XII programs. This roster, along with information provided by the universities on their international interests and capabilities, will be utilized in identifying universities for participation in specific Title XII activities.

The most effective procedures for involving U.S. universities in Title XII programs will evolve with experience and continuing study by the Board, the joint committees and AID. Provisional operational guidelines have been developed to facilitate early program initiation. The provisional guidelines envision the joint committees playing a central role in guiding universities into the most productive and satisfying types of participation. The Joint Committee on Agricultural Development (JCAD) will focus primarily on agricultural development program planning and development assistance projects within the agriculturally developing nations. The Joint Research Committee (JRC) will concern itself primarily with U.S. university involvement in the world wide agricultural research network in scientific endeavors having high payoff potential in the developing nations.

Provisional operational guidelines are outlined below for:

- (1) Agricultural Development Program Planning
- (2) Agricultural Development Assistance
- (3) Research on Priority Problems

### Agricultural Development Program Planning

- (1) The Board has directed the Joint Committee on Agricultural Development (JCAD) to

develop and maintain a current list of developing countries in which U.S. university participation in the agricultural development program planning process would be valuable. This list will be developed from information provided by the AID regional bureaus and other sources as appropriate.

- (2) The JCAD will develop and maintain a list of U.S. universities or consortia having relevant expertise and interest in participating in agricultural development program planning. From this list, the JCAD will recommend a small number of universities or consortia which it believes best qualified to conduct the work in a particular country. In developing this short list the JCAD will attempt to broaden the base of university participation by combining, where appropriate, experienced and inexperienced and small and large institutions. To the maximum extent feasible, the JCAD will ensure that all interested universities are advised of the opportunity in order to make their interest known. The short list of recommended universities, with appropriate institutional evaluations, will be presented to AID for final selection. The Board will periodically review the universities recommended for participation and those selected by AID.
- (3) The university or consortium selected will conduct the required studies and analyses in the country and elsewhere as required. This will be done in cooperation with appropriate host country institutions, the AID country mission and the cognizant AID regional bureau.
- (4) The Board, through the JCAD and its staff, may wish to participate more directly in the programming process. In order to gain firsthand experience in the programming system overseas, and to observe the performance of U.S.

universities in the field, members of the Board, the JCAD or designated experts may wish to observe or participate, as appropriate in project design, development, review, approval and evaluation. This direct feedback on the programming system and university performance will be valuable to the Board, the JCAD and individual universities in their deliberations on how to improve the effectiveness of the agricultural development program for the rural poor in developing countries.

#### Agricultural Development Assistance

- (1) The Board has directed the Joint Committee on Agricultural Development (JCAD), through staff and direct participation in the AID programming and other processes, to identify a country-by-country agenda of high payoff development programs and projects in the conduct of which U.S. universities would have comparative advantage.
- (2) The JCAD will develop and maintain a list of U.S. universities or consortia having relevant expertise and interest in participating in agricultural development assistance activities. From this list, the JCAD will recommend a small number of universities or consortia which it believes best qualified to conduct the work, associated with a particular country project or program. In developing this short list the JCAD will attempt to broaden the base of university participation by combining where appropriate experienced and inexperienced and small and large institutions. To the maximum extent feasible, the JCAD will ensure that all interested universities are advised of the opportunity in order to make their interest known. The short list of recommended universities, with

appropriate institutional evaluations, will be presented to AID for final selection. The Board will periodically review the universities recommended for participation and those selected by AID.

- (3) The university or consortium selected will conduct a project planning exercise, cooperatively with the AID country mission and appropriate host country institutions, to design a detailed project proposal.
- (4) The project proposal will be submitted by the AID mission to AID/W, where it will be reviewed. The JCAD or its staff may participate in the AID review and approval process. The BIFAD may wish to select certain projects for continuous monitoring, evaluation and study by JCAD as a means of determining project effectiveness and identifying methodological and procedural improvements.

Initial Title XII Country Activities. In order to assure early involvement of universities in Title XII country programs, the Board and AID have agreed to identify a number of initial country activities. Some will consist of university participation in the agricultural development assistance planning process in selected countries; others in the planning and implementation of already identified country projects.

The Joint Committee on Agricultural Development in cooperation with AID regional bureaus, will identify countries (at least one in each geographic region) where there is urgent need for a new or revised agricultural sector assessment. The JCAD will recommend to AID a short list of universities or consortia to be considered for participation in each agricultural sector assessment. Universities or consortia selected will conduct the assessment in collaboration with the AID mission and relevant host country institutions. It is anticipated that the U.S. institutions will remain involved and contribute to the further development of the program in that

country over a period of years. This continuing involvement may include the conduct of research and technical assistance projects in that country.

The JCAD, in cooperation with AID regional bureaus, will also select a group of country projects which are consistent with the Title XII principles. These projects may include priority country projects in the early stage of development, on-going projects which would benefit from university participation or the evaluation and revision of Title XII-type activities. Again, the JCAD will recommend a short list of interested universities to be considered for participation in each project selected. Participating universities will initiate work at the earliest possible date. It is anticipated that this will involve a detailed analysis of the project needs, development of a project proposal and subsequent implementation by the involved university.

In addition to getting important work under way, these initial Title XII country program experiences will provide a basis for the Board, AID and the JCAD to make needed adjustments in the provisional operational procedures.

Other Sources of Country Activity Ideas. Significant ideas for high payoff Title XII country projects involving U.S. universities may be generated in ways other than usual programming procedures. For example, institutions in AID-program countries may conceive agricultural development activities which would benefit from U.S. university participation. In such instances, the indigeneous institution should, after appropriate in-country clearance, consult informally with the agricultural and other offices of the AID mission. The purpose of this consultation would be to determine the potential for their agricultural development assistance idea under the Title XII program. This would tend to avoid problems associated with expectations which cannot be fulfilled. For ideas considered worthy of additional exploration, the host country institution in cooperation with the U.S. university, if one is involved at this stage, would develop the preliminary idea for submission to the AID

mission and as its own government agency which coordinates AID. These ideas may be included in the mission's forward planning system and handled in accord with normal procedures.

U.S. universities may also conceive ideas for development assistance activities which they believe would make a significant contribution to the attainment of Title XII objectives in a particular country or region. In such cases, the university should consult with the Board staff and appropriate committee. The purpose of such consultation would be to explore the Title XII potential of the development project idea. When the idea appears promising, the university may be invited to develop the idea further in collaboration with AID, the JCAD and the country or region concerned.

#### Research on Priority Problems

- (1) The Board has directed the Joint Research Committee (JRC), through participation in the AID program planning and other processes, to identify a Title XII agricultural research agenda consisting of priority problems of significance to the developing nations.
- (2) The JRC will identify eligible universities having interest and capacity in each of the problem areas. In this process, the JRC will make every effort to broaden the base of U.S. university participation.
- (3) The JRC will recommend a small group of universities or consortia which it considers best qualified to conduct the research. It will recommend this list of universities, with appropriate institutional evaluations, to AID for final selection.
- (4) The university or consortium selected by AID will be requested to prepare

a research proposal. This will be done in consultation with the relevant AID technical office.

- (5) The completed research proposal will be submitted to AID and the JRC for review and recommendation.

Initial Title XII Research Programs and Projects. To assure early university participation in the Title XII research program, the Board and AID have agreed to activate several initial projects. The initial projects may involve both the new collaborative research support programs and traditional, centrally funded research projects.

With respect to the collaborative research support program, the Board and AID have charged the Joint Research Committee (JRC) with developing procedures and activating initial programs during the current fiscal year. The JRC is establishing guidelines and criteria for this purpose. It is anticipated that the JRC will identify several priority problem areas along with universities or consortia best qualified to conduct the work. It will work closely with these institutions in planning, elaborating and implementing the research programs.

Universities interested in the possibility of participating in this initial phase may so advise the JRC through the Executive Director of BIFAD.

There will be expanded opportunity for the initiation of new or revised Title XII research projects through the centrally funded AID contract research program. For the present, established procedures may be utilized by universities wishing to become involved. The JRC will participate with AID in this aspect of the Title XII research program. These experiences will contribute to establishment of overall research priorities and modification of the programming and operational procedures as necessary to increased research program effectiveness.

Other Sources of Research Ideas. It is recognized that important ideas for Title XII

research programs and projects may be generated in a variety of ways. The Title XII program must be responsive to all such possibilities.

For example, scientists and research institutions in the developing nations are quite knowledgeable about significant constraints to agricultural development which will yield only to systematic research. They also can readily identify problem areas in which cooperative work with U.S. agricultural scientists would be helpful. In such cases, host country institutions should, after appropriate in-country clearances, consult informally with the AID mission to determine the Title XII potential of their research idea. Where such ideas appear promising and important, the mission will consult the appropriate AID Washington office and a preliminary proposal may be requested. Through these channels, the research idea would reach the JRC for appropriate consideration.

U.S. universities, independently or jointly with other institutions, may also identify researchable problem areas which they believe important to the attainment of Title XII objectives. Universities should consult informally with or submit brief preliminary research ideas to the BIFAD staff which will advise the university of the appropriate means to pursue the matter further.

Other organizations such as the international agricultural research centers will also be sources of important ideas for Title XII research programs and projects. These ideas may be brought to the attention of the Board, AID and the JRC through the BIFAD office.

#### Submission of Ideas and Proposals

The Board and AID welcome the submission by eligible universities and others of Title XII program and project ideas and proposals for both country development activities and research. To facilitate effective response to such initiatives, the following procedures have been adopted.

Ideas and preliminary proposals should be submitted to:

Dr. D. Woods Thomas  
Executive Director  
Board for International Food and  
Agricultural Development  
Room 3720, New State  
Agency for International Development  
Washington, D.C. 20523

Unsolicited formal proposals should be submitted to:

Dr. Erven J. Long  
Associate Assistant Administrator  
Technical Assistance Bureau  
Room 509E, Rosslyn Plaza  
Agency for International Development  
Washington, D.C. 20523

APPENDIX XII  
BIFAD STAFF ORGANIZATION  
AND STRUCTURE

## BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT

### S T A F F

#### Functions, Organization and Qualifications

The Title XII Amendment to the Foreign Assistance Act created the Board for International Food and Agricultural Development. This legislation charged the Board with a broad set of responsibilities and duties involving participation with the U.S. Agency for International Development in the development, implementation and management of a major segment of the U.S. bilateral foreign assistance program. These duties and responsibilities encompass policies and programs concerned with research as well as technical and related capital assistance activities in food production, human nutrition and agricultural development. Of primary but not exclusive concern, are those aspects of such programs which will involve the agricultural education, research and extension complexes of eligible U.S. universities. Also, the Board will interact with AID in policy and program determinations associated with capital and technical assistance activities impinging directly or indirectly on the effectiveness of the food, nutrition and agricultural development components of the total U.S. bilateral assistance program.

The Board and AID have reached general agreement relative to the scope and nature of research, technical assistance and other activities falling within the Title XII program. The Board has authorized the establishment of a Joint Research Committee (JRC) and a Joint Committee on Agricultural

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Development (JCAD) and a special staff group on program analysis and planning. The roles which these subordinate units will play in assisting the Board to discharge its duties and responsibilities have been defined. Further, sufficient agreement has been reached by the Board and AID to accommodate the urgent need to activate Title XII programs and projects.

The Board will require staff capacity in order to discharge its responsibilities effectively. Actions taken to date by the Board and AID make it possible to specify with some degree of accuracy the initial staff functions which will be required, the manner in which the staff might best be organized, necessary staff qualifications and staff size.

#### Staff Functions and Responsibilities

The Board will be involved in a variety of strategy and policy determinations and program decisions affecting most aspects of U.S. bilateral assistance in food, nutrition and agricultural development. The staff will need to provide the Board sufficient information to facilitate policy and program decisions. Some of this information will be generated directly by the staff. However, much of the needed information will be generated through cooperative work with staff in the several bureaus and divisions of AID. Some will need to be obtained from outside sources. Special panels, study groups and commissioned studies probably will be necessary in order to provide some of the Board's information requirements. The staff will need to identify accurately and clearly the requirements of the Board in these respects and devise effective means of meeting these requirements. The staff will need to work in various ways and with a variety of entities in the performance of this function.

A second set of staff functions will be associated with assuring the effective and efficient functioning of the Joint Research Committee (JRC) and the Joint Committee on Agricultural Development (JCAD). The roles of these joint committees as specified by the Board make it clear that the JRC and the JCAD will be important interfaces among the priority scientific and technical assistance needs of the rural sectors of developing nations, financial and other resources available through AID and the institutional and individual expertise of the U.S. university and related communities. These committees will require a flow of relevant information from host countries through AID and other channels, from the U.S. university community and from other organizations involved in agricultural development efforts abroad. In formulating action recommendations on Title XII programs and projects to the Board and AID, the joint committees will require access to considerable technical and other information, specific studies and analyses and professional expertise in a variety of fields. It will be the responsibility of the staff to devise and implement effective means of providing such access.

The Board and its subordinate units will require a mechanism for objective evaluation of the degree to which Title XII activities are meeting program objectives and the probable consequences of alternative activities and courses of action. In recognition of this need, the Board has authorized the establishment of a special staff group for program analysis and planning. This small, full-time staff group will require considerable expertise in identifying critical aspects of on-going policies and programs having potential for significant improvement in Title XII program effectiveness. It will need to cooperate closely with AID staff

in bringing the considerable program and policy analysis capacity extant in AID to bear on these issues. It will need to identify and mobilize relevant analytical expertise in the universities and elsewhere to conduct high priority analyses as required. It will need to find means of bringing the results of such analyses to the Board, AID, the JRC and the JCAD in forms capable of affecting positively the policy and program recommendations and decisions of these units.

The success of Title XII programs will be highly dependent upon human resource development. There are two aspects of this issue. One is the need to expand the appropriately trained agricultural manpower base of the developing nations; the other is to assure the availability of an adequate supply of U.S. professional agriculturalists for AID, universities and others involved in Title XII and related programs.

Education and training programs for foreign nationals in the U.S. and abroad are handled through a complex, diffuse system. Title XII programs undoubtedly will involve a considerable amount of education or training for colleagues from abroad. Considerable innovation in this process is possible and desirable. Coordination with other education and training thrusts appear desirable.

A well conceived program to assure the availability of an adequate supply of qualified professional agricultural scientists, educators and "developers" for Title XII and related activities does not exist. There appears to be a critical need to conceptualize, develop and implement a program of this nature. It might best be done within the Title XII framework.

The staff will require capacity to assure effective education and training activities under Title XII programs, coordination with related

foreign training programs and the development of means for expanding the supply of U.S. agriculturalists for careers in international agricultural development.

The Title XII program will require the effective interaction of several complex and diffuse systems. One of these is the cluster of developing nations toward the improvement of which the entire exercise is directed. Another is the Agency for International Development and its complex of country missions and regional and other bureaus. A third is the highly decentralized and autonomous system of agricultural education and research in the American higher education and related communities. Other national and multinational organizations involved in agricultural development activities must also be taken into account.

Many channels of communication need to be developed and kept open. The staff will need to accept responsibility for assuring that there is information available to flow through these channels. This may mean developing and distributing a newsletter, news releases, special reports, etc., and setting aside some time for personal presentations and interaction.

The staff will be involved in planning, executing and interpreting the results of a variety of studies. Likewise, it will be arranging for, participating in and digesting the results of a variety of meetings, seminars and workshops. All such activities will require prompt, responsible and continuous administrative support. Study and meeting materials will have to be typed, reproduced and distributed. Meeting times and places must be arranged, travel arrangements made, meeting places prepared, meetings serviced, etc. Reimbursement for services rendered must be made in timely fashion. Finally, the staff must have the capability to retrieve, reproduce and distribute Title XII historical materials as needed. This will require

an efficient filing and information distribution system. Servicing these needs will require a first-rate secretariat.

It is clear that the functions which the staff will need to perform will be many and diverse. While individual staff members will have specific functional areas of responsibility, each will have many ancillary duties as well. Functional areas of responsibility will not be completely independent and the need for integration at the staff level will be of utmost importance. This means that the staff will need to function as a team and that each member will need to be willing to play such a role.

The staff will need to interact continuously with highly competent professionals in a variety of entities--the BIFAD, the JRC, the JCAD, AID, the universities, foundations, international organizations, foreign institutions and the like. The substance of the problems with which the staff will be concerned and the programs designed to attack these problems will be highly technical in nature. The staff must be made up of competent professionals capable of treating such issues and establishing and maintaining professional rapport and working relationships with others concerned.

#### Staff Structure Organization and Qualifications

The staff will be kept as small as possible given the responsibilities which it will carry. It appears that some 14 professional staff will be required to handle effectively the size and type of Title XII programs which are likely to evolve over the next year or 18 months. If the program expands, it may be necessary to increase staff size.

The staff will be headed by an Executive Director, reporting to the Board. The Executive Director will be responsible for all aspects of staff operations.

The Executive Director will be aided in his duties by a Deputy Director who will respond to the Executive Director and act for him in his absence and in specific areas of responsibility assigned.

The professional staff will be organized in four functional areas. These are:

1. Research Programs
2. Agricultural Development Programs
3. Human Resource Development
4. Program Analysis

#### Research Program Staff

This program staff will consist initially of three members. One member will serve as the program leader and be responsible to the Executive Director through the Deputy Director. The Research Program staff will service the Board primarily, but not exclusively, through providing essential technical and related staff support to the Joint Research Committee (JRC).

Staff members will be experienced agricultural scientists of recognized competence and productivity in their respective fields.

To the degree possible, a spectrum of scientific disciplines, i.e., agricultural production sciences, food and nutrition and the rural social sciences will be represented among members of the program staff.

The program leader will be a senior agricultural scientist experienced in agricultural research program development, implementation and management. He will be familiar with the organization, operation and capabilities of the agricultural and related research components of Title XII eligible universities, the USDA, the international agricultural research centers and the private agricultural sector. Additionally, he will be

familiar with the needs of agricultural research systems indigenous to the developing nations and knowledgeable about the scientific and technological requirements for expanding food production, improving human nutrition and promoting broadly participatory agricultural development in these nations.

While other staff members of this program team may be somewhat less senior, they will need to have qualifications similar to those of the program leader.

#### Agricultural Development Program Staff

This program staff will consist of four members. One will serve as the program leader and be responsible to the Executive Director through the Deputy Director. The Agricultural Development Program Staff will service the Board primarily, but not exclusively, through providing professional staff support to the Joint Committee on Agricultural Development (JCAD).

Staff members will be experienced agricultural educators, extensionists and/or scientists of recognized stature in their respective fields. In addition, they will be knowledgeable about the process of developing agricultural education, research, extension and related institutional capacities in the developing nations. Every attempt will be made to incorporate intimate knowledge of the organization, operation and capabilities of the agricultural education, extension, research and international program components of Title XII eligible universities, the USDA, the international agricultural research centers and the private agricultural sector. To the degree possible, knowledge of the nature of institutional and other constraints to agricultural development in Latin America, Africa, Asia and the Near East will be represented on this program staff.

The program leader will be a senior agriculturalist with experience in the development, implementation and management of formal and informal agricultural education programs, research and extension programs in the U.S. context. He will also be knowledgeable about and experienced in the agricultural development process. He should be knowledgeable about the process of strengthening institutional and other capacities in the developing nation context.

Other program staff members may be somewhat less senior, but they will need to have similar qualifications.

#### Human Resource Development Program Staff

Initially, one staff person will be required in this area. He will help develop and coordinate educational and training activities of Title XII programs with other entities involved in training LDC agriculturalists. Special attention will be given to educational requirements to assure effective participation of women in development. He will also assume leadership for conceptualizing and establishing a rational long-run program for the systematic expansion of the supply of U.S. agricultural scientists, educators and development specialists to meet the expanding requirements of U.S. universities, AID and other agencies involved in agricultural development programs. Included will be responsibility for assuring appropriate exchange of educators, scientists and students under Title XII projects and programs.

The program leader will be an experienced agricultural educator who is intimately familiar with the broad spectrum of agricultural education and training needs of the developing nations. He will likewise be familiar with the academic and specialized education and training competencies

and capacities of U.S. educational institutions, the "middle income" countries and other developed countries. He will know and understand the complexities of international training and education. He will also have the ability to conceptualize new, innovative programs for preparing U.S. agriculturalists for careers in international agricultural development programs.

#### Program Analysis Staff

This program staff will consist of two analysts and a program officer. The analysts should be fairly senior agricultural economists or other rural social scientists with professional knowledge of the agricultural development process, experienced in objectively determining the development requirements of the rural sectors of traditional societies and assessing the impact of alternative development strategies and assistance activities on modernization.

The program officer should be an experienced AID program specialist capable of relating the work of the staff and Title XII projects, programs and related activities to other elements of the Agency as required for a highly productive, integrated program.

The staff will work cooperatively with AID personnel in program planning and evaluation. It will conceptualize, plan and implement such special studies and analyses as are required. In this respect, it should have access to a cadre of professionals to serve as consultants, individually or in teams, in the furtherance of its program of work.

Support Staff

The support staff will consist of an Administrative Assistant for Logistics and Management and a Secretariat consisting of up to five secretaries.

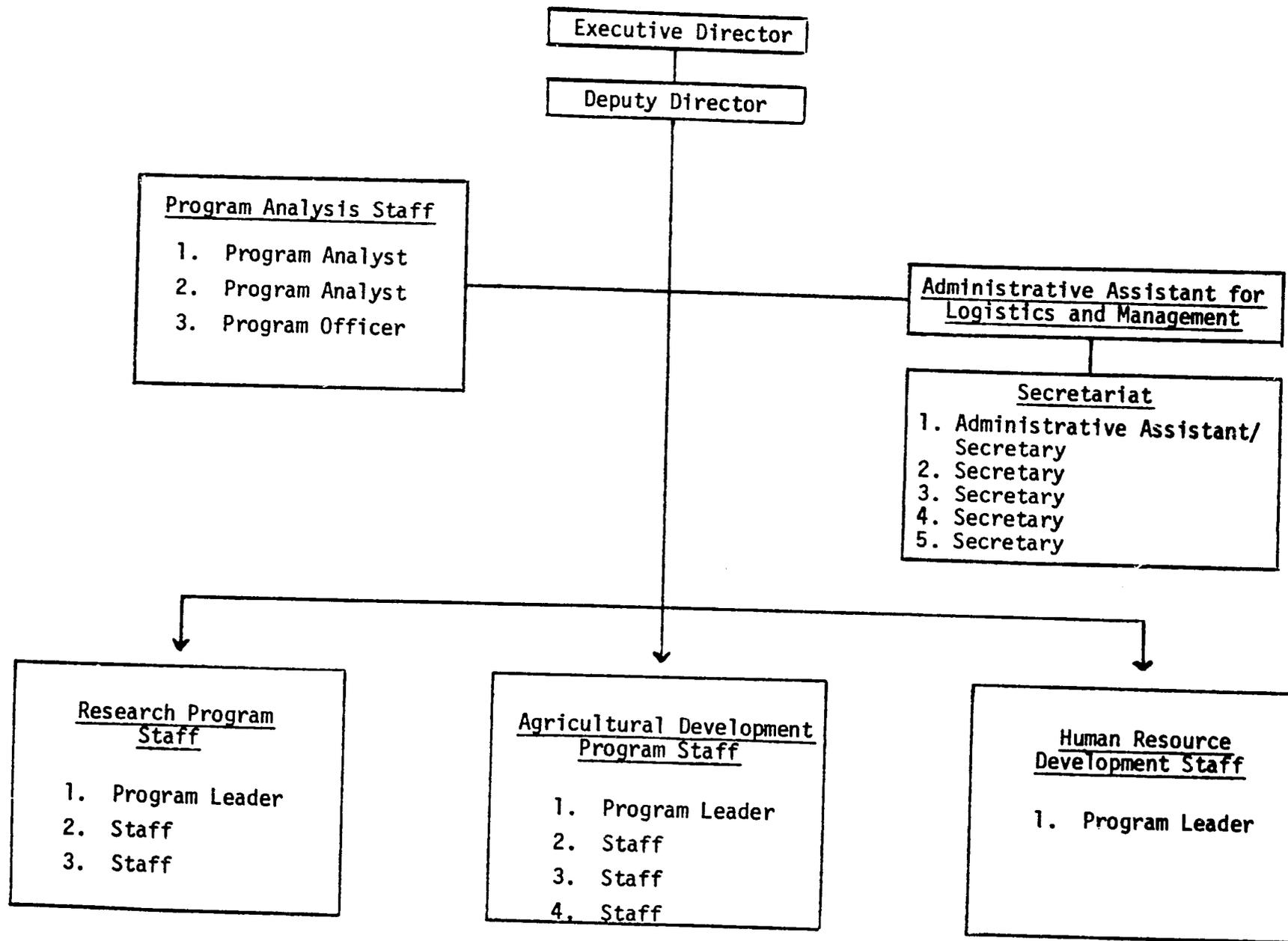
The Administrative Assistant for Logistics and Management will be responsible for (1) monitoring the utilization of the Board's budget, (2) expediting personnel actions, reimbursements, etc., (3) meeting places and associated arrangements for the Board, the joint committees, subcommittees and consultants, (4) managing office space and equipment and (5) overseeing the secretariat.

The Secretariat

This group will be responsible for document management, phone and other necessary communications, travel arrangements and general office support for the BIFAD and its staff, the joint committees and consultants.

BOARD FOR INTERNATIONAL FOOD AND AGRICULTURAL DEVELOPMENT

Staff Organization



APPENDIX XIII  
CERTIFIED MINUTES OF BIFAD MEETINGS



FIRST MEETING OF BIFAD

October 19-20, 1976

Summary of the Minutes

Attendance:

Board Members

Dr. Clifton R. Wharton, Jr.  
Dr. Orville G. Bentley  
Dr. Anson R. Bertrand  
Mr. Charles Krause  
Mr. J. J. O'Connor  
Dr. Gerald W. Thomas

Designated Federal Attendees

Mr. Daniel Parker  
Mr. Philip Birnbaum  
Mr. Curtis Farrar  
Mr. Donor Lion  
Mr. Stanley Scott, Jr.  
Dr. Erven J. Long

Mr. Robert Long, USDA  
Mr. Don Paarlberg, USDA  
Mr. David Wallace, NOAA

## Agenda Items and Actions Taken

### Item I. Call to order by the Chairman of BIFAD.

- A. Chairman, Clifton R. Wharton, Jr., introduced members of the Board, and Daniel Parker, Administrator of the Agency for International Development (AID) introduced the Designated Federal Attendees from AID, the U.S. Department of Agriculture, and the Department of Commerce.

### Item II. Statement by Administrator Parker.

- A. Mr. Parker welcomed the participation of the Board with AID in finding new approaches for involvement of U.S. institutions in helping to solve food problems in the less-developed countries.
- B. In his presentation he stressed the need for developing (1) highly effective research approaches organized around problems common to many developing countries, and (2) country assistance programs organized around the special problems and needs of individual countries.
- C. Stressed working from within the Agency.

### Item III. Statement by the Chairman of BIFAD.

- A. Dr. Wharton pointed to the high expectations in the university community and in Congress for the new opportunities offered in Title XII for the U.S. to make greater contributions toward famine relief and prevention of hunger. This is to be done by greater utilization of the scientific resources available in the U.S. land grant system and other agricultural universities.
- B. The Chairman expressed belief in the efficiency of the system for improving agriculture in the U.S., although the experience of transferring the system overseas has been varied, and some people doubt its universal applicability to LDC situations.

- C. The Chairman expressed determination to move ahead rapidly in determining the Board's role, priority issues which should be addressed and relationships of the Board with AID in shared and separate responsibilities and, suggested monthly meetings for the next 6 months in order to establish a sense of commitment and to get organized with a staff to do the job.

Item IV. Title XII in the Broad Legislative Context.

- A. John Murphy, Deputy Administrator of AID, described AID's plans for "Implementation of the New Directions in Development Assistance," required by the 1973 amendment to the Foreign Assistance Act of 1961, which has special significance to Title XII. Three important elements were covered: (1) AID seeks to help nations increase their own capacity to meet basic human needs in programs of food and nutrition, in population and health, and in education and human resources; (2) programs are aimed at the poor majority; and (3) a collaborative style is used in working with countries in planning and implementation of programs, in recognition of the need to develop their responsibilities.

Item V. Duties and Required Activities as set forth in Title XII.

A. Role and scope of the Board:

1. Board members expressed concern that Title XII mandated extensive responsibilities for the Board but its authority and implied relationships between the Board and AID were viewed in some quarters as ambiguous.
2. AID emphasized and welcomed the participatory role of the Board in planning, policy formulation, and the other functions specified in Title XII and, requested that the Board proceed to define the priority areas in which it wants to function, and to develop the processes most suitable for the Board to relate to AID in fulfilling its responsibilities.

3. Administrator Parke emphasized the participation of the Board in the preparation of the President's annual report to Congress, required by Sec. 300 of the Title, and indicated that this will require considerable involvement of the Board in AID's planning process. Of particular significance are the provisions in Sec. 300 that the report shall contain a summary of activities of the Board, and may include the separate views of the Board with respect to any aspect of the programs conducted or proposed to be conducted under Title XII.

B. Need for Seventh Board Member.

1. All members agreed on the need for early appointment of the seventh Board member.

C. Need for Action on Both Short-Term and Long-Term solutions to the World Food Problem.

There was Board and AID agreement that the great virtue of Title XII is that it addresses the problem of freedom from hunger and prevention of famine in the context of a world food problem, requiring not only programs aimed at providing short-term relief to problems, but more importantly, programs designed to find long-term solutions.

D. Definition of Title XII Activities.

1. While the Title XII statute is clear on the Board's responsibilities, its descriptions of Title XII activities are subject to discretionary definitions.

Both AID and the Board recognized the importance of deciding on definitions and the need for early action, since these definitions are to be used in reporting on Title XII activities and in making five-year projections of programs, as required in Sec. 300.

2. AID suggested that the Board exercise its own judgment in defining Title XII activities since the Board had the responsibility of determining the areas and priorities where it want to concentrate its activities. In the discussion of a narrow verses a broad definition of Title XII activities, the Agency pointed out that there are interactions with other activities, important to Title XII, as for example the need, cited by the Administrator, of including increased food consumption as an objective of Title XII. AID feels that the Board should not avoid being at least cognizant of other activities.
  3. The Board requested that AID prepare a paper on its thoughts about alternative definitions for further discussion.
- E. The Board's Relationship to, and Points of Contract with the AID Organization.
1. AID indicated that the Board and its mechanisms can interact at any level within the Agency in meeting its responsibilities, but as indicated in the Charger, the Board is to report to the Administrator.
  2. The Board expressed the desire that the Administrator and his principal officers be present at meetings, emphasizing that his presence would enhance the work of the Board. The Administrator expressed his desire and intention to attend all Board meetings, but indicated that there may be times when demands beyond his control may prevent his attendance. In such instances, the Administrator's Deputy would be present.
  3. The Board expressed the desire that the Administrator and his principal officers attend all meetings. The Administrator indicated that he would like to be present at all meetings but there may be times when this would not be possible. He stated that when it was necessary for him

to be absent his Deputy would be present. Furthermore, that he would make a special effort to be present when major policy issues are being discussed.

4. The Administrator indicated that he had delegated certain policy-making authority to regional Bureaus of AID, and that the Board could appropriately relate directly to them on specific country or regional program matters.

F. Board's Impact on "Apportionment of Funds under Title XII (Budgets).

1. The Title XII statute provides for the Board to impact on budget allocations for Sec. 103 (food and nutrition) under a broad definition of Title XII activities, and possibly on activities closely related to Sec. 103.

2. The FY-77 budget has already been approved by Congress and appropriations made. (This is the first time in AID's history that Congressional appropriations have been made in a current operational year.) After Congress has appropriated funds, AID cannot change the nature or level of funding for any project without giving notice to Congress, justifying the change 15 days in advance. Thus, through notifications to Congress, the Board could have some impact on the substance projects, including the extent and nature of university involvement, even though project funding levels have been determined.

3. AID emphasized the importance of timing in the budgeting process indicating that preparation of AID's budget begins 18 months to 2 years prior to the time the budget is submitted to OMB. Therefore, it is late for the Board to have any direct, major impact on the FY-78 budget.

4. AID requested the Board's input into the FY-79 program guidance instructing field missions and Bureaus on AID policy. AID will provide the Board with a copy of the FY-78 program guidance document and, when the FY-79 guidance document is ready, it will be submitted to the Board for its review.

5. The Board requested from AID information on how it could become involved in the FY-79 budget cycle.

G. Funding Levels for Title XII Activities.

1. The Board requested that identifiable Title XII funding levels be established so that Title XII funding and resource levels could be used in quantifying growth in Title XII activities.

H. Strengthening U.S. Institutions.

1. AID indicated that legislative history shows that Congressional intent in strengthening U.S. institutions under Title XII is not an end in itself, but is to be used only where capability is lacking and such capability is needed for implementing programs in LDC's.

2. It was recognized by both AID and the Board that the issue is a critical and complicated one requiring further analysis. AID agreed to provide a background paper including the significance and relationships of the Section 211 (d) program to Title XII for further discussion.

I. Eligible U.S. Institutions.

1. There is a need to clarify the criteria to be used in measuring the required quality of research, education, and extension of a U.S. institution to be eligible, and the purpose to be served by the determination of "eligibility." The Board requested and AID agreed to prepare a background paper on this issue.

J. The Board and University Relationship with CGIAR, and International Centers for Coordination of Title XII Activities.

1. The Board and AID recognize the need for complementarity of Title XII programs and activities sponsored by other countries and international organizations, particularly with CGIAR and the International Research Centers. AID agreed to prepare a background paper on the role of CGIAR in planning, and the International Centers in implementing, international research programs.

K. State Government Support for University Participation in International Activities.

1. Financial difficulties confronting state governments could lead to even more rigid restrictions on state universities' participation in international activities. It was recognized that part of the problem has been due to the lack of a legal basis and the ad hoc manner of involvement of universities in international programs with AID, and that Title XII now offers a legal basis for such involvement. Both AID and the universities have a responsibility to inform state governments on the mutuality of benefits to be derived from participation of state universities in Title XII activities.

L. Priority Areas for Board Activities.

1. Aid will prepare for the Board a background paper on priorities set by AID and by Congress on development programs.

2. Priority areas suggested for the Board to examine include: international research programs (JRC); involvement of U.S. universities in AID's country programs (JCCP); building national research and extension systems in LDC's (JCCP); involvement of predominantly minority U.S. institutions in AID programs; and development of U.S. institutions under Title XII for overseas work.

Item VI. Concepts and Functions of Joint Committees.

A. The Board voted to approve both the JRC and JCCP in principle, but to study further the roles, functions, and structures of the committees and the need for any additional committees such as one to cover extension programs. The study to be completed by the December meeting, using newly employed staff or the ad hoc work groups which wrote the reports.

- B. The Board requested from AID a background paper on the issue of extension and education in country programs.

Item VII. Action by Board on Needed Decisions.

A. Approval of Charter.

1. Approval of the Charter implies creation of the Joint Committees.

2. The Board adopted the Charter with the following amendments:

(1) Make reference in Sec. A of the Charter to the authority of Title XII to create the Board, and append Title XII to the Charter.

(2) Footnote Sec. G, paragraph (2) to define agriculture to include aquaculture and fisheries as stated in Title XII.

(3) Delete reference to the Federal Advisory Committee Act in Sec. H, paragraph (2).

(4) Add the phrase "on the recommendation of the Board" to Sec. H, paragraph (3).

(5) Add the word "minimum" to Sec. I, paragraphs (1) and (2).

(6) Add the phrase "minimum for the Board and for each committee" in Sec. J, after "eight times a year."

(7) Add a Sec. L to read "The Board has the power to amend the Charter."

(8) In first paragraph of footnote, page 4, delete "Scheduled" from line four and change "regularly" to "regular."

(9) In the last line of first paragraph of footnote, page 4, change "cover" to read "include."

A copy of the amended Charter is attached herewith, Attachment A:

B. Procedure for Recruitment and Selection of Members of the Joint Committees.

1. The Board took the following actions:

(1) Adopted procedures for soliciting and selecting candidates for the joint committees. Announcements will be made publicly and in house organs for solicitation of candidates with special interest in research, extension and education in country programs activities. Names will be made available to the Chairman and the Federal Officer. In the case of candidates from AID, other agencies, foundations, or CGIAR, nominations will be solicited directly from the head of the organization. The Board will submit nominations to the Administrator for his appointment. Action will start as soon as the structure and committee membership is decided on.

(2) Acknowledged receipt of the list of candidates suggested by NASULGC and submitted the list to the Federal Officer. NASULGC will be so advised by the Chairman.

(3) Requested the Federal Officer to solicit names of interested candidates in a public announcement in the Federal Register.

C. Staff Support for the Board and Subordinate Units.

1. The Federal Advisory Committee Act requires that AID provide staff support for the Board and committees. The staff can be AID direct-hire employees or personnel recruited from universities and employed by AID under terms of the Intergovernmental Personnel Act (I.P.A.). Such personnel can be partially paid by universities. Both direct hire and I.P.A. personnel fall within the personnel ceiling set by Congress for AID. The Board has the right to select personnel, including the recruitment of the I.P.A. component of staff for AID employment. Once assigned, the personnel are under the control and supervision of the Board.

2. The Board moved to receive AID's report on the staff, and authorized the Chairman to proceed with recruitment of an Executive Director, consistent with AID requirements. Staffing for the joint committees will proceed after the Executive Director in place and further study is made on the role, structure, and staffing for the two committees. The Executive Director will be asked to participate in the study.

Item VIII. A.I.D. Background Papers.

A. AID Food and Nutrition Strategy.

1. Philip Birnbaum, Assistant Administrator for Program and Policy Coordination, AID, summarized his paper on AID's Food and Nutrition Strategy, which included an explanation of AID's programming cycle. The discussion focused on budgeting, levels of decision-making in AID, Bureau responsibilities in programming, and international mechanisms for coordinating AID and other bilateral in international programs.

2. The Board requested and AID agreed to prepare a background paper on international mechanisms for coordinating technical assistance programs, including the role and functions of the Development Assistance Committee (DAC), FAO and UNDP.

B. Research and Development Programs and Priorities.

1. Curtis Farrar, Assistant Administrator, Technical Assistance Bureau, AID, summarized his paper on this topic. The Board expressed a need for a new thrust in research with more specific planning for integrating extension and training components, and for a reappraisal of country institution responsibilities and capabilities in the areas of research, extension, and education.

Item IX. Housekeeping Items.

A. Time and Date of Next Board Meeting.

The Board decided to hold one-full-day regular meeting, tentatively set for November 22, 1976;

December 11, 1976 (canceled); December 22, 1976; and on the second Monday of each month from January to June 1977; January 10, February 14, March 14, April 11, May 9 and June 13. The location will be Washington for most meetings. AID indicated it would have problems meeting outside of Washington, D. C.

B. Agenda for the Next Board Meeting.

The Chairman announced that the agenda items tentatively selected for the next meeting would include: (1) Congressional intent for the tripartite base for and definition of eligibility (research, education, and extension; (2) further discussion of functions, structure, and operations of the joint committees; and (3) need for a joint committee on extension and education and staff structure and personnel.

C. Agenda Items for future meetings will include:

- (1) Definition of Title XII Activities;
- (2) Strengthening U.S. institutions for international development work;
- (3) Board involvement in FY 79 program guidelines and Budget;
- (4) Three briefing sessions:
  - (a) Sea Grants - Mr. Wallace of NOAA;
  - (b) International Research Centers & CGIAR-AID;
  - (c) USDA research related to Title XII-Don Paarlberg, USDA;
- (5) Board Relations to LDC universities and Handling Inquiries from them;
- (6) Discussion of Ways to Organize Universities for Participating in Title XII- Consortia, Management entities, etc.

I certify that the foregoing minutes constitute an accurate summary of the Board for International Food and Agricultural Development meeting held on October 19-20, 1976, including matters discussed and conclusions reached.

  
Clifton R. Wharton, Jr., Chairman

SECOND MEETING OF BIFAD

November 22, 1976

Summary of the Minutes

Attendance:

Board Members

Dr. Clifton R. Wharton  
Dr. Gerald Thomas  
Dr. Orville Bentley  
Dr. Anson Bertrand  
Mr. Charles Krause  
Mr. James J. O'Connor

Designated Federal Attendees

Mr. Daniel Parker  
Mr. Donor Lion  
Mr. Stanley Scott, Jr.  
Dr. Erven J. Long  
Dr. Quentin West, USDA

DRAFT

Summary Minutes of the Second Meeting of  
the Board for International Food and Agricultural  
Development (BIFAD); November 22, 1976,  
Department of State Building, Washington, D. C.

- A. List of Attendees - Attachment A
- B. Index of Transcript of Proceeding - Attachment B
- C. Call to Order by the BIFAD Chairman

Major policy item will not be discussed until Mr. Parker  
or Mr. Murphy are present; (Pages 2-3).

AA/TA:LCesal:2/3/77

Agenda Items and Action Taken

- Item Ia      Draft Minutes of First Meeting (Pages 3 - 8, 64)
- A. Draft minutes do not adequately reflect the points at issue or the discussion of the first meeting.
  - B. Hand written notes of Mr. Johnson and Mr. Barker provided to BIFAD chairman for his circulation to other BIFAD members and for their comment in terms of inclusion in an improved set of minutes.
  - C. AID requested that each Board member review the Johnson/Barker notes and make any additions they wish and transmit these to the Federal Officer.
  - D. The minutes of the first BIFAD meetings were not certified.
- Item Ib      Amended Charter (Pages 8 - 11, 64 - 65)
- A. Amended Charter, with minor modifications, adopted.
- Item II      Definition of Role and Function of Joint Committees (Pages 66 - 83)
- A. Approved, in principle, and subject to broadening the purview of the committee to include an overview of the total AID research program in nutrition, agriculture and food, a Joint Committee on Research; (Pages 66-71).
  - B. Approved, subject to subsequent revision as needed, that the membership of the Joint Research Committee should include;
    - 1. AID - 6 members; with representation from the Regional Bureaus and TAB.

2. Universities - 10 members; with not less than 5 as directors of AES, and at least one dean or vice president of agriculture.

- (a) USDA - 3
- (b) NOAA - 1
- (c) Consultative Group - 1
- (d) Private sector - 2
- (e) RAC - 1
- (f) U.S. Foundation - 1

Item IIIa Consideration of Needs for Other Joint Committees - AID Extension Activities (Pages 11-39, 45-64)

- A. Discussion of AID Extension Projects - Del Myren presentation (pages 11 - 30).
- B. Discussion of the problems of extension in the LDC's (Pages 30-39, 45-64)

Item IIIb Consideration of Needs for Other Joint Committees - AID Extension Activities - Summary Description of the Expanded Program for Agricultural and Rural Sector Planning (Pages 83 - 158)

- A. Discussion on Joint Extension Committee (Pages 83-112)
- B. Discussion Joint Education Committee (Pages 112 - 120)
- C. Discussion of the Joint Committee on Regional and Country Programs - Analysis and Planning; (Pages 120 - 158):
  1. Decided not to make the Advisory Committee to the Expanded Program for Agricultural and Rural Sector Analysis a Joint Committee responsible to BIFAD. Reserved the option of addressing this question at a later date.

- D. Approved, in principle and subject to the development of additional materials, the concept of Joint Committees on research, extension, education and regional and country programs.
- E. Staff assignments for developing the additional materials on Joint Committee were to be assigned by the Chairman of BIFAD after the meeting.

Item IV Examination of Definition of Significance of "Eligible Institutions for Title XII Participation (Pages 158 - 181)

- A. Three groups of universities; those established by the First Morrill Act (Act of July 2, 1862), the Second Morrill Act (Act of August 30, 1890), and the sea-grant colleges (Act of October 15, 1966) are automatically classified as eligible universities. It must be established what other universities are to be classified as eligible universities.
- B. The BIFA staff is to prepare a document, in a sense a survey instrument, to be distributed to universities to obtain information for establishing eligibility. Also, the staff is to develop a set of criteria which can be used in establishing criteria.
- C. It is the policy of BIFAD to encourage maximum involvement of universities, both eligible and non-eligible, in achieving the objectives of Title XII.
- D. Two memoranda; a note for Clifton R. Wharton, Jr., from Erven J. Long, on the subject of "Implications of Eligibility of Universities Under Title XII" (No date); and a memorandum for Mr. Erven Long, from A. R. Richstein, on the subject of "Participation in Title XII Activities by 'Eligible Universities' - Responsibilities of the Board for International Food and Agricultural Development" (Nov. 5, 1976) are to be made a part of the minutes or attached thereto. (See Attachments C and D)

Item V Consideration of Staff and Personnel Issues (Page 205)

- A. Chairman Wharton indicated that he hoped to announce within a week who the executive director of the staff would be.

Item VI Other Business (Pages 181 - 201)

- A. Appointment of seventh Board member (Page 181): Several recommendations are being considered by White House.
- B. Title XII conference at the University of Minnesota (Pages 182 - 183). The conference is tentatively planned for May 6 and 7. Chairman Wharton suggested the BIFAD meeting for May follow the conference, i.e., on the afternoon of the 7th and the 8th of May.
- C. Resolution on (1) determination of what constitutes a major policy issue, and (2) designation of the Federal Officer for the Board (Page 183 - 194). Adopted part (1) of the resolution but deleted part (2).
- D. Model University Policy on Salary Process and Adjustments (Page 194 - 201). The purview for the model university policy on salary process and adjustments was transferred from the International Affairs Committee of NASULGC to the BIFAD.
- E. Training Proposal for A.I.D. Agricultural Technicians (Pages 201 - 205). The proposal was discussed; no action was taken.
- F. Location of BIFAD meetings (Page 206 - 207). BIFAD expressed a preference for holding meetings in a location that would facilitate the attendance of the attendance of the AID Administrator and his Deputy.

- G. Schedule of BIFAD meetings (Page 207 - 208).  
With the exception of May, BIFAD meetings are to be held on the second Monday of each month for the period January - June, 1977.
- H. Request (Page 208). Mr. O'Connor requested information on extension in Guatemala and the Philippines.

Meeting was adjourned at 4:45 p.m.

I certify that the foregoing minutes constitute an accurate summary of the Board for International Food and Agricultural Development meeting held on November 22, 1976, including matters discussed and conclusions reached.

  
Clifton R. Wharton, Jr., Chairman

ATTACHMENT A

Board Members

Dr. Clifton R. Wharton, Chairman  
Dr. Gerald Thomas  
Dr. Orville Bentley  
Dr. Anson Bertrand  
Mr. Charles Krause  
Mr. James J. O'Connor

Designated Federal Attendees

Mr. Daniel Parker        AID  
Mr. Donor Lion            AID  
Mr. Stanley Scott, Jr.    AID  
Mr. Erven J. Long        Federal Officer  
Dr. Quentin West         USDA vice  
                                  Dr. Paarlberg

Other Attendees

Dean Schreiner, AID/TA/AGR/ESP  
Anne Ferguson, AID/TA/AGR/ESP  
John H. Rixse, SER/ENGR  
Robert Meehan, AID/ASIA/DP  
Woods Thomas, Purdue Univ.  
Theodore Brown, AA/AFR  
M. Rechcigl, TA/RES  
Roy Lovvorn, NASULGC  
J. A. Rigney, AASUDIAP  
Philip Foster, Univ. of Md.  
Kathryn R. Tollerton, AASCU  
W. W. Leake, AID/AFR  
A. D. White, DAA/NESA  
R. W. Priggle, Lutheran Council  
John Mellor, AID/PPX  
D. G. McClelland, PPC/PDA  
John Eriksson, PPC/PDA  
W. F. Johnson, AA/TA  
Lon Cesal, AA/TA and USDA/ESR  
Dana Daxyrymple, AID/PPC  
Leon Hesser, TA/AGR  
A. R. Richstein, GC/TFHA  
Curtis Barker, AA/TA  
G. K. Parman, AA/TA  
R. G. Dyck, VPI and SU  
G. H. Beck, TA/AGR  
G. D. Morgan, AID/GC  
Del Myren, TA/PPU  
James McGoin, Ag. Res-ources Corp.

THIRD MEETING OF BIFAD

December 22, 1976

Summary of the Minutes

Attendance:

Board Members

Dr. Clifton R. Wharton, Jr.  
Dr. Orville G. Bentley  
Dr. Anson R. Bertrand  
Mr. Charles Krause  
Mr. J. J. O'Connor

Designated Federal Attendees

Mr. John Murphy  
Mr. Philip Birnbaum  
Mr. Curtis Farrar  
Mr. Donor Lion  
Mr. Stanley Scott, Jr.  
Dr. Erven J. Long  
Mr. Michael Adler

Mr. Lyle Schertz, USDA  
Mr. David Wallace, NOAA  
Mr. T. W. Edminster, USDA

Summary Minutes of the Third Meeting of the Board  
for International Food and Agricultural Development  
(BIFAD); December 22, 1976, Department of State  
Building, Washington, D. C.

- A. Call to Order by the BIFAD Chairman (Pages 1-5)
1. Board will have two-day meetings in January, 10th and 11th and February 14th and 15th.
  2. Agenda item V (Coordination of AID Programs with other donors) postponed until January meeting. Would be desirable to couple with this a briefing on the International Agricultural Research Centers and hopefully it will be possible to have a representative of those centers present to participate in the process.

## Agenda Items and Actions Taken

- I. Agenda Item I: Certification of Minutes of First Meeting (Page 5)
  1. Plan is to have a revised set of minutes for certification of the first and second meetings ready for the January 10th session.
  
- II. Agenda Item II: Scope and Definition of Title XII (Page 5-47)
  1. The Board thought the paper prepared by AID was very helpful and requested that a revised version, reflecting the discussion comments of both the Board and AID, be available for Board adoption at their January meeting.
  
- III. Agenda Item III: Terms of Reference and Composition of Joint  
(Page 47-102)
  1. Adopted, with minor modifications, the specifications for the Joint Research Committee. (The modification are contained in pages 91-94 of the transcript of proceedings.)
  2. Adopted, with minor modification, the specification of the Joint Committee on Agricultural Development. (The modifications are contained in pages 94-100 of the transcript of proceedings.)
  3. Decided not to create a Council on Program Analysis and Planning; to serve the Board; the BIFAD Staff will perform the functions outlined for this group.
  4. AID requested an opportunity to review the proposed committee structure and staff arrangement with its General Council, no problems were anticipated.
  5. The Board instruct its staff to solicit nominations for the two Joint Committees.
  
- IV. Agenda Item IV: Strengthen University Capabilities (Pages 116-162)
  1. Extensive discussion uncovered many issues but left them unresolved. The Board and its staff is to develop additional information on the topic and then come back to the Board and AID.
  
- VI. Agenda Item VI: The Farmer-to-Farmer Program (Pages 102-116)
  1. The Board expressed its appreciation to Mr. Murphy for his report on the Farmer-to-Farmer program and endorsed the concept with the provision that it be referred to one of the Joint Committees for further study. It also suggested that the Joint Committee responsible for this further study investigate the experience that other institutions have had with this type of program.

VII. Agenda Item VII: Survey Instrument on Eligibility (Pages 163-172)

1. A sample questionnaire was discussed and various modifications and additions suggested. The Board requested that its staff develop a test questionnaire and send it to a small group of universities for testing. Copies of the test questionnaire are to be sent to all Board members.

VIII. Agenda Item VIII: Staff and Personnel Issues

Item was not discussed.

IX. Agenda Item IX: Other Business (Pages 172-186)

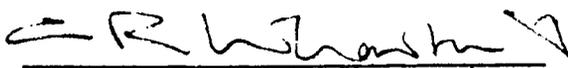
1. May Conference - (Pages 172-182)

The University of Minnesota proposes to hold a conference on Title XII emphasizing the need for two-way communication and interaction between the U.S. University and the Board. Plans are for a day and a half conference starting on May 5, 1977. The Chairman of BIFAD emphasized that though useful conferences such as this are not the sole means of communicating with the Board.

2. Project development under Title XII (Pages 182-186)

The discussion focused on evolving Title XII type projects and how the Board could distinguish between those projects where it had had some input and those that automatically fall in the Title XII rubric and thus have not been subject to Board influence. The Board Chairman asked Mr. Beck to send him a brief accounting of the current Title XII type projects that seem to be unfolding.

I certify that the foregoing minutes constitute an accurate summary of the Board for International Food and Agricultural Development meeting held on December 22, 1976, including matters discussed and conclusions reached.

  
Clifton R. Wharton, Jr., Chairman

ATTENDANCE

<u>Name</u>	<u>Organization</u>
D. Woods Thomas	Purdue University
Patricia Tanco	Private
John Murdock	MUCIA - AUSUDIAP
Lavern A. Freeh	University of Minnesota
Mitchell Pearlstein	University of Minnesota
Kathryn Tollerton	American Association of State Colleges & University
R. L. Lovvorn	NASULGC
Jack Rigney	North Carolina State University
William Shaw	Office of Sea Grant - NOAA
Jim Buen	University of Minnesota
Paul Johnson	Agricultural Resources Corp. Of America
R. G. Dyck	UPI & SU
Johnny Hill	NASULGC -OAPNC
Mary E. Clutter	NSF
James Tavares	NAS/NRC
Lawrence McGary	ES/USDA
A. R. Richstein	Agency for International Development GC/TFHA
Richard Ware	Agency for International Development TAB/AID
Leon F. Hesser	Agency for International Development TA/AGR
D. T. Myren	Agency for International Development TAB/AID
Glenn H. Beck	Agency for International Development TA/AGR
Fletcher E. Riggs	Agency for International Development ASIA/TR/ARD
William F. Johnson	Agency for International Development AID/TA/AA
Lon Cesal	Agency for International Development AID/TA/AA
Ain Kivimae	Agency for International Development AID/PPC/PB
Dana Dalrymple	Agency for International Development AID/PPC/PDA
Len Rogers	Agency for International Development AID/PPC/PB
Fred Welz	Agency for International Development AID/LA/DR
Gerald Morgan	Agency for International Development AID/GC
Woodrow Leake	Agency for International Development AFR/DR

<u>Name</u>	<u>Organization</u>
Jack Kent	Agency for International Development AID/PPC
Tom Elliott	Agency for International Development TAB
John Mellor	Agency for International Development PPC/PDA
William Schaefer	Agency for International Development TA/RES
Ted Carter	Agency for International Development AID/GC
John Rixse, Jr.	Agency for International Development SER/ENGR

FOURTH MEETING OF BIFAD

Jan. 10-11, 1977

Summary of the Minutes

Attendance:

Board Members

C. R. Wharton, Jr.  
A. R. Bertrand  
C. Krause  
J. J. O'Connor

Designated Federal Attendees

D. Parker  
P. Birnbaum  
C. Farrar  
D. Lion  
E. Long  
W. Leake  
A. D. White  
Q. West, USDA

Agenda Items and Action Taken

Item I     Adopted the Agenda

Item II    BIFAD Staff Arrangements

A.    Size and Composition

1.   Executive Director plus four deputed from AID subject to direction from Exec. Director.
2.   Identification of staff provided by AID will be determined later, but prior to Feb. meeting.

B.    Initial staff duties and responsibilities

1.   Establish a Title XII office.
2.   Determine operating procedures.
3.   Arrange BIFAD and Committee meetings - summarize minutes.
4.   Assist in preparation of papers and documents requested by the Board.
5.   Be responsible for Title XII educational materials, meetings and conferences.
6.   Establish a communications system.
7.   Assist BIFAD in establishing committees and a roster of Title XII universities.
8.   Make recommendations concerning future staff requirements.

C.    Office Location

1.   Current plan is to locate the BIFAD office in Pomponio Plaza at the time (February) TAB moves to Rosslyn.
2.   BIFAD position is that its office and staff relates to the totality of AID, not just to TAB; therefore the office should be in New State.

D. Planning and Analysis Section

1. Board authorized staff to make some appointments to this section to get it started.
2. Members of this section will be employed as consultants. Some may already be on the AID rolls and could be used subject to their availability.

E. BIFAD Budget

1. Funds are not available until Congress is notified. Paper is in progress.
2. Interim operations must continue as currently handled.

Item III Procedure for Preparation of Minutes

- A. Continue to prepare verbatim transcript. Staff will prepare an index of key points in each transcript.
- B. Staff will prepare a task-oriented summary of the minutes to be read at the close of each meeting; then circulated as soon as possible after the meeting to Board members and designated federal attendees.
- C. The final version of this summary will become the Certified Minutes.

Item IV Joint Committees

- A. Latest revision of the staff paper on Committee Structure was reviewed. Suggested changes will be incorporated in a final revision to be available soon for the Board Chairman's use in soliciting nominations for joint committee membership. Deadline for submission of nominations is Feb. 10.
- B. Procedure for appointing joint committees.
  1. Nominations for non-federal committee membership will be circulated to Board members before the Feb. 14-15 meeting.
  2. Board recommendation: will be made at the Feb. meeting.
  3. Federal Agency representatives will be recommended by their parent organizations.

4. Appointments will be made by the Administrator of AID and the Chairman of BIFAD.

C. Federal Officer must be designated for each joint committee. The Board recommends that this be an assigned responsibility of an AID committee member.

D. Unresolved issue - how are non-federal joint committee members to be paid?

Item V Clarification of University eligibility question

A. Paper on the implications of eligibility was reviewed and accepted with minor changes.

B. Two questionnaires designed to obtain rather detailed information from universities desiring to participate in Title XII were reviewed.

1. BIFAD Form 1.a "Questionnaire on Land and Sea-Grant universities desiring to participate in Title XII Programs"

2. BIFAD Form 1.b "Questionnaire to determine eligibility of agricultural universities other than Land and Sea-Grant to be considered a Title XII university and to provide information concerning their interests and capabilities."

C. These questionnaires are to be revised and circulated to Board members, appropriate AID officials and OMB for further review. Additionally they are to be pre-tested by a few universities.

Item VI Scope of Title XII

A. An additional paper was reviewed. Board approved adoption of this paper with some amendments as an interim working document. Also recommended that this paper be combined with the one presented at the Dec. 22 meeting.

B. Board requested a paper from AID concerning relations of BIFAD and AT, I. Appropriate Technology, Inc.

Item VII Participation of the Title XII Board in AID's Programming Process

A. Administrator Parker's Comments

1. Emphasized importance of planning - urged Board to help devise new techniques for improved planning.
2. Should work toward changing from input to output orientation - results - achievement.
3. Join the system and effect change from within rather than outside.
4. Help identify priorities.
5. Examine the cycle and determine where you can have the most substantive input.

B. Paper on AID's programming process evoked much discussion. Issues were identified for future discussion, including:

1. Planning:

- What is the role of the Board as differentiated from the role of the universities?
- To what extent should there be university involvement in project planning?
- How may the DAPs be modified to reflect country needs relative to Teaching-Research-Extension?

2. Budgeting:

- How does the Board participate?

Project Development:

- Is the Board role more that of a matching-up process, or does it assume responsibility for approving individual projects after AID-university development has occurred?
- A preliminary staff paper is requested at an early date, February is possible.

Item VIII Strengthening U.S. Institutional Capacity

The development of a mutually satisfactory understanding of this problem is difficult to achieve. Discussions at the Dec. 22 meeting, continued over to this meeting, have surfaced problems on both sides of this question. Because of the general nature of these discussions it was the consensus that a paper is needed to present in more specific terms the thinking of the university community relative to their needs for strengthening in order to participate in Title XII programs.

BIFAD staff was assigned the responsibility of developing such a paper by June or earlier.

Item IX Priority Items for February 14-15 Agenda

1. Agriculture Sector Strategy Paper
2. Mission Guidance Documentation
3. Briefing on International Agriculture Research Center; if linked with briefing AID's coordination with other international organizations
4. Nominations for Joint Committees
5. Congressional briefing
6. Discussion on roster; its role and function.
7. Outline of April Title XII report.
8. Scheduling of future briefings (Chmn. Wharton cited a relatively long list).
9. Briefing on agenda for Minnesota Title XII conference.

Item X Responding to Title XII Inquiries

A. Guidelines and procedures will be established by the BIFAD staff.

B. BIFAD staff assigned responsibility of preparing and keeping current a summary of policy decisions.

I certify that the foregoing minutes constitute an accurate summary of the Board for International Food and Agricultural Development meeting held on January 10-11, 1977, including matters discussed and conclusions reached.

  
Clifton R. Wharton, Jr., Chairman

BIFAD MEETING - JANUARY 10, 1977

<u>Name</u>	<u>Affiliation</u>
E. J. Long	AID
L. Cesal	AID/ERS
Woodrow Leake	AID/AFR
T. W. Edminster	USDA
Mary S. Clutter	NSF
G. Parman	AID
Ain H. Kivimae	AID/PPC/PB
Dara Dalrymple	PPC/PDA
Glenn Beck	TA/AGR
Lawrence McGary	ES/USDA
D. T. Myren	TA/PPU
R. Smuckler	MSU
Curt Barker	AID/TA
Donor Lion	DAA/LA
Fred Welz	LA/DR
Susan Bradbury	Col State Univ
John Glen	
Mitch Pecrulstein	Univ of Minnesota
Roy Lovvorn	NA-SULGC
A. G. Alexiou	NOAA
Lloyd Frederick	TA/AGR
C. M. West	USDA
Roger Ernst	AID/TA
Philip Birnbaum	AID/PPC
Leslie Ancell	American Institute of Merchant Shipping
Melanie Stern	Transportation Inst.
Tom Eliot	AID/TA
Ray Stock	GAO
Fletcher E. Riggs	ASIA/TR/ARD
Geo Waldeman	USDA
William F. Johnson	AID/TA
Fred Wills	AID/LA/DR
W. C. Schaefer	AID/TA/RES
John H. Rixse, Jr.	SER/ENGR
M. Rechcigl	TA/RES
Kathryn Tollerton	Amer. Assoc. of State
C. Molfetto	TA/PPU
Q. West	USDA
Faught	USDA
Leon Hesser	TA/AGR

BIFAD MEETING - JANUARY 11, 1977

<u>Name</u>	<u>Affiliation</u>
Hugh Poperal	Univ Fla - NOAA
Ain H. Kivimae	AID/PPC/PB
Woodrow Leake	AID/AFR
Roger Ernst	AID/TA/AGR
Charles Montrie	AID/PPC
S. Bealle	PPC/PB
A. G. Alexiou	NOAA/Sea Grant
R. Smuckler	MSU
William F. Johnson	AID/TA/AA
Donor Lion	DAA/LA
Fred Welz	LA/DR
Roy Hutchens	GAO
Lawrence McGary	ES/USDA
T. C. Clark	ASIA/TR
C. Molfetto	TA/PPU
Mitch Pearlstein	Univ of Minnesota
M. Rechcigl	TA/RES
L. W. Edmult	USDA
A. White	AID
D. Myren	AID
Kathy Tollerton	Amer Assoc of State Coll
F. E. Riggs	Asia/TR/ARD
W. G. Faucht	USDA
Rose Robinson	AA/TA
G. Parman	AA/TA

FIFTH MEETING OF BIFAD

February 14-15, 1977

Summary of the Minutes

Attendance:

Board Members

Dr. Clifton R. Wharton, Jr.  
Dr. Orville G. Bentley  
Dr. Anson R. Bertrand  
Mr. Charles Krause  
Mr. M. Peter McPherson  
Mr. J. J. O'Connor  
Mr. Gerald W. Thomas

Designated Federal Attendees

Mr. John Murphy  
Mr. Philip Birnbaum  
Mr. Curtis Farrar  
Dr. Erven J. Long  
Mr. Robert H. Nooter  
Mr. C. Ward  
Mr. Daniel Chaij

Mr. T. W. Edminster, ARS  
Mr. Quentin West, ERS  
Mr. David Wallace, NOAA

Board Staff

Dr. D. Woods Thomas  
Dr. Glenn Beck  
Mr. Lon Cesal

## Agenda Items and Action Taken

- Item I. Call to order by Chairman Wharton.
- Item II. The seventh and last member of the Board, Mr. M. Peter McPherson, was sworn in by Acting Administrator, John Murphy.
- Item III. Announcements
- Chairman Wharton:
- Urged AID to move with more speed in establishing a BIFAD office and the key staff positions.
  - Reported interest in Brazil concerning their possible eligibility to participate in Title XII programs.
  - Announced that invitations had been extended to secretaries Vance and Bergland to make an appearance at a future Board meeting.
- Federal Officer Long:
- Stressed the need to identify agenda items requiring AID papers at least two months in advance.
- Item IV. Chairman certified minutes of the 2nd and 4th meetings of the Board held in November and January, respectively.
- Item V. Preliminary draft of a paper on Agricultural Sector Strategy prepared by the Office of Policy Development and Analysis, Bureau of Program and Policy Coordination, was presented by John Mellor with short additional comments by L. Hesser and C. Blankstein.

Purpose of the paper is to set out an AID major policy directive, dealing with implications and issues for a broadly participatory agricultural production strategy for low income countries. This will serve to guide the Missions in agricultural development activities for increasing production and improving equity.

Categories of priority include:

1. Land reform for local participation to address the equity question.
2. Macro policy - price policy - budget allocations.
3. Technology package (building national education, research, and extension institutions.
4. Infra-structure - physical features such as rural roads, land development, rural electricity, etc.
5. Other supporting institutions (marketing-credit, etc.)
6. Financing of inputs.
7. Integrated regional development with integrated project.

Discussion centered around the following:

1. Budget. The U.S. would need to: double its O.D.A. assistance; maintain Security Assistance; double PL-480 contributions; increase World Bank contributions, but these international organizations have about reached their capacity; double bilateral assistance which would quadruple AID's agricultural budget.
2. Personnel. Serious decline in agricultural technicians in AID from 380 in 1967 to 80 currently. Need to increase agricultural personnel in AID, with more agriculturalists plugged in at higher levels of management. Need for direct hire agricultural people in missions for liaison with governments. In missions with no agricultural personnel need at least one, plugged in at higher level.
3. Poorest-of-the-poor concept neglects issue of increasing productivity as a whole. Need for a more balanced approach between equity and production.
4. Urgent need to expand training and education.

5. Need to integrate strategy and implementation either by revising this paper or drafting a second paper on implementation.

Board actions:

1. Agreed with the general thrust of the paper, but recognized the need for further expansion, especially relating to implementation, involvement of the private sector and Title XII considerations. Board also, felt that the paper should clearly address the productivity-equity issue, to reflect their views: -- that productivity is not in conflict with equity; that competent agricultural research, education, and extension institutions are necessary to introduce and improve technology for increasing productivity; that increased food production is essential to benefit the poor majority and must involve farms producing the bulk of the country's marketable food.
2. Requested further study and discussion papers on the following issues:
  - Effect of assistance to LDC's on competitive position of U.S. agriculture;
  - How private sector can participate in technical assistance, including consortia or partnership arrangements with U.S. universities.
  - BIFAD staff should prepare guidelines for Title XII projects developed by U.S. universities, Foreign Governments, and AID Missions based on the Agriculture Strategy Paper.
  - How to effectively reach and train poor small farmers in new technology to benefit from agricultural services of research, educational, and extension institutions. This sector is the most difficult and expensive to reach with the least potential pay-off in improved production. Most countries do not have adequate resources to improve this sector. The implications are requirements of transfer of large amounts of resources. These issues need to be studied.

Item VI. Congressional presentation discussed by R. Cashin, AID.

This was essentially a description of the procedure AID follows in presenting its programs to Congress, with particular reference to the FY-78 Program. The submission represent AID's justification to Congress on the FY 78 Program, which was delivered to Congress on February 1. By February 22, the President is scheduled to submit a package of Amendments. By March 15, the standing committees of Congress report their recommendations to the budget committees. May 15 is the deadline for authorizing committees to report out the authorizing legislation. We hope that the appropriation will be passed between that date and October 1, 1977.

A question was raised by the Board concerning its possible participation in the Congressional hearings on the FY 78 Program. Answer given by the AID respondent was that this depends on the initiative of the Board and the Congressional Committees. The annual report prepared for release in April will provide some opportunity for Board expression to Congress.

Item VII. Program Guidance - P. Birnbaum. AID program guidelines are usually submitted to the Missions in March. Request was made for the BIFAD staff to prepare a statement of field guidance relative to Title XII that can be included in the Program Guidelines by the first week in March.

Item VIII. Survey of University Resources - G. Beck

- Questionnaires have been sent to four "Land-Grant" and three "other" universities for pretesting.
- Board authorized the BIFAD staff to modify the questionnaire in accordance with suggestions received from the pretest universities and send out immediately to the appropriate universities.

- Mailing will be handled by NASULGC for the Land and sea-grant institutions. Other potentially eligible universities will be handled by AAUAA and AASCU.

Item IX. February 15. Call to order.

Item X. Joint Committee Membership. The Board and its staff had reviewed 242 nominations received from the University Community. Final selections of nominees representing the University Community were made for each of the university categories, based on guidelines and criteria established in the Committee Structure document previously approved by the Board. The Chairman reviewed the criteria at the meeting.

The following nominees were approved by the Board for submission to the Administrator of AID and to the Chairman of the Board for final consideration and official action. It was recognized that some changes might be necessary.

Joint Research Committee (JRC)

University Representatives

F.E. Hutchinson - V.P. for Res. - Univ. of Maine (Chairman)	3 yrs.
T.J. Cunha - Dean of Agric. - Cal. Poly., Pomona	3 yrs.
C. Roderuck - Asst. Dir. Ag & Home Ec. AES-Iowa St.	3 yrs.
H. L. Popenoe - Dir. Inst. Agr. - Univ. of Fla.	2 yrs.
W. R. Pritchard - Dean of Vet. Med. - Univ. of Cal.	2 yrs.
B. C. Webb - Dean of Agric. - No. Car. A&T	2 yrs.
K. Kiehl - Dean of Agric. - Univ. of Mo.	1 yr.
J. E. Miller - Dir. AES - Texas A&M	1 yr.

AID Representatives (four to be selected)

G. Baird	-	TA/AGR
J. Balis	-	LA/DR/RD
J. J. Dalton	-	NE/TECH
I. Hornstein	-	TA/N
M. Kilgour	-	TA/R
G. Leyman	-	ASIA/TECH
R. Olson	-	NE/TECH
W. Leake	-	AF/TECH

USDA Representatives

C. W. Carlson - Asst. Admin., ARS  
C. I. Harris - Dep. Admin., CSRS  
K. R. Farrell - Dep. Admin., ERS

NOAA Representative

N. Ostenso - Navy Office of Oceanography

CGIAR Representative

L. Hardin - Ford Foundation

Joint Committee Agricultural Development (JCAD)

University Representatives

S. O. Berg - President - So. Dak. State Univ. 3 yrs.  
\*H. L. Everett - Dir. Res. Inst. - Cornell Univ. 3 yrs.

\*It has been learned since the Board meeting that Dr. Everett has resigned as Director; therefore it will be necessary to consider another nomination.

J. Murdock - Ex. Dir. ~~MUCIA~~ & Assoc. Dir. Int. Agr. University of Wisconsin 3 yrs.  
B. L. Perry - President - Florida A&M 2 yrs.  
J. A. Rigney - Dean Int. Prog. No. Car. St. Univ. 2 yrs.  
L. Watts - Dir. of Ag. Ext. - Col. St. Univ. 2 yrs.  
L. Nelson - Chr. Dept. Fam. Ec. - M.S.U. 1 yr.  
J. Robins - Dean of Agric - W.S.U. 1 yr.  
H.F. Robinson - Chancellor - West. Car. 1 yr.

AID Representatives (five to be selected)

D. A. Chaij - LA/DR  
G. S. Hammond - ASIA  
B. Langmaid - NESAD/DP  
L. Hesser - TA/AGR - Director  
R. B. Morrow - NE/TECH  
L. Rudel - TA/N  
C. Sanders - AF/TECH

USDA Representatives

L.P. Schurtz - Dep. Adm., ERS  
\* L.E. McGary - PASA Coor., ES

PVO Representatives

F.M. Cregger - Asst. Dir. - CARE  
J. D. Noel - Reg. Dir. - Cath. Rel. Ser.

NOAA Representative

Board passed a motion to request NOAA to name a representative on the JCAD.

Board urged early action on appointment of committees and requested that the first meeting of both committees be called prior to the March Board meeting.

Nominations for a representative from the private business sector on the JRC were not complete at this time. Board passed a motion authorizing the Chairman and Mr. Krause to approve a candidate from this sector after nominations were complete.

Program Analysis and Planning

The Board approved a list of names from which the staff may select task forces for specific Program Analysis and Planning functions as the need arises. A motion was approved to add names from the Sea-Grant Universities for this purpose.

Item XI.

Discussion of FY 1977 and FY 1978. Budget Estimates - A.H. Kivimae

The main issue arising from this discussion related to the impact the Board might have on FY 1977 and FY 1978 budgets. It was recognized that Title XII legislation had little if any impact on FY 1976 because it was not passed until December 1975. It was further recognized that the BIFAD could have little, if any, impact on the FY 1977 budget because the Board started meeting after the fiscal year began. Also the Board can have only limited impact on the FY 1978 budget because of the time frame required for submitting budgets. Stark Biddle outlined three options for making changes in the budget:

\*Tentative - Subject to Change

- (1) Submit a supplemental budget asking for a larger amount before Congressional appropriations are made.
- (2) Submit a budget amendment before Congressional appropriations are made, either keeping total same, but asking for reallocation of funds to accommodate changes in activities, or increasing the total.
- (3) Once Congressional appropriations are made, submit an "Advice to Congress of Program Change," in which reallocations of funds to projects are made -- no increase in total.

Given the time constraint and the process of OMB and Presidential approval necessary for (1) and (2), the most practical option open to the Board would be number (3), and the easiest way would be for the Board to make its input during A.I.D.'s preparation of the FY 78 Operational Year Budget. This is an exercise which follows Congressional action on appropriations, adjusts allocations to take care of reductions (or increases) made by the Congress. At this point, A.I.D. is reexamining its activities, especially new ones, which would be an opportune time (for the FY-78 program) for the Board to recommend changes or additional activities.

It is possible for the Board to have some influence on programs prior to October 1977. The easiest place to impact is where universities are to be used. The Board staff was requested to identify ongoing and new activities in the FY 1978 budget where:

- (a) Projects are planned to use Universities, and
- (b) Projects are planned without university participation but the activity might be implemented by universities.

A list of these kinds of projects should be presented to the Board at its March meeting.

Board passed a motion requesting its staff to study the kinds of assistance and minimum funds necessary to strengthen U.S. universities so that they participate more effectively in international agricultural development.

- Item XII. An outline of the proposed Annual Report of Title XII to Congress was presented by AID and modifications suggested by the Board. The draft report will be prepared for circulation to the Board by March 1. It will be discussed at the March meeting so that a final version can be agreed to for submission to Congress on April 1. On five-year projections, the Board requested A.I.D. to prepare projections to which the Board could react.
- Item XIII. A.I.D. coordination with International and Multilateral organizations was discussed by P. Birnbaum.
- Item XIV. Agenda items were proposed as follows:

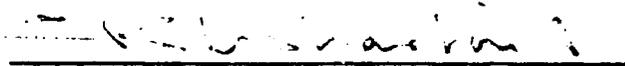
March 14

1. Review of Title XII Annual Report
2. Program guidelines - Staff
3. Long-term funding to strengthen U.S. universities
4. Report of Joint Committee activities
5. Progress report of University survey
6. Paper on BIFAD staff structure
7. Additional strategy paper
8. Secretary Vance appearance before the Board.

April

1. Breakdown and Analysis of FY 1978 Budget - Possible use of Universities
2. Procedures for establishing a roster of nations
3. Consideration of the OTA proposal
4. Presentation from the private sector
5. Review of Nutrition Strategy paper
6. Review of International Agricultural Research Centers.

I certify that the foregoing minutes constitute an accurate summary of the Board for International Food and Agricultural Development meeting held on February 14-15, 1977, including matters discussed and conclusions reached.

  
Clifton R. Wharton, Jr., Chairman

ATTENDANCE

<u>Name</u>	<u>Organization</u>
William N. Shaw	Department of Commerce, NOAA, Office of Sea Grant
William T. Macnalim	Consultative Group on Inter- national Agriculture Research
Ralph Smuckler	Michigan State University
Lawrence McGary	U.S. Dept. of Agriculture, ES
George Waldman	U.S. Dept. of Agriculture, ERS
Russell M. Burns	U.S. Dept. of Agriculture, Forest Service
Elinos Terbune	National Science Foundation, Policy Research & Analysis
Mary E. Clutter	National Science Foundation, Development Biol.
Roy Lovvorn	National Association of State Universities and Land-Grant Colleges
Kathy Tollerton	American Association of State Colleges and Universities
Delbert T. Myren	Agency for International Development, TA/PPU/EUI
Donald G. McClelland	Agency for International Development
Woodrow W. Leake	Agency for International Development, AFR/DP
A. R. Richstein	Agency for International Development, GC/TFHA
William F. Johnson	Agency for International Development, AA/TA
Margaret Noorizadeh	Agency for International Development, SER/MP
Fletcher E. Riggs	Agency for International Development, Asia/TR/ARD

ATTACHMENT A

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Fred Welz	Agency for International Development, LA/DR
Dana Dalrymple	Agency for International Development, PPC/SPA
Ain N. Kivimae	Agency for International Development, PPC/PB
John Eriksson	Agency for International Development, PPC/PDA/SPA
Charles Blankstein	Agency for International Development, TA/RD
Nicholaas Luykx	Agency for International Development, TA/DA
George K. Parman	Agency for International Development, AA/TA
Jonn McCarthy	Agency for International Development, ASIA/DP
Leon Hesser	Agency for International Development, TA/AGR
Richard Cashin	Agency for International Development, AA/LEG

SIXTH MEETING OF BIFAD

March 14, 1977

Summary of the Minutes

Attendance:

Board Members

Dr. Clifton R. Wharton, Jr.  
Dr. Orville G. Bentley  
Dr. Anson R. Bertrand  
Mr. Charles Krause  
Mr. M. Peter McPherson  
Mr. J. J. O'Connor  
Mr. Gerald W. Thomas

Designated Federal Attendees

Mr. Robert H. Nooter  
Mr. Philip Birnbaum  
Mr. Curtis Farrar  
Dr. Erven J. Long  
Mr. Woodrow Leake  
Mr. A. D. White  
Mr. Fred Welz

Mr. T. W. Edminster, ARS  
Mr. George Waldman, ERS  
Mr. David Wallace, NOAA

Board Staff

Dr. D. Woods Thomas  
Dr. Glenn Beck  
Mr. Lon Cesal

Agenda Items and Action Taken

- Item I. Call to order and announcements 9:20 a.m.
- Item II. Old Business.
- (a) Minutes of October, December and February meetings approved with minor corrections.
  - (b) Charter was revised, primarily reflecting the new Joint Committee structure and a request to append a copy of the Title XII legislation to the Charter.
- Item III. Annual Report to Congress

General Comments:

- Report will be an important public statement, therefore should stand alone. As written the report tends to assume more knowledge than the average reader has.
- Should include a general statement about the current status of world food problems, especially food production capabilities in the developing countries and U.S. ability to help them.
- Report should recognize the contributions of USDA and the universities and what these agencies might do in the future, and reflect that efforts are being made to explore ways of improving coordination of domestic agricultural and foreign agricultural assistance programs through linkages with USDA and the land grant system.
- Should point out the joint activities of AID, USDA and the universities through the joint committee structure.
- Should also recognize the initiatives that have been taken by the universities in preparing for Title XII.

Specific Comments

- Editorial changes were proposed throughout the paper and will be reflected in the revision.
- Substantive changes were discussed in sections E, F and H. These relate to Board participation in AID's programming process, strengthening U.S. universities, and future action items. The Board suggested that these sections be re-drafted and submitted for review before the April release.

Board Action

- By motion the Board endorsed the report, complimented the authors and requested that as many Board comments as possible be included in the final version.
- Chairman Wharton Called attention to the fact that the Board is empowered to render a separate report but chooses not to do so because of its general concurrence with the AID report and the Board's desire to show a sense of unity and cooperation between the Board and AID.

Special Item. Mr. Robert H. Nooter was introduced as the new Acting Deputy Administrator (and Deputy Administrator Designate) of AID.

Mr. Nooter's Comments

1. Implored the AID staff to continue supporting Title XII activities with utmost haste.
2. His perception is that two areas require joint attention
  - Strengthening U. S. universities.
  - The selection process manner in which U.S. universities become involved in country programming and budgeting He feels that they should be responsive to country overall development needs, not just teaching, research, and extension requirements.

3. Expressed the hope that AID and the universities will work together successfully toward a common U.S. purpose, not just an A.I.D. purpose or the universities' purpose.

Chairman Wharton's Response

Expressed delight at Mr. Nooter's perspective, and stated that the Board had recognized need to adopt the broader approach expressed by Mr. Nooter for involvement of U. S. universities. He stated that the Board is seeking optimum involvement of universities in a process which is complicated and involves substantial long lead times. He further indicated that strong joint efforts should be made to determine the optimum role of the Board, its staff and committees in the programming, budgeting and review process.

Item IV. Title XII Guidelines for U.S. Universities

General Comments

- Chairman Wharton felt that this paper speaks more to the transition action agenda than to long term guidelines. He pointed out that there are three dimensions to be served by AID-BIFAD guidelines:
  - (a) U.S. universities
  - (b) AID Missions
  - (c) Foreign universities and institutions

Therefore, a paper is needed on the totality of the structure:

- A critical issue is "initiative and processes", "to whom does a U.S. university address an inquiry" and what process does it go through. The same would apply to foreign universities. Until there is a document answering these questions, we should be flexible as to individual and groups to act, and as to the selection of action points.

- The document answering these questions should be a separate paper developed by AID and the Board.
- The Chairman thought it valuable to visualize what the process would be when the committees are in place and Title XII activities are in full operation.
- Mr. Birnbaum commented that the paper does not discuss the present system within AID. Should recognize that Section 103 provides more comprehensive guidelines than Title XII. He felt that the opportunity for increasing university involvement was in the new (FY-78) programs, by taking action now in order to reduce lead time for getting contracts made and universities personnel in the field.
- Woods Thomas felt that AID mechanisms could be fed in through the joint committees.
- Other comments included:
  - (a) The need for the Board to prioritize;
  - (b) Need for immediate action such as moving ahead on some of the country programs and collaborative research projects already identified;
  - (c) Need for a section on university consortia.
  - (d) Need for flexibility -- a variety of approaches to be utilized.

Board Action

Delay action on this paper until April and requested the staff to revise and expand as discussed above.

Item V. Board Suggestions for Title XII Program Guidance

Because this paper is a companion piece to the above university guidelines, it too will be reconsidered at the April meeting. Staff was instructed to work with AID in preparing guidelines to the Field, which are due before the April meeting.

Item VI. Progress Report on Joint Committees

- A list of Joint Committee appointments is appended.
- Nominees from the private sector on the JRC and JCAD and from the 1890 Land-Grant Universities on JRC will be considered at the April meeting.
- Staff was instructed to contact Chairmen and committee nominees to determine their interest in serving and to arrange an early meeting.

Item VII. Recommended BIFAD Staff Structure

The Board approved a staff size of 19 structured as follows:

- 1- Executive Director
- 1- Deputy
- 1- Administrative Assistant
- 5- Secretariat
- 3- Program Analysis
- 3- Research Program
- 4- Agricultural Development Program
- 1- Human Resource Development

The Board proposed to fill the key positions first then expand as necessary, keeping the Board informed of work load.

Item VIII. Progress Report on BIFAD Office Space and Future Meeting Arrangements

1. Office space has been identified in the New State Building. It will not be vacated immediately, so interim arrangements must be made.

2. No permanent meeting room arrangements are available. The April meeting will be in Room 1107 New State and the May meeting in Minnesota.

Item IX. Revised Agricultural Strategy Paper

Four sections of the paper, previously requested by the Board were presented. These included:

- (a) An expanded discussion of the role of Title XII.
- (b) A section on PL 480.
- (c) A section on the role of the private sector.
- (d) A section on marketing, credit and rural industry.

The Chairman emphasized the importance of integrating Title XII concepts in each section of the Strategy Paper. This would increase potential of Title XII for building long-term continuity and commitments which will have influence on institutional development programs in LDC's.

It would provide an opportunity to describe the collaborative nature of the research side which must integrate U.S. domestic agricultural concerns with the foreign community interests.

Item X. Proposed April Agenda

1. Revision of the University Guidelines document.
2. Joint Committee Activities.
3. Summary of University questionnaires.
4. Methods of establishing a Country Roster.
5. Report on the Minnesota Conference.
6. Possibly a review of the International Centers.

I certify that the foregoing minutes constitute an accurate summary of the Board for International Food and Agricultural Development meeting held on March 14, 1977, including matters discussed and conclusions reached.



Clifton R. Wharton, Jr., Chairman

ATTENDANCE

<u>Name</u>	<u>Organization</u>
Arnold Blomquist	University of Minnesota/St. Paul
Mary Blomquist	University of Minnesota/St. Paul
Dave Eckholm	University of Minnesota/St. Paul
Lavern A. Freeh	University of Minnesota/St. Paul
Lawrence McGary	U.S. Dept. of Agriculture, ES
J. A. Rigney	North Carolina State University
Orlin J. Scoville	ISEC/NASULGC
George K. Parman	Agency for International Development AA/TA
Nicolaas Luykx	Agency for International Development TA/DA
William F. Johnson	Agency for International Development AA/TA
Calvin L. Martin	Agency for International Development Asia/TR/ARD
Curtis Barker	Agency for International Development AA/TA
Robert Wack	Agency for International Development
A. R. Richstein	Agency for International Development GC
Ain H. Kivimae	Agency for International Development PPC/PB
Earl R. Leng	Agency for International Development TA/AGR
Leon F. Hesser	Agency for International Development TA/AGR
Carol D. McGraw	Agency for International Development AA/TA
Thomas Eliot	Agency for International Development TA/PPU
Rose M. Robinson	Agency for International Development AA/TA
John H. Rixse, Jr.	Agency for International Development SER/ ENGR
Donald G. McClelland	Agency for International Development PPC/PDA
John Eriksson	Agency for International Development PPC/PDA

ATTACHMENT A

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Charles Montrie

Agency for International Development  
PPC/RC

D. T. Myren

Agency for International Development  
TA/PPU

M. Rechcigl

Agency for International Development  
TA/RES

SEVENTH MEETING OF BIFAD

April 11, 1977

Summary of the Minutes

Attendance:

Board Members

Dr. Clifton R. Wharton, Jr.  
Dr. Orville G. Bentley  
Dr. Anson R. Bertrand  
Mr. Charles Krause  
Mr. M. Peter McPherson  
Mr. J. J. O'Connor  
Dr. Gerald W. Thomas

Designated Federal Attendees

Mr. John J. Gilligan, AID  
Mr. Robert H. Nooter     "  
Mr. Curtis Farrar        "  
Dr. Erven J. Long        "  
Mr. Donor Lion            "  
Mr. Woodrow Leake        "  
Mr. Fletcher Riggs        "  
Mr. A. D. White           "  
Mr. Philip Birnbaum       "  
  
Mr. T. W. Edminster, ARS/USDA  
Mr. Quentin West, ERS/USDA  
Mr. Robert Wildman, NOAA

Board Staff

Dr. D. Woods Thomas  
Dr. Glenn Beck  
Mr. Lon Cesal

## Agenda Items and Action Taken

Item I. Call to order - 9:05 a.m.

Administrator Gilligan, attending his first Board meeting, addressed the group briefly. He expressed his pleasure in working with the Title XII Board and its subordinate units. He stressed the importance of the Land-Grant Universities in developing U.S. agriculture, and indicated his conviction that the Title XII mechanisms could, in a similar way, strengthen the agricultural systems of the developing countries.

Item II. Minutes of the March meeting were approved with minor changes.

Item III. Revision of University Guidelines

Policy issues of fundamental importance to the successful involvement of U.S. Universities in Title XII activities are considered in this paper. Because some of these issues are sensitive and may involve substantial intervention by the universities in the AID programming process, the need is evident to develop a thorough understanding and agreement as to how this will be done. After much discussion it was decided that further development and review of this subject will be necessary.

The staff paper under consideration was divided into five sections, as follows:

1. Existing AID Processes.
2. Suggested Modification of Procedures to Accommodate Title XII Programs.
3. Transition Possibilities.
4. Suggested Operational Procedures.
5. Guidelines for Universities.

It was felt that the paper is too long, repetitious in some sections, and does not accurately reflect the existing AID processes. In the interests of simplifying the information that will be submitted to the universities it was decided to divide the paper with sections four and five being treated separately as one paper and sections one, two and three being deferred for later development as a second paper. The staff was instructed to work with appropriate representatives from AID to revise sections four and five in time for consideration

at the May meeting of the Board, taking into account questions and comments raised at this meeting.

Additionally, a motion was passed by the Board reflecting the need for action proposals to use as models in developing and testing procedures. The Joint Committee Chairmen and the BIFAD staff were requested to prepare a paper for the May meeting of the Board outlining the steps to be taken in identifying up to 10 country development projects and 10 collaborative research proposals which would provide opportunities for university participation under Title XII guidelines. Special attention should be given to country development projects that will--

- (a) Have an outreach to small farmers;
- (b) Strengthen agricultural universities;
- (c) Strengthen the ties among training programs--research --extension.

Item IV. Summary of University Questionnaires

At this date about 50% of the Questionnaires have been returned. The Board requested the staff to prepare an analysis of the questionnaires for consideration at the May meeting with suggestions for establishing a roster.

Item V. Progress Report of Joint Committee Activities

JRC - Designated members of this committee had met in Washington, D.C. for briefing purposes on April 6 and 7. A second briefing will be provided on May 16-17.

JCAD - This committee has not yet been briefed. This will be done on May 12-13 in Washington, D.C.

Item VI. Review of International Research Centers - Farrar

A detailed review paper had been previously distributed to Board members and other participants at the Board meeting. Mr. Farrar's presentation added significantly to this report. He stressed the fact that the International Research Centers are autonomous international enterprises. The position of AID, as well as other donors, has been low profile with low management input. AID regards the Centers as very important features of international development.

The Centers are now in a consolidation period with no new starts or additions for three years. Budgets are being tightened and prepared with two year projections.

The major issues before the Centers are:

1. Outreach. How much responsibility do the Centers have to assist countries adopt new technology?
2. Center size. Possibly there is a maximum for interdisciplinary effectiveness.
3. Should they develop crop varieties of broad application or germ plasm for country use?
4. How to serve agriculture in higher altitude countries.
5. Aqua-culture. Should this be undertaken?
6. Should there be functional centers? How do you address soil and water problems?
7. Research on farming systems, especially small farms.
8. What should be done about soybeans?
9. What should be done about vegetables?

Mr. Farrar suggested that the three major areas of interface with the Title XII Board and its committees might be:

- (a) Evaluating the 5-year reviews.
- (b) Joint consideration of training needs and how the Centers can participate.
- (c) Improved methods of outreach.

Item VII. Review of AID's Nutrition Strategy Paper - Levinson

This review was favorably received by the Board and endorsed with the request that the BIFAD staff examine ways of implementing Title XII participation.

Item VIII. Preliminary Discussion of Procedures for Establishing a Country Roster.

Discussion centered around the reasons for and the meaning of establishing a country roster. A major question concerned the extent to which Title XII activities should be restricted to the existing lesser-developed-country (LDC) designation by AID. It was pointed out that some "graduate" countries still have major sub-sectors that are in serious need of help. Also, that some of these countries still constitute a substantial drain on world food supply.

Item IX. May Agenda and Other Matters

- Tax Reform Act. Motion passed that the Board go on record as reflecting concern over this Act and that the staff provide an analysis of its possible consequences.
- Additional member on the JRC. It was pointed out that a member of the AID Research Advisory Committee (RAC) should also serve on the JRC.
- May meeting will be held in conjunction with the Title XII Conference in Minnesota. The Board will meet Thursday, May 5 from 2-5 p.m. and Saturday, May 7 from 1:30-5:00 p.m. The agenda will include:
  1. Revision of University Guidelines.
  2. Recommended University Roster.
  3. Strengthening U.S. Universities.
- Future meeting dates
  - May 5 - One-half day
  - May 7 - One-half day
  - June 13
  - July 11
  - August 8
  - September 12
  - October 10
  - November 21
  - December 12

I certify that the foregoing minutes constitute an accurate summary of the Board for International Food and Agricultural Development meeting held on April 11, 1977, including matters discussed and conclusions reached.

  
Clifton R. Wharton, Jr., Chairman

ATTENDANCE

<u>Name</u>	<u>Organization</u>
Ralph Smuckler	Michigan State University
David Eckholm	University of Minnesota
Lavern A. Freeh	University of Minnesota
Olaf Bergelin	University of Delaware
Mic Pleass	University of Delaware
J. A. Riguey	North Carolina State University
R. L. Lovvorn	NASULGC
K. Tollerton	American Association of State Colleges and Universities
C. H. Gordon	U.S. Department of Agriculture, ARS
Quentin M. West	U.S. Department of Agriculture, ERS
Lawrence McGary	U.S. Department of Agriculture, ES
Richard Prather	U.S. Department of Agriculture, ES
George Waldman	U.S. Department of Agriculture, ERS
T.W. Edminster	U.S. Department of Agriculture, ARS
Robert D. Wildman	National Oceanic and Atmospheric Administration, Sea Grant
R. Stock	General Accounting Office
Curtis Barker	Agency for International Development AA/TA
George Parman	Agency for International Development AA/TA
Rose M. Robinson	Agency for International Development AA/TA
William F. Johnson	Agency for International Development AA/TA
Floyd Williams	Agency for International Development TA/AGR
Earl R. Leng	Agency for International Development TA/AGR
Leon F. Hesser	Agency for International Development TA/AGR
Ain H. Kivimae	Agency for International Development PPC/PB
Stark Biddle	Agency for International Development PPC/PB
Fletcher Riggs	Agency for International Development ASIA/TD
Woodrow W. Leake	Agency for International Development AFR/DR
Daniel A. Chaij	Agency for International Development LA/DR/RD
Russell Olson	Agency for International Development NE/TECH
John H. Rixse, Jr.	Agency for International Development SER/ENGR

<u>Name</u>	<u>Organization</u>
James Levinson	Agency for International Development TA/N
I. Hornstein	Agency for International Development TA/N
L. Rudel	Agency for International Development TA/N
Peggy Sheehan	Agency for International Development FFP/POD
Dave Nelson	Agency for International Development FFP/POD
Norman Holly	Agency for International Development PPC/PDA
Dana Dalrymple	Agency for International Development PPC/PDA and TA/AGR

EIGHTH MEETING OF BIFAD

May 5 and 7, 1977

Summary of the Minutes

Attendance:

Board Members

Dr. Clifton R. Wharton, Jr.  
Dr. Orville G. Bentley  
Dr. Anson R. Bertrand  
Mr. M. Peter McPherson  
Mr. J. J. O'Connor  
Dr. Gerald W. Thomas

Designated Federal Attendees

Mr. Curtis Farrar, AID  
Dr. Erven J. Long, AID  
Mr. Fletcher Riggs, AID  
Mr. Philip Birnbaum, AID  
Mr. Ain Kivimae, AID  
Mr. Daniel Chaij, AID  
Mr. Winton Fuglie, AID  
  
Mr. T.W. Edminster, ARS/USDA  
Dr. Quentin West, ERS/USDA  
Mr. Robert Wildman, NOAA

Board Staff

Dr. D. Woods Thomas  
Dr. Lon Cesal

Agenda Items and Action Taken  
Meeting on May 5, 1977

Item I. Call to order and announcements 2:05 PM

Mr. Farrar explained that the administrator will issue individual exemptions to the conflict of interest laws for the four Board members and the university members of the Joint Committees.

Item II. Minutes of the April meeting were approved.

Item III. University Guidelines and Procedures

The BIFAD staff and AID representatives had collaborated on the preparation of a revised set of guidelines for university participation in Title XII programs. These were reviewed and approved with minor modifications and distributed as provisional guidelines and procedures at the Title XII conference. (Copies were distributed at the conference.)

Meeting on May 7, 1977

Item I. Call to order - 2:15 PM

Chairman Wharton announced that the agenda would be rearranged as follows:

Item II. Report on overseas tax issue by Mr. McPherson

Item III. Agenda item No. IV from the May 5th meeting.

Item IV. Agenda item No. V from the May 7, 1977 meeting

Item V. Agenda item No. III from the May 7, 1977 meeting

Item VI. June agenda and other matters

Item II. Overseas tax Issue

Peter McPherson reported on the concerns being expressed by various groups on the effects of the Reform Act upon the ability to assign and to maintain U.S. personnel on foreign assignments and the initiatives for remedial actions underway. He will continue to keep the Board informed.

Item III. Proposal for the Identification, Planning and Initiation of Title XII Programs and Projects. (agenda item IV from the May 5, 1977 meeting)

A motion was passed appointing the JRC as an AD Hoc Committee. This committee is to recommend to the Board up to ten research projects that should be approved by the Board at an early date, including which universities would be best equipped to undertake the activities proposed. In identifying universities the

committee should not limit its considerations to eligible institutions, but it should be cognizant of collaborative research being limited to eligible universities.

Representatives of each of the AID Regional Bureaus reported on potential country development activities. The need to provide universities with information that would assist them in identifying their role in country activities was discussed. AID is to provide the Board with suggestions on how this might be done.

A motion was passed appointing the JCAD as an Ad Hoc Committee. This committee is to begin the process of recommending to the Board a set of sector assessments and country development projects that should be approved by the Board at an early date including which universities would be best equipped to undertake the activities proposed.

Item IV. Summary of questionnaire Data on University Eligibility, Interest and Capabilities (Originally agenda item No. V)

The BIFAD Staff presented a very preliminary analysis of the University Questionnaires. The Board concluded that the information presented did not provide an adequate basis for establishing university eligibility. It directed the staff to continue the analysis with whatever data is available and report to the Board at its June meeting.

Item V. Strengthening Universities for Effective Participation in Title XII activities (Originally agenda item III)

As representatives of an AUSUDIAP group concerned with university participation in Title XII, Bruce Anderson and Darl Snyder presented a draft report of a study on strengthening U.S. Universities. The Board concluded that the report summarized quite well the nature and dimensions of the difficulties in this area as far as the universities are concerned.

However, both AID and the Board further concluded that the report did not identify or develop options or alternatives that could be acted upon. The Board requested that the staff prepare such an array of options or alternatives for consideration at its June meeting.

Item VI.

June agenda and other matters

-- Minnesota Title XII Conference - Motion passed that the BIFAD express its thanks to the University of Minnesota and all the people that worked on the conference; the conference was very useful to the BIFAD.

-- Guidelines for USDA and NOAA participation in Title XII activities - Motion passed that Mr. West prepare a draft set of guidelines and procedures on how the USDA, NOAA and other institutions would participate in Title XII activities.

-- June Meeting will be held in Washington, D.C. on June 13, 1977.

The agenda will include:

1. Report of Ad Hoc Committees on Research and Agricultural Development
2. Recommendations on Eligibility of Universities
3. Strengthening Universities for participation in Title XII
4. Briefing on Private Voluntary Organizations Food, Nutrition and Agricultural Development Activities.
5. USDA and NOAA Guidelines for Participation
6. Review of Minnesota Conference

-- Future meeting dates

July 11  
August 8  
September 12  
October 10  
November 21  
December 12

I certify that the foregoing minutes constitute an accurate summary of the Board for International Food and Agricultural Development meeting held on May 5 and 7, 1977, including matters discussed and conclusions reached.



Clifton R. Wharton, Jr., Chairman

ATTENDANCE

Name

Ralph Smuckler	Michigan State University
David Eckholm	University of Minnesota
Lavern A. Freeh	University of Minnesota
J. A. Rigney	North Carolina State University
K. Tollerton	American Association of State Colleges and Universities
Quentin M. West	U.S. Department of Agriculture, ERS
Orlin Scoville	U.S. Department of Agriculture, ISEC
Curtis Barker	Agency for International Development AA/TA
Rose M. Robinson	Agency for International Development AA/TA
Stark Biddle	Agency for International Development PPC/PB
Daniel A. Chaij	Agency for International Development LA/DR/RD
Paul J. Stangel	IFDC Florence Alabama
Bruce H. Anderson	Utah State University
Darl E. Snyder	University of Georgia
Jim Ruen	University of Minnesota
Colleen Gunderson	University of Minnesota
Sherwood Berg	South Dakota State University
Fred Hutchinson	University of Maine

NINTH MEETING OF BIFAD

June 13, 1977

Summary of the Minutes

Attendance:

Board Members

Dr. Clifton R. Wharton, Jr.  
Dr. Orville G. Bentley  
Dr. Anson R. Bertrand  
Mr. Charles Krause  
Mr. M. Peter McPherson  
Mr. J. J. O'Connor  
Dr. Gerald W. Thomas

Designated Federal Attendees

Mr. Robert H. Nooter       "  
Dr. Erven J. Long         "  
Mr. Woodrow Leake         "  
Mr. Charles Paolillo       "  
  
Mr. T. W. Edminster, ARS/USDA  
Mr. Quentin West, ERS/USDA

Joint Committee Chairmen

Dr. Sherwood O. Berg  
Dr. Frederick E. Hutchinson

Board Staff

Dr. D. Woods Thomas  
Dr. Glenn Beck  
Dr. Lon Cesal

## Agenda Items and Action Taken

### Item I. Call to order and announcements

- Chairman Wharton called the meeting to order at 9:15 a.m. The designated AID Administrators, with the exception of Federal Officer Long were not present. Dr. Long indicated that Deputy administrator Nooter would attend from 10-12 but all others would be absent throughout the day because of a conflicting meeting.
- Chairman Wharton rearranged the scheduled to concentrate on items III, V, and an additional item relating to budget reviews during the 10-12 period, since these were policy matters requiring the presence of the Administrator or his Deputy.
- Board member McPherson raised a question about "Conflict of Interest" as it relates to Board members and their full participation in all matters discussed at BIFAD meetings. It was his feeling that the Board should seek their own private council to interpret this ruling. It was moved by McPherson, seconded by O'Connor that the BIFAD staff director be authorized to seek and employ private council to represent the Board interests. Motion passed unanimously.

### Item II. Minutes of the May meeting were approved and certified with minor corrections.

### Item III. Acting on recommendations from the staff and the JCAD, a provisional roster of universities was approved. The roster is appended to these minutes. It includes primarily land and sea-grant universities automatically eligible under the law, but also includes 12 universities other than these who were deemed to meet the eligibility requirements. Additional universities will be added to the roster as further information is obtained. The BIFAD staff and the two joint committees were charged with a continuing study of university eligibility and the development of recommendations to the Board for possible additions to the roster.

Item V. The Staff paper on "Strengthening Universities" was discussed at length. Suggestions for revision dealt more with form than with substance. It was suggested that the paper be restructured around three primary clusters of issues and problems, including:

1. Long term institutional planning and commitment of funding;
2. Manpower issues;
3. New program areas.

Specific questions and suggestions to be addressed included the following:

- Must an institution be involved in a program before it is eligible for strengthening?
- What are some of the current problems faced by universities?
- What benefits might accrue to U.S. agriculture and universities from participation in Title XII activities?
- Recommended mechanisms to accomplish strengthening.

Special Item - Board participation in the Annual Budget Submission (ABS) reviews. An invitation was extended by AID for the Board to participate in the ABS reviews as follows:

1. The BIFAD staff would be involved in the budget review process in the same manner as other representatives of AID. The Technical Assistance Bureau has already had its review and the BIFAD staff participated. The Regional Bureaus will be undergoing reviews throughout June and part of July.
2. Following the individual Bureau reviews there will be a central review to which the Board staff is also invited.
3. An overall review of Food and Nutrition will be held on August 29, to which the Board members are invited.

4. The Chairman of the Board and the Executive Director are invited to a world-wide review scheduled for September 2.

Item VII. Report from the JRC - Fred Hutchinson. The designated members of the JRC, at a briefing session, had given preliminary consideration to the development of a set of procedures for the Title XII collaborative Research Support Programs. The draft copy was presented to the Board by Fred Hutchinson for discussion. General comments about the draft procedures included the following.

- Concern about ways of involving some of the smaller universities not already involved with AID programs;
- Provision for a narrower view of research problems that would involve only one or two institutions;
- Eligibility of consortia vs individual universities in accepting grants;
- Possibilities of these procedures adding another bureaucratic layer;
- Will collaborative research groups be built around individual scientists or institutions?
- How can non eligible institutions be involved including the private sector?

It was requested that the JRC revise the paper for presentation at the July Board meeting. The revision should consider alternative ways of developing collaborative research.

Responding to an earlier request from the Board the designated membership of the JRC recommended the following three areas for consideration as pilot programs in testing the collaborative Research approach:

1. Sorghum and Millet improvement
2. Small Ruminant Production
3. Fisheries (specific area is yet to be determined)

A motion was passed by the Board to approve these three areas in principle, to be developed for planning grants.

Item VIII. Report from the JCAD - Sherwood Berg. The designated members of the JCAD, in a briefing session, had proposed an organization plan that would include three sub-committees as follows:

1. Sub-committee on Eligible Institutions
2. Sub-committee on Country Programs
3. Sub-committee on Project Appraisals

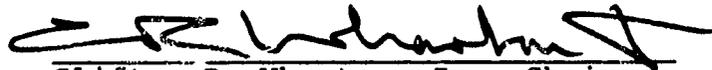
The BIFAD at its April meeting requested the Staff and designated members of the JCAD to work with AID in identifying a country in each of the four regions which might be aligned with a university or universities on an in-depth long-range programming process, beginning with sector analysis and carrying on through to project implementation. Also it was requested that up to 10 new proposals be identified, having the potential for development as Title XII projects.

The designated chairman of JCAD, Dr. Sherwood Berg, presented recommendations which included eight countries for developmental assessment and 14 projects, some of which are early stage proposals and others which are ready to begin disbursement, for consideration as Title XII projects. The Board approved these recommendations and authorized the JCAD and the staff to work with appropriate representatives of AID in the selection of universities and the development of programs.

Item XIV. July Agenda

- Re-draft of the "Strengthening" paper
- USDA Report
- Annual Budget Submission Reviews
- Conflict of Interest
- Revisions in Legislation
- JRC report (Revision of Procedures)
- JCAD report

I certify that the foregoing minutes constitute an accurate summary of the Board for International Food and Agricultural Development meeting held on June 13, 1977, including matters discussed and conclusions reached.

  
Clifton R. Wharton, Jr., Chairman

ATTENDANCE

<u>Name</u>	<u>Organization</u>
David Eckholm	University of Minnesota
Steve Preston	University of Michigan
K. Tollerton	American Association of State Colleges and Universities
Dean Kleinert	American Association of State Colleges and Universities
Ralph Smuckler	Michigan State University
Sandra Moody	University of Missouri
Leon O. Marion	American Council of Val. Agencies for Foreign Service
George Waldman	U.S. Department of Agriculture ERS
John C. Glenn	World Bank
W. A. Faught	U.S. Department of Agriculture USDA/ERS
Olaf Bergelin	University of Delaware
C. M. Pleass	University of Delaware
S. B. Preston	University of Michigan
Woodrow Leake	Agency for International Development AFR/DR
William F. Johnson	Agency for International Development AA/TA
Ain H. Kivimae	Agency for International Development PPC/PB
Robert Wack	Agency for International Development AA/TAB
Floyd Williams	Agency for International Development TA/AGR
James Durnan	Agency for International Development TA/PPU
G. K. Parman	Agency for International Development AA/TA
C. Montrie	Agency for International Development PPC/RC
Fred Welz	Agency for International Development LA/DR
Leon F. Hesser	Agency for International Development TA/AGR

Name

Organization

Fletcher E. Riggs

Agency for International Development  
AA/TA

Rose M. Robinson

Agency for International Development  
AA/TA

Stark Biddle

Agency for International Development  
PPC/RB

TENTH MEETING OF BIE  
July 11, 1977

Summary of the Meeting

Attendance

Board Members

Dr. Clifton R. Wharton, Jr.  
Dr. Orville G. Bentley  
Dr. Anson R. Bertrand  
Mr. Charles Krause  
Mr. M. Peter McPherson  
Mr. J. J. O'Connor  
Dr. Gerald W. Thomas

Joint Committee Chairmen

Dr. Sherwood O. Berg  
Dr. Frederick E. Hutchinson

Board Staff

Dr. D. Woods Thomas  
Dr. Glenn Beck  
Dr. Lon Cesal

Designated Federal Attendees

Mr. Robert H. Nooter, AID  
Mr. Curtis Farrar, AID  
Dr. Erven J. Long, AID  
Mr. Charles Paolillo, AID  
Mr. A. D. White, AID  
Mr. Fred Welz, AID  
Mr. Woodrow Leak, AID

Dr. Dale Hathaway, USDA  
Dr. Quentin West, ERS/USDA

## Agenda Items and Action Taken

Item I The meeting was called to order at 9:15 a.m. by Chairman Wharton and the prepared agenda adopted with the provision that proposed new legislation would be discussed under Item IV.

The Chairman asked what action had been taken by AID in response to Board nominations of three additional members to the Joint Committees. Deputy Administrator Nooter acknowledged receipt of the nominations but indicated that they had not yet been acted upon by the administrator.

Chairman Wharton then asked about the current status of the three pilot research programs recommended by the Board at its June meeting for early implementation in testing the collaborative research approach. Mr. Farrar responded that these were under consideration by the office of agriculture in the Technical Assistance Bureau. He indicated that an Agency decision had not yet been reached, under the new administration, approving the collaborative research approach, its procedures and priorities.

There followed a rather lengthy and involved discussion concerning procedures within AID for responding to Board recommendations. Board members expressed feelings of frustration with the delays in getting Title XII programs underway. The discussion reflected a fundamental difference in perception between Board members and agency representatives as to the role of the Board and the processes followed by AID in reacting to Board recommendations. It was clearly evident that a more formal approach is needed in communicating actions taken at Board meetings to the AID administrator as well as the reciprocal communication to the Board concerning AID's response to its recommendations.

Director Thomas announced that the JRC will meet in Washington on July 20-21 and the JCAD on July 21-22. The two committees will meet jointly on July 21.

Item II Minutes of the June meeting were approved with the following corrections and additions:

1. Delete the names of Farrar, Lion, Riggs, White and Birnbaum from the designated Federal attendees.
2. Add the following statement at the end of the second paragraph, Item I, "since these were policy matters requiring the presence of the administrator or his Deputy."
3. Page 4, third line of the first sentence under paragraph 4 should be rewritten as follows: "... 14 projects, some of which are early stage proposals and others which are ready to begin disbursement, for consideration as Title XII projects".
4. Last page of the Provisional Roster of Universities, last sentence should be changed to read, "... opportunities for involvement through association with other eligible institutions."
5. Murray State University had been inadvertently dropped from the list of eligible universities considered by the Board at its June meeting to establish the Provisional Roster. This addition to the Roster was approved by motion of the Board.

Item III. A revised paper on strengthening U.S. Universities was presented by W. Thomas. He also presented an addendum to this paper setting forth some tentative budget requirements for FY 79 to strengthen university capacity.

Some suggestions were made for revision of the paper but generally the Board found it acceptable. They requested the BIFAD staff to review and possibly increase the budget estimates. Board member Thomas especially wanted the staff to consider ways of proposing formula funding for the universities.

Item IV Deputy Administrator Nooter reviewed current studies on future development assistance that have been requested by the new administration. These are summarized below.

1. Nature of government contracting
  - Two matters of concern include the non-competitive nature of contracting and contracting with old friends possibly involving conflict of interest. Long-time continuing contracts within AID are under close scrutiny.
2. Efforts are being made to reduce the time frame involved in project development and review. This will involve some decentralization of authority to the regional bureaus and the missions.
3. Four exercises have been initiated -
  - (a) an interagency review of multi and bi-lateral technical assistance programs due in September. A parallel study is being conducted by the Brookings Institute, looking at the future of economic assistance without being influenced by bureaucratic constraints.
  - (b) an internal study of AID reorganization is due August 15.
  - (c) Study of personnel requirements within AID, including the distribution overseas vs Washington, D.C.
  - (d) a review of AID legislation directed toward introducing new legislation in 1978 - 79. The role of research will be an important issue.

Following Mr. Nooters presentation several questions were raised by Board members including the following:

1. Are competitive grants required in matching universities with projects?
2. Does not Title XII legislation encourage long range relations between a university and a country?
3. Does the project approval process recognize the role of the Title XII Board and its mechanisms?
4. What factors are being considered in reorganizing AID?
5. What will be the role of BIFAD in the above reviews and studies?
6. Why did AID not seek the advice of BIFAD in organizing the reviews?
7. Is it too late for BIFAD to participate in a meaningful way?

Mr. Nooter responded that AID would welcome BIFAD participation but questioned how it would be done.

Item V In response to an invitation from Chairman Wharton, Dr. Dale Hathaway, Asst. Sec., Int. Aff. and Commodity Programs, USDA, discussed USDA's interest in global agriculture. He pointed out that USDA will continue to play the leading role in P.L. 480. Also it is the recognized agency to relate to the FAD and World Food Council. He indicated that USDA was cognizant of the deficiencies pointed out by the NAS study and will make efforts to expand research.

Dr. Hathaway stated that USDA was seeking to define more clearly its role in the total international development field by requesting new legislative authority in H.R. 7171, Sect. 1327. Chairman Wharton indicated that this legislative proposal was silent

on the role of BIFAD, and asked what relationship was intended between this new section and BIFAD. Dr. Hathaway agreed that a clarification of this relationship is needed.

- Item VI Quentin West presented a paper on "Guidelines for Federal Agency Participation in Title XII Activities". This paper essentially described a role for USDA similar to that of eligible universities except for the "strengthening" feature. A motion was passed by the Board to accept the recommendation in this paper with the view that changes may occur after passage of the Omnibus Bill.
- Item VII BIFAD staff activities. There was insufficient time to deal with this topic.
- Item VIII Report of JCAD - Sherwood Berg Committee had not met since previous Board meeting. Dr. Berg indicated that he was receiving a few unsolicited proposals from universities. Also that additional information is being sought concerning university qualifications. Actions by the JCAD on this new information will be reported at the September Board meeting.
- Item IX Report of the JRC - Fred Hutchinson the JRC recommended a list of high priority research topics for consideration by the Board for possible development as collaborative research programs. The list was approved by the Board and is appended to these minutes. The topics are not listed in order of priority.

A revision of the JRC "Guidelines" paper was approved with minor corrections and additions.

Meeting Adjourned.

ATTENDANCE

<u>Name</u>	<u>Organization</u>
Russell C. McGregor	National Association of State Universities and Land-Grant Colleges
Carole Morella	American Association of State Colleges and Universities
Dean Kleinert	American Association of State Colleges and Universities
Kathy Tollerton	American Association of State Colleges and Universities
Sheppie Abramowitz	California State Universities and Colleges
Sandra Moody	University of Missouri
O.J. Scoville	U.S. Department of Agriculture ISEC
George Waldman	U.S. Department of Agriculture USDA/ERS
Ray Stock	U.S. Government Accounting Office
David Wright	U.S. House of Representatives Agricultural Committee
James Storer	U.S. Department of Commerce NOAA
Dale Hathaway (Edminster's substitute)	U.S. Department of Agriculture
G.K. Parman	Agency for International Development AA/TA
Fletcher Riggs	Agency for International Development AA/TA
Malcolm Butler	Agency for International Development DAA/IIA
Rose M. Robinson	Agency for International Development AA/TA
John Peterson	Agency for International Development AA/TA

<u>Name</u>	<u>Organization</u>
Patrick A. Gage	Agency for International Development PPC/PB
Curt Barker	Agency for International Development AA/TA
A.R. Richstein	Agency for International Development GC/AID
Gary Alex	Agency for International Development LA/DR
H. Robert Wack	Agency for International Development AA/TA
J.J. Durnan	Agency for International Development TA/PPU
G.G. Graf	Agency for International Development AA/TA
Dana Dalrymple	Agency for International Development PPC/PDA/SPA
William F. Johnson	Agency for International Development AA/TA
Ain Kivamae	Agency for International Development PPC
Rollo L. Ehrich	Agency for International Development ASIA/TR/ARD
John H. Rixse Jr.	Agency for International Development SER/ENGR
Leon Hesser	Agency for International Development TA/AGR
Guy Baird	Agency for International Development TA/AGR
Bill Merrill	Agency for International Development TA/AGR
Ann Ferguson	Agency for International Development TA/AGR
Mike Rechcigl	Agency for International Development TA/RES

ELEVENTH MEETING OF BIFAD

September 12, 1977

Summary of the Minutes

Attendance

Board Members

Dr. Clifton R. Wharton, Jr.  
Dr. Orville G. Bentley  
Dr. Anson R. Bertrand  
Mr. Charles Krause  
Mr. M. Peter McPherson  
Mr. J. J. O'Connor

Joint Committee Chairmen

Dr. Sherwood O. Berg  
Dr. Frederick E. Hutchinson

Board Staff

Dr. D. Woods Thomas  
Dr. Glenn Beck  
Dr. Lon Cesal

Designated Federal Attendees

Mr. John J. Gilligan, A.I.D.  
Mr. Robert H. Nooter, A.I.D.  
Dr. Erven J. Long, A.I.D.  
Mr. A. D. White, A.I.D.  
Mr. Woodrow Leake, A.I.D.  
Mr. John F. Sullivan, A.I.D.  
Ms. Marjorie Belcher, A.I.D.  
Mr. T. C. Clark, A.I.D.  
Mr. Edward Coy, A.I.D.  
Mr. Ain H. Kivimae, A.I.D.  
Mr. Lyle Shertz, USDA  
Mr. T. W. Edminster, USDA  
Mr. David Wallace, NOAA

## Agenda Items and Action Taken

### Item I. Call to Order and Announcements

The meeting was called to order at 9:15 a.m. by Chairman Wharton and the prepared agenda adapted.

Chairman Wharton stated that the Board members appreciated the opportunity to review two A.I.D. reorganization documents and to submit their findings to the Administrator. He requested that his letter and its attachment to Mr. Gilligan on the subject be attached to the minutes. Also, he expressed the Board's appreciation for the opportunity of two of its members and the Chairperson of the JRC to participate on the Title XII Food and Nutrition budget review held on August 29, 1977.

A.I.D. representative Long announced that Administrator Gilligan would be present for discussion of the topics under Agenda Item III.

BIFAD Executive Director Thomas made the following announcements:

1. The September meeting of the JRC would be held in Lubbock, Texas on the 22nd and 23rd.
2. The September meeting of the JCAD had been cancelled.
3. The JRC and JCAD would meet jointly with the BIFAD on the afternoon of October 11, 1977.
4. The JRC and JCAD will meet separately on October 12, 1977.

### Item II. Certification of July Minutes

Minutes of the July meeting were approved without corrections or additions.

### Item III. Progress Report on Prior Board Actions

A. Status of JRC Guidelines

A September 7, 1977 draft of the guidelines was discussed. It was considered a penultimate draft requiring further consideration within A.I.D. No major modifications were anticipated and expectations were that a final draft could be approved at the October BIFAD meeting.

B. Update on A.I.D. Reorganization

Administrator Gilligan reported on the status of the A.I.D. reorganization studies. The major points of his report were:

1. A plan for the reorganization of the Agency had been developed and was under discussion. The objective of this plan is to put more technically proficient people into the field missions, and to decentralize the decision making process governing the kinds of activities undertaken and the way in which they are managed.
2. Attempts are being made to rearrange the central bureaus at the Washington level to emphasize their role as support agencies to the regional bureaus and ultimately to the field missions.
3. The future role of A.I.D. in sponsoring basic as opposed to applied research has been considered at length. How much of this kind of activities, as well as institution development activity, ought to be properly within the province and responsibility of A.I.D. is being considered.
4. Budgetary and personnel constraints are likely to severely limit the ability of the Agency to strengthen the technical proficiency of its field missions. This means that most of the proposed activities in the LDCs will have to be handled through contractors. This implies a need to develop the management capacities and capabilities of the field missions to effectively interact with contractors and host governments.

5. The procedures for implementing the reorganization are expected to be completed by October 1, 1977; expectations are that actual implementation will continue well into next year.

The discussion following Mr. Gilligan's presentation focused on the BIFAD proposal to have Title XII professionals working in the field missions. It was agreed that the proposal deserved careful consideration and should be discussed further at the October BIFAD meeting.

C. Constraints on Participation of the Board in Annual Budget Submission Reviews

The issue of apparent conflict between Board responsibilities as mandated in the Title XII legislation and the Board as an advisory body under the Advisory Committee Act were discussed at length. It was agreed that the problem is more technical than substantive. A.I.D. is to prepare a response for the October BIFAD meeting that explores how the conflict might be resolved.

Item IV. Progress Report on Actions Taken to Strengthen U.S. Universities

Woods Thomas discussed a four part proposal for strengthening U.S. universities to participate in Title XII. The four parts were:

1. Reoccurring formula funding for eligible institutions that are on the BIFAD roster.
2. Special Title XII activities designed to strengthen eligible minority institutions for participation in the program.
3. A centrally managed program of activities designed to facilitate university involvement in Title XII.
4. Revision of A.I.D. policies, practices and operating procedures to facilitate mobilization of resources at the university level and the participation of those universities in the Title XII program.

Robert Nooter expressed A.I.D. support in principle for the overall proposal, but indicated their thinking had progressed further on some items than on others. He indicated that A.I.D. was quite pleased with the reoccurring (formula) funding because of two key provisions: (1) the matching element that makes it clear that the universities and A.I.D. are sharing the effort, and (2) that the matched funds (A.I.D. and the Universities) would be used to support things that are generally considered Title XII-type activities; and, that the Agency has made a provision for this item in its FY-1979 budget.

Mr. Nooter further indicated that they supported the second part of the proposal, but that Agency thinking was not as far along on this item.

On the third part of the proposal, Mr. Nooter indicated that A.I.D. did not support this as a separate item, but suggested that these activities be incorporated into formula funded activities and regular A.I.D. projects.

With respect to the fourth part of the proposal, Mr. Nooter indicated that the Agency agreed in principle to accommodate as many revisions as possible.

In the discussion that followed, several Board members emphasized the importance of the fourth part of the proposal and the need to develop a definitive study of how to implement specific revisions.

Item V. Briefing on NAS Food and Nutrition Study

Joel Bernstein reported on the finding of the NAS Food and Nutrition Study. The report emphasized the need to mobilize U.S. R&D resources to assist in resolving international food and nutrition problems including the strengthening of international and LDC institutions. While the action needed to resolve these problems is substantial, the problem is manageable.

Item VI. Report of the JCAD - Dr. Berg

1. The JCAD proposed that four institutions be added to the roster of eligible universities:

- a. University of Arkansas - 1862 Land Grant University.
- b. Louisiana State University - 1862 Land Grant University.
- c. North Carolina State University - 1862 Land Grant University.
- d. Virginia State College - 1890 Land Grant University.

Motion passed by the BIFAD to add to these the roster.

Dr. Berg reported that a second university questionnaire was being developed to determine more definitively areas of interest, depth of expertise and institution commitment.

2. The Board accepted the following JCAD resolution:

"JCAD recommends that BIFAD hold regional seminars with USAID mission personnel to discuss Title XII and collaborative involvement of the universities,"

and directed the staff to implement the resolution through a carefully programmed set of activities with the Regional Bureaus during the coming year.

3. Mr. Berg submitted a report on the status of Title XII matching projects and suggested that this be up-dated at each BIFAD meeting.
4. The JCAD has appointed a six-member committee, chaired by John Murdock, to develop JCAD guidelines.
5. John Murdock is developing a report on the need for revisions in contracting procedures.
6. The JCAD in cooperation with the JRC directed the following resolution to the Board:

"JCAD and JRC jointly recommend to BIFAD a policy of involvement on a carefully selective

basis of Title XII programs and activities in A.I.D. "graduate countries".

Mr. Nooter pointed out that the long-range A.I.D. studies currently in progress were addressing the issue and might lead to a high level policy decision in the nexts month or two. At the same time, he thought it would be useful for the A.I.D. and BIFAD staffs to initiate work immediately on sorting out the issues and obstacles. The Board concurred with the need for the staff study and put the issue on the October BIFAD agenda.

7. Mr. Berg announced that Dr. James Kirkwood, Director of Agriculture, Fort Valley College was appointed as a member of the JCAD.

Item VII. Report of the JRC - Dr. Hutchinson

1. Status of approved planning grants for collaborative research support:
  - a. Sorghum/Millet - contract signed with University of Missouri.
  - b. Small Ruminants - no change in earlier plans.
  - c. Fisheries - contract signed with consulting firm.
2. Additional recommendations for planning grants for collaborative research support - areas identified (four) and criteria for evaluation are shown in attachment to these minutes. Board approved motion to add these to the JRC planning grant list.

There was considerable discussion on the topic of who can receive a planning grant. Dr. Hutchinson indicated that the JRC Guidelines would help to clarify the issue, and was hopeful that a final draft could be approved and distributed at the nexts BIFAD meeting.

Procedural questions involving instructions to researchers interested in submitting proposals were discussed. The problem is part of a larger communications problem with the universities.

Item VIII. Proposed Baseline Studies of Status of Agricultural Education, Research, Extension and Related Institutions in the LDCs.

Some A.I.D. and BIFAD members had not had an opportunity to read the materials distributed on the proposed baseline studies. Thus, substantive discussion of the proposal was postponed until the October BIFAD meeting. However, in the brief discussion associated with the introduction of the topic the scope and depth of the proposed studies became an issue.

Dr. Thomas requested that proposed revisions be communicated to him so that they could be incorporated into a revised version of the paper to be distributed for the October BIFAD meeting.

Item IX. October Agenda

Topics suggested were: (1) JRC Guidelines, (2) A.I.D. reorganization and Title XII, (3) Baselines study proposal, (4) Conflict of interest issue, (5) BIFAD staff, (b) Brief discussion on plans for Title XII annual report, (7) Middle-Income countries, (8) BIFAD report to annual Land Grant Association meetings, (9) JCAD Guidelines, and (10) FAO briefing.

ATTENDANCE

<u>Name</u>	<u>Organization</u>
Paul Findley	U.S. House of Representatives
Joel Bernstein	National Academy of Sciences
Lyle Schertz	U.S. Department of Agriculture
T. W. Edminister	U.S. Department of Agriculture
David Wallace	U.S. Department of Commerce NOAA
G. G. Graf	Agency for International Development - AA/TA
C. E. French	Agency for International Development - AA/TA
J. K. McDermott	Agency for International Development - TA/AGR
Lon Cesal	Agency for International Development - AA/TA/BIFAD
William F. Johnson	Agency for International Development - AA/TA
Dean F. Peterson	Agency for International Development - TA/AG/SWM
Fletcher E. Riggs	Agency for International Development - AA/TA
Curt Barker	Agency for International Development - AA/TA
A. R. Richstein	Agency for International Development - GC/TFHA
J. J. Durnan	Agency for International Development - TA/PPU
Mike Rechcigl	Agency for International Development - TA/RES
Markham Ball	Agency for International Development - GC
Rose M. Robinson	Agency for International Development - AA/TA
Irwin Hornstein	Agency for International Development - TA/N
George K. Parman	Agency for International Development - AA/TA