

# INTERNATIONAL RICE RESEARCH INSTITUTE

P.O. Box 933  
Manila, Philippines  
Telephone: 88-48-69  
88-83-51 to 53

Cable: Ricefound Manila  
Telex (ITT) 45365 RICE PM  
40890 RICE PM  
(RCA) 22456 IRI PH  
(EASTERN) 63786 RICE PN  
FAX: 63-2-8178470

24 December 1987

Dr. M.S. Swaminathan  
Director General  
IRRI

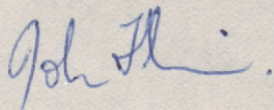
Dear Dr. Swaminathan:

It is with heavy heart that we farewell you as Director General of IRRI. The Agricultural Economics Department is particularly conscious and appreciative of the support and the challenges you have given us. We will miss your leadership, your clear perception of what development is about in national and global contexts. We will sadly miss the way you have expanded our horizons and concerns for livelihood and sustainability, the environment, and disadvantaged groups. My aspiration is that our real thanks to you are demonstrated by the way we continue to expand and develop expertise, and IRRI's reputation, in these areas.

I have always enjoyed working for you, you have taught me many things. I sincerely appreciate the insights you have given me, and your willingness to share your ideas and time. I am sincerely grateful for your personal concern and friendship to Alice and me. We will miss your presence very, very much. It has been a rare honour to be a member of your staff.

Alice and my best wishes to you and Mrs. Swaminathan and your family for the future.

Yours aye,



J.C. Flinn