

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

IDRC

Research in action:

local solutions, lasting impacts



Annual Report 2008–2009

IDRC  CRDI

Canada 

■ **On the cover**

Sustainable solutions to global development challenges are nourished by the energy, intelligence, and ideas from everywhere. Canada's International Development Research Centre encourages fresh thinking and innovative approaches, enlisting the experience of accomplished scholars and nurturing a new generation of researchers and development practitioners.

PHOTO: IIRRI

■ **On the French cover**

The research supported by IDRC yields tangible benefits, such as higher crop yields, better health, fairer laws, access to new technologies, and markets for products. One innovative project, for example, enables small producers to learn of market prices and thus earn higher incomes, here in Thailand (see story, page 16).

PHOTO: JEREMY HORNER/PANOS PICTURES

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CANADA'S INTERNATIONAL DEVELOPMENT
RESEARCH CENTRE (IDRC) IS ONE OF THE
WORLD'S LEADING INSTITUTIONS IN THE
GENERATION AND APPLICATION OF NEW
KNOWLEDGE TO MEET THE CHALLENGES
OF INTERNATIONAL DEVELOPMENT.

FOR NEARLY 40 YEARS, IDRC HAS WORKED IN
CLOSE COLLABORATION WITH RESEARCHERS
FROM THE DEVELOPING WORLD TO BUILD
HEALTHIER, MORE EQUITABLE, AND MORE
PROSPEROUS SOCIETIES.



Message from the Chairman



This past year was one of change and renewal for the International Development Research Centre. A transition in leadership is always a significant event: in June 2008, Maureen O'Neil's retirement was met with regret, but also with pride in her many achievements over 11 years of outstanding leadership. IDRC's Governors and staff are grateful for the acclaim she brought to the organization, and wished her well as she

moved into new responsibilities heading the Canadian Health Services Research Foundation.

IDRC is fortunate that in July 2008 it welcomed David Malone as its new President. David brings to the position an outstanding reputation as a scholar and senior diplomat. His fresh perspective, formidable intellect, and high energy will guide the organization in developing and executing its next five-year strategic plan.

IDRC's current plan expires at the end of March 2010. It is imperative that the organization deliver on its existing commitments. Its success in maintaining high quality innovative research programs within disciplined financial and management structures is evident throughout this report. It is equally imperative that IDRC design its future strategy in a way that is both practical and farsighted. The Board of Governors takes very seriously its role in setting the direction of the organization, working collaboratively with management to set the parameters for the period 2010–2015. At no time has this been more important than in the current uncertain financial climate. We are not in a position to engage in economic forecasting, but we must plan for the future boldly, building on IDRC's excellent record of success, preparing for both good times and bad. The IDRC Board is doing so through a series of three intensive meetings with senior management over six months, challenging assumptions and encouraging both innovation and discipline.

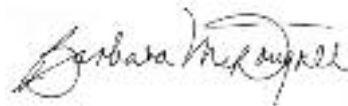
On another level, to broaden their knowledge of the organization's work, Governors are encouraged to take part in at least one field trip to IDRC projects during their tenure. In January 2009, several Governors and senior staff participated in a stimulating visit to India and Sri Lanka. Governors were introduced to IDRC-supported research partners and projects, prominent development thinkers, and Canadian officials working in the region. The visit

also allowed Governors to promote IDRC and to highlight its special role among Canada's international agencies.

That role is to facilitate the creation of knowledge that will benefit humanity in the developing world. In this endeavour IDRC works closely with other Canadian government bodies, in partnerships both formal and informal. For example, the Global Health Research Initiative is an alliance of IDRC, Health Canada, the Canadian Institutes of Health Research, the Canadian International Development Agency, and the Public Health Agency of Canada. It aims to boost Canada's contribution to global health research. We believe that such a whole-of-government approach to fostering international development is likely to prove effective, and we look forward to continued collaboration with our Canadian partners.

The exceptional reputation IDRC enjoys within government circles and in the wider world is one reason why it is a welcome partner in many activities. This reputation enables it to attract excellent talent to IDRC's Board, comprised of both Canadian and international experts in relevant fields. Governors are without exception well-informed and vigorously involved in Board activities.

During 2008–2009 we welcomed to the Board as a new Governor, Frieda Granot, Senior Associate Dean, Strategic Development and External Relations, Advisory Council Chair in Management Science, and Professor of Operations and Logistics at the Sauder School of Business, University of British Columbia. Leaving the Board at the end of their terms were Lalla Ben Barka and Linda Sheppard Whalen. Regretfully, Vice-Chairman Mary Coyle and Governors Angela Cropper and Robert Greenhill resigned from the IDRC Board for personal or career reasons. IDRC is deeply grateful for their wisdom and service. In October the Board elected with enthusiasm Denis Desautels as its new Vice-Chairman. The dedication shown by the members of the IDRC Board is a source of great strength for the Centre. I would like to thank all Governors for their considerable contributions over the last year, and look forward to working together over the coming months. ■

A handwritten signature in dark ink, appearing to read 'Barbara McDougall', written in a cursive style.

The Honourable Barbara McDougall
Chairman

Message from the President

IDRC is a very exciting place. I should know: in mid-2008, I prematurely left New Delhi, where I had been Canada's High Commissioner, to take up the presidency of IDRC. Although I loved my years in India unreservedly, I have not regretted my decision. For one thing, IDRC itself is deeply engaged with India, as it is with so many other developing countries.

The field of development is complex and riveting. Several emerging countries — notably Brazil, China, and India — entered the current economic downturn much stronger than would have been the case a decade ago. So did Africa as a whole: its economies had been recently growing by 6% annually. The belief that the development process has been a failure is profoundly misguided, although the role of development assistance in producing success has varied.

Key to advances has been sound policy, based on evidence provided by local research teams. Policy-relevant research has contributed significantly to higher economic growth in much of the developing world and to more equitable social policy in many countries. Regional networks are central to this dynamic. They enable experts to learn from each other's research and experience in shaping advice to their own publics and governments.

Several shifts in recent years have strengthened IDRC's connection with others that share this conviction. Our largest Canadian partnership historically, and still today, is with the Canadian International Development Agency and plays to our respective fields of comparative advantage. A sizeable partnership with the UK's Department for International Development is strengthening African expertise on adapting to climate change. This partnership draws on IDRC's extensive network of researchers on the continent, as well as on our staff presence in Cairo, Dakar, and Nairobi.

An exciting new partnership with The William and Flora Hewlett Foundation and the Bill & Melinda Gates Foundation aims to strengthen the core capacity of promising research organizations in Africa, Latin America, and South Asia. This Think Tank Initiative sees the capacity to develop their own policies — on the basis of local and regional research advice — as one meaningful cornerstone for developing countries. Indeed, developing countries are increasingly looking to each other for successful models of economic and social policy rather than to the industrialized world.



IDRC: JÉRÔME GÉRARD

IDRC President David Malone speaks with journalists during a visit to an IDRC-supported project near Dakar, Senegal.

IDRC is an expression of Canada on the world stage. Although our Parliamentary appropriation amounts to just under 4% of Canada's international assistance budget, we and our grantees work hard to earn it. We are very grateful to the Canadian public, Parliament, and the government for the confidence they vest in us.

The economic rise of much of the developing world is good for Canada. Better conditions throughout the world encourage political stability and allow us to combat disease at its source and to ensure greater food security. The economic downturn has slowed or interrupted economic progress in some countries, but the prospects for the medium and long-term future are quite positive, indeed much more so than is widely believed.

Drawing on the major Canadian granting agencies as funding partners, we have been increasing our support for research chairs, scholarships, and other arrangements that link Canadian scholars and policy experts to those of the developing world. These links also represent an expression of Canada on the world stage and speak to our curiosity, our entrepreneurship, and the belief that there is much to be learned from other societies the world over.

In coming years, the hard-working, innovative IDRC team undertakes to advance these prospects wherever we can through carefully considered support for policy-relevant research in and affecting the developing world. ■

David M. Malone
President and Chief Executive Officer



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INTRODUCTION

Research in action

Local solutions, lasting impacts

The International Development Research Centre (IDRC) supports the creation and application of knowledge that brings dramatic improvements to the lives of people throughout the developing regions of the world. Improvements such as markets for products, higher crop yields, cleaner environments, better health, access to new technologies, fairer laws, and equal opportunities.

Our mission today is simple and unchanged since our creation in 1970: to promote research in developing countries, research by the people of those countries, for the purpose of applying knowledge (in the words of the *IDRC Act*) “to the economic and social advancement of those regions.” Applied research. Local solutions. Lasting impacts.

IDRC provides both novice and accomplished scholars throughout the developing world with the funds, support, and connections to find solutions to pressing problems that prevent their communities from realizing their full potential. We enable the world’s brightest minds to collaborate on cutting-edge projects, bringing together top researchers to work as equals on issues of global importance. Here are some of our research partners who were recognized by others this year:

In February 2009, the World Economic Forum recognized **Sanjeev Khagram** as a 2009 Young Global Leader.

Yuyun Ismawati was awarded a Goldman Environmental Prize in recognition of her groundbreaking work to create an environmentally sound, community-based solid waste management program in Indonesia.

IDRC PROMOTES RESEARCH IN DEVELOPING COUNTRIES,
FOR THE PURPOSE OF APPLYING KNOWLEDGE TO THE



Syeda Rizwana Hazan, Bangladesh's leading environmental attorney, was awarded a Goldman Environmental Prize in recognition of her efforts to reduce the adverse impact of Bangladesh's ship breaking industry.

Martti Ahtisaari, former president of Finland, was awarded the 2008 Nobel Peace Prize in October. He has been credited for his role in resolving conflicts in Namibia, Indonesia, Kosovo, and Iraq, among other areas.

Clotilde Fonseca, Executive Director of the Omar Dengo Foundation (Costa Rica), was recognized as a Leader Making a Difference for her contributions to education technology. Fonseca received the award at the LINK-live US Presidential Inaugural Gala 2009.

Food campaigner and educator **Geoff Tansey** received the Derek Cooper Award at the BBC Food and Farming Awards in November 2008.

Our fundamental belief is that our best and most productive contribution to ensuring a brighter future for developing countries is to foster the creativity and drive of their citizens and leaders to learn, innovate, and improve their own futures.

The following pages present some of our progress toward meeting our three corporate objectives, through the stories of a few of the researchers we support around the world. All attest that IDRC — at once proudly Canadian and international — is committed to making knowledge a tool for development, for improving people's lives. ■

RESEARCH BY THE PEOPLE OF THOSE COUNTRIES,
ECONOMIC AND SOCIAL ADVANCEMENT OF THOSE REGIONS.



SUMMARY OF OPERATIONS

IDRC in the world

What we do, where, how much we spend

Strong, responsible management, accountable governance, path-breaking research that improves the lives of poor people in developing countries — this summarizes IDRC's achievements in 2008–2009.

IDRC's main activity is to fund applied research. At the end of 2008–2009, we were supporting 1077 such research activities.

IDRC's support focuses on four program areas:

- environment and natural resource management
- information and communication technologies for development
- innovation, policy and science
- social and economic policy, including health

Approximately 83% of IDRC's 2008–2009 revenues came from Parliament. This year, the Centre's Parliamentary revenues were \$168.8 million. This represents 3.9% of Canada's international assistance.

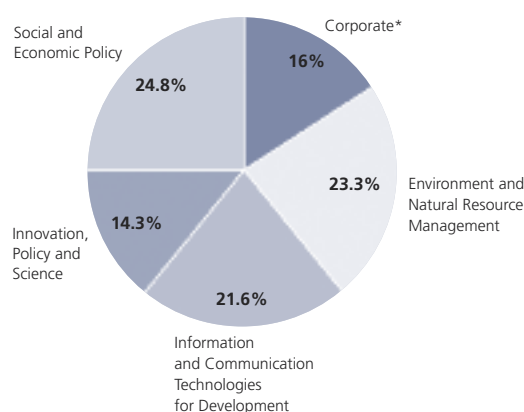
As a result of IDRC's international reputation for results and good management, the Centre attracts partnerships with leading organizations such as the Bill & Melinda Gates Foundation, The William and Flora Hewlett Foundation, the UK Department for International Development, and the Canadian International Development Agency, among others. As of March 31, 2009, IDRC was involved in 60 multi-year donor agreements worth \$294.6 million.

IDRC's six regional offices throughout the developing world ensure the relevance of our activities and provide direct contact with researchers and policymakers throughout Africa, Asia, Latin America and the Caribbean, and the Middle East. Because problems are increasingly global, many of our activities are multi-regional in scope.

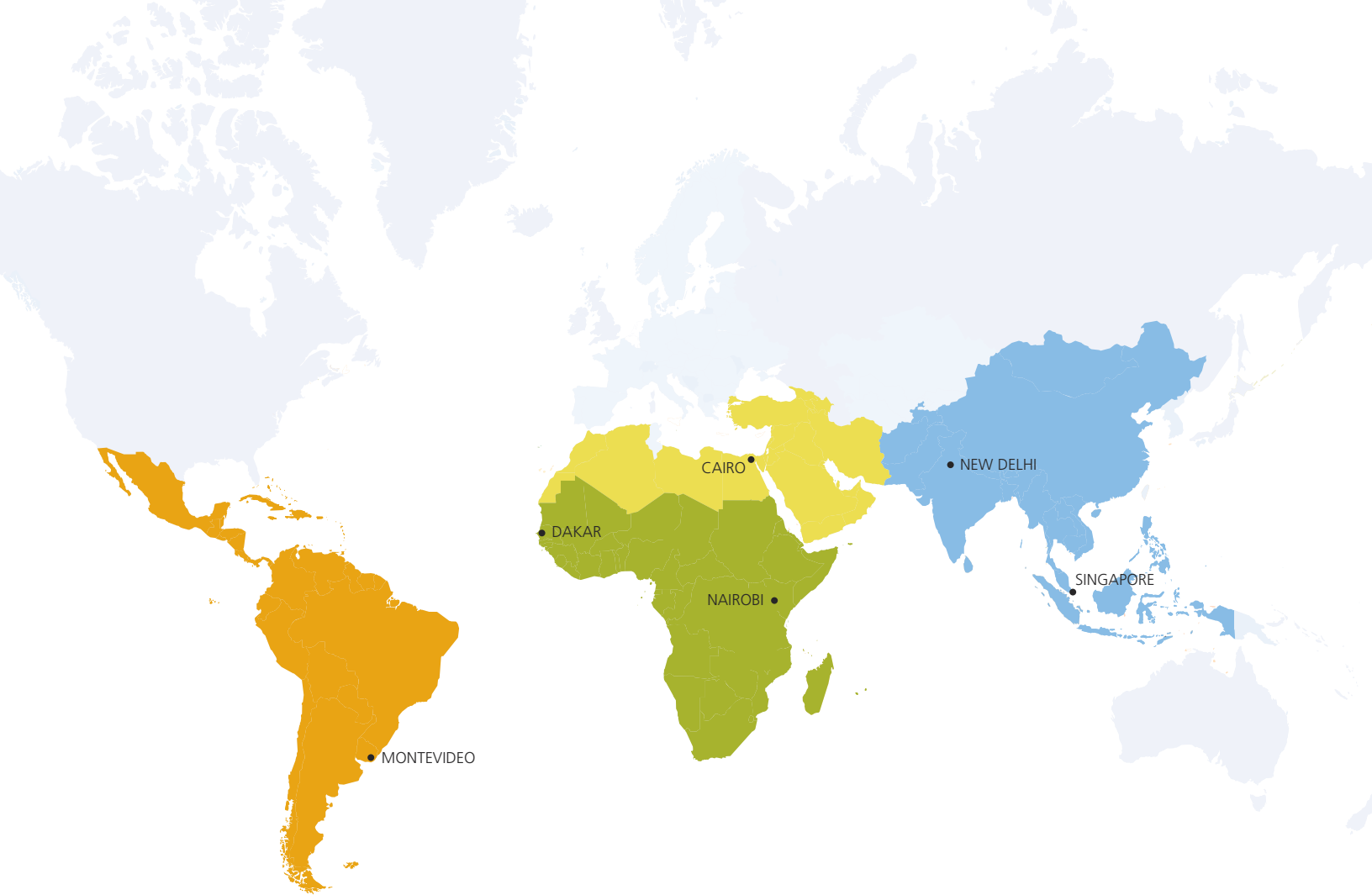
STATISTICAL SNAPSHOT 2008–2009	Research activities*	Research projects
6 Regional offices	390 total research activities approved during 2008–2009	180 research projects approved in 2008–2009
489 Staff (full-time equivalents)	344 total research activities completed	124 research projects completed
	1 077 total research activities active at year end	646 total active research projects

* Includes research projects; research support activities such as funding for workshops, conferences, and dissemination activities related to projects; awards program; and other activities.

Program distribution of total allocations (grants)



* Corporate activities include those of the Special Initiatives Division, Partnership and Business Development Division, Corporate Strategy and Regional Management Branch (created in October 2008), the President's Office, Regional Activity Funds, and forward planning.



MULTIREGIONAL AND GLOBAL ACTIVITIES

IDRC program grants (\$000)	Donor grants (\$000)	Total active research activities
49 409	27 758	319
(38.0% of total grants)	(45.7%)	

Sub-Saharan Africa

IDRC program grants (\$000)	Donor grants (\$000)	Total active research activities
23 777	26 614	287
(18.3% of total grants)	(43.9%)	

Latin America and the Caribbean

IDRC program grants (\$000)	Donor grants (\$000)	Total active research activities
30 631	2 458	171
(23.6% of total grants)	(4.1%)	

Asia

IDRC program grants (\$000)	Donor grants (\$000)	Total active research activities
17 408	1 376	205
(13.4% of total grants)	(2.3%)	

Middle East and North Africa

IDRC program grants (\$000)	Donor grants (\$000)	Total active research activities
8 652	2 415	95
(6.7% of total grants)	(4.0%)	

KEY FINANCIAL HIGHLIGHTS For the year ended 31 March 2009 (In thousands of dollars)	2008–2009		2007–2008
	Actual	Revised budget	Actual
Revenues			
Parliamentary appropriations	168 828	163 190	149 742
Donor partnerships			
Funding for development research programs	29 675	31 469	26 091
Recovery of administrative costs	2 969	3 122	2 729
Investment and other income	2 292	2 457	3 531
	203 764	200 238	182 093
Expenses			
Development research programs	139 048	138 493	126 258
Development research support	38 084	38 641	35 811
Administrative services	28 297	29 324	27 801
	205 429	206 458	189 870
Net results	(1 665)	(6 220)	(7 777)
Equity			
Retained earnings	13 345	8 906	15 010
Accumulated other comprehensive income	118	—	8
Expenditure benchmarks	68/18/14	67/19/14	66/19/15
Program allocations			
Funded by Parliamentary appropriations	129 877 ^a	126 488 ^a	146 676 ^a
Funded by donor partnerships	60 621	40 088	37 041
	190 498	166 576	183 717

Notes:

^a Program allocations (grants) include total allocations for program areas and corporate activities as well as the allocations for the Institute for Connectivity in the Americas.

■ The Parliamentary appropriations represent 82.9% of total revenues.

■ The expenses for development research programs and development research support represent 86.2% of total expenses.

For further information on these key financial highlights, please refer to Management's Discussion and Analysis on page 55.



Meeting Our Objectives

1

BUILDING A SOLID FOUNDATION FOR INNOVATION

Skilled researchers, robust institutions

OBJECTIVE: *IDRC will strengthen and mobilize the local research capacity of developing countries.*

Strengthening our research partners' ability to do research and manage research institutions is a fundamental goal of almost all of the activities IDRC supports. To meet that goal, we adopt a team approach, involving program, communications, evaluation, and finance staff to help organizations and researchers expand their knowledge, strengthen their research capacity, share their findings, and contribute to change. This year, for example, a communications toolkit was launched on our website to help our research partners and staff more effectively communicate the results of development research.

Providing advice and training on how to mobilize resources is another one of the ways in which IDRC helps developing-country organizations pursue their goals and become more sustainable. For Chaitanya, a pioneering organization in India's self-help group movement, that advice helped them secure the funds to build a new training centre to help thousands of rural women in the state of Maharashtra use microcredit and other self-reliance strategies to address their own economic and social needs.

Tools for change

Chaitanya Deputy Director Kalpana Pant recalls that a workshop organized by IDRC "helped in breaking a mindset — that funds can only come from funding agencies," and inspired the group to approach its large community of well-wishers for the first time. "People gave money because they believed that Chaitanya was making a difference," Pant says.

With money from the International Fund for Agricultural Development and its own supporters, Chaitanya set up the new training centre and developed a business plan based on self-reliance and diversified funding sources. Staff then began addressing other institutional challenges common to the non-profit sector. Among these challenges are finding ways to increase their accountability and transparency, to better plan and evaluate their programs, and to mobilize financial and other resources. "Chaitanya was introduced to these concepts by IDRC," Pant says.

Chaitanya is now highly regarded for its institution-building expertise by non-governmental organizations in India and beyond. The group has launched Manthan, an IDRC-supported initiative aimed at building the capacities of other organizations across the state. In early 2009, it was busy planning a regional workshop on "fund-raising fundamentals" — critical skills in a difficult economic environment.

Delivering solutions

For IDRC, linking people and ideas around the globe is one of the best ways to deliver solutions. Building networks is also an efficient way to share knowledge across a wide range of groups or regions, and increase the impact of research. From networks involving dozens of institutes to links forged among individual researchers around a common theme or purpose, bringing people and institutions together is central to our work.

INCREASING CAPABILITIES 2008–2009:

48

new research projects with explicit capacity-building objectives

238

projects with explicit capacity-building objectives active at year-end

57

new research activities with explicit capacity-building objectives

266

research activities with explicit capacity-building objectives active at year-end

328

recipient institutions involved



For IDRC, linking people and ideas around the globe is one of the best ways to deliver solutions.

Collaboration in a globalized world is no longer just a good idea — it is essential. University of Western Ontario professor Terry Sicular, a mentor in an IDRC-supported poverty research network in China (see page 30), notes that today, economics “is less and less a field where people are out there on their own, working independently in an isolated fashion. Nobody knows everything they need to know on a subject, so the good work these days is collaborative.”

External evaluators confirm the value of IDRC’s support for institutions and networks. A review conducted in 2008 of our Rural Poverty and Environment program, for example, found that it “has made significant and positive contributions to establishing, changing, and strengthening many institutions.” The evaluators cite the African Network for Soil Biology and Fertility, and the Community-based Natural Resource Management Learning Institute in Cambodia as just two examples where IDRC-supported networks “have improved the focus and quality of research” and helped communicate research results to policymakers.

IDRC promotes the search for practical solutions to pressing problems, as defined by developing countries themselves. Building research capabilities and forging research networks are central to the work of supporting researchers and innovators as they tackle challenges in key areas such as health, food security, and inclusive economic growth.

On the following pages, researchers talk about the ways IDRC funding has helped improve their skills and strengthen the institutions and communities in which they work.

IN THEIR OWN WORDS: HARYANTI KOOSTANTO

Reducing pollution in Jakarta slums

Communities and governments join forces to solve problems



MERCY CORPS

Each year, tens of thousands of mostly rural migrants flood into Jakarta in search of work and a better life. Most end up in slums like Penjaringan, one of Jakarta's largest, where

inadequate waste collection, lack of affordable and safe water, and clogged sewage and drainage gutters take a severe toll on the residents' health.

Coordinated by Mercy Corps Indonesia and funded by IDRC and other donors, researchers are now helping residents in three Penjaringan neighbourhoods work together with local governments and other interested parties — such as the private water utility — to find lasting solutions to these problems. The strategy: combine income-earning opportunities with the provision of environmental services — in essence, turn problems into solutions.

Through the “Healthy Places, Prosperous People” project, Mercy Corps connects with other local and international partners: the Urban and Regional Development Institute, the USAID-funded Environmental Services Program, and SwissContact, a non-profit private foundation. Community development and appropriate technology specialist Haryanti Koostanto leads the project.



MERCY CORPS

HARYANTI KOOSTANTO

I'm a person who likes to be involved with people. The Healthy Places, Prosperous People project is about engagement with people — poor people — to improve their living conditions and their lives. We are doing this through three innovative pilot projects — household and communal composting, water provision, and gutter cleaning.

The first pilot project, solid waste management, is based on communal composting. Some 1200 households are collecting and processing household organic and plastic waste, and then making a profit from selling compost, ornamental plants, and recycled plastic handicrafts. We anticipate annual revenues of IDR 16.5 million (CA\$1840) from the sale of these products. This reduces waste collection by municipal services and there is less burning, burying, and throwing of waste in canals, which will reduce health risks.

The second pilot project, to provide a community-based water supply, connects 60 households that used to rely on expensive vendors to a central community-run system fed by clean water supplied by a private company. The system can provide 400 litres of tap water per household per day and is expected to cut household water costs in half.

Finally, a gutter cleaning pilot project involves more than 2400 households to clear solid waste, sludge, and other debris from open-air sewage and drainage gutters. Regular cleaning restores effective drainage of flood and wastewater, reducing health risks. The project team is using some of the organic waste to make construction bricks, liquid fertilizer, and planting medium. Selling these products is expected to generate revenues of IDR 135 million (CA\$15 000) annually.



"I feel that I have gained skills in how to implement urban services, as well as improved my understanding of research methods."

A learning experience

In all three neighbourhoods, the communities — more than 20 000 people — have learned to carry out the activities. The research approach that IDRC supports allows us to take into account each area's unique character so we can be sure the projects address the needs of residents. This allows us to work more closely with communities. This way, they are learning how to sustainably manage their own waste, water, and sanitation needs.

The project has also been very useful for the research team, especially in providing opportunities through national and international forums to learn from other countries

and also from within Indonesia. We have a lot of exchanges that help to build our capacity to conduct research and implement the project. I feel that I have gained skills in how to implement urban services, as well as improved my understanding of research methods.

Increasing the reach

The project has also helped us develop a good working relationship with the central government. We are trying to influence policy in terms of local governments' budget allocation across Jakarta for solid waste management, water supply, and sanitation. We have been consulting with them to show the pilot project results.

The IDRC-supported "Healthy Places, Prosperous People" project, led by Mercy Corps Indonesia, is improving water, sanitation, and solid waste services through economic incentives in a poor district of Jakarta.

Our ultimate goal is to change behaviour in the Penjaringan community, in local governments, and in the Indonesian research community. For example, with the collaboration of the North Jakarta government, we organize regular city consultations in which representatives from various agencies and levels of government, the private sector, and key leaders in the participating communities came together to discuss ways to integrate, scale up, and replicate the pilot projects. ■

IN THEIR OWN WORDS: HARSHA DE SILVA

Providing choice for poor farmers

Mobile phones connect producers to markets



SPECTRUM

Mobile phones are bringing the benefits of information and communication technologies (ICTs) to the poor in many developing countries. IDRC-supported

research led by Colombo, Sri Lanka-based LIRNEasia (Learning Initiatives on Reforms for Network Economies) is exploring, among other topics, how mobile phones and related technologies can improve the lives of the poor.

A key player in this research is LIRNEasia co-founder and lead economist Harsha de Silva. IDRC has supported LIRNEasia since its founding in 2004.

HARSHA DE SILVA

The work we are doing is really cutting-edge. Through this research we are talking about creating choices for farmers, giving them power using mobile phones as a tool. We just completed an extensive and comprehensive study of how 10 000 poor people use ICTs in Pakistan, India, Sri Lanka, Bangladesh, Thailand, and the Philippines.

I work with a network of respected academics and researchers in these countries, and we have built an amazing body of knowledge.

Our approach has now been replicated by LIRNE's other partners in Africa and Latin America, who are also supported by IDRC. We've been able to cross-fertilize and share knowledge.



LIRNEASIA-HELANI GALPAYA

NOAH SEELAM / AFP / GETTY IMAGES



NOAH SEELAM / AFP / GETTY IMAGES

"IDRC's support has helped so many researchers in our network build their skills and become better-recognized researchers."

Putting research into practice

In June, the largest mobile operator in Sri Lanka will start to implement what our research has found in terms of using mobile phones to give farmers information (through SMS, Internet, or call centres) about prices for their produce at markets. The operator is able to open up a new market for additional services, and the farmers get better prices. It is a sustainable intervention in the farmer's decision-making process, and it's funded by the operator.

This is unprecedented. It is IDRC-funded research that is getting other people interested.

I think that respecting the intellectual effort of researchers in developing

IDRC-supported researchers are exploring how farmers can use tools such as mobile phones to access information that will help improve their livelihoods.

countries is what makes IDRC such a helpful organization. IDRC understands that for development research to be effective, it has to come from developing-country researchers who have direct contact with the grassroots.

IDRC's support has helped so many researchers in the LIRNEasia network build their skills and become better-recognized researchers. This makes it easier for them to attract funding from other sources to launch and sustain careers in their home countries. ■

IN THEIR OWN WORDS: MUSA FADL ALLA ELKHEIR

Strengthening S&T journalism

Seasoned science writers mentor a new generation



ZAHİ MOHAMED KHİR

Science journalists play a critical role in informing society about the importance of scientific developments. In doing so, they help ensure that communities and their leaders make

decisions and implement programs based on the best data and evidence.

In many developing countries, however, aspiring science journalists face a paucity of training and resources. To enhance the skills of these journalists and advance the understanding of science and technology reporting, the World Federation of Journalists launched a program in 2006 that matched 16 seasoned science journalists from Africa, America, Europe, and the Middle East with 60 of their less-experienced peers from 35 African and Middle Eastern countries for intensive, long-term mentoring. IDRC supported the program, in collaboration with the UK Department for International Development and the Swedish International Development Agency.

One of the mentees was Sudanese health and environment journalist Musa Fadl Alla Elkheir. A physician, Musa Elkheir now hosts a twice-weekly radio show. He also edits and contributes to the weekly science section of the *Khartoum Daily*. During the two-year program, Elkheir was selected to mentor other Middle East journalists.

MUSA ELKHEIR

When I was at university, we took different courses each semester in which we went out to do work at



KHALID ISMAIL

“Without IDRC support I wouldn’t be a science journalist. Without training I wouldn’t be able to do all these things.”

the grassroots level. I found that the people were so interested in learning about science. This made me think about changing from just being a doctor to also being a medium for conveying information about science to the public.

IDRC support made it possible for me to attend the Fourth World Conference of Science Journalists in Montréal in 2004. If I hadn’t gone to that conference, I wouldn’t be a science journalist. At the time, I and other doctors and journalists made an online network to exchange ideas, opinions, information. One of these colleagues told me about the mentoring program and I ended up being selected. My mentor was based in Jordan.

In my country, I’ve become very well known in science journalism.

An IDRC-supported mentoring program is building competence in science reporting among journalists in Africa and the Middle East.

People call me to come make presentations, to lecture at universities, to write for newspapers. And I’ve become part of an international network of science journalists. I learned a lot from this experience.

Now I have three mentees, two from Jordan and one from Iraq. They send me their work and I give them feedback online. Sometimes I phone them to talk about the articles. Although the program has officially finished, we’re still connecting. ■

OBJECTIVE 1:

Building a solid
foundation
for innovation

TRAINING AND AWARDS

Opening windows to the world

Research opportunities expand the pool of development experts



JULIO PANTOJA / THE WORLD BANK



HELDUR NETOCNY / PANOS PICTURES



Enhanced research skills, new knowledge, fresh perspectives, a broader international outlook, a deeper understanding — these are some of the benefits recipients of IDRC awards reap from their experience. For Canada, IDRC's Training and Awards program provides opportunities for enhanced scientific and technical know-how and increases the pool of experts versed in crucial international development issues. For developing countries, the awards expand the number of trained, experienced researchers to tackle practical problems and contribute to sustainable and equitable development.

The Centre Training and Awards program embodies our commitment to the personal and professional development of Canadian citizens and permanent residents, and of citizens of developing countries. A variety of awards allows the best and the brightest researchers to pursue academic studies and conduct field research, and reflect on how to address global challenges. In 2008–2009, IDRC conferred 123 awards.

2008–2009 Awards

Community Forestry: Trees and People – John G. Bene Fellowship	1
ECOPOLIS Graduate Research and Design Awards	9
IDRC Awards for International Development Journalism	6
IDRC Canadian Window on International Development Awards	1
IDRC Doctoral Research Awards	34
IDRC Graduate Research Awards on Evaluation	1
IDRC Internship Awards	16
IDRC Sabbatical Awards	5
IDRC Science Journalism Awards	4
Professional Development Awards	3
Southern Junior Researchers Awards – PhD Scholarships	6
Southern Junior Researchers Awards – Master's Scholarships	4
Southern Junior Researchers Awards – Doctoral Research Awards	32
The Bentley Cropping Systems Fellowship	1
TOTAL	123

"I came back with a new perspective on global politics and issues related to systemic poverty."

— Emily Taylor, Canada, IDRC Internship Award

"I hope to contribute to Cameroon's national policy on youth by drawing on my own research."

— Jude Fokwang, Cameroon, IDRC Doctoral Research Award

FOR DEVELOPING COUNTRIES, THE AWARDS EXPAND THE NUMBER OF TRAINED, EXPERIENCED RESEARCHERS TO TACKLE PRACTICAL PROBLEMS AND CONTRIBUTE TO SUSTAINABLE AND EQUITABLE DEVELOPMENT.



IDRC: NANCY LESSARD



HELDUR NETOCNY / PANOS PICTURES



IDRC: DAVID BARBOUR

An enduring contribution

An impressive array of names, titles, and accomplishments emerges when you scratch the surface of IDRC's contribution to international development through its Training and Awards program.

Jacques Diouf, Director-General of the Food and Agriculture Organization; John Atta-Mills, recently elected President of Ghana; Mohamed Sahnoun, former President of Initiatives of Change International and Senior Advisor to the Secretary General of the UN, and many other international figures were once supported by IDRC in their education or research.

"I considered the opportunity to study abroad a commitment more than a privilege. To me, it was a commitment to apply what I gained academically in a project of social transformation in my country."

— Ramón Fogel, President, Centre for Interdisciplinary Rural Studies, Paraguay

IDRC believes that providing support to individuals at a critical time in their professional development can foster the growth of a generation of policymakers, researchers, and development practitioners who understand the importance of research for development.

Since 1971, IDRC has enabled more than 3000 students to pursue education or research opportunities, in their own countries or elsewhere.

A study completed in 2008 located some 600 former developing-country awardees. Results of the study revealed that the vast majority of these students and researchers returned home after completing their studies in North

"IDRC's support was more than receiving a grant from an unknown donor in Ottawa. It opened avenues for me, connected me to networks. It linked me up to a number of strategic actors who have been useful throughout my career."

— Mohamed Halfani, Chief, Urban Governance Section and Officer In-Charge, Urban Development Branch, UN Habitat Regional Office for Africa and Arab States, Tanzania

By providing research and training opportunities, IDRC Awards help developing countries gain a critical mass of researchers with expertise in development issues. They also give citizens and permanent residents of Canada a chance to engage in research for development and to consider careers in the field.

America or Europe, thus contributing to research capacity and development efforts in their home regions. Many of them have since reached high positions as government officials, organization leaders, and university professors. Many more work in national, regional, and international organizations. ■

2

BRINGING PEOPLE AND IDEAS TOGETHER TO IMPROVE LIVES

Informed decisions, stronger societies

OBJECTIVE: *IDRC helps to produce, disseminate, and apply research results that can improve practices and technologies, lead to sound policies and laws, and thus improve people's well-being.*

For IDRC, the value of the research we support is how it improves lives through better policies, cleaner environments, better nutrition, improved incomes, more effective health systems, and more. For these improvements to occur, research results must reach those who can use them — policymakers at all levels, business leaders, communities, and ordinary citizens among them. IDRC works to make that happen by ensuring that the research we fund is relevant, timely, and of high quality; by including communication in those activities; by supporting workshops and conferences that bring research users to the table; and by helping to disseminate research results widely.

Engaging local authorities

Over the past decades, IDRC has learned that involving decision-makers in the research process can help guarantee success.

For example, when El Hadj Malick Diop became mayor of Tivaouane, Senegal, in 2002, he was stymied by the lack of information about his community. How many people lived in the commune? How many households had access to city services — water, electricity, telephones? He had no answers.

That is no longer the case, thanks in part to a community-based poverty monitoring system (CBMS) that he helped adapt for use in Tivaouane. CBMS is an information-gathering tool that communities and governments can use to design, deliver, and monitor local development plans on the basis of reliable data. Piloted with IDRC support in

the Philippines in 1994, it is now being used in 14 countries in Africa, Asia, and Latin America.

The survey conducted in Tivaouane revealed a number of problems in the community and helped authorities offer targeted solutions. When officials noted that children in one part of the village were higher achievers, for example, they decided to build three new schools in underperforming areas. After the survey revealed that 29% of all children suffered from delayed growth, nutrition programs were set up for young children, pregnant women, and new mothers. Identifying the need for better sanitation led to the installation of 8 km of rainwater drainage gutters.

“No local development actor now ever thinks to question the importance of accurate information in decision-making,” Diop says. His view is echoed by Kouka Edouard Nanema, former mayor of Yako, a town in Burkina Faso that has also benefited from CBMS data-gathering. “Whoever has information is wealthy,” Nanema says. “I needed reliable data. I was working in the dark, which made it difficult to obtain financing. The CBMS results are already being used to improve people’s welfare.”

Evidence into action

If research findings and new knowledge are to influence policies, and improve practices and technologies, they must be communicated. One of the most effective ways of doing this is for researchers to engage with policy-makers and communities. Research supported by IDRC is increasingly doing just that.

**INFLUENCING
POLICIES
2008–2009:**

59

new research projects with explicit policy-influence objectives

212

projects with explicit policy-influence objectives active at year-end

59

new research activities with explicit policy-influence objectives

214

research activities with explicit policy-influence objectives active at year-end

312

recipient institutions involved



IDRC has learned that involving decision-makers in the research process can help guarantee success.

For example, researchers working to offset the impacts of climate change for farmers in Benin have helped to set up early warning committees that bring together local authorities, development workers, meteorologists, and farmers. The committees, now active in 35 communes, meet regularly to provide farmers with information they need to foresee climate risks. Researchers in the Horn of Africa, meanwhile, are developing indices on insurance coverage for farmers practising rain-fed agriculture. The Ethiopian Insurance Authority has expressed interest in using the study's results as it works out insurance packages to be offered to farmers. These two initiatives form part of Climate Change Adaptation in Africa, a collaboration launched in 2006 with the UK's Department for International Development that currently supports 38 research and capacity-building projects in 29 countries.

Influencing policy also takes time and patience — and it requires being at the right place at the right time. Those are some of the findings of an in-depth examination of

In crucial areas like agriculture and public health, IDRC communicates research findings to policymakers, business leaders, communities, and ordinary citizens so that they can use these results to improve people's lives.

how the research IDRC supports is influencing public policy and decision-making. The results, presented in *Knowledge to Policy: Making the Most of Development Research*, co-published by IDRC and Sage Publications in 2009, also show that researchers need to make their ideas and findings accessible to the audiences they hope to influence, in a form they can best use.

On the following pages, researchers talk about how the projects they are carrying out with IDRC funding are changing laws and attitudes, supporting women's rights, and improving health. ■

IN THEIR OWN WORDS: ROBERTA CLARKE

Ensuring fair treatment for women in Caribbean courts

Research changes laws to reduce poverty



JAWARA WELLS

Barbados and Trinidad and Tobago are considering changes needed to improve the responsiveness of the social services and the administration of justice to child support

cases. The problems: many poor female-headed households; social assistance and legal systems that implicitly assume that children are primarily the mother's responsibility; and an overburdened court system.

With IDRC support, legal experts from the two countries set out to assess how social assistance and legal systems could be reformed to help more women and children escape poverty.

Leading the groundbreaking comparative study between Barbados and Trinidad and Tobago was Roberta Clarke, Regional Programme Director for the Caribbean Office of the United Nations Development Fund for Women (UNIFEM).



ANDY JOHNSTONE / PANOS PICTURES

ROBERTA CLARKE

Our research focused on two questions: one, what is the state's role in regulating the transfer of financial resources between custodial and non-custodial parents; second, what is the state's role in contributing to the economic well-being of poor households. These are usually female-headed because women have fewer employment opportunities and are primarily responsible for the care of children and the elderly.

UNIFEM did the research in Barbados and Trinidad and Tobago, in partnership with the Faculty of Law at the University of the West Indies, Barbados and the Grenada Legal Aid and Counselling Clinic, which led the study of the social assistance systems. We set up the project with an advisory team made up of all stakeholders in the system in the two countries

and got a high level of support from the Administration of Justice and the Chief Justices in both countries. It was truly a collaboration.

We reviewed three years' worth of court files to examine how the courts were functioning — the time it took from when a case was filed to its determination, for example, and the outcomes, including the amount of the financial support orders. We then interviewed stakeholders and users of the system, men and women, magistrates, probation officers, marshals of the court, etc. There was a general dissatisfaction about perceived administrative inefficiencies and the level of non-compliance with court orders. The research also found that the justice sector and social services were not adequately integrated in their support of poor households, particularly single parent, women-headed households.



PHILIP WOLMUTH / PANOS PICTURES

ABBIE TAYLOR-SMITH / PANOS PICTURES

PHILIP WOLMUTH / PANOS PICTURES

“IDRC provided very thoughtful research guidance. They don’t see themselves as just a funder, they engage in the methodological questions, they ask you pointed and searching questions.”

In Barbados and in Trinidad and Tobago, the findings of a groundbreaking IDRC-funded study promote the reform of child support laws, allowing more women and children to escape poverty.

Fighting gender bias

The research revealed the widespread and gender stereotypical assumption that children are the mother’s responsibility. To some extent women’s contributions are therefore under-counted in determining the contribution required of the non-custodial parent, usually the father. Similarly, social assistance works on the principle that the family as a whole is responsible for the children. That means that the custodial parents applying for help — usually women — must first try to get support from the non-custodial parent before they can qualify for assistance.

The research was able to document that recent changes in the treatment of family law cases in the pilot Trinidad

Family Court have improved the delivery of family justice. There the amount of child support orders is higher, cases are completed more quickly, and the decision-making is clearly informed by principles of gender equality. There is less gender stereotyping and a clear focus on what is in the best interests of the child.

Changing laws

When we finished the research in 2008, we presented the findings to court personnel, relevant officials, and researchers. In Barbados, the Attorney-General and Ministry of Family, Youth and Sports have indicated their interest in moving forward to reform the child support law. This was the

project’s main intention, to support Barbados in law reform.

In Trinidad and Tobago, the research was able to show where the new family court has improved services. The research results were also used to provide technical support to the Organisation of Eastern Caribbean States Family Law Reform Project, more specifically to drafting model child support legislation. In addition, the research was presented to a consultation in Antigua and Barbuda and was used in that country’s legislative reform process. A new child support law for Antigua and Barbuda went through Parliament in April 2008. ■

IN THEIR OWN WORDS: MARIA CARLOTA MONROY

Improving health in Guatemala

Simple measures prevent the spread of disease



IDRC: ROBERTO BAZZANI

In November 2008, the Intergovernmental Commission of the Central American Initiative for Chagas Disease Control confirmed that Guatemala had become the first country in Central America to be certified for interruption of Chagas disease transmission by *Rhodnius prolixus*, one of the disease's two most important vectors. The means: spraying homes with insecticides and replastering walls and floors to bar the insect from houses. An estimated 10 million people in the Americas are infected with Chagas, which is often fatal.

The second vector, the triatomine bug, is a more formidable foe, one that can't be eradicated by spraying. Researchers funded by IDRC have now found the means to defeat it.

The research is led by medical entomologist Maria Carlota Monroy, founder and senior researcher at the Laboratory of Applied Entomology and Parasitology at San Carlos University in Guatemala. Her team includes researchers, engineers, architects, the national Ministry of Health, and the national Vector Control Program. Equally important, the communities themselves participate.

MARIA CARLOTA MONROY

We are looking for new ways of attacking a native vector of Chagas (*Triatoma dimidiata*) without using insecticides, by removing the factors that encourage these insects to live in houses. We help them construct chicken coops, small pig



IDRC: ARLYNE BEECHIE

"IDRC encouraged me to think in another way and that's what I'm doing with the people I work with. That's important [...] to produce new knowledge based on what we have around."

houses. With the two veterinarians, we tell them how to keep the animals in good health. While preventing Chagas disease, families also improve their quality of life.

This is something original. The tendency in developing countries is to copy what other countries are doing — for example, spraying — and many times these approaches don't apply to their reality. We need to do research to address the problems that we have.

A concerted approach

We work with the Ministry of Health and the local representatives. And we work with field workers, the people

IDRC-supported researchers studying the control of Chagas disease work closely with local communities.

who apply the rules. Guatemala has 22 different departments and 23 different languages, so it's not easy. Our research team also includes members of local communities.

Guatemala is now seen as something of a leader in Central America in this area. Three months ago, I was invited by the Ministry of Health in Honduras to train 30 of their staff. And I will be in Mexico in the fall teaching our methods. ■

IN THEIR OWN WORDS: LINA ABOU HABIB

Ensuring women's full rights

Research leads to change in the Arab world



HANNA NEHME

Women in Arab countries are making human rights history as they break down barriers to being treated as full citizens in their own countries. In the past few years women in

Algeria, Egypt, and Morocco married to foreigners have won the right to transmit their citizenship to their children. Algerian women can also now convey citizenship rights to their spouses.

Before these hard-won gains women married to foreigners had to apply for temporary residency permits for family members — even their own children — who also faced restrictions in health care, education, jobs, and travel. Research supported by IDRC contributed to changing these policies in Egypt in 2004, in Algeria in 2005, and most recently in Morocco.

Lina Abou Habib, Executive Director of the Beirut-based Collective for Research and Training on Development-Action, helps spearhead the regional “Claiming Equal Citizenship” campaign.

LINA ABOU HABIB

Nationality has become a big political and media issue, but it wasn't when we started in 2002. We had found one thing in common in all Arab countries — nationality laws discriminate against women. They basically say that men can transmit their nationality to their spouses and children, but women cannot.

When we started talking to the media, they were interested in facts, figures, and human-interest stories, but



HANNA NEHME

“What IDRC brings to the table is risk-taking coupled with an understanding of what might turn out to be a key issue.”

we didn't have any. We lacked hard data. So we went back to square one — research.

With IDRC support, we conducted research in three main areas. We wanted to know how the denial of rights affected the lives of women in the seven countries we studied. We wanted to know how many people we were talking about. And we wanted to analyze the nationality laws and their contexts in each country.

From research to campaign

The findings allowed us to figure out just what exactly it means to be a woman deprived of her rights: if she is married to a foreigner, her children are actually strangers in their own

In Algeria, Egypt, and Morocco, IDRC-funded research has strengthened a women's campaign for equal rights and citizenship.

country. The findings allowed us to make the issue visible and to launch a campaign in 2004.

The research produced loads of material that the media just fed on. It gave us an edge over the politicians because we had data. And it empowered women, in terms of talking to the media.

Nationality has now become a big issue, a political issue, a media issue. When we started, it was a marginal issue. The research has transformed this completely. ■

INFORMATION FOR CHANGE

Sharing knowledge around the world

IDRC leads the way in opening access to research findings



IDRC: TECKLES PHOTOGRAPHY



To be useful, research results must reach those who can use them. Throughout its history, IDRC has believed that knowledge must be shared to bring about positive change in some of the world's poorest countries.

We do so in many ways, from peer-reviewed academic texts to seminars and conferences.

IDRC Books is a respected brand — we call our publications “Books that Matter” because of the importance of the contents to improving lives in the developing world. Working with academic and commercial co-publishers around the world helps ensure strong marketing and wide dissemination of books. This year we signed co-publication agreements with publishers in Mexico, India, South Africa, and Spain, as well as Canada, France, and the UK, among others.

A leading publisher of international development literature since 1971, IDRC is also a leader in providing open access to its collection. By

“I work for a university with 14 schools and over 200 departments, both academic and administrative. My intention is that each department gets a copy of the IDRC CD.”

— Lily Nyarik, Moi University, Kenya

maintaining electronic rights and making the books available full-text, free of charge on our website, we ensure that the knowledge is available to all: 266 e-books are now available on our website. E-book vendors also ensure the broadest accessibility of the research results. Experience has shown that making our books fully accessible on the Web increases print sales.

A variety of other publications distill research results for targeted audiences. These include:

- the in_focus collections, each of which synthesizes a body of knowledge distilled from IDRC-supported research. In April 2008, *Competition*

for Development: The Power of Competitive Markets, by Phil Evans and IDRC staff member Susan Joeke, was launched at the International Competition Network, (ICN) Seventh Annual Conference in Kyoto, Japan, where it was mentioned in opening remarks by Canada's then Commissioner of Competition and head of ICN, Sheridan Scott.

- our electronic newsletter, *IDRC Bulletin*, distributed to some 15 000 subscribers.
- the *Research that Matters* and *IDRC on...* series of pamphlets that present research results on topical issues.

BY MAINTAINING ELECTRONIC RIGHTS AND MAKING THE BOOKS AVAILABLE FULL-TEXT, FREE OF CHARGE ON OUR WEBSITE, IDRC ENSURES THAT THE KNOWLEDGE IS AVAILABLE TO ALL.



IDRC: MICHAEL BEDFORD

For the fifth consecutive year, most of this material — full-text e-books, *Bulletin* items, and sections of our website — appeared on a two-CD set. The annual CD set is an important, convenient, and cost-effective means of disseminating information about IDRC and results of IDRC-supported research around the world, particularly in areas with poor Internet connectivity.

IDRC is also a leader in making available its comprehensive collection of research results and documents generated by IDRC-funded projects, recipients, and staff about a wide range of subjects related to international

development. Launched in 2007, the IDRC Digital Library provides full access over the Internet to our rich research archive. In addition to making information more freely available, the digital library provides IDRC-funded researchers with a much-needed outlet to publish and showcase their work.

Participating in large international conferences also allows us to disseminate research results and engage with key target audiences, such as policy-makers and media. Among the conferences in which we participated this year are:

- *Decentralization, Local Power and Women's Rights* conference in Mexico
- *Global Ministerial Forum on Research for Health* in Bamako, Mali
- *International Ecohealth Forum 2008* in Merida, Mexico
- *Internet Governance Forum* in Hyderabad, India
- *5th World Water Forum* in Istanbul, Turkey
- *World Urban Forum* (Fourth Session) in Nanjing, China ■

Knowledge by numbers

23

books co-published by IDRC and other publishers during 2008–2009

101

e-books available on the two-CD set *IDRC 2009*

266

e-books available on IDRC's website (www.idrc.ca/books)

37 000

research documents accessible from the IDRC Digital Library (idl.bnc.idrc.ca)

22.7 million

page views generated on the website by IDRC books during 2008

3

ENLISTING CANADIANS FOR GREATER IMPACT

Increased collaboration, bolder solutions

OBJECTIVE: *IDRC will engage Canadians in research for development through partnerships with researchers and institutions in the developing world.*

For nearly 40 years, IDRC has supported research in the developing world, helping to nurture the innovative capacity that resides there. As part of this mandate, we have helped forge relationships between Canadian and developing-world researchers, bringing the best minds together to address some of the world's pressing challenges, whether climate change, influenza, or financial crises.

Partnerships also contribute to IDRC's effectiveness by widening the scope of our activities and helping bring particular activities to scale. The goals of these collaborations: world-class discoveries and healthier, wealthier, fairer societies.

Linking the brightest minds

Notable among the collaborative activities launched in 2008–2009 is the International Research Chairs Initiative, a joint endeavour between IDRC and the Canada Research Chairs Program. Eight stellar scientists from the developing world have been chosen to join forces with a Canada Research Chair on a five-year program of research and training. With each team receiving a grant of up to \$1 million, IDRC Research Chairs will have the funds to hire graduate students, attract post-doctoral researchers, and fill laboratories with the equipment they need to do cutting-edge research on shared concerns such as fisheries management, child nutrition, and wireless communications (see page 34).

The Global Health Research Initiative (GHRI), launched in 2001, also brings together the knowledge, experience,

and resources of five key partners: Health Canada, the Canadian Institutes of Health Research, the Canadian International Development Agency, IDRC, and the Public Health Agency of Canada, which joined the partnership this year. The goal: to develop practical solutions for the health and healthcare problems of low- and middle-income countries.

GHRI's flagship initiative, the Teasdale-Corti Global Health Research Partnership Program, is supporting 14 teams of Canadian–developing-country researchers. For example, researchers from Burkina Faso, Mali, and Canada are investigating treatment delays in obstetric emergencies as they study the access to health care of vulnerable populations. The project takes aim at one of the starkest health inequalities on the planet: the one in 16 lifetime risk of dying from pregnancy-related complications faced by women in sub-Saharan Africa (compared with one in 2800 in rich countries).

This year, the Teasdale-Corti Program also granted Global Health Leadership Awards to 13 extraordinary individuals from 12 countries, enabling them to pursue individualized professional development programs.

Investing in our future

Benefits from these and other collaborations accrue to Canada as well as to developing countries in terms of increasing and maintaining research excellence and strengthening Canada's connection to the world's pool of talent and ideas.

**SUPPORT
TO CANADIAN
INSTITUTIONS
2008–2009:**

28

new research
projects

98

research
projects active
at year-end

52

new research
activities

158

research
activities
at year-end

109

Canadian
institutions
currently
involved

\$10.5m

IDRC's
contribution
to activities
funded in
2008–2009

\$65.2m

total IDRC
funding to
Canadian
institutions for
active research



IRB; IRB; IDRC; MARK LOEWEN

The goals of these collaborations: world-class discoveries and healthier, wealthier, fairer societies.

IDRC also works to spur the interest and expertise of the Canadian academic and development community. The Global Citizenship Small Grants, for example, enable Canadian organizations to address issues of social and economic justice, environmental protection, participation, peace and security, and human rights in a global perspective. Now in its 15th year, the program demonstrates the Centre's commitment to working with institutions that seek to improve Canadians' understanding of issues that affect both Canada and lower-income countries, and that require North-South collaboration to be addressed effectively.

Enlisting the donor community

Partnerships at IDRC also mean funding agreements with other donors — foundations, multilateral organizations, Canadian and foreign government departments, academic institutions, and non-governmental organizations — to increase the resources flowing to applied research in

IDRC brings together top researchers from Canada and the developing world to tackle some of the world's most pressing challenges.

developing countries. For example, the Centre has teamed up with The William and Flora Hewlett Foundation and the Bill & Melinda Gates Foundation on the US\$90 million 10-year Think Tank Initiative, which is set to forge new links among independent policy research institutes in the developing world. In an initial round of grants, 24 institutes in West and East Africa were selected this year to receive long-term core support, enabling them to hire and hold on to top researchers, improve the quality of their research, and strengthen overall management and governance.

In 2008–2009, IDRC worked with 24 donor partners, five of them Canadian. Funding from Canadian partnerships totalled \$26.7 million. CIDA remains IDRC's major partner in Canada. ■

IN THEIR OWN WORDS: JOHN WHALLEY

Building bridges in economics research

Canadian and Chinese economists join forces against poverty



YANG YONG

For the past three years, IDRC, in partnership with the Centre for International Governance Innovation (CIGI) in Waterloo, Canada, and Beijing Normal University, has

helped to build a research network on poverty in China — the first of its kind in the world's fastest-growing economy.

The goal has been to support promising young scholars and encourage fresh thinking in an area of increasing concern to China: the rising inequality that has accompanied high economic growth.

The achievements are heartening, as a remarkable group of senior Chinese and international economists mentors a new generation of scholars undertaking applied research on poverty and inequality in China: 19 young Chinese economists, assisted by almost as many respected senior scholars, are breaking new ground as they explore applied research on poverty and inequality in China.

The Young China Scholars Poverty Research Network is coordinated by John Whalley, professor of economics at the University of Western Ontario, Canada, and a CIGI Distinguished Fellow, and Li Shi, professor of economics at Beijing Normal University.



YAO LI

JOHN WHALLEY

My interest had long been on global issues and global trade and investment issues. Increasingly, you can't really work on those issues from a global perspective without recognizing the significance of China.

This project stems from the mid-1990s when a group of scholars in the poverty area emerged who had achieved some prominence, but there were relatively few of them. There was a need for a new generation of young poverty scholars to come forward to contribute to the debate.

Since 1999, China has made huge commitments to increasing resources to universities and research institutes. The impact has been quite dramatic with large numbers of graduate students coming into North American and European programs, some returning to China. This has led to changes in teaching practices in China.

Reciprocal benefits

The young scholars' work has helped deepen understanding of the dynamics of poverty and inequality, and their data work has helped show that inequality is now beginning to plateau in China. For example, one study found that earning differentials between migrant workers and local workers had decreased between 2001 and 2005, and that discrimination against migrant workers had eased slightly. Another study showed that poor rural people would benefit more if their outpatient care was subsidized than from having hospital care reimbursed.

This kind of research is essential for developing effective public policy to reduce inequality. Over the longer term, these young scholars may very well be the leaders of tomorrow. The role and influence of their



MARK HENLEY / PANOS PICTURES

“What stands out for me is IDRC’s very strong commitment to working with young scholars in a network format.”

contribution will be enduring and greatly valued within China.

I’ve been impressed by their enthusiasm, their commitment, and their willingness to work hard to learn.

In fact, working with them has, I think, affected my own research in a number of critical ways. I now tend to see China as an increasingly market-oriented economy, but one to which you can’t mechanically apply the same kind of analyses that you would typically produce for developed economies.

Working with the young scholars has brought home to me that you have to nuance the work that you do as it’s applied not just to China, but to all developing countries.

IDRC’s financial support has been very welcome, but IDRC offers more than that. It’s also the intellectual support. The program officers we’ve worked with have made many contributions and suggestions. It’s also very appealing to us that IDRC-supported research projects are to a large degree initiated in the developing world to meet the needs they identify as priorities. ■

China’s economic boom has been accompanied by rising inequality. IDRC supports young scholars and senior economists who bring fresh thinking to the problem of poverty.

IN THEIR OWN WORDS: LIZZIE SHUMBA

Bringing research to farmers' fields in Malawi

Bigger crops lead to better health with Canadian collaboration



RACHEL BEZNER KERR

In 2000 Ekwendeni hospital in northern Malawi set out to improve the child nutrition, food security, and soil fertility of poor farm households. How? By inter-

cropping protein-rich legumes like pigeon pea, soybeans, and groundnuts that fix nitrogen in the soil, thus boosting crop yields while reducing the need for expensive fertilizers.

Malawian and Canadian researchers — agricultural, nutritional, and social scientists — worked with hospital staff and farmers to find the “best legume options.” Supported by IDRC since 2001, the project has improved nutrition, particularly of women and children. After eight years, the children of families involved show significant weight increases. This makes a good case that soil health and community health are connected. Legumes are now part of the diet in the area. The research has also helped strengthen the communities and build trust among their members.

The research is a collaboration between Ekwendeni Hospital, Health-Bridge Foundation of Canada, and the University of Western Ontario's Department of Geography. Other supporters include the Canadian Foodgrains Bank and the Social Sciences and Humanities Research Council of Canada, among others. The project coordinator is nutritionist Lizzie Shumba.



RACHEL BEZNER KERR

“We started with 30 farmers in seven pilot villages. Now, more than 7000 farmers are involved and so many more are interested in learning the technologies.”

LIZZIE SHUMBA

Canadian researchers helped us understand why we had high rates of malnutrition and problems with food security. Then they worked with us to test legume intercropping techniques and to establish a baseline for our research on child nutrition by measuring the children's weight for height, and age for height.

We started with 30 farmers in seven pilot villages. These farmers were trained in research techniques. Now, more than 7000 farmers are involved, and so many more are interested in learning the technologies. Farmers see that using legumes to improve their soil fertility is sustainable and it reduces the need to buy fertilizers.

In Malawi, IDRC-supported research on the cultivation of protein-rich legumes has both improved soil fertility and boosted child nutrition.

The families are also seeing that by eating legumes, children have better nutrition. We go out, especially after the harvest, and show communities how to process and use the legumes to improve children's diets. These “recipe days” are becoming very popular. I'm really happy because the rural people are saying that they are happy.

We are now collaborating with the Bunda College of Agriculture of the University of Malawi to expand our approach into different areas of Malawi. ■

IN THEIR OWN WORDS: GLENVILLE DANIEL

Putting medical knowledge at nurses' fingertips

A Canadian program helps improve health care in the Caribbean



WILLET'S PHOTO STUDIO

Nursing faculty and students from the Caribbean could soon be participating in exchanges with counterparts in Saskatchewan. The Canadian Nurses Association has opened its Internet portal, NurseONE, to Caribbean nurses — a first.

These are two of the outcomes of IDRC-supported research to improve the quality of care in Caribbean hospitals by providing nurses with access to much needed medical information and to training materials. The tools to do so: wireless networks in hospitals and hand-held personal digital assistants (PDAs) for nursing staff.

The research is administered by the College of Nursing, University of Saskatchewan (Regina). Spearheading the project in St Kitts and Nevis are Dr Hazel Roberts and information technology consultant Glenville Daniel. According to Dr Roberts, "The project would not have been possible had it not been for the sponsorship of IDRC. They have been very flexible."

GLENVILLE DANIEL

One of the big problems here is the lack of information technology tools in the workplace. When our hospital was rebuilt in 2003, it should have been equipped with network wiring — but that wasn't done. As a result, I had to establish a wireless network from scratch.

This project is seen as a pilot to determine what the new norm should be in using information and



KEVIN R. L. HANSON / DK STOCK / GETTY IMAGES



DIETER TELEMANS / PANOS PICTURES



DIETER TELEMANS / PANOS PICTURES

"It is revolutionizing the way nurses access information in a clinical setting... the effects of the project will touch everyone, no matter where they are from on the islands."

communication technology in a clinical setting. The study looks at how PDAs can affect care-delivery in the nursing field for diabetes, hypertension, and HIV. Seventeen nurses have been given a PDA, loaded with medical software (including a medical dictionary, 5-minute consultation guide, and the like) and wireless access. We are also following 13 nurses who have not been given PDAs.

An enthusiastic uptake

Nurses are seeing the value of such a device and have said the PDAs have enhanced their timely access to information. We have even seen a couple of nurses use them as a teaching tool to explain to a patient that they were going to have a particular procedure, something we didn't expect.

An IDRC-funded project in St Kitts and Nevis equips nurses with personal digital assistants to help them access information and provide better health care.

Another thing that I am hoping to see, which is already underway, is the establishment of a health information system on the island. The government IT department is in the process of developing this, and we have been talking to them and giving them some ideas.

I give this work a very high mark already. It is revolutionizing the way nurses access information in a clinical setting, not just in nursing. The effects of the project will touch everyone, no matter where they are from on the islands. ■

INTERNATIONAL RESEARCH CHAIRS INITIATIVE

Connecting excellence

Eminent scholars team up to find answers



IDRC: TONY FOUHSE

Leading researchers from Canada and around the globe are pooling their know-how to address some of the world's most pressing challenges. These experts come together under the International Research Chairs Initiative, funded by Canada's International Development Research Centre in collaboration with the Canada Research Chairs Program.

The Initiative pairs top research talent from universities in Canada with their counterparts in developing countries. These specialists share their advanced skills and knowledge to confront issues of common concern while mentoring a new generation of scholars.

Eight International Research Chairs partnerships were announced in February 2009 by Canada's Minister of State (Science and Technology), the Honourable Gary Goodyear. Working at universities in Brazil, China, Ghana, India, Morocco, and Uganda, each IDRC Research Chair is pursuing a five-year research program in collaboration with a Canada Research Chair.

The goals of this joint effort: world-class discoveries and healthier, wealthier, fairer societies. ■

THESE LEADING RESEARCHERS SHARE THEIR ADVANCED SKILLS
AND KNOWLEDGE TO CONFRONT ISSUES OF COMMON CONCERN
WHILE MENTORING A NEW GENERATION OF SCHOLARS.



1. Alpina Begossi Brazil, (right)
IDRC Research Chair in
Community-Based Resource
Management

Fikret Berkes (left)
Canada Research Chair in
Community-based Resource
Management

*In Paraty, in Brazil's Rio de
Janeiro state, the research team
works with coastal fishing
communities to help safeguard
endangered marine resources,
diversify income sources, and
increase food security.*

2. Adalto Bianchini Brazil, (left)
IDRC Research Chair in
Environmental Health and
Management

Christopher Wood (right)
Canada Research Chair in
Environment and Health

*After studying heavily
populated estuaries in Brazil,
the researchers confront
worsening pollution in such
coastal areas by exploring
new ways to manage industrial
regulation, human settlement,
and urban policies.*

3. Yiming Shao China, (right)
IDRC Research Chair in
Modelling and Management
of Communicable Diseases

Jianhong Wu (left)
Canada Research Chair
in Industrial and Applied
Mathematics

*With data gathered in China,
the scientists use mathematical
models to predict the transmis-
sion of infectious diseases, such
as HIV, and to develop public
health policies to control them.*

4. Xiaoyan Zhu China, (left)
IDRC Research Chair
in Information Technology

Ming Li (right)
Canada Research Chair
in Bioinformatics

*The research team seeks to
develop a "natural-language"
search engine to make the
Internet accessible to Chinese
people with no English, to the
visually impaired, and to mobile
phone users.*



5.



7.



6.



8.

IDRC: TONY FOUHSE

5. Anna Lartey Ghana, (left)
IDRC Research Chair
in Nutrition for Health and
Socio-Economic Development
in Sub-Saharan Africa

Grace S. Marquis (right)
Canada Research Chair
in Social and Environmental
Aspects of Nutrition

*In Ghana, the researchers study
child malnutrition, especially in
HIV-affected households, and
diet-related obesity in children,
and seek to develop a range of
approaches to encourage
better eating habits.*

6. Ranjan K. Mallik India, (left)
IDRC Research Chair
in Wireless Communications

Robert Schober (right)
Canada Research Chair
in Wireless Communications

*The team aims to boost the
wireless communication sector
in India and in Canada by
generating new ideas for
enhanced, affordable products.*

7. Rachid Hakkou Morocco, (right)
IDRC Research Chair in
Management and Stabilization
of Mining and Industrial Waste

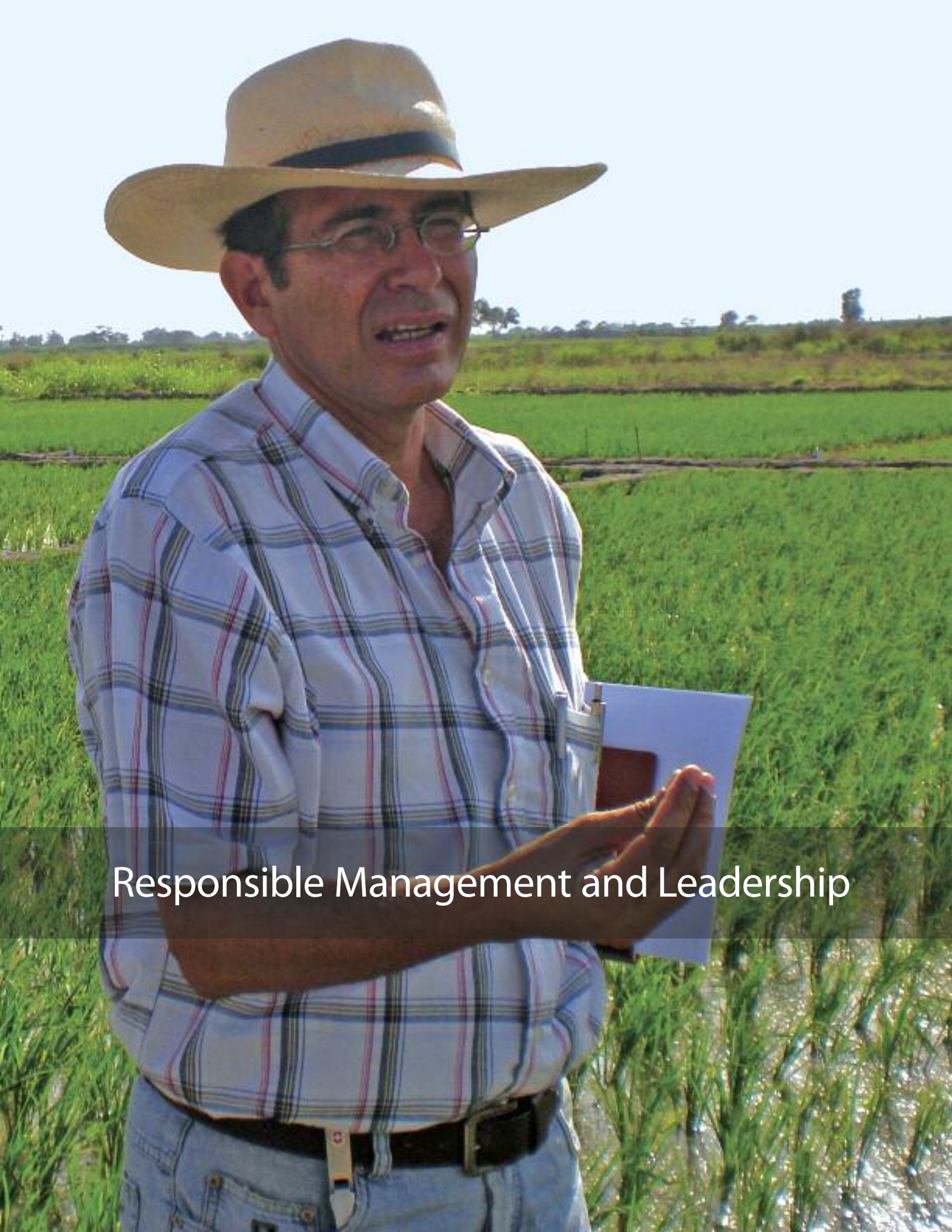
Mostafa Benzaazoua (left)
Canada Research Chair
on Integrated Management
of Mine Waste

*To improve public health in
Morocco, the team proposes
to create a centre for advanced
technology to manage mining
and industrial waste, including
cost-effective ways to reclaim
abandoned mine sites.*

8. Nelson Sewankambo
Uganda, (left)
IDRC Research Chair
in Evidence-Informed Health
Policies and Systems

John Lavis (right)
Canada Research Chair
in Knowledge Transfer
and Exchange

*To support evidence-informed
health policies, the team will
evaluate 11 World Health
Organization websites dedi-
cated to bolstering the effective-
ness of health systems.*



Responsible Management and Leadership

Supporting Canadian priorities

An innovative member of the international community

For almost 40 years, IDRC has supported local researchers and innovators as they find new ways to improve health, reduce poverty, and promote democracy in their countries. In doing so it has earned credibility that is second to none.

IDRC has also enhanced Canada's reputation as a far-sighted and generous country, and as an important and innovative member of the international community. And it does so at a modest cost: Parliamentary appropriations to IDRC represent only 3.9% of the Canadian development assistance budget.

Sharing goals

The November 2008 Speech from the Throne made it clear that fostering development and security around the world remain Canadian priorities. These are goals IDRC shares.

IDRC is a Crown corporation that reports to Parliament through the Minister of Foreign Affairs. It fulfills its public policy role primarily by funding applied research in the areas of environment and natural resource management; information and communication technologies; innovation, policy and science; and social and economic policy. It also provides advice and training, and creates opportunities for the scientific, academic, development, and policy communities in Canada and developing countries to share results and experiences.

Essential to all development efforts, the skilled researchers, strong institutions, and better informed policymakers that result are the foundation that ensures that Canada's development assistance delivers the maximum impact.

Promoting prosperity, democracy, and security

IDRC contributes to meeting Canada's foreign policy priorities. For example:

- In Afghanistan, the Hindu Kush–Himalayan University Consortium — an alliance of 15 universities supported by IDRC — is offering local researchers and faculty members graduate-level training and valuable international contacts in such fields as natural resource management and rural sociology. The goal: to rebuild Afghanistan's research community and institutions. Other researchers are working with IDRC support to strengthen democracy and human rights, ensure food security, and find sustainable alternatives to opium poppy cultivation.
- In Haiti, IDRC supports a network of several Latin American institutions that are tracking the reconstruction effort and identifying ways of making their peace-building and reconstruction contributions more effective. It also supports a new program administered by the Canadian International Immunization Initiative for Haiti to fund research by Canadian and Haitian researchers on the best ways of expanding vaccination against preventable diseases.
- This year marked the 20th anniversary of IDRC support for the research program of the Intergovernmental Group of Twenty-Four on International Monetary Affairs and Development (G-24). The program has provided G-24 members with sophisticated data and analyses that once were available only to richer nations. This expertise has helped countries such as Ethiopia, Trinidad and Tobago, and the Philippines strengthen their hand in high-level monetary negotiations and better integrate into the global economy.
- In 2008, IDRC chaired the Visioning and Development Challenges Working Group of the Consultative Group on International Agricultural Research (CGIAR)'s Change Management Initiative. Canada is a founding member of the CGIAR and remains a strong supporter of its 15 research centres.

"IDRC FOCUSES ON CREATING KNOWLEDGE... AS THE GOVERNMENT'S FOREMOST AGENCY IN FUNDING RESEARCH FOR DEVELOPMENT, IDRC IS A KEY PLAYER ON CANADA'S FOREIGN POLICY TEAM."

— THE HONOURABLE GARY GOODYEAR, MINISTER OF STATE (SCIENCE AND TECHNOLOGY)



On February 25, Minister of State (Science and Technology) Gary Goodyear (left) announced eight new research partnerships as part of the International Research Chairs Initiative. At right, Jianhong Wu, Canada Research Chair in Industrial and Applied Mathematics, York University.

Supporting innovation

IDRC is at the forefront of Canada's efforts to increase developing countries' scientific and technological capabilities. In doing so it brings Canadian expertise to bear on global problems and it provides an international dimension to Canadian science and technology. The launch this year of the International Research Chairs Initiative, a collaboration between IDRC and the Canada Research Chairs Program, is an excellent example of this mutual benefit.

Joining forces for greater impact

IDRC collaborates with many federal government agencies. For example, working with Industry Canada, IDRC was a member of the official Canadian delegation at the G8 science ministerial held in Japan in June 2008.

The Canadian International Development Agency (CIDA) has long been IDRC's most important Canadian partner: both agencies are currently co-funding 35 research activities. A notable example is the Global Health Research Initiative (GHRI). This partnership between IDRC, CIDA, the

Canadian Institutes of Health Research, Health Canada, and the Public Health Agency of Canada — which joined the partnership in 2008–2009 — strengthens Canada's role on the global health research scene and builds health research capacity in developing countries and in Canada.

In addition, IDRC administered the Expert Advisory and Services Fund for the Middle East Peace Process, funded by CIDA from 1992 to 2008. It administers the Middle East Good Governance Fund, initiated by the CIDA Iraq Task Force in 2004, and continues to manage the multi-donor Scholarship Fund for Palestinian Refugee Women in Lebanon, supported by both the Department of Foreign Affairs and International Trade and CIDA.

Reporting to Canadians

IDRC is committed to sharing with Canadians the value and the benefits of the research it supports. During 2008–2009, we reached millions of Canadians through a variety of activities. Here are some examples:

- Around the country, our representatives took part in large conferences where they engaged with Canadians on development issues. For example, at the 14th annual International Economic Forum of the Americas — the Conférence de Montréal — held in June 2008, IDRC hosted an expert panel discussion on "Coping with Climate Change: How the Vulnerable Must Adapt."
- IDRC's partnership with the Canada Research Chairs Program forged new links with the research community and other influential Canadians. Newspaper advertisements announcing the launch of the International Research Chairs Initiative reached an estimated audience of more than one million Canadians.
- Canadian universities were targeted through outreach efforts on campus. Our staff and research associates visited 33 Canadian institutions. In November, for instance, IDRC hosted a session at the University of British Columbia to mark the 35th anniversary of diplomatic relations between Mongolia and Canada.



IDRC's year-long *India Lectures* series welcomed leading Indian sinologist Alka Acharya in October 2008.

- At our Ottawa office, we organized frequent informal “brown bag” presentations featuring our research partners and invited interested parties from the academic community, non-governmental organizations, and government bodies such as CIDA.
- Also in Ottawa, we hosted nine speakers in our *India Lectures* series. The popular series, which attracted diplomats, academics, government officials, journalists, and students, showcases the wealth of eminent thinkers and stimulating ideas emanating from this rising global power. This program celebrates the 25th anniversary of our office in New Delhi, and the enduring and valued collaboration with our Indian research partners.
- We also welcomed other distinguished speakers. In February 2009, for instance, IDRC hosted diplomat Mokhtar Lamani, former ambassador to Iraq for the League of Arab States. Since 2007 he had been a Senior Visiting Fellow at the Centre for International Governance Innovation (CIGI) in Waterloo, Ontario, where IDRC contributed funds toward the first year of his fellowship.
- In October and November, at Library and Archives Canada in Ottawa, we launched a stirring exhibit of 60 images by Italian photographer Mauro Fermariello.

These pictures trace the growth of St Mary's Hospital Lacor in northern Uganda. The hospital — now a major medical centre — was established in the 1960s by Lucille Teasdale and Piero Corti. IDRC supports the foundation bearing their name. An estimated 2500 people viewed the exhibit.

- IDRC collaborated with CIDA to organize a panel discussion during CIDA's International Cooperation Days in November. The theme was “New Frontiers of Communication: How to Bring the Development Story to Canadians.”
- Global media coverage of IDRC's work increased 10% over the year. As of March 31, 2009, IDRC-related projects, staff, and associates had appeared in 1071 news reports reaching an estimated 46.5 million people around the world.
- Our monthly electronic bulletin, an active publishing program, a two-disc CD-ROM that includes a wide selection of material, and our website also allow us to share research results with Canadians.



In Ottawa and beyond, IDRC public events attract wide audiences, including diplomats, academics, government officials, journalists, and students.

Managing for success

A commitment to openness, transparency, and accountability

Collaborative governance

IDRC is committed to incorporating developing-country perspectives into its governance and management. It does so through an international Board of Governors, a Senior Management Committee composed of Canadian and international staff, and six regional offices in Africa, Asia, Latin America, and the Middle East.

This governance structure is one of the factors that allow IDRC and Canada to make a unique contribution in fostering scientific and technological excellence for development in developing countries.

The Board of Governors oversees the Centre's affairs and works with management to set strategic directions and to ensure that objectives are achieved. The Chairman of the Board reports to the Parliament of Canada through the Minister of Foreign Affairs. The Board has four standing committees to assist it in carrying out its responsibilities.

The Board met three times in Ottawa in 2008–2009: it held its regular meetings in June and October 2008 and in March 2009. The Board also engaged in a two-day retreat in March to debate questions related to the 2010–2015 corporate strategic plan, which management will submit to the Board later in 2009. The Board approved the current *Corporate Strategy and Program Framework 2005–2010* in November 2004.

As Chief Executive Officer and an ex officio member of the Board, the President manages and directs the work and staff of the Centre, with the support of the Senior Management Committee (see page 53).

Accountability and transparency

IDRC is accountable for its use of public resources and has many mechanisms in place to help it operate in a highly accountable manner. In fact, IDRC meets or exceeds the standards set by Treasury Board for transparency and accountability in corporate governance.

Examples of IDRC's accountability measures include:

- The Board of Governors' Finance and Audit Committee, which normally meets four times a year, provides financial oversight to the Centre's operations.

- IDRC has a rigorous system of internal audits and external audits. IDRC's financial statements are audited annually by the Office of the Auditor General (OAG). For each of the 39 years of IDRC's existence, the OAG has issued an unqualified opinion on IDRC's financial statements.
- Special Examinations are carried out by the OAG at regular intervals. The last, carried out in 2007–2008 at IDRC's request, did not find any significant deficiencies in the systems and practices examined. The report notes that in several areas, notably research project funding management and human resources, IDRC's management systems have contributed to IDRC's success. The report is available on our website.
- IDRC presented its annual report to Parliament through the Minister of Foreign Affairs in July 2008. The report is available on our website.
- IDRC is subject to both the *Access to Information Act* and the *Privacy Act*: three requests were received under the *Access to Information Act* in 2008–2009. None were received under the *Privacy Act*.
- IDRC publishes travel and hospitality expenses for senior executives on its website, in keeping with the federal government policy on disclosure of these costs.
- IDRC submitted reports on its application of the *Canadian Multiculturalism Act*, the *Employment Equity Act*, and the *Official Languages Act (OLA)*. Because IDRC was identified as having exemplary performance regarding the *OLA*, it was exempt from submitting the narrative report for 2008–2009.
- IDRC submitted its annual report on the *Public Servants Disclosure Protection Act* to the then Canada Public Service Agency.
- Under the *Financial Administration Act*, IDRC is required to conduct internal audits of its records, controls, systems, and practices to ensure that resources are managed economically and efficiently and that operations are carried out effectively. In 2008–2009, IDRC conducted five internal audits. Four internal audits were completed and approved by the Board's Finance and Audit Committee.

Effective administration

Stewardship under the President and three Vice-Presidents — responsible for Corporate Strategy and Regional Management, Programs, and Resources, respectively — ensures IDRC's programmatic relevance, and effective resource management and accountability. The position of Vice-President Corporate Strategy and Regional Management was created in 2008–2009 to fulfill three functions: provide leadership in IDRC's performance management and public accountability functions; communicate IDRC's value and accomplishments; and provide leadership and guidance to IDRC's regional directors.

IDRC conducts its operations according to sound management practices with due regard to both efficiency and effectiveness. Despite the challenges associated with forecasting annual expenditures associated with hundreds of multi-year projects conducted in many countries of the developing world, IDRC's real-time systems and performance tracking at head office and in our six regional offices have enabled us to achieve a variance of less than 1% between our budget and our program expenditures of approximately \$140-million.

Information technology (IT) projects are planned carefully and monitored to promote on-time delivery within scope and budget. During 2008–2009, IDRC devoted approximately 85% of our IT budget to run and maintain existing systems, but we were careful to devote 15% to improve our systems and to respond to new business needs. We also manage our travel through a central supplier and preferred airline agreements so that travellers are made aware of potential safety concerns in various countries and to ensure airfares are discounted.

During 2008–2009, IDRC also instituted a new process for handling international wire payments to increase the efficiency of transactions with our many grant recipients around the world. We also automated the handling of donor funding to facilitate the allocation of donor funds to projects and our reporting to donors. Improvements were also made to the Centre's purchase requisition system.

Treasury Board's strategic review of IDRC, completed in 2007–2008, recognized IDRC's management style as “exemplary.”

Sound performance management

IDRC's performance management system includes strategic planning, integrated risk management, internal audit, and evaluation. Performance indicators are being used for the Centre's five resource management sectors — finance and administration, grant administration, human resources, information technology, and information management. Annual performance reports have been produced for each of these five sectors during the last four years.

As noted in the OAG's 2008 Special Examination, “Overall we found that IDRC has a good structure and processes in place to measure its performance. The Centre has developed an elaborate set of mechanisms over the years to gather and assess the result of its activities. We also noted that IDRC is continually seeking ways to improve the measurement of its programs' outcomes and impacts.”

The Special Examination Report provided direction for IDRC to improve its external reporting to better show to stakeholders and Parliament the extent to which the Centre is meeting its objectives, managing its resources efficiently, and managing its key risks. IDRC is committed to improving its external reporting and is acting to do so.

Strategic planning

IDRC's *Corporate Strategy and Program Framework 2005–2010* (CS+PF) is the Centre's strategic plan. It describes how the Centre intends to implement the *IDRC Act* within that five-year period.

The plan, based on a careful assessment of the international and domestic contexts for the Centre's work, continues to guide IDRC's activities. Planning for the *IDRC Strategic Plan 2010–2015* began this year with the preparation of three background papers on the development and donor environments and on IDRC's business model. Consultations

TREASURY BOARD'S STRATEGIC REVIEW OF IDRC, COMPLETED IN 2007–2008, RECOGNIZED IDRC'S MANAGEMENT STYLE AS "EXEMPLARY."

with researchers and development practitioners were held in four developing regions to inform IDRC's discussions. The Board of Governors held a retreat in March 2009 to provide direction to management on these issues.

In the coming year further consultations will be held with IDRC's partners in the Canadian foreign policy and research communities, with grant recipients and other donors, and with IDRC staff.

Informed risk management and internal audit

Proactive risk management

The Centre operates in an environment full of risks — scientific, geographic, political, environmental, and financial. IDRC takes these risks knowingly, and relies on the professional expertise of its staff to effectively mitigate these risks to a manageable level. It does this by applying high ethical and accountability standards, following sound project management techniques, relying on on-the-ground expertise of regionally based staff, and employing strong financial stewardship.

Through close to 40 years of support to researchers and institutions in the developing regions of the world, IDRC has developed a strong, adaptive risk management approach that allows it to capitalize on opportunities, enhance predictability, and protect corporate assets.

Key elements of risk management include our regional offices, the professional staff who assess the environments in which projects will be carried out, and the sharing of strategic intelligence with other donors and organizations in Canada and elsewhere. Among actions taken is a risk assessment of countries in which IDRC operates, as well as a well-developed system to assess key recipient institutions based on the amount of funding provided, the institution's capacity to administer IDRC grants, and the conditions in the country and region. At March 31, 2009, 774 institutions were working with the Centre.

IDRC is committed to implementing a continuous, proactive, and systematic approach to risk management that is effected by the Board, management, and staff. The integrated Risk Management Policy and the Corporate Risk Profile outline the key risks that have to be addressed by management. This year, IDRC created a project risk management working group, which is addressing questions raised in the OAG's 2008 Special Examination.

Business continuity plans are in place and continue to be reviewed to ensure that IDRC can operate under difficult conditions while ensuring staff safety.

Internal audit

Internal audit provides independent assurance and advice on the effectiveness and efficiency of IDRC's risk management, control, and governance processes. It objectively examines specific areas of Centre operations approved in the annual Internal Audit Plan of Work. These assessments are evidence-based and examine the extent to which IDRC's systems and practices operate effectively to achieve objectives; Centre resources are managed efficiently; and assets are appropriately controlled and safeguarded.

Internal audit has long been a part of IDRC. In June 2006, IDRC's Board of Governors approved a new Internal Audit Charter that allowed the Centre the flexibility to outsource all or part of its internal audit function. At the end of 2007–2008, IDRC management, with the support of the Board's Finance and Audit Committee, designated an internal management position as the Centre's Chief Audit Executive. The actual conduct of IDRC's internal audits are co-sourced with external service providers.

Each year, the Senior Management Committee reviews the Internal Audit Plan of Work, which is approved by the Board's Finance and Audit Committee. In 2008–2009, work completed under the approved plan included internal audits of the regional offices for South Asia and China (New Delhi) and for Southeast Asia (Singapore), an audit of controls over revenue, and an audit of travel health and safety. Additionally, a risk assessment and audit strategy for IDRC's information technology was carried out.

Evaluation for greater accountability and learning

Evaluation supports the Centre's mandate and underpins its reputation for excellence. It enhances the relevance, effectiveness, and efficiency of both research and corporate processes by managing external reviews of programs. It builds evaluative thinking and learning into IDRC's work and conducts strategic evaluations on topics that cross-cut many Centre activities. It also builds the field of evaluation for research, particularly in developing countries.

Evaluation at IDRC is decentralized and user-focused. It also seeks to balance learning and accountability.

A decentralized approach

By embedding evaluation expertise and activities throughout IDRC and its programs, the Centre ensures that results are relevant and can be used for both accountability and learning. At the program level, for instance, the Global Health Research Initiative this year created a senior position for monitoring and evaluation, thereby introducing a new approach to managing evaluation at the Centre. At the project level, nine community-based natural resource management projects in Asia have joined forces with IDRC to develop and test methods for evaluating how best to develop the capacities of organizations to use evaluations most effectively.

In 2008–2009, the Evaluation Unit received 36 evaluation reports: 23 were project and program level evaluations; 13 were external reviews of IDRC programs or strategic evaluations.

Focus on the users

Involving users in key phases of the evaluation process is a hallmark of IDRC evaluations. This user-orientation ensures that the evaluation is tailored to the needs of the users and increases chances that evaluation results will be used. At the project level, use-oriented findings can help improve the way projects are implemented and broaden their scope. For instance, an evaluation of the Kenya-based African Highlands Initiative helped the natural resource management project, supported by IDRC since 1995, scale up from the local to the national level. At the corporate level, internal reviews can improve processes and accountability. A Centre-wide review of competitive grants — a mechanism increasingly used by IDRC programs to fund research — led to new guidelines for staff.

Balancing learning and accountability

The Evaluation Unit addresses IDRC's priorities through research, development, and the promotion of processes that balance learning with accountability. This is achieved by developing and using a range of tools and approaches. Outcome Mapping — pioneered by IDRC — is a case in point. IDRC is now collaborating with individuals and organizations around the world studying new trends in evaluation that can aid or hinder development. IDRC has also partnered with One World Trust, a UK-based research group, to improve organizations' transparency and accountability.

An ethical organization

IDRC adheres to the highest ethical standards. For example, all IDRC grants require that the recipient adhere to internationally recognized ethical standards: grant recipients must report on their compliance with standards to protect the dignity and privacy of individuals, participants' health, and their living conditions.

IDRC supports the objectives of the 1992 *Convention on Biological Diversity*, in particular that of promoting the fair and equitable sharing of the benefits arising from the use of genetic resources.

Ethics in the workplace

IDRC's *Code of Conduct* — adopted in 2006–2007 — fosters a work environment that is supportive and encourages creativity, innovation, competence, and teamwork, as well as fair and equitable management. Employees report on their achievements in promoting and adhering to the *Code of Conduct* as part of their annual performance appraisal.

The *Code of Conduct* meets the requirements of the *Public Servants Disclosure Protection Act*. IDRC's policy on harassment and discrimination in the workplace implements the principles of the *Canadian Human Rights Act*.

Environmental stewardship

IDRC aims to be a green organization. Our environmental commitments are met most clearly through the activities of the Environment and Natural Resource Management program area, which supports grassroots action and policy research that offer viable alternatives to or improve on current practices and institutions. We also consider environmental impacts when evaluating all potential projects.

In 2008–2009, IDRC offset its carbon footprint with the purchase of 10 000 tonnes of carbon dioxide equivalent credits associated with wind energy projects in India.

Other environmental actions in 2008–2009 included

- a recycling program at the Ottawa head office where paper, water, and energy conservation are promoted

- energy, water, and resource conservation measures in all IDRC regional offices
- the use of recyclable, recycled paper or paper from responsibly managed forests in IDRC publications
- the promotion of the use of public transit: in its Ottawa office, the Centre participates in OC Transpo's ECOpass program. A secure bicycle storage area is available to staff who cycle to work.

Good corporate citizenship

IDRC employees again demonstrated their generosity by contributing \$49 975 to the 2008–2009 Government of Canada Workplace Charitable Campaign — 116% of the Centre's objective. The campaign supports a number of local charities.

Two IDRC Dragon Boat teams raced in the 2008 Ottawa Dragon Boat Festival, raising \$4675 for local charities.

Staff also contributed to the Snowsuit Fund, as well as to the Ottawa Food Bank

Human resources management: Supporting staff excellence

IDRC's highly qualified and diverse workforce is key to our success. The varied perspectives brought by staff with different cultural backgrounds enriches the Centre's approaches, enables us to better understand issues affecting local populations around the world, and helps us make more effective policy and program decisions. A survey last year showed that staff in Ottawa and the regional offices used 27 languages at work, enabling IDRC to provide support to research partners around the world.

In the last year, IDRC continued its efforts to ensure a representative workforce and a welcoming organizational culture of respect, trust, and competence. For example,

- we introduced a number of policies and guidelines, including on official languages and on the management of people with disabilities

- policies were developed on pre-retirement leave and leave with income averaging
- alternative language learning programs were introduced for staff who frequently travel
- several initiatives were launched to improve staff well-being and a new program was implemented
- during the lengthy public transportation strike in Ottawa last winter, flexible work arrangements were encouraged
- the annual Performance Review and Appraisal System was simplified.

Given the challenges associated with having a workforce that travels extensively in some of the more difficult regions of the world, the health and safety of staff are of particular importance. IDRC has a travel health unit, as well as a Security and Emergency Planning Team and a Travel Advisory Committee that monitors potential and ongoing concerns. Up-to-date travel advice is provided on the Intranet and a 24-hour emergency telephone number is available to all staff. An internal audit carried out in 2008–2009 found that IDRC had an effective governance and management control framework for managing traveller health and safety.

Through its travel management services contractor, IDRC has access to a database that shows the itineraries of all staff and IDRC-sponsored travellers. This allows us to easily identify who may be headed toward travel “hot spots,” allowing management to react quickly to ensure the safety of travellers.

IDRC’s salary and benefits package is adjusted annually. Comprehensive reviews are undertaken every three years: a review for Ottawa-hired staff salaries was carried out in 2008–2009, as well as a review of benefits specific to Ottawa-hired staff working overseas.

Employee satisfaction is gauged through regular consultation with the Staff Association and annual meetings with staff.

An all-staff Quick Pulse Survey carried out in 2008–2009 to seek employee perceptions of various aspects of the IDRC work experience obtained a response rate of 82%. Overall findings were positive, with 96% of staff indicating that they are proud to say they work for the Centre. We are following up on areas where improvements can be made.

IDRC STAFF: FULL-TIME EQUIVALENTS			
	2009–2010 Budget	2008–2009 Revised budget	2007–2008 Revised budget
Head office	299	293	278
Ottawa-hired regional employees	45	42	43
Locally engaged staff in regional offices	109	104	102
Subtotal	453	439	423
Externally funded project staff	7	50	47
Total	500	489	470



Sound Corporate Governance

Advancing the development research agenda

A collaborative and visionary approach

The Board of Governors

IDRC's work is guided by a 21-member international Board of Governors; the Chairman of the Board reports to Parliament through the Minister of Foreign Affairs. The *IDRC Act* stipulates that a majority of members, including the Chair and Vice-Chair, must be Canadian. Up to 10 Governors are appointed from other countries. The composition of its Board helps to ensure that the Centre's programs and operations effectively respond to the needs of the developing world, adhere to good governance practices, and uphold the public interest in its undertakings.

Board Stewardship

IDRC's Board is committed to openness, transparency, and accountability in discharging its responsibilities. Its key responsibilities are to

- establish IDRC's strategic direction
- review and approve the Centre's budget and financial statements
- assess and ensure systems are in place to manage risks associated with the Centre's business
- ensure the integrity of the corporation's internal control and management information systems
- monitor corporate performance against strategic and business plans
- assess its own performance in fulfilling Board responsibilities
- measure and monitor the performance of the President/Chief Executive Officer
- ensure that the Centre has an effective communications strategy.

The Board ensures that the Centre adheres to the *IDRC Act* and its mandate to initiate, encourage, support, and conduct research into the problems of the developing regions of the world.

Strategic direction

The *IDRC Act* defines the Centre's mandate.

This year marked the fourth year of operations under the *Corporate Strategy and Program Framework 2005–2010* (CS+PF), and of its companion document, the *Operational Framework*.

Oversight and assurance

IDRC's Finance and Audit Committee helps the Board fulfill its oversight responsibilities. The Committee works closely with the Chief Financial Officer, the Chief Audit Executive, and the Office of the Auditor General (OAG). Its responsibilities include ensuring that the principal risks of the Centre's business have been identified, that they are properly managed, and that assets are well protected. A corporate risk profile prepared by IDRC's Risk Management and Internal Audit Unit assists them in this task.

Effective reporting

Annually, the Board of Governors receives a report on the status of IDRC programs and activities in relation to the overall *Corporate Strategy and Program Framework*. In March, the planned *Program of Work and Budget* for the coming year is presented to the Board for review and approval.

At its meeting in June, the Board receives an account of the past year's activities from the Evaluation Unit and the Communications Division. The report on the annual financial audit, conducted by the OAG, and the year's audited financial statements are presented at this time.

Audit regime

The annual audit regime includes both internal and external audits. The Office of the Auditor General performs all external audits, including the annual attest audit of the Centre's financial statements and periodic Special Examinations. Internal audits are reported to the Finance and Audit Committee at its regular meetings. The status of internal audits in relation to the Internal Audit Plan of Work is reported to the Board twice a year.

THE BOARD ENSURES THAT THE CENTRE ADHERES TO THE *IDRC ACT* AND ITS MANDATE TO INITIATE, ENCOURAGE, SUPPORT, AND CONDUCT RESEARCH INTO THE PROBLEMS OF THE DEVELOPING REGIONS OF THE WORLD.

Communications

IDRC's annual report is an important vehicle for communicating with Parliament, the Canadian government, and Canadians. IDRC consults closely with the Canadian foreign policy family — the Department of Foreign Affairs and International Trade, the Canadian International Development Agency, and the Privy Council Office, among others — as well as with Canadian scientific and research communities on key issues.

IDRC also presents research results to Canadians through its website, corporate publications, activities, and events across Canada.

Working with Management

Board and management relations

Board and management relations are characterized by a spirit of openness and transparency and a common belief in the principle of accountability and good public governance practices, to achieve the highest level of organizational performance.

The Board measures and monitors the performance of the President. The Board annually discusses with the President its evaluation of his performance. The President's objectives and performance measures are developed at the outset of each year in consultation with the Board.

Succession planning

IDRC's approach to succession planning focuses, in part, on developing staff of high potential to ensure that the next generation of leaders is in place to support the Centre's commitment to excellence. Annually, the President and Vice-Presidents review senior staff to ensure continuing organizational fit and that future organizational needs will be met. The President briefs the Board on the demographic picture and the succession planning strategies to be undertaken.

Board independence

The Board has established processes that allow it to function independently of management. The roles of the Chairman and the President, who is the CEO, are separate: the Chairman manages the affairs of the Board; the President is responsible for the daily operations of the Centre. All Board members are appointed by the Governor in Council.

The Board normally meets three times a year. Every session includes an in-camera discussion and reports from Board committees. The Board has four standing committees: the Executive Committee, the Finance and Audit Committee, the Governance Committee, and the Human Resources Committee. Committee members are elected on the basis of their interests, expertise, and availability. The Board also establishes ad hoc committees to deal with particular issues as the need arises.

The Board has conflict of interest guidelines to maintain the highest standard of integrity for its members.

Executive Committee (as of March 31, 2009)

Members: The Honourable Barbara McDougall (Chair); Denis Desautels; Ged Davis; Andy Knight; David Malone; Faith Mitchell; Francisco Sagasti.

Finance and Audit Committee (as of March 31, 2009)

Members: Denis Desautels (Chair); Ahmed Galal; Frieda Granot; Andrés Rozental.

Governance Committee (as of March 31, 2009)

Members: The Honourable Barbara McDougall (Chair); Jocelyn Coulon; Denis Desautels; David Malone; Faith Mitchell; Xue Lan.

Human Resources Committee (as of March 31, 2009)

Members: Faith Mitchell (Chair); Amina J. Ibrahim; Claude-Yves Charron; Andy Knight; Pratap Mehta.

Functioning of the Board

Renewal of the Board

The *IDRC Act* specifies that at least 11 of the Governors must have experience in international development or a background in the natural or social sciences, or technology. These stipulations are reflected in a profile of skills and experience developed by the Board to assist in identifying suitable candidates to fill Board vacancies.

Board members are appointed for a term of four years and may be appointed for a further term. In 2008–2009, two Governors were appointed to the Board.

Orientation

New Board members participate in an orientation program and receive extensive background material on the Centre and its operations. All Board members are encouraged to make at least one trip during their term to visit IDRC projects, to consult with partners, and see first-hand how IDRC works and the impact of the research it supports. This year, a field trip was organized to India and Sri Lanka in January 2009.

Compensation

Compensation for Board members is set according to *Government of Canada Remuneration Guidelines for Part-time Governor in Council Appointees in Crown Corporations*. These guidelines establish the following ranges:

- Per diem for Governors: \$390 – \$420
- Annual retainer for Committee Chairs: \$4 600 – \$5 400
- Annual retainer for the Chairman: \$9 200 – \$10 800

Responsibility for corporate governance

The Board of Governors is responsible for the overall approach to governance issues in the Centre. Looking to its own governance practices and performance, the Board, under the leadership and direction of the Chairman, conducts a self-assessment exercise every year.

Committee membership and responsibilities are reviewed annually.

In October 2008, the Board changed the name of the Nominating Committee to the Governance Committee. New Terms of Reference, with an expanded mandate to review issues with respect to corporate governance, were adopted.

The IDRC Board of Governors 2008–2009

THE HONOURABLE BARBARA MCDUGALL,
Chairman, Toronto, Canada

Advisor, international business development, corporate governance, and government relations, Aird & Berlis; former Secretary of State for External Affairs and Minister of Employment and Immigration

MARY COYLE, Vice-Chairman, Antigonish, Canada
(resigned May 26, 2008)

Vice President and Director, Coady International Institute, St Francis Xavier University; former Executive Director, Calmeadow, Toronto

DENIS DESAUTELS, Vice-Chairman, Ottawa, Canada
(elected October 21, 2008)
Executive-in-Residence, Telfer School of Management, University of Ottawa; former Auditor General of Canada; member of several boards of directors, including the Laurentian Bank of Canada, Bombardier Inc., Groupe Jean Coutu, and CARE Canada

DAVID M. MALONE, President, IDRC, Ottawa, Canada
(appointed July 1, 2008)
Former High Commissioner for Canada to India and non-resident Ambassador to the Kingdom of Bhutan and to Nepal; former Assistant Deputy Minister (Global Issues), Department of Foreign Affairs and International Trade; former President, International Peace Academy (New York)

MAUREEN O'NEIL, President, IDRC, Ottawa, Canada
(term ended June 30, 2008)
Former President (interim), International Centre for Human Rights and Democratic Development; former President, The North–South Institute

LALLA BEN BARKA, Addis Ababa, Ethiopia
(term ended February 16, 2009)
Deputy Executive Secretary, United Nations Economic Commission for Africa; former Regional Director, UNESCO Africa

CLAUDE-YVES CHARRON, Montréal, Canada
Vice-President, Université du Québec à Montréal; Secretary General, ORBICOM (Network of UNESCO Chairs in Communications); High-level Senior Advisor, UN Global Alliance for Information and Communication Technologies and Development

JOCELYN COULON, Montréal, Canada
Visiting Researcher, Centre d'études et de recherches internationales de l'Université de Montréal (CÉRIUM) and Director, CÉRIUM's Réseau francophone de recherche sur les opérations de paix; former Director, Pearson Peace-keeping Centre, Montréal campus

ANGELA CROPPER, Trinidad and Tobago
(resigned October 16, 2008)
Assistant Secretary-General and Deputy Executive Director, United Nations Environment Programme; Co-founder and former President, The Cropper Foundation

GED DAVIS, Sevenoaks, United Kingdom
Co-President, Global Energy Assessment, International Institute for Applied Systems Analysis; former Deputy Chairman, EcoCities plc

AHMED GALAL, Cairo, Egypt
Managing Director, Economic Research Forum; former Executive Director and Director of Research, Egyptian Center for Economic Studies

FRIEDA GRANOT, Vancouver, Canada
(appointed April 11, 2008)
Senior Associate Dean, Strategic Development and External Relations, and Advisory Council Chair in Management Science at the Sauder School of Business, University of British Columbia; former Dean, Faculty of Graduate Studies, UBC

ROBERT GREENHILL, Gatineau, Canada
(resigned June 19, 2008)
President, Canadian International Development Agency

AMINA J. IBRAHIM, Abuja, Nigeria
Senior Special Assistant to the President of Nigeria on the Millennium Development Goals; former National Coordinator, Education for All, Federal Ministry of Education, Nigeria

W. ANDY KNIGHT, Edmonton, Canada
Professor, International Relations, Department of Political Science and Coordinator/Advisor, Peace and Post-Conflict Studies Program, University of Alberta

PRATAP MEHTA, New Delhi, India
President, Centre for Policy Research; former Professor of Government, Harvard University

FAITH MITCHELL, Washington DC, United States
Vice-President for Program and Strategy, Grantmakers in Health; former Senior Program Officer, Institute of Medicine, National Academies

ANDRÉS ROZENTAL, Mexico City, Mexico
President, Mexican Council on Foreign Relations; former Ambassador of Mexico to the United Kingdom, and Deputy Foreign Minister

FRANCISCO SAGASTI, Lima, Peru
External Advisor, former President, FORO Nacional/Internacional; former Director, AGENDA: Peru

LINDA SHEPPARD WHALEN, St John's, Canada
(term ended February 16, 2009)
Editor, *The Newfoundland Quarterly* and President and Chief Executive Officer, Centre for Long-term Environmental Action in Newfoundland and Labrador

XUE LAN, Beijing, People's Republic of China
Dean, School of Public Policy and Management, Tsinghua University; former Assistant Professor, Engineering Management and International Affairs, George Washington University

Board Meeting Attendance

April 1, 2008–March 31, 2009

LALLA BEN BARKA
(term ended February 16, 2009)
0 out of 2 meetings

CLAUDE-YVES CHARRON
3 out of 3 meetings

JOCELYN COULON
3 out of 3 meetings

MARY COYLE
(resigned May 26, 2008)

ANGELA CROPPER
(resigned October 16, 2008)
0 out of 1 meeting

GED DAVIS
3 out of 3 meetings

DENIS DESAUTELS
3 out of 3 meetings

AHMED GALAL
3 out of 3 meetings

FRIEDA GRANOT
(appointed April 11, 2008)
3 out of 3 meetings

ROBERT GREENHILL
(resigned June 19, 2008)

AMINA J. IBRAHIM
1 out of 3 meetings

ANDY KNIGHT
2 out of 3 meetings

DAVID MALONE
(appointed July 1, 2008)
2 out of 2 meetings

**THE HONOURABLE
BARBARA MCDUGALL**
3 out of 3 meetings

PRATAP MEHTA
3 out of 3 meetings

FAITH MITCHELL
2 out of 3 meetings

MAUREEN O'NEIL
(term ended June 30, 2008)
1 out of 1 meeting

ANDRÉS ROZENTAL
2 out of 3 meetings

FRANCISCO SAGASTI
3 out of 3 meetings

LINDA SHEPPARD WHALEN
(term ended February 16, 2009)
2 out of 2 meetings

XUE LAN
2 out of 3 meetings

Senior Management Committee

IDRC's Senior Management Committee is subject to the President's ultimate responsibility for supervising and directing the work and staff of the Centre, and to the overall responsibility of the Board of Governors, as provided in the *IDRC Act*.

The Committee's functions are

- to assist the President in discharging his obligations to the Board of Governors and, in doing so, to formulate the main corporate objectives, policies, and programs

that are submitted to the Board and embodied in the *Corporate Strategy and Program Framework*, the *Operational Framework*, the annual *Program of Work and Budget*, the evaluation system, the annual report, and in specific policy papers as may be required; and

- to develop, foster, and communicate corporate interests and values; to anticipate events affecting the Centre; and to promote team work, adaptability to change, and collaboration among the different responsibility units.

Senior Management Committee 2008–2009

MAUREEN O’NEIL

President (Chair)

(term ended June 30, 2008)

DAVID M. MALONE

President (Chair)

(appointed July 1, 2008)

FEDERICO BURONE

Regional Director, Latin America and the Caribbean

MICHAEL CLARKE

Director, Information and Communication
Technologies for Development

SYLVAIN DUFOUR

Director, Finance and Administration

NASER FARUQUI

Director, Innovation, Policy and Science
(appointed August 1, 2008)

GILLES FORGET

Regional Director, West and Central Africa
(retired August 22, 2008)

CONSTANCE FREEMAN

Regional Director, Eastern and Southern Africa

RICHARD FUCHS

Regional Director, Southeast and East Asia

BRENT HERBERT-COPLEY

Director, Social and Economic Policy

RICHARD ISNOR

Director, Innovation, Policy and Science
(resigned April 4, 2008)

JEAN LEBEL

Director, Environment and Natural Resource Management

STEPHEN MCGURK

Regional Director, South Asia and China

ROHINTON MEDHORA

Vice-President, Programs and Partnerships

LAUCHLAN T. MUNRO

Vice-President, Corporate Strategy and Regional
Management (appointed October 20, 2008);
Director, Policy and Planning (until October 20, 2008)

ANNETTE NICHOLSON

Secretary and General Counsel

LINE NOREAU

Director, Human Resources

EGLAL RACHED

Regional Director, Middle East and North Africa

CHANTAL SCHRYER

Director, Communications and Parliamentary Affairs

GERD SCHÖNWÄLDER

Director, Policy and Planning
(appointed February 19, 2009)

KATHRYN TOURÉ

Regional Director, West and Central Africa
(appointed October 2, 2008)

DENYS VERMETTE

Vice-President, Resources and Chief Financial Officer

A woman wearing a white lab coat and a light blue hijab is working in a greenhouse. She is holding a wooden handle and a dark stem of a plant. The background shows the structure of the greenhouse and other plants.

Management's Discussion and Analysis

Management's discussion and analysis

Summary

The International Development Research Centre (the Centre) continues to be in a good financial position: revenues are increasing even though Parliamentary appropriations are forecast to level off in 2009–2010, expenditures are under control, and liquidities are adequate. The Centre's administrative services costs have declined during the last six years from about 18% to just under 14% of total expenditures.

During 2008–2009, the Centre continued to take a focused approach to mandate delivery: it regularly reviewed priorities and reallocated resources as needed. Following an expenditure reallocation exercise carried out in parallel to Treasury Board's 2007 strategic review, the Centre deemed it relevant and effective to reduce expenditures in four areas (see page 61). It also decided to increase expenditures in four higher priority, higher performing areas: 1) the activities of IDRC's Innovation, Policy and Science, and Social and Economic Policy

programs in Latin America and the Caribbean; 2) democratic governance in fragile states, particularly in Haiti and Afghanistan; 3) democracy, openness, and transparency; and 4) private sector development, notably research on regulatory reform and financing.

Outstanding commitments funded by Parliamentary appropriations have remained stable while outstanding commitments funded by donor partnerships have increased significantly during the year. This ensures a steady stream of donor partnership revenues over the next two years.

During 2008–2009, program expenditures funded by Parliamentary appropriations grew over the previous year while new project allocations funded by these appropriations decreased. This is due to the allocation of additional funds that became available at the end of 2005–2006 and 2006–2007 (see Figure 7 on page 70).

The following section discusses the statement of operations, the balance sheet, and other key financial indicators.

Statement of operations

TABLE 1: REVENUES

(000)	2009–2010	2008–2009			2007–2008	% change actual ^a
	Budget	Revised budget	Actual	Variance	Actual	
Total revenues	210 861	200 238	203 764	3 526	182 093	11.9%
Parliamentary appropriations	165 227	163 190	168 828	5 638	149 742	12.7%
Donor partnerships						
Funding for development research programs	40 137	31 469	29 675	(1 794)	26 091	13.7%
Recovery of administrative costs	4 214	3 122	2 969	(153)	2 729	8.8%
Investment income	840	1 376	1 096	(280)	2 377	-53.9%
Other income	443	1 081	1 196	115	1 154	3.6%

^a % change actual in 2008–2009 over 2007–2008.

For the purpose of this discussion, **Parliamentary appropriations** will be included with revenues, although they are not classified as revenue on the statement of operations. The Centre's funding is derived from five sources: Parliamentary appropriations, donor partnerships, recovery of administrative costs, investment income, and other income.

The Centre receives different types of **Parliamentary appropriations**. The Parliamentary appropriation represents the Centre's share of Canada's Official Development Assistance (ODA) envelope as well as modest federal government funding from sources other than ODA. This year's total Parliamentary appropriation was \$5.6 million higher than budgeted.

From time to time, the Centre receives additional one-time Parliamentary appropriations for specific projects or programs (see Note 11 of the Notes to the Financial Statements, page 88). These funds are recorded as deferred revenue and recognized when the related expenses are incurred. The revenues recognized in that manner during this year relate to an appropriation for the Institute for Connectivity in the Americas (ICA). The first wave of funding has now been fully used and new funding became available, which resulted in revenues being \$2.3 million higher than budgeted. Administrative cost recovery has been included in

the revenue related to ICA. The Centre also received a \$4.0 million transfer late in the year, which contributed to the higher appropriation income. A portion of the transfer will allow the Centre to conduct research in Africa in the areas of private sector development and health. The other portion of the transfer will be used to create and share knowledge to improve health and build global health research capacity in developing countries and in Canada.

Included in the Parliamentary appropriations are transfers from other federal agencies. These amounts are not part of the long-term recurring funding base. Table 2 shows the gross revenue from Parliamentary appropriations before accounting adjustments are made (see Note 10 of the Notes to the Financial Statements, page 88). The non-recurring transfers are a result of the Program and Partnership Branch's efforts to establish collaborations with federal agencies. In 2009–2010, Parliamentary appropriations will include transfers from the Canadian Institutes of Health Research (\$3.45 million) and from the Canadian International Development Agency (CIDA) (\$2.0 million). The Centre will use these appropriations to increase funding of existing programs in the health equity and information and communication technologies areas.

TABLE 2: APPROVED PARLIAMENTARY APPROPRIATIONS

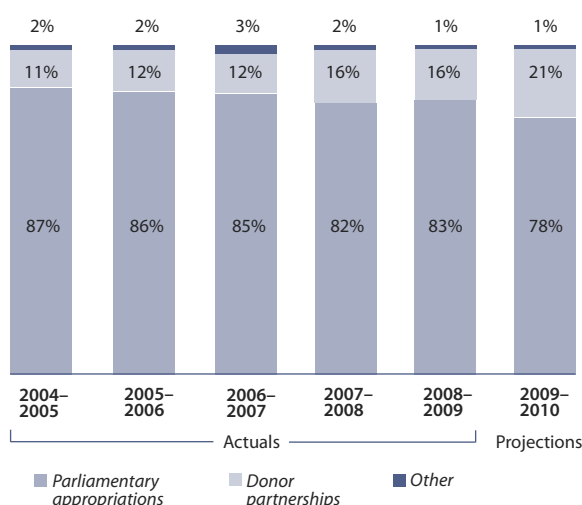
(\$000)	2009–2010	2008–2009	2007–2008	% change actual ^a
	Budget	Actual	Actual	
Recurring appropriation	158 467	158 175	145 487	8.7%
Non-recurring appropriations (transfers from)				
Canadian International Development Agency	2 000	8 700	6 800	27.9%
Canadian Institutes of Health Research	3 450	3 550	3 650	-2.7%
Public Health Agency of Canada	—	70	—	—
	5 450	12 320	10 450	17.9%
Total approved appropriations	163 917	170 495	155 937	9.3%

^a % change actual in 2008–2009 over 2007–2008.

The Centre's Parliamentary appropriations for fiscal year 2009–2010 is anticipated to be the same as in 2008–2009. While the Canadian government has announced that the International Assistance Envelope (IAE) would increase in 2009–2010, there remains considerable uncertainty as to how the increase will be distributed among the departments, agencies, and Crown corporations that normally share the IAE budget. Decisions on the distribution of any growth within the IAE will not be made until the year is well underway. Most of the IAE funding goes to ODA.

In past years, the Centre's Parliamentary appropriations have represented approximately 85% of total revenues. The apparent reduction in 2009–2010 (see Figure 1) is due to an anticipated increase in donor revenues rather than a decrease in the Parliamentary appropriation. This does not take into account a possible increase in the appropriation for 2009–2010.

FIGURE 1: RELATIVE SHARES OF INCOME
(ACTUAL AND PROJECTED) 2004–2005 TO 2009–2010

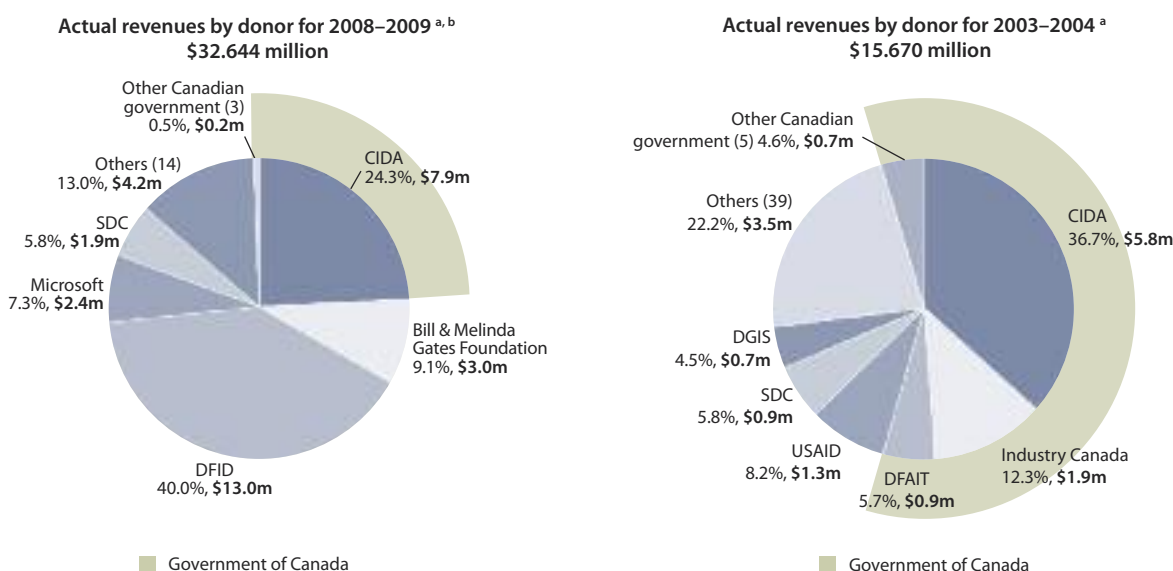


Revenues from **donor partnerships** (see page 56) relate either to funding targeted to specific research projects within existing development research programs conducted or managed by the Centre on behalf of other organizations, or to contributions applied to entire development research programs. The funds received in advance are deferred and recognized as revenue when the related expenses are incurred. The total revenue for development research programs funded by donor partnerships for the year was \$29.7 million, or \$1.8 million lower than budgeted. The difference is primarily due to the delayed start-up of the Think Tank Initiative and a large project in Africa, as staffing took longer than initially anticipated because of the specialized expertise required to undertake the work. However, more agreements than expected were signed during the year, which compensates to some extent for the lower-than-budgeted donor revenues.

The sources of donor funding have changed significantly in recent years. In 2003–2004, close to 59.3% of donor funding came from Canadian government organizations: in 2008–2009, this proportion decreased to 24.8% (see Figure 2, page 59). While the relative share of CIDA funding has decreased, the amount of donor partnership funding received from CIDA increased to \$7.9 million in 2008–2009 (up from \$5.8 million in 2003–2004). Some of the collaboration is broader and the funding mechanisms now include appropriation transfers that were previously little used. In 2008–2009, the Centre received \$8.7 million in appropriation transfers from CIDA (see Table 2, page 57), in addition to donor partnership funding.

The 2009–2010 budget shows an anticipated increase of 35.2% in donor partnership funding compared to 2008–2009 actuals. Over the past years the Centre has entered into large financial agreements with donors to fund entire programs. The implementation of these programs will continue during the 2009–2010 fiscal year and new programs are expected. Of the \$40.1 million in donor partnership funding for development research programs in

FIGURE 2: REVENUES FROM DONOR PARTNERSHIPS



^a Includes development research programs and administrative cost recovery.

^b Collaboration through appropriation transfers not included (see Table 2).

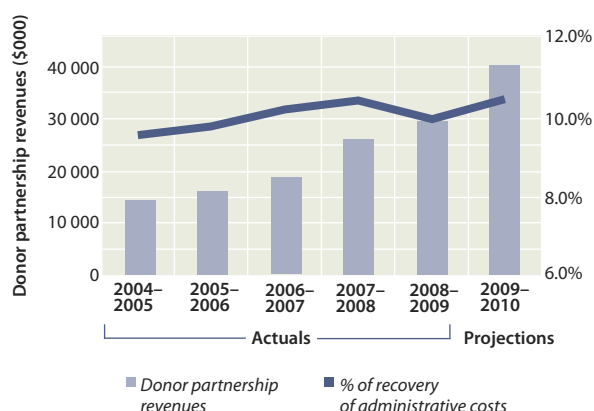
CIDA: Canadian International Development Agency; DFAIT: Department of Foreign Affairs and International Trade; DFID: Department for International Development (UK); DGIS: Directorate-General for International Cooperation (The Netherlands); SDC: Swiss Agency for Development and Cooperation; USAID: United States Agency for International Development

2009–2010, \$37.2 million will be recognized against existing donor agreements (up from \$25.6 million in 2008–2009), and \$2.9 million will be recognized against new agreements expected to be signed during the year. The projected increase in revenues comes from the expansion of co-funding with the Bill & Melinda Gates and The William and Flora Hewlett foundations.

Revenue from the **recovery of administrative costs** represents the amount that the Centre recovers to administer external funds. The costs recovered do not include core operating costs covered by the Parliamentary appropriations but do include all actual costs to administer the projects and to support project staff. The methodology to

calculate the rate of cost recovery is based on generally accepted management accounting principles and is reviewed at least annually. The 2008–2009 revenue was slightly under budget (\$0.2 million). Since the recovery of administrative costs from donor partnership agreements is proportionate to donor partnership revenues recognized, the total variance in this area is proportional to the variance in the revenues recognized from donor partnerships. The budget for 2009–2010 is proportionately higher because of an expected increase in donor partnership revenues.

FIGURE 3: RECOVERY OF ADMINISTRATIVE COSTS COMPARED TO DONOR PARTNERSHIP REVENUES



As shown in Figure 3, in 2004–2005, the recovery of administrative costs on donor funding contracts averaged around 9.6%. In 2008–2009, the percentage decreased to 10.0% compared to 10.5% in 2007–2008; this is because recovery of administrative costs for a few older agreements was not commensurate to expenses. In 2008–2009, the Centre subjected its cost recovery calculation to an external audit (essentially completed at 31 March 2009). As a result of the calculations, the target for the standard administrative cost recovery rate was set at 12%. This rate applies to all partnerships except those with CIDA, with which the Centre has a long-standing relationship: the administrative cost recovery for agreements with CIDA is set at 10%. The Centre has budgeted an average cost recovery rate of 10.5% for 2009–2010 to account for some older ongoing agreements with lower cost recovery rates, the rate set for CIDA agreements, and some of the newer agreements where costs are actually less than 12%.

The Centre invests its available cash in high-quality money market instruments. In 2008–2009, the **investment income** amounted to \$1.1 million. The yield on investments is lower than in recent years, but the Centre continues to outperform its benchmark of Treasury Bill yields by a small margin (actual return on investment was 2.95% compared to an average Treasury Bill yield of 2.19%). Next year's budget

shows a decrease in investment income, mainly because of lower market yields, but also because of a decrease in the foreseen average value of the investment portfolio.

Other income includes revenues associated with conference and catering facilities and other miscellaneous items such as the sale of publications and office space sub-leasing. Income from these sources amounted to \$1.2 million. The 2009–2010 other income revenues may decrease as a result of fewer catering services being provided to external clients because of the current economic situation and the uncertainty of receiving a municipal property tax refund (\$0.5 million).

The Centre's expenses are tracked based on a three-tier cost structure. This structure distinguishes between development research programs, development research support, and administrative services costs.

The **development research program** (see Table 3, page 61) expenses reflect the direct costs (mainly in the form of grants) of scientific and technical research projects administered by the Centre as part of its ongoing programs. In 2008–2009, the share of research program expenses funded by Parliamentary appropriations was \$109.4 million. This amount is 9.2% higher than the previous year. The \$2.3 million variance (2.2%) between actual and budgeted expenses funded by Parliamentary appropriations is partly due to the additional funding for the Institute for Connectivity in the Americas (see the Revenues discussion for more information), which resulted in expenditures of \$1.1 million more than budgeted. The remainder of the variance (an overrun of \$1.2 million) is the result of slight changes in project spending patterns and to changes in the composition of the project portfolio. The proportion of project budgets administered by the Centre increased to 20% in 2008–2009 from 19% in 2007–2008. More short-term research support projects are also being approved, increasing the disbursement ratio in the first year of the projects' life. Finally, as the size and number of co-funded projects increase, delays in these projects will increasingly affect total program expenditures (both funding lines) as well as donor funding recoveries. Overall, the \$2.3 million

TABLE 3: EXPENSES

(\$000)	2009–2010	2008–2009			2007–2008	% change actual ^a
	Budget	Revised budget	Actual	Variance	Actual	
Total expenses	217 321	206 458	205 429	(1 029)	189 870	8.2%
Development research programs						
Funded by Parliamentary appropriations	106 769	107 024	109 373	2 349	100 167	9.2%
Funded by donor partnerships	40 137	31 469	29 675	(1 794)	26 091	13.7%
Development research support	42 314	38 640	38 084	(556)	35 811	6.3%
Administrative services	28 101	29 325	28 297	(1 028)	27 801	1.8%

^a % change actual in 2008–2009 over 2007–2008.

TABLE 3a: DEVELOPMENT RESEARCH PROGRAMS EXPENSES FUNDED BY PARLIAMENTARY APPROPRIATIONS

(\$000)	2009–2010	2008–2009			2007–2008	% change actual ^a
	Budget	Revised budget	Actual	Variance	Actual	
Total expenses	106 769	107 024	109 373	2 349	100 167	9.2%
Recurring funding	104 269	105 615	106 804	1 189	98 397	8.5%
Projects and programs funding	2 500	1 409	2 569	1 160	1 770	45.1%

^a % change actual in 2008–2009 over 2007–2008.

variance (2.2%) in 2008–2009 is only slightly higher than the 2% variance last year (the 2007–2008 variance was due to underspending, however).

Fiscal year 2008–2009 was the first full year that the findings of Treasury Board's strategic review of Parliament-funded expenditures were applied. This review coincided with the Centre's regular review of priorities and reallocation of resources. It targeted at least \$6.872 million in recurring expenditures.

In its review, the Centre determined it would wind up activities related to communications for development, as well as activities related to outreach and evaluation strategies. The Centre also determined it would forego geographic expansion of health and innovation programming

in the Middle East, and Central and North Africa, as well as postpone expansion of training grants and fellowships to mid-career professionals and scholars in developing countries. Expenditures on development research programs and related development research support and administrative services were targeted in the review.

In the area of communications for development, the Centre followed up on the conclusions of its strategic review by devolving Bellanet, a multi-donor initiative to promote and facilitate effective collaboration within the international development community, to an existing partner research organization. It also moved to include in individual research projects the necessary linkages between modes of communication and development rather than fund a separate research program on those issues.

In its strategic review follow-up, the Centre also entrusted to external evaluation professionals the dissemination of evaluation methodologies such as Outcome Mapping. The Centre cancelled plans for a national advertising campaign to showcase Canada's role in the developing world through its support for research. Other, more cost-effective means were used to reach out to Canadians, such as public lectures and refinements to the IDRC website. The Centre did not increase the amount of Parliamentary appropriations expended on health and innovation in the Middle East, Central Africa, and North Africa, nor did it expand its training grants and fellowships to non-Canadians.

The strategic review also considered how to reinvest the targeted \$6.872 million into four existing areas of programming. Treasury Board decided positively on the strategic reinvestment proposed by the IDRC Board of Governors: the Centre was able to expand activities in four areas identified in the strategic review.

The following projects are examples of several supported in each strategic reinvestment area:

- In Latin America and the Caribbean, a project examining Haiti's challenges in the area of state-building and democratization supports research institutions in Argentina, Brazil, Chile, and Mexico to study Haiti's social, economic, and political problems and promote training, collaboration, and debate on state-building in Haiti. Several other projects in Latin America and the Caribbean explore issues as diverse as scaling up rural innovations in Peru, increasing capacity in environmental economics, promoting the joint management of transboundary watersheds, and improving the delivery of health care in the region.
- The Centre is supporting innovative work in the area of democratic governance in fragile states. A project with the Arab Reform Initiative, a network of research centres from the Arab world, Europe, and North

America, is mobilizing Arab research capacity to develop a realistic and organic program to provide policy recommendations that will advance reform in the Arab world. Other projects are examining, in different regions, the relationship between funding research and improving participatory processes, building new institutions, and strengthening civil society.

- In the area of democracy, openness, and transparency, one project is examining how the rising phenomenon of Middle Eastern religious broadcast media is related to the rise of religiosity in local and regional public attitudes, and the political, social, and cultural values promoted throughout this process. Other projects are examining democratic processes in the Middle East and where Islamic movements — through their political and social structures — stand on key issues like the rule of law, gender equality, and democratic governance.
- Activities supporting private sector development include a project to build the capacity of the African private sector development research community to contribute to a business-enabling environment for sustainable enterprise in Africa. It is doing so through competitive grants and training workshops, and by forging partnerships between business schools. Other projects are exploring the integration of young African researchers into research and innovation systems, and ways to improve the business environment in West Bank and Gaza.

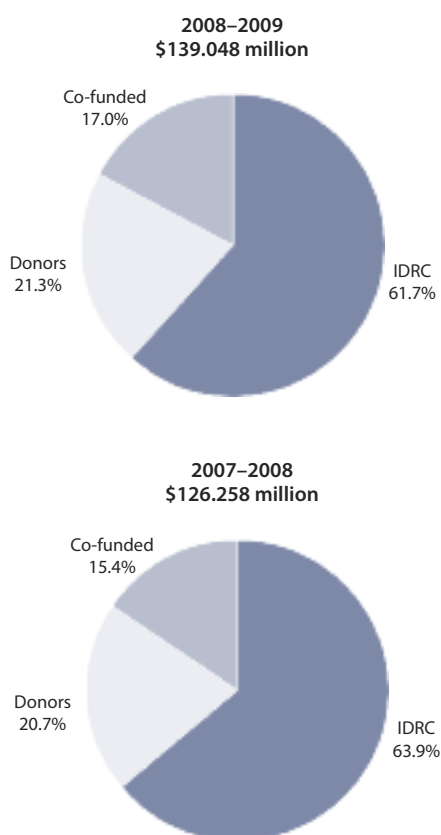
Development research program expenditures for all Centre development research programs, including the net impact of the strategic reductions and reinvestments, are reflected in Table 4, page 63. Expenditures have increased by \$12.8 million over the previous year. Just over 70% of the increase (\$9.2 million) pertains to expenditures funded by Parliamentary appropriations. The balance (\$3.6 million) relates to donor partnerships expenditures.

TABLE 4: EXPENDITURES BY PROGRAMS

Program area	2009			2008
	Funded by Parliamentary appropriations	Funded by donor partnerships	Total	Total
Environment and Natural Resource Management	27 289	9 238	36 527	36 997
Climate Change Adaptation in Africa	2 507	7 029	9 536	9 228
Ecosystem Approaches to Human Health	7 263	898	8 161	8 431
Environmental Economics	1 153	821	1 974	1 575
Rural Poverty and Environment	11 607	490	12 097	14 670
Urban Poverty and Environment	4 759	—	4 759	3 093
Information and Communication Technologies for Development	24 830	11 102	35 932	29 129
Acacia / Connectivity Africa	9 779	4 302	14 081	15 146
Connectivity and Equity in the Americas	5 904	670	6 574	4 985
Pan Asia Networking	7 708	2 433	10 141	4 989
telecentre.org	1 439	3 697	5 136	4 009
Innovation, Policy and Science	4 335	—	4 335	4 298
Innovation, Technology and Society	3 876	—	3 876	3 744
Research Partnerships Challenge Fund	459	—	459	554
Social and Economic Policy	32 385	7 514	39 899	33 628
Globalization, Growth and Poverty	10 322	675	10 997	13 505
Peace, Conflict and Development	4 628	41	4 669	3 819
Research for Health Equity	12 426	6 658	19 084	12 553
Think Tank Initiative	235	68	303	—
Women's Rights and Citizenship	4 774	72	4 846	3 751
Evaluation	2 616	124	2 740	1 622
Partnership and Business Development	635	1	636	721
Programming Flexibility & Rapid Response Funds	7 978	116	8 094	8 928
Special Initiatives	9 305	1 580	10 885	10 935
Total	109 373	29 675	139 048	126 258

As shown in Figure 4, the proportion of the Centre's development research program expenses used as counterpart (co-funding) to donor partnership funding increased slightly in the past year. While this represented 15.4% in 2007–2008, it stands at 17.0% in 2008–2009. As the level of donor partnership activity increases, the level of development research program expenses related to projects financed solely by the Centre decreased (61.7% in 2008–2009 compared to 63.9% the year before).

FIGURE 4: CENTRE AND DONOR FUNDING TO DEVELOPMENT RESEARCH PROGRAM EXPENSES

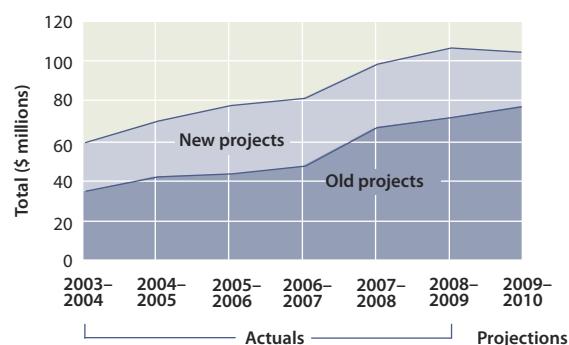


Development research program expenses will increase by \$7.9 million in 2009–2010 compared to 2008–2009 actuals. The increase reflects planned expenditures on large donor-funded programs (such as the Think Tank Initiative) that have moved past their start-up phase.

The share of development research program expenses funded by donor partnerships totalled \$29.7 million, or \$1.8 million lower than budgeted. The Revenues discussion on page 57 provides an explanation for this variance.

It is noteworthy that expenditures for earlier outstanding commitments (i.e., expenditures on “old” projects) funded by Parliamentary appropriations in 2009–2010 will reach an all-time high of about \$78 million (see Figure 5). This amount represents nearly 75% of the funding available for development research programs in 2009–2010. The expenditure growth from previous years is still reflected in ongoing projects, but the levelling of the Parliamentary appropriation leaves proportionately fewer resources to fund new projects (i.e., allocations). In more concrete terms, the funding available for new projects will drop from about \$35 million in 2008–2009 to just under \$26 million in 2009–2010 (see Figure 5). This situation may change if Parliament approves an increase to the Centre's recurring appropriation for 2009–2010.

FIGURE 5: PARLIAMENTARY APPROPRIATION-FUNDED PROGRAM EXPENSES

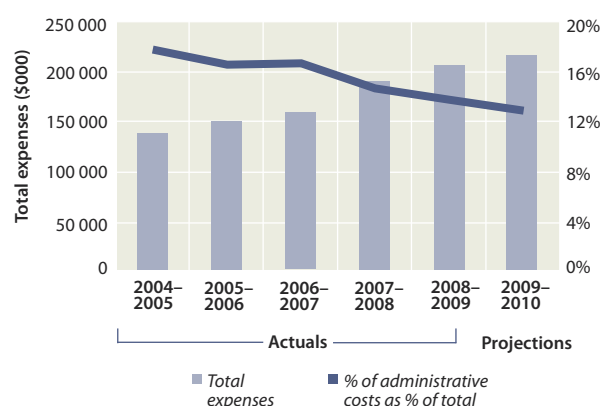


Development research support represents the costs of building research capacity in the developing regions of the world. It breaks down into technical support, program complements, and program management. Development research support expenses amounted to \$38.1 million in 2008–2009, or 98.6% of budget. Development research support expenses are expected to increase by 11.1% in 2009–2010 over 2008–2009 actuals. The increase is in large part a result of additional staff positions in support of the Think Tank Initiative, as well as other donor-funded projects: all these positions are needed to achieve the objectives of the donor-funded project. The remainder of the increase includes a modest inflation adjustment for salaries and benefits, and a previously scheduled rent increase. Several types of expenditures, such as travel and professional services, have been frozen at 2008–2009 levels.

Administrative services provide a variety of policy, executive, administrative, and service functions that support the Centre's overall operations and corporate responsibilities. These expenditures amounted to \$28.3 million: the variance of \$1.0 million under budget is mainly due to a mid-year reduction of professional services, to the capitalization of salaries of staff involved in information technology projects, and to savings in salaries and benefits attributable to staff vacancies. The budgeted 2009–2010 administrative services expenses are close to the 2008–2009 level.

As shown in Figure 6, administrative costs have grown at a much lower rate than total expenditures since 2004–2005.

FIGURE 6: ADMINISTRATIVE COSTS COMPARED TO TOTAL EXPENSES



In fact, the share of administrative costs relative to total expenditures went from almost 18% in 2004–2005 to less than 13% (projected) in 2009–2010. The Centre continues to strive to balance program spending and administrative costs.

Balance sheet discussion

The levels of **cash and cash equivalents** as well as **investments** result from the Centre receiving funds in advance of actual spending. These funds are invested in short-term money market instruments. Cash equivalents represent readily convertible investments with a maturity of three months or less from the date of acquisition.

TABLE 5: ASSETS

(\$000)	2008–2009	2007–2008	% change actual ^a
	Actual	Actual	
Total assets	89 319	83 807	6.6%
Cash and cash equivalents	39 076	22 450	74.1%
Investments	21 407	38 891	-45.0%
Accounts receivable and prepaid expenses	16 071	10 382	54.8%
Property and equipment	12 765	12 084	5.6%

^a % change actual in 2008–2009 over 2007–2008.

TABLE 6: CASH, CASH EQUIVALENTS, AND INVESTMENTS

(\$000)	2008–2009	2007–2008	% change actual^a
	Actual	Actual	
Total	60 483	61 341	-1.4%
Cash and cash equivalents	39 076	22 450	74.1%
Investments	21 407	38 891	-45.0%
Included in total:			
Cash on hand from donor partnerships	35 596	31 720	12.2%

^a % change actual in 2008–2009 over 2007–2008.

Due to the nature of its activities, the Centre always has a certain level of cash, cash equivalents, and investments (which consist of surplus liquidities invested for more than 90 days — see Note 2d of the Notes to the Financial Statements, page 82). At 31 March 2009, the total cash, cash equivalents, and investments were nearly the same as at a year earlier. However, investments were much lower, reflecting the poor shape of the Treasury investment market. As a result, cash and cash equivalents stood at a higher level than usual.

The cash on hand from donor partnerships is not subject to any particular restriction, other than ultimately being used for the purposes intended. It should be noted that, in practice, much of the cash, cash equivalents, and investments relates to accrued liabilities. Thus, these liquidities are spoken for and cannot be used to enhance programming.

The increase of \$3.9 million in donor partnership liquidities is attributable to funds being received in advance of disbursements for donor partnership activities.

Accounts receivable and prepaid expenses (see Table 5, page 65) totalled \$16.1 million, including \$6.5 million in Parliamentary appropriations receivable and \$5.8 million in donor partnerships receivable. This year's total represents an increase of \$5.7 million over the 31 March 2008 balance, which is mainly attributable to higher donor partnership receivables at year-end.

Property and equipment (Table 5, page 65) are composed of assets with an initial cost of \$5 000 or more. As at 31 March 2009, they totalled \$12.8 million, up \$0.7 million from last year. The increase is mainly due to the leasehold improvements of one floor at the Centre's head office facilities and the replacement of the telephone system in four regional offices.

TABLE 7: LIABILITIES

(\$000)	2008–2009	2007–2008	% change actual ^a
	Actual	Actual	
Total liabilities	75 856	68 789	10.3%
Accounts payable and accrued liabilities	16 059	18 126	-11.4%
Deferred revenue	53 775	44 919	19.7%
Employee future benefits	6 022	5 744	4.8%

^a % change actual in 2008–2009 over 2007–2008.

Accounts payable and accrued liabilities are part of the Centre's regular operations and represent such things as payments to suppliers, grants payable to recipients, and salaries and annual leave benefits owed to employees. At the end of March 2009, the accounts payable and accrued liabilities totalled \$16.1 million, down \$2.1 million from 31 March 2008. The decrease relates to the value of the project grant payments, which were due but not yet paid.

Deferred revenue includes the unspent portion of funds received or receivable for donor partnership activities (\$35.6 million, see Table 6, page 56), the portion of the Parliamentary appropriations used for the purchase of property and equipment, and the unspent portion of the Parliamentary appropriations received for specific projects and programs (see Note 8 of the Notes to the Financial Statements, page 86).

The year-end closing balance was \$53.8 million, up \$8.9 million from 2007–2008. The increase is attributable to the receipt of funds following the signature of large donor partnership agreements with the Canadian International Development Agency and with the Bill & Melinda Gates Foundation.

Employee future benefits include a provision for employee severance (see Note 2f of the Notes to the Financial Statements, page 83). At \$6.0 million (which represents the long-term portion, see Note 9c, page 88, in the Notes to the Financial Statements), the employee future benefits remain close to the 2007–2008 level.

The Centre's equity is segregated between unrestricted, restricted and reserved retained earnings, and accumulated other comprehensive income.

The retained earnings (see Table 8, page 68) at year-end were \$4.4 million higher than budgeted. As previously mentioned, the Centre received an additional appropriation of \$4.0 million from Parliament. This appropriation was approved and received in the last quarter of the fiscal year, which left insufficient time for the funds to be used responsibly within the fiscal year.

The unrestricted retained earnings represent the balance not set aside to cover either the financial planning reserve or the restricted retained earnings.

This year, Centre management restricted a portion of the retained earnings (\$0.7 million) for the replacement of its Web content management system (see Table 9, page 68).

TABLE 8: EQUITY

(\$000)	2009–2010	2008–2009			2007–2008	% change actual ^a
	Budget	Revised budget	Actual	Variance	Actual	
Total equity	6 735	8 906	13 463	4 439	15 018	-10.4%
Retained earnings	6 735	8 906	13 345	4 439	15 010	-11.1%
Accumulated other comprehensive income	—	—	118	n/a	8	—

^a % change actual in 2008–2009 over 2007–2008.

TABLE 9: RETAINED EARNINGS

(\$000)	2009–2010	2008–2009			2007–2008	% change actual ^a
	Budget	Revised budget	Actual	Variance	Actual	
Total retained earnings	6 735	8 906	13 345	4 439	15 010	-11.1%
Unrestricted	126	452	5 892	5 440	7 950	-25.9%
Restricted	—	2 000	700	(1 300)	1 070	-34.6%
Reserved	6 609	6 454	6 753	299	5 990	12.7%

^a % change actual in 2008–2009 over 2007–2008.

The Centre has established a financial planning reserve in the amount of \$6.8 million (4% of its Parliamentary appropriation) to protect its financial position. Having a reserve is important for a number of reasons: the funding modality and contractual arrangements with project recipients are evolving; the timing of program spending is not entirely controlled by the Centre as it depends to a large extent on the performance of recipients; small variances in project expenditure patterns have a significant impact on total expenditures. The Board of Governors has approved a policy requiring a financial

planning reserve ranging from 4% to 7% of the appropriation at the beginning of the fiscal year.

Further to a choice made pursuant to Canadian accounting standards (see Note 2d of the Notes to the Financial Statements, page 82), the financial instruments classified as available for sale are measured at fair value with unrealized gains and losses recognized in accumulated other comprehensive income. This year's comprehensive income is \$0.1 million. (Refer to the Notes to the Financial Statements for more details.)

Other key financial indicators

TABLE 10: OUTSTANDING COMMITMENTS ON DEVELOPMENT RESEARCH PROGRAMS

(\$000)	2008–2009	2007–2008	% change actual ^a
	Actual	Actual	
Total outstanding commitments	212 930	192 761	10.5%
Funded by Parliamentary appropriations	159 577	162 579	-1.8%
Funded by donor partnerships	53 353	30 182	76.8%

^a % change actual in 2008–2009 over 2007–2008.

As at 31 March 2009, the Centre is committed to making payments of up to \$212.9 million on research projects and activities over the next five years. This commitment is subject first to funds being provided by Parliament (\$159.6 million) and by donor partners (\$53.3 million) and, second, with few exceptions, to recipients' compliance with the terms and conditions of their grant agreements. The 2008–2009 increase in program allocations resulted in increased **outstanding commitments** of \$20.1 million over 2007–2008's \$192.8 million. The shifting patterns of funding as well as of project expenditures have resulted in outstanding commitments funded by Parliamentary appropriations decreasing (-1.8%) in 2008–2009 compared to 2007–2008, while outstanding commitments funded by donor partnerships have increased significantly (76.8%).

Management predicts that the proportion of outstanding commitments that will be paid during 2009–2010 will increase, leaving less funding for new project expenditures considering the conservative revenue forecast (see Fiscal Year 2009–2010 on page 61 and Figure 5, page 54). Any change in these projects' expenditure pattern will have a significant impact on the level of program expenses. Management will closely monitor development research program expenses and take action should any significant trend materialize.

Of the total \$159.6 million in outstanding commitments funded by Parliamentary appropriations, \$18.2 million is linked to projects co-financed by donor partnership agreements.

TABLE 11: PROGRAM ALLOCATIONS

(\$000)	2009–2010	2008–2009			2007–2008	% change actual ^a
	Budget	Revised budget	Actual	Variance	Actual	
Total program allocations	153 100	166 576	190 498	23 922	183 717	3.7%
Development research programs						
Funded by Parliamentary appropriations						
Recurring funding	90 000	125 427	126 108	681	145 033	-13.0%
Special projects and programs funding	3 000	1 061	3 769	2 708	1 643	129.4%
Funded by donor partnerships	60 100	40 088	60 621	20 533	37 041	63.7%

^a % change actual in 2008–2009 over 2007–2008.

Program allocations represent the funds approved for new research projects that will last up to five years. Disbursement is progressive over project duration. The **program allocations funded by Parliamentary appropriations** reached \$129.9 million in 2008–2009 (\$126.1 million + \$3.8 million), of which \$27.9 million is linked to projects and programs co-financed with donors (see Table 11, page 69).

The level of **program allocations funded by donor partnerships** reached \$60.6 million, \$20.5 million higher than anticipated. The higher allocations are mainly explained by two large projects that were fully allocated up front rather than over their lifespan as originally envisaged. Most (75%) of the \$190.5 million program allocations made in 2008–2009 were committed during the 2008–2009 fiscal year. Expenses started for those committed projects in 2008–2009 and will continue over their individual lifespan. Taking into account the uncertainty in the Centre’s Parliamentary appropriation, management has determined that the 2009–2010 program allocations funded by Parliamentary appropriation will be \$93.0 million (\$90.0 million + \$3.0 million). This amount is about 28% lower than in 2008–2009 (see Figure 7). When co-funding pledges to projects are considered, the amount of remaining funds for programming stands at \$64.5 million or 42% of total program allocations of \$153.1 million (see Figure 8).

FIGURE 7: PROGRAM ALLOCATIONS
(ACTUAL AND PROJECTED) 2004–2005 TO 2009–2010

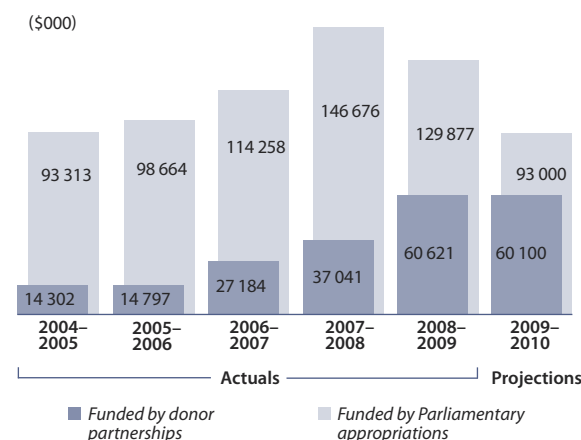
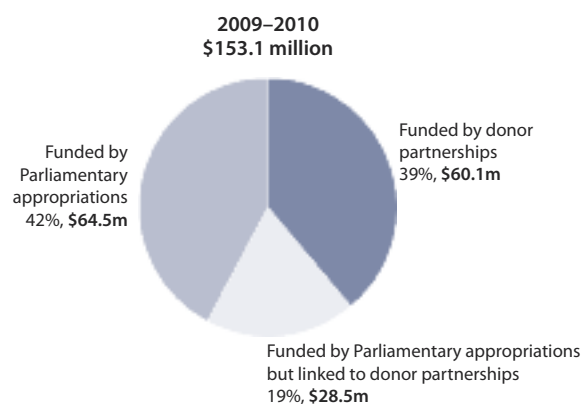


FIGURE 8: EXPECTED FUNDING SOURCE
OF PROGRAM ALLOCATIONS



The allocation peak evident in Figure 7 is due to a significant change in expenditure patterns in 2005–2006 and 2006–2007. This change, discussed in the 2007–2008 annual report, related to an increase in project duration, gains in the purchasing power of the Canadian dollar, growth in the number of new projects, and other factors that contributed to decreasing the annual expenditure ratio on older projects, thus leaving more funding available for new projects. In periods of allocation contraction, expenditure ratios on older projects typically increase, starting the year after the contraction. Centre management is aware of these patterns and remains vigilant and prudent in committing funds.

Outlook for the future

Future accounting changes

In February 2008, the Canadian Accounting Standards Board (AcSB) confirmed that the changeover from Canadian Generally Accepted Accounting Principles (GAAP) to International Financial Reporting Standards (IFRS) will be required for publicly accountable enterprises, effective for fiscal years beginning on or after 1 January 2011. Although IFRS are principles-based and use a conceptual framework similar to Canadian GAAP, they have significant differences and choices in accounting policies, and increased disclosure requirements. The Centre has chosen to approach the

IFRS TRANSITION PLAN FOR IDRC — PLAN AND PROGRESS REPORT AS OF 31 MARCH 2009

Project phase	Milestone	Status
Diagnostic Conduct diagnostic impact assessment to evaluate the overall impact	Report is delivered by Ernst & Young	Completed
Design and planning Launch project, establish project governance	Project charter including governance structures is approved	Completed
Develop training and communication plans	Plans are developed and approved by project authority	To be completed in 2009
Solution development Identify solutions to IFRS and evaluate	Solutions are developed and approved by project authority	To be completed in 2009
Develop final solutions to IFRS		
Implementation Roll out IFRS solutions	Financial systems, policies, and procedures are able to capture and report IFRS information	To be completed by April 2010
Test and remediate	Testing is completed	
Post-implementation Debrief management and assess implementation	Ongoing process post-2011–2012	Ongoing process post-2011–2012
Ongoing IFRS update and related change management		

conversion in five phases: diagnostic assessment; design and planning; solutions development; implementation; and post-implementation review. The diagnostic assessment phase was completed during 2008–2009.

The IFRS transition plan is being finalized, including a timetable for assessing the impact on systems, internal controls over financial reporting, and business activities. A formal project governance structure has been established to provide advice and oversight during the various phases of the project.

The Centre continues to monitor standards development as issued by the International Accounting Standards Board and the AcSB, as well as regulatory developments as issued by the Canadian Securities Administrators. Such developments could affect the timing, nature, and disclosure of the adoption of the IFRS. The table above outlines the elements of the Centre's IFRS transition plan, along with an assessment of progress toward achieving these objectives.

Fiscal Year 2009–2010

The statement of operations discussion contains detailed explanations of significant variances between the 2009–2010 budget and 2008–2009 actuals. The Board of Governors approved the 2009–2010 *Program of Work and Budget* (PWB) in March 2009. The paragraphs below summarize the key variances in revenues and expenses and outline the projected 2009–2010 closing equity.

The 2009–2010 PWB was prepared based on information known as of 31 March 2009. The Centre's budget is revised periodically throughout the fiscal year as new information becomes available. In the first quarter of the fiscal year, the development research programs budget is revised to reflect the actual project portfolio opening balances. At the end of the second quarter, the development research support and administration services budgets are revised in order to reallocate unused funds to priority areas. Finally, as the

fiscal year-end approaches, the entire budget is again revised in light of trends in spending patterns.

The Centre's budget for fiscal year 2009–2010 features a 3.5% increase in revenues and a 5.8% increase in total expenses compared to 2008–2009 actuals. The Centre's recurring Parliamentary appropriation for 2009–2010 is currently forecast to be at the same level as in 2008–2009 (refer to the Revenues discussion on page 57 for an explanation). This revenue increase mainly results from donor partnerships, more precisely from existing donor agreements.

In the Canadian federal budget of February 2008, the government announced the creation of a Development Innovation Fund (DIF). The Centre will likely be involved in the DIF. However, because it is not known how the implementation of the DIF will affect Centre operations, revenues and expenditures related to the DIF are not included in the 2009–2010 budget.

The 2009–2010 **development research programs** expenditures are budgeted at \$146.9 million, an increase of \$7.9 million over 2008–2009 actuals. The increase reflects planned expenditures on existing large donor-funded programs.

The 2009–2010 expenditures for **development research support and administrative services** are budgeted at \$70.4 million, \$4 million more than 2008–2009 actuals. The key factors contributing to the increase include modest inflation adjustments for salaries and benefits, rent increases based on signed lease agreements, and additional term positions being approved for 2009–2010. These positions will allow the Centre to meet the objectives of large donor-funded programs. Several types of expenditures are frozen at 2008–2009 levels, including travel. Professional services for development research support and administrative services are not only frozen but are budgeted at a lower level than in 2008–2009.

The PWB approved by the Board of Governors foresees a closing equity of \$6.7 million. This represents the financial planning reserve that allows the Centre to protect its financial position. As the Centre reviews its 2009–2010 budget, it may decide to restrict a portion of its equity to finance upcoming

capital projects or to increase its financial planning reserve to provide against future uncertainties.

Development research program allocations funded by Parliamentary appropriations have been established at \$93.0 million, of which about \$28.5 million is linked to donor partnerships funding (see Figure 8, page 60). The level of program allocations funded by donor partnership agreements is expected to reach \$60.1 million. The program allocation level will be revised periodically as a result of management's analysis of projected expenditure patterns within the project portfolio's outstanding commitments. Revisions will also be made if the Centre's Parliamentary appropriations increase (see Table 2 on page 57).

Fiscal Year 2010–2011

The Centre will be an active participant in whatever process is in place to determine stakeholder shares of the International Assistance Envelope. As such, the Centre hopes to secure a share of any increases in this envelope in order to enable it to do its part in achieving Canada's international development objectives. As well, the Centre will continue to explore new partnership possibilities. The additional funding generated from these two sources would allow the Centre to allocate more resources to its development research programs.

If the Development Innovation Fund is to be housed at the Centre starting in 2009–2010, year 2010–2011 would represent the fund's first complete year of operation.

With outstanding commitments having peaked in 2009–2010, management expects expenditures on old projects to be lower in 2010–2011, which should leave room for increased expenditures on new projects, resulting in higher program allocations. This is contingent on total available funding.

Development research support and administrative expenses will be adjusted for inflation and other factors deemed necessary for Centre operations. In determining the resources allocated to administrative costs, the Centre will ensure that a proper balance is achieved between program spending and administrative costs.

Five year historical review

(\$000)	Budget	Actual				
	2009–2010	2008–2009	2007–2008	2006–2007 ^a	2005–2006 ^b	2004–2005 ^b
Income statement						
Revenues						
Parliamentary appropriations	165 227	168 828	149 742	144 760	131 955	122 340
Donor partnerships						
Funding for development research programs	40 137	29 675	26 091	18 618	16 010	14 399
Recovery of administrative costs	4 214	2 969	2 729	1 908	1 572	1 380
Investment income	840	1 096	2 377	2 210	1 406	1 224
Other income	443	1 196	1 154	2 569	1 837	1 423
Expenses						
Development research programs						
Funded by Parliamentary appropriations	106 769	109 373	100 167	82 677	79 229	77 094
Funded by donor partnerships	40 137	29 675	26 091	18 618	16 010	14 399
Development research support	42 314	38 084	35 811	32 604	30 709	24 078
Administrative services	28 101	28 297	27 801	26 717	24 931	24 867
Net results from continuing operations	(6 460)	(1 665)	(7 777)	9 449	1 901	328
Net results from discontinued operations	—	—	—	(155)	(1 802)	1 957
Program allocations						
Development research programs						
Funded by Parliamentary appropriations	90 000	126 108	145 033	112 832	97 249	86 275
Funded by Parliamentary appropriations – specific programs and projects	3 000	3 769	1 643	1 426	1 415	7 038
Funded by donor partnerships	60 100	60 621	37 041	27 184	14 797	14 302

(\$000)	Budget	Actual				
	2009–2010	2008–2009	2007–2008	2006–2007	2005–2006	2004–2005
Balance sheet						
Assets						
Cash and cash equivalents		39 076	22 450	21 941	33 839	32 946
Investments		21 407	38 891	32 102	10 338	11 753
Accounts receivable and prepaid expenses		16 071	10 382	11 600	5 471	5 397
Property and equipment		12 765	12 084	6 119	5 375	7 296
Liabilities						
Accounts payable and accrued liabilities		16 059	18 126	15 890	12 842	13 044
Deferred revenue – current		35 956	30 765	21 165	16 286	18 099
Deferred revenue – long term		17 819	14 154	6 269	5 375	5 945
Employee future benefits		6 022	5 744	5 648	7 024	6 907
Equity						
Retained earnings	6 735	13 345	15 010	22 790	13 496	13 397
Accumulated other comprehensive income		118	8			
Outstanding commitments						
Funded by Parliamentary appropriations	158 998	159 577	162 579	110 030	93 619	84 864
Funded by donor partnerships	93 361	53 353	30 182	20 690	17 288	18 382

a) Certain accounts were reclassified to conform to the financial presentation for this year.

b) The actual figures for 2005–2006 and 2004–2005 are consolidated with the assets, liabilities, and results of E-link Americas.

Financial Statements

Management Responsibility for Financial Statements

The financial statements presented in this annual report are the responsibility of management and have been approved by the Board of Governors. The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles and, where appropriate, include amounts that have been estimated according to management's best judgement. Financial information presented elsewhere in the annual report is consistent with the information presented in the financial statements.

Management maintains books of accounts, information systems, and financial and management controls which are designed to provide reasonable assurance as to the reliability of financial information and that the Centre's assets are safeguarded, that resources are managed economically and efficiently in the attainment of corporate objectives and that operations are carried out in accordance with the International Development Research Centre Act and bylaws of the Centre.

The Centre's Internal Auditor has the responsibility for assessing the Centre's systems, procedures and practices. The Auditor General of Canada conducts an independent audit of the annual financial statements in accordance with Canadian generally accepted auditing standards. Her audit includes appropriate tests and procedures to enable her to express an opinion on the financial statements. The external auditors have full access to the Finance and Audit Committee of the Board.

The Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board benefits from the assistance of its Finance and Audit Committee in overseeing and discharging its financial management responsibility, which includes the review and approval of the financial statements. The Committee, which is made up of governors, meets with management, the internal auditors and the external auditors on a regular basis.



David M. Malone
President

Ottawa, Canada
5 June 2009



Denys Vermette
Vice-President, Resources and CFO



Auditor General of Canada
Vérificatrice générale du Canada

AUDITOR'S REPORT

To the International Development Research Centre
and the Minister of Foreign Affairs

I have audited the balance sheet of the International Development Research Centre as at 31 March 2009 and the statements of operations, changes in equity, comprehensive income and cash flows for the year then ended. These financial statements are the responsibility of the Centre's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Centre as at 31 March 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Centre that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with the applicable provisions of Part X of the *Financial Administration Act* and regulations, the *International Development Research Centre Act* and the by-laws of the Centre.

Clyde M. MacLellan, CA
Assistant Auditor General
for the Auditor General of Canada


Ottawa, Canada
5 June 2009

Balance Sheet

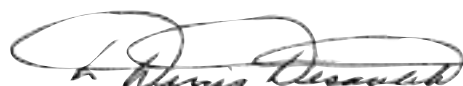
as at 31 March 2009
(in thousands of dollars)

	2009	2008
Assets		
Current		
Cash and cash equivalents (Note 4)	39 076	22 450
Investments (Note 5)	21 407	38 891
Accounts receivable (Note 6)	14 365	8 731
Prepaid expenses	1 706	1 651
	<u>76 554</u>	<u>71 723</u>
Property and equipment (Note 7)	<u>12 765</u>	<u>12 084</u>
	<u>89 319</u>	<u>83 807</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	16 059	18 126
Deferred revenue (Note 8)	35 956	30 765
	<u>52 015</u>	<u>48 891</u>
Deferred revenue (Note 8)	17 819	14 154
Employee future benefits (Note 9)	6 022	5 744
	<u>75 856</u>	<u>68 789</u>
Equity		
Retained earnings	13 345	15 010
Accumulated other comprehensive income	118	8
	<u>13 463</u>	<u>15 018</u>
	<u>89 319</u>	<u>83 807</u>
Commitments (Note 12)		
Contingencies (Note 13)		

The accompanying notes and schedule form an integral part of the financial statements.



The Honourable Barbara McDougall
Chairman
Board of Governors



Denis Desautels
Chairman
Finance and Audit Committee

Statement of Operations

for the year ended 31 March 2009
(in thousands of dollars)

	2009	2008
Revenues		
Donor partnerships (Note 10)		
Funding for development research programs	29 675	26 091
Recovery of administrative costs	2 969	2 729
Investment income	1 096	2 377
Other income	1 196	1 154
	<u>34 936</u>	<u>32 351</u>
Expenses		
Development research programs		
Funded by Parliamentary appropriations	109 373	100 167
Funded by donor partnerships	29 675	26 091
	<u>139 048</u>	<u>126 258</u>
Development research support		
Technical support	22 076	20 773
Program complements	9 226	8 872
Program management	6 782	6 166
	<u>38 084</u>	<u>35 811</u>
Administrative services		
Administration	20 972	21 378
Regional office management	7 325	6 423
	<u>28 297</u>	<u>27 801</u>
Total Expenses (Schedule I)	<u>205 429</u>	<u>189 870</u>
Cost of operations before Parliamentary appropriations	(170 493)	(157 519)
Parliamentary appropriations (Note 11)	<u>168 828</u>	<u>149 742</u>
Net results of operations	<u>(1 665)</u>	<u>(7 777)</u>

The accompanying notes and schedule form an integral part of the financial statements.

Statement of Changes in Equity

for the year ended 31 March 2009

(in thousands of dollars)

	2009	2008
Retained earnings		
Unrestricted		
Beginning of year	7 950	12 959
Effect of adopting new accounting standards for financial instruments	—	(3)
Net results of operations	(1 665)	(7 777)
Transfers (to) from reserved and restricted	(393)	2 771
Balance end of year	5 892	7 950
Reserved		
Beginning of year	5 990	5 412
Financial planning reserve increase	763	578
Balance end of year	6 753	5 990
Restricted		
Beginning of year	1 070	4 419
Property and equipment expenditures incurred	(1 070)	(4 419)
Provision for property and equipment expenditures	700	1 070
Balance end of year	700	1 070
Total retained earnings end of year	13 345	15 010
Accumulated other comprehensive income		
Beginning of year	8	—
Effect of adopting new accounting standards for financial instruments	—	(9)
Other comprehensive income	110	17
Balance end of year	118	8
Total equity end of year	13 463	15 018

The accompanying notes and schedule form an integral part of the financial statements.

Statement of Comprehensive Income

for the year ended 31 March 2009

(in thousands of dollars)

	<u>2009</u>	<u>2008</u>
Net results of operations	(1 665)	(7 777)
Other comprehensive income		
Net unrealized gains from available for sale financial instruments	110	8
Reclassification adjustment for losses included in net results of operations	<u>—</u>	<u>9</u>
	<u>110</u>	<u>17</u>
Total comprehensive income	<u>(1 555)</u>	<u>(7 760)</u>

The accompanying notes and schedule form an integral part of the financial statements.

Statement of Cash Flows

for the year ended 31 March 2009
(in thousands of dollars)

Operating activities

	2009	2008
Net results of operations	(1 665)	(7 777)
Items not affecting cash		
Amortization of property and equipment	2 426	2 716
Amortization of deferred revenue — property and equipment	(2 426)	(2 716)
Loss on disposal of property and equipment	16	72
Employee future benefits	278	95
Deferred revenue — long-term (Note 8)	2 834	1 459
Effect of transitional amount for employee loans	—	(3)
	3 128	1 623
Change in non-cash operating items:		
Accounts receivable	(5 634)	1 221
Prepaid expenses	(55)	(3)
Accounts payable and accrued liabilities	(2 067)	2 236
Deferred revenue — current (Note 8)	5 341	10 061
	(2 415)	13 515
Cash flows (used in) from operating activities	(952)	7 361

Financing activities

Parliamentary appropriation for property and equipment	3 107	8 681
Cash flows from financing activities	3 107	8 681

Investing activities

Purchase of investments	(210 762)	(110 993)
Maturity of investments	228 356	104 213
Acquisition of property and equipment	(3 112)	(8 786)
(Costs toward) proceeds from the disposition of property and equipment	(11)	33
Cash flows from (used in) investing activities	14 471	(15 533)
Increase in cash and cash equivalents	16 626	509
Cash and cash equivalents, beginning of the year	22 450	21 941
Cash and cash equivalents, end of the year	39 076	22 450
Composition of cash and cash equivalents		
Cash	39 076	3 713
Short-term investments	—	18 737
	39 076	22 450

The accompanying notes and schedule form an integral part of the financial statements.

Notes to the Financial Statements

for the year ended 31 March 2009

(in thousands of dollars unless otherwise stated)

1. Authority and objective

The International Development Research Centre (the Centre), a corporation without share capital, was established in 1970 by the Parliament of Canada through the *International Development Research Centre Act*. The Centre is funded primarily through an annual appropriation received from the Parliament of Canada. In accordance with section 85(1) of the *Financial Administration Act*, the Centre is exempt from Divisions I to IV of Part X of the Act, except for sections 131 to 148 of Division III. The Centre is a registered charity and is exempt under section 149 of the *Income Tax Act* from the payment of income tax.

The objective of the Centre is to initiate, encourage, support, and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical, and other knowledge to the economic and social advancement of those regions.

2. Summary of significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles.

The significant accounting policies of the Centre are:

a. Revenue recognition

i) Parliamentary appropriations

Parliamentary appropriations, other than the portions used for the purchase of property and equipment and for specific projects and programs, are recorded as revenue in the year for which they are appropriated. The portion of the Parliamentary appropriation used for the purchase of property and equipment is recorded as deferred revenue and amortized into income on the same basis and over the same period as the related assets. Upon disposition of depreciable property and equipment, all remaining deferred funding related to the specific asset is recognized into income. Parliamentary appropriations received for specific projects and programs are also deferred and recognized when the related expenses are incurred.

ii) Donor partnerships

The Centre enters into partnership agreements for research conducted or managed on behalf of other organizations. Funds received or receivable under donor partnership agreements are recorded as deferred revenues. These deferred revenues are recognized as revenues in the year in which the related expenses are incurred.

iii) Investment and other income

Investment income is recorded on an accrual basis and includes realized gains and losses on disposal of investments. All other income is recorded on the accrual basis of accounting.

b. Grant payments

All contractual grant payments are subject to the provision of funds by Parliament. They are recorded as an expense in the year they come due under the terms and conditions of the agreements. Refunds on previously disbursed grant payments are credited against the current year expenses when the project is active or to other income when the project is closed.

c. Property and equipment and amortization

Property and equipment are recorded at cost and amortized over their estimated useful lives on a straight-line basis. The estimated useful life of each asset class is as follows:

Computer equipment	3 years
Software	3 to 10 years
Office furniture and equipment	5 years
Vehicles	3 to 7 years
Communications systems	5 years
Leasehold improvements	Remaining term of lease

d. Financial Instruments

The Centre's financial instruments consist of cash, cash equivalents, investments, accounts receivable, accounts payable, and accrued liabilities that are incurred in the normal course of business. Financial instruments are initially recognized at the transaction price, which is the fair value of the consideration given and, subsequent to initial recognition, measured based on their classification. The following classification decisions were made as of 1 April 2007:

i) Financial Instrument	Classification	Measurement
Cash	Held for trading	Fair value
Cash equivalents and investments	Available for sale	Fair value
Accounts receivable	Loans and receivables	Amortized cost
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost

ii) Cash and cash equivalents

Cash and cash equivalents include balances with banks and short-term money market instruments with maturities of 90 days or less at the time of acquisition.

iii) Investments

Investments are comprised of high quality money market instruments with a maturity between 91 days and one year at the time of acquisition. Investments may be sold in response to changes in the Centre's liquidity requirements, to changes in the credit rating of the instruments or to an imbalance in the asset mix relative to benchmarks stipulated in the Centre's investment policy. These investments are initially recognized at the transaction price, which is the fair value of the consideration given. Gains and losses arising from changes in fair value, except for impairment losses, are recognized in Other Comprehensive Income until the financial asset is sold or otherwise derecognized. Upon derecognition, the cumulative gain or loss previously recognized in equity is transferred to the Statement of Operations. Purchases and sales of investments are recorded on the settlement date. Where applicable, transaction costs related to the acquisition of investments are expensed.

iv) Embedded derivatives

Embedded derivatives are required to be separated and measured at fair value if certain conditions are met. The Centre selected 1 April 2003 as the transition date for embedded derivatives, as only contracts or financial instruments entered into or modified after the transition date were examined for embedded derivatives. Management has reviewed contracts and determined that the Centre does not have embedded derivatives that require separate accounting treatment.

e. Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the exchange rate in effect at the balance sheet date. Non-monetary items are translated at rates in effect when the assets were acquired or obligations incurred. Revenue and expense items are translated at a weekly rate of exchange. Exchange gains and losses are included in determining net results for the year. The Centre does not hedge against foreign currency fluctuations.

f. Employee future benefits

i) Pension benefits — head office

All eligible head office-hired employees participate in the Public Service Pension Plan administered by the Government of Canada. The Centre's contributions reflect the full cost as employer. This amount is currently based on a multiple of an employee's required contributions and may change over time depending on the experience of the Plan. The Centre's contributions are expensed during the year in which the employee's services are rendered and represent the total pension obligation of the Centre. The Centre is not currently required to make contributions with respect to actuarial deficiencies of the Public Service Pension Plan.

ii) Pension benefits — regional offices

The Centre offers a number of defined contribution plans that provide pension and other benefits to eligible employees. The Centre's contributions reflect the full cost as employer. This amount is currently based on a multiple of an employee's required contributions to the plans. The Centre's contributions are expensed during the year in which the employee's services are rendered and represent the total obligation of the Centre.

iii) Other benefit plans

Severance benefits

Employees are entitled to severance benefits, as provided for under their conditions of employment. Management determines the accrued obligation for severance benefits using a method based on assumptions and its best estimates. This method reflects that, generally, employees with more than five years of service are entitled to a severance benefit calculated on the basis of one week of salary per year of service. The cost of these benefits is accrued as employees render the services necessary to earn them.

g. Retained earnings

The Centre's retained earnings consist of the accumulation of revenues over expenditures from operations and include unrestricted, restricted, and reserved amounts.

A portion of the 2008–2009 Parliamentary appropriation was internally restricted by management to finance the first year of a multi-year information management initiative. Variances in program spending can have a significant impact on the retained earnings balance. One of the objectives of the Centre's equity policy is to ensure that a sufficient balance is available to absorb these program expenditure variances. Management earmarks a minimum of 4% and a maximum of 7% of the Parliamentary appropriation as a financial planning reserve. The value of the reserve is established each year during the budgeting process.

h. Non-monetary transactions

On occasion, the Centre carries out non-monetary exchanges, which are exchanges of non-monetary assets, goods, or services for other non-monetary assets, goods, or services with little or no monetary consideration involved. Non-monetary transactions are recorded at the fair value of the assets, goods, or services given up, unless the fair value of the assets, goods, or services received is more reliable.

i. Use of estimates

The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements, as well as the reported amounts of income and expenses during the period. Employee severance benefits, estimated useful lives of property and equipment, the fair value of financial instruments, and contingent liabilities are the most significant items for which estimates are used. Actual results could differ from those estimated.

j. Future accounting changes

The Canadian Accounting Standards Board has announced that all publicly accountable Canadian reporting entities will adopt International Financial Reporting Standards (IFRS) as Canadian generally accepted accounting principles for years beginning on or after 1 January 2011. The Centre's 2011–2012 financial statements must comply with IFRS. The standards also require that the Centre present complete comparative figures based on IFRS standards in the 2011–2012 financial statements. The Centre is currently evaluating the impact of the adoption of these new standards.

3. Adoption of new accounting standards

a. Financial instruments — presentation and disclosures

On 1 April 2008, the Centre adopted CICA Handbook Section 3862, Financial Instruments – Disclosures, and Section 3863 Financial Instruments – Presentation. These sections replace CICA Handbook Section 3861, Financial Instruments – Disclosures and Presentation, and enhance the disclosures about the significance of financial instruments to the Centre's financial position and performance, the nature and extent of risks arising from financial instruments, and how the Centre manages those risks.

b. Capital disclosures

On 1 April 2008, the Centre adopted CICA Handbook Section 1535, Capital Disclosures, which establishes guidelines for the disclosure of information regarding what a corporation regards as capital, any externally imposed capital requirements and the consequences of non-compliance with such requirements, and its objectives, policies, and processes for managing capital.

4. Cash and cash equivalents

	2009	2008
Cash	39 076	3 713
Cash equivalents	—	18 737
	<u>39 076</u>	<u>22 450</u>

The Centre invests in money market instruments such as commercial paper, bankers' acceptances, and bearer deposit notes that are rated R-1 (low) or better by the Dominion Bond Rating Service. As at 31 March 2009, the Centre had no money market instruments. The average yield as at 31 March 2008 was 3.71% and the average term to maturity at the time of purchase was 64 days.

5. Investments

	2009	2008
Bonds	20 596	—
Money market instruments	811	38 891
	<u>21 407</u>	<u>38 891</u>

The Centre invests in bonds that are rated A or better by the Dominion Bond Rating Service and money market instruments such as commercial paper, bankers acceptances, and bearer deposit notes that are rated R-1 (low) or better by the Dominion Bond Rating Service. The average yield as at 31 March 2009 is 2.95 % (2008: 4.06%) and the average term to maturity at the time of purchase is 236 days (2008: 128 days).

6. Accounts receivable

Accounts receivable are incurred in the normal course of business. The fair values of accounts receivable approximate their carrying value due to the short-term nature of these instruments. Of the total from donor partnerships, 50% is due from the Bill & Melinda Gates Foundation and does not present a significant credit risk. (2008: 14% was due from the Canadian International Development Agency (CIDA)).

	2009	2008
Parliamentary appropriation	6 497	5 497
Donor partnerships	5 828	1 552
Other	2 040	1 682
	<u>14 365</u>	<u>8 731</u>

7. Property and equipment

	2009		2008	
	Cost	Accumulated amortization	Net book value	Net book value
Leasehold improvements	11 110	1 849	9 261	8 866
Software	8 572	7 301	1 271	1 082
Computer equipment	3 568	2 917	651	753
Office furniture and equipment	2 119	1 570	549	612
Vehicles	1 026	782	244	175
Communications systems	1 190	401	789	596
	<u>27 585</u>	<u>14 820</u>	<u>12 765</u>	<u>12 084</u>

Amortization expense for the year is \$2 426 (2008: \$2 716).

8. Deferred revenue

Deferred revenue includes the unspent portion of funds received or receivable on donor partnership activities, the unamortized portion of the Parliamentary appropriation used for the purchase of property and equipment, and the unspent portion of the Parliamentary appropriations received for specific projects and programs (see Note 11).

Details of these balances are as follows:

a. Donor partnership funding for development research programs

	2009	2008
Current	31 341	25 762
Long-term	4 764	3 154
	<u>36 105</u>	<u>28 916</u>

Of the total deferred donor partnership funding, CIDA accounts for \$7 232 (2008: \$4 829) of which \$6 195 (2008: \$4 387) was received during the year and \$1 037 (2008: \$442) is receivable at year-end.

b. Parliamentary appropriations — property and equipment

	2009	2008
Balance at beginning of year	12 084	6 119
Parliamentary appropriation for property and equipment	3 107	8 681
Amortization	(2 426)	(2 716)
Balance at end of year	<u>12 765</u>	<u>12 084</u>
Current	2 105	2 255
Long-term	<u>10 660</u>	<u>9 829</u>
	<u>12 765</u>	<u>12 084</u>

c. Parliamentary appropriations — projects and programs

	2009	2008
Current	2 510	2 748
Long-term	<u>2 395</u>	<u>1 171</u>
	<u>4 905</u>	<u>3 919</u>

d. Total deferred revenues (sum of all of the above)

	2009	2008
Current	35 956	30 765
Long-term	<u>17 819</u>	<u>14 154</u>
	<u>53 775</u>	<u>44 919</u>

9. Employee future benefits**a. Pension benefits — head office**

The Centre and all eligible head office-hired employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings at retirement. The benefits are fully indexed to the increase in the Consumer Price Index. The Centre's and employees' contributions to the Public Service Pension Plan for the year were as follows:

	2009	2008
Centre contributions	3 971	3 892
Employee contributions	2 151	1 994

b. Pension benefits — regional offices

The Centre and eligible regional employees contribute to various defined contribution pension plans as specified in the Plan Agreements. The Centre's contributions to these plans for the year were \$426 (2008: \$356).

c. Severance benefits

The Centre provides severance benefits to its employees based on years of service and final salary. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations. Information about the plan, measured as at the balance sheet date, is as follows:

	2009	2008
Accrued benefit obligation, beginning of year	6 188	5 914
Cost for the year	999	878
Benefits paid during the year	(510)	(604)
Accrued benefit obligation, end of year	<u>6 677</u>	<u>6 188</u>
Current	655	444
Long-term	<u>6 022</u>	<u>5 744</u>
	<u>6 677</u>	<u>6 188</u>

The current portion is reported in the balance for accounts payable and accrued liabilities.

10. Donor partnerships

Donor partnership funding for development research programs relates specifically to research conducted or managed by the Centre on behalf of other organizations. This research is funded by the United Kingdom's Department for International Development (DFID), CIDA, several other Government of Canada entities, and other donor agencies. A breakdown of the revenue and expense recognition for donor partnerships is provided below:

	2009	2008
DFID	11 849	9 529
CIDA	7 309	6 792
Other Government of Canada entities	146	1 666
Other donor agencies	<u>10 371</u>	<u>8 104</u>
	<u>29 675</u>	<u>26 091</u>

The Centre recovers administrative costs from the management of donor partnership funding. The total recovery for this year is \$2 969 (2008: \$2 729) of which \$635 (2008: \$824) was from CIDA.

11. Parliamentary appropriations

	2009	2008
Approved Parliamentary appropriations	170 495	155 937
Portion deferred for projects and programs	<u>(4 700)</u>	<u>(2 000)</u>
	165 795	153 937
Deferral for property and equipment purchased in the current year (Note 8)	(3 107)	(8 681)
Amortization of deferred Parliamentary appropriation — projects and programs	<u>3 714</u>	<u>1 770</u>
	166 402	147 026
Amortization of deferred Parliamentary appropriation — property and equipment	<u>2 426</u>	<u>2 716</u>
Parliamentary appropriation recognized in the statement of operations	<u>168 828</u>	<u>149 742</u>

12. Commitments

a. Program-related

The Centre is committed to making payments up to \$212.9 million (2008: \$192.8 million) during the next five years subject to funds being provided by Parliament or donors and subject to compliance by recipients with the terms and conditions of grant agreements. Of this amount, \$159.6 million (2008: \$162.6 million) will be covered by funding from future Parliamentary appropriations and the balance of \$53.3 million (2008: \$30.2 million) by funding from donor partnerships.

b. Operating leases

The Centre has entered into various contractual commitments for leases of office premises in Canada and abroad and for staff accommodation in various countries. The lease agreements expire at different dates up to 2022. Future payments related to these contractual commitments as at 31 March 2009 are as follows:

2009–2010	7 055
2010–2011	7 385
2011–2012	7 175
2012–2013	7 522
2013–2014	7 787
2014 to 2022	<u>69 091</u>
Total future payments	<u>106 015</u>

13. Contingencies

Various claims have been asserted or instituted against the Centre. Litigation is subject to many uncertainties and the outcome of individual matters is not predictable. Based on the advice of legal counsel, management is of the opinion that it is not possible to determine the amount of the liability, if any, that may result from settlement of these claims.

14. Related party transactions

In addition to the related party transactions disclosed in Notes 6, 8, and 10 to these financial statements, the Centre is related in terms of common ownership to all Government of Canada-created departments, agencies, and Crown corporations. The Centre enters into transactions with these entities in the normal course of operations, under the same terms and conditions that apply to unrelated parties. The transactions are recorded at their actual amounts, determined to be as per market value.

15. Financial instrument risks

The principal risks that the Centre is exposed to as a result of holding financial instruments are credit risk, market risk, and liquidity risk. Risk management for investing activities is carried out by the Corporate Treasury function. Investments are held for liquidity purposes, or for longer terms. The Centre has various other financial instruments such as cash and cash equivalents, accounts receivable, accounts payable, and accrued liabilities which arise directly from operations.

a. Credit risk

Credit risk is the risk that the counterparty to a financial instrument will default on its obligations to the Centre, thus resulting in financial losses. The Centre is exposed to credit risk since it has investments and extends credit to its customers and donor partners in the normal course of business. The maximum exposure is represented by cash and cash equivalents, investments, and accounts receivable amounts presented in the Centre's financial statements. Credit risk associated with accounts receivable is minimal since most receivables are due from donor partners and Canadian government entities. The Centre's investment policy sets out guidelines that define the minimum acceptable counterparty credit rating pertaining to cash equivalents and investments. The investments in financial institutions, corporations, and Canadian government entities must have minimum ratings from two external rating agencies that are equivalent to Dominion Bond Rating Service (DBRS) ratings of R-1 (low) for short-term investments and A for long-term investments. The investment policy is reviewed and approved as required by the Board, and procedures which establish credit limits for each counterparty are reviewed by management at least annually. These policies and procedures are designed to manage and limit the credit risk associated with these financial instruments.

i) Concentrations of credit risk

The Centre's primary exposure to credit risk is summarized as follows:

	DBRS rating	Amount
Corporate bond	AA	10 314
Provincial bond	A	10 282

b. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: foreign exchange risk, interest rate risk and other price risk. The Centre is exposed to potential losses as a result of movements in interest and foreign exchange rates.

i) Foreign exchange risk

Foreign exchange risk is the potential adverse impact on the value of financial instruments resulting from exchange rate movements. The Centre has exposure to foreign exchange risk in part from the operating costs of six regional offices throughout the world. The Centre manages foreign currency risk by funding regional operations only to meet short-term requirements, which minimizes foreign currency balances.

The Centre has multi-year donor partnership agreements with non-Canadian donors which are denominated in currencies other than the Canadian dollar. When progress payments are received from donors, they are translated to Canadian dollars at the weekly exchange rate (see Note 2e). In turn, the Centre issues multi-year grant agreements which are denominated in Canadian dollars. The Centre manages its foreign currency risk on these activities by setting aside a portion of the donor partnership agreement funding to absorb exchange gains and losses until such time that the full impact of the foreign currency risk is known. The magnitude of the foreign currency funding set aside is gauged against actual fluctuations on a quarterly basis, with additions being made when needed, which occurs rarely, and releases being made only towards the end of the agreement, when no longer needed.

ii) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Centre is exposed to interest rate risk in that changes in market interest rates may cause fluctuations in the fair value of cash equivalents and investments. To manage this risk, the Centre normally invests in short-term marketable securities that are not significantly affected by variations in interest rates.

c. Liquidity risk

Liquidity risk is the risk that the Centre will encounter difficulty in meeting its financial obligations as they fall due. Liquidity risk can arise from mismatched cash flows related to assets and liabilities. The treasury function within Corporate Accounting is responsible for the Centre's liquidity management. This risk is managed by monitoring forecasted and actual cash flows and matching the maturity profiles of financial assets and liabilities. The Centre also holds cash and investments in marketable securities which are readily convertible to cash, to ensure that sufficient liquidity can be made available to meet forecasted cash requirements. Given the timing of receipts and payments, the Centre's exposure to liquidity risk is minimal.

16. Capital management

The Centre is subject to the *International Development Research Centre Act* which affects how resources are managed by, among other things, setting broad objectives for the Centre. The Centre defines capital as the balance of retained earnings. The Centre's main operating goal is to minimize the accumulation of capital and further its mandate. The primary objective in managing whatever capital is accumulated is to protect the financial position of the Centre. In support of this objective, the Centre reserves a portion of retained earnings as a financial planning reserve. The financial planning reserve is intended to cushion the impact of significant variances in development research program expenditures. Management will also restrict a portion of retained earnings to fund special operational initiatives planned for a future fiscal year (normally the next year). The Centre is not subject to any externally imposed capital requirements.

Schedule of Expenses

for the year ended 31 March 2009
(in thousands of dollars)

Schedule I

	2009				2008
	Development Research Programs	Development Research Support	Administrative Services	Total	
Grants	116 993	—	—	116 993	105 287
Salaries and benefits	6 985	27 137	15 513	49 635	46 849
Travel	3 083	4 967	930	8 980	8 564
Professional services	6 432	1 088	1 441	8 961	9 329
Accommodations	387	3 066	3 747	7 200	6 409
Communication	2 407	589	742	3 738	3 684
Meetings and conferences	1 980	245	204	2 429	2 082
Amortization	—	73	2 353	2 426	2 716
Furniture, equipment, and maintenance	242	152	1 333	1 727	1 503
Office supplies and expenses	42	52	964	1 058	977
Training	25	186	377	588	581
Books and periodicals	145	251	42	438	437
Insurance	—	—	212	212	224
Miscellaneous	327	278	439	1 044	1 228
Total expenses on Statement of Operations	139 048	38 084	28 297	205 429	189 870

How to reach us

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info@idrc.ca — to get general information
www.idrc.ca/subscribe — to subscribe to IDRC's *e-Bulletin*

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