

**INTERNATIONAL  
DEVELOPMENT  
RESEARCH  
CENTRE**

**ANNUAL  
REPORT  
1991-1992**



**ADAPTING TO GLOBAL CHANGE**

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## **Annual Report 1991–1992**

### **International Development Research Centre**

The International Development Research Centre (IDRC) is a public corporation created by the Parliament of Canada in 1970 to stimulate and support scientific and technical research by developing countries for their own benefit.

The fields of investigation to which IDRC gives its financial and professional support include: farming; food storage, processing, and distribution; nutrition; forestry; fisheries; animal sciences; environment; tropical diseases; water supplies; health services; education; population studies; economics; information and communications technologies and networking; urban policies; issues relating to women in development; capacity building; and research dissemination and utilization.

Although IDRC is funded by the Canadian Parliament, its operations are guided by an international 21-member Board of Governors. Under the IDRC Act, the chairman, vice-chairman, and 9 other governors must be Canadian citizens; currently, 8 of the remaining 10 governors are from developing countries.

The programs that the Centre supports help developing countries build the scientific competence and capacity of their institutions and researchers so that these countries can work to solve their own problems. Research projects supported by IDRC are, therefore, identified, designed, conducted, and managed by developing-country researchers in their own countries, to meet their own priorities.

IDRC helps to create and supports international networks through which developing countries can learn from each other, share common experiences, and conduct similarly designed studies in areas of mutual concern. The Centre also promotes cooperation between researchers in developing countries and their counterparts in Canada.

IDRC has its headquarters in Ottawa, with regional offices in Cairo, Egypt; New Delhi, India; Nairobi, Kenya; Dakar, Senegal; Singapore; and Montevideo, Uruguay.



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## **IDRC — Adapting to a changing world**

IDRC was established to help meet the research and development challenges of developing countries in the world of the 1970s. Changes in the development context led the Centre to review its orientation in 1980 and 1985. The years 1991 and 1992 witnessed one of the most thorough reviews so far. Not only IDRC but also the vast majority of agencies involved in promoting Third World development have recognized that it is imperative to redefine strategic directions now.

There are at least four reasons. The first is that even though development assistance has contributed in positive and demonstrable ways to the fortunes of Third World peoples, the need to increase the effectiveness and improve the focus of that assistance is palpable. The second is the recognition of, and the greater willingness to admit, the deficiencies of the development models that we have assumed and of the techniques we have applied. The third is that the world has changed more dramatically in the last 5 years than in just about any other 5-year period in human history. And the fourth is the value of taking advantage of our greater understanding of the complexity of the development process and its relationship to such factors as human rights, the environment, and the role of women in development — all aspects of the concept of sustainable development.

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### **Shifting political environment**

The Board and the management of the Centre have been studying the new global context in relation to seven sets of changes.

The first group of changes concerns the rapidly shifting geopolitical environment. The East–West balance of power — the predominant feature of the postwar period and a major determinant of development thinking — has been radically transformed. The role of the nation state has diminished somewhat as supranational and transnational entities increasingly erode the ability of the state to control, by itself, such phenomena as economic, environmental, and social forces. Norms of international jurisprudence are being revised to receive individuals, and not just states and international organizations as in the past, as “subjects” of international law.

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### **Larger populations, greater demands**

The second group of changes concerns the explosive growth in social demands in developing regions, largely triggered by population increases during the last 50 years. Food and nutrition demands have multiplied many times over, particularly in the poorest countries. Even though the world's farmers produce more than enough to provide adequate nourishment for all, existing political, social, and institutional arrangements — at both the national and international levels — have proven incapable of delivering that nutrition. Basic health care and education requirements in the developing world are still not met adequately.

Rapid urbanization has created huge demands for housing, sanitation, transport, and energy supply. Moreover, the global ecosystem has finite limits and will not be able to withstand indefinitely the various pressures of unchecked population growth and uncontrolled development. Lifestyles, resource use, and production systems will have to change in all countries if the challenges of sustainable development are to be met.

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**Growing interdependence**

The third group has to do with the major changes occurring in the patterns of world economic interdependence. The rapid growth and globalization of financial markets now form a complicated set of transactions, which have become increasingly independent of the production and distribution of goods and services. The content of international trade has shifted away from commodities (exported primarily by developing countries) toward high-technology services and manufactured products (typically the exports of industrialized nations). Powerful new regional trading blocs are fast emerging and these will have major economic effects on both developing and industrialized nations.

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**Dwindling development resources**

Development efforts are increasingly affected by a fourth group of factors concerning the international will and resources for investments in international development. Media reports and poll results provide evidence of a reduced willingness to fund development. With governments responding to this loss of popular will and to the challenges posed by economic recession, aid budgets fail to grow and sometimes lose in the fight against inflation.

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**Technological advance: challenge or opportunity?**

A fifth cluster of changes concerns technological advances that, while opening up new opportunities for some countries, will probably create deeper and more intractable problems for others. Many of the new technologies in areas such as biotechnology, microelectronics, and new materials are fast changing the way in which the international marketplace has functioned since 1945. Individuals, groups, and nations actively participating in the generation and exchange of these new technologies will prosper in the emerging new order; those left behind will become increasingly marginalized. Least developed countries have a great likelihood of being among the losers.

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**Cultural influences**

In addition, some cultural changes must inform and influence our thinking about development. Among the most pervasive are the growing importance of religious values, ethnic allegiances, and the rise of fundamentalism.

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**More research in the South**

Developing countries have markedly increased their capacities to undertake research at the national, regional, and interregional levels. In the 20 years from 1965 to 1985, the number of agricultural researchers in the Third World increased fourfold to 45 000. Both donor funding of research for development and the number of agencies involved in such funding have increased over the past two decades. The total amount of external

support for research in developing countries has grown many times over and is now estimated to be US\$2 billion.

This notwithstanding, total research and development (R&D) expenditures in developing countries amount to only slightly more than 6% of similar expenditures in the countries of the Organisation for Economic Co-operation and Development (OECD). Moreover, the R&D expenditures of the top 10 US corporations exceeded, in 1991, all R&D expenditures in the Third World.

The nature of research and how it is conducted have been significantly altered. New technologies, particularly in communications and informatics, now offer tremendous potential for increasing the speed and efficiency of scientific inquiry. However, much remains to be done — including studies on the effectiveness of the research process itself as it relates to development issues and processes.

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### **Globalization and new models of development**

Meanwhile, globalization is undeniably and increasingly a fact of contemporary life. The ease and extent of international travel signify that no country, rich or poor, is able to keep indefinitely from its borders such unwanted arrivals as the virus that causes AIDS (acquired immune deficiency syndrome). Modern information technology and business structures render all national borders vulnerable to both the internal and external flows of information and of capital resources. Neither legal, institutional, nor other structures are proving successful in preventing illegal immigration or the flow of illicit drugs from South to North. The sudden collective recognition of the “oneness” of Planet Earth itself, and of our shared interest in its preservation, is one of the most noteworthy facts of our time.

How is all this affecting the situation in which development researchers, policymakers, and other actors must operate? To begin with, many developing countries are rapidly changing their approaches to problem solving and development. The acceptance of market models is one example of this change. A second example is the attempt to leap-frog from monocultural and commodity-based production systems to high-technology processes. Yet another is the proliferation and strengthening of regional groupings. Changes of approach in the spheres of international business, finance, and science, both in the North and in the South, are also evident.

The modernization theory, which prevailed after World War II, argued that development was a matter of poor countries “catching up” with those that were “developed.” To some extent, this thinking was supplanted by the “dependency” school in the 1960s. This school, which held that the cause of poverty lay in the structure of production and the terms of trade, favoured industrialization through import-substitution. Today, globalization provides the context for new, evolving models of development and of international relations. What is not always fully realized is that this globalization is a two-way phenomenon. Increasingly, development assistance has to be recognized as an investment in our own future in political, commercial, environmental, scientific, and even social terms. As we in the North face the ecological challenge of conserving resources while preserving our prosperity, many of the ideas developed in the South will become increasingly valuable to us as well.

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**So, what needs to be done?**

Working in this milieu, we are faced with a task that, from IDRC's point of view, is three-fold. Increasingly, we need to view development as the empowerment of people through knowledge. This task involves the closing of the knowledge gap by intensifying the process of generating, disseminating, and applying relevant scientific and other knowledge. In this context, it is imperative that the economic contribution of half of the world's population — women — be delineated and taken into account fully. If we are serious about development, neither issues of wealth, poverty, health, or human-resource development nor those of culture, environment, or human rights can be meaningfully considered and decided without the particular concerns, contributions, and attributes of women being taken into account.

Second, we need to rethink the value, and the most appropriate forms, of interaction among various social institutions. In particular, developing countries must reevaluate assumptions and attitudes regarding conflict and competition among such groups and institutions as governments, trade unions, academia, and the private sector. New forms of governance that, among other things, define respectable and constructive roles for nongovernmental organizations (NGOs) must be devised.

Third, coherence and effectiveness must be increased in the international system, particularly the multilateral and bilateral development-assistance agencies. The system, established to fit the conventional wisdom of "under-developed versus developed" and "market versus planned," needs to be reconsidered in the light of the contemporary situation.

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**Sharpened focus for IDRC**

Having regard to the changes in the international context in which development must take place and the rethinking of development models that these imply, IDRC's focus must also be refined. The Centre's basic mandate continues to be that defined by the IDRC Act of 1970, that 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. . . ." However, given the Centre's need to develop strategic niches and to become a more "results-oriented" institution, that mandate needs to be extended, enriched, and modified.

The international situation is too complex, too vital, and too competitive for matters of development and international cooperation to be left to chance. In this regard, there are three services that IDRC is well placed to provide both to Canada and to the developing world. The first is keeping in tune with social, technological, economic, and other factors impinging on the development process. The second is to be able to fit into the long-term global context — to be able to respond, for example, to the realization that sustainability is at the heart of survival and progress both in the North and in the South. The third is the importance of partnership in the service of development.

With the importance of these contributions in view, the Board has decided that four general directions will guide the Centre's program choices:

- Increasing opportunities: working on global and interregional problems;
- Using research capacity more effectively;

- Working with others; and
- Acting as a knowledge broker.

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### **Taking a global approach**

With an increased capacity in developing countries to address more sector-specific and location-specific research questions, IDRC will devote relatively more resources to a few, carefully selected interdisciplinary global and interregional activities. These will take precedence over, but not replace, traditional IDRC-supported research activities of a national or regional nature.

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### **Using research capacity more effectively**

The problem for development research today is not only to attract more funds (although this remains important) but also to ensure that existing capacity is used effectively. IDRC will contribute to the effective use of research capacity in two ways:

- Greater commitment to utilization and
- Better understanding of “what works” in development research.

IDRC will make greater efforts and commit more resources to ensure that the products from the activities that it supports are used — through better specification of the expected outcomes and clearer identification of potential users, uses, benefits, and costs. Cooperation between researchers and potential users — business leaders, policymakers, and others — will be fostered as a means of enhancing this process. Efforts will be made to involve the private sector whenever appropriate.

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### **Research on the effectiveness of research**

The Centre will intensify its efforts to assess “what works” in development research. A new program will be developed to support studies on how research for development is best organized or how to ensure that the products of useful research can be more speedily and widely applied.

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### **Working with others**

The Centre will work closely with others — including Canadian universities and scientists, multilateral institutions, other donors, and — above all — our developing-country partners — to enhance the financial resources available for necessary research and the overall influence of such research on development. This new emphasis will permit the Centre to give even greater effect to the specific mandate contained in the Act and requiring it “to foster cooperation in research on development problems between the developed and developing regions for their mutual benefit” and “to encourage generally the coordination of international development research.”

The principle of mutual respect will continue to guide the choices that are made. Advisory groups and other consultative mechanisms will allow the Centre to work even more closely with researchers and policymakers in developing countries.

Support for South–South collaboration will continue to be a key feature of Centre operations. IDRC will test new communication techniques to

increase the sharing of knowledge among countries and will explore ways to improve existing networks.

The Canadian development community, always small, shows signs of getting even smaller. Opportunities for Canadians to participate directly in development work are increasingly limited. In this regard, the complementary natures of IDRC and the Canadian International Development Agency (CIDA) suggest a continuation of recent efforts to take advantage of a special partnership. Involvement with other Canadian institutions should look beyond the traditional concept of North–South technical assistance and asymmetry and should focus on the mutual interests of Canada and developing countries.

The Centre already has close links with the small groups of agencies and foundations that devote most of their resources to supporting development research. The Centre intends to reinforce and expand linkages to these and other development-financing organizations. These include some larger lending organizations with research allocations that are great in absolute terms even though constituting only fractions of their overall budgets.

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**Acting as a  
knowledge broker**

Over and above providing funds for research, IDRC plays a role as a knowledge broker. Its widespread access to a broad network of Canadian and developing-country researchers, and to information on development and on science and technology, means that it has a responsibility to inform and influence others — in developing countries, in other development organizations, and in Canada.

The information generated from work on global technological and other changes and on increasing the effectiveness of research systems will permit the Centre to build on its existing capability as a learning organization. The knowledge gained from evaluating project and program results will be used to inform and influence other actors. IDRC will improve its scanning of the research environment and its ability to identify important but neglected topics. The critical importance of this role is particularly evident when we reflect that the key to effective research for development is establishing meaningful linkages between the conduct of that research and the formulation of policies and strategies in both the public and the private sectors.

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**In summary**

In summary, then, IDRC is rethinking its role and gearing itself for a new, quickly unfolding era. It is doing so through new strategic thinking on the challenges facing development workers, researchers, and policymakers. It is doing so through new strategic planning on its program directions, management structures, alliances, and so on. And, increasingly, it is doing so by tighter management systems — fewer staff positions and fewer management levels — that reflect a sensitivity both to the realities of reduced domestic resources and to the development challenges posed by rapid global change.



## **Harnessing natural resources in a sustainable environment**

During 1991, as in previous years, IDRC supported research aimed at protecting the environment and promoting the effective use of the natural resources of developing countries for the benefit of the peoples of those countries. Such research took place under the headings of crop and animal production systems, fisheries, forestry, postproduction systems, technology for local enterprises, earth sciences, and environment.

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### **A global response to the development challenge**

Management and the Board agreed, after the review of Centre strategies and programs, that these topics would continue to be supported by IDRC. However, the new approach would usher in a more systematic combination of the strengths and requirements of those various subsectors of the natural-resource field so as to develop a more focused, global, and multidisciplinary response to the development challenge.

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### **NGOs contribution to the Earth Summit**

One project supported by IDRC during the year permitted scientists and NGOs from developing countries to generate data and ideas on the main questions expected to engage the attention of the Earth Summit in Brazil in June 1992. The project, costing about \$150 000, enabled a large number of NGOs to participate in the preparatory conferences leading up to the Summit. Some did so as members of their countries' delegations to these preparatory meetings and often proved to be among the most knowledgeable delegates with respect to the issues of the conference. This was an excellent example of a project of global significance in which a relatively modest research budget provided considerable leverage and produced optimum results.

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### **Protecting Mount Everest**

Another project of international significance helps to provide ecological protection in the Mount Everest area of China and Nepal as well as social protection for the people living in the area. The project emphasizes two significant points: the importance of both human and physical factors in protecting natural reserves and the fact that Canadian research investment can help stimulate scientific cooperation even across politically difficult borders such as that between China and Nepal.

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### **A fertile ground**

In the Eppawala Phosphate Project, the Institute of Fundamental Studies in Sri Lanka and York University in Canada committed themselves to trying to improve the quality of phosphate fertilizers used in Sri Lanka. The project deals specifically with fertilizers used in the cultivation of tea, rubber, coconut, and other perennial crops in Sri Lanka. An earlier phase of the project had produced methods for improving the local fertilizer. The

second phase provides for involving farmers in the research and for disseminating information on the improved fertilizers through Young Farmer Clubs in Sri Lankan villages.

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**Building on  
natural resources**

In Bolivia, IDRC began funding in mid-1991 the second phase of an essential-oils project. The project emphasizes the implementation of positive research results. Pilot production after a successful first phase had already resulted in some exports. The second phase was directed toward greater production diversity and toward the use of new native and exotic plants. This project is also important in terms of the role of a Canadian partner — the Laboratoire d'analyse et de séparation des essences végétales of the Université du Québec in Chicoutimi, which was also instrumental in the success of the first phase.

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**Harnessing the sea**

Possibilities for the ecologically sound harnessing of the fishing and other marine resources of the developing world continue to attract IDRC's interest. During the year, the Board approved a 3-year \$0.5-million commitment to help build research and development capability in the harvesting of seaweed and invertebrate resources in the Philippines and the rest of the Southeast Asian region. The project also aims to develop cultural and management techniques for commercially important species of seaweed and invertebrates with a view to facilitating mass production while maintaining sustainability. This project, as with many of the newer IDRC projects, also includes provision for the dissemination of information on the results through publications, workshops, conferences, and extension services.



## **Social science research as a stimulus to change**

Institutions and societies — no less than individuals — must be prepared to change if they are to develop. For this reason, the social sciences have represented an area of emphasis for IDRC and will continue to do so in the future. During the year under review, IDRC-supported social-science research focused on social policy and on economic and technology policy. Reference to a few projects illustrates how the Centre perceived the use of social-science research in having a positive and effective influence on policy development in the changing world.

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### **Sustainable and equitable development**

The review of IDRC's strategies and approaches, particularly in the sphere of the social sciences, reaffirmed the Centre's role in support of indigenous developing-country efforts toward sustainable and equitable development. It was agreed that this could best be achieved through support for and the application of relevant policy research. In the social sciences, as in other areas, the Centre will continue to direct its efforts to meet the needs of the rural and urban poor, of women and children, and of other similarly deprived and vulnerable groups.

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### **A multidisciplinary approach**

Management also agreed on the need for a more integrated and multidisciplinary approach. At the same time, greater attention will be paid to the factors associated with policy success and failure with a view to stimulating the application of research knowledge for policy-making and institutional reform. Equally, attempts will be made to determine the appropriate mix between learning from policies successfully employed to promote development elsewhere and adapting and designing policies to conform with local conditions.

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### **Soldiers in a democracy**

During 1991, the Centre provided just under \$150 000 to support a comparative analysis of the relationship between the civilian sector and the military establishment in two postauthoritarian societies in Latin America — Argentina and Chile. The project will attempt to consider the policy challenges that arise when we compare the autonomy enjoyed by a military establishment during authoritarian rule with the requirements of civilian control after the transformation to democracy. One of the objectives of the research is to draw policy implications for the two countries studied as well as for the rest of Latin America.

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### **A tale of two cities**

Across the Atlantic, funds provided by IDRC and OXFAM Canada are supporting research aimed at helping to unite the wealthy White-dominated South African city of Johannesburg with Soweto — its squalid, Black-

occupied alter ego — into a single post-Apartheid community. The research is being conducted by Planact, a local nonprofit service organization. The research was necessary to examine the social and economic barriers keeping alive the “tale of two cities.” These barriers survived the removal of the legal barriers when the Group Areas Act was abolished: this Act had, until then, explicitly forbidden Blacks from living in White areas.

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**Transition in industry**

There is another aspect of the transition to a post-Apartheid society. It is the need to develop a new industrial strategy to help overcome both the inherent weaknesses of the Apartheid industrial structure and the poor performance of the economy during the last two decades. IDRC is providing \$350 000 to the University of Cape Town to explore feasible policy alternatives as well as to develop relevant policy-related research skills for young Black researchers and for potential policymakers. The research proposal provides for interaction with key actors in South Africa: the Congress of South African Trade Unions (COSATU), the business community, and relevant political groups.



## **An integrated approach to health research**

During the year under review, the Centre's work in the area of health sciences continued to be based upon the holistic approach to the health of a community and its people. In general, new approaches developed during the year continue to build on the Centre's innovative and integrated approach to health-science research. In fact, they are likely to lead to an even more integrated approach to the selection, design, and implementation of health-science research projects supported by the Centre.

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### **A community-based education program**

An example of the integrated approach can be found in the 3-year study into the effect that pregnant women's beliefs, customs, and traditional practices regarding reproduction could have on the health choices they make. In keeping with the IDRC's new emphasis on implementation, one result of the project was expected to be a culturally appropriate, community-based education program that would contribute to the promotion of health. The emphasis on linkages is stressed in that five Asian capital cities — Bangkok, Jakarta, Kuala Lumpur, Manila, and Seoul — were selected for the study. A multidisciplinary approach — and one allowing for the involvement of the beneficiaries in the research process — was being adopted. The project was expected to cost just over \$400 000 of which about three-quarters was being provided by IDRC and the remainder by the research institution, the Singapore-based Institute of Southeast Asian Studies.

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### **Death risks for children**

A \$250 000 epidemiological study approved by the Centre in 1991 seeks to determine and compare the relative effects of the major environmental, socioeconomic, and cultural risk factors that might lead to child death in the guinea-savanna area of Eastern Ghana. The project will provide data to develop rational and appropriate strategies for community-based interventions to reduce the rate of child mortality in this region of sub-Saharan Africa.

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### **Men, women, health, and structural adjustment**

The Centre awarded about \$125 000 to Zimbabwe's National Union of the Clothing Industry for a study on the relationship between the country's structural-adjustment programs and some of the principal determinants of health and access to health services. The study will focus, in particular, on the different ways in which men and women are affected or are able to cope. The study also seeks to describe collective responses, including formal and informal networks, to changing economic conditions. It will also attempt to assess the forms of organization that men and women have used to further their interests.

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**Essential national health research**

Essential national health research (ENHR) represents a worldwide effort to coordinate, support, and sustain health research in developing countries. This program aims to identify the appropriate strategies and structures to place the potential of research in the service of development in the field of health. Under that ongoing initiative, IDRC continues to provide financial support for country-based projects. For example, in 1991, it approved just over \$200 000 for the International Centre for Diarrhoeal Disease Research in Bangladesh (ICDDR,B). The money will be used to finance essential health research and to help start an award scheme to promote projects by junior researchers who will be paired with more experienced colleagues. Nearly a dozen research projects are expected to be undertaken under the scheme over a 3-year period.

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**Establishment of the Micronutrients Initiative**

The year was marked by efforts to establish a multiagency Micro-nutrients Initiative located within IDRC. This initiative was the result of the recognition by such forums as the World Summit for Children that eliminating deficiencies of vitamin A, iron, and iodine was a priority. Funds to finance this international initiative are being made available by IDRC, CIDA, the World Bank, and other donors. The Initiative will help countries identify problems, analyze and articulate needs, formulate program proposals, and establish collaboration with potential donors on the subject of micronutrients. It is also expected to help raise international awareness and commitment regarding this challenge.

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**Promoting dialogue on pesticides**

Another project approved during the year permitted the Keystone Centre in the USA to promote dialogue, and hopefully reach consensus, between the pesticides industry and groups critical of the effects of pesticides on people and the environment in developing countries. The importance of this initiative was evident from reports by the World Health Organization (WHO) and others that two million pesticide-linked poisonings resulted in some 20 000 deaths each year.



## **Information in the service of development**

IDRC was one of the first donor organizations to emphasize in its programs the contribution of information to the development process. This topic is, therefore, one in which the Centre has an international reputation. During 1991, funds were provided for activities in the fields of socioeconomic information, science and technology information, and information tools and methods. In addition, the Centre continued the development of its MINISIS software (interactive minicomputer system for information retrieval and library management) and strengthened the international network of MINISIS resource centres. It also established a special program, in collaboration with CIDA, to enable Third World countries to take advantage of the Commonwealth Secretariat's Debt Recording and Debt Management System (CS/DRMS).

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### **Information research and information infrastructures**

The year 1991 saw the Centre conducting a major review of "Information and Development" that was designed to parallel the Centre-wide strategic review. The result was a recognition that the attainment of the Centre's objective of "Empowerment through Knowledge" will require a dual approach of applied research on information problems and opportunities as well as a selective strengthening of the information infrastructures.

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### **Canadian linkages**

An example of a project likely to find echoes in the Centre's new approach was one taking advantage of recent Canadian innovations in radar-satellite (radar-sat) technology. Through that project, Energy, Mines and Resources Canada and the Instituto Geográfico Nacional of Costa Rica will create Canada-Costa Rica links in radar-imaging technology and prepare the technological base for using and processing of radar-sat data.

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### **Interagency activity**

One of the Centre's objectives is to stimulate cooperation among diverse development agencies. The Centre became involved during the year in a major activity, called the "Exchange of Development Information." This activity is aimed at developing a common computer format for exchanging research information among donor organizations, NGOs, and research institutions. This is one of a number of interagency activities for which IDRC houses the coordinating unit. The activity has started off with the support of some 50 organizations.



## Initiatives on a corporate scale

In addition to management-related services, IDRC has a number of matters that are of general corporate interest. Also, to maintain flexibility, the Centre provides resources and establishes methodologies for research and other activities that do not necessarily require the establishment of separate divisions. Activities of this nature carried out during 1991 included the Centre's efforts to increase the utilization of research results. They also included the continued dissemination of information about research activities through audiovisual production, book publishing, and a public information program. No less important were the fellowships and awards program, the role played by the Centre's Library, and the evaluation activities carried out both within and outside IDRC.

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### An informed public

Activities during the year included a "development forum" organized to inform a large audience from various influential groups — diplomats, parliamentarians, NGOs, the media, and universities — and to facilitate the expression of different points of view on issues of development. Contacts with groups interested in development also took place through bilateral encounters, conferences, and meetings. For the second successive year, IDRC organized a 2-week "Summer Institute" for teachers, curriculum advisors, and planners interested in teaching with a global perspective at the high school, college, and university levels. The Institute provides a unique opportunity for meetings with IDRC program officers in Ottawa and with developing-country scientists working in their own countries. It also allows participants an in-depth look at the culture and environment of the country visited.

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### Disseminating science

Thousands of readers in Canada and abroad continued to show keen interest in IDRC's publications, which help disseminate information on scientific research and on the contribution of such research to development. These publications included the three language versions of IDRC's magazine (*IDRC Reports*, *Le CRDI Explore*, and *El CHID Informa*) distributed to over 20 000 readers altogether. They also included a number of books such as *For Earth's Sake*, the product of the Commission on Developing Countries and Global Change. The Commission, funded jointly by IDRC and the Swedish Agency for Research Cooperation with Developing Countries (SAREC), comprised seven eminent social scientists from Africa, Latin America, and Asia who presented a Southern perspective on the global crisis on the environment. The Centre also helped promote the screening in Canada of the television series "Developing Stories." This series presents the environmental picture through the lenses of six talented film makers from developing countries.

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**Supporting links with Canadian partners**

The Centre continued to operate the Pearson Fellowships, the Young Canadian Researchers scheme, and the Gemini Award. During the year, these helped many Canadians to work or study in developing countries and to learn at first hand about the situation in those countries. A description of these fellowships and awards and a list of persons to whom they were granted during 1991 appear in an appendix. These awards fulfilled one aspect of the decision taken by management during 1991 to enhance the Centre's links with its Canadian partners. Such partners include NGOs, the universities, and the private sector. In addition, fellowships were awarded to a number of researchers working on projects and in programs in subjects supported by the Centre. Their names also appear in the list.

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**Coordinating exchange of information**

As in the past, the Library provided services to researchers, to IDRC-supported projects, and to Canadian users. It also continued to coordinate a series of data bases on development matters. (The work of the Library is described in more detail later.)

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**Gender and development issues**

A result of the major strategic review concluded during the year was a recognition that the issue of "Gender and Development" was one of Centre-wide importance and could not, therefore, be put in any of the traditional research divisions. One project in this category approved during the year was based on the theme that the role of NGOs was crucial in the building of a democratic civil society at the current transitional stage in South Africa. The research will provide a comparative analysis of how different types of development organizations seek to provide, and in fact are able to provide, gender-conscious activity. The research provides for gender to be used as an analytic tool for examining the notions of power and empowerment and how these concepts operate at different levels in the society. The idea is to facilitate practical implementation of the results, for example by developing teaching materials and coordinating and consolidating a network of national organizations concerned with the link between gender and development.

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**Technologies to be used**

The Centre supported several projects to promote the research utilization aspect of its work. These included one to evaluate the possibility of disseminating to Peruvian communities a technology to help them control malarial mosquitoes with a strain of bacteria incubated in coconuts. The bacterial strain had been developed by Peru's Instituto de Medicina Tropical "Alexandro von Humboldt" through an earlier IDRC project. The microorganism is harmless to humans and to the rest of the environment — except, of course, the insects for which it is intended — and can be produced and used simply and economically with locally available resources.

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**Raising the level of interaction**

Management hopes that projects such as this one might provide ideas for helping to foster more proactive interventions in research utilization and in the commercialization of products and processes. Management also decided, as part of this attempt, to help raise the level of interaction among IDRC, its clients, and the private sector not only in Canada but also in developing countries.

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## Evaluation

The Centre continued to engage in the evaluation of strategies, programs, processes, and activities — both those within the Centre and those supported by Centre funds — for their value, efficiency, and effectiveness. Twenty evaluations were completed during the year. In partnership with SAREC, the Swedish agency that also supports development research, IDRC published *Knowledge in the Pursuit of Change*. This collection of 28 studies of successful research projects aimed at providing solutions for improving conditions in developing countries has received worldwide praise from the international development community.

Evaluation is a topic identified for greater emphasis in the future. Management decided that the Centre should begin to work with Canadian and international agencies in the development of tools and training modules in the area of evaluation and in the application of more rigorous indicators for assessing scientific outputs and their effects on development.



## **Information on the projects, publications, and services available from IDRC's Library**

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### **List of research projects**

The complete list of IDRC projects is contained in the IDRIS data bank — the Inter-Agency Development Research Information System. IDRIS was developed as the result of an IDRC initiative: it is a cooperative effort to reduce overlap and duplication in research projects in developing countries. The bank currently contains information on research projects funded by IDRC and six other development agencies conducting research projects:

- The Board on Science and Technology for International Development (BOSTID);
- The Finnish International Development Agency (FINNIDA);
- The International Foundation for Science (IFS);
- The Japan International Cooperation Agency (JICA);
- The Swedish Agency for Research Cooperation with Developing Countries (SAREC); and
- The United Nations University (UNU).

Direct access to the IDRIS data bank allows extraction of specific data on an agency, a region, a country, a discipline, or a subject.

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### **Research publications**

Any document created as part of an IDRC project (that should be identified in the IDRIS data bank) or which is written by IDRC staff is placed in the document collection of the IDRC Library. The document collection of the Library contains over 60 000 titles on international research and development. The BIBLIOL data bank allows automated access to this impressive holding. Searches may be made by author (including collective works), title, or subject.

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### **IDRC's Library**

The documents in IDRC's Library collection may be consulted on site. It is also possible to obtain photocopies or microfiches through the Inter-library Loan Service. Any search requests may be forwarded to the Users' Service. The Library is located at IDRC, 250 Albert Street, Ottawa, on the 9th floor. It is open to the public Monday to Friday, from 9 am to 5 pm.

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### **Development data bases**

The IDRIS and BIBLIOL data banks are part of the Development Data Bases Service (DDBS). These may be accessed on-line; this free service is available to any nonprofit organization. Most Canadian university libraries

(and many others around the world), as well as NGOs and several government departments (federal and provincial), use the service. If your agency does not yet subscribe to DDBS, contact the DDBS Manager at IDRC's Library:

IDRC Library, PO Box 8500, Ottawa, Ontario, Canada K1G 3H9  
Telephone: (613) 236-6163 (local 2578); Fax: (613) 238-7230  
Bitnet: IDRC@UOTTAWA.BITNET; Envoy 100: IDRC.LIBRARY.



## **Some examples of projects**

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### **Regional links and team approach**

The Board approved a grant of \$800 000 to the African Economic Research Consortium for the second phase of a project to support a network for economic policy research. The second phase aims, among other things, to promote a regional approach to defining a common research agenda while accounting for national needs and circumstances. It also seeks to develop a team approach that brings together researchers from both academia and government. This project was initiated by IDRC and is now supported by 10 donor agencies. (91-0035)

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### **Training Caribbean social scientists**

A grant of \$551 000 was awarded to the Consortium Graduate School of Social Sciences (CGS) of the University of the West Indies in Jamaica. The grant will facilitate the introduction of a revised curriculum for 2-year master's of science and 3-year doctoral programs in development studies for social scientists in the English-speaking Caribbean. The project, under the leadership of the Director of CGS, Professor Norman P. Girvan, will also support the search for new local sources of stable financial support. Over 60 master's of science, master's of philosophy, and doctoral students entered the school between 1985 and 1990. Poverty, technological change, and sustainable development are among research themes being pursued by the CGS. (91-0055)

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### **Reforming the parastatals**

A \$400 000 grant was awarded to the Centre ivoirien de recherches économiques et sociales of the Université Nationale de la Côte d'Ivoire. The grant will permit the Association des économistes de l'Afrique de l'Ouest (AEAO) to establish a comparative research network on the reform of the parastatal sector in West Africa. The project, which is being implemented by a team led by Achi Atsain of AEAO, aims to analyze the main components of the reform strategies adopted in West African countries. (91-0090)

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### **Infant mortality in India**

An award of \$89 000 was made to the Population Research Centre of the University of Baroda in India. The research project will examine the underlying factors affecting infant mortality in various cultures in the two Indian states of Gujarat and Maharashtra. These two states have comparable health services and development levels but significant differences in their infant-mortality rates. The research results are expected to help policy-makers pinpoint the factors causing infant mortality and devise appropriate and feasible measures to reduce such mortality. (91-0099)

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### **Air pollution and child illnesses**

The Centre made a grant of \$149 434 to the Facultad de Medicina of the Universidad de Chile to study the effect of pollution on the health of children aged 10–13 years. The study, being carried out under the leadership of

Dr Manuel Oyarzún Gomez, will determine whether observed pollution levels increase their risk of bronchial-hyperactivity asthma or interfere with the normal development of their lung function. The results of the study are expected to contribute to policy decisions regarding further steps to control atmospheric pollution. (91-0109)

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**Community involvement in health research**

IDRC granted the Centro de Investigación de Enfermedades Tropicales (CIET) of the Faculty of Medicine of Mexico's Universidad Autónoma de Guerrero the sum of \$354 020. The project thus funded seeks to demonstrate how research at the municipal level (in contrast to that filtered down from the central level) can stimulate or reinforce effective and broad-based programs to improve health. The impact of "microregional" planning at policy, operational, and community levels will be measured, together with its cost implications, in the 10 poorest municipalities in the state of Guerrero, Mexico. The project is in response to demands from municipal authorities for key data to be available for local planning on a timely basis. (91-0134)

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**Information for decision-making in Viet Nam**

The Centre awarded \$362 070 to Viet Nam's National Information and Documentation Centre for Science and Technology (NIDCST). The grant will be used to design and develop a decision-support management information system. This system will serve Viet Nam's information needs in strategic planning and policy formulation at the national level and also at the level of three Vietnamese regions. The project, carried out under the leadership of NIDCST's director, Professor Ngoc Dinh, will concentrate primarily on the food-processing industry, light industry, and fisheries and aquaculture — all areas of priority in the country's economic development. (91-0136)

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**"Advanced" materials and developing countries**

Brazil's Centro de Tecnología Mineral (CETEM) was the beneficiary of a grant of \$122 050. The grant will facilitate the study of the implications for Brazil of the shift to the development and use of "new" or "advanced" materials in developed countries. This new kind of industrial raw material has had a dampening effect on the demand for the products of developing countries. The project, led by Roberto C. Villas Boas of CETEM, will examine possible alternative strategies for materials-related activities in Brazil. (91-0152)

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**Seeking advantages in biotechnology**

IDRC approved a grant of \$88 624 to the Centro para la Inovación Tecnológica of the Universidad Nacional Autónoma de Mexico for research in the new but expanding area of biotechnology. The grant will be used to define a national biotechnology research program to target the benefits for the resource-poor users in the agroindustrial and health sectors in Mexico. However, the methodology being developed and experience being gained are expected to be of use to economic, scientific, and industrial planners and researchers throughout Latin America and elsewhere in the developing world. (91-0172)

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**Network of information networks**

The Asociación Latinoamericana de Instituciones Financieras de Desarrollo (ALIDE) was granted \$558 490 to help establish a "network of

information networks” in Latin America. The project is expected to improve the flow of information among the managers and end-users by using computer-based communication; promoting the distribution on CD-ROM (compact disk-read-only memory) of the data bases produced by the regional networks; establishing pilot programs for marketing information products and services; updating network managers and users in new trends in information management; and providing a mechanism for linking regional information and research networks. (91-0214)

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### **Regional self-reliance in fisheries research**

The Centre granted \$408 300 to the Centro Peruano de Estudios para el Ecodesarrollo Marino (ECODEMAR), based in Lima, Peru. The grant will be used to finance a project aimed at increasing Latin America’s capacity in fisheries planning. Through the project, to be carried out under the leadership of Dr R. Villanueva, a unified technical committee will be given the responsibility and the capacity to decide where and how to use financial assistance available for fisheries research to obtain optimum results. By empowering the region to select and monitor research and development activities, the project will effectively improve the region’s self-reliance. (91-0234)

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### **Supporting and learning**

A grant of \$162 560 was made by IDRC to the Southeast Asian Fisheries Development Center (SEAFDEC). This amount was made available to fund a project to support and learn from the collaboration among community organizations, biologists, and social scientists in applying community-based fishery resource management (CBFRM) techniques in selected communities in Western Visayas in the Philippines. Apart from SEAFDEC, participating organizations include the Philippine NGO “Process,” Culasi Municipality, and the People’s Organizations of Malalison Island. (91-0299)

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### **Community health insurance**

The London School of Hygiene and Tropical Medicine based in London, UK, will administer a grant of \$66 320 to help investigate the effectiveness, affordability, and sustainability of community health insurance in developing countries. The research is being carried out in Burundi, Ghana, and Guinea-Bissau. The Ghanaian phase of the project has an additional aim — developing an instrument to aid policy formulation and planning in the area of community health insurance at the district level. The project is motivated by the need to develop and test various policy options to respond to the scarcity of resources for health care, especially in developing countries. Other participants in the project are the United Nations Children’s Fund (UNICEF) and the Ghanaian Ministry of Health. (91-0300)

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### **Improving colour in rural technology**

The Centre approved a grant of \$249 597 to Guinea’s Programme d’études et de recherche sur les technologies endogènes of the Direction nationale de la recherche scientifique et technique and Quebec’s Centre des technologies textiles. This grant is to help improve the technology used in rural Guinea to develop dyes employed in the country’s textile industry. (91-1001)

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**Let there be water**

The Universidad de los Andes of Colombia and Jacques Whitford Ltd of Canada received a \$300 000 grant from IDRC for a project to help secure and increase the supply of groundwater for the 312 000 residents of the Caribbean coastal town of Santa Marta in Colombia. The project was proposed by the University and the Alcaldía de Santa Marta through Metroaguas, its water company. The aim of the project is to determine the best low-cost method to renew artificially the underground supply of pure water. This supply has been showing signs of depletion, resulting in the intrusion of salt water. (91-1009)

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**From South to North**

The Cree Nation's Split Lake Band received \$65 000 for the second phase of a project aimed at transferring to Canada a technology developed in Third World countries with IDRC support. The technology consists of four simple, rapid, low-cost, community-operated systems to monitor water quality. It will address the related problems of long distances from laboratory facilities, transportation difficulties, delays in receiving results, and often the inability to introduce remedial action on a timely basis. The first phase of the project tested two of four procedures involved. The second phase is testing the other two. (91-1014)

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**Saving the hides**

The University of Zimbabwe and Techno-Tan of Canada were granted \$228 900 to help improve tanning techniques in rural Zimbabwe. This project aims to reduce the waste of the hides of small wild and domestic animals resulting from the lack of knowledge about tanning processes. It will also establish in Zimbabwe the facilities to conduct research on small cottage tanning techniques. Among the chief beneficiaries are likely to be the numerous women who have started rabbit farming to increase their family's protein intake. (91-1051)



## Board of Governors

*Janet M. Wardlaw\**  
Chairman of the Board of  
Governors  
Guelph, Canada  
(Term expired 21 March 1992)

*Peter A. Larkin\**  
Vice-Chairman of the Board of  
Governors  
Vancouver, Canada

*Keith Bezanson\**  
President and Chief Executive  
Officer  
Ottawa, Canada

*Anne-Claude Bernard-Bonnin\**  
Montreal, Canada

*Albert J. Butros\**  
Jubeiha, Jordan

*Saisuree Chutikul*  
Bangkok, Thailand

*Umberto P. Colombo*  
Rome, Italy  
(Term expired 21 December 1991)

*Joan E. Foley\**  
Toronto, Canada

*Niki Goulandris*  
Kifissia, Greece

*David A. Hamburg*  
New York, USA

*Gerald K. Helleiner\**  
Toronto, Canada  
(Until 1 July 1991)

*Walter J. Kamba\**  
Harare, Zimbabwe

*Alexander A. MacDonald\**  
Antigonish, Canada

*Lucille Mair*  
Kingston, Jamaica

*Marcel Massé*  
Hull, Canada

*Robert C. McGinnis\**  
Winnipeg, Canada

*Jean-Guy Paquet\**  
Quebec, Canada

*Vulimiri Ramalingaswami*  
Delhi, India

*Sbridath Rampahal*  
Guyana

*Marie-Angélique Savané*  
Dakar, Sénégal

*Clara Zomer\**  
San José, Costa Rica

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\* Executive committee



## Officers of the Centre and Regional Directors

*Keith A. Bezanson*  
President

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*Raymond J. Audet*  
Vice-President, Resources

*James Mullin*  
Vice-President, Program

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*Robert Auger*  
Secretary and General Counsel

*Pierre Beemans*  
Director General, Corporate Affairs  
and Initiatives

*Gerald R. Bourrier*  
Director, Fellowships and Awards

*W. Douglas Daniels*  
Director, Planning and Evaluation

*Antoine Hawara*  
Treasurer

*Geoffrey C. Hawtin*  
Director, Agriculture, Food  
and Nutrition Sciences  
(Until 28 June 1991)

*David Nostbakken*  
Director, Communications

*J. Allan Rix*  
Director, Human Resources

*Karl Smith*  
Director, Health Sciences

*Martha B. Stone*  
Director, Information Sciences

*Mousseau Tremblay*  
Director, Earth and Engineering  
Sciences

*Anne V.T. Whyte*  
Director, Social Sciences

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*Daniel Adzei Bekoe*  
Regional Director, Eastern  
and Southern Africa  
(Nairobi)

*L. Fernando Chaparro*  
Regional Director, Latin America  
and the Caribbean  
(Montevideo)

*Jingjai Hanchanlash*  
Regional Director, Southeast  
and East Asia  
(Singapore)

*Fawzy Kishk*  
Regional Director, Middle East  
and North Africa  
(Cairo)

*Vijay G. Pande*  
Regional Director, South Asia  
(New Delhi)

*Pierre Sané*  
Regional Director, West  
and Central Africa  
(Dakar)



## Officers of the Centre and Regional Directors for 1992–1993

Following is the list of the officers and the divisions of the Centre, as of 1 April 1992, reflecting the new structure that came into effect on that date.

*Keith A. Bezanson*  
President

*Raymond J. Audet*  
Director General, Finance and  
Administration

*Robert Auger*  
Secretary and General Counsel

*Pierre Beemans*  
Director General, Corporate Affairs  
and Initiatives

*Gilles Forget*  
Acting Director General,  
Health Sciences

*Antoine Hawara*  
Treasurer

*Chris Smart*  
Acting Director General,  
Social Sciences

*Martha B. Stone*  
Director General, Information  
Sciences and Systems

*Anne V.T. Whyte*  
Director General, Environment  
and Natural Resources

*Gerald R. Bourrier*  
Regional Director, West  
and Central Africa  
(Dakar)

*L. Fernando Chaparro*  
Regional Director, Latin America  
and the Caribbean  
(Montevideo)

*Jingjai Hanchanlash*  
Regional Director, Southeast  
and East Asia  
(Singapore)

*Fawzy Kishk*  
Regional Director, Middle East  
and North Africa  
(Cairo)

*Vijay G. Pande*  
Regional Director, South Asia  
(New Delhi)

*Pierre Sané*  
Regional Director, Eastern  
and Southern Africa  
(Nairobi)



## **Financial commentary and highlights**

In April 1991, the Centre's parliamentary grant was reduced by \$7.2 million from \$123.0 to \$115.8 million, in part to cover costs associated with the Gulf War and persistent famines in Africa. This reduced the Centre's revenue level to the level it had previously reached in 1988–1989. This reduction in the expected grant level, plus the need to absorb the costs of the restructuring, had a major effect on the Centre's financial operating results.

In October 1991, the Board of Governors approved a new strategy for IDRC. This strategy acknowledges the changes that are sweeping the developing world and the continuing financial pressures that Canada's budget for official development assistance (ODA) must accommodate. The strategy also acknowledges the need to focus the Centre's programs more systematically and streamline its delivery systems. Accordingly, the Centre has entered a 2-year transition period that will involve substantial restructuring of program directions, a 20% reduction in the number of employees, and a further decentralization of program and administrative accountability to IDRC staff and the Centre's research partners.

During the last 6 months of 1991–1992, the Centre began the difficult task of implementing the strategy. Immediately after the meeting of the Board of Governors in October, a "transition team" was established. This team, comprising representatives from the Staff Association and program and administrative divisions, was mandated to oversee the transition process and to ensure that decisions were made fairly and equitably.

By March 31, 1992, the Centre had reduced its management levels from five to three. It had merged several divisions and programs to create a more streamlined and simplified organizational structure. An 18% reduction in the number of employees had been identified, reducing the staff of the Centre from 592 in 1991–1992 to 486 in 1992–1993. Numerous discussions had been held to define ways to focus program delivery, heighten collaborative efforts with other donors, and diversify sources of funds. These discussions will continue into 1992–1993.

To follow generally accepted accounting principles, it was necessary to record all transition costs in the current year. This fact, when added to the higher than projected rate of project expenditures, resulted in a deficit of almost \$2.0 million in the Centre's equity at the end of 1991–1992. Transition costs alone amounted to some \$5.8 million and understandably could not be fully absorbed within the 1-year grant. Accordingly, the Centre will finance this deficit during the fiscal year 1992–1993 through the savings achieved from the downsizing.

A cornerstone of the Centre's communication system continues to be its commitment to local-area and wide-area computer networks. During 1991–1992, the Centre supported these communication systems by upgrading its regional office telecommunication system. In 1992–1993, the Centre plans

to further enhance communication by introducing local-area networks in four of its regional offices.

In February 1992, the federal government announced that the Centre's legal status would be changed from a crown corporation to a departmental corporation. This step is being taken to bring the Centre's administrative regime into conformity with that of the rest of the public service. It will not change IDRC's research function or its international board. Discussions started in March 1992 with Treasury Board to determine what changes to the Centre's Act would be required.

## Revenues

Total IDRC revenues were slightly higher than those of the previous year and amounted to \$123.5 million. Revenues consist of the Parliamentary grant of \$115.8 million, investment and other income of \$2.2 million, and income for contract research of \$5.5 million. Figure 1 illustrates the trend in revenues over the last 4 years and for the year to come.

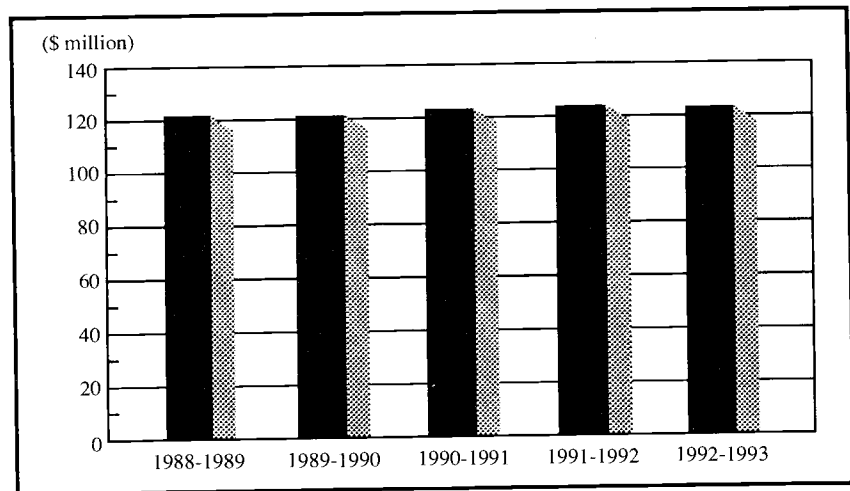


Figure 1. Total revenue for the Centre for 1988-1989 (actual) to 1992-1993 (budget).

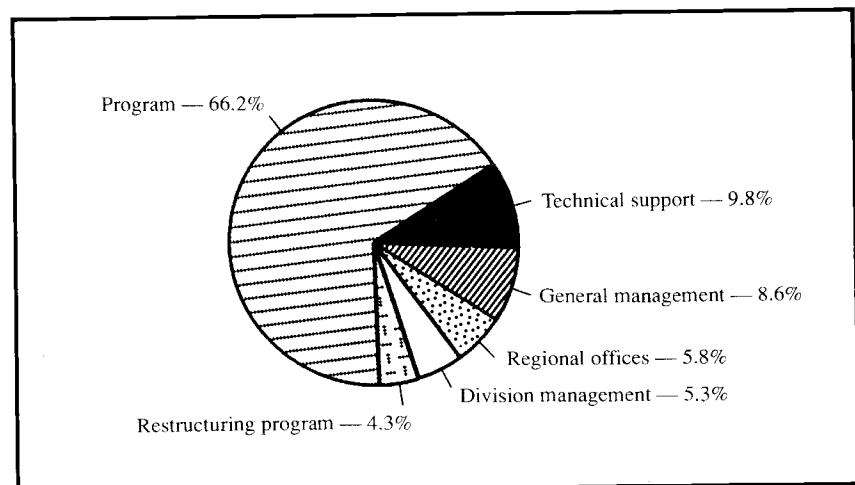


Figure 2. Breakdown of actual expenditures for 1991-1992.

The variances from the previous year for the three revenue components were very different from one another. The Parliamentary grant for 1991–1992, a total of \$115.8 million, represented an increase of \$1.7 million (1.5%) as compared to the preceding financial year. The \$2.2 million from investment and other income is below the previous year by \$1.1 million (–34.1%). This major variance is due to the reduction in the average level of the investment portfolio during the year and the drop in the average yield. Lastly, the contract research revenues increased by \$0.4 million (7.8%) in comparison to 1990–1991.

For 1992–1993, total revenues of \$122.5 million are projected, a decrease of 0.8% over 1991–1992.

## Expenditures

Total expenditures in the financial year 1991–1992 reached \$133.9 million. This amount represents an increase of \$16 million, 13.6%, over the values for the previous financial year. Figure 2 shows the relative share of each category of expenditure for 1991–1992.

Table 1 shows the actual expenditures for 1991–1992 and the previous 3 years (in millions of dollars and as a percentage of the individual years' totals). Figure 3 illustrates the trend by type of expenditure over the last 4 years and for the year to come.

Table 1. Expenditures (millions) for 1988–1989 to 1991–1992.

	Actual							
	1991– 1992	% of total	1990– 1991	% of total	1989– 1990	% of total	1988– 1989	% of total
Development-research activities	\$75.1	56.1	\$66.9	56.7	\$78.5	60.0	\$67.9	58.5
Research-related activities	26.6	19.9	24.5	20.8	25.2	19.3	23.8	20.5
General management	11.5	8.6	11.5	9.8	11.1	8.5	9.9	8.5
Regional offices	7.8	5.8	8.0	6.8	8.7	6.6	7.2	6.2
Division management	7.1	5.3	7.0	5.9	7.4	5.7	7.2	6.2
Restructuring program	5.8	4.3	—	—	—	—	—	—
Total	<u>\$133.9</u>	<u>100.0</u>	<u>\$117.9</u>	<u>100.0</u>	<u>\$130.9</u>	<u>100.0</u>	<u>\$116.0</u>	<u>100.0</u>

## Development-research activities

Development-research activities reflect the direct costs of all scientific and technical research projects financed by IDRC in developing countries. These are the *raison d'être* for the Centre's existence. This category of expenditures includes projects that are identified, developed, and managed by developing-country researchers; projects that are supported by the Centre and international research networks; and contract research projects that are managed on behalf of other donor agencies.

In 1991–1992, expenditures for development-research activities reached \$75.1 million or 56.1% of the Centre's total expenditures. Expenditures for existing projects that involve, for the most part, development research increased by 7.2% as compared to actual expenditures for 1990–1991. In addition, expenditures on new projects also increased by 23.2% as compared to the preceding year.

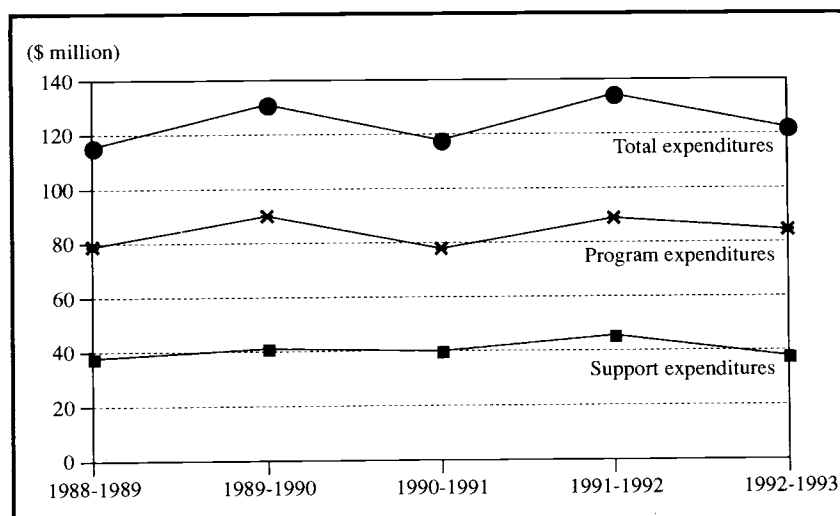


Figure 3. Expenditures trend for 1988-1989 (actual) to 1992-1993 (budget).

This significant increase in expenditures was anticipated when the budget was prepared and reflected the substantial increase in new project appropriation (20.6%).

However, a drop of 3.9% in development-research activities is projected for next year because of the reduced grant level.

## Research-related activities

Research-related activities include technical support, small projects that lead to the development of research projects, and activities related to the dissemination of information or the application of the results of research. These activities also include maintaining a specialized, development-research library, which serves both the Canadian development community and IDRC staff, as well as implementing small projects that support ongoing IDRC programs. Expenditures for this category reached \$26.6 million in 1991-1992, or 19.9% of total Centre expenditures. This represented an increase of 8.6% as compared to the previous year.

Technical-support expenditures include the cost of program personnel, whose role is to assist in the development of new projects, monitor ongoing research projects, and provide technical support to recipients. In 1991-1992, technical-support expenditures were \$13.1 million, representing 9.8% of total Centre expenditures, a drop of 0.6% as compared to the preceding year.

## Regional offices

The Centre's six regional offices play an important role in enhancing the effectiveness of the support that the Centre provides to research projects in developing countries. They facilitate contacts with grant recipients and improve the Centre's ability to respond to the needs of developing countries. These offices are located in Egypt, India, Kenya, Sénégal, Singapore, and Uruguay. The total cost of operating these offices in 1991-1992 was \$7.8 million, a decrease of 2.8% as compared to 1990-1991.

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**Division management**

In 1991–1992, expenditures for division management totaled \$7.1 million, a 2.0% increase as compared to the previous year, and represented 5.3% of the total Centre expenditures for 1991–1992.

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**General management**

To sustain its overall operational effectiveness, the Centre must fulfil a wide variety of policy, executive, administrative, and service functions. These functions are discharged by the Board of Governors; the Executive Office; the offices of the Secretary and the General Counsel, the Treasurer, and Human Resources; as well as the Administration, Electronic Data Processing, and Internal Audit departments.

General management expenditures reached \$11.5 million, the same figure as the previous financial year (Table 2). Management expenditures dropped over 1990–1991 levels from 9.8% to 8.6% as a proportion of total expenditures.

Table 2. General management expenses for the 12-month period ending March 31, 1992.

	1992	1991
Salaries and benefits	\$ 6 749 156	\$ 6 891 464
Rent and utilities	2 002 109	1 890 128
Office and sundry	1 150 955	1 150 941
Depreciation and amortization	496 421	478 441
Professional and special services	429 615	278 663
Telecommunications	223 553	250 719
Travel and relocation	218 723	209 218
Governors' meetings	175 763	247 432
Insurance	64 045	56 196
Working group expenses	1 011	63 889
Total	<u>\$11 511 351</u>	<u>\$11 517 091</u>

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**Restructuring program expenses**

The restructuring program expenses amount to \$5.8 million and include estimates for payments to employees under the special compensation and assistance program and program administration.

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**Equity of Canada**

The equity of Canada, which stood at \$8.6 million at the end of the previous financial year, fell to –\$1.9 million by March 31, 1992. This decrease is due to the decision to accrue the total restructuring program expenses in this fiscal year and to the higher than expected level of program expenditures. These unforeseen expenditures were partially offset by lower than budgeted management expenses.

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**Person-years**

For 1991–1992, the Centre's head office staff totaled 394.9 as compared to 435.3 in the budget. Vacancies were spread between technical support, division management, and general management. For 1992–1993, the number of head office person-years is expected to be reduced to 348.3.

## Appropriations

Total Centre appropriations for 1991–1992 were \$133.6 million, an increase of 18.5% compared to \$112.7 million in the previous fiscal year. This total included \$88.3 million allocated for new projects, accounting for 66.1% of the total amount appropriated during the year. Figure 4 shows the allocation of program appropriations by geographic region.

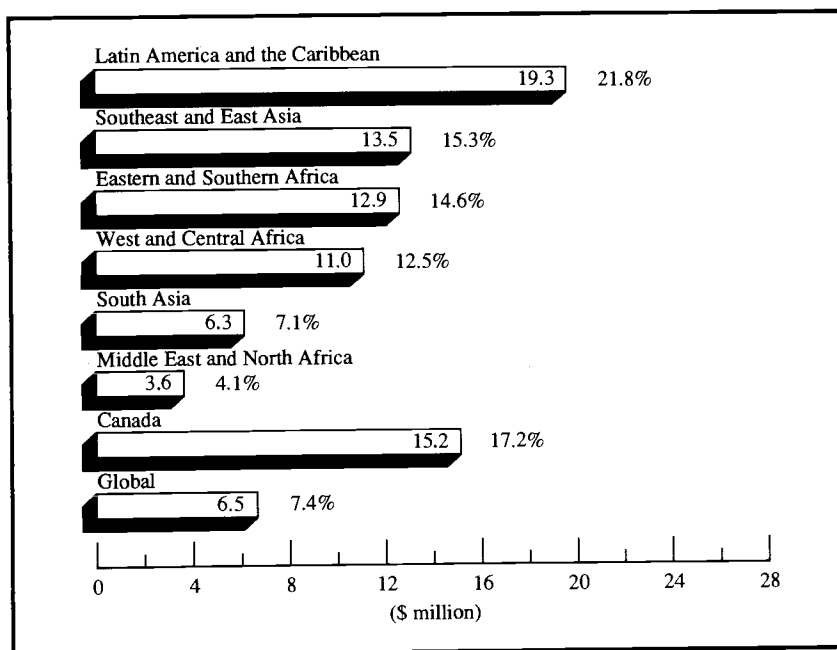


Figure 4. Actual appropriations for 1991–1992 by region.

For 1992–1993, total appropriations are projected to reach \$120.9 million, with the program appropriations of \$83.5 million representing 69.1% of the total.

## Responsibility for financial statements

The financial statements have been prepared by management in accordance with generally accepted accounting principles appropriate in the circumstances. Management also assumes responsibility for all other information in the annual report, which is consistent, where applicable, with that contained in the financial statements. In support of its responsibility, management maintains financial and management control systems and practices to provide reasonable assurance as to the reliability of financial information, and that assets are safeguarded and the operations are carried out effectively. The Centre has an Internal Audit department whose functions include reviewing internal controls and their application on an ongoing basis.

The Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance and Audit Committee whose members are not employees of the Centre. The Committee meets with management, the internal auditors, and the external auditors on a regular basis.

The Auditor General of Canada conducts an independent examination in accordance with generally accepted auditing standards and expresses his opinion on the financial statements. His examination includes appropriate tests and procedures to enable him to report whether the financial statements are presented fairly. The external auditors have full and free access to the Finance and Audit Committee of the Board.

## Financial highlights (\$ 000)

	Budget 1991-1992	Actual 1991-1992	% variance from budget	Actual 1990-1991	1991-1992 vs 1990-1991 (% change)
<b>FINANCIAL ACTIVITY</b>					
<b>Revenue</b>	<u>\$121 950</u>	<u>\$123 497</u>	<u>1.3</u>	<u>\$122 541</u>	<u>0.8</u>
Grant from Parliament of Canada	115 000	115 800	0.7	114 130	1.5
Contract research	4 773	5 537	16.0	5 133	7.9
Investment and other income	2 177	2 160	-0.8	3 278	-34.1
<b>Expenditure</b>	<u>\$125 680</u>	<u>\$133 942</u>	<u>-6.6</u>	<u>\$117 998</u>	<u>13.5</u>
Existing projects	47 165	53 356	-13.1	49 734	7.3
New projects*	36 139	35 240	2.5	28 554	23.4
Technical support	13 468	13 093	2.8	13 169	-0.6
General management	13 280	11 511	13.3	11 517	-0.1
Regional offices	8 141	7 825	3.9	8 048	-2.8
Division management	7 487	7 113	5.0	6 976	2.0
Restructuring program	—	5 804	—	—	—
<b>Excess of revenue over expenditure (expenditure over revenue)</b>	<u>\$ (3 730)</u>	<u>\$(10 445)</u>	<u>—</u>	<u>\$ 4 543</u>	<u>—</u>
<b>PROGRAM ACTIVITY</b>					
<b>Appropriations</b>	<u>\$131 426</u>	<u>\$133 647</u>	<u>-1.7</u>	<u>\$112 707</u>	<u>18.6</u>
New projects	89 050	88 301	0.8	72 997	21.0
Technical support	13 468	13 093	2.8	13 169	-0.6
General management	13 280	11 511	13.3	11 517	-0.1
Regional offices	8 141	7 825	3.9	8 048	-2.8
Division management	7 487	7 113	5.0	6 976	2.0
Restructuring program	—	5 804	—	—	—
<b>Commitments</b>	<u>\$127 988</u>	<u>\$137 359</u>	<u>-7.3</u>	<u>\$109 706</u>	<u>25.2</u>
Projects	85 612	92 013	-7.5	69 996	31.5
Technical support	13 468	13 093	2.8	13 169	-0.6
General management	13 280	11 511	13.3	11 517	-0.1
Regional offices	8 141	7 825	3.9	8 048	-2.8
Division management	7 487	7 113	5.0	6 976	2.0
Restructuring program	—	5 804	—	—	—

\* Includes contract research and division activity projects.

## Five-year financial review (\$ 000)

	Actual 1991-1992	Actual 1990-1991	Actual 1989-1990	Actual 1988-1989	Actual 1987-1988
<b>RESULTS OF OPERATIONS</b>					
<b>Revenue</b>	<u>\$123 497</u>	<u>\$122 541</u>	<u>\$121 083</u>	<u>\$121 293</u>	<u>\$112 417</u>
Grant from Parliament of Canada	115 800	114 130	108 500	114 200	108 100
Investment and other income	2 160	3 278	3 306	2 894	2 210
Contract research	5 537	5 133	9 277	4 199	2 107
<b>Expenditure</b>	<u>\$133 942</u>	<u>\$117 998</u>	<u>\$130 946</u>	<u>\$115 975</u>	<u>\$106 401</u>
Development research activities*	75 054	66 925	78 459	67 875	62 362
Research related activities	26 635	24 532	25 257	23 825	21 347
Research operational support	14 938	15 024	16 106	14 388	12 329
General management	11 511	11 517	11 124	9 887	10 363
Restructuring program	5 804	—	—	—	—
<b>Excess of revenue over expenditure (expenditure over revenue)</b>	<u>\$(10 445)</u>	<u>\$ 4 543</u>	<u>\$ (9 863)</u>	<u>\$ 5 318</u>	<u>\$ 6 016</u>
<b>PROGRAM ACTIVITY</b>					
<b>Appropriations</b>	<u>\$133 647</u>	<u>\$112 707</u>	<u>\$115 677</u>	<u>\$141 265</u>	<u>\$124 904</u>
New projects*	88 301	72 997	74 685	103 659	89 685
Technical support	13 093	13 169	13 762	13 330	12 527
General management	11 511	11 517	11 124	9 887	10 363
Regional offices	7 825	8 048	8 728	7 177	5 828
Division management	7 113	6 976	7 378	7 212	6 501
Restructuring program	5 804	—	—	—	—
<b>Commitments</b>	<u>\$137 359</u>	<u>\$109 706</u>	<u>\$145 089</u>	<u>\$126 834</u>	<u>\$120 154</u>
Projects†	92 013	69 996	104 097	89 228	84 935
Technical support	13 093	13 169	13 762	13 330	12 527
General management	11 511	11 517	11 124	9 887	10 363
Regional offices	7 825	8 048	8 728	7 177	5 828
Division management	7 113	6 976	7 378	7 212	6 501
Restructuring program	5 804	—	—	—	—
<b>Outstanding commitments</b>	<u>\$105 000</u>	<u>\$105 200</u>	<u>\$116 100</u>	<u>\$104 400</u>	<u>\$ 96 000</u>

\* Includes contract research.

† Includes division activity projects.

‡ Excludes contract research (special projects).

## Research and support activities for the year ended March 31, 1992

	1992			1991	
	Development research	Research- related activities	Research operational support	Total	Total
<b>PROGRAMS</b>					
Agriculture, Food and Nutrition Sciences	\$24 343 302	\$ 5 403 559	\$ 1 132 962	\$ 30 879 823	\$ 27 524 563
Social Sciences	13 422 652	3 395 738	1 349 476	18 167 866	15 042 755
Health Sciences	12 018 226	2 920 773	1 077 479	16 016 478	14 076 129
Information Sciences	8 692 256	2 311 279	1 330 533	12 334 068	12 432 891
Earth and Engineering Sciences	7 540 894	1 511 022	615 663	9 667 579	8 593 433
Fellowships and Awards	4 603 746	1 188 419	399 618	6 191 783	6 188 200
<b>PROGRAM-RELATED ACTIVITIES</b>					
Regional offices	—	1 500 950	7 825 087	9 326 037	9 544 867
Communications	1 941 981	5 181 513	777 956	7 901 450	6 882 933
Special program activities	2 491 490	750 791	—	3 242 281	3 524 510
Development-research library	—	1 786 650	—	1 786 650	1 723 452
External liaison and relations	—	683 825	428 970	1 112 795	946 904
	<u>\$75 054 547</u>	<u>\$26 634 519</u>	<u>\$14 937 744</u>	<u>\$116 626 810</u>	<u>\$106 480 637</u>

## Person-year levels

	1991—1992		1990—1991	
	Budget	Actual	Budget	Actual
<b>PROGRAM DIVISIONS</b>	279.3	251.2	285.1	268.5
Agriculture, Food and Nutrition Sciences	49.0	40.9	47.6	47.0
Social Sciences	42.0	41.4	44.0	42.2
Information Sciences	36.6	32.4	38.6	34.2
Project-related staff	36.4	33.4	36.4	37.2
Health Sciences	33.0	26.0	35.0	30.0
Earth and Engineering Sciences	17.0	13.9	17.0	13.6
Communications	15.0	10.8	15.0	16.3
Project-related staff	28.0	31.1	28.0	25.6
Fellowships and Awards	11.3	11.0	11.5	11.3
Office of Planning and Evaluation	11.0	10.3	12.0	11.1
<b>GENERAL MANAGEMENT</b>	153.0	142.7	151.8	148.6
Office of the Treasurer	37.0	35.8	37.8	36.6
Administration Department	34.0	31.8	34.0	33.0
Office for Human Resources	18.0	15.9	17.5	16.8
Electronic Data Processing	16.0	15.9	16.0	16.2
Office of the Secretary and General Counsel	15.0	14.8	15.0	14.9
Executive Office	15.0	12.5	14.0	13.2
Regional Offices Administration	13.0	12.3	12.5	13.2
Internal Audit	5.0	3.7	5.0	4.7
<b>SECONDMENTS/SABBATICAL/STUDY LEAVE</b>	3.0	1.0	3.0	1.2
<b>TOTAL: HEAD OFFICE HIRED STAFF</b>	435.3	394.9	439.9	418.3



AUDITOR GENERAL OF CANADA

VÉRIFICATEUR GÉNÉRAL DU CANADA

## AUDITOR'S REPORT

To the International Development Research Centre  
and the  
Secretary of State for External Affairs

I have audited the balance sheet of the International Development Research Centre as at March 31, 1992 and the statements of operations, equity and changes in the financial position 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 generally accepted auditing standards in Canada, conforming with International Auditing Guidelines. 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 March 31, 1992 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles in Canada, conforming with International Accounting Standards.

A handwritten signature in cursive script, appearing to read 'D. Meyers'.

D. Larry Meyers, FCA  
Deputy Auditor General  
for the Auditor General of Canada

Ottawa, Canada  
June 18, 1992

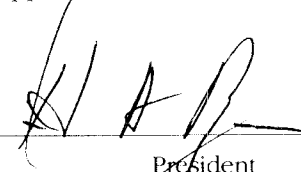


## Financial statements for the year ended March 31, 1992

### Balance sheet as at March 31, 1992

	1992	1991
<b>ASSETS</b>		
<b>Current</b>		
Cash and short-term deposits (Note 4)	\$12 867 402	\$16 894 314
Accounts receivable	903 988	1 409 170
Prepaid expenses	1 015 538	882 017
	<b>14 786 928</b>	<b>19 185 501</b>
Recoverable deposits	153 960	175 976
Property and equipment (Note 5)	4 097 388	5 031 677
Endowment funds (Note 6)	214 538	293 041
<b>Total assets</b>	<b>\$19 252 814</b>	<b>\$24 686 195</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 7)	\$16 535 315	\$10 225 827
Contract research (Note 8)	520 651	650 181
	<b>17 055 966</b>	<b>10 876 008</b>
Accrued employee separation benefits	2 156 193	2 941 320
Deferred rent — Head office	1 702 084	2 007 001
Endowment funds (Note 6)	214 538	293 041
<b>Total liabilities</b>	<b>21 128 781</b>	<b>16 117 370</b>
<b>EQUITY</b>	<b>(1 875 967)</b>	<b>8 568 825</b>
<b>Total liabilities and equity</b>	<b>\$19 252 814</b>	<b>\$24 686 195</b>

Approved:

  
President

  
Treasurer

**Statement of  
operations for the year  
ended March 31, 1992**

	1992	1991
<b>EXPENSES</b>		
<b>Development-research activities</b>		
Project grants	\$ 63 045 559	\$56 382 561
Centre projects	6 471 791	5 408 936
Contract research (Note 8)	5 537 197	5 133 337
	<u>75 054 547</u>	<u>66 924 834</u>
<b>Research-related activities</b>		
Technical support	13 093 345	13 169 049
Program-development support	7 929 919	5 739 734
Information dissemination	3 824 605	3 899 706
Development-research library	1 786 650	1 723 452
	<u>26 634 519</u>	<u>24 531 941</u>
<b>Research operational support</b>		
Regional offices	7 825 087	8 047 720
Division management	7 112 657	6 976 142
	<u>14 937 744</u>	<u>15 023 862</u>
<b>Total research and support expenses</b>	<b>116 626 810</b>	<b>106 480 637</b>
<b>General management expenses</b>	<b>11 511 351</b>	<b>11 517 091</b>
<b>Restructuring program expenses (Note 9)</b>	<b>5 803 722</b>	<b>—</b>
	<u>133 941 883</u>	<u>117 997 728</u>
<b>REVENUE</b>		
<b>Grant from Parliament of Canada</b>	<b>115 800 000</b>	<b>114 130 000</b>
<b>Investment and other income</b>	<b>2 159 894</b>	<b>3 277 863</b>
<b>Contract research (Note 8)</b>	<b>5 537 197</b>	<b>5 133 337</b>
	<u>123 497 091</u>	<u>122 541 200</u>
<b>EXCESS OF (EXPENSES OVER REVENUE) REVENUE OVER EXPENSES</b>	<b><u>\$(10 444 792)</u></b>	<b><u>\$ 4 543 472</u></b>

**Statement of equity  
for the year ended  
March 31, 1992**

	1992	1991
<b>Balance at the beginning of the year</b>	<b>\$ 8 568 825</b>	<b>\$4 025 353</b>
Excess of (expenses over revenue) revenue over expenses	(10 444 792)	4 543 472
<b>Balance at the end of the year</b>	<b><u>\$(1 875 967)</u></b>	<b><u>\$8 568 825</u></b>

**Statement of changes  
in financial position  
for the year ended  
March 31, 1992**

	1992	1991
<b>Operating activities</b>		
Cash (used in) provided by operations		
Excess of (expenses over revenue) revenue over expenses	\$(10 444 792)	\$ 4 543 472
Items not affecting cash		
Amortization of property and equipment	1 374 507	1 374 701
Provision for restructuring program	5 466 731	—
Provision for employee separation benefits	(578 501)	494 327
Gain (loss) on disposal of equipment	14 019	(121 724)
Amortization of deferred rent	(304 917)	(304 917)
	<b><u>(4 472 953)</u></b>	<b><u>5 985 859</u></b>
Changes in noncash operating assets and liabilities		
Accounts receivable	505 182	(368 314)
Prepaid expenses	(133 521)	(32 769)
Recoverable deposits	22 016	30 918
Accounts payable and accrued liabilities	842 757	(1 077 998)
Payment of employee separation benefits	(206 626)	(176 135)
Contract research liability	(129 530)	(776 110)
	<b><u>900 278</u></b>	<b><u>(2 400 408)</u></b>
Cash (used in) provided by operations	<b><u>(3 572 675)</u></b>	<b><u>3 585 451</u></b>
<b>Investing activities</b>		
Additions to property and equipment	(492 772)	(1 041 560)
Proceeds on disposal of equipment	38 535	234 745
	<b><u>(454 237)</u></b>	<b><u>(806 815)</u></b>
<b>(Decrease) increase in cash</b>	<b>(4 026 912)</b>	<b>2 778 636</b>
<b>Cash and short-term deposits at the beginning of the year</b>	<b><u>16 894 314</u></b>	<b><u>14 115 678</u></b>
<b>Cash and short-term deposits at the end of year</b>	<b><u>\$12 867 402</u></b>	<b><u>\$16 894 314</u></b>



## Notes to financial statements as at March 31, 1992

### 1. Authority and objective

The International Development Research Centre, a Corporation without share capital, was established in 1970 by the Parliament of Canada through the International Development Research Centre Act. The annual grant received from the Parliament of Canada is pursuant to External Affairs Vote 60 for the years ended March 31, 1992 and 1991.

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. Change to the legal status

On February 25, 1992, it was announced in the Federal Budget that the government had decided to introduce "legislation to change the IDRC's legal status to that of a departmental corporation ... to bring its administrative regime into conformity with that of the rest of the public service, while maintaining the Centre's distinctive research function and its international board."

On June 12, 1992, the Government of Canada announced that the mandate of the Centre would be broadened so as to deal specifically with the environment and related concerns. The Prime Minister invited the Secretary General, on behalf of the agencies of the United Nations, to propose the 10 non-Canadian members of the Board of the Centre, further internationalizing the Centre and creating a new partnership between Canada and the UN.

As negotiations with the Government about these two announcements are ongoing, it is too early to determine the specific impact on the Centre.

### 3. Significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles, conforming with International Accounting Standards, and reflect the following significant accounting policies.

#### Property and equipment

Property and equipment are recorded at cost and amortized over their estimated useful lives. Leasehold improvements are amortized over the terms of the respective leases. The methods and rates used to provide for the amortization of property and equipment are:

	Method	Rate (%)
Computer equipment	Straight line	20
Leasehold improvements	Straight line	5-50
Office furniture and equipment	Diminishing balance	20
Vehicles	Diminishing balance	30
Telephone system	Straight line	20

### **Recognition of revenue**

Parliamentary grants are recorded as revenue on an accrual basis.

Revenue in respect of contract research is recognized at the time the related project expenses are incurred. Contract research funds received in excess of expenses are included in current liabilities.

### **Accrued employee separation benefits**

Employees are entitled to specified termination benefits, calculated at salary levels in effect at the time of separation as provided for by conditions of employment. The liability for these benefits is recorded as the benefits accrue to employees.

### **Deferred rent**

Any rent-free period or other benefits associated with long-term leases are deferred and amortized over the term of the lease on a straight-line basis. With the changes in accounting policy that will result from a change in legal status, the Centre intends to offset deferred rent with equity.

### **Pension costs**

Employees are covered by the Public Service Superannuation Plan administered by the Government of Canada. Contributions to the Plan are required from the employees and the Centre. These contributions represent the total liability of the Centre and are recognized in the accounts on a current basis.

### **Income taxes**

The Centre is exempt from any income taxes.

### **Foreign-currency translation**

Foreign-currency transactions are translated into Canadian dollars by the use of an average exchange rate that closely approximates the rate in effect at the transaction date. Monetary assets and liabilities are adjusted to reflect the rate of exchange in effect at year-end. Exchange gains and losses are included in operations for the current year.

## **4. Cash and short-term deposits**

	1992	1991
Cash	\$ (458 624)	\$ (465 070)
Short-term deposits		
Canadian banks	10 345 136	8 530 333
Federal and provincial governments	1 491 240	—
Commercial companies	1 489 650	6 754 895
Foreign-owned banks	—	2 074 156
	<u>\$12 867 402</u>	<u>\$16 894 314</u>

The cash balance includes \$648 542 on deposit with the Bank of Credit and Commerce International (B.C.C.I.) in Sénégal. Access to these funds is restricted pending the outcome of discussions between the interim managers of B.C.C.I. in Sénégal, the Banque Centrale des États de l'Afrique de l'Ouest, and a prospective purchaser, the African Development Bank.

## 5. Property and equipment

	1992		1991	
	Cost	Accumulated amortization	Net	Net
Computer equipment	\$ 5 836 574	\$3 517 129	\$2 319 445	\$3 050 789
Office furniture and equipment	1 864 360	1 223 816	640 544	702 983
Leasehold improvements	1 245 422	580 376	665 046	785 152
Telephone system	936 082	785 705	150 377	80 190
Vehicles	882 816	560 840	321 976	412 563
	<b>\$10 765 254</b>	<b>\$6 667 866</b>	<b>\$4 097 388</b>	<b>\$5 031 677</b>

Amortization for the year ended March 31, 1992 amounted to \$1 374 507 (1991, \$1 374 701).

## 6. Endowment funds

In 1987, the estate of the late John Bene established a fund to provide a postgraduate fellowship in the field of social forestry. During the same year, a former member of the Board of Governors of the Centre established a fund for applied or mission-oriented research. In 1990, the Centre received a contribution from the V International Conference on AIDS (acquired immune deficiency syndrome), which was used to establish a fund for the purpose of AIDS research in the Third World.

	1992	1991
Balance at the beginning of the year	\$293 041	\$433 475
Interest income	23 890	48 816
Expenses	(102 393)	(189 250)
Balance at the end of the year	<b>\$214 538</b>	<b>\$293 041</b>
John Bene	\$159 945	\$161 006
Governor	20 862	19 267
AIDS	33 731	112 768
Total endowment funds	<b>\$214 538</b>	<b>\$293 041</b>

## 7. Accounts payable and accrued liabilities

	1992	1991
Accrued liabilities — projects	\$ 5 694 784	\$ 6 686 751
Accrued annual and other leave benefits	1 510 613	1 472 304
Other	2 987 786	2 066 772
Restructuring program	5 466 731	—
Employee separation benefits	875 401	—
	<b>\$16 535 315</b>	<b>\$10 225 827</b>

## 8. Contract research

Contract research relates to research conducted or managed by the Centre. The research is funded by international agencies, the Canadian International Development Agency (CIDA), and other federal government entities.

Contract research expenses of \$5 537 197 (1991, \$5 133 337) include \$3 993 333 (1991, \$4 681 921) expended on behalf of CIDA. In addition, the Centre received \$214 796 (1991, \$146 646) as an administration fee from CIDA, which is included in investment and other income.

Contract research current liabilities of \$520 651 (1991, \$650 181) include \$124 783 (1991, \$139 266) related AIDS activities.

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## **9. Restructuring program expenses**

During the year, the Board of Governors approved the "IDRC Strategy 1991" which included measures to restructure the Centre's programs and operations at Head Office and the Regional Offices. These measures resulted in a workforce reduction of about 20% to be implemented during the current year and 1992-93.

The restructuring expenses include estimates for payments to employees under the special compensation program and other costs.

Special compensation program	\$5 407 362
Employee assistance and professional fees	317 206
Program administration	<u>79 154</u>
	<u>\$5 803 722</u>

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## **10. Operating leases**

The Centre has entered into various lease arrangements for office premises, equipment, and staff accommodation in Canada and in various countries. The total minimum annual payments under such lease arrangements will be:

Year ending March 31

1993	\$ 5 770 801
1994	5 141 685
1995	4 955 140
1996	4 992 292
1997	5 100 864
1998-2000	<u>3 342 361</u>
	<u><b>\$29 303 143</b></u>

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## **11. Contractual commitments — project grants and project development**

The Centre is committed to make payments of about \$105 million during the next 4 years subject to funds being provided by Parliament and subject to compliance by recipients with the terms of project agreements. The Centre has also submitted formal grant offers to prospective recipients totaling \$15.8 million and is awaiting acceptance of these offers.



## Fellowships

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### Awards given to Canadian researchers

IDRC involves the Canadian academic community in addressing the problems of international development through the Young Canadian Researchers' Award giving Canadian graduate students or junior professionals a chance to take research or research-related training in developing countries. The award covers a 12-month period.

#### Young Canadian Researchers' Award

**Bazimya, Peter B.** (Canada, University of Ottawa)

Undertake research on the role of geographic considerations (the geo-factor) in development initiatives (projects and programs) in the Lake Victoria region of Uganda; Department of Geography, Makerere University, Kampala, Uganda

**Beaulieu, Nathalie** (Canada, Université de Sherbrooke)

Undertake research work toward a doctoral degree in remote sensing; Centro Agronómico Tropical de Investigación y Enseñanza, Turrialba, Costa Rica

**Buckland, Jerry D.** (Canada, University of Manitoba)

Undertake research on nongovernmental organizations' ability to promote poverty-alleviating development in Bangladesh leading to a doctorate in development economics; Bangladesh Institute of Development Studies, Dhaka, Bangladesh

**Carver, Martin** (Canada, University of British Columbia)

Undertake research on a quantitative assessment of erosion and sedimentary processes in relation to agriculture and forestry in Jhikhu Khola watershed in Nepal leading to a doctorate in soil science and hydrology; Topographical Survey Branch, Ministry of Land Reform and Management, Katmandu, Nepal

**Clément, Alain** (Canada, Université Laval)

Undertake research on the effect of decomposition of *Sesbania* residues on the nitrogen regime of rice (*Oryza sativa* L.) as evaluated through the <sup>15</sup>N-dilution method for a doctorate in agronomy; International Rice Research Institute, Los Baños, Philippines

**Constabel, Caroline Eva** (Canada, University of Guelph)

Undertake research on molecular screening techniques for bacterial-blight resistance in beans (*Phaseolus vulgaris*) for a doctorate in plant breeding; Biotechnology Research Unit, Centro Internacional de Agricultura Tropical, Cali, Colombia

**Dashwood, Hevina** (Canada, University of Toronto)

Undertake research on Zimbabwe's international trade policy for a doctor-

ate in political science; Political and Administrative Studies, University of Zimbabwe, Harare, Zimbabwe

**Garvin, Richard** (Canada, University of Calgary)

Undertake studies leading to a doctorate in archaeology; Servicios Academicos, Instituto Nacional de Antropología e Historia, Mexico, DF, Mexico

**Harbin, Nancy L.** (Canada, University of Toronto)

Undertake research on incentive structures, policy regimes, and producers' decisions in the capital-goods sector in Zimbabwe for a doctorate in economics; Department of Economics, University of Zimbabwe, Harare, Zimbabwe

**Marton, Andrew** (Canada, University of British Columbia)

Undertake research on rural–urban linkages and the space economy transition in Kunshan County, People's Republic of China, for a doctorate in geography; East China Normal University, Shanghai, People's Republic of China

**Michaud, Jean** (Canada, Université de Montréal)

Undertake a study on tourism and development in a Montagnard community of northern Thailand for a doctorate in anthropology; Department of Sociology and Anthropology, University of Chiang Mai, Chiang Mai, Thailand; and Tribal Research Institute–Office de la recherche scientifique et technique outre-mer Project, Tribal Research Institute, Chiang Mai, Thailand

**Newton, Caroline** (Canada, Simon Fraser University)

Undertake research for a thesis titled "*Research as if women mattered: participation in research with women and the environment in Africa*" for a master's degree in communications; Environmental Liaison Centre International, Nairobi, Kenya

**Ogilvie, Linda** (Canada, University of Alberta)

Undertake research on nurses and primary health care in Nepal for a doctorate in education; Institute of Medicine, Tribhuvan University, Katmandu, Nepal

**Rivard, Jacinthe** (Canada, Université Laval)

Undertake an exploratory study toward a master's degree in community health; Direction nationale de la protection, Ministère de la santé publique, Cotonou, Bénin

**Serieux, John Eudes** (Canada, University of Toronto)

Undertake research for a thesis titled "*Financial policy in structural adjustment programs: the case of three African countries*" for a doctorate in economics; University of Ghana, Legon, Ghana; Department of Economics, University of Dar es Salaam, Dar es Salaam, United Republic of Tanzania; Department of Economics, University of Nairobi, Nairobi, Kenya; and African Centre for Monetary Studies, Dakar, Sénégal

**St Christian, Douglass P.** (Canada, McMaster University)

Undertake research for a thesis titled "*The thoughtful body: the Samoan experience of health, illness, and cure-implications*" for a doctorate in anthropology; National University of Samoa, Apia, Samoa

**Young-Leslie, Heather E.** (Canada, York University)

Undertake research on maternal health practices for a doctorate in anthropology; Village Women's Development Committee and Foundation for the People's of the South Pacific, Nukualofa, Tonga

#### **Gemini award**

**Norris, Alexander** (Canada)

Undertake an internship with Gemini News Service, London, UK, with assignments and research in Brazil.

**Richardson, Mark** (Canada)

Undertake an internship with Gemini News Service, London, UK, with assignments and research in Cameroon, Ghana, Nigeria, and Zaire.

#### **Bene Fellowship**

**McKay, Deirdre** (Canada)

Undertake research for a thesis titled "*Linking land tenure systems to women and forestry: the impact of land certification on women in Northern Luzon*"; University of the Philippines at Los Baños, Laguna, Philippines.

**Sawin, Stewart Wade** (Canada)

Undertake research for a thesis titled "*Tea production, energy use, and the sustainability of an upland agroforestry system in northern Thailand*"; Social Research Institute, Chiang Mai, Thailand

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#### **Centre internship**

The internship program provides training opportunities to candidates from institutions or projects to which IDRC has an expressed commitment. Candidates are expected to acquire knowledge and skills available within the Centre that relate to their fields of interest. In addition, they will share with Centre staff their knowledge and understanding of their research environment and the cultural traits of their place of origin by participating in the ongoing work of the division or regional office where they are stationed.

**Brainerd, Theophilus R.** (Sierra Leone)

Expand knowledge and skills in fisheries economics; Agriculture, Food and Nutrition Sciences and Social Sciences divisions, IDRC, Ottawa, ON, Canada

**Chikuru, Iranga** (Zaire)

Acquire knowledge and skills from within IDRC; Health Sciences Division, IDRC, Ottawa, ON, Canada

**MacDonald, Barbara A.** (Canada)

Acquire knowledge and skills from within IDRC; Agriculture, Food and Nutrition Sciences Division, IDRC, Ottawa, ON, Canada

**Moreau, Lisa** (Canada)

Acquire knowledge and skills from within IDRC and contribute her own knowledge and understanding of research environment through the ongoing work of the Office of Planning and Evaluation; Office of Planning and Evaluation, IDRC, Ottawa, ON, Canada

**Seck, Oumar** (Sénégal)

Acquire knowledge and skills from within IDRC; Gender and Development Unit, IDRC, Dakar, Sénégal

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**Awards given to researchers from the South**

IDRC often trains Third World scientists working in development. The emphasis is on professional upgrading, rather than basic training, so that scientists may carry out high-quality research and improve the functioning of their institutions.

IDRC's training programs are intended to support the needs of the indigenous research community. Possible trainees are identified from within IDRC-funded projects and institutional networks. Specifically, the focus is on short-term, specialized training; graduate-degree training; and scholarly exchanges.

**Program-related award****Ahamrouni, Jamal** (Morocco)

Undertake studies leading to a doctorate in hydrogeology; Faculté des Sciences, Université Cheikh Anta Diop, Dakar, Sénégal

**Almendarez, Leroy** (Belize)

Undertake studies for a master's degree in business administration for management of information systems; School of Graduate Studies, University of Ottawa, Ottawa, ON, Canada

**Asiema, Joy K.** (Kenya)

Complete studies for a master's degree in legal research; Harvard Law School, Cambridge, MA, USA

**Camara, Ibrahima** (Sénégal)

Undertake an internship in epidemiology and statistics; School of Hygiene and Public Health, Johns Hopkins University, Baltimore, MD, USA

**de Salazar, Ligia** (Colombia)

Obtain a doctorate in social epidemiology; Department of Epidemiology and Biostatistics, McGill University, Montreal, PQ, Canada

**Gathumbi, A.M.W.** (Kenya)

Obtain a doctorate in research and training; Educational Communication Technology, Kenyatta University, Nairobi, Kenya

**International Institute for Educational Planning** (France)

Enable seven participants (T. Elad, F. Ngum Kwe, H. Ngwa, C. Nkwate, and F. Wangko, Cameroon; S.B. Suso, Gambia; and A.B. Sesay, Sierra Leone) to participate in an intensive course related to education, employment, and human resource development; International Institute for Educational Planning, Paris, France

**Kiondo, Elizabeth** (United Republic of Tanzania)

Attend course on bibliographic information for development; Institute of Development Studies, University of Sussex, Brighton, Sussex, UK

**Kivilu, Joseph M.** (Kenya)

Undertake studies toward a doctorate in educational psychology; Department of Educational Psychology, University of Alberta, Edmonton, AB, Canada

**Malleshi, N.G.** (India)

Increase skills in the field of sorghum and millet malting to strengthen the

Central Food Technological Research Institute; Department of Grain Science and Industry, Kansas State University, Manhattan, KS, USA

**Martinez, Olga de Armas** (Cuba)

Undertake studies toward a specialization in management; Decanato de Estudios de Posgrado, Universidad Simón Bolívar, Caracas, Venezuela

**Mbugua, Jason K.** (Kenya)

Undertake studies toward a doctorate in health economics; Department of Health Economics, University of Sussex, Brighton, Sussex, UK

**Minolitti, Claudia** (Argentina)

Undertake studies toward a doctorate in sociology; Sociology Department, New School for Social Research, New York, NY, USA

**Oryokot, Joseph O.E.** (Uganda)

Undertake studies toward a doctorate in crop science; Department of Crop Science, University of Guelph, Guelph, ON, Canada

**Pham, Bich San** (Viet Nam)

Attend a workshop on needs assessment for and management of family planning and health programs; Institute of Population and Social Research, Mahidol University, Bangkok, Thailand

**Quan, Bo** (People's Republic of China)

Attend a research-enhancement course; Research Management Center, Southeast Asian Regional Center for Graduate Study and Research in Agriculture, Los Baños, Laguna, Philippines

**Rao, P.V.** (India)

Attend the training course on field- and middle-level management and supervision; Asia and Pacific Programme for Development Training and Communication Planning, Manila, Philippines

**Khon Kaen University** (Thailand)

Conduct a short course on small farm machinery for four candidates from Viet Nam (Dang Quang Loc, Dang Huu Dang, Nguyen Bong, and Nguyen Thuan Nhu); Faculty of Engineering, Khon Kaen University, Khon Kaen, Thailand

**Touré, Cheikhou Oumar** (Sénégal)

Undertake studies toward a master's degree in forestry; Faculté de foresterie et géomatique, Université Laval, Quebec, PQ, Canada

**Wu, Wanfa** (People's Republic of China)

Attend a program for development managers; Department of Management, Asian Institute of Management, Manila, Philippines

**Yee, Sin Joan** (Fiji)

Undertake studies leading to a master's degree in business in information technology; Victoria University of Technology, Royal Melbourne Institute of Technology, Melbourne, Australia

**Zepeda, Maria Cristina** (Nicaragua)

Undertake graduate studies with specialization in information management; Universidad Simón Bolívar, Caracas, Venezuela

### **Project-related award**

**Apaga, Arnel R.M.** (Philippines)

Undertake studies leading to a master's degree in agricultural economics; Department of Agricultural Economics, University of the Philippines at Los Baños, Laguna, Philippines

**Armenia, Pedro T.** (Philippines)

Undertake studies leading toward a doctorate in agricultural economics; College of Agriculture, University of the Philippines at Los Baños, Laguna, Philippines

**Baah, John** (Ghana)

Undertake studies leading toward a doctorate in animal science specializing in ruminant nutrition; Department of Animal Science, University of British Columbia, Vancouver, BC, Canada

**Ben Khalti, Abdellah** (Morocco)

Undertake studies toward a doctorate degree in remote sensing; Centre d'applications et de recherches en télédétection, Université de Sherbrooke, Sherbrooke, PQ, Canada

**Boxill, Ian** (Barbados)

Conduct research in the Caribbean for a thesis titled "*The roots of a miracle: an analysis of the development experience of Barbados*"; Department of Sociology, Colorado State University, Fort Collins, CO, USA

**Chege, Amos** (Kenya)

Undertake doctoral studies in the field of education planning and policy studies; State University of New York, Albany, NY, USA

**De Silva, M.W. Amarasiri** (Sri Lanka)

Complete a doctorate in medical anthropology; Department of Medical Anthropology, University of Connecticut, Storrs, CT, USA

**Dia Hantchi, Karimou** (Nigeria)

Obtain a master's degree in earth sciences; Centre de recherche en géochimie isotopique et en géochronologie, Université du Québec, Montreal, PQ, Canada

**Douglas, Charles** (Jamaica)

Undertake studies toward a doctorate in food and resource economics; Food Resource Economics, University of Florida, Gainesville, FL, USA

**Macharia, D.N.** (Kenya)

Attend a course on bibliographic information for development; Institute of Development Studies, University of Sussex, Brighton, Sussex, UK

**Maliki, Aboudou Raoufou** (Bénin)

Undertake studies leading to a doctorate degree in hydrogeology; Département de géologie, Université Cheikh Anta Diop, Dakar, Sénégal

**Manalabe, Ruben Eslava** (Philippines)

Undertake studies leading toward a master's degree in agricultural engineering; Central Luzon State University, Muñoz, Philippines

**Muthaka, James K.** (Kenya)

Undertake studies for a doctorate in agricultural economics; Department of Agricultural Economics, University of Manitoba, Winnipeg, MB, Canada

**Ndiaye, Babacar** (Sénégal)

Undertake training in modeling and optimization in hydrogeology; Département de géologie, Université Laval, Quebec, PQ, Canada

**Nguyen, Lan Bang** (Viet Nam)

Attend a training course; Asian Institute of Technology, Bangkok, Thailand

**Oga Yei, Marie-Solange** (Côte d'Ivoire)

Undertake studies leading to a master's degree in isotopic hydrology; Université du Québec à Montréal, Montreal, PQ, Canada

**On-Anong, Suraniranat** (Thailand)

Complete the requirements for a master's degree in library and information science; School of Library and Information Science, University of Western Ontario, London, ON, Canada

**Rillo, Alicia** (Philippines)

Undertake an internship program with a study tour at Cornell University; Department of Information Sciences, National Agricultural Library, Beltsville, MD, USA

**Rocca, Leopoldo** (Peru)

Participate in a course on agroforestry research for development; International Council for Research in Agroforestry, Nairobi, Kenya

**Rugube, Lovemore** (Zimbabwe)

Undertake studies toward a doctorate in agricultural economics; Department of Agricultural Economics, University of Manitoba, Winnipeg, MB, Canada

**Sun, Qiu** (People's Republic of China)

Attend the vegetable training course; Asian Vegetable Research and Development Center, Bangkok, Thailand

**Tandang, Leoncia L.** (Philippines)

Undertake studies leading to a doctorate in plant breeding; Agronomy Department, University of the Philippines at Los Baños, Laguna, Philippines

**Vu Thi, Kim Thoa** (Viet Nam)

Attend a training course; Asian Institute of Technology, Bangkok, Thailand

**Williams, Esther** (Fiji)

Undertake studies toward a doctorate in the politics of information; Information Science Department, University of Queensland, St Lucia, Australia

**Xie, Chen** (People's Republic of China)

Attend the training program on agricultural project planning, implementation, monitoring, and evaluation (micro group); Agricultural Development Planning Center, Kasetsart University, Bangkok, Thailand

### **Institutional development award**

**Adegoke, Adenrele S.** (Nigeria)

Undertake studies leading toward a master's degree in science and technology policy; Science Policy Research Unit, University of Sussex, Brighton, Sussex, UK

**Bada, Rianatou** (Sénégal)

Undertake studies leading to a master's degree in pathology and microbiology; Faculté de médecine vétérinaire, Université de Montréal, Ste Hyacinthe, PQ, Canada

**Camacho, Jose Salcedo** (Peru)

Undertake a master's degree in veterinary sciences; Department of Veterinary Sciences, Universidad Nacional Mayor de San Marcos, Lima, Peru

**Fundación de la Universidad de Costa Rica para la Investigación** (Costa Rica)

To permit three students (Maribel Umana Madrigal, Costa Rica; Maria Isabel Zuniga Quiros, Costa Rica; and Miguel de Castilla Urbina, Nicaragua) to undertake master's degrees in sociology; Programa de Posgrado en Sociologia, Universidad de Costa Rica, San José, Costa Rica

**Mengich, E.K.** (Kenya)

Undertake studies toward a master's degree in forestry; Department of Forestry, University of British Columbia, Vancouver, BC, Canada

**Muwanga, Joyce N.** (Uganda)

Undertake studies toward a master's degree in forestry; Department of Plant Science, University of British Columbia, Vancouver, BC, Canada

**Nartey, Robert C.** (Ghana)

Undertake studies leading to a doctorate in information science, information storage, and retrieval; Department of Information Studies, University of Sheffield, Sheffield, Yorkshire, UK

**Nguenga, David** (Cameroon)

Undertake studies leading to a master's degree in animal production in aquaculture; Wageningen Agricultural University, Wageningen, Netherlands

**Nyali, Gray I.** (Malawi)

Undertake studies toward a master's degree in library services; Department of Information and Library, University College of Wales, Aberystwyth, Cardigan, Wales, UK

**Poiri, Alain Z.** (Côte d'Ivoire)

Undertake training in editing; Marketing Department, Collège Ahuntsic, Montreal, PQ, Canada

**Pontificia Universidad Javeriana** (Colombia)

To permit seven fellows all from Colombia (Jaime Cifuentes, Alvaro Marquez, Jaime Ovies, Manuel Restrepo, Manuel Salazar, William Sanabria, and Otto Vergara) to undertake studies toward master's degrees in political science; Facultad de Estudios Interdisciplinarios, Pontificia Universidad Javeriana, Bogotá, Colombia

**Ranko, Limakatso Eunice** (Lesotho)

Undertake studies toward a master's degree in information management;

Department of Administration, University of Sheffield, Sheffield, Yorkshire, UK

**Sène, Mamadou** (Sénégal)

Undertake training in records management for documentation service; International Children's Centre, Paris, France

**Yao, Kouamé** (Côte d'Ivoire)

Undertake studies leading to a master's degree in engineering and development projects; Gestion des projets, Université du Québec à Montréal, Montreal, PQ, Canada

**Pearson fellowship**

Pearson fellows undertake a program of academic study focusing on public administration and management at the Faculty of Administration of the University of Ottawa, ON, Canada, with practical attachment with a government department.

**Alam, Dipo** (Indonesia)

*Present position in home country:* Head of Unit for Studies on Technological Changes, Indonesian Institute of Sciences, Centre for Analysis of Science and Technology Development

**Chong, Chok-Ngee** (Malaysia)

*Present position in home country:* Head of Chemical and Biotechnology Centre, Standards and Industrial Research Institute of Malaysia, Ministry of Science, Technology and Environment

**Chongkum, Wantanee** (Thailand)

*Present position in home country:* Industrial Services Program Coordinator, National Science and Technology Development Agency, Department of Science and Technology for Development, Industrial and Techno-Business Development Support Division

**Eclar, Veneranda** (Philippines)

*Present position in home country:* Director, Planning and Evaluation Service, Department of Science and Technology

**Relia, Sadhana**, (India)

*Present position in home country:* Senior Scientific Officer, Ministry of Science and Technology

**Soenarijadi, Sri Dewi** (Indonesia)

*Present position in home country:* Head of the Subdivision for Science and Technology National Committee, Division of Inter-Institutional Cooperation, Indonesian Institute of Science, Bureau of Inter-Institutional Cooperation in Science and Technology

**Srivastava, Rakesh Chandra** (India)

*Present position in home country:* Principal Scientific Officer, Science and Engineering Research Council Secretariat, Ministry of Science and Technology