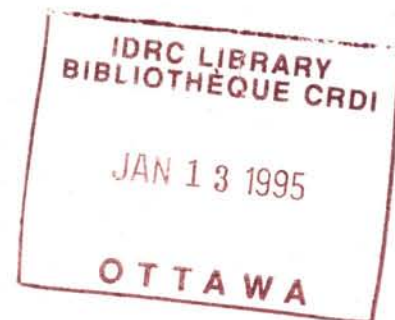




International  
Development  
Research Centre

**Annual Report  
1993–1994**



International Development Research Centre

Ottawa • Cairo • Dakar • Johannesburg  
Montevideo • Nairobi • New Delhi • Singapore

**Head Office**

IDRC, PO Box 8500, Ottawa, Ontario, Canada K1G 3H9

**Regional Office for Southeast and East Asia**

IDRC, Tanglin PO Box 101, Singapore 9124, Republic of Singapore

**Regional Office for South Asia**

IDRC, 17 Jor Bagh, New Delhi 110003, India

**Regional Office for Eastern and Southern Africa**

IDRC, PO Box 62084, Nairobi, Kenya

**Regional Office for the Middle East and North Africa**

IDRC, PO Box 14 Orman, Giza, Cairo, Egypt

**Regional Office for Southern Africa**

IDRC, Ninth Floor Braamfontein Centre, Corner Bertha and  
Jorissen Streets, Braamfontein, 2001 Johannesburg, South Africa

**Regional Office for West and Central Africa**

IDRC, BP 11007, CD Annexe, Dakar, Senegal

**Regional Office for Latin America and the Caribbean**

IDRC, Casilla de Correos 6379, Montevideo, Uruguay

Please direct requests for information about IDRC and its activities to the  
IDRC office in your region.

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"The objects of the Centre are 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 .... "

*The International Development Research Centre Act, Section 4 (1).*

"IDRC is dedicated to creating, maintaining, and enhancing research capacity in developing regions in response to needs that are determined by the people of those regions in the interest of equity and social justice."

*IDRC's mission as outlined in "Empowerment through Knowledge: the Strategy of the International Development Research Centre," November 1991.*



# FOREWORD

## **The World in Transition**

The fiscal year 1993–1994, like its predecessor, was one of continued transformation not only for Canada, the International Development Research Centre (IDRC), and the international development community but also for humankind as a whole. As an organization charged with contributing to international development by enhancing the production of knowledge, the Centre is required to take account of changes at all these levels.

The very task of development continues to undergo significant evolution. The vision of plenty and happiness that for decades guided the “catching up” efforts of the less fortunate nations has blurred. The task of development could once be defined as attempting to achieve, in the span of one generation, the standards of living that the rich nations of the West achieved in three or four, while avoiding the heavy social costs they had to pay or they inflicted upon others, including slavery, colonialism, use of child labour, subjection of women, and forced migrations.

This rethinking of the meanings of development and of human progress was accompanied by the collapse of the international order to which recent generations were accustomed. In its place is a new and still undefined world order.

Until now, international security and political concerns were processed through the relatively stable bipolar system. Today, these concerns take on a much more complex and unpredictable character.

In the economic sphere, also, there are profound transformations. Trading patterns are changing. Financial markets are increasingly globalized. The nature of work is undergoing radical change. Technological advances challenge established economic practices and confound the search for models and strategies.

Social and cultural developments are accelerating and turning upside down the time-honoured assumptions that underpinned the social order in many parts of the world. This is particularly true in the developing regions and the former socialist countries. The complex web of human values and interpersonal relations that bind communities together has been subjected to unprecedented strain and, in some cases, has broken down completely, with tragic consequences.

In this new milieu, it is more important than ever to cooperate with developing countries in the pursuit of solutions to the problems they face. This cooperation must include an approach to applied research and access to knowledge that allows these countries to contribute to solving global problems and to participate in worldwide innovation. This kind of cooperation is not an act of charity. Rather, in a world where economic and ecological borders are fast ceasing to exist, such cooperation becomes — just as was geopolitical security in the Cold War era — the very essence of enlightened self-interest. In this context, rethinking the concepts of development and progress is important, because:

- Future conflicts will be between people and not between nations; they will be conflicts over entitlements and over environmental, health, educational, and community security.
- There is the need to improve the standards of living of over one billion people who live in extreme poverty, lack the means to satisfy their most basic needs, and have been excluded from sharing in the benefits of scientific and technological advance.
- Problems abound throughout the world, varying from the unemployment, social decay, productivity stagnation, natural resource waste, and ethnic tensions in the developed countries; the daunting tasks of social, political, and economic reconstruction in the former socialist countries of Eastern Europe and the ex-Soviet Union; and the pain and suffering from disasters of human creation in such places as Somalia, Sudan, Cambodia, Bosnia-Herzegovina, Georgia, and Afghanistan.
- The patterns of consumption and economic growth traditionally enjoyed by rich countries throughout the world cannot be extended and replicated without severe and irreversible environmental consequences.

What are Canada's role and comparative advantage in the generation of knowledge to respond to these concerns? How does investment in research in the South help to promote sustainable and equitable development as a new global vision? How could research in the South benefit people in the North? In asking these questions, one is asking about the role and functions of a Canadian agency called IDRC. How does IDRC contribute to the development of countries in the South as well as to the welfare of Canada and Canadians, thereby making the world a better and safer place for all humankind? These are the questions that this report attempts to answer as it records the Centre's efforts and achievements during another challenging year.

Keith A. Bezanson  
President

## ABOUT THIS REPORT

This report combines information about events of the past year with a longer-term perspective. This approach is particularly appropriate because the research mandate of the organization requires a long-term view.

An annual report is essentially that — a report on the efforts and progress made or not made by an organization during the year under review. Research outputs, on the other hand, almost invariably take more than a year — sometimes a decade or more — to produce results. One of the most significant results of the Centre's efforts, announced during the year under review, was a new breed of bananas. A few years from now, this result could have an impact on the livelihood of banana growers worldwide, on the purchasing choices of shoppers in Canada, and on the well-being of the environment. The new banana was the result of research that started fully half a decade before IDRC came into existence and that the Centre started supporting about 8 years ago. However, not all Centre activities take this long to produce results. For example, developing research and related skills, a major aspect of IDRC's contribution, tends to produce rather quick returns.

Over the 24 years of IDRC's existence, its success in both these areas and its overall efficiency and effectiveness have been noted by clients in the South. The Centre has also been praised by other research or international development agencies in the North, by the media, and, importantly, in past reports of the Auditor General and the House of Commons Standing Committee on External Affairs.

However, the year under review is the Centre's first under new programming arrangements. Objectives are still in some cases being refined. Management is now putting in place a new system for the evaluation of specific programs, projects, and activities. The effects of the new system will be reflected in future annual reports.

# IDRC OVER TIME

## **The Beginning**

"A large effort is needed to increase the capacity to absorb, adapt, and develop scientific and technical knowledge in developing countries." This idea, planted in a World Bank report 25 years ago, resulted in the establishment of IDRC, the first development assistance institution to focus exclusively on research support. The report was submitted to the Bank on 15 September 1969 by the Commission on International Development, chaired by former Canadian Prime Minister Lester B. Pearson. "Research institutes and development corporations," said the Pearson Report, "should be established in potentially rewarding fields." The Commissioners recommended that industrialized countries use some of their research and development (R&D) resources to study developing-country problems. They also suggested that high-income countries help establish international and regional R&D centres.

## **The Mandate**

On 12 January 1970, less than 4 months after the tabling of the Pearson Report, Secretary of State for External Affairs Mitchell Sharp moved the second reading of the Bill that became the IDRC Act. It was approved with enthusiastic support from all parties in the House of Commons and in the Senate. The Act charged the future Centre with enabling the conduct of research into the problems of the developing world.

However, although IDRC was set up to respond to the needs of the South, both economic and ecological borders are fast becoming meaningless, giving a new meaning to the word "interdependence." IDRC's work is of direct benefit to Canadians. At a time when security is increasingly defined in nonmilitary terms — the environment, preventing the spread of dangerous diseases, avoiding forced migration — the contribution of development to international peace and security is more and more recognized. In an increasingly globalized world, open access to new knowledge is as necessary and beneficial to Canadian researchers, educators, nongovernmental organizations (NGOs), businesses, and policymakers as it is to their counterparts in the South.

Meanwhile, sustainable development requires new ways of doing things. Many of those new ways are created in the South and transferred to the North. Development is a river that runs both ways.

### **IDRC at Work**

In implementing its mandate, the Centre has followed certain principles and practices and has built up comparative advantages. These include:

- **Direct funding**, mainly provided to researchers and their institutions.
- **Responsiveness**, helping people find solutions to problems they have identified themselves.
- **Linkages** among researchers and development agencies, resulting in the Centre being part of an excellent worldwide network of scientific and development partners.
- **Priority to issues of environment and development (Agenda 21).**

### **Products of Research and Partnership**

A quantitative look at the Centre's activities over the period of its existence indicates that it has supported over 5 000 projects involving about 20 000 researchers in more than 100 countries. Among recent examples of the results — or products — of these efforts are:

- **New or improved technologies**, including a technique to catch fog in desert areas and convert it into water; specialized computer software in India and Singapore; and a low-cost test for HIV — the AIDS virus — in blood plasma.
- **Policy options:** Capacity building in policy research is helping many countries deal with social and economic problems and helping other countries devise relevant technology, education, and health programs. To choose but one example, Chile is viewed today as a preferred country for foreign direct investment. This is due, at least in part, to IDRC support for sound policy research in the 1970s and 1980s.
- **Capacity-building** through on-the-job and formal training for researchers.

- **Scientific knowledge** that is often reproduced in specialized publications in Canada, the Third World, or elsewhere.
- **Information systems and technologies:** IDRC is the only donor organization to have emphasized information sciences and technologies from its inception. Information and communication technology is one of the principal engines of economic growth and social well-being. IDRC support in this area is a major contribution to development and, at the same time, is beneficial to Canada.
- **Goodwill for Canada** in the developing world as a result of the Centre's policy of responding to the felt needs of developing countries, the trust that it reposes in Third World researchers and institutions, and the number of IDRC-supported researchers who later occupy positions of influence in governmental, academic, business, and other sectors.
- **Links** between Canadian business, research, academic, and NGO sectors and their Third World counterparts, leading in some cases to increased Canadian research experience and in other cases to the pursuit of commercial interests.

IDRC's status as an experienced and pioneering donor institution supporting research for development has inspired the establishment of similar agencies — the Australian Centre for International Agricultural Research (ACIAR) and the Swedish Agency for Research Cooperation with Developing Countries (SAREC).

The Centre has developed this reputation while carefully managing its resources. The annual grant to the Centre from Parliament peaked in the 1980s. Thus, while the nominal level of the grant stabilized at \$115 million from fiscal 1988–1989 through to fiscal 1993–1994, the real grant level declined by 20 percent.

IDRC has responded to the effects of inflation in two ways. It has controlled operational costs, which have fallen from \$37.6 million in fiscal 1988–1989 to \$36.5 million (budgeted figure) in fiscal 1993–1994. Also, the Centre has increased the resources available to it by attracting funds from other organizations.

### **Sow Yesterday, Reap Today**

Most of the projects mentioned in this report are ones approved or started during 1993–1994. However, there were cases where research had been done in earlier years and the fruits were seen during the year under review.

For example, past IDRC support for a project based in Peru led to the development of a legume known as *Stylosanthes* which is used mainly in the production of animal feed. During the year under review, two researchers sent to China by IDRC confirmed the widespread use of *Stylosanthes*, in Guandong, Hainan, and about seven other provinces in China. The researchers estimated — on the basis of preliminary data — that about 108 000 Chinese farming families had cultivated *Stylosanthes* on some 113 000 hectares, about 4.7 percent of all farmland in Guandong province.

This project has resulted in environmental benefits by improving the fertility and structure of the soil. It has also led to economic benefits by increasing the weight gains of farm animals thus resulting in higher incomes for farmers.

This is a truly international project and the benefits have been felt in both Asia and Latin America. Equally significant is the fact that the legume is native to Africa, has been improved in Latin America (where it is used widely as a component in agroforestry), and has now made its way to Asia.

### **Managing Change**

The two years leading up to the approval of the Centre's programming strategy have been described in the Foreword to the Corporate Program Framework as "a turbulent period for IDRC." Among the internal and external changes taking place during that time were the appointment of a new President, budget cuts, new responsibilities given the Centre at UNCED (the United Nations Conference on Environment and Development held in Rio de Janeiro in June 1992, better known as the "Earth Summit"), a dramatic reduction in the size and structure of the staff, and the promulgation of a new strategy.

### **Empowerment through Knowledge**

The new strategy was approved by IDRC's Board of Governors in October 1991 under the title *Empowerment through Knowledge*. The approval of the new strategy was preceded by a period of discussion and debate, with the active participation of Centre staff, Canadian and developing-country partners, and IDRC's Board of Governors. The title of the document encapsulates the IDRC mission.

*Empowerment through Knowledge* charted general directions, consolidated lessons from past experiences, indicated new priorities, and set out a plan to reduce operational costs and increase accountability.

The document pointed to the need to address global and inter-regional research issues, leverage additional funds from nontraditional sources, emphasize an interdisciplinary approach to research, and expand partnerships in both the North and the South. It also highlighted the need for the Centre to become more results oriented by ensuring that the products of research are utilized and by increasing the understanding of "what works" in development research. This means involving the policymaker and the user of research results — not just the researcher — in establishing priorities.

## **The Challenge from Rio**

In June 1992, the Government announced, during the Earth Summit in Rio de Janeiro, an "enlarged" IDRC mandate. Among other things, the announcement called for IDRC to:

- Provide a "fast start" to Agenda 21, the action plan of the Rio Summit, and
- Give necessary impetus to essential capacity building in research and policy analysis in developing countries to help fulfil the goals of the Summit.

The Centre responded with a two-track operation. The first track involved the immediate identification of activities and investments within the IDRC "pipeline" and the development of a number of new initiatives that, together, could provide the required "fast start."

## **A Corporate Program Framework**

The second track — a worldwide consultation and review — led to the approval by the Board in March 1993 of the new 3-year Corporate Program Framework. It establishes six core themes for environment and development. A target of 50 per cent of program funding emphasizes the Centre's commitment to these six themes:

- **Integrating Environmental, Social, and Economic Policies** — It used to be assumed that development in one area, say, agriculture, could be pursued independently of efforts in health, say, or agriculture. It is now known that such compartmentalization of development is unproductive. The challenge today is to develop systems and techniques for integrating these academic and professional disciplines.

- **Technology and the Environment** — Helping the South enhance its ability to develop, select, transfer and adapt technologies required to meet its specific needs and to implement Agenda 21.
- **Food Systems under Stress** — The "poverty cycle" forcing the poorest, most vulnerable groups to sacrifice long-term environmental sustainability for short-term food needs.
- **Information and Communication** — A response to the UNCED call for action to reduce the constraints to development caused by the "information gap" between developed and developing countries.
- **Health and Environment** — A focus on the physical, chemical, biological and social environmental factors that affect human health.
- **Biodiversity** — Signaling the realization that human survival and future options for development depend on maintaining diversity within species, among species and among ecosystems.

In addition to these six core themes, there are a larger number of "programs for sustainable and equitable development."

This new approach requires cooperation and the sharing of financial and other resources. Interdisciplinarity, advocated as essential to relevant research and sound policy, has succeeded at only a few institutions. IDRC is one such institution.

### **Organized to Serve: The Structure of IDRC**

Part of the uniqueness of IDRC derives from its International Board, comprising 11 experts from Canada and 10 from other countries, including eminent leaders and Nobel Laureates.

The Board has overall responsibility for the management of Centre affairs.

The President, as Chief Executive Officer and an ex officio member of the Board of Governors, provides the linkage between the staff and the Board. The staff represent a range of talents but may be classified broadly into two categories. Program officers help researchers and their institutions in the development of projects, monitor compliance with the contract terms, and ensure high scientific merit. Administrative and support staff provide

services as diverse as legal advice and purchasing. The academic training, development experience and orientation, and diverse cultural background of the Centre's employees enable them to provide meaningful input into the research development and implementation processes.

For program and administrative purposes, the Centre is divided into six divisions, each headed by a Director General, and seven regional offices, each headed by a Regional Director. Cohesiveness at the senior staff level is maintained through a Senior Management Committee (SMC), which comprises the President and the directors general.

## Board of Governors\*

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Chairperson of the Board of Governors  
Ottawa, Canada

### Keith A. Bezanson\*\*

President and Chief Executive Officer  
Ottawa, Canada

### Anne-Claude Bernard-Bonnin

Montreal, Canada

### Albert J. Butros\*\*

Jubeiha, Jordan

### Saisuree Chutikul

Bangkok, Thailand

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### Niki Goulandris

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### Robert C. McGinnis\*\*

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Quebec, Canada

### Vulimiri Ramalingaswami\*\*

New Delhi, India

### Shridath Ramphal

Guyana

### Marie-Angélique Savané

Dakar, Senegal

\* Listed as of 1 January 1994 (note: one vacancy on the Board).

\*\* Executive Committee

**Officers of the Centre and Regional Directors \*****Keith A. Bezanson**

President

**Robert Auger**

Secretary and General Counsel

**Raymond J. Audet**

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**Pierre Beemans**

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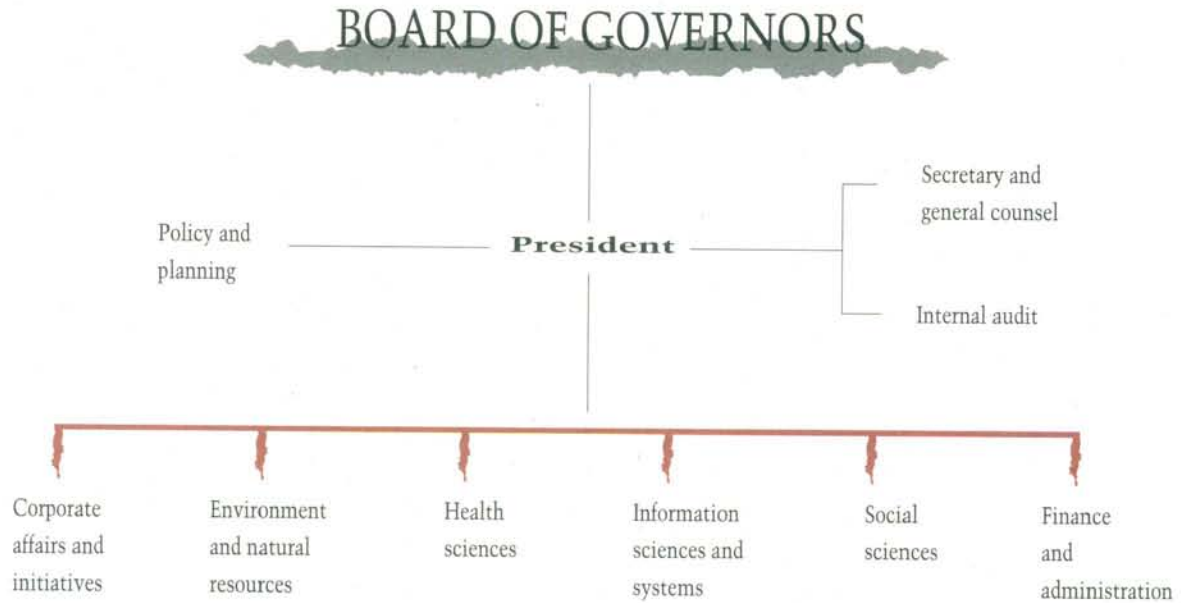
Regional Director, South Asia (New Delhi)

**Eva M. Rathgeber**Regional Director, Eastern and  
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East Asia (Singapore)**Anthony Tillet**Regional Director, Latin America and  
the Caribbean (Montevideo)**Marc Van Ameringen**

Regional Director, Southern Africa (Johannesburg)

\* Listed as of 1 January 1994.

## IDRC Organizational Chart



## SENIOR MANAGEMENT COMMITTEE (president + six directors general)



### Doing More with Less

As part of a program to increase efficiency and effectiveness while reducing operating cost, the Centre has reduced staff size by 21.3 percent as follows:

STAFF LEVELS			
Office Categories	March 1989	March 1994	%
Head Office	427	338	-20.8
Regional Offices*	160	124	-22.5
<b>Total</b>	<b>587</b>	<b>462</b>	<b>-21.3</b>

\* Includes locally hired staff.

As part of the same process, management levels and the number of persons in the senior-management category were seriously reduced. The year under review is the first year following the completion of this downsizing.

### Maximizing Communications

In recent years, the Centre considerably increased its level of communication efficiency. Currently, every IDRC employee at head office or at any of the seven regional offices has electronic communication links with every other employee. Steps are being taken to establish operational systems to take full advantage of this technology for programing as well as accounting and administrative purposes.

## THE YEAR 1993–1994

### Overview

The year under review was marked by a mixture of challenge and excitement. Both resulted from internal and external changes likely to have an impact on the way things are done by staff, management, and the Board. Part of the excitement came from news that research embarked upon by the Centre years ago was ready to bear fruit — quite literally, in the case of the “eco-banana,” for example — during 1994.

We will look at some of these developments under three strategic elements outlined in the Centre’s Corporate Program Framework as follows:

- Sustainable use of the environment;
- More human development; and
- Better economic management.

In each of these areas, this first year of the Centre’s 3-year program was one of learning. However, even as the Board, management, and staff grappled with the best way to achieve these three goals, specific programs and projects were developed, approved, and implemented.

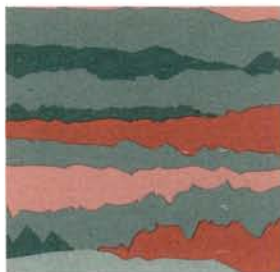
## A Future for Planet Earth

The Centre has committed itself to helping in the use, conservation, assessment, monitoring, and management of natural ecosystems. During the year under review, this commitment was evident both in discussions and other specific activities relating to UNCED follow-up and in the continued support of research in the environmental field. The Centre reached its goal of allocating half of its program funds to helping developing countries attain environmental and developmental sustainability.

### Preserving Mexico's Last Rain Forest

The Sierra de los Tuxtlas, Mexico's last remaining rain forest, has been reduced by 80 percent to a mere 30 000 hectares. This is the result of cattle ranching, commercial coffee production, logging, fires, and colonization. An IDRC-supported effort to save what remains is being taken a stage further.

During an earlier phase of the project, a team of anthropologists, sociologists, biologists, and geographers from the Universidad Nacional Autónoma de México (UNAM) and Carleton University in Ottawa studied the situation and devised a rescue plan for the rain forest. The project — unique in that the local populations helped define the strategies for the management and use of the preserve — could become a model for solving similar problems in other parts of Mexico. The new phase will build on the first through a series of small-scale, decentralized research efforts.



### Desertification and African NGOs

There is growing scientific consensus on the direct link between poverty and desertification, especially in Africa. Thus, while the Desertification Convention will be global, Africa is expected to receive special consideration. IDRC is helping through a project that is commissioning review papers and assisting selected African NGOs in long-term capacity-building on desertification. Under this project, three workshops were held in Cairo, Dakar, and Nairobi. IDRC's three regional offices in Africa cooperated closely in this pan-African effort. There have been efforts over time to combat desertification.

Few have succeeded. These workshops showed that failure has been mainly the result of not merging modern science and ancient wisdom, and that indigenous knowledge and community participation are key elements to stopping the degradation of the land.

### Understanding the Environment, Saving Lives

Natural disasters are a continuing global concern. In Latin America and the Caribbean, natural disasters in the last 30 years have led to 180 000 lives lost, 100 million other lives disrupted, and US \$54 billion in property damage.

During the year under review, action proceeded on two IDRC-supported projects on natural disasters in this region, one based in Central America and one bringing together Canadian and Brazilian researchers. These projects proceed from the position that much of the damage is the result not of natural disasters as such but of people's failure to

prepare for floods, landslides, and earthquakes, for example, occurring in places known to be vulnerable. The Central American project therefore aims to help identify communities under high risk of recurrent and damaging hazards and establish community-based disaster-management strategies.

### **Biodiversity Convention**

The Convention on Biological Diversity was one of the documents signed at UNCED. Work during the year was concerned with its ratification and implementation. IDRC participates on the Biodiversity Committee overseeing Canadian follow-up to the Convention. The Centre is thus able to share the ideas and information acquired through years of collaboration with researchers in the field and to help in the identification of interests, concerns, and options that Canada has in common with other countries.

### **Intellectual Property Rights**

The question of intellectual property rights is one of crucial concern. This is especially true for developing countries because both the Biodiversity Convention and the General Agreement on Tariffs and Trade (GATT) require them to introduce national legislation on this matter. Yet, most developing countries have not been able to participate effectively in the debate on the issue. IDRC, in collaboration with its Swedish counterpart, SAREC, financed a multidisciplinary study to help them to do so. The study will be conducted by 15 persons drawn from a wide range of backgrounds, from both North and South.

Their work is expected to provide information and options to policymakers, especially in developing countries, and to other groups, including the media and parliamentarians, concerned with GATT and the Biodiversity Convention.

### **Assessing UNCED**

Research done by the Third World Network (TWN) before UNCED contributed greatly to the ability of NGOs to play an unprecedented role in the meeting. The output of TWN's work also had a significant impact on official delegates, especially those from developing countries and those on the UNCED Secretariat. During 1993–1994, IDRC supported a TWN project aimed at helping to set clearer priorities for future research in the areas of environment and development.

### **Water in the Ukraine**

The Chernobyl disaster, the excessive use of irrigation, pesticides, and herbicides in agriculture, and heavy, uncontrolled industrialization have taken their toll on the environment of the Ukraine. Its Dniepr River, Europe's third largest river and the only source of drinking water for 70 percent of the 52 million Ukrainian people, carries nearly 20 billion cubic metres of untreated effluent each year; nearly 3 billion of it toxic. The level of nuclear particulates in the Dniepr in Kiev, the capital, is 1 000 times higher than the maximum levels recommended by the World Health Organization (WHO). Canada's Department of Foreign Affairs' Bureau of Assistance for Central and Eastern Europe has provided \$5 million for a program to bring Ukrainian and Canadian institutions together to work on

engineering, social, economic, and information problems. The program, managed by IDRC, aims to control water pollution through studies, environmental audits, and the demonstration of green technologies, as well as to strengthen Ukrainian institutions' environmental management capacities through training and policy development.

### **Making Local Action Possible**

UNCED reaffirmed the need for local action to address environmental problems. There is a need to develop a capacity for sustainable development planning at the municipal level. However, local governments, particularly in developing countries, often do not have the tools to plan and manage for sustainable development. The Centre provided funds to the Toronto-based International Council for Local Environmental Initiatives (ICLEI) to help 13 municipalities design plans that integrate environmental, social, and health factors into municipal planning.

The project will also enable ICLEI to disseminate sound knowledge about sustainable development planning to its worldwide network of municipalities.

The United Nations Development Programme (UNDP), the European Community, and European governments are among other donors associated with IDRC in supporting this project.

### **Remote Sensing**

In past years, IDRC helped Costa Rica use radar technology to obtain the best information possible about its natural resources. During 1993–1994, the Centre launched a much more massive project to do the same for a wider range of developing countries. The project will prepare the technological base necessary for the utilization and processing of data from the future Canadian RADARSAT technology. Research activities under this new project cover the use of the technology for the assessment, monitoring, and management of natural resources in fragile environments (mountainous, coastal, wetland, and arid environments). The technology is also likely to be applied to problems concerned with inland waters, topographic mapping, structural geology, archaeology, and ocean waves.

Recipients include the Canada Centre for Remote Sensing (CCRS) as well as institutions in Asia and Africa. It will also contribute to the success of the Canadian Space Program, strengthen partnerships between Canadian and Third World institutions, and allow Canadian manufacturers of both hardware and software to promote their products in the international marketplace. Activities under the new project were coupled with Canada's GLOBESAR '93 Initiative that was developed by the CCRS in cooperation with the Canadian Space Agency.

## The Value of Investing in People

Development cannot take place unless people have the capacity to research and solve their own problems. Yet, in 1990, expenditures on research and development in the Third World were estimated to be about US \$20 billion, less than 5 percent of the world total. And there were 3 600 scientists and engineers for every million people in the North compared with only 200 per million in the South.

However, pockets of hope dot the Third World scientific landscape. Korea invests a larger percentage of its gross national product in research and development than does Italy. The number of scientists and engineers in Mexico quadrupled from 4 064 to 16 679 between 1971 and 1984. In Brazil, the number grew from 38 713 to 52 863 in just 2 years — from 1983 to 1985. The journal *Science* found that, in developing and East European countries, women made up between 20 and 50 percent of the scientific researchers compared with less than 10 percent in the United States and northern European states. Many scientists in the South are finding solutions to problems that their counterparts working in Northern laboratories could hardly hope to resolve.

Much of IDRC's work is concerned with the development of people and with the increase in research capacity needed to make that possible. The Centre's 3-year program requires support for research on the policies, practices, technologies, systems, and institutions needed to provide the

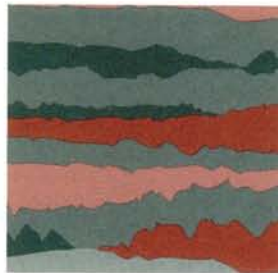
"essential ingredients for sustainable human development." It also points to the need to find the right ingredients for the development of productive skills and for helping people to empower themselves through participating in the development process at both the local and global levels.

During the first year of the program, the Centre supported efforts by families and communities to take responsibility for their own health. The same could be said about activities in education, information, and communication.

Building local research capacity has also been an important step in this direction.

### The Power of Networking

Research networks not only contribute to development of the countries or regions involved, they also help to build human capability by strengthening the confidence and capability of the researchers. They also prevent researchers from reinventing the wheel — seeking answers to critical development questions already answered through the work of colleagues elsewhere. And they save money. Also, IDRC-sponsored networks often provide opportunities for Canadian researchers to work cooperatively with their counterparts in the South. Thus, Canadian interest, capability, and contact are also enhanced.



### **Working Together in Asia and Africa**

Among networks established during 1993–1994 was one dealing with social policy research and practice in Eastern and Southern Africa. Social policies in this region are increasingly in disarray as a result of political, economic, and social crises. Researchers from Botswana, Tanzania, Uganda, Zambia, and Zimbabwe will together research social policy practices to determine their adequacy in dealing with the problems and needs of local populations.

Similarly, an industrial policy network is being established in West and Central Africa with two objectives: promote concrete and applied research in the area of industrial policy and reinforce the analytical capability of research economists in Francophone Africa. Meeting these objectives is a critical factor in the region's industrial development.

During the year, implementation also began on a Centre-wide program to encourage the networking approach in research on economic and environmental issues in Southeast Asia. A consortium of donors and research institutions are developing a large-scale program of research, capacity building, and policy analysis. These are designed to expand the knowledge and human resource base and to apply that knowledge to the design of institutions and incentives for environmentally sustainable development.

### **Big Push to Reduce Disease Burden**

IDRC has been assigned the leadership position on the steering committee of a consortium established to make a major impact on the health situation in developing countries. The World Bank, WHO, the Canadian International Development Agency (CIDA), and the Edna McConnell Clark Foundation are other members of the committee.

The consortium plans to test an assertion in the Bank's *World Development Report* for 1993 that an expenditure of only US \$12 per person per year could reduce the disease burden in the poorest countries by 32 percent.

IDRC's response led to the drafting of a program developed with \$15 million from CIDA and \$7 million from IDRC. Other contributors are expected to join this Canada-led initiative. In the first instance, the idea will be tried, over a period of at least 5 years, in at least one African country. Eventually, however, its success could lead to other programs in Africa and other parts of the developing world.

### **Information for Human Development in Africa**

A weak information base is one of the major problems facing Africa today. To reduce this constraint, postgraduate schools in four African subregions will pool resources and work closely together. They will form a consortium to rationalize and coordinate education in information sciences on the continent. It will: provide a forum, among other things, to ensure continued funding for higher education programs in the information science field; cooperate in developing research agenda and curricula that would address urgent problems; and establish arrangements to disseminate research results

while improving the capacity to publish indigenous journals, textbooks, and other educational material. As one of the funding agencies for of this new body, IDRC is building on earlier support in the establishment of two of the regional graduate schools.

The Consortium will ensure its continued existence by establishing a trust fund of over \$5 million and spending only the interest accrued by the fund. Also, it will earn revenue by establishing and running advisory and consultancy services in information sciences and by selling publications.

### **Preparing for Beijing**

By the time the new 3-year program was developed, sections of the international community had gone beyond the stage where "women in development" was treated as a "woman's thing" and relegated to the periphery of development concerns. The IDRC program focused instead on gender issues, taking the position that "we're all in this together" — a position operationalized by a process known as "mainstreaming."

In this context, when leaders gather in Beijing in 1995 for the Fourth UN Conference on Women and Sustainable Development, they are expected to approve the Beijing Platform of Action. IDRC is supporting a number of research and workshop activities that aim to shape the Platform from a knowledge base that will reflect adequately and equitably the situation of women in all societies.

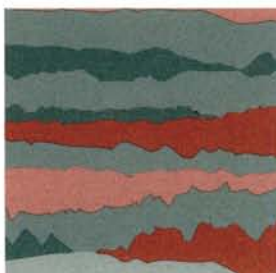
Building on previous IDRC-funded research, the project also aims to enhance the understanding of women's knowledge, leadership role, and management capacity in key areas of sustainable development.

### **On the West Bank and the Gaza Strip**

The emergence of an independent and democratic Palestinian state has highlighted the importance for world stability of making rapid progress in social, political, and environmental issues in this region. Recent developments also reveal major research gaps that need to be filled to facilitate policy on gender and sustainable development. Through three roundtables and consultative workshops in the West Bank and Gaza Strip, the Centre brought together key researchers, educators, trainers, and community organizers to identify major research priorities, available expertise, and institutional support. This exercise is expected to lead to a more comprehensive program to address some of the identified research needs.

## Using Resources Equitably

Meaningful development cannot take place in today's developing countries unless resources are distributed in a manner that is both efficient and equitable. It is equally important for individuals and communities to have a sense of being in control of their own destinies. The Centre's 3-year program provides for an effort to be made to contribute to the attainment of this ideal. This aspect of the program provides for research at the local, national, and international levels. Also, it addresses the problem from the perspectives of policy, technology, and institutions.



One of the major efforts within the Centre during the first year of the 1993–1996 program was increasing the Centre's own knowledge of the best ways to integrate economic policies with social and environmental ones. A global review was undertaken to discover what was already known in the South about this integrated approach in the areas of development and research. The task is now to build on what is known and to help the countries of the South face the challenges of improving their economic management.

### Measuring Development Impact

Actors in the field of international development have long tried to understand the impact of information on development. Information specialists

have found that the tools to evaluate this impact have been inadequate. IDRC is playing a leading role in a project to develop tools that are better suited to this task. So far, experts have developed a theoretical framework that will be tested on projects in Latin America, the Caribbean and Eastern and Southern Africa. If successful, this new framework could

also help to measure the effect of other factors on development.

### Making Information Technology Available

The failure to possess and master modern information and communication technology is today the main factor leading to marginalization among individuals and nations. IDRC has therefore supported a number of projects to strengthen the capacity of developing countries in this vital area. In some cases, however, the benefit extends to the wider global level.

This is the case with a project to improve the sharing of information in the environmental field. The need in this area was highlighted by the fact that, at one stage, Australia, Canada, and Japan were the only developed countries that had signed the Conservation on Biological Diversity. One reason for this poor response may be that the importance of biological diversity for human survival and progress is not well understood outside a very limited research community and the pharmaceutical industry.

A new IDRC project approved during the year could help close this knowledge gap in the North while helping countries in the South meet their obligations and satisfy their information needs in the environmental field. The project provides for the development of an electronic atlas, called the ELectionic Atlas of agenDA 21 or ELADA 21. The atlas will make it easier to understand Agenda 21 issues. It will also provide information support to individuals and organizations involved in the development of environmental policies and in the monitoring of Agenda 21 program implementation. ELADA 21 will be available to persons or organizations equipped with personal computers.

It will do more than provide information. It will allow, among other things, for the building of "what if" scenarios to facilitate the planning of Agenda 21 implementation.

### **Studying Peru's Crisis**

After more than 15 years of social and economic crisis and despite some progress made in response to strong policy measures, Peru continues to face major challenges. These include a worsening income distribution and an increase in extreme poverty. IDRC is contributing both funding and its years of relevant experience to a research consortium of the brightest minds in the country that will seek answers to these problems.

The research program involves 12 research projects conducted by social scientists from five different organizations and is part of a long-term exercise. If this exercise is successful, the models developed could be of considerable value to Peru and other countries.

### **After NAFTA**

Even as the North American Free Trade Agreement (NAFTA) was being signed and ratified, many regional trade agreements were being developed or expanded throughout the Western Hemisphere. For this reason, Canadian social-science researchers, with support from IDRC, are working with their counterparts in the Caribbean and Latin America on issues likely to be important as the agenda in the Americas move beyond NAFTA.

It aims to link Canadian researchers with those in the Americas and to develop a body of knowledge on likely difficulties and possible solutions. The project is being led by the Canadian Foundation for the Americas (FOCAL), an Ottawa-based NGO with a full-time coordinator based at the Centre for International Studies at the University of Toronto.

### **Tourism and Sustainable Use of Environment**

Ecotourism — or natural-resource-based tourism— is seen by many as one of the most efficient ways to protect the diversity of the environment and culture in the Amazon Basin while bringing economic returns to the people who live there. IDRC has worked with the Canadian National Aboriginal Tourism Association (CNATA) to help aboriginals from Canada present their experiences in ecotourism to aboriginals in the Amazonian region of Venezuela.

The workshop permitted the two groups to exchange views and strategies on the best ways to develop this kind of tourism in the region with the help of experience gained in Canadian First Nation communities. A video and manual were presented to the workshop held at the end of the fiscal year in Puerto Ayacucho, Venezuela.

In this project, IDRC was able to work together with a range of Canadian and other partners. These included the Canadian Embassy in Caracas, Industry and Science Canada, Indian and Northern Affairs Canada, and the German Agency for Technical Cooperation (GTZ).

### **Making Life Better for Women Farmers**

Despite the high percentage of women among Third World farmers, little attention is paid to the adaptation of technology to meet women's special needs. An IDRC grant is helping the International Federation for Women in Agriculture to take a step in the direction of filling this gap. The Federation is developing a "modular technology kit" for farm women, one that takes account of their particular needs.

# UTILIZATION OF RESEARCH RESULTS

The generation of research results is both important and satisfying; however, the real proof of effectiveness comes with their implementation. In some cases, this implementation is the result of independent efforts on the part of research or development institutions in developing countries. However, the Centre itself has established a special program to promote the use of research results generated by IDRC-supported activities. Moreover, the Centre is now building a utilization element into every new project it develops. Following are a few examples of IDRC-supported research being taken to the next stage: the utilization of the "products" of such research.

## **Millions from Cassava Research**

An integrated research and development project supported by IDRC in the 1980s has led to US \$22 million worth of benefits for the cassava agroindustry in northern Colombia over 8 years. The \$1.2 million project was funded by IDRC, CIDA, the UN World Food Program, and the Natural Resources Institute of the United Kingdom. It brought together research on cassava breeding and crop management with research on processing, markets, and consumer preferences.

According to Dr Guy Henry, a cassava economist attached to the International Centre for Tropical Agriculture (CIAT), there was a return of \$18 for every \$1 invested in the research project. Farmers gained \$15 million; poor urban consumers, \$2 million (through lower and more stable prices for fresh cassava); and dried-cassava processors benefited by \$1.1 million. "But most processors were also farmers," said Dr Henry. "So they benefited twice."

## **Extracting Dollars**

IDRC-supported research in Cochabamba, Bolivia, starting in 1987, has led to the development of new techniques for extracting essential oils. The oils are obtained from such well-known plants as mint, eucalyptus, and lemon grass, but also from lesser known, indigenous species. The reason for the latter was to secure new markets in which the people of Cochabamba would have a virtual monopoly.

Now, 12 cooperatives are exporting several millions of dollars worth of these essential oils each year. Altogether, 250 families are engaged in this enterprise.

### **Using the Results from Three IDRC Projects**

A sustainable model for agriculture and afforestation is being created in Peru with the help of technologies developed in several previous projects supported by IDRC. The current project involves the cultivation of two native species — prickly pear and tara — to promote the commercialization of two highly valued chemicals. One is carmine, derived from the cochineal (an insect grown on the prickly pear cactuses) and used as a dye in most lipsticks. The other is gallic acid, which comes from the tara fruit. The fabrication of these chemicals was developed in earlier IDRC projects, starting in 1985.

Irrigation water used for the cultivation will come from fog collected in the desert, using a technology developed in Chile in another IDRC-funded research project. The distribution of water will be done through an old Inca system using clay pots, which saves more water than most modern irrigation systems.

### **Cheaper Plywood**

A Canadian company is helping Tanzania produce plywood without the heavy investment of foreign exchange needed in the past. Adhesive, one of the most expensive items in plywood production, was previously 100 percent imported.

Now, with IDRC support and with collaboration between the Ottawa-based Forintek and a Tanzanian counterpart, adhesive produced from tannins replaces up to 90 percent of imported inputs. The new product is used by various plywood manufacturers in Tanzania, resulting in tremendous cost and foreign-exchange savings.

### **Knowing What You Owe**

Nearly 40 developing countries are now better able to manage their national debt as a result of a software program developed and utilized over the last decade. The program was created, with financial and other support from IDRC, by the Commonwealth Secretariat.

CS-DRMS was initially implemented in a number of Commonwealth countries, including some of the smallest states in the Caribbean. But it was later extended to Thailand and Laos, with cofunding from the US Agency for International Development (USAID) and the Asian Development Bank respectively; to Mozambique, with the help of money from the Commonwealth Fund for Technical Cooperation (CFTC); and to Bulgaria, with 100 percent financing from the World Bank.

Also, encouraged by the House of Commons External Affairs Standing Committee report on "Canada's Stake in the Unfinished Business of Third World Debt," IDRC extended the system to Francophone Africa with financial support from CIDA.

The software enables countries to know how much money they owe, in what currency, and to which creditors. This knowledge helps in planning and negotiation.

### **Benefits of Resource Management Information**

Laos is a small, very poor, and mountainous Asian country where 85 percent of the population is engaged in subsistence agriculture. Moreover, 30 years of war, population pressure, and environmental degradation, combined with official government policy, have led to the resettlement of villages and disruption of agricultural practices, which vary among Laos' many different ethnic groups. But there has been very little data available on the current resource-management practices of agricultural villages, especially in more remote areas.

About 3 years ago, IDRC approved a project that provided data on natural resource utilization, resource conflicts, and indigenous knowledge of resource capacities in over 100 villages within the Ngum Watershed, one of the most important in the country. In addition to the practical methodological training for young staff of the newly formed Office of Nature Conservation within the Department of Forestry, this project generated baseline data that has enabled a number of other donors to start up development assistance and extension projects targeted specifically at local needs, totaling over \$5 million.

The finding that local communities already used fairly effective systems of informal management and conflict resolution has greatly strengthened the interest in, and commitment to, community-to-community forestry management within the Department of Forestry. Local villagers who have, become involved in the project have, for the first time, felt their concerns were articulated effectively before senior government officials.

IDRC itself, as a result of the positive experience with the project, has approved a second phase. This one, approved during the year under review, focuses on developing and testing specific methods for communications between district forestry officials and local communities to support local management of natural resources.

This is an example of a project in which the Centre has made only a small initial investment. Yet, it has made a significant impact, representing a high return on investment.

# La banane verte... est jaune

*Les James Bond du régime ont mis au point la Goldfinger: la super-banane!*

Gazette, Montreal Feb. 18, 1994

## Building a better banana

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Globe and Mail Feb. 17, 1994

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In fact, black Sigatoka has the potential to make the Cavendish extinct, said Ronnie Vernooy, a program officer with the IDRC — an agency which supports the research that led to Goldfinger's development.

La Presse, Montréal 18 février 1994

## Une nouvelle banane écologique résistante

La banane Goldfinger, cultivée sans pesticide, serait sur nos tables dans deux ans

## Breeding a better banana

A banana that resists diseases without pesticides, grows well at cooler temperatures and in poor soils, and is delicious either as a ripe dessert banana or cooked green may sound like a grower's dream. That dream came true early in 1994 with the announcement of the breeding of the Goldfinger banana at the Fundación Hondureña de Investigación Agrícola (FHIA), with IDRC support.

The culmination of decades of painstaking research launched by the United Fruit Company in Honduras, Goldfinger is the first-ever banana variety bred by researchers that could replace the standard Cavendish export banana, now threatened by diseases. More important, it could ensure reliable food supplies for millions of people in Africa, Asia, and Latin America, for whom bananas and plantains are staple foods.

Goldfinger's development is extremely timely, as two major diseases are now endangering banana production the world over: Black Sigatoka, a fungal leaf spot disease, and Race 4 of Panama Disease.

First observed in Fiji as recently as 1964, Black Sigatoka now covers Central America and much of Africa. Attacking all major varieties of banana and plantain, the disease can reduce yields by half. This could spell hunger in areas where bananas and plantains are staple food crops. For exporters, Black Sigatoka is ruinous because the disease also causes premature ripening of the fruit, precluding its shipping.

Black Sigatoka can be controlled, but the cost of chemical fungicides is prohibitive for all except multinational exporters. The airborne fungus is starting to develop resistance to available pesticides. And there is a growing environmental toll in the South as the use of chemical fertilizers and fungicides increases.

Race 4 of Panama Disease, which first appeared in Taiwan in 1967, may prove to be an even more formidable foe. Although it is now found only in Australia, the Canary Islands, South Africa, and Taiwan, the soilborne fungus is spreading rapidly. A killer disease that destroys crops completely, it cannot be controlled by existing fungicides.

Breeding for resistance is a major thrust of the research program that has been housed at FHIA since 1984 when United Brands donated its research program. FHIA is financed by USAID and the Honduran government. Since 1985, IDRC has contributed almost \$1.3 million to FHIA for banana and plantain improvement.

With funding from UNDP, Goldfinger will soon be field tested in farmers' plots in Honduras. Word of Goldfinger's testing has brought interested parties from Cuba, Ecuador, Israel, and South Africa to FHIA. South Africa's Leeways Laboratory Ltd plans to set up a tissue culture lab in Honduras so it can reproduce plants more quickly for clients, including the multinational company, Dole. FHIA, in collaboration with other labs, expects to have seedlings available for commercial use next year. Early estimates put the cost of the new hybrid seedlings at a modest US \$0.50 per plant.

Le Devoir, Montréal 18 février 1994

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Equinox Spring 1994

## Fog Water Becomes Chile's Answer to Evian

Schemenauer's research, funded by Canada's International Development Research Centre, could aid residents of arid locales throughout the Third World.

New York Times July 14, 1992

## Chilean Engineers Find Water for Desert by Harvesting Fog in Nets

Fine mesh captures enough droplets for village to drink.

Life November 1993

Imagine a place where  
**BATHING**  
is an extravagant luxury.



Chilean scientists had been experimenting since the 1950s with the extraordinary idea of collecting water from fog. In 1985 they approached Canada's International Development Research Center for help. "We decided to do the science," says Dr. Robert Schemenauer, a cloud physicist for Canada's Environment Department.

## Clouds on tap

Today, the 350 inhabitants of the village of Chungungo in northern Chile enjoy more than 11 000 litres of clean water a day. It's something few could have ever imagined.

Living in the Atacama Desert, one of the world's most arid regions, the 350 villagers had long depended on a few litres of water each, trucked in weekly from the nearest town, 50 kilometres away. Expensive, the water was also sometimes contaminated, as the old tanker was also used to carry other cargo.

The drought ended when a tap was turned on in the village square in May 1992. That ceremony also marked the end of 7 years of research that resulted in the creation of a novel technology to draw water from coastal mountain fog. Called *camanchacas*, the daily fogs are the only source of moisture in this parched region where groundwater is scarce, rain infrequent, and rivers almost nonexistent.

The challenge of harvesting the fogs had been taken up by researchers from the Pontificia Universidad Católica de Chile and Chile's Corporación Nacional Forestal, with the collaboration of Robert Schemenauer of Canada's Department of the Environment. IDRC has contributed \$540 000 to the project since 1987.

The early stages of the work entailed meticulous topographical and meteorological studies to answer such basic questions as: How much water is suspended in the fog? How much usable water can the fog produce? What natural laws regulate the fog's formation and movements? The researchers determined that optimum water production requires a daily fog cover at a ceiling of about 1 000 metres and that winds greater than 4 metres per second were required to capture an adequate amount of moisture on hillsides perpendicular to the prevailing winds.

Small Canadian fog samplers, used to analyze water from passing fogs at both Mont Tremblant and Roundtop Mountain in Quebec, were also used to analyze the quality of the *camanchacas'* water. The data proved that the mountains of El Tofo would be an ideal site for fog-water collectors.

Initially, 50 collectors were installed on the mountain slope, providing some 7 200 litres of water a day. Looking like oversized volleyball nets or curtains, the collectors are made of locally available polypropylene mesh stretched between two vertical posts, reinforced with wire. Each net is 12 metres long by 4 metres high and hangs 2 metres off the ground. Relatively inexpensive, the nets are easy to install and maintain. The water condensed on the nets runs down into gutters that lead to a 100 000-litre tank. A pipeline carries the water down the mountain to Chungungo, some 6 kilometres away.

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Equinox Spring 1994

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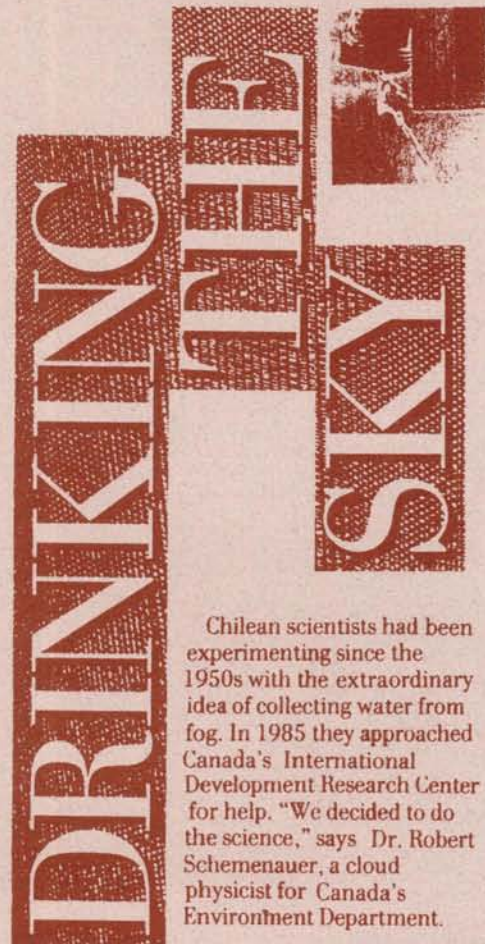
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The Hamilton Spectator Feb. 8, 1994

# Showing ANC politician how to govern

The familiarization program is part of a public service project established in South Africa a year ago with the International Development Research Centre and the Canadian International Development Agency.

## ANC official learns politics from McKenna

Telegraph-Journal, Saint John Feb. 10, 1994

The visit is part of a larger familiarization program for South African political candidates established in South Africa by the Canadian International Development Agency and the International Development Research Centre.

Share, Toronto Dec. 2, 1993

## Canadian observers in S. Africa

The members of Professor Brownstone's team are:  
• Flora MacDonald, Chairperson of the Ottawa-based International Development Research Centre.

## South Africa

Canada, as a member of the Commonwealth group of nations, has always had a particularly close interest in the evolution of the situation in South Africa. Canadian foreign policy envisioned the difficulties South Africa would confront in making the transition to democracy. Accordingly, IDRC was asked to provide much-needed support to the mass democratic process and became involved even before the re-establishment of bilateral relations between the two countries. The Centre's unique track record of being responsive to the needs of local groups and of empowering local decision-makers was the main reason why the Canadian offer of assistance was so acceptable. But IDRC's contribution has been made within the framework of a collective Canadian response and CIDA has provided \$10 million to sustain that collaborative effort.

Since 1988, therefore, IDRC has made the promotion of democracy and development in South Africa a priority. Since that time, the Centre has supported research activities in South Africa aimed at undermining racial discrimination and ensuring a democratic future for the country. Through its Regional Office for Southern Africa, headquartered in Johannesburg, IDRC funds innovative research, provides financial and technical support to the democratic movement, and facilitates the transition to a post-apartheid South Africa.

IDRC supports a broad range of research and policy formulation activities in the following areas:

- Democratic Governance
- Economic Strategies
- Public Policy
- Environmental Issues
- Education
- Gender Equality
- Health
- Urban Planning
- Violence
- Land Reform and Rural Development

At the request of the democratic movement, IDRC has also sponsored four missions examining the policy areas of economic analysis, urban planning, science and technology, and the environment. Each mission has published policy recommendations after assessing existing policies and institutions and interviewing key players in government, national and local institutions, academia, the business community, and the democratic movement.

Through an IDRC-sponsored program, members of the democratic movement came to Canada in early 1994 to be trained in the workings of government. These trainees have since assumed positions in the recently elected, democratic government.

In Canada, IDRC has supported the creation of the Canadian Consortium on Southern Africa. Based at McGill University, the Consortium coordinates cross-Canada, university research on South Africa and southern Africa and promotes a growing Canadian role in the region.

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# BENEFITS TO CANADA AND THE WORLD

While IDRC's prime target is to contribute to development in the South, the reality of global interdependence is that Canada and other countries in the North also benefit from the results of the Centre's efforts. Direct benefits include relevant technology, useful contacts, and a further enhancement of Canada's already positive profile in the international community. IDRC also helps to provide added opportunities for learning in various areas of interest to Canadians. There are indirect benefits, including opportunities to sell Canadian products, services, and technologies.

IDRC also contributes to international peace and security in ways not available to other Canadian institutions. This is so because of the Centre's research mandate, its international character, and the contacts and reputation it has built up over the years.

## **South Africa**

Canada's role in the building of post-apartheid South Africa shows how various Canadian institutions can cooperate in the development of a new democracy by playing the parts for which they are respectively suited and by nurturing the human and political infrastructure. Elections Canada helped lay the groundwork for the April 1994 elections. CIDA provided funding for a range of projects, from literacy education to legal assistance, many executed through NGOs.

Initially, IDRC's support, starting in 1988, was directed mainly at the victims of apartheid. In 1992, the importance of research and policy analysis for the future development of South Africa prompted IDRC to expand its program and to focus on "democratic development"—that is, research into how government policy will be formed, on creating and supporting networks to help produce the new policies, and on helping ordinary people become involved in the movement to democracy.

Already, projects funded or managed by the Centre have contributed to the development of the key new policies of the democratic movement in the areas of economics, industry, environment, science and technology, education, local governance, and public service. Examples include:

- A new education policy significantly influenced by the Centre for Education Policy Development (CEPD) established in January 1993 with CIDA funding and with management and additional funding provided by IDRC;

- Strategies being developed, with IDRC support, by a network of economists affiliated to the Congress of South African Trade Unions, to revitalize the industrial sector while redistributing productive capacity and resources to the mass of the population;
- An international study mission mounted by IDRC, in response to a request from the democratic movement, to help develop a new environmental policy;
- A \$10-million project, funded by CIDA and managed by IDRC, to train senior civil servants and government officials and generally to assist the democratic movement in a new, democratically elected system of government.

### **Middle East**

Canada has been actively involved in the Middle East Multilateral Negotiations. Canada established a special Expert/Advisory Services Fund, administered by IDRC, to support development-related aspects of the negotiations.

The process has been highly successful. IDRC specialists participated in meetings at which Israelis and Palestinians sat down for the first time ever to discuss refugee and water issues. A fact-finding mission was organized on the intensely sensitive issue of family reunification. Two important projects to develop databases on refugees have been initiated. And specific initiatives are underway in the fields of public health, child welfare, and human-resources development and training.

The Centre is also supporting the drafting of alternative development plans for the Jordan River Basin, a process that is critical to peace in the region.

### **Indochina**

IDRC has been active in the region since 1990 and is supporting a dozen projects, mainly in agriculture and resource management, economic and scientific

policy management, and information system support. A major aim of these projects has been to end Vietnam's isolation by developing linkages with Canadian institutions and experts and their Asian counterparts.

A 3-year \$3.5 million project, in which IDRC is playing a major role, is helping Vietnam and other countries in the Mekong River Basin establish sustainable economic development policies. It will include integrated resource-development studies of regions most severely affected by war, the strengthening of the agrifood industry, and reform of Vietnam's legal system.

IDRC was instrumental in establishing the Mekong Research Network. Through this network, six countries along the Mekong are ensuring that water resources are better utilized and that river's ecosystem is preserved, thus improving the quality of life for the people along its banks.

### **Central America**

The civil war in Nicaragua has now ended, but the resettlement of thousands of refugees, displaced people, and demobilized armies is having serious environmental impact. Land, forest, and water are affected. Moreover, the postwar struggle for land ownership has led to a growing conflict among government forces, landlords, ex-soldiers, and peasants.

IDRC is providing funds to the Instituto Nicaraguense de Investigaciones Económicas y Sociales (INIES) to study the current socioeconomic conditions and identify and promote the use of sustainable development alternatives. Hopefully, the results will be useful to other countries of Central America and to other regions of the world.

## THE FUTURE

Existing and future challenges in the domestic and international environment and the never-ending need to improve the way the Centre functions point to the need for change in the year ahead. Among such changes are likely to be a new evaluation system, an increase in the amount of the Centre's funds coming from sources other than the Canadian taxpayer, and a further strengthening of links with global research and international development partners.

### **Evaluation**

One of the Board of Governors' final accomplishments for the fiscal year 1993–1994 was the approval of a new evaluation system for the Centre. The new system aims to:

- Increase the organization's effectiveness as a funding agency;
- Improve the quality and the management of projects and programs;
- Influence policies within IDRC itself and within the wider environment in which the Centre operates;
- Identify successful cases for follow-up and utilization activities;
- Contribute to knowledge on what works in development research;
- Document corporate performance for accountability to Parliament and, by extension, the Canadian taxpayer; and
- Generally help the Centre function as a results-oriented organization.

The users of the evaluation results vary widely from the divisions and regional offices to the Board of Governors, the auditors, and other research and development agencies. Similarly, evaluation activities will take different forms and will be undertaken at various levels.

Some elements of the system — particularly those relating to project evaluations — are either satisfactorily in place or merely in need of some refinement or greater commitment and involvement. Two elements — external review and corporate performance synthesis — are entirely new to the Centre.

The new review system, in addition to facilitating the Centre's external accountability, also helps with its internal accountability. Increasingly, the Board of Governors has been delegating its project-approval function to the Centre's Senior Management Committee. This is in keeping with the following position taken by the Auditor General about the role of the Boards of Crown Corporations:

"The Board's purpose is not to manage day-to-day operations, which is clearly the function of senior management, but it is responsible for overseeing the management of operations and for monitoring results to ensure that plans are being carried out successfully."

In keeping with this approach, the Board will in future receive regular progress reports that will focus on broad program areas rather than individual projects or initiatives.

### **International Links and Revenue Generation**

The Centre, as outlined in its strategy, recognizes the need to expand its links with partners in the North to improve the effectiveness and economy of research for development. The strategy also clearly acknowledges the fiscal constraints the Canadian government is facing and the need to consider ways to attract new and more diversified sources of funding.

The strategy outlined a number of possible opportunities. Among them was the possibility of increasing the number of cases where other organizations and agencies ask the Centre to manage their contributions to initiatives that the Centre is funding. Also noted was the possibility of contracting Centre services, holding patents on new technologies or products that might result from Centre-funded activities and their use, and establishing partnerships with the private sector.

### **Working with Others**

The Centre works extensively with other organizations with similar interests. Such collaboration reduces waste and duplication, permits the sharing of ideas with respect to specific problems and the development of research agenda, and allows for the more rational use of scarce financial and human resources. In fact, one indication of IDRC's credibility as an institution supporting research for development is that about a fifth of all IDRC projects now involve at least one other funding agency. In addition, most Centre projects provide for contributions in cash or kind from recipient institutions. Here are some examples.

The Rockefeller Foundation and the Nestle Foundation for the Study of Problems of Nutrition in the World collaborated with IDRC on a project to investigate the effect of iron supplementation on the occurrence of malaria in Ethiopia. The Overseas Development Agency of the United Kingdom helped the Centre fund a study in Brazil to find out if children attending day-care centres might be in greater danger of contracting certain diseases, including pneumonia. And the National Science Foundation of China and the Enterprise Management Academy of Shejiang provided counterpart funding for an IDRC-supported project to compile baseline data on the nature, source, and rates of environmental pollution resulting from the industrial activities of small and medium-sized enterprises in China.

Several private-sector firms are participating in a project to apply the results of a microcomputer-based technology developed in Singapore under an earlier Centre-funded project. Among them is QNX Software Systems Ltd of Kanata, Ontario.

The technology is being adapted from QNX's operating system. Environmental Technology Research Inc, a Canadian firm specializing in industrial-waste technology systems, is providing consultancy services for the project. Also involved are Hewlett Packard (Singapore), Matsushita Electric Works (Tokyo), and Eutech Cybernetics (Singapore).

Five cofunding agencies joined with the Centre in financing the third phase of a project to facilitate the Essential National Health Research (ENHR) Strategy. The agencies are SAREC (Sweden), the Carnegie Corporation of New York, the Swiss Development Cooperation, the Aga Khan Foundation, and the Edna McConnell Clark Foundation.

Other agencies collaborating with the Centre in this way have included the United Nations Children's Fund (UNICEF), UNDP, the Food and Agriculture Organization of the United Nations (FAO), the Ford Foundation, France's Ministère de la coopération et du développement, the Norwegian Agency for Development Cooperation (NORAD), USAID, the World Bank, the Africa Capacity Building Foundation (ACBF), and the European Community.

### **Micronutrient Initiative**

A number of initiatives have been established with IDRC support. Usually, they are coordinated by secretariats based at IDRC's head office. One aim of such initiatives is the leveraging of both financial and human resources from other organizations. The Micronutrient Initiative (MI) is one such organization.

The Micronutrient Initiative was set up in 1992 under the sponsorship of IDRC, CIDA, the World Bank, UNDP, and UNICEF. The mission of MI is to help bring about the "sustainable control" of micronutrient malnutrition by the year 2000 in accordance with the goals of the 1990 World Summit for Children. These goals were:

- Virtual elimination of iodine deficiency disorders;
- Virtual elimination of vitamin A deficiency and its consequences, including blindness; and
- Reduction of iron deficiency anaemia in women by one-third of the 1990 levels.

In addition to the \$1.5 million provided by IDRC, MI has attracted \$13 million (plus a "flow-through" of \$3 million to UNICEF, India) from CIDA, US \$750 000 from the World Bank, and US \$100 000 from UNICEF. There has also been an additional pledge of US \$500 000 from UNDP.

The MI's first official "Activity Plan," which covers the period from October 1993 to September 1994, addresses five strategic issues common to all three kinds of deficiency that need to be resolved if micronutrient malnutrition is to be eliminated. The five issues are:

- Developing and deploying appropriate information systems;
- Elarging the pool of qualified technical consultants;
- Expanding support to national control programs;
- Applying appropriate technology; and
- Resolving operational problems.

### **Fisheries Strategy**

The Law of the Sea, a legacy of the 1980s, and UNCED, a product of the current decade, have resulted in new opportunities and new challenges for the developing world and for fisheries research. The Law of the Sea provides potential benefits for Third World countries, but they must first become more effective managers of their fisheries and other aquatic resources.

Agenda 21 helped focus on the problems of over-fishing and strengthen the case for a new research agenda in this area. But the problems are now so complex that a concerted, interdisciplinary approach is needed.

The Strategy for International Fisheries Research (SIFR) is expected to be part of the solution. The SIFR Secretariat, established at IDRC's head office in January 1993, got to work in earnest during the year under review.

SIFR, like the Micronutrient Initiative, is a good example of the value of combining financial and human resources. In addition to IDRC, there were, at the end of the year under review, 16 other donors.

An illustration of how the process works was a SIFR study on fisheries information supported by IDRC. The International Centre for Living Aquatic Resource Management (ICLARM) and the World Bank became interested. Not only did they triple the resources available for the study, they also increased the likelihood that the results would be put to meaningful use.

Canada's benefit from this program goes far beyond the location of the secretariat in Ottawa. Many of the Third World fisheries problems being addressed by SIFR are also likely to be of relevance to the coastal communities in this country, especially on the east coast.

### **WETV Satellite Network**

Forums representing countries of the South, as well as UNCED involving both North and South, have pointed to the need for a freer, more democratic, and more balanced flow of information, ideas, and cultural expressions. WETV, initiated in April 1993 by IDRC and a group of public and private agencies, is a response to this need. It is intended to provide a forum for the unheard voices of the world.

WETV is expected to begin its service in 1996 with a 3- or 4-hour block of programs to its partners, likely to comprise national and regional broadcasters. It will offer alternative forms of programming — from children's programs, drama, and music to critical examinations of world issues. The service will be multilingual and will favour the work of independent producers.

The WETV Secretariat has been established at IDRC's head office.

## CANADIAN RELATIONSHIPS

One of IDRC's most important contributions is in the establishment of linkages between researchers in the South and the research community in Canada. The resultant synergy has led to the flow of knowledge in both directions and to considerable advantages for Canada and Canadian institutions.

This involvement of Canadian institutions pervades all areas of the Centre's work. But, in 1991, a special unit was created with a mandate to deepen these relations. Bridges have been built not only with Canadian researchers but also with other groups — and individuals — interested in international development, the environment, and related matters. Among those reached through such efforts are persons and agencies in government (federal, provincial, and municipal) and professional associations, First Nation groups, bodies affiliated to the UN, private businesses, media, and the educational community. As a result, a larger number of people within Canada know of IDRC's work first hand.

During the year, the Centre took steps to establish institutional alliances with a broader range of Canadian groups. These include ethnic and cultural organizations and the labour movement. As a first step, the Centre funded studies to find out how involved these groups are in international development.

### **Links with Academia — A Two-Way Street**

The value of IDRC's links with the Canadian academic community goes beyond the provision of research funds. These links are constantly putting Canada in touch with important sources of knowledge and research and development activities. More than ever before, this is imperative to the well-being of nations, including our own. Knowledge is being generated at a rate unknown in all of human history and, increasingly, in developing countries. The future of Canada will depend increasingly on the South and our interconnectedness to all knowledge sources.

During the year, financing from CIDA and funding and research links from IDRC helped the Association of Universities and Colleges of Canada (AUCC) strengthen its International Office. For years, AUCC has been a point of contact for representatives from other countries wishing to establish linkages with Canadian universities. It is now serving a similar role in relation to IDRC staff by providing timely information on the capacity of Canadian universities to undertake research and training in the field of development.

Also during 1993–1994, senior officials of the Centre, including the President in some cases, met with the academic community in nine areas across Canada. In each case, all universities in the area were invited to participate. The Centre officials presented the new, restructured IDRC to the academic community. One objective of the exercise was to update the understanding within the academic community of IDRC's current approach to the funding of research. Other objectives were the promotion of an intellectual partnership between the Centre and the academic community and updating the Centre on areas of available expertise.

### **Linking Two Communities**

Communities in the South suffering economic decline can benefit from the strategies adopted by Canadian communities in response to their own economic difficulties. As well, Canada can learn from some Third World countries about the role of culture in the building of communities. This was the thesis behind an IDRC-supported research project linking two communities and two educational institutions in Canada and Mexico. The project was described in a Canadian newspaper article as a "positive twist" on NAFTA.

The objective of the research is to adapt and apply in Chac Lol Cooperative in the Yucatán Peninsula of Mexico a process of community enterprise creation developed and applied successfully in Cape Breton. Dr Greg MacLeod, director of the Tompkins Institute of the University College of Cape Breton (UCCB), the Canadian partner in this research, previously pioneered the New Dawn Enterprises, a not-for-profit community-based organization that created about 110 new jobs following its creation on Cape Breton Island in 1973, at a time of economic decline. The Mexican participants are Chapingo University, a national university in Mexico specializing in agriculture and rural development, and the Chac Lol Cooperative, which

encompasses six Mayan villages and engages in a variety of small economic development projects. The Yucatán area is, like Cape Breton in the 1970s, a region in decline.

### **Quebec and the Caribbean**

Canadian research organizations sharing Canadian knowledge with a Third World partner can simultaneously improve its capacity to serve its Canadian clients. These two objectives motivated the Centre de Recherche Industrielle du Québec (CRIQ), one of Canada's 10 provincial research organizations, to take part in an IDRC-funded project in the English-speaking Caribbean.

CARIRI, the Caribbean Industrial Research Institute based in Trinidad and Tobago, is developing a strategic approach to the marketing of information services in Trinidad and Tobago and the rest of the English-speaking Caribbean. During the year under review, CRIQ conducted an audit of CARIRI. The report, presented at the end of the year, included an evaluation of the Institute's existing plans and directions and its clients' opinions of the research activities and services offered by CARIRI.

### **The Private Sector in Partnership**

Whereas academic institutions tend to play the leading roles during research aimed at the development of a new technology, the private sector is often better equipped to help in projects directed toward the utilization of the technology, in both the developing world and sometimes in Canada. Between 1984 and 1988, the University of Manitoba in Winnipeg, in collaboration with Xi'an Jiatong University in Xi'an China, developed a new gas-insulated transformer. That project also showed that it was feasible to produce mixed gas transformers that would reduce the cost and improve the performance at a lower temperature.

Now, a private firm, 4K Engineering Consultants, also of Winnipeg, Manitoba, is engaged in a new project concerned with optimizing the mixed-gas technology and bringing the product into the market. The Chinese partners in this project comprise two firms, which hopefully will promote the commercialization of the gas-insulated system, as well as two universities.

Also participating is the Canadian Electrical Association (CEA), which is interested in the dissemination of the research results among Canadian utilities. It is hoped that this will lead to the introduction of the technology in Canada.

### **Teaching about Development**

There are fewer opportunities in the 1990s for young Canadians at the undergraduate level to learn about issues of development. Textbooks are dated. To get the new generation to rethink development, we need to reinvent the tools of development.

The University of Calgary in Alberta is experimenting with new approaches to the teaching of undergraduate courses in development. This IDRC-funded project responds to a need expressed by instructors of undergraduate studies and the recognition that as many as 90 Canadian universities may want to benefit from the lessons learned from the University of Calgary project.

The project will build a network of institutions and instructors working in this area. It will also advance new learning approaches to teaching in this field.

### **Disseminating Research Results to the Young**

Primary and secondary school children are not forgotten. Another Centre project enables teachers interested in research and development in the South to take part in an annual "Summer Institute" in Costa Rica. The "Summer Institute" was held in July 1993 for the fourth time. This program is subsidized by successful applicants

who pay course fees to attend. For the most part, elementary or high school teachers make up the participants in the 2-week program.

Participants have had the opportunity to learn from scientists, farmers, and fishfolk; meet women's groups, students, and even a former president; and interact with students and with fellow teachers. It is a unique experience and those who share in it express tremendous satisfaction. Providing teachers with this opportunity is an excellent way to communicate development issues to Canada's youths.

Also, hundreds of students across Canada have become sensitized to the importance of science and research in developing countries through a program involving IDRC and the Youth Science Foundation (YSF). The YSF organizes regional and national events at which several students qualify for IDRC prizes.

### **The Development Forum Series**

Policymakers, development practitioners, academics, the business community, and representatives of foreign governments have very few opportunities to come together, exchange ideas, and make or renew contacts on problems facing developing countries. The "Development Forum" has become a staple gathering on the agenda of many in the nation's capital.

During 1993–1994, the Forum again addressed a variety of topics related to international trade, the role of values, and the peacekeeping–peacemaking challenges. The Forum proved compelling enough to attract audiences of more than 200. As the year drew to a close, the Cable Parliamentary Channel (CPAC) announced that in the future it would televise the Forum series.

### **Speakers Bureau**

IDRC does not limit its outreach to Ottawa. Group events are arranged in many other Canadian cities.

Through the "Speakers Bureau," the Centre provided for international and Canadian researchers to visit groups or events in other parts of Canada to talk about their research.

### **For the New Parliament**

Members of Parliament have an important role to play in Canadian international development activities, in terms of influencing policy, approving financial appropriation, and ensuring accountability by organizations like IDRC. The Centre organized two one-day seminars to help Members of the new, 35th Parliament equip themselves to deal with development and related issues. Three broad areas of international affairs were highlighted: global trade and economics, peace and security, and sustainable development and the environment. The first seminar was held on Parliament Hill and was open to all Members. About 80 new Members took part.

The second session was held at Meech Lake and was attended by about 20 Members with a special interest in foreign affairs and sustainable development.

### **NGOs**

While many Canadian NGOs have highly developed operational policies to guide their organizations, it is often difficult for them to invest as much as they would like in the development of policies. IDRC provided funding to the Canadian Council for International Cooperation (CCIC) to

help its member organizations develop policy proposals in three such areas. These are a framework for our common future, economic justice, and human rights and democratic development. Working in collaboration with the North South Institute, CCIC is helping NGOs analyze these specific issues and integrate them into their overall policy frameworks.

The Centre's contribution to this effort was made possible by its previous collaboration with NGOs, both in Canada and overseas. This was especially true during the preparation for the Earth Summit, where its support was instrumental in helping NGOs move beyond the role of critic and join with other actors in finding solutions.

### **For the Media**

The ability of media professionals to file meaningful reports on a situation such as South Africa's is enhanced by a prior understanding of the complexities of the situation. IDRC's role in assisting South Africa's transition to democracy equipped the Centre to conduct two training sessions on this subject organized by professional associations of journalists. One session was held in Toronto under the auspices of the Canadian Association of Journalists. Another, held in Montreal, was sponsored by the Fédération professionnelle des journalistes du Québec. Experts were brought from South Africa for the training sessions.

The Centre also responded to numerous queries on development issues and provided experts to speak to the media on various subjects. Film footage on scientific matters was provided, on request, for use on television.

# DEVELOPMENT THROUGH TRAINING AND SPECIAL AWARDS

Thousands of people in Canada and the developing world have been helped to make a better contribution to development as a result of IDRC's support for training. Some have been trained as part of Centre-supported projects and programs. Others have been given special training awards.

This contribution to human-resources development (HRD) continued during 1993–1994. The year also witnessed the review of some aspects of the Centre's HRD activity as well as changes to take account of developments taking place in IDRC's programs, policies, and circumstances.

## **In Memory of Lester Pearson**

Since 1974, 4 years after its establishment, the Centre has honoured the work, and then the memory, of former Prime Minister Lester B. Pearson by offering the prestigious Pearson Fellowship to senior civil servants in developing countries. The life and work of the late politician and diplomat not only led to the establishment of IDRC but also earned immeasurable credit for Canada in the field of international development.

Mohammed Sahnoun, international civil servant and senior Algerian diplomat, was appointed the Pearson Fellow for 1993–1994. Mr Sahnoun's career included positions as Ambassador to a number of countries and Deputy Secretary General of the Arab League. More recently, he was Special Advisor to the UN Secretary General and coordinator of UN operations in Somalia. He has been a member of the World Commission on Environment and Development and of the President's Round Table, a group of experts from developed and developing countries who provide advice to the President of IDRC.

During his fellowship, Mr Sahnoun's work will focus on the problems of marginalization in Africa and the challenges posed by forced migration and refugees. He will also advise on the Centre's role in desertification, in the forthcoming UN conference on this subject, and in the implementation of Agenda 21.

### **Young Canadians**

In Canada, as in the developing countries themselves, young people have an important role to play in the future of international development. It is among the Canadian youth that the future academics, policymakers, and NGO leaders are to be found.

The "Young Canadian Researchers Award," which has now completed its 11th year of operation, has so far provided almost \$5.5 million in funding to more than 200 awardees. Traditionally, the awards have been geared to encourage students to pursue scientific careers in areas of interest to IDRC and to pursue fieldwork in Africa, Asia, or Latin America. Last year, as part of the effort to strengthen Canadian research capacity in sustainable and equitable development, this and related research areas were given priority.

### **Other Training Activities**

For the sixth successive year, a number of Canadians from a wide variety of backgrounds were able to acquire new knowledge and skills and to share their own skills and experiences with the Centre by serving as IDRC Interns. The program has provided this opportunity to more than 30 Canadians since its inception.

Other awards continued during the year included the Bene Fellowship in Social Forestry, funded by an endowment from the late John G. Bene, a former IDRC Governor and distinguished businessman. The Centre also made available once again the Gemini Award (for anglophone journalists) and the newly established Periscope Award (for francophone journalists). Through its journalism awards, the Centre has contributed over the years to the building of a group of Canadian journalists with a keen interest in, and a sensitivity to, development issues.

## FINDING INFORMATION ABOUT DEVELOPMENT

As part of IDRC's effort to function as an accountable organization, it provides the public with full access to information about IDRC programs, projects, and activities and about international development generally. Apart from IDRC staff, greatest interest in such information has come from the development community in Canada and abroad, students, media, Members of Parliament, and, of course, the academic community both in Canada and worldwide. Members of these groups are usually interested in learning about IDRC's or other development activities or about how to obtain IDRC support for research activities.

Some of this information may be available through the Centre's program officers either in Ottawa or at one of the Centre's seven regional offices. However, a sure point of entry is the Research Information Centre, comprising the Centre's Public Information Program and the IDRC Library. The information is available in whatever format is most convenient to the user — electronic, microfiche, or print. Information can be sought by telephone, fax, or electronic mail. Interested persons may visit the Centre at 250 Albert Street, Ottawa. Space is available in the Library for users to consult material of interest to them. It is open to the public from 9 am to 5 pm, Monday to Friday.

### **Research Projects by IDRC and Other Institutions**

Money is scarce everywhere. Organizations like IDRC must work with other partners, including other donors, to maximize effectiveness. Therefore, there is a need to share information about projects. A complete list of IDRC projects is contained in the IDRIS database — the Inter-Agency Development Research Information System. IDRIS was developed as a 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 five other development agencies supporting research activity:

- 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); and
- The Swedish Agency for Research Cooperation with Developing Countries (SAREC).

IDRIS DATA BASE		1
THU, MAY 26, 1994		
Rice Ecosystems and Health (West Africa)		
Project:	93-0217	ISN: 15347
Donor:	IDRC	
Funding Unit:	HS ENR WARO - THEME, FOOD / THEME, FOOD / THEME, FOOD	
<p>There is growing evidence that the proliferation of <b>rice ecosystems</b> in Africa exposes surrounding populations to <b>extensive health risks, mainly due to the exacerbation of vector-borne diseases such as malaria and schistosomiasis</b>. Rice ecosystems in the lowlands of the upland/inland swamp continuum and irrigated systems in the Sahel are the hardest hit. This project, to be carried out in a variety of agro-climatic zones in Mali and Côte d'Ivoire, will characterize the rice agro-ecosystems of the upland/inland swamp continuum in terms of associated health risks. It will identify factors that influence the development and application of rice ecosystem management, with a view to disease vector control. Researchers will conduct a longitudinal health risk assessment of high-input irrigated rice agro-ecosystems in different ecological zones along a north-south transect through West Africa. They will use both cropping systems and epidemiological and socioeconomic variables to characterize high-input irrigated rice ecosystems. The information gathered in this study will be used in the development and testing of rice ecosystem management measures for vector control.</p>		
<p>Macrothesaurus Descriptors: /rice/ /plant production/ /irrigation systems/ /ecosystems/ /health hazards/ /risk/ /malaria/ /schistosomiasis/ /disease vectors/ /disease control/</p>		
Area under study:	<b>West Africa</b> / Mali/ /Cote d'Ivoire/	
Amount of grant:	1200000 CAD	
Fiscal year:	9394	
Status:	Active	
<b>Co-funding agency:</b>	Danish International Development Agency ( <b>DANIDA</b> ) / Funds: 450000	
Recipient:	West Africa Rice Development Association (WARDA), Bouaké, CI	
Address:	West Africa Rice Development Association (WARDA), 01 B.P. 2551, Bouaké 01, Côte d'Ivoire	
Researcher:	Matlon, Peter Dr	

Direct access to the IDRIS database allows extraction of specific data on an agency, a region, a country, a discipline, a researcher, or a subject. (Shown above and on the following pages is a small sampling of IDRC-supported projects taken from IDRIS.)

### Research Collection

Any document created as part of an IDRC project or written by IDRC staff is placed in the corporate documents collection. The Library is now processing slides taken under IDRC projects and making those available as part of this collection. This information is also being put on the global Internet so that it can be obtained by anyone with a modem.

The collection contains over 60 000 titles on international research and development. The BIBLIOL database allows automated access to these impressive holdings.

### Development Databases

The IDRIS and BIBLIOL databases are part of the Development Data Bases Service (DDBS), which also provides access to the library catalogues of several UN agencies and of USAID. These may be accessed on-line; this free service is available to any nonprofit organization. You can also visit the service via Internet at the telnet address ddbb.idrc.ca (login name: guest). Most Canadian university libraries (and many others around the world), as well as NGOs and several federal and provincial government departments, use the service. If your agency does not yet subscribe, contact the IDRC Library for information or assistance.

### Universities and Researchers

IDRC has exchange agreements with universities and other research institutions worldwide. For example, most Canadian universities have direct access to the Library's electronic database.

THU, MAY 26, 1994		IDRIS DATA BASE	2
Palestinian Women in Society		Project: 93-1103	ISN: 15363
Donor: IDRC			
Funding Unit: SS - SED,SP			
<p>The Palestinian women's movement has been a key component of the grassroots movement that emerged in the decades following the Israeli occupation of the West Bank and Gaza in 1967. With the intensification of efforts towards self-government, women's organizations have turned their attention from addressing community-based needs to placing gender equity on the emerging national agenda. A group of women academics at Birzeit University, in collaboration with Canada's Carleton University, gave added impetus to these efforts by seeking to establish a Women's Studies Institute dedicated to teaching, training, and research. Pending the formal establishment of the Institute, a Committee was formed to begin implementing selected elements of the proposed Institute's mission. This grant will enable the Committee for Women's Studies at Birzeit University to build greater capacity for gender research through an intensive summer workshop by developing and refining conceptual and methodological tools tailored for the Palestinian context. It will also allow the Committee to design and coordinate research on selected social policy areas with the participation of local women's research centres and with the collaboration of faculty members from Carleton University. Researchers <b>will compile and consolidate gender-specific information in the fields of education; economy; social support and entitlements; and cultural policy</b>. The research will identify critical gaps in knowledge with respect to women's basic needs and strategic interests in the selected policy areas.</p>			
Macrothesaurus Descriptors:	/women/ /social movements/ /women's organizations/ /gender/ /research capacity/		
Area under study:	/capacity building/		
Amount of grant:	/Palestine/		
Fiscal year:	160000 CAD		
Status:	9394		
Recipient:	Active		
Address:	Birzeit University, Ramalla, PS		
Researcher:	Address: Birzeit University, Committee of Women's Studies, P.O. Box 14 Ramalla West Bank, Palestine		
	Researcher: Kuttat, Eileen Ms		

For researchers interested in finding out about IDRC funding, AUCC has produced an updated 1993 version of *The International Development Research Centre: A Guide for the Research Community*.

### Rio on CD-ROM

The Earth Summit in Rio de Janeiro generated a wealth of knowledge with regard to developmental and environmental issues. It would have been a great pity if this information was either lost or inaccessible. IDRC and the UN have collaborated to produce the Earth Summit CD-ROM. This CD-ROM contains the complete archives of all official UNCED documents. Included in the 50 000-plus pages and 3 000 images on this CD-ROM are the complete Agenda 21 and the accompanying declarations, 179 national and regional reports submitted to UNCED together with English-language summaries, speeches by heads of state and opening and

closing addresses, lists of delegates and NGOs credited to UNCED, and official documents from the Preparatory Committee Meetings. Much of this material is not available in any other format.

This collection will be a useful tool for ministers and their departments, researchers, donor agencies, development and environmental NGOs, and other groups and individuals. Copies can be purchased from IDRC or consulted at the IDRC Library.

### On Video

The influence of television and VCRs in conveying information and affecting attitudes and behaviours is considerable. IDRC's videos disseminate the knowledge generated by research projects in the South. Through support for television series such as "North-South" and "Developing Stories," the Centre provides a forum in which the voices of the South can be heard. Many of the Centre's video productions are available through the National

Film Board or can be borrowed from the IDRC's regional offices and, in some cases, from Canadian High Commissions or Embassies. For more information or to receive a list of available titles, contact IDRC Videos at IDRC's head office

### IDRC Books

IDRC has just published its Spring 1994 publications catalogue featuring some 70 publications — a blend of new issues and old favourites — as well as the CD-ROM.

Also featured is *The IDRC Reports*, the Centre's quarterly magazine, which reports on the latest news on the impact of science and technology in the developing world. This topical review also appears in French and Spanish as *Le CRDI Explore* and *El CIID Informa*, respectively.

For information on specific publications or to obtain a copy of the latest catalogue, contact IDRC Books at 613-236-6163, ext 2087 (fax 613-563-0815), or write to the address of the Centre provided on the next page.

### New Initiatives

Important strides are being made in the area of cost recovery, revenue diversification, and collaborative research. The sale of books and magazines increased nearly 50 percent over the fiscal 1992-1993 figure. During fiscal 1993-1994, the Centre also established a small revenue-diversification initiative to serve as a focal point for some of the many issues that need to be considered as the Centre increasingly moves into this arena.

THU, MAY 19, 1994		IDRIS DATA BASE	2
Network of AIDS Researchers of Eastern and Southern Africa (NARESA)		ISN: 15261	
Project: 93-0215			
Donor: IDRC			
Funding Unit: HS - SED,SRHN			
<p>The Network of AIDS Researchers of Eastern and Southern Africa (NARESA) is an international nongovernmental organization located in Nairobi, Kenya. NARESA's main goal is to <b>promote interdisciplinary research to design and test for feasibility and efficiency of interventions that could eventually be adopted by the national AIDS committees and AIDS control programs.</b> The network has been functional since 1988 with the financial support of the World Health Organization (WHO) and the Ford Foundation. IDRC's prior involvement consisted of providing administrative support before its official registration with the Kenyan government. This project will comprise three research-related initiatives: a regional workshop in which AIDS research priorities are to be set for the region; a small grants program to fund and administer ten AIDS-related proposals; and a policy review workshop to discuss how to disseminate and use research findings. The Ford Foundation and the Rockefeller Foundation have committed grants to cover the operational costs and the organization of some other activities such as the meetings of the council members and the executive committee, and the publication and dissemination of research findings. Moreover, WHO will continue its technical assistance to NARESA in research.</p>			
<p>Macrothesaurus-Descriptors: /AIDS/ /disease control/ /research networks/ /research capacity/ /capacity building/ /research needs/ /information exchange/ /research results/ /information dissemination/ /Africa South of Sahara/</p>			
Area under study:		150000 CAD	
Amount of grant:		9394	
Fiscal year:		19931221	
Date funds committed:		19961221	
Completion date:		Active	
Status:			
Co-funding agency:		<b>Ford Foundation</b>	
Funds:		93750	
Co-funding agency:		Rockefeller Foundation	
Funds:		81250	
Recipient:		Network of AIDS Researchers of Eastern and Southern Africa (NARESA), Nairobi, KE	
Address:		Network of AIDS Researchers of Eastern and Southern Africa (NARESA), P.O. Box 11771, Nairobi, Kenya	
Researcher: Were, J.B.O. Dr			
Cooperating agency: World Health Organization (WHO), Geneva, CH			

### Other Points of Access

There are many other ways in which interested people in Canada and abroad enjoy access to information about IDRC and the areas in which it has an interest. A good example is the provision of material to interested members of the mass media by the Centre's Public Information Program. During the year, the Centre's *Developments* newsletter and the many news releases resulted in requests for interviews and full-length features.

The Centre also responds to queries by telephone and letters from members of the public. And responding to invitations from organizations in Canada and abroad, Centre staff, including the President, deliver speeches and otherwise participate in a range of conferences and meetings. The Centre's new corporate video and examples of Centre-supported technologies — for example a nut-shelling machine, the dehuller — often serve as a supplement to oral presentations. The Public Information Program has ongoing cooperative arrangements with some organizations. For example, in collaboration with the World Food Day Committee, it prepares a brochure each year, on the occasion of World Food Day, to build awareness about food issues.

### Get in Touch:

Visit the IDRC Library in person or write to the **IDRC Library** at:

PO Box 8500  
Ottawa, Ontario  
Canada K1G 3H9

Telephone: (613) 236-6163 (Ext. 2578)

Fax: (613) 563-9463

Internet: [reference@idrc.ca](mailto:reference@idrc.ca)

Envoy 100: ILL. OOID

To find out more about the institution, its programs and resources, contact :

Information Officer

#### Public Information Program

Tel.: (613) 236-6163 (Ext. 2101)

Fax: (613) 563-0815

Internet: [info@idrc.ca](mailto:info@idrc.ca)

# FINANCIAL COMMENTARY AND HIGHLIGHTS

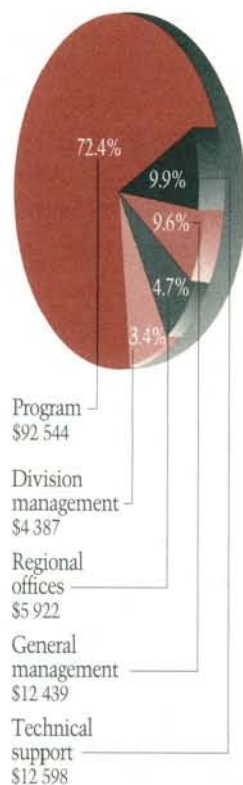


Figure 1  
Program and administration  
expenditures for 1993-1994.

The 1993-1994 parliamentary grant of \$115.0 million was increased in February 1994 through a supplementary grant of \$27.0 million — a transfer from the CIDA vote. Of this supplemental amount, \$12.0 million was restricted to finance the Micronutrient Initiative (MI); the balance was used to underwrite a health-support package in Africa (see page 18).

During this past fiscal year, IDRC was subject to significant external and internal pressures created by the downward revisions to the Centre's grant level, which, at \$115.0 million, is still at the 1988-1989 level. IDRC's challenge is to leverage these diminishing resources by entering into partnership with other donors and reducing the cost of delivering its programs.

*Empowerment through Knowledge* — the published strategy of the Centre — clearly outlines the importance of strategic partnerships and cost efficiency. In these areas, the concerted effort of Centre management can be seen in the major influx of funds in 1993-1994 under contract research income (which was 42 percent greater than projected in the 1993-1994 budget), the supplementary grants the Centre has been able to negotiate over the past 3 years, and the reduction in operational costs over the past 2 years.

The Centre has begun to reap the benefits of the significant steps taken during the past 2 years to reduce its operating expenditures in line with government directives. The program-administration expenditure ratio (see Figure 1) is greater than that of the previous year. This has been achieved by improving the cost structure of the Centre and increasing the resources earmarked for program expenditures. The Centre will continue to work in tandem on these two fronts — generating additional revenues and reducing its operational cost — so that it may effectively discharge its mandate within the new realities of international development.

In 1993-1994, the Centre implemented a policy to ensure the full recovery of costs associated with working with other organizations. It also established a new funding-diversification unit that will oversee the implementation of this policy and explore all avenues available to the Centre to increase its revenue. This is another indication of the Centre's concerted effort to compensate for the decline in the annual grant level.

## Revenues

Total IDRC revenues were 24.5 percent higher than budgeted, reaching \$152.8 million. Revenues consist of the parliamentary grant of \$142.0 million, investment and other income of \$0.8 million, and income from contract research of \$9.9 million. Figure 2 illustrates the trend in revenues over the past 5 years.

The largest variance from the previous year was recorded under the parliamentary grant and amounted to \$27.0 million — an increase of 23.5 percent over the budgeted figure for the year. The other important variance is reported under the heading of contract research and totaled \$2.9 million. This is a substantial increase of 42.0 percent over the projected contract research income, reflecting the Centre's commitment to reinforce and expand linkages to like-minded donors.

Revenues under investment and other income showed an increase of 17.3 percent over the budgeted amount. Over the past 2 years, however, interest earned has dropped dramatically. This is due to a significant reduction in the average level of the investment portfolio and a record-breaking drop in average yields.

The Centre continued to use new financial mechanisms, such as debt swaps, to improve the exchange rates received on transfer of funds. The amount earned and reported was \$0.4 million, which compensated for the low level of investment income. Over the past 2 years, the Centre has been able to generate \$1.0 million from this new source and intends to persist in exploring any new opportunity available to increase the size of these revenues.

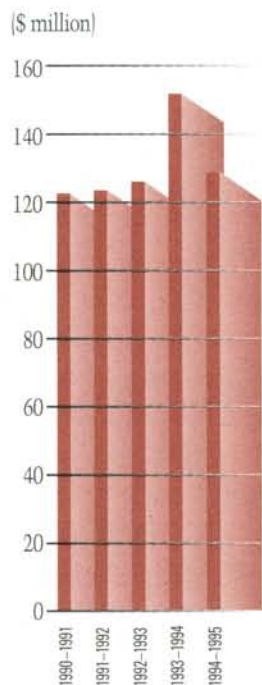


Figure 2  
Total revenue for the Centre  
for 1990-1991 (actual) to  
1994-1995 (budget).

## Expenditures

Total expenditures for the fiscal year ending 31 March 1994 amounted to \$127.9 million. This amount represents an increase of \$6.1 million over the budgeted amount, almost all of it to cover increased program expenditures. Figure 1 shows the relative share of each category of expenditure for 1993-1994.

Table 1 displays the actual expenditures for the 4-year period ending 31 March 1994 in millions of dollars and as a percentage of the yearly total. Figure 3 illustrates the trend by type of expenditure over the same period in addition to the next fiscal year's projection. It is important to note here the continuous drop in the share of support cost to total Centre's expenditures over the last 4 years.

**Table 1**

**Actual expenditures (millions) for 1990–1991 to 1993–1994.**

	1993–1994		1992–1993		1991–1992		1990–1991	
	\$	% of total	\$	% of total	\$	% of total	\$	% of total
Development-research activities	86.7	67.8	81.5	65.6	83.0	62.1	66.9	56.7
Research-related activities	18.4	14.4	18.7	15.1	20.3	15.2	24.5	20.8
General management	13.0	10.2	13.6	10.9	13.7	10.2	11.5	9.8
Regional offices	6.2	4.8	6.0	4.8	5.9	4.4	8.0	6.8
Division management	4.6	3.6	5.3	4.3	5.2	3.9	7.0	5.9
Restructuring program	—	—	—	—	5.8	4.3	—	—
Cost recovered	(1.0)	–0.8	(0.9)	–0.7	(0.2)	–0.1	—	—
<b>Total</b>	<b>\$127.9</b>	<b>100.0</b>	<b>\$124.2</b>	<b>100.0</b>	<b>\$133.7</b>	<b>100.0</b>	<b>\$117.9</b>	<b>100.0</b>

### **Development-research activities**

Development-research activities reflect the direct costs of all scientific and technical research projects financed by IDRC in the developing world. These represent the main focus of the Centre's mandate. This category of expenditures includes program activities 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.

For the fiscal year ending 31 March 1994, expenditures under this category amounted to \$86.7 million or 67.8 percent of total expenditures, compared with the budgeted figure of 65.6 percent of total projected expenditures for the year. This indicates the success of the Centre's efforts to shift any reduction in its operational expenditures to program.

## Research-related activities

Technical support and activities related to the dissemination of information or the application of the results of research constitute the bulk of research-related activities. 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 research-support activities to support ongoing IDRC programs.

Technical-support expenditures represent 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 1993–1994, technical-support expenditures amounted to \$12.6 million — an increase of \$0.3 million over the budgeted amount. The main reason for this increase was the effect of a weak Canadian dollar, for almost the entire fiscal year, on the Centre's overseas operations.

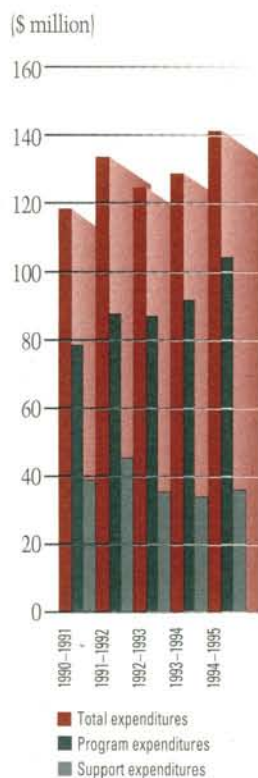


Figure 3  
Expenditures trend for  
1990–1991 (actual) to  
1994–1995 (budget).

## Regional offices

The Centre's seven regional offices play an important role in enhancing the effectiveness of the support IDRC provides to research activities in developing countries. They facilitate contacts with grant recipients and improve the Centre's ability to respond to the needs of developing regions of the world. These offices are situated in Egypt, India, Kenya, Senegal, Singapore, South Africa, and Uruguay. The combined cost of operating these offices in 1993–1994 was \$6.2 million — slightly less than the budgeted amount of \$6.4 million.

## Division management

In 1993–1994, expenditures for division management totaled \$4.6 million (\$4.7 million was budgeted), representing 3.6 percent of total Centre expenditures.

### General management

To support its overall operations and corporate responsibilities, the Centre requires a wide variety of policy, executive, administrative, and service functions. These functions are discharged by the Board of Governors, the Executive Office, and the Finance and Administration Division.

Together, general management expenditures were \$13.0 million — 1.3 percent less than the amount budgeted for the year. Table 2 shows the comparative expenditures for the last 2 years by line items. Again, these numbers show the benefits generated by the change in the cost structure of the Centre. It is also worth noting here that the Centre's operating budget for 1993–1994 was underspent by \$0.5 million.

**Table 2**

**General management expenses (\$ 000) for the 12-month period ending 31 March 1994.**

	1994	1993
Salaries and benefits	\$7 315	\$7 948
Rent and utilities	2 157	2 129
Professional and special services	963	1 135
Office and sundry	955	1 011
Depreciation and amortization	565	437
Telecommunications	253	178
Travel and relocation	234	299
Governors' meetings	222	211
Restructuring program expenses	219	261
Insurance	51	45
Working group expenses	32	1
<b>Total</b>	<b>\$12 966</b>	<b>\$13 655</b>

Finally, in 1993–1994, the Centre recovered \$1.0 million under contract research and foreign-currency transactions; \$0.7 million was budgeted. Last year, the actual amount was \$0.9 million.

### Equity of Canada

As already mentioned, the Centre received a \$27.0 million supplementary grant in February 1994. This explains the major increase in the equity account at the end of the fiscal year. The equity, which stood at \$24.9 million (of which \$12.0 million is restricted to the MI), will drop significantly in 1994–1995, to \$16.4 million, as expenditures on the two special programs managed on behalf of CIDA are committed.

### Staffing

For 1993–1994, the Centre's head office staff totaled 340 compared with 338 for the previous year and 361 in the budget. Vacancies were recorded under technical support, division management, and general management. For 1994–1995, the budget for head office positions is 349, a decrease of 86 positions from the level budgeted in 1991–1992.

### Appropriations

Regular Centre appropriations for the fiscal year under review were \$147.0 million, a major increase of 22.1 percent over projections in the budget. This total included \$110.8 million allocated for new projects, accounting for 75.4 percent of the total amount appropriated during the fiscal year.

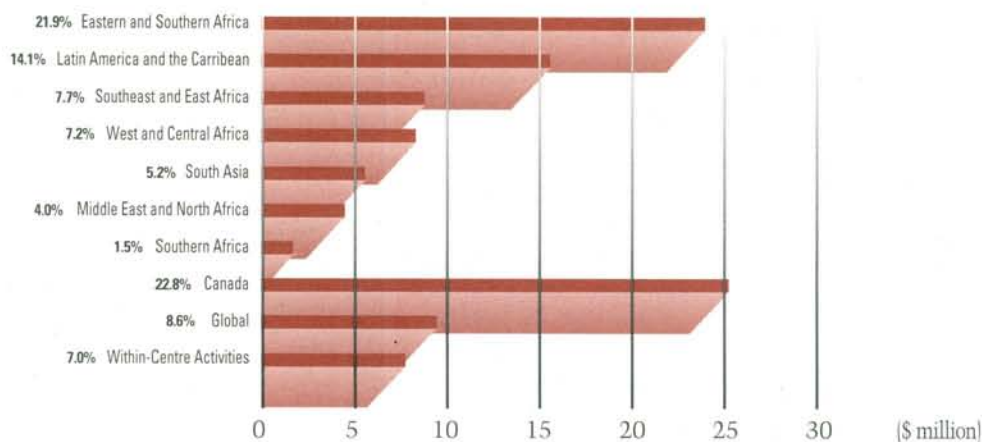


Figure 4  
Actual appropriations  
for 1993–1994  
by region.

In addition, the Centre appropriated \$23.4 million in new contract research signed during the fiscal year under review; the budgeted amount was \$7.0 million. This is also a significant increase over last fiscal year's reported figure of \$5.9 million. Figure 4 shows the allocation of program appropriations by geographic region.

### **Prospects for 1994–1995**

The Centre will continue to leverage its resources by linking with like-minded institutions and will continue to ensure that the bulk of its funds go directly to supporting research in developing countries. Toward this end, the Centre is proposing a new target ratio for program–administration expenditures of 75:25, to be achieved by 1999.

In 1993–1994, contract research was significantly higher than expected. Together with the additional \$27 million grant received, this explains the increase in program appropriation and the high average appropriation per program officer.

The Centre also remains committed to the effective use of technology and advanced information systems to capitalize on potential cost savings throughout its operations. The Centre will also be examining ways to reduce costs through attrition, process redesign, and cost-review programs. Table 3 displays the main financial targets for fiscal year 1994–1995.

Table 3

## Financial indicators and trends (\$ 000).

	Budget	Actual				
	1994–1995	1993–1994	1992–1993	1991–1992	1990–1991	1989–1990
<b>Appropriations</b>						
Program	80 000	96 923	75 107	80 190	66 512	68 046
Research-support activities	9 000	13 852	10 129	8 111	6 485	6 639
Contract research	15 000	23 407	5 898	2 077	1 993	12 074
Operational*	36 751	35 346	36 011	45 131	39 710	40 992
<b>Total</b>	<b>140 751</b>	<b>169 528</b>	<b>127 145</b>	<b>135 509</b>	<b>114 700</b>	<b>127 751</b>
<b>Revenue</b>						
Grant						
Regular	112 100	115 000	114 074	114 800	114 130	108 500
Supplementary	—	27 000	3 000	1 000	—	—
Contract research	14 000	9 938	7 605	5 537	5 133	9 277
Investment and other income	2 163	821	1 478	1 945	3 278	3 306
<b>Total</b>	<b>128 263</b>	<b>152 759</b>	<b>126 157</b>	<b>123 282</b>	<b>122 541</b>	<b>121 083</b>
<b>Expenditures</b>						
Development-research activities	70.1%	67.8%	65.6%	62.1%	56.7%	60.0%
Research-related activities	12.8%	14.4%	15.1%	15.2%	20.8%	19.3%
Research operational support	8.3%	8.4%	9.1%	8.3%	12.7%	12.2%
General management	9.7%	10.2%	10.9%	10.2%	9.8%	8.5%
Restructuring program	—	—	—	4.3%	—	—
Cost recovered	-0.9%	-0.8%	-0.7%	-0.1%	—	—
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Equity</b>	<b>16 400</b>	<b>24 933</b>	<b>64</b>	<b>(1 876)</b>	<b>8 569</b>	<b>4 025</b>
<b>Head office hired staff (no.)</b>	<b>349</b>	<b>361</b>	<b>361</b>	<b>435</b>	<b>414</b>	<b>447</b>
<b>Regional office hired staff (no.)</b>	<b>128</b>	<b>127</b>	<b>125</b>	<b>157</b>	<b>164</b>	<b>158</b>
<b>Average appropriation per program officer</b>	<b>1 112</b>	<b>1 420</b>	<b>896</b>	<b>740</b>	<b>596</b>	<b>692</b>

\*Includes cost recoveries.

### **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 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 benefits from the assistance of its Finance and Audit Committee in overseeing and discharging its financial management responsibility, which includes the review and approval of the financial statements. The Committee, which is made up of Governors, meets with management, the internal auditors, and the external auditors on a regular basis.

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. The Auditor General of Canada is now conducting a comprehensive audit of the Centre's activities and will be reporting his findings to the Board during the fiscal year 1994–1995.

## Financial highlights (\$ 000)

	Revised budget 1993-1994	Actual 1993-1994	% variance from budget	Actual 1992-1993	1993-1994 vs 1992-1993 (% change)
<b>Financial Activity</b>					
<b>Revenue</b>	<b>\$122 700</b>	<b>\$152 759</b>	<b>24.5</b>	<b>\$126 157</b>	<b>21.1</b>
Grant from Parliament of Canada					
Regular	115 000	115 000	0.0	114 074	0.8
Supplement	—	27 000	—	3 000	800.0
Contract research	7 000	9 938	42.0	7 605	30.7
Investment and other income	700	821	17.3	1 478	-44.5
<b>Expenditure</b>	<b>\$121 844</b>	<b>\$127 890</b>	<b>5.0</b>	<b>\$124 217</b>	<b>3.0</b>
Existing projects*	55 130	61 327	11.2	57 719	6.3
New projects*	30 914	31 217	1.0	30 485	2.4
Technical support	12 301	12 598	2.4	12 041	4.6
General management	13 141	12 966	-1.3	13 655	-5.0
Regional offices	6 400	6 172	-3.6	5 961	3.5
Division management	4 658	4 572	-1.8	5 258	-13.0
Cost recovered	(700)	(962)	37.4	(902)	6.7
<b>Excess of revenue over expenditure (expenditure over revenue)</b>	<b>\$856</b>	<b>\$24 869</b>	<b>2 805.3</b>	<b>\$1 940</b>	<b>1181.9</b>
<b>Program Activity</b>					
<b>Appropriations</b>	<b>\$120 500</b>	<b>\$147 083</b>	<b>22.1</b>	<b>\$122 149</b>	<b>20.4</b>
New projects	84 000	110 775	31.9	85 236	30.0
Technical support	12 301	12 598	2.4	12 041	4.6
General management	13 141	12 966	-1.3	13 654	-5.0
Regional offices	6 400	6 172	-3.6	5 961	3.5
Division management	4 658	4 572	-1.8	5 257	-13.0
<b>Contract research</b>	<b>\$7 000</b>	<b>\$23 407</b>	<b>234.4</b>	<b>\$5 898</b>	<b>296.9</b>
<b>Commitments</b>	<b>\$127 773</b>	<b>\$177 316</b>	<b>38.8</b>	<b>\$134 117</b>	<b>32.2</b>
Projects*	91 273	141 008	54.5	97 204	45.1
Technical support	12 301	12 598	2.4	12 041	4.6
General management	13 141	12 966	-1.3	13 654	-5.0
Regional offices	6 400	6 172	-3.6	5 961	3.5
Division management	4 658	4 572	-1.8	5 257	-13.0

\*Includes contract research.

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

	Actual 1993-1994	Actual 1992-1993	Actual 1991-1992	Actual 1990-1991	Actual 1989-1990
<b>Results of Operations</b>					
<b>Revenue</b>	<b>\$152 759</b>	<b>\$126 157</b>	<b>\$123 282</b>	<b>\$122 541</b>	<b>\$121 083</b>
Grant from Parliament of Canada					
Regular	115 000	114 074	114 800	114 130	108 500
Supplement	27 000	3 000	1 000	—	—
Contract research	9 938	7 605	5 537	5 133	9 277
Investment and other income	821	1 478	1 945	3 278	3 306
<b>Expenditure</b>	<b>\$127 890</b>	<b>\$124 217</b>	<b>\$133 727</b>	<b>\$117 998</b>	<b>\$130 946</b>
Development-research activities*	86 745	81 525	82 985	66 925	78 459
Research-related activities	18 397	18 720	20 336	24 532	25 257
Research operational support	10 744	11 219	11 107	15 024	16 106
General management	12 966	13 655	13 710	11 517	11 124
Restructuring program	—	—	5 804	—	—
Cost recovered	(962)	(902)	(215)	—	—
<b>Excess of revenue over expenditure (expenditure over revenue)</b>	<b>\$24 869</b>	<b>\$1 940</b>	<b>(\$10 445)</b>	<b>\$4 543</b>	<b>(\$9 863)</b>
<b>Program Activity</b>					
<b>Appropriations</b>	<b>\$147 083</b>	<b>\$122 149</b>	<b>\$133 647</b>	<b>\$112 707</b>	<b>\$115 677</b>
New projects	110 775	85 236	88 301	72 997	74 685
Technical support	12 598	12 041	14 725	13 169	13 762
General management	12 966	13 654	13 710	11 517	11 124
Regional offices	6 172	5 961	5 857	8 048	8 728
Division management	4 572	5 257	5 250	6 976	7 378
Restructuring program	—	—	5 804	—	—
<b>Contract research</b>	<b>\$23 407</b>	<b>\$5 898</b>	<b>\$2 077</b>	<b>\$1 993</b>	<b>\$12 074</b>
<b>Commitments</b>	<b>\$177 316</b>	<b>\$134 117</b>	<b>\$143 010</b>	<b>\$113 792</b>	<b>\$156 088</b>
Projects*	141 008	97 204	97 664	74 082	115 096
Technical support	12 598	12 041	14 725	13 169	13 762
General management	12 966	13 654	13 710	11 517	11 124
Regional offices	6 172	5 961	5 857	8 048	8 728
Division management	4 572	5 257	5 250	6 976	7 378
Restructuring program	—	—	5 804	—	—
<b>Outstanding commitments</b>	<b>\$143 700</b>	<b>\$104 400</b>	<b>\$105 000</b>	<b>\$105 200</b>	<b>\$116 100</b>

\*Includes contract research.

Note: 1991-1992 has been restated to be consistent with 1992-1993. Other figures remain as previously presented.



AUDITOR GENERAL OF CANADA

VÉRIFICATEUR GÉNÉRAL DU CANADA

## AUDITOR'S REPORT

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

I have audited the balance sheet of the International Development Research Centre as at March 31, 1994 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. 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, 1994 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.

A handwritten signature in dark ink, appearing to read 'D. Meyers'.

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

Ottawa, Canada  
June 15, 1994

# FINANCIAL STATEMENTS

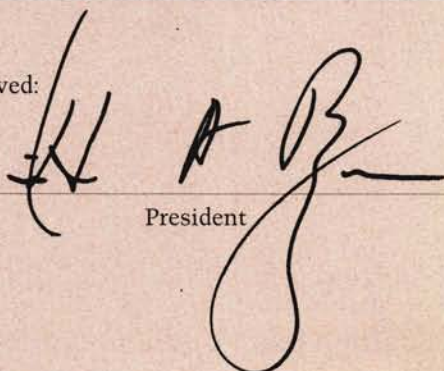
for the year ended 31 March 1994

## Balance Sheet

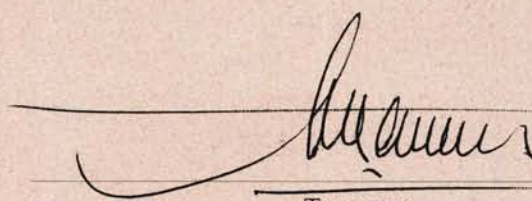
as at 31 March 1994 (\$ 000)

	1994	1993
<b>Assets</b>		
<b>Current</b>		
Cash and short-term deposits (Note 3)	\$33 367	\$10 211
Accounts receivable	939	834
Prepaid expenses	1 362	1 371
	<u>35 668</u>	<u>12 416</u>
Recoverable deposits	113	137
Property and equipment (Note 4)	5 279	5 275
Endowment funds (Note 5)	201	229
<b>Total assets</b>	<u>\$41 261</u>	<u>\$18 057</u>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 6)	\$8 816	\$13 032
Contract research (Note 7)	3 528	748
	<u>12 344</u>	<u>13 780</u>
Accrued employee separation benefits	2 797	2 587
Deferred rent — head office	986	1 397
Endowment funds (Note 5)	201	229
<b>Total liabilities</b>	<u>16 328</u>	<u>17 993</u>
<b>Equity</b> (Note 8)	24 933	64
<b>Total liabilities and equity</b>	<u>\$41 261</u>	<u>\$18 057</u>

Approved:



President



Treasurer

**Statement of Equity**  
for the year ended 31 March 1994 (\$ 000)

	1994	1993
Balance at the beginning of the year	\$ 64	(\$1 876)
Excess of revenue over expenses	24 869	1 940
Balance at the end of the year	<u>\$24 933</u>	<u>\$ 64</u>

**Statement of Operations**  
for the year ended 31 March 1994 (\$ 000)

	1994	1993
<b>Expenses</b>		
<b>Development research activities</b>		
Project grants	\$76 807	\$73 920
Contract research (Note 7)	9 938	7 605
	<u>86 745</u>	<u>81 525</u>
<b>Research-related activities</b>		
Technical support	12 598	12 041
Information dissemination	3 893	4 824
Development-research library	1 906	1 855
	<u>18 397</u>	<u>18 720</u>
<b>Research operational support</b>		
Regional offices	6 172	5 961
Division management	4 572	5 258
	<u>10 744</u>	<u>11 219</u>
<b>Total research and support expenses</b>	<b>115 886</b>	<b>111 464</b>
<b>General management expenses</b>	<b>12 966</b>	<b>13 655</b>
<b>Costs recovered (Note 9)</b>	<b>(962)</b>	<b>(902)</b>
	<u>127 890</u>	<u>124 217</u>
<b>Revenue</b>		
Grant from Parliament of Canada (Note 8)	142 000	117 074
Investment and other income	821	1 478
Contract research (Note 7)	9 938	7 605
	<u>152 759</u>	<u>126 157</u>
<b>Excess of revenue over expenses</b>	<b>\$24 869</b>	<b>\$1 940</b>

## Statement of Changes in Financial Position

for the year ended 31 March 1994 (\$ 000)

	1994	1993
<b>Operating activities</b>		
Cash provided by (used in) operations		
Excess of revenue over expenses	\$24 869	\$1 940
<b>Items not affecting cash</b>		
Amortization of property and equipment	1 541	1 246
Provision for restructuring program	163	261
Provision for employee separation benefits	347	242
Loss on disposal of equipment	119	15
Amortization of deferred rent	(411)	(305)
	<u>26 628</u>	<u>3 399</u>
<b>Changes in noncash operating assets and liabilities</b>		
Accounts receivable	(105)	70
Prepaid expenses	9	(355)
Recoverable deposits	24	17
Accounts payable and accrued liabilities	(4 000)	(3 359)
Payment of employee separation benefits	(517)	(217)
Contract research liability	2 781	227
	<u>(1 808)</u>	<u>(3 617)</u>
<b>Cash provided by (used in) operating activities</b>	<u>24 820</u>	<u>(219)</u>
<b>Investing activities</b>		
Additions to property and equipment	(1 755)	(2 525)
Proceeds on disposal of equipment	91	87
<b>Cash used by investing activities</b>	<u>(1 664)</u>	<u>(2 438)</u>
<b>Increase (decrease) in cash</b>	<u>23 156</u>	<u>(2 657)</u>
<b>Cash and short-term deposits at the beginning of the year</b>	<u>10 211</u>	<u>12 867</u>
<b>Cash and short-term deposits at the end of year</b>	<u>\$33 367</u>	<u>\$10 211</u>

# NOTES TO FINANCIAL STATEMENTS

31 March 1994

## 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 Foreign Affairs Vote 45 for the year ending 31 March 1994.

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.

On 12 June 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.

## 2. Significant accounting policies

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

**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.

The Centre is not required under present legislation to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.

**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.

**3. Cash and short-term deposits (\$ 000)**

	1994	1993
Cash	(\$18)	(\$306)
Short-term deposits		
Canadian banks	13 621	7 349
Federal and provincial governments	12 823	2 072
Commercial companies	6 941	1 096
	<u>\$33 367</u>	<u>\$10 211</u>

#### 4. Property and equipment (\$ 000)

	1994		1993	
	Cost	Accumulated amortization	Net	Net
Computer equipment	\$ 7 147	\$4 131	\$3 016	\$2 954
Leasehold improvements	1 591	618	973	969
Office furniture and equipment	1 485	870	615	688
Telephone system	1 003	805	198	145
Vehicles	936	459	477	519
	<u>\$12 162</u>	<u>\$6 883</u>	<u>\$5 279</u>	<u>\$5 275</u>

Depreciation and amortization for the period ended 31 March 1994 amounted to \$1 541 (1993, \$1 246).

#### 5. Endowment funds (\$ 000)

In 1987, the estate of the late John Bene established a fund to provide a post-graduate 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, which was used to establish a fund for the purpose of AIDS research in the Third World.

	1994	1993
Balance at the beginning of the year	\$229	\$214
Interest income	9	14
Expenses	(37)	1
Balance at the end of the year	<u>\$201</u>	<u>\$229</u>
John Bene	\$152	\$160
Governor	23	22
AIDS	26	47
<b>Total endowment funds</b>	<u><b>\$201</b></u>	<u><b>\$229</b></u>

## 6. Accounts payable and accrued liabilities (\$ 000)

	1994	1993
Accrued liabilities — projects	\$4 655	\$6 529
Other	2 516	3 534
Accrued annual and other leave benefits	1 432	1 595
Restructuring program	121	904
Employee separation benefits	92	470
	<u>\$8 816</u>	<u>\$13 032</u>

## 7. Contract research (\$ 000)

Contract research relates to research conducted or managed by the Centre on behalf of other organizations. These are funded by other international agencies, the Canadian International Development Agency (CIDA), and other federal government entities.

Contract research expenses of \$9 938 (1993, \$7 605) include \$7 969 (1993, \$5 389) expended on behalf of CIDA. In addition, the Centre received \$492 (1993, \$261) as an administration fee from CIDA.

Contract research current liabilities of \$3 528 (1993, \$748) include \$2 300 held on behalf of CIDA (1993, \$125).

## 8. Equity

In March 1994, the Centre received a supplementary grant of \$27 million. Of this amount, \$12 million is restricted for the Micronutrients Initiative; the balance is to support the core programs of research and development.

## 9. Costs recovered on foreign currency transactions (\$ 000)

**Foreign currency transactions:** The Centre has entered into Debt Swaps, as approved by the government of South Africa, to improve the exchange rates received on the transfer funds for operations and programs. The proceeds of these transactions in excess of the official rates amounting to \$368 (1993, \$589) are reported as a cost recovery rather than as a reduction of expenditures. This allows for a better comparison to prior years' expenses as it is expected that these opportunities will be temporary in nature.

**Contract research:** The Centre has also received \$594 (1993, \$313) in administration fees on its contract research projects.

### 10. Operating lease commitments (\$ 000)

The Centre has entered into various lease arrangements for staff accommodation in various countries and for office premises and equipment in Canada and abroad. In December 1993, the Centre entered into a new lease agreement for its premises at its head office. This new lease will commence in 1995 and expire in 2007. The total minimum annual payments under such lease arrangements will be:

1995	\$ 5 431
1996	4 813
1997	4 757
1998	4 875
1999	4 945
2000 - 2007	46 278
<b>Total</b>	<b>\$ 71 099</b>

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

The Centre is committed to make payments up to \$143.7 million during the next 4 years subject to funds being provided by Parliament or external donors and subject to compliance by recipients with the terms of project agreements. The Centre has also submitted formal grant offers to prospective recipients totalling \$6.9 million and is awaiting acceptance of these offers.

### 12. Related party transactions

In addition to those related party transactions disclosed elsewhere in these financial statements, the Centre is related in terms of common ownership to all Government of Canada created departments, agencies, and Crown corporations. The Centre enters into transactions with these entities in the normal course of business.

### 13. Contingency

A potential claim of approximately \$800 000 relating to a leased property may be filed. Management, based on advice of legal counsel, believes that the Centre will not have any liability in the foreseeable future.