

The International Development Research Centre is a public corporation created by the Parliament of Canada in 1970 to help developing countries use science and technology to find practical, long-term solutions to the social, economic, and environmental problems they face. Support is directed toward developing an indigenous research capacity to sustain policies and technologies developing countries need to build healthier, more equitable, and more prosperous societies.

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## MESSAGE FROM THE CHAIRMAN



It is with pleasure that I submit the annual report of the International Development Research Centre (IDRC) for the fiscal year ending 31 March 2003.

The year 2002/03 was the third year of operations under IDRC's Corporate Strategy and Program Framework (CSPF) for 2000–2005. With the exception of the Governance, Equity, and Health program initiative, whose prospectus was approved by the Board in October 2002, the 11 other program initiatives that make up the core of the Centre's programming implemented prospectuses approved in 2000/01 or in 2001/02. As evidenced by what is presented in this annual report, the past year was one of delivering on what had been promised.

Staying the course does not imply coasting, however, nor does accomplishment lead to complacency. Far from it. If persistence and constancy are among IDRC's hallmarks, so are adaptability, responsiveness, and innovation.

All these were called into action this past year as the challenges of carrying out our mandate continued to mount throughout the world. Civil unrest in countries such as Zimbabwe and Argentina, extreme weather in the Pacific region, conflict in the Indian subcontinent and war in the Middle East, and the outbreak of contagious diseases — most notably of severe acute respiratory syndrome, or SARS — had significant impacts on IDRC's work. For instance, the Department of Foreign Affairs and International Trade issued travel advisories about more than 60 countries and regions in which the Centre works — including to parts of Canada — some repeatedly. IDRC takes these warnings most seriously. To ensure the security of staff and partners, planned travel to develop and monitor projects, and meetings and conferences to share results, were relocated or rescheduled.

In late May, as tensions between India and Pakistan rose to a dangerous pitch, IDRC authorized the departure of all nonessential staff working in our Regional Office for South Asia in New Delhi. They returned to their posts and homes in July.

Learning how to do business effectively in turbulent environments and manage risk is obviously a pressing concern. In the past year, IDRC management commissioned studies on the impact of conflict on the research it supports in Nepal and Palestine. Both concluded that it is possible to support and carry out research for development, even amidst chaos, and confirmed the value of IDRC's cautious but constant presence.

If the international environment was turbulent, not all changes were negative. Along with challenges come opportunities. Democratic elections in Kenya in late 2002, for example, may open doors that were previously closed. Ongoing trade talks at the bilateral and multilateral levels fuel an appetite for trade-related research within developing countries.

The domestic environment was much more supportive, particularly for development assistance. In February, the Government of Canada announced increases in the international assistance budget by 8% a year until doubled from its current levels. In the same budget, Minister of Finance John Manley showed IDRC a great mark of support when he specifically mentioned that the Centre's funding will increase by 8% annually over the next two years.

This additional funding will help IDRC strengthen its existing programs in 2003/04. It will also allow us to better respond to new opportunities and build strongly on successful initiatives, increasing our support for research that improves the lives of people in the South.

The job of ensuring that these additional funds are used most effectively falls to IDRC President Maureen O'Neil, whose renewal for a five-year term was confirmed in early April 2003. I look forward to working with her and the IDRC team as we continue to implement the current CSPF and begin planning the next.

The Government of Canada appointed five new governors to the IDRC Board this past year. I welcome them to the IDRC family and also extend a warm greeting to those governors whose terms were renewed this past year. I am, of course, delighted to have been reappointed for a second five-year term. Finally, I warmly thank the governors whose mandate has ended for having generously shared their experience and wisdom with us.

Among the issues addressed by the Board this past year, two in particular bear mentioning. The first is the new consolidated policy framework for donor partnerships. Partnerships have always been a key strategy by which the Centre increases the flow of resources to its partners in the South. The new approach, called a Strategic Donor Partnering

Framework, focuses on reducing the transaction costs of IDRC's partnering activities while fostering long-term institutional relations with a group of core donors.

The second issue was the completion of a special examination by the Office of the Auditor General, launched in late 2001.

The auditors indicated that, in their opinion, there are no significant deficiencies in the IDRC systems and practices they examined. But while the overall findings of the report are positive, some areas were cited for improvement. Centre management agrees fully with the overall opinion of the Special Examination Report and, since May 2002, has introduced many initiatives to address noted shortcomings. In endorsing the report, IDRC recognizes the value it will have as a comprehensive assessment for key systems and practices and as a benchmark for self assessment. The Special Examination has made a positive contribution to our thinking about Centre systems and procedures.

I look forward to continuing to work with IDRC management and staff on these and

other issues. 2003/04 promises to be a year of solid achievement during which the Centre will continue to live up to — in the words of the *Budget Speech 2003* — “its world-class reputation for supporting research aimed at finding innovative solutions to the challenges facing developing countries.”



**Gordon Smith**  
Chairman



IDRC: R. Charbonneau

*"If persistence and constancy are among IDRC's hallmarks, so are adaptability, responsiveness, and innovation."*



IDRC: P. Bennett

# Corporate Profile

## Mandate

A public corporation, IDRC was created by the Parliament of Canada in 1970. IDRC's objective, as stated in the *International Development Research Centre Act*, 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."***

In doing so, the Centre helps developing countries to use science and knowledge to find practical, long-term solutions to the social, economic, and environmental problems they face.

## Mission: Empowerment through Knowledge

The Centre strives to optimize the creation, adaptation, and ownership of the knowledge that the people of developing countries judge to be of the greatest relevance to their own prosperity, security, and equity.

## Objectives: 2000–2005

- IDRC will strengthen and help to mobilize the indigenous research capacity of developing countries, especially directed to achieving greater social and economic equity, better management of the environment and natural resources, and more equitable access to information.
- IDRC will foster and support the production, dissemination, and application of research results leading to policies and technologies that enhance the lives of people in developing countries.
- IDRC will explore new opportunities and build selectively on past investments within its program framework.



IDRC: D. Barbour

*IDRC will strengthen and help to mobilize the indigenous research capacity of developing countries.*

## Operating Principles

The Centre advocates a multidisciplinary, participatory approach. Many features describe and distinguish this approach:

- Responding to the needs of the developing world as they are identified by the researchers and policymakers who live and work there.
  - Focusing greatest attention on encouraging and supporting work by researchers in the developing world.
  - Concentrating on developing human resources and strengthening existing institutions as well as the climate for research in developing countries.
  - Devolving responsibility for management and administration of research to institutions in the South.
  - Further exploring the potential for research on how to apply scientific, technical, and other knowledge to development problems
  - Underpinning all programming by a quest for sustainable and equitable development.
  - Adopting a multidisciplinary approach to development problems and employing a variety of ways to do research.
  - Considering the differing impact of change on the lives of men and women.
  - Tailoring its support to different countries to best match their needs, resources, and aspirations.
  - Placing high value on the creative judgement of its staff.
- In doing so, IDRC also
- Concentrates on establishing partnerships with other donors that exploit comparative strengths.
  - Encourages connected communities of researchers.

- Assists researchers to access and distribute information themselves.
- Promotes evaluation as a planning, learning, and management tool.
- Works to ensure the impact of research by bringing it to the attention of policy- and decision-makers at all levels.



*Projects must fit with IDRC's priorities, contribute to local capacity-building, and include both gender and ethical considerations.*

## Programing

The Centre's Corporate Strategy and Program Framework (CSPF) outlines IDRC's broad themes and general directions over a five-year period, from 2000 to 2005.

The CSPF identifies three broad thematic areas in which IDRC supports research. These areas represent an intersection of the priorities of the developing countries and IDRC's potential to make a contribution to sustainable and equitable development. The CSPF also sets targets for the regional distribution of IDRC's resources. IDRC's Board of Governors was closely involved in defining the content of the CSPF, based on preparatory work and consultations undertaken by staff.

Each year, at special Program and Operational Meetings, the President, Vice-Presidents, and senior managers review the way in which the Centre implements the CSPF. Overall program development and implementation are reviewed to take advantage of new opportunities and to ensure a balance between the evolving needs of the regions in which IDRC operates and the Centre's desire to maintain a coherent, focused program of research support. The Directors of Program Areas and the Regional Directors monitor program development and implementation and report to the Board of Governors every October. An annual Program of Work and Budget allocates resources across the different funding mechanisms.

### Programing mechanisms and modalities

*Program initiatives* develop and administer the largest part of the Centre's programing. They constitute networks that link researchers to work on specific problems and set a research agenda.

*International secretariats* are research consortia of several donors that pursue goals in common with the Centre. IDRC

acts as a catalyst to generate the funds and resources the secretariats need. Their management structure allows donor partners to be involved directly in setting program directions and priorities.

*Corporate projects* address special needs, opportunities, and exploratory activities that could eventually become significant sectors of intervention for IDRC.

In addition, through its *Canadian partnerships program*, IDRC fosters alliances and knowledge-sharing between scientific, academic, and development communities in Canada and the South. A *grants and awards program* also promotes the personal and professional development of young Canadians and nationals from developing countries through support for academic study and opportunities for hands-on experience.

## IDRC'S PROGRAM MATRIX

PROGRAM AREAS	ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT	INFORMATION AND COMMUNICATION TECHNOLOGIES FOR DEVELOPMENT	SOCIAL AND ECONOMIC EQUITY
<b>Program initiatives</b>	<ul style="list-style-type: none"> <li>Managing Natural Resources, Latin America and the Caribbean (Minga)</li> <li>Cities Feeding People</li> <li>Community-Based Natural Resource Management (Asia)</li> <li>Ecosystem Approaches to Human Health</li> <li>People, Land, and Water (Africa and the Middle East)</li> <li>Sustainable Use of Biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Acacia: Communities and the Information Society in Africa</li> <li>Pan Asia Networking</li> </ul>	<ul style="list-style-type: none"> <li>Governance, Equity, and Health</li> <li>Micro Impacts of Macroeconomic and Adjustment Policies</li> <li>Peacebuilding and Reconstruction</li> <li>Trade, Employment, and Competitiveness</li> </ul>
<b>International secretariats</b>	<ul style="list-style-type: none"> <li>Environmental Management Secretariat for Latin America and the Caribbean</li> <li>International Model Forests Network Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>Bellanet</li> </ul>	<ul style="list-style-type: none"> <li>Economy and Environment Program for Southeast Asia</li> <li>Research for International Tobacco Control</li> <li>Secretariat for Institutional Support for Economic Research in Africa</li> </ul>
<b>Cross-cutting research</b>	<ul style="list-style-type: none"> <li>Gender</li> <li>Research on Knowledge Systems</li> </ul>		
<b>Special initiatives</b>	<ul style="list-style-type: none"> <li>Canadian Partnerships</li> <li>Grants and Awards</li> </ul>		



## Project Funding

IDRC's principal approach is to support research projects and related activities developed and proposed by developing-country institutions, and by Canadian institutions in collaboration with one or more developing-country partners. The Centre strives to achieve a critical mass of knowledge on particular topics. Increasingly, this is done in collaboration with other donors.

Most projects proposed to IDRC result from direct exchange with developing-country institutions, in which Centre officers and recipient institutions explore mutual areas of interest. Highly qualified researchers themselves, program officers also play an entrepreneurial role in bringing together the people and resources to pursue common objectives.

Most proposals are developed on the basis of a detailed — and often lengthy — interaction between both parties. In addition to having scientific and technical merit and a potential development impact, projects must fit with IDRC's priorities, contribute to local capacity-building, and include both gender and ethical considerations. The availability of human and institutional resources is also important. A number of program initiatives also fund research under competitive arrangements such as small grants competitions that, in addition to their research purpose, provide another way of identifying new researchers and institutions with which to work.

Depending on the amount of funding required, the proposal is submitted to

the program initiative team or to senior management for approval. A Memorandum of Grant Conditions stipulates the value and purpose of the grant, the terms of its administration, the obligations of all participants, and the formal starting date of the project. Program officers monitor the project's progress until completion.

## Program Support

Several related activities are integrated with IDRC's research program to broaden its impact and scope:

- **Partnerships and Business Development:** IDRC experiments with a range of options for partnerships and resource expansion to expand the flow of resources to researchers in developing countries.
- **Evaluation and Learning:** IDRC recognizes that evaluation makes an essential contribution to learning and decision-making about research. The Centre develops evaluation methods and tools, and provides central coordination and support for monitoring performance and measuring program achievements.
- **Research Information:** Through our databases, researchers can tap into development research results and current research dialogues. IDRC's information specialists offer efficient access to research information and intellectual support.
- **Communications:** Targeted communications strategies and tools, including public events and publications, in print and electronic formats, present and disseminate Centre activities to a wide range of audiences, as does our Web presence.

## Regional Presence

IDRC's headquarters are located in Ottawa. The Centre also maintains six regional offices in the developing world: in Montevideo, Uruguay, to serve Latin America and the Caribbean; in Singapore to serve Southeast and East Asia; in New Delhi, India, to serve South Asia; in Cairo, Egypt, to serve the Middle East and North Africa; in Nairobi, Kenya, for Southern and Eastern Africa; and in

Dakar, Senegal, to serve West and Central Africa.

More than merely administrative out-growths of headquarters, these offices represent a significant strategic asset and part of IDRC's personality as an institution. Their role of providing a regional perspective to the Centre's program and nurturing partnerships and resource-expansion activities in the regions where IDRC works, as well as promoting the dissemination of research results, is essential to the effective management of the Centre's program matrix.

## Accountability and Governance

When the Parliament of Canada created IDRC, it granted the corporation special status. The Centre is not an "agent of Her Majesty." Along with the Bank of Canada and the Canadian Broadcasting Corporation, IDRC is exempt from the *Financial Administration Act's* specific rules governing Crown Corporations. However, IDRC is bound by the general financial rules set out in that act. The Centre is audited annually by the Office of the Auditor General and is accountable to the Parliament of Canada. But its special status does ensure that IDRC has the autonomy it needs to establish links and advance Canadian causes — even when, for political reasons, the government is unable to become involved officially.

An international Board of Governors, comprising 11 experts from Canada and 10 from other — most developing — countries, has overall responsibility for the management of Centre affairs. As Chief Executive Officer and an ex officio member of the Board, the President manages the Centre's operations, with the support of the Senior Management Committee.

## Financing

The Canadian Parliament provides IDRC with an annual appropriation. While this is its main source of revenue, the *IDRC Act* also allows the Centre to seek external funding.



IDRC: S. Colvey

*IDRC's principal approach is to support research projects and related activities developed and proposed by developing-country institutions.*

## ASSESSING AND MANAGING RISK

In India, massive communal violence in Gujarat left thousands of Muslims dead or displaced. The violence created dangerous conditions for staff of several projects in the area. A project on women's empowerment has faced some particularly tough challenges. Some staff resigned and others requested transfers. Travel was disrupted, affecting monitoring and other project activities. As a result, one of the research sites had to be relocated. The project has also introduced new elements to the workplan — including initiatives to help staff understand and address issues arising from the violence.

These sorts of risks — and developing ways to overcome them — are part of IDRC's "business" of supporting research for development. Almost by definition, embarking on research involves exploring the unknown and testing the uncertain. It is these variables, especially in the novel areas of IDRC-supported research, that can inspire innovation. Managing the risks associated with the Centre's work while not limiting the flexibility of staff and our research partners to respond to development challenges requires constant effort. The following examples show how the Centre works to strike this balance.

### Project and administrative risk

Before a project is supported by IDRC, it must be appraised by a team of program staff. For large proposals, this includes a visit to the site by the responsible program officer. The appraisal includes an assessment of inherent risks that could affect the project's implementation, such as political and economic problems, social unrest, climatic changes, and inadequate sources of information.

Before approval, each project budget is reviewed by a grant administration officer, who verifies the legal identity and status of the proposing institution and assesses the administrative risk, in accordance with IDRC's financial control framework. In the case of large projects with new institutions, the risks are

assessed on site. The findings help to determine the grant conditions to be applied to the project.

Once a project is approved, program officers monitor its progress and help address any unexpected developments. Grant administration officers work with program officers and conduct regular compliance reviews throughout the life of the project. Senior grant administration managers also regularly visit institutions that have high volumes of IDRC funding to review managerial, administrative, and financial capabilities. The findings seek to confirm earlier assessments and help to determine if contract adjustments are necessary.

### Reviews

IDRC undertakes special reviews and assessments of countries where difficult conditions have either limited or precluded Centre programming. In the past, such a study has been conducted in Nigeria. In December 2002, senior management requested reviews of Nepal and Palestine, both of which are experiencing conflict and unrest. These studies help the Centre determine how to support research and researchers in high-risk countries.

### Health and security

IDRC's work requires frequent travel to areas that can pose health and personal security risks. Some Centre staff are posted to these same areas. Accordingly, the Centre employs several means to minimize these risks. These include the following:

- A Security and Emergency Planning Team (SEPT), composed of senior managers, deals with emergency situations that pose a risk to the safety of Centre staff. For example: SEPT has monitored SARS-related issues on a daily basis, circulated regular advisories on travel to regions affected by SARS, and provided staff with information on the virus and how to prevent its transmission.



Senior management requested reviews of Nepal and Palestine, both of which are experiencing conflict and unrest.

- Health Services staff provide vaccines, prophylactic medication, and information on other preventive health measures to all staff before any international travel.
- Travel bans and advisories from the Department of Foreign Affairs and International Trade are issued to staff on a regular basis. A ban prohibits IDRC staff from traveling to a particular country or area experiencing dangerous conditions. Advisories indicate that travelers should exercise caution. In addition, extensive information on IDRC's internal Web site outlines security precautions for staff while traveling.
- The Centre also provides all staff with ergonomically sound workstations and furnishings, and offers ergonomics training: 42 staff members were trained in 2002/03. First-aid and CPR courses are also offered: 13 staff members availed themselves of these courses in the past year.

## MILESTONES: 2002/03

- On 18–20 June, the Open Program Meeting brought together Ottawa staff, regional office staff, and developing-world partners for three days of keynote addresses and discussions around the themes social ingenuity, social equity, and networks.
- On 27 June, IDRC organized the international forum “Rethinking the City.” Held as part of the Conférence de Montréal, it brought together 80 policymakers and business representatives from Latin America, Canada, and Italy to discuss governance, particularly public and private sector interactions.
- Inspired by the G8’s Action Plan for Africa, the IDRC Board of Governors approved a \$2.5 million special fund for activities in support of the New Partnership for Africa’s Development. Two areas are targeted for support: creation of evidence-based health policy and supporting policy reviews, particularly in the areas of science and technology policy and information and communications technologies policies, in selected countries.
- In its 17–23 August issue, *The Economist* reported on IDRC’s work in Tanzania through the Essential Health Interventions Project (TEHIP) in very positive terms.
- IDRC participated in many inter-ministerial meetings leading up to the World Summit on Sustainable Development in Johannesburg in August and September 2002, and worked in close collaboration with the three lead departments working on Canada’s contribution: Environment Canada, CIDA, and DFAIT. IDRC secured two positions in Canada’s official delegation.
- On 16 October, Drs Mario Henry Rodríguez and Juan Eugenio Hernández Avila of Mexico’s Instituto Nacional de Salud Pública were awarded the Jorge Rosenkranz Award 2002 in the area of epidemiology for their work in an IDRC-supported project to find alternatives to DDT to control mosquitoes, vectors of malaria.
- In collaboration with Canadian Heritage, Health Canada, Human Resources Development Canada, Industry Canada, and Environment Canada, IDRC sponsored the Citizens’ Dialogue on the Kind of Canada We Want project. Managed by the Canadian Policy Research Network’s Public Involvement Network, the project engaged Canadians in a dialogue about the kind of Canada they want for themselves and for future generations, including the question of development assistance. Ten sessions took place in various Canadian cities in the fall of 2002.



IDRC: P. Bennett

*The Economist reported on IDRC’s work in Tanzania through the Essential Health Interventions Project (TEHIP) in very positive terms.*

## EXPRESSIONS OF CORPORATE SOCIAL RESPONSIBILITY

- IDRC staff contributed \$30 680 to the 2002 Government of Canada Workplace Charitable Campaign (GCWCC) supporting the United Way/ Centraide and Healthpartners. This is an increase of 23% over the previous year.
- IDRC, through its Regional Office for West and Central Africa in Dakar, Senegal, helped the families of victims of the sinking of the Joola ferry off the coast of Senegal on September 26 by offering the Collectif de coordination des familles de victimes du Joola a refurbished Pentium 166 computer and a sum of \$12 000. A collection was also organized among staff.
- On 17 March 2003, IDRC, through its Regional Office for Eastern and Southern Africa in Nairobi, Kenya, donated 12 computers to Computers for Schools Kenya (CFSK), a program modeled on Computers for Schools, Canada.
- On 2 May, IDRC and the Vulimiri Ramalingaswami Foundation signed an agreement to establish an Endowment Fund to support the Ramalingaswami Scholarship program for South Asian medical professionals in the fields of nutrition science and community medicine. The Regional Office for South Asia in New Delhi, India, released \$100 000 for the fund.



IDRC: S. Colvey

*IDRC and the Vulimiri Ramalingaswami Foundation agreed to support the Ramalingaswami Scholarship program for South Asian medical professionals.*

- A pilot fundraising training workshop for key IDRC research partners was held in Bangkok in January 2003.
- In February 2003, IDRC participated in International Development and Regional Days organized by CIDA in Vancouver, Winnipeg, and Fredericton.
- On 18 February 2003, the Canadian government committed to "increase funding for the International Development Research Centre by 8% annually over the next two fiscal years in recognition of its world-class reputation for supporting research aimed at finding innovative solutions to challenges facing developing countries." This was the first time ever that IDRC has been specifically mentioned in the federal budget.

# STATISTICAL SNAPSHOT AND FINANCIAL HIGHLIGHTS

## Statistical Snapshot

<b>Regional offices:</b>	6
<b>Staff (full-time equivalents):</b>	335
<b>Research program activity</b>	
Research projects approved:	114
Research projects completed:	148
Total active research projects:	461
Total research activities approved: (including research projects)	390
Total research activities completed:	369
Total active research activities:	893

## New Research Activities in 2002/03

(with total active in parentheses) by area under study and by program area

Area under study	Program area <sup>a</sup>						2002/03 allocation (\$000)	
	Corporate	Other	ENRM	ICT4D	SEE	Total	IDRC	Total <sup>b</sup>
Asia	36 (47)	0 (0)	19 (53)	16 (23)	7 (23)	78 (146)	9 785	11 157
Eastern Europe	0 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0	0
Latin America and the Caribbean	20 (42)	25 (33)	23 (49)	3 (14)	16 (33)	87 (171)	11 142	16 666
Middle East and North Africa	14 (19)	2 (2)	4 (22)	2 (2)	9 (24)	31 (69)	2 305	2 305
Sub-Saharan Africa	43 (87)	2 (4)	28 (90)	35 (88)	16 (52)	124 (321)	16 002	16 052
Multiregional	0 (3)	0 (0)	4 (8)	0 (0)	0 (3)	4 (14)	827	827
Global	29 (75)	2 (3)	15 (39)	2 (5)	17 (41)	65 (163)	14 172	16 205
Other <sup>c</sup>	1 (7)	0 (0)	0 (1)	0 (0)	0 (0)	1 (8)	15	15
<b>Total</b>	<b>143 (281)</b>	<b>31 (42)</b>	<b>93 (262)</b>	<b>58 (132)</b>	<b>65 (176)</b>	<b>390 (893)</b>	<b>52 248</b>	<b>63 227</b>

Note: Research activities include research projects, research support activities, awards programs, etc.

<sup>a</sup> ENRM, Environment and Natural Resource Management; ICT4D, Information and Communication Technologies for Development; SEE, Social and Economic Equity. "Corporate projects" include the Gender Unit, international secretariats, the Special Initiatives Program, Partnerships and Business Development, Evaluation Unit, the President's Office, Explorations, Regional Activity Funds, forward planning, etc. "Other" includes programs or projects that are supported outside of IDRC's standard funding mechanisms, such as through the Institute for Connectivity in the Americas.

<sup>b</sup> Includes both IDRC and external funding.

<sup>c</sup> Includes all other regions of the world, although in practice pertains mostly to Canada and IDRC's Canadian Partnership activities.

## Key Financial Highlights

(\$000)	2002/03		2001/02
	Revised budget	Actual	Actual
<b>Revenues</b>			
Parliamentary appropriations	100 893	97 603	97 164
Resource expansion	16 526	36 505	47 515
Recovery of indirect costs, investment, and other income	3 407	3 923	3 596
	<u>120 826</u>	<u>138 031</u>	<u>148 275</u>
<b>Expenses</b>			
Development research programs	80 020	97 894	98 512
Development research support	20 428	20 152	18 830
Administrative services	23 821	21 892	21 218
	<u>124 269</u>	<u>139 938</u>	<u>138 560</u>
<b>Net results of operation</b>	(3 443)	(1 907)	9 715
<b>Equity</b>	6 428	7 964	9 871
<b>Expenditure ratios</b>	64/16/20	70/14/16	71/14/15
<b>Program allocations</b>			
Centre programs	72 500	64 771	56 077
Resource expansion	18 700	30 822	65 938
	<u>91 200</u>	<u>95 593</u>	<u>122 015</u>

### Notes

- The Parliamentary appropriations represents 71% of the total revenues.
- The expenses for development research programs represent 70% of the total expenses.
- The actual expenditure ratios (development research programs/development research support/administrative services) demonstrate that IDRC is committed to investing as many resources as possible on research program activities (see page 52 for an explanation of IDRC's three-tier cost structure).
- For further information on these key financial highlights, please refer to the Financial Management Discussion and Analysis beginning on page 51.

## Geographical Distribution of Program Allocation

IDRC's Corporate Strategy and Program Framework (CSPF) for 2000–2005 sets notional targets for the distribution of programing resources. Over its first three years, 25% of resources were to be allocated to Latin America and the Caribbean, 44% to sub-Saharan Africa, 6% to the Middle East and North Africa, and 25% to Asia. As shown here, the actual distribution of resources is slightly different from these targets. This is because some activities touch more than one region and others are considered of a global nature.

